

ADDITIONAL RESOURCES

NSNO's *CEO Succession Planning Guide* and *CEO Succession Planning Workbook* emphasize the importance of key board practices that not only support successful CEO succession planning, but also improve a board's ability to deliver on all of their governance responsibilities.

NSNO has compiled a few resources below to support the implementation of these necessary ongoing board practices.

DIVERSITY, EQUITY, AND INCLUSION TRAINING/REFLECT UPON PERSONAL BIASES



The ability to note personal biases and the limitations of one's perspective is foundational in succession planning, as unspoken criteria springing from personal biases can lead to dysfunction and confusion in selecting a new leader.

[Beloved Community](#)

Beloved Community is a non-profit consulting firm focused on implementing regional, sustainable solutions for diversity, equity, and inclusion (DEI). Beloved Community's website includes a large [Resources](#) library as well as a free, online [Equity Audit](#), a comprehensive benchmarking tool that assesses DEI for schools, nonprofit organizations, and companies.

[Racial Equity Institute Services & Workshops](#)

REI's programming is designed to grow understanding and analysis of structural racism and its cultural and historic roots. To utilize REI's services, any group can organize and host its own REI workshop anywhere; workshops posted on REI's website are open to the public.

[VISIONS, inc.](#)

Celebrated for its change-oriented approach to diversity and inclusion work, VISIONS has a highly trained team of consultants around the United States and abroad. VISIONS provides workshops, training, and organizational development programming.

[Why Diversity, Equity, and Inclusion Matter for Nonprofits](#)

The National Council of Nonprofits offers insight, practice pointers, resources, tools, and questions to consider when cultivating diversity, inclusion, and equity as values at your organization.

[ADL Guidelines for Achieving Bias-Free Communication](#)

The Anti-Defamation League provides insight related to bias-free communication, adapted from "Without Bias: A Guidebook for Nondiscriminatory Communication, Second Edition."

[Harvard's Implicit Association Tests](#)

Harvard's Implicit Association Tests (IAT) provide opportunities to report personal attitudes or beliefs about a variety of topics. The IAT can be more valuable if test-takers describe self-understanding of the attitudes or stereotypes that the IAT measures, while also comparing differences between people and groups.

[NewSchools Venture Fund Diversity, Equity, & Inclusion Resources](#)

The NewSchools Venture Fund has created a resource library dedicated to diversity, equity, and inclusion practices relevant to charter schools including research, tools, service providers, and coalitions and communities.

UNDERSTANDING THE ORGANIZATION'S STRATEGIC PRIORITIES, STRENGTHS, AND WEAKNESSES



The board should have a clear understanding of the organization's strategic priorities, strategic plan, strengths, and weaknesses, as each of these inform the competencies and characteristics needed in a CEO.

[National Council of Nonprofits Strategic Planning Resources](#)

Resources, tools, and practice pointers provided by The National Council of Nonprofits help boards look ahead and continuously plan for the future, focusing on organizational strengths, weaknesses, opportunities, challenges, trends, and policy issues that affect nonprofit operations.

[Harvard Business Review: A Better Way to Set Strategic Priorities](#)

This article demonstrates how boards can establish priorities through assessment of three interdependent variables that are essential for executing any initiative – objectives, resources, and timing.

[Annual Board Retreat FAQs](#)

Board on Track equips board members with data and proven practices to govern for growth. This webpage offers guidance on planning effective board retreats, as well as key indicators of a successful board retreat.

[Colorado Charter School Institute Strategic Planning Guide](#)

Specifically tailored for charter school boards, this document guides boards in developing a comprehensive understanding of the organization's academic, financial, operational, and cultural status, while determining future strategic initiatives.

CEO EVALUATIONS



Boards should conduct a quality CEO evaluation process that is aligned with the organization's strategic priorities and seeks feedback from staff and other key stakeholders. This evaluation will serve as the foundation for defining the competencies/characteristics the board will seek in a new CEO.

[Establishing a CEO Support and Evaluation Committee](#)

Board on Track describes the roles and responsibilities assigned to members of the CEO Support and Evaluation Committee.

[Sample CEO Evaluation Form](#)

This sample CEO Evaluation Form is completed annually and assesses performance related to core competencies that have been directly linked to successful charter schools, as well as role-specific competencies related to leading, directing, and managing a charter school or charter school organization.

[Evaluating Single Site School Leaders](#)

The National Charter School Resource Center's guide offers multiple resources, tools, and strategies for evaluating charter school principals.

[Mistakes to Avoid when Evaluating the CEO](#)

Board On Track lays out common pitfalls of organizations that fail to complete CEO evaluations.

[CEO Compensation Guide](#)

This Board on Track presentation advises boards on charter school CEO compensation and the framework and tools needed to address this effectively.

LEADERSHIP DEVELOPMENT PRIORITIES



The board is responsible for holding the CEO accountable for progress towards staff leadership development goals that work to build the existing internal bench of potential future CEO candidates.

[Nonprofit Leadership Development Guide](#)

Developed by The Bridgestone Group, this guide bolsters organizational practices in leadership development, enabling boards and executives to set up systems and structures that attract, retain, and nurture first-rate leaders.

[Harvard Business Review: Developing Your Leadership Pipeline](#)

This article provides insight that boards and executives should keep in mind as they develop talent pipelines, prioritize critical roles, identify core competencies, create transparent succession planning systems, and measure progress.

[Stanford GSB 2014 Report on Senior Executive Succession Planning and Talent Development](#)

This CEO succession study shows shortfalls in C-suite talent development and succession planning, also providing tips for boards and executives to improve succession planning processes and cultivation of talent pipelines.

[Building a Leadership Pipeline](#)

Insights provides people development programming that helps companies all over the world get the very best from their people at work. This article provides insight that guides successful development of a strong bench of future leaders.

GENERAL RESOURCES

The Louisiana Association of Public Charter Schools' (LAPCS) [Top Shelf](#) initiative supports charter school boards through a variety of offerings, including the [Charter Board Leadership Academy](#) and on-demand, customizable trainings.

For more information on CEO Succession Planning supports, please visit newschoolsforneworleans.org or contact Holly Reid, NSNO's Chief of Policy and Portfolio, at holly@nsno.org.



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