

Dr. Lawrence S. Feldman, Board Member

SUBJECT: LEADERSHIP SUCCESSION PLAN

COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY

LINK TO STRATEGIC FRAMEWORK: SCHOOL/DISTRICT LEADERSHIP

Research supports the concept that even with a change in leadership, exceptionally healthy and successful organizations continue to maintain their vision, mission, and high quality service status over time, without losing their momentum, when the establishment of a formal succession plan is in place.

Succession planning is a comprehensive organization-wide strategy designed to identify and prepare potentially strong leaders to fill leadership positions as they become vacant. Succession planning focuses on identifying and developing a pool of employees to potentially fill all system positions, including but not limited to: support and ancillary, teacher-leader, assistant principal, principal, central office administration, School Board Attorney, Chief Auditor, and the Superintendency when openings occur. Succession planning should not be associated with crisis management, but rather reflect a dedicated process for developing a cadre of varied leaders that commit to the district's vision, promote financial stability, provide motivation to employees, instill trust, inspire students, and deal with change.

Substantial amounts of educational research demonstrate that leadership is second only to teacher-student relationships in impacting student performance. Hence, human capital should be a district's number one management priority. The potential for competitive advantage derives from a district's ability to identify, assess, train, prepare, and build the capacity necessary to fill key or critical organizational positions and ensures the availability of experienced and capable employees that are prepared to assume these roles as they become available.

During the current tumultuous and financially unstable times, Miami-Dade County Public Schools is fortunate to have executive leadership and employees whose skills, knowledge, behaviors, and core beliefs have been incorporated into the work of improving the education we provide for all of the students we serve. A succession plan would not only serve to protect the interests of the Miami-Dade County Public School System, but would also allow for the replicable process of filling and sustaining crucial positions.

**ACTION PROPOSED BY
DR. LAWRENCE S. FELDMAN:**

That The School Board of Miami-Dade County, Florida direct the Superintendent to return with a recommendation and draft framework succession plan for the executive and school management leadership of Miami-Dade County Public Schools.