



Superintendent's Entry Plan

Dr. Denise Herrmann

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Our mission is to provide all students with a rigorous and relevant education designed to give them the opportunity to acquire, apply, and practice the knowledge, skills and behaviors needed to fulfill their adult roles and responsibilities in the twenty-first century.

Introduction

Entry Plan



I am proud to be the new superintendent of the Roseville Joint Union High School District (RJUHSD), and to partner with our students, educators, parents, and the community to provide all students with an exemplary education so they can succeed in college, career, and life. I am committed to this work and excited to learn more about how our mission is being implemented in RJUHSD. This is a wonderful time to join the community and I fully embrace this opportunity.

As your new superintendent, I am grateful for the comprehensive hiring process our school board engaged in last spring. As a result of this process, I was able to review staff and community input given at open forums and via online survey regarding the key attributes sought in the new superintendent.

*A leader who: can articulate a clear vision * is collaborative and transparent * is a creative problem solver * is a forward thinker who promotes equity for all * has ability to coach, mentor, and teach others * is accessible, responsive, and visible to all stakeholders * has a strong understanding of school finance * can make tough decisions, reflect on them, and be willing to change if needed * is ethical, honest, dependable and loyal * and promotes fun!* While this is a tall order, I will do everything in my power to provide positive, dynamic, student-centered leadership.

RJUHSD has achieved success on many levels, and yet there is still an ongoing achievement gap that our entire community needs to address. To make sure that we build upon our strengths, recognize our challenges, and identify the most effective ways to overcome those challenges, I have created a structured entry plan to guide my first 100 days of service in the district. I want to learn as much as possible about what is working for our students and where there are areas for growth. I also want to hear how we can better prepare and support our teachers, administrators, and staff for the critical role they play in each student's academic, social, and emotional development.

I look forward to this opportunity to listen, learn and partner with you.

Sincerely,
Denise Herrmann, Ed.D
Superintendent

- Learn as much as possible about RJUHSD in order to understand its strengths, challenges, and areas of improvement.
- Nurture strong, positive, and collaborative relationships with the leadership team and with each of the district's professional employee groups.
- Establish a strong working relationship with each member of the Board and build a cohesive governance team with a common, united purpose.
- Learn about the values, norms, and expectations of our community to best serve our students.
- Establish common goals, align resources and develop a strategic plan of action to ensure all students are college- and career-ready and achievement gaps are closed.

The transition activities outlined in this plan are designed to enable me to quickly and effectively listen to and learn from a wide range of people involved directly and indirectly in public education.



Phase 1 - Transition

This phase will consist of activities designed to support a smooth transition from the previous superintendent to the new superintendent.

Actions:

- Engage in one-on-meetings with Board members and cabinet leaders to build relationships and broaden perspective
- Schedule a visit to every school site to meet and get to know each principal
- Partner with previous superintendent and central office team to ensure a smooth handoff of ongoing projects and issues
- Conduct a retreat with executive cabinet to understand RJUHSD culture and discuss leadership team structures and practices
- Hold first Board retreat to discuss communication protocols, roles and responsibilities, norms of behavior and interaction, expectations for first year, and agenda setting
- Review all critical documents, including organizational chart, employee handbooks, policy and procedures manual, the strategic plan and LCAP
- Identify and hire new principal for Antelope HS
- Attend Superintendent Welcome Reception to meet teachers and staff
- Meet and build relationships with key leaders in the community identified by the Board and staff
- Attend graduation ceremonies and other celebrations
- Participate in end-of-year District Leadership Retreat/Reflection to learn about current improvement initiatives and assess priorities for the future
- Review key district financial materials, budget, and current construction projects

This is an important phase to listen and learn from students, teachers, principals, staff, parents, and community members about the strengths, challenges, and areas for improvement for Roseville High Schools.

Key Questions for Listen & Learn Sessions

- 1. What should Dr. Herrmann know about the community?*
- 2. What are the strengths of the Roseville Joint Union High School District (RJUHSD)?*
- 3. What are the challenges facing RJUHSD?*
- 4. What are some of the opportunities that the RJUHSD need to explore further or develop?*
- 5. Is there anything else you want Dr. Herrmann to know about RJUHSD and our community?*

Actions:

- Ensure all necessary plans and preparations are in place for an outstanding opening of schools; establish protocols for assessing effectiveness of opening days activities
- Reach out to leadership from RSEA and CSEA to establish regular meetings and communication protocols
- Read and review recent written evaluations for direct reports
- Meet with leaders of local media outlets and education reporter to establish a framework for collaboration that is open, honest, transparent and accurate.
- Conduct meetings with legal firms to review any current legal proceedings or outstanding judgements against the district
- Schedule meetings with the established student leadership organizations for initial listening and learning sessions. Establish routine meetings and communications with these organizations.
- Schedule before- and after-school superintendent coffees for initial listening and learning sessions with parents and community
- Schedule a visit to every school for initial listening and learning sessions with teachers and staff
- Begin the process of visiting classrooms at each site to see teaching and learning in action
- Tour Roseville Police Department and meet with Chief and supervisor of liaison officers
- Meet with superintendents of K-8 feeder districts (Eureka, Dry Creek, and Roseville City) to learn about middle-high school transition programs
- Meet with community leaders in the greater Roseville Area
- Attend Support Services staff meetings/pot luck for listening and learning session
- Prepare and Superintendent's Video Message to share online and at Back-to-School Events

I will use the data that is gathered during the listening and learning phase to develop a summary report and presentation. The summary information will serve as resource to help inform the school board and district leadership on the district's goals, strategic focus areas, and planning.

- Analyze student achievement data (Dashboard and other sources)
- Share/receive feedback on draft at District leadership team meeting
- Integrate summary information into 11/14/18 District Goal setting session