BOYS & GIRLS CLUBS
OF THE EAST VALLEY

Mesa Arts Academy School Administrator/Instructional Leader Succession Plan

The Boys & Girls Clubs of the East Valley (the Charter Holder) has developed a plan to prepare for the time when they must replace their Mesa Arts Academy School Administrator/ Instructional Leader. Because of its small size and diverse programs, the traditional model of employing an Assistant Administrator who would take over in the absence of the School Administrator does not fit the Academy. This "Succession Plan" provides a structured process to address this significant transition and prepares current staff for potentially assuming the role as either "Interim School Administrator/Instructional Leader" or permanent placement in the School Administrator/Instructional Leader position. It also addresses the development of an "Interim Management Plan" should that be determined to be the preferred method of addressing this transition.

Preparing the Organization and Staff for Change of Leadership

The key to a successful transition of leadership is preparing key staff and School Governing Board members for the change. Specific steps have been developed to create a model to facilitate a change in the School Administrator position. The following steps will be implemented:

School Governing Board

1. The School Administrator provides Governing Board Members with on-going training in the areas of understanding and interpreting school-level academic and behavior data, the components of AZ LEARNS, and the federal requirements of AYP. Training will be offered throughout the year at regular school board meetings and repeated annually to ensure new members are brought up to speed in understanding these critical areas.

2. Board Members will be encouraged to attend the annual "Board Retreat" offered by the Arizona Charter School Association so they are aware of the broader issues facing a charter school Administrator so they can help in the process of hiring a new Charter Administrator.

3. Board members are encouraged to attend major events and annual meetings of the Boys and Girls Clubs of the East Valley to cement a strong connection between the School Governing Board and Charter Holder. This experience will facilitate the transition process.

4. The Chief Financial Officer of the Charter Holder attends School Governing Board meetings to provide members with training in understanding the fiscal responsibilities of managing a charter school and interpreting financial data. This ensures that the Academy School Board can continue to perform this critical function in the absence of a school Administrator should that need arise.

5. These key events and activities will allow the Mesa Arts Academy Governing Board members to have an informed and key role in hiring a replacement for the Academy School Administrator/Principal/ Instructional Leader Position when that need arises.

Key Academy Management Staff
Establishing and supporting a strong local "Leadership Team" is a critical component of this plan.

1. The School Administrator has designated a "Leadership Team" that shares oversight in three key areas of charter management: Director of Academic Programs, Director of Arts and Special Events, and Director of Administration. Please review our Org Chart.

2. Each Leadership Team member takes a management role in supervising and evaluating staff; updating policies, procedures, and curriculum; and managing expenditures for their area. Special training and professional development is provided to these staff members so they are prepared to assume a management role within their area of expertise should the need arise.

3. All Leadership Team members work with the School Administrator in the area of grants management and finance so they gain experience in those areas that impact their programs.

4. The "Leadership Team" meets monthly with the Administrator to address school-wide issues and share responsibilities for decision making in all areas of school administration. A portion of these meetings is dedicated to establishing common models of dealing with tasks that cross over areas of expertise such as: project completion (such as "backward modeling,") documentation of policies and procedures, and consistent procedures to evaluate employees.

5. Members of the Leadership Team attend additional conferences and networking opportunities at both the Club and Charter levels with the Administrator so they have a relationship with members of the greater charter school community, the Boys and Girls Clubs of the East Valley, and key community partners.

6. Leadership Team members are provided with targeted professional development so they can function as consultants to the current and future Academy Administrator in key areas such as: food service, health and safety, SAIS database management; curriculum writing; arts programming, etc. This professional development is an integral component of the transition process.

7. At least one Leadership Team member attends Academy School Governing Board meetings. In the absence of the School Administrator, one "Leadership Team" member is designated by the Charter Holder to perform the functions of the School Administrator at School Board meetings.

8. The Administrator meets monthly with the CEO of the Charter Holder and his "Management Team" to update the Charter Holder and his "Leadership Team" on school related issues.

9. The School Administrator meets monthly with a networking group of charter holders and consultants who share resources and have agreed to assist each other's schools in the process of transition of leadership should the need arise. This group has been identified as a significant community partner in the transition process.

10. Academy "Leadership Team" members are provided release time to serve on key committees of the Charter Holder and school initiatives requiring an ad hoc leadership team (SPDG, PDLA, SPED monitoring, etc.) This broadens their scope of expertise.

11. All "Leadership Team" members are regularly accessed to assist the Administrator in handling school discipline issues, meet with parents to address concerns, and train new staff members. This allows them to develop Administrative level skills to address key issues should the Administrator not be available to address these issues.

When the School Administrator Vacancy Occurs

The following steps will be implemented by the CEO of the Charter Holder when an opening occurs for the School Administrator/Instructional Leader/Principal position:

1. The CEO will designate a "Transition Team" to assist in the process of managing the school and hiring a replacement. Membership on that team is at the discretion of the CEO; however, it may include members of the Charter Holder's "Management Team," the Academy's "Leadership Team," Academy Governing Board members, and other community partners who have a unique understanding of the requirements of the position and have agreed to serve.

2. The "Transition Team" will either designate an "Interim Administrator" or develop an "Interim Management Plan" that disburses the Administrator's responsibilities and duties across the Academy "Leadership Team" or other Charter Holder personnel as appropriate.

3. It will review and, if necessary, update the School Administrator's job description that is on file with the Boys and Girls Clubs of the East Valley's Human Resource Department and establish a timeline and budget for completing the hiring process.

4. It will determine where to announce the vacancy to secure qualified applicants and to fulfill required EEO guidelines as outlined in the Charter Holder's Personnel Policies.

5. Once resumes have been collected for the opening, the CEO or designee will meet with the "Transition Team" to screen for interview invitations. Members of that team may also participate in the interview process.

6. The CEO or designee will contact the final candidate and offer the position.

Guidelines for the Use of an "Interim School Administrator"

The decision to place a current staff member or outside individual in the role of Interim School Administrator/ Instructional Leader/Principal must include the following:

1. Clear understanding of the role of this staff position within current time lines.
2. Current school projects and compliancy deadlines.
3. Impact upon current staff members and the academic and arts programs.

The CEO of the Charter Holder will determine if an "Interim School Administrator" position will be created until the vacancy is permanently filled.

Using a Current Employee in the Role of Interim School Administrator

The CEO of the Charter Holder may select to utilize a current employee in the role of "Interim School Administrator." When that decision is made the following guidelines and steps will be followed:

1. A specific job description will be updated for the "Interim School Administrator."

2. A salary range will be approved to fill the temporary vacancy that fits within the adopted school budget. The salary will be in effect only during the time the employee fulfills the interim position.

3. A target length of time for the interim position will be determined.

4. The position is an "at-will" employment relationship as outlined in the Charter Holder's Personnel Policies. The Charter Holder may at any time return the staff member back to their previous position at the previous salary level.

5. The CEO or designee will review the qualifications of key "Leadership Team" staff members based on their current performance reviews and positions and interview qualified candidates.

6. The CEO or designee will contact the final candidate and offer the position.

The CEO or designee will review the impact upon the selected employee and their current job assignments in their past positions. He will determine if additional part-time, temporary staffing is required. If it is determined that such staffing is needed, the new "Interim School Administrator" would be authorized to fill such a position.

Expected Outcomes

The BGCEV (Charter Holder) will prepare itself for changes in key staffing positions at the Mesa Arts Academy Charter School and will implement an action plan that best fits the needs of the Charter Holder and school during that process.

The Charter Holder and Academy Governing Board will have a clear understanding of the management and instructional needs of the Mesa Arts Academy and will be equipped to hire quality replacements for key Academy positions as they arise.

Key Academy Leadership Team will receive advanced training and significant professional development to prepare them for potential future leadership of the Academy.

The School Governing Board will be prepared to implement and support a recruitment process that utilizes the services of a "Transition Team" led by the CEO of the charter holder to fill key management positions at the Academy.

The transition process will attract a quality group of candidates for the School Administrator vacancy and identify the best individual to meet the needs of the Mesa Arts Academy.

The Boys & Girls Clubs of the East Valley will maintain and implement policies and procedures that ensure it can fulfill the mission, goals and objectives of its Charter Contract regardless of anticipated or unanticipated changes in key administrative staffing at the Academy.