

Recommended Interim Leadership Plan

On Monday, March 15, 2021, we held an all staff meeting to discuss recent changes in CCS Leadership, listen to comments, questions, immediate staff needs and suggestions for moving forward. We discussed that we need to have an interim leadership plan for now, while we determine CCS needs, potential options and plans for a longer term leadership solutions. The focus of our Special Board Meeting on Thursday, March 18th at 5:30 p.m. will be on our interim leadership plan; not our long term plan.

As Board Chair, I asked for the staff to submit their ideas to me by 6:00 pm on Wednesday, March 17th. I was incredibly pleased with the numerous staff members who offered to jump in and help in whatever way possible, thoughtful suggestions and ideas, and comments about what we could change or continue to improve to make CCS the best experience possible for our students, staff and families.

With regards to specific suggestions regarding an interim leadership plan, I heard from three leaders who offered to step up and take on these leadership responsibilities. In addition, I heard from several other staff members who nominated these same individuals for a role with our interim leadership plans. These three individuals came up with a creative and collaborative recommendation that you will see below. They worked with each other and asked peers for input and support, and then quickly turned around a proposal for the Board to consider.

Below, you will see how they have suggested a shared & collaborative approach to interim leadership for CCS. While this list is not exhaustive, they intended to illustrate some of the most critical responsibilities they would perform and how they would work together. I have to say how excited I am about the deliberate approach they took and how a shared interim leadership plan is symbolic of the expressed feedback I received from other staff members this week. If approved by the BOE, this solution would be implemented immediately and would continue through June and/or until our long term plans have been established and secured with talent. NOTE: All three of these individuals know that taking these interim leadership roles does not give them an advantage over other candidates for expressed interest in what our future leadership roles might be.

Recommended Interim Leadership Plan

Online Holly Amaya	Online Jill Arendt and Holly Amaya	Online & Seat Based Jill Arendt	Seat Based Annette Klang
High School General Questions	Future needs planning (re: staffing)	Elementary/Middle General Questions	Day to day running of the school
Admissions/Enrollment	Program Finances and Budgeting	Truancy	Discipline
Systems/Process Creation	Hiring	Online Staff Supervision/Evaluation	Teacher support
MDE Relations	Marketing	Special Education IEP Admin Rep	Para schedule
Personalized Study	Building community and unity between seat based and online programs	Student Triage	Student/Para/Community Support
Withdraw/Student Dropout conferences	Professional development decision making	Discipline	MDE Reports
GED/Adult Education Resources	Graduation	Learning Lab Decision Making	Communicate with school board as needed
Summer School	Staff Meeting Facilitation - Alternate	Covid Coordinator	Attend school board meetings as requested
Online Program Management		Coordination with Seat Based Staff	Acquire information and implementation of summer school program
Supplemental/Fee based option		504 Online and Seat Based	MTSS assist with Jill
Environmental Education Decision Making		MTSS Online and Seat Based	
		School IOWA Online and Seat Based	

Additional Comments:

- Jill Arendt would come to CCS in Crosslake if needed as an “in the building administrator”.
- For Online, Jill and Holly will adopt the practice of keeping each other in the loop (cc: on decision emails etc.). The default is to cc the other person on communications They will have twice-weekly meetings with each other. Communication is key.
- Similarly, Jill, Holly and Annette will stay connected to coordinate across our programs and provide help for each other when necessary.

- When they don't know the answer, they will have an incredibly talented staff to provide input and support.
- They will all need partnership/support from the Board and Joe Aliperto with financing and budget, HR services and possibly MDE reports.
- Beverly Loeffler has also offered to take on additional interim responsibilities as Treasurer. She will make bank deposits, approve purchase orders and sign for approval bills. Beverly will work with the interim leaders to sign off PTO requests.
- Annette's current 3-4 grade teaching role would be covered by a long-term sub; we have three strong candidates for consideration.
- We will likely run into other items we have not considered at this time. We need to extend grace, trust and patience as we work through potentially new learnings.
- NOTE: These responsibilities may change or be modified at the direction of the CCS Board Chair.
- NOTE: Resumes for these three staff members are included.

This entire proposal/recommendation requires BOE approval, including the projected cost of taking on additional responsibilities. NOTE: Beverly has worked with Joe Aliperto and we believe costs associated with these increased responsibilities may be approximately \$30,000, part of which will be offset by the remainder of parting employee salaries. This additional compensation will be for the time period the interim leadership plan begins until the end of June, 30, 2021.

Common Themes from Staff Members for Both our Interim & Long Term Leadership Solutions:

- Collaboration and better understanding across our seat-based and online programs and finding opportunities to benefit students and faculty. Our school is unique, let's leverage our differentiation from other schools. Combined staff meetings, professional development and simply opportunities to create relationships across our schools. Getting to know BOE better as well
- Improved communication: create better communication routines, responsive answers from leaders, open and honest feedback, updates across programs.
- Improved and documented policies, protocols and practices across schools. Strive for common practices across programs and only different, when necessary.
- Board governance representation across both programs. This work is underway and has been desired by our current BOE. Work with attorney to potential amend by-laws. More to come on progress being made in this area. NOTE: candidates for BOE positions, both staff and parent, have always been able to apply for the elected positions from both programs.
- There are more suggestions from staff input but these were repeated by many staff members.

Long Term Leadership Planning

We are not going to rush our long term leadership plan. We want to conduct a rigorous process to understand and analyze CCS needs, student enrollment and demographics, possible leadership options and a thorough candidate selection process to select the most ideal candidates for potential roles. We do not have a plan all figured out right now. We want to review data; receive staff and additional input and we must get Board approval for several elements. We will work diligently on this effort, but we will not rush it. This is absolutely vital to our student, staff and family experience and success. I am confident this will be a positive and collaborative experience.