

Appendix 5: Board member and school leader succession plans

Succession Plan for Executive Director

In the event of an unplanned or extended absence of the current Executive Director at La Academia, the Board of Directors has adopted the following plan:

- The Board of Directors will issue a temporary appointment of an Interim Executive Director who will be Mayara Costa, current Director of Admissions, Communications, and Marketing.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that it is an important part of its fiduciary and stewardship responsibilities to have an emergency executive succession plan. It is expected that this plan will ensure continuity in external relationships, staff functioning, and overall school operations.

The Board of Directors of the La Academia has created and approved this plan for contingencies due to the absence, disability, death, or departure of the Executive Director. If the school is faced with this unexpected vacancy, the Board of Directors at La Academia has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

In the event of an unplanned temporary absence, the Executive Director, her family, or any staff or board member who is notified of the absence should inform the Board President immediately. The President will convene a special meeting of the Board [Executive Committee], as soon as it is feasible, consistent with the procedures outlined in the By-Laws. At that meeting, the succession plan as it relates to interim management will be reviewed, amended as needed, and implemented.

The Interim Executive Director, Mayara Costa will perform the duties of the Executive Director as outlined in her job description. The Board has an understanding of the Executive Director's role in organizational leadership, program development, program administration, operations, Board relationships, financial operations, resource development, and community presence. The Board President, with the assistance of the Vice Chair, will maintain open lines of communication with the Interim Executive Director, concerning daily operations and needs. Accordingly, the Board President and the Interim Executive Director will establish a schedule of regular face-to-face meetings to personally discuss pertinent management issues that may arise during this period.

The person appointed as Interim Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director. The Interim Executive Director will be compensated for additional responsibilities as follows:

- a) An increase - 85% of the vacating ED's compensation, or
- b) A potential bonus (at the discretion of the Board), or
- c) A temporary salary adjustment to the current salary of the vacating ED

If/when the emergency dissipates or if a new Executive Director is chosen, the salary level of the Interim ED will be returned to its former status.

The Board President will meet with the Interim ED to explain the current circumstances and discuss the appointment to and acceptance of the position. Upon transferring the responsibilities to the Interim ED, the Board President will notify the DDOE, Administrative personnel and the remaining Board of Directors. As soon as it is feasible, the Board President and the Interim ED will hold a meeting with the leadership team first and then all school personnel to address current developments and the interim plan of action. As soon as the Interim ED has begun covering the unplanned absence, the temporary leadership structure will be communicated to the families of La Academia and all other external agencies and supporters of La Academia. Supporters may include key volunteers, government contract officers, foundation program officers, civic leaders, community organizations, and major donors as well as members of the press as appropriate. If appropriate and feasible, the former Executive Director will be consulted on the language concerning her absence.

Finally, the following procedures will be undertaken:

1. The Board President, with assistance from the Executive Committee will draft a formal statement concerning the unexpected development and describe the course of action the Board of Directors have undertaken, as a result.
2. The Board President with assistance from the Board Vice Chair, will draft and issue a press release (if necessary), consisting of the statement referenced above.

The decision about when the absent Executive Director returns to lead the La Academia should be determined by the Board [Executive Committee] in consultation with the Interim Executive Director. They will decide upon a mutually agreeable schedule and start date. A reduced schedule for a set period may be allowed, by approval of the Board [Executive Committee] in consultation with the Interim Executive Director, with the intention of working their way back up to a full-time commitment.

Upon notice that the Executive Director will not return, the Board [Executive Committee] will call a special meeting, consistent with the procedures in the By-Laws to appoint a Transition and Search Committee to plan and carry out a change to a new permanent Executive Director.

The Transition and Search Committee will decide if the current Acting Executive Director will be asked to continue as Interim ED and if so, will negotiate the terms of continuing, including compensation and hiring temporary replacement staff. If the Transition and Search Committee determines the need for an Interim other than the Interim ED, the Board President and Chair of the Transition and Search Committee will communicate that decision to the Interim ED and plan for an orderly transition to the recruitment and selection of a permanent Executive Director. The Board will consider the need for outside consulting assistance with the transition and search, depending on the circumstances including the board's capacity to plan and manage the transition and search.

Succession Plan for Board President

In the event that the Board President is unable to continue meeting their duties and obligations to the school, the Vice President will step in to fulfill the duties of the Board President. The Board will, at its next meeting, decide the former Vice President's term as President and establish a date by which the Nominating Committee will have elections for a newly elected President of the Board of Directors at La Academia.