

**Nicholas A. Russo, Ed.S**

**Superintendent**

**90 Day Entry Plan**



**Vision:**

Rochester Community Schools will provide a quality education in a caring atmosphere so all students can attain the necessary skills and knowledge to become lifelong learners and contribute to a diverse, interdependent and changing world.

**Mission:**

Our mission is to provide a quality education in a caring atmosphere so all students can attain the necessary skills and knowledge to become lifelong learners and contribute to a diverse, interdependent and changing world.

## **PHILOSOPHY**

Relationships remain at the core of teaching, learning, and organizational excellence. An environment where the relationships among staff and students foster student agency, and a safe and warm climate, is paramount. Providing this environment for both social and academic success, couched in relevant dimensional data that drives high-yield instructional practices, is world class education.

I believe in clear communication, collaboration, and creating systems to optimize success for identified goals and priorities of the organization. I believe experiences in leading learning, and in leading within the business faction of large districts offers vast perspectives. Moreover, I am a proven culture builder with a focus on building relationships with all school stakeholders through visibility and high expectations for integrity, achievement and conduct. I am prepared to employ my proven executive and organizational success to lead all stakeholders in the Rochester Community Schools Community.

## **PURPOSE**

The purpose of this entry plan is to outline a framework of focus during my first 90 days as Superintendent of Rochester Community Schools. Situational awareness and intentional planning are critical components for effective leadership transitions. In order to develop trust and relationships, to honor the history, and to assess the current state of the Rochester Community Schools, I will complete the following “Listen and Learn” itinerary within my first 90 days as Superintendent. The general purpose is to build relationships and trust across the Rochester Community Schools Community, to gain knowledge, perspective, and understanding, then plan for continued success.

Please be assured that during this entry phase, the day-to-day operations of Rochester Schools will continue without interruption. This plan is meant to be flexible, identifying focus areas with goals and objectives. The intended results of this plan may be revised, deleted, or expanded as further input is gathered in working with the Board of Education, administrative colleagues, and the Rochester Community School Community.

*Six major focus areas:*

- **Governance**
- **Executive Leadership**
- **Organizational Culture**
- **Teaching and Learning**
- **Systems and Operations**
- **Community Relations/Communications**

*Governance*

High performing school districts are led by strong, student-centered Board-Superintendent teams. Collaborative and aligned values and philosophies that provide for a stable environment for staff, students and all community members is optimal for all learners to be able to be their best.

*Goal:*

Establish Board and Superintendent as an interactive and cohesive leadership team.

*Actions:*

- Meet with the Board President to discuss format, agenda, and time for a retreat
- Establish clear roles and responsibilities
- Establish calendars, timelines, and frequencies of Board meetings
- Create Board protocols and expectations for communication
- Meet with individual Board members to build relationships and trust
- Discuss status and progress of current Strategic Planning Process
- Provide executive summary of learning upon completion of first ninety days

## ***Executive Leadership***

Cabinet/Executive Leadership Team is vital to the success of staff and students. This team provides the roadmaps and environment for our organizational systems and daily operations.

### ***Goal:***

Establish a strong and intentional Cabinet/Executive Leadership Team.

### ***Actions:***

- Set and engage in leadership retreat
  - Team building
  - Establish expectations
  - Measure effectiveness of current operating procedures and protocols for existing Cabinet
  - Plans for school year
    - Leading our leadership team
    - Goal areas
- Create structures
  - Meetings; frequency and expectations/norms
  - Communications
  - Develop goals and goal review progress/cycles
- Continue to negotiate sale of 501 W. University Drive
- Continue to engage and interact with the strategic planning process

### ***Outcomes:***

- Build relationships and trust
- Implement plan to lead organizational leadership and success

## ***Organizational Culture***

High performing school districts have a culture of acceptance, belonging, and purpose. Cabinet's actions and words set the tone for a positive culture, which in turn enhances talent recruitment and retention. Ensuring Rochester Community Schools remains a destination for staff, residents, and students will be an intentional goal.

### ***Goal:***

Establish relationships and trust with all stakeholders

### ***Actions:***

- Be visible and present
  - Schedule a meeting and visit to every school and building
- Hold meetings with building and department leaders
- Schedule and attend Cabinet visits to each building throughout the year
- Attend staff meetings
- Hold ongoing meetings with labor leaders
- Offer "Superintendent's Symposiums" for community conversations across the district
- Create and schedule a Student Advisory Panel to meet quarterly

### ***Outcomes:***

- Meet staff and students
- Build relationships with all stakeholders
- Gain perspective for areas of growth and strength across the district

## ***Teaching and Learning***

High performing school districts have student success as the core of the mission and vision. Teaching and Learning is the basic measurement for which all decisions and processes are founded, and is vitally important to every classroom.

### ***Goal:***

Become intimate with prek- 26 programming and current outcomes

### ***Actions:***

- Be visible and present
  - Schedule a meeting and visit to every school and building
- Meet with Deputy Superintendent of Teaching and Learning
  - Review student achievement data
  - Review articulated curriculum
- Meet with Assistant Superintendent of Early Childhood and Elementary Education
- Meet with Executive Director of Secondary Education
- Hold meetings with building and department leaders
- Attend staff meetings
- Create and schedule a Student Advisory Panel to meet quarterly

### ***Outcomes:***

- Meet staff
- Build relationships
- Gain perspective for areas of growth and strength across the district

## *Systems and Operations*

High performing school districts employ systems and operations that create the environment for high quality teaching and learning. Efficient and effective Human Resources, Finance and facilities management are the mechanism for this to occur. To be fiscally responsible, to recruit and retain high quality talent, and to proactively manage our geographic footprint, ensures our structures, systems, and operations can impact our core mission.

### *Goal:*

To refine my understanding of how systems and operations, and the leadership of each of these organizational facets, are performing in accordance with our mission.

### *Actions:*

- Meet with the Assistant Superintendent of Human Resources
  - Gain understanding of key process and practices
  - Listen for concerns and successes as it relates to staffing and the impact on programming
- Meet with the Assistant Superintendent of Business and Operations
  - Gain understanding of current budget and future budget projections
  - Listen for concerns and successes
  - Discuss current sinking fund and bond status/ master property planning
- Meet with employee groups within each central office department

### *Outcomes:*

- Introduce myself and begin to build relationships with staff
- Gain perspective for areas of growth and strength with each department

## ***Communications***

Our schools belong to the people they serve. Community connection is vital to the engagement, enrollment, and ultimately success of the district. Both internally, and externally, communications set the foundation for calibration and ambassadorship of Rochester Community Schools.

### ***Goal:***

Meet with various Rochester Community Schools stakeholders to share information and build relationships

### ***Actions:***

- Meet with Executive Director of Strategic Communications
- Coordinate my presence at upcoming community related events
- Schedule quarterly “Superintendents’ Symposiums” at public spaces throughout the district
- Schedule meetings with leadership from local municipalities, business groups, and local government representatives
- Become an active member of Oakland County Superintendents Association

### ***Outcomes:***

- Introduce myself
- Build relationships
- Gain external perspective for areas of growth and strength across the district
- Position myself to influence government officials regarding district needs