

Marblehead Community Charter Public School
Emergency Succession Plan for Head of School

Read October 30, 2018

Adopted November 13, 2018

Updated July 28, 2020 **SUGGESTED EDITS FOR 2023**

The Board of Trustees of Marblehead Community Charter Public School recognizes that this is a plan for contingencies due to the disability, death, or departure of the Head of School. If the organization is faced with the unlikely event of an untimely vacancy, Marblehead Community Charter Public School has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of Trustees of Marblehead Community Charter Public School has reviewed the job description of the Head of School. The job description is attached. The Board of Trustees has a clear understanding of the Head of School's role in organizational leadership, program development, program administration, operations, Board of Trustees relationships, financial operations, resource development, and community presence.

Succession Plan in Event of a Temporary, Unplanned Absence:

Short-Term

A temporary absence is one of less than three months in which it is expected that the Head of School will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave; such as a vacation or a sabbatical. The Board of Trustees is authorized (or authorizes the Executive Committee) of Marblehead Community Charter Public School to implement the terms of this emergency plan in the event of the unplanned absence of the Head of School.

In the event of an unplanned absence of the Head of School, the Principal (or other highest ranking staff member) is to immediately inform the Board Chair (or highest ranking volunteer board member) of the absence. As soon as it is feasible, the Chair should convene a meeting of the Board of Trustees to affirm the procedures prescribed in this plan or to make modifications, as the Board of Trustees deems appropriate.

At the time that this plan was approved, the position of Acting Head of School would be:

Principal Assistant Head of School

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Should the standing appointee to the position of Acting Head of School be unable to serve, the back-up appointee for the position of Acting Head of School will be:

Director of Student Services

If this Acting Head of School is new to his/her position and inexperienced with this organization, the Board of Trustees may decide to appoint a back-up appointee to the acting Head of School position. The Board of Trustees may also consider the option of splitting executive duties among designated appointees.

Authority and Compensation of the Acting Head of School

The person appointed as Acting Head of School shall have the full authority for decision-making and independent action as the regular Head of School.

The Acting Head of School serves on the Board of Trustees as an Ex-Officio member and all rights and privileges as such.

The Acting Head of School may be offered a temporary salary increase during the Acting Head of School Period as negotiated with the Board of Trustees.

Board Oversight

The Board of Trustees responsible for monitoring the work of the Acting Head of School shall be Board Chair, other board member appointed.

The above named people will be sensitive to the special support needs of the Acting Head of School in this temporary leadership role.

Immediate Action Items –

- o The Acting Head of School and the Chair of the Board of Trustees will make notifications to the Massachusetts Department of Elementary Education of the change in leadership.
- o The Acting Head of School and the Chair of the Board of Trustees will send a joint statement to the Marblehead Community Charter School community of the change in leadership.

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- o Removal of previous Head of School from all bank accounts.
- o Change all passwords and security codes.
- o Retrieve all keys in possession of previous Head of School
- o Deactivate Head of School email address, and forward all email to Acting Head of School email address.

Communications Plan

Immediately upon transferring the responsibilities to the Acting Head of School, the Board Chair (or highest-ranking Board member) will notify staff members, members of the Board of Trustees, and key volunteers of the delegation of authority.

As soon as possible after the Acting Head of School has begun covering the unplanned absence, Board members and the Acting Head of School shall communicate the temporary leadership structure to the following key external supporters of Marblehead Community Charter Public School. This may include (but not be limited to) Massachusetts Department of Elementary and Secondary Education, Town government officers (Police, Fire, Schools, Board of Health, Town Manager, Park and Recreation), foundation program officers, and major donors.

The Message to the Faculty, Staff, Students, Parents and Community shall be:

At this time NAME has notified the Board of Trustees of a Short-Term Leave of Absence.

As of this email, in accordance with the Emergency Succession Plan, NAME is the Acting Head of School.

The Board of Trustees will meet on DATE to formally appoint an Acting Head of School. All members of our community are invited to attend this very important meeting.

Completion of Short-Term Emergency Succession Period

The decision about when the absent Head of School returns to lead Marblehead Community Charter Public School should be determined by the

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Head of School and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment.

Succession Plan in Event of a Temporary, Unplanned Absence:

Long-Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Board of Trustees will give immediate consideration, in consultation with the Acting Head of School, to temporarily filling the management position left vacant by the Acting Head of School. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Head of School to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Head of School needs assistance.

Communications Plan

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The Message to the Faculty, Staff, Students, Parents and Community shall be:

At this time NAME has notified the Board of Trustees of a Long-Term Leave of Absence.

As of this email, in accordance with the Emergency Succession Plan, NAME is the Acting Head of School.

The Board of Trustees will meet on DATE to formally appoint an Acting Head of School. All members of our community are invited to attend this very important meeting.

Completion of Long-Term Emergency Succession Period

The decision about when the absent Head of School returns to lead Marblehead Community Charter Public School should be determined by the Head of School and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment.

Succession Plan in Event of a Permanent Change in Head of School

A permanent change is one in which it is firmly determined that the Head of School will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Trustees will appoint a Transition and Search Committee within 30 days to plan and carry out a transition to a new permanent Head of School. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Head of School, and plan for the recruitment and selection of an Interim Head of School and/or permanent Head of School.

Communications Plan

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As soon as possible after the Acting Head of School has begun covering the unplanned absence, Board members and the Acting Head of School shall communicate the temporary leadership structure to the following key external supporters of Marblehead Community Charter Public School. This may include (but not be limited to) Massachusetts Department of Elementary and Secondary Education, Town government officers (Police, Fire, Schools, Board of Health, Town Manager, Park and Recreation), foundation program officers, and major donors.

The Message to the Faculty, Staff, Students, Parents and Community shall be:

The Board of Trustees would like to thank NAME for their service as Head of School for the MCCPS Community. At this time NAME has notified the Board of Trustees they have decided to leave MCCPS for future endeavors.

As of this email, in accordance with the Emergency Succession Plan, NAME is the Acting Head of School.

The Board of Trustees will meet on DATE to formally appoint an Acting Head of School. All members of our community are invited to attend this very important meeting.

Checklist for Acceptance of All Types of Emergency Succession Plans

- o Succession plan approval. This succession plan will be approved by the Executive Committee and forwarded to the full Board of Trustees for its vote and approval. This plan should be reviewed annually.
- o Job Descriptions. Two job descriptions are attached to this plan. The first Job Description reflecting the current responsibilities. The second job description reflects how the responsibilities will be assigned within

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the context of an emergency/unplanned absence of the Head of School.

- o Copies. Copies of this Emergency Succession Plan along with the corresponding documentation shall be maintained by The Board Chair, the Head of School, the Acting Head of School Appointee, and the human resources department.

The Emergency Succession Plan and the supporting documents (the information and contact inventory, job descriptions) should be reviewed, updated and approved by the Board of Trustees annually. This plan must also be updated and approved by the Board of Trustees when one or more of the employees in this plan change.

This plan may also be implemented in the case of an unplanned absence of the Acting Head of School or Interim Head of School.

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Adopted: _____

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Appendix A

MARBLEHEAD COMMUNITY CHARTER PUBLIC SCHOOL

FUNCTIONAL JOB DESCRIPTION

Position Title: MCCPS Head of School

Reports to: MCCPS Board of Trustees

Position Summary:

The Head of School (HOS) of the Marblehead Community Charter Public School (MCCPS) is expected to lead the Board, Faculty, Staff, Students, Parents and Community Members in further strengthening the vision of the school and implementing its strategic plan. The HOS will lead the continuous improvement process, advance the successful academic program consistent with the MCCPS mission and charter, and be accountable for the results. The HOS will promote school-wide innovation and cultivate an extraordinary professional team. The HOS will create and strengthen networking and optimize the school's financial and regulatory systems. The HOS is responsible for implementing policies established by the MCCPS Board of Trustees (Board) and is directly accountable to the Board. The HOS is authorized to take such actions as may be necessary for proper conduct of the School, subject to the budgetary guidelines and in accordance with the school's strategic plan and related policies as adopted by the Board. The HOS will ensure the school upholds and complies with the terms of the current Charter granted to MCCPS, as approved, and shall adhere to any and all applicable laws.

Essential Functions:

1. Ensure that the Board of Trustees is kept fully informed on the conditions and operations of MCCPS. Attend and participate fully in Board meetings.
2. Establish a sound organizational structure for MCCPS, in consultation with the Board.
3. Plan, formulate and recommend for approval to the Board of Trustees policies and programs to further the mission of the School.
4. Ensure that all MCCPS funds, physical assets, and property are appropriately safeguarded, administered and maintained.
5. Hire, evaluate and set compensation package for all faculty and staff as necessary in accordance with School policy.
6. Enable the professional development of faculty and staff. Inspire innovation at every level.
7. Supervise curriculum development and ensure its continuous evaluation and improvement.
8. Oversee student services including student discipline and reporting to appropriate government agencies.
9. Communicate regularly and effectively with the MCCPS community in accordance with School policy.

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10. Maintain and improve community relations, including relations with the town of Marblehead.
11. Substantially improve the development and fundraising capacity of MCCPS.
12. Understand and follow DESE regulations, state and federal laws, and any applicable regulations; recommend appropriate corrective actions and strategies for compliance.

Qualification/Education/Experience:

1. Must be able to perform each essential duty satisfactorily.
2. Master's degree (M.Ed.) in Education or Special Education preferred.
3. Two or more years of experience in education administration. Must have demonstrated experience with personnel supervision in a school.
4. Must hold a school administrator certificate or a state approved equivalent.
5. High energy level, superior interpersonal skills and ability to function in a team atmosphere.
6. Ability to communicate clearly and effectively in oral and written form.
7. Knowledge of modern principles, methods, and techniques of administration and program planning.
8. Ability to apply principles of logical or scientific thinking to a wide range of intellectual and practical problems.

RECEIPT AND REVIEW OF FUNCTIONAL JOB REQUIREMENTS

I, _____, have read, understand and agree to the above functional job description. I understand the essential functions, qualifications, education, experience, and physical demands of the position and acknowledge that I am capable of performing all of the essential functions of this position without reasonable accommodation or I have informed you of my need for an accommodation. The MCCPS Board of Trustees reserves the right to change any part of this job description, as circumstances require.

It is intended that the terms of the executed employment contract, including any approved amendments to that contract, are incorporated within the job description for the duration of that contract and thereby become part of the job description.

Employee's Signature _____ Date _____

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Appendix B

Emergency HOS Succession Plan

Position Title: MCCPS Head of School

Reports to: MCCPS Board of Trustees

Overview of Position Responsibilities:

The Head of School (HOS) of the Marblehead Community Charter Public School (MCCPS or School) is expected to lead the MCCPS Board of Trustees (Board), Faculty, Staff, Students, Parents and Community Members in further strengthening the vision of the School and implementing its strategic plan. The HOS will lead the continuous improvement process, advance the successful academic program consistent with the MCCPS mission and charter, and be accountable for the results. The HOS will promote school-wide innovation and cultivate an extraordinary professional team. The HOS will create and strengthen networking and optimize the School's financial and regulatory systems. The HOS is responsible for implementing policies established by the Board and is directly accountable to the Board. The HOS is authorized to take such actions as may be necessary for proper conduct of the School, subject to the budgetary guidelines and in accordance with the School's strategic plan and related policies as adopted by the Board. The HOS will ensure the School upholds and complies with the terms of the current Charter granted to MCCPS, as approved, and shall adhere to any and all policies and applicable laws.

	Essential Function from HOS Job Description	Designated Successor	Learning Needs/Action Plan
1.	Ensure that the Board is kept fully and regularly informed on the conditions and operations of MCCPS.	Principal	

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2.	Attend and participate fully in Board meetings, except when matters relating to the HOS' employment are at issue.	Principal	
3.	Establish a sound organizational structure for MCCPS in consultation with the Board.	Principal	
4.	Plan, formulate and recommend for approval to the Board policies and programs to further the mission of the School.	Principal	
5.	A. Hire, supervise, and evaluate for all faculty and staff as necessary in accordance with School policy.	Principal	
	B. Set compensation packages for all faculty and staff as necessary in accordance with School policy.	Principal w/Business Manager	
6.	Facilitate the professional development of faculty and staff.	Principal	
7.	Supervise curriculum development and implementation and ensure its continuous evaluation and improvement.	Principal	
8.	Inspire innovation at every level and demonstrate best practices in order to assure the success and continuous improvement of the academic program of the School.	Principal	
9.	Oversee student services, including student discipline, special education and disability	Principal	

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	accommodations, and reporting to appropriate government agencies.		
10.	Communicate regularly and effectively with the MCCPS community, both internal and external, consistent with School policy, creating a climate of collaboration and collegiality among all constituents and stakeholders.	Principal	
11.	Maintain and improve community relations, including those with the town of Marblehead.	Principal	
12.	Work with the Finance Committee and the business manager to formulate and recommend an annual budget for the School.	Principal	
13.	Substantially improve the development and fundraising capacity of MCCPS in order to supplement the School's budget.	Principal	
14.	Ensure that all MCCPS funds, physical assets, and property are appropriately safeguarded, administered and maintained.	Principal	
15.	Comply with DESE regulations, state and federal laws, and any applicable regulations. Recommend appropriate corrective actions and strategies for compliance.	Principal	

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Appendix C

HOS Succession Plan, other tasks

(some overlap with HOS job description & superintendent's checklist)

Compliance

<u>Finances</u>	<u>Technology</u>	<u>Health & Safety</u>	<u>Educational</u>
State/Fed Grants management	Develop, update, implement Tech Plan	certifications, trainings: AED, CPR, 1 st aid & , restraint	Exhibition (educational, marketing, facilities concerns)
end of year report	EPIMS, SIMS, etc	Discipline & Commendations	Coordin Prog Rev
misc. filings		Supervision of Students, recess schedule	Annual Reports, Charter Renewal, & site visits
Monthly reimburs	Parents' & Teachers' Corners	Food Service	DESE directives
state auditor, inspect gener, MASBO	website – manage, update, etc.	health services	state standards, MCAS, ACCESS
insurance, liability, workers comp, disabil	maintenance, security, expansion of computers & access to technol	attendance, tardies	RTI, IEPs, 504s, accommodating for needs (OT, SLP)
manage/oversee various accounts	ordering, installing all hardware, software; maintain inventory	HIPPA	Reporting to parents – CUE, SPED progress reports, SPED PAC,

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fincom duties	training for fac, staff, and students	athletics	Prof Devel Plans
develop, manage budget		building needs	
accountables: quickbooks, annual audit, credit line, Mass Devel loan, Boston Private (2 accts), National Grand (checking, food service, payroll, petty cash)		grounds needs	
PayPal: food service, athletics, SAF, fundraisers			
finances, income, expenses			
vendors Acct Payable: lease, payables, purchase orders			

Parent/Student Services

Curriculum	Assessment	Events	Parents
Academic offered	MCAS	coordination of events, set-up, etc.	MAP goals
graduation	Academic Probation	yearbook, calendar,	volunteerism
materials, equip, furniture: storage,		grade level fundraising	

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ordering, disposal, etc			
Exhibition program		fundraising events	
Film Fest after Exhibition		community building events	
Enrichment & day after			
lesson plans/grades			
acceleration & remediation			

Schoolwide

<u>Admin/ILT</u>	<u>Fundraising</u>	<u>Information</u>	<u>Development</u>
	fundraising, donorschoose	Satisfaction Surveys	build relationships with community, other schools, local organizations, donors, etc.
plan, effectuate, evaluate prof devel	manage rentals	enrollment, open houses, admissions	Ed Foundation
School year calendar	grade level events to fund trips	Handbook	organize & structure formal

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			giving: stewardships, corporate sponsorships
Academic Schedule: who teaches when	auction	regular emails/notices	
Clean-up Crew	fashion show	Highlight, Constant Contact	
Recycling: paper, etc.	wine tasting	update databases, including Power School, Constant Contact, LGL, Salesforce	
sub coverage	calendars for sale	maintain, transfer student files	
student teachers, practicums	dances	publicity, getting articles into the newspaper	
	school store: note cards, school clothing, etc.	directory	
	in-school fundraising efforts		

Human Resources

fac/staff		support	
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Hiring, Supervision, & Evaluation	legislative liaison	plan, effectuate, and evaluate prof devel	birthday list
insurance: health, dental, workmen's comp, unemploy		consult meetings	provide lunch on prof devel days and snacks on Wed
contracts		Induction/mentorin g	teachers' contact list
MTRS, 403b		substitutes (nurse, too)	
payroll		graduate courses with area colleges	
board membership		internship program	
student records, staff records		department lunches	
CORI, SORI		school visits as prof devel	
fac/staff attendance, time off requests			