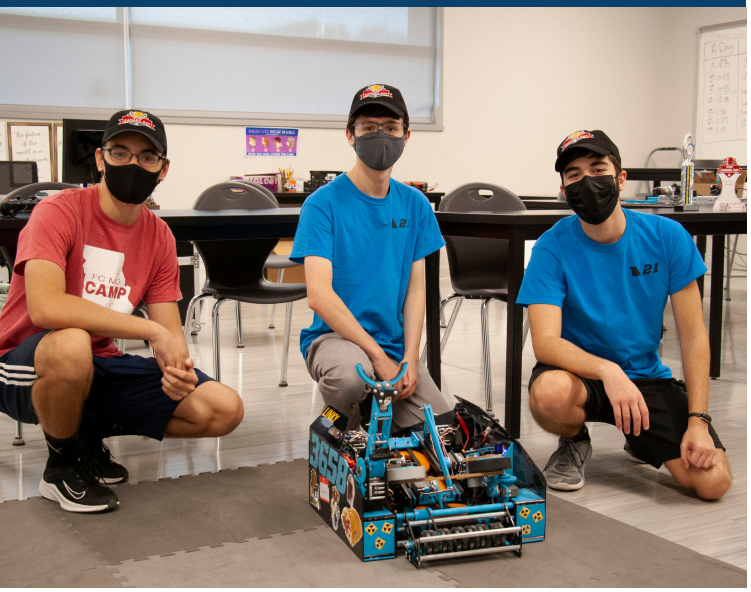
New Superintendent
TRANSITION PLAN

Listen → Learn → Lead

New Superintendent
Transition Plan



Introduction

The Rockwood School District Board of Education has charged Dr. Cain with improving student achievement for ALL students, engaging stakeholders in that process and ensuring the school district systems and processes are effective and efficient.

During the selection process, the Rockwood Board of Education shared the district's priorities for the leadership qualities sought in a superintendent. Those qualities included:

- Someone who can build, and in some cases rebuild, relationships and trust within the Rockwood community. The person needs to be able to include all stakeholders in moving toward completion of The Way Forward.
- A proven leader with specific accomplishments, as well as being hard-working, proactive, transparent, visionary and strategic. Experience in the classroom and leadership at the building level are important.
- A deep knowledge of curriculum and instruction and comfort with the use of data to drive decision-making. Focusing on the success of every student and balancing academics and social-emotional health is of critical importance.
- Understand how to motivate and manage high-performing teams and use the talents of each individual. Clearly identify and focus on a common vision for the future.

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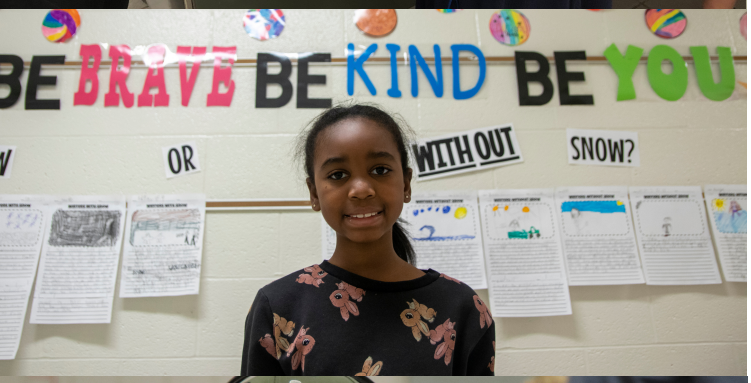

Purpose

Rockwood is viewed across the state and the nation as an innovative and highly effective school district. This proven track record of educational success for Rockwood students highlights the opportunity the district has to be even better in the coming years. The purpose of this plan is to create an intentional and inclusive process for the transition of the new superintendent into Rockwood. The process is designed to create ideas for sustaining (building on the good work that is currently happening) and strengthening Rockwood's distinguished record of successes (looking to the future with improved structures and leadership). This plan outlines the specific strategies that Dr. Cain will utilize to develop a deep understanding of what Rockwood is doing well, what areas Rockwood can improve and how the community (both internal and external) can advise the superintendent in both of these areas.

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Vision & Core Beliefs

Mission and Vision

Rockwood's mission is to do whatever it takes to ensure all students realize their potential, and our vision is that every student loves life and finds success.

Instruction

The classroom is the reason we have a school district, and classroom teachers need support to meet the needs of each student with effective instructional practices. Our teachers have the closest relationship with our students in the school setting. We must acknowledge this fact, build upon it, and provide the necessary support to enhance that relationship.

Equity

Rockwood embraces and celebrates the diversity present in our society, community and schools. We must find equitable solutions that provide the necessary resources and supports to ensure each student thrives in a welcoming and engaging learning environment.

Team

An effective team built on trust and strong leadership leads to high-level expectations, accountability and results. Individuals must feel valued and be willing to work together to learn and thrive. An environment that encourages honest conversation, productive problem-solving, effective conflict resolution and collaborative effort will move the work of the team forward.

Continuous Improvement

Data-driven practices lead to reflection and a realization of what is working, what needs to be improved and what we need to do next. Learning from both our successes and challenges is essential to identify and prioritize practices that will produce positive results across our district.

Transition Plan Goal Areas

1.

Introduce the new superintendent to stakeholders and share his/her background and philosophy.

2.

Help new superintendent gain a deeper understanding of the organizational capacity and efforts in ensuring students are academically, emotionally and socially successful; ready for post-secondary pursuits

3.

Strengthen staff, family and community engagement, enhance communication as well as buy-in and support for Rockwood's vision

4.

Promote and ensure a positive, collaborative and constructive climate focused on student outcomes

5.

Help new superintendent identify and analyze the critical issues in Rockwood that represent both barriers and opportunities for accelerating the performance of all

Structures

To effectively ascertain what is working well in the district and where there might be opportunities for growth, transition activities are geared toward active listening and authentic engagement. The following activities are the core components of the plan:

- [ ] **School visits**
- [ ] **Meetings** (group and one-on-one) with Cabinet, Educational Equity and Diversity, Special Education, Gifted, Curriculum & Instruction, Assessment, Interventions, English Language Learners, Professional Learning, Leadership Development, Performance Management, Recruiting, Instructional Technology, Strategic Planning, Budgeting
- [ ] **Retreat/Workshop** with the Board of Directors
- [ ] **More Meetings** (group and one-on-one) with key stakeholders: principals, admin council, community leaders, union leadership, Presidents' Forum, elected officials, community groups and identified stakeholders
- [ ] **Community forums** for parents, students, educators and other community leaders (include survey opportunity)

Listening and Learning

Feb.
2022

This phase will consist of meetings with district staff, school staff and community members to discuss our district goals and initiatives in order to learn about the strengths, challenges and areas of improvement for Rockwood schools.
This is an important phase to listen and learn from students, teachers, principals, staff, parents and community members. Through the different perspectives, we will learn how our district staff and community members perceive the efforts of our schools in order to meet our vision and mission.

Dec.
2022

Key Questions

What should Dr. Cain know about the Rockwood community?
What are the strengths of the Rockwood School District that should be sustained?
What are the challenges facing the Rockwood School District?
What are some of the opportunities that the Rockwood School District needs to explore further or develop?

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Engagement & Planning

Jan.
2023

This phase synthesizes and communicates information gathered in the Listening & Learning phase in order to partner with stakeholders to plot a vision and direction for the future of Rockwood schools that is innovative, responsible, accountable and well-communicated (new five-year strategic plan).

Jun.
2023

Collaborative Action Items

Work with school board members and district stakeholders to begin identifying and creating actionable strategies necessary to understand and realize the district's vision. Begin work on a new long-term strategic plan that is focused, attainable, well-understood and supported in order to provide consistency, clarity and purpose to our core mission of educating current and future Rockwood students and equipping them with the necessary tools to be successful, contributing members of a community.

Communication Plan

Feb.
2022

First impressions are critical for stakeholders and the new superintendent. The communications department will implement the following plan to introduce the new superintendent to the Rockwood community:

- [x] **Introduction Video** Members of the school board speaking to why they chose the candidate to hire and their hopes for Rockwood under his/her leadership
- [x] **Announcement** Email, press release, web announcement, social media posts
- [x] **Media Interviews** Based on new hire's availability

July
2022

- [ ] **Introduction Video** From new superintendent to staff and community
- [ ] **Video Series** Getting to know the new superintendent
- [ ] **Meet & Greets** For staff, students, parents and other community leaders