

**Appendix: Superintendent's Entry Plan  
A Roadmap for the first 100 Days**

*Goal 1: Analyze the effectiveness of current strategies aimed at improving student achievement and addressing the achievement gap. (What are we doing now? Is it working? Why or why not?)*

Action Steps	Rationale	Procedures / Strategies	PERSON(S) RESPONSIBLE	Updates	TIMELINE		Evidence of Completion
					Anticipated	Actual	
1. Hire Assistant Superintendent* * of Curriculum and Instruction.  * Director or Supervisor	District wide curriculum supervision is critical to student achievement.	1. Meet with Personnel Committee to determine qualifications 2. Advertise 3. Establish interview committee (Interim Sup., Board rep., Teacher rep., parent rep.) 4. Conduct interviews 5. Interim Superintendent makes recommendation to the Board.	Interim Superintendent  Board of Education Personnel Committee	<ul style="list-style-type: none"> <li>Anticipate candidate to be presented at future board meeting</li> </ul>	1.31.17	2.27.17	Board minutes documenting approval
2. Data review with school leaders.	Data must inform instruction	1. Review assessment results with school leaders. 2. Participate in common planning time (one school per week) to ensure instruction is informed by data.	Interim Superintendent  Assistant Superintendent*	<ul style="list-style-type: none"> <li>2.17.17 H.S. data review with school staff and state representatives.</li> <li>3.8.17: Phone conference with i-ready representative planned to review district data</li> <li>Administrative Meeting 3.22.17</li> </ul>	2.15.17		Agenda, minutes, sign-in
3. Review and revise district Professional Development Plan.	Professional development must be	1. Meet with the district's P.D. committee	Interim Superintendent	<ul style="list-style-type: none"> <li>1.9.17: Met with Principal</li> </ul>	3.15.17		Agenda, minutes, sign-in

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	aligned to student learning objectives	(DEAC?) to determine effectiveness of the current plan. 2. Revise for 2017-2018 Board approval.	Assistant Superintendent*	<ul style="list-style-type: none"> <li>Met with Dr. Walker 1.6.17 PD plan submitted</li> <li>3.8.17: Meeting with Dr. Harrington scheduled to discuss responsibilities, including professional development.</li> <li>3.24.17: Meeting with Dr. Harrington to continue PD discussions</li> </ul>			Revised plan  Board minutes documenting approval
4. Investigate possible advantages of standards based grading (SBG) for Roselle.	Rigorous instruction requires alignment between evidence of student proficiency and NJSLs.	1. Introduce SBG to PLCs / common planning. 2. Establish a SBG committee responsible for making implementation recommendations.	Interim Superintendent  Assistant Superintendent*	<ul style="list-style-type: none"> <li>Discussed SBG with Supervisor 1.5.17, 1.24.17</li> <li>Meet with Mr. Mickens: 1.30.17</li> <li>Mrs. Malabanan conferring with other districts.</li> <li>Presentation at 2.22.17 Administrative meeting.</li> <li>A SBG study group is being formed to continue the discussion</li> <li>SBG study group book selection: <i>Charting a Course To Standards Based-Grading</i> (What to Stop, What to Start and Why It Matters) by Tim. R. Westerberg</li> <li>5 Administrators and 7 teachers will participate.</li> </ul>	3.31.17	2.22.17	PLC agenda, minutes, sign in  Committee recommendations

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<p>5. Curriculum evaluation and revision.</p>	<p>Curriculum evaluation and revision is a continuous process that ensures alignment with NJSLS</p>	<p>1. Analyze the current district curriculum to determine whether it includes:</p> <ul style="list-style-type: none"> <li>• Interdisciplinary themes and connections</li> <li>• Benchmark assessments</li> <li>• Modifications for special education and ELL students</li> <li>• Pacing guide</li> <li>• List of core instructional materials</li> <li>• Benchmark assessments</li> </ul> <p>2. Post the curriculum online for easy review by parents, students and the Board.</p>	<p>Interim Superintendent</p> <p>Assistant Superintendent*</p> <p>District Supervisors</p>	<ul style="list-style-type: none"> <li>• General discussion with Mrs. Malabanan 1.5.17</li> <li>• Meeting with curriculum committee scheduled for 1.17.17</li> <li>• 3.8.17: Meeting with Dr. Harrington scheduled to discuss responsibilities, including curriculum.</li> <li>• Met with Dr. Harrington on 3.8.17. Next meeting scheduled for 3.16.17</li> <li>• Met with Mr. Fadahunsi to discuss STEM at ACHS.</li> </ul>	<p>4.12.17</p>		<p>Revised Curriculum</p> <p>Board minutes documenting approval</p>

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A Roadmap for the first 100 Days**

*Goal 2: Enhance the district's governance by establishing a transparent, trusting and collaborative relationship with the Board of Education.*

Action Steps	Rationale	Procedures / Strategies	PERSON(S) RESPONSIBLE	Update	TIMELINE		Evidence of Completion
					Anticipated	Actual	
1. Publish weekly <i>Board Updates</i> (when school is in session).	In between meetings, board members require updated information.	1. Draft to Board president on Thursday 2. PDF sent to board members on Friday.	Interim Superintendent	<ul style="list-style-type: none"> <li>As of 2/25/2017 10 updates published</li> </ul>	Ongoing		<i>Board Updates</i>
2. Plan board retreat	A retreat will provide an opportunity for the board to establish goals for the 2017 - 2018 school year	1. Survey board members for summer availability. 2. Present agenda for board approval	Interim Superintendent  Board President	<ul style="list-style-type: none"> <li>Planned for March 7, 2017</li> </ul>	3.31.17	3.7.17	Board minutes documenting approval of date
3. School walk-throughs with respective board members	Informed decisions require an experience of the climate and culture of each school.	1. Schedule date, time and school with board members. 3. Inform principals 2. Provide synopsis of walk-through to full board.	Interim Superintendent  Buildings and Grounds Committee Chairperson	Conducted: January 17, 18, & 19.	3.31.17	1.19.17	<i>Board Updates</i> documenting walk-throughs
4. Attend board committee meetings.	Provides opportunities for the interim Superintendent to be more deeply engaged with, and support the work of the Board.	1. Establish board committee meeting dates and times 2. Meet before and after each meeting with administrative liaison to evaluate effectiveness of administrative support.	Interim Superintendent	Regular attendance at committee meetings ongoing.	Ongoing		Committee sign-in with agenda

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A Roadmap for the first 100 Days**

*Goal 3: Review the district's organizational structure, policies and procedures and determine whether the district's operations are efficient and support student achievement.*

Action Steps	Rationale	Procedures / Strategies	PERSON(S) RESPONSIBLE	Update	TIMELINE		Evidence of Completion
					Anticipated	Actual	
1. Review and revise (if necessary) central administrative office job descriptions.	Many job descriptions are out-of-date.	<ol style="list-style-type: none"> <li>1. Preliminary review</li> <li>2. Consult with employee</li> <li>3. Revise job descriptions</li> <li>4. Present changes to Personnel committee</li> <li>5. Present changes to full board for approval</li> </ol>	<p>Interim Superintendent</p> <p>Manager of Human Resources</p>	<ul style="list-style-type: none"> <li>• Job descriptions provided to Central Office staff for review 1.6.17</li> <li>• C.O. meeting 1.27.17</li> <li>• 2.24.17 Met with B.A. to review Organizational Chart</li> <li>• 3.10.17: Process of review has begun</li> <li>• 3.30.17: Review of C/O job descriptions at Personnel Committee meeting</li> <li>• Discussions planned for 4.10.17 Board Meetings</li> </ul>	4.7.17		Revised job descriptions
2. Establish central administrative office protocols, e.g. hours of operations, dress code, phone & communications expectations.	The Central Administrative Office lacks organization and high expectations.	<ol style="list-style-type: none"> <li>1. Draft protocols for Central Office.</li> <li>2. Present to Personnel Committee</li> <li>3. Present and explain protocols at weekly meeting.</li> </ol>	<p>Interim Superintendent</p> <p>Manager of Human Resources</p>	<ul style="list-style-type: none"> <li>• Dress code reviewed</li> <li>• Arrival expected at 8:00, no later than 8:15 a.m.</li> </ul>	1.20.17	2.17.17	<p>Personnel Committee minutes</p> <p>Administrative Directive regarding Central Office Protocols</p>

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		4. Distribute administrative directive.		<ul style="list-style-type: none"> <li>• 2.20.17: Kronos memo issued to CO staff</li> <li>• Kronos and AESOP data reviewed regularly</li> </ul>			
3. Schedule weekly meetings with the Central Office Administration.	Effective communication is essential to efficiency	<ol style="list-style-type: none"> <li>1. Weekly meetings posted on Central Office Administrative calendar</li> <li>2. Agenda posted on Google drive.</li> </ol>	<p align="center">Interim Superintendent</p> <p align="center">Executive Secretary</p>	<ul style="list-style-type: none"> <li>• Weekly meetings scheduled</li> </ul>	1.6.17	1.6.17	Sign-in, agenda, minutes
4. Meet weekly with the school business administrator (SBA).	Support from the Interim Superintendent's office will support the SBA as she addresses audit recommendations and district concerns.	<ol style="list-style-type: none"> <li>1. Weekly meetings posted on Central Office Administrative calendar</li> <li>2. Agenda posted on Google drive.</li> </ol>	<p align="center">Interim Superintendent</p> <p align="center">SBA</p>	Weekly meetings ongoing	Ongoing		Agenda, minutes

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*Goal 4: Create a positive school climate and culture centered on teaching and learning.*

Action Steps	Rationale	Procedures / Strategies	PERSON(S) RESPONSIBLE	Update	TIMELINE		Evidence of Completion
					Anticipated	Actual	
1. Social Emotional Learning survey introduced: administered on line for grades three to twelve to guide the work of teachers and administrators	Understanding and responding to students' perceptions is essential to academic achievement	1. Draft survey 2. Administer first survey by January 30. 3. Administer second survey by March 31.	Assistant Superintendent*  Supervisor of Guidance  Supervisor of Technology	<ul style="list-style-type: none"> <li>Meet with Dr. Spencer 1.10.17</li> <li>Dr. Spencer to provide survey samples</li> <li>Survey administered Fall 2016</li> <li>HIB workshop scheduled for 2.23.17</li> <li>Survey administered at LVM 3.9.17</li> </ul>	3.31.17		Survey responses
2. Administrator academic shadowing	Administrative responses are more likely to be effective after experiencing learning from the students' perspective	1. Identify school leaders and student volunteers. 2. Create shadowing rubric*. 3. Schedule shadowing 4. Share results.	Assistant Superintendent*  Principals	<ul style="list-style-type: none"> <li>Principal shadowing has begun. Results to be discussed at the 2.22.17 administrative meeting.</li> <li>Shadowing continues.</li> </ul>	4.12.17		Shadowing rubric

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A Roadmap for the first 100 Days**

3. Constructive response to discipline	Reflective discipline will keep more students in school while facilitating a positive change in behaviors.	1. Establish planning centers 2. Create a reflective response protocol	Assistant Superintendent*  Supervisor of Guidance	<ul style="list-style-type: none"> <li>Discussed at 1.25.17 admin meeting</li> <li>Consistent, district-wide approach to discipline discussed at the 2.22.17 admin. Meeting</li> <li>Code construction to begin 3.13.17</li> </ul>	4.12.17		Reflective Response Protocol
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*Goal 5: Engage all sectors of the Roselle community in the district's mission to prepare students for college, work and life.*

Action Steps	Rationale	Procedures / Strategies	PERSON(S) RESPONSIBLE	Update	<u>TIMELINE</u>		Evidence of Completion
					Anticipated	Actual	
1. Establish "Superintendent's Coffee Club (SCC)."	Informal meetings with parents are an opportunity for the interim Superintendent to listen and learn.	1. Establish dates, times and locations 2. Announce SCC to community	Interim Superintendent	First SCC Held on 2.22.17 with 7 participants. Second SCC held on 3.23.17 with 6 participants	1.13.17	3.24.17	Participant sign-in
2. Plan a "Town Hall" meeting focused on educational issues in Roselle.	An open community forum will ensure that the Board and interim Superintendent	1. Meet with Board President to draft agenda. 2. Establish date, time and location	Interim Superintendent  Board President	Scheduled for May 8, 2017	1.31.17 (Actual date: TBD)	May 8, 2017	Participant sign-in  Town Hall press release



**Appendix: Superintendent's Entry Plan  
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	listen and respond to concerns.	3. Announce Town Hall via website, press release and social media.					
3. Meet with PTO representatives.	Promote parental involvement	1. Schedule meetings 2. Invite Board and teacher representatives	Interim Superintendent	ACHS: 1.19.17 WES: 1.24.17 WES: 3.23.17 GW Jr. H.S. 4.4.17	1.31.17		Meeting minutes
4. Social media to broadcast district news.	Keep the community updated, particularly regarding good news in Roselle schools.	1. Establish a Twitter account 2. Post Twitter handle on website 3. Tweet...	Interim Superintendent	Ongoing Tweets <a href="https://twitter.com/corbettroselle">@corbettroselle</a>	Ongoing		Tweets