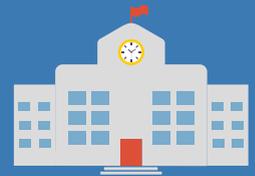




Dr. Eric N. Gallien, Superintendent
Racine Unified School District - Entry Plan
Engaging RUSD, Inspiring Excellence



Introduction



Dear Racine community members.

I am honored to serve as your new Racine Unified School District superintendent and I'm eager to share with you a little about myself, my vision and how I hope to partner with our students, staff and all of you to continue to move RUSD forward.

I have been in Racine Unified for five years, serving first as Assistant Superintendent and then Deputy Superintendent. Prior to that, I served as Regional Director of School Support in Milwaukee Public Schools. I have more than 20 years of experience in education beginning in the classroom and then moving into school and then District-level leadership.

I accepted the job in Racine Unified in 2013 because I was inspired by the passion I felt in the community and

the vision of Dr. Haws. In the five years I've been in Racine Unified, we have made transformational changes. I am most proud of our work to transform our high schools into the Academies of Racine. It is inspiring to see the students and staff working together to build this model within our schools so that every student is engaged in hands-on relevant learning experiences so that they graduate prepared for college and career. I'm thankful and hopeful for our future when I consider all of the local businesses, post-secondary institutions and other community organizations and volunteers who have partnered with us on this journey. Together we are creating a new vision for high school education in Racine.

I've been fortunate to be part of an excellent team these past years working on this and other meaningful initiatives including the launch of our Montessori Program, expansion of full-day four-year-old kindergarten, the opening of our first community school in partnership with the United Way of Racine County and transformation of our middle schools, which will open in fall!

I look forward to continuing the work we have begun collectively with the many community partners who are working to *Raise Racine* and improve student outcomes. In fall 2017, we launched our new five-year strategic plan: *Raising Racine 2022*. This plan embraces the work already underway and focuses on continuous improvement toward our goals.

As we continue this work and begin preparation for a new school year, I am committed to focusing on one of our District's core values: Strong Relationships. Together, we are smarter, stronger and more resilient. Collectively, we will make Racine Unified the District of choice in southeastern Wisconsin.

In the coming months, I plan to work with the leadership team to develop strategic actions to unite our students, our staff and our community around our work. I look forward to the opportunity to work with all of you to achieve our vision, that every RUSD student will graduate ready for college or career.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Gallien".

Dr. Eric N. Gallien, Superintendent

Raising Racine 2022

Raising Racine 2022, our five-year strategic plan, focuses on five priorities and four Pillars of Excellence .

District Priorities

2017-2022



- 1** Be the educational choice for families in the southeast region of Wisconsin
- 2** Accelerate higher levels of student performance
- 3** Close student achievement gaps
- 4** Ensure positive, engaging environments
- 5** Endorse learning paths for post-secondary training, college and career readiness for every student

Pillars of Excellence

The District's **five Priorities** are linked to **four Pillars of Excellence**.

Student Learning

Ensure experiences, opportunities and choice so every RUSD student is academically, socially and emotionally successful and ready for career and/or college

Culture & Environment

Consistently demonstrate our Core Values so that RUSD is a great place to learn, work and succeed

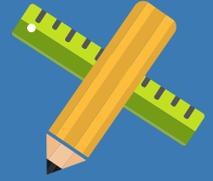
Partnerships & Community

Create strong family, community and business partnerships to accelerate our collective impact on student success

Financial & Operational Excellence

Ensure fiscal decisions and infrastructure planning align to student-centered District priorities

Objective



The objective of this entry plan is to assure the District continues to address the strategic goals of the *Raising Racine 2022* strategic plan.

The following will be set as the focus of my administration this year:



Student Achievement & School Climate



Board of Education & Community Partnerships



Workforce Management, Performance & Engagement



Student Achievement & School Climate



Student Achievement

1. Meet with employees, students, families, community members and stakeholder groups to garner knowledge and investment in the *Raising Racine 2022* strategic plan.
2. Continue driving results of targeted strategic actions that have been implemented to address achievement, growth and close gaps in the RUSD state report card.
3. Convene a collaborative committee that will:
 - a. Provide assistance to define support needs from the District in instructional programs, goals, protocols and policies.
 - b. Assess the professional development needs and capacity for meeting the needs of all staff (instructional and non-instructional).
 - c. Review all school progress plans with principals to assure alignment with *Raising Racine 2022*.

School Climate

1. Review suspension and expulsion data as well as climate programs, resources and supports to determine how our current initiatives meet the needs of RUSD.
2. Re-establish a Superintendent Student Advisory Council to advise the superintendent on matters of importance to RUSD students and families.
3. Ensure budget priorities are aligned to climate initiatives demonstrating success.



Strong Relationships



Through ongoing and intentional efforts to build strong relationships, the District will build strong partnerships in support of our *Raising Racine 2022* goals.

Board of Education

1. Establish positive relationships with Board of Education members through:
 - a. Board of Education and Senior Leadership will participate in team retreats to discuss issues, matters of governance, guiding change documents, core values and beliefs, communication protocols, roles, responsibilities, norms and expectations.
 - b. Regular meetings with the Board President and Vice President for review and development of Board meeting agendas and discussion of other District priorities.
 - c. Ongoing one-on-one meetings with individual Board members to deepen relationships and broaden perspectives.
2. Continue to increase personal knowledge and understanding of the RUSD community, its culture, traditions and history.
3. Learning walks throughout the District with individual Board members.
4. Collaboration with the Board of Education on a performance evaluation format with objectives and indicators of success that can be used to evaluate the Superintendent are aligned with the *Raising Racine 2022* strategic plan.

Community

1. Meet with parents/guardians, business and community leaders, elected officials, colleges & universities and faith-based leaders.
2. Establish ongoing meetings and communications with all stakeholder groups.
3. Continuously evaluate effectiveness of all current forms of communication and engagement with various stakeholders.
4. Attend school and community functions, including co-curricular and extracurricular events.
5. Review RUSD's approach to engaging parents and determine additional supports needed to strategically engage our families.
6. Continue to engage the Superintendent Advisory Council, made up of various stakeholders, to support the goals of our District.
7. Continue to be involved and engaged with local businesses, post-secondary education and other community organizations to maintain and develop new partnerships in support of *Raising Racine 2022*.

Employees & Students

1. Regularly engage with employee groups to understand needs, hopes and challenges.
2. Regularly meet with Student Advisory Council.
3. Utilize continuous improvement and engagement tools to gather feedback, input and ideas from students, staff and community.



Workforce Management, Performance & Engagement



Academic Alignment



Meet with the Chief Academic Officer (CAO) to review and discuss the following in support of *Raising Racine 2022*:

1. Deliberate and intentional instructional programming that assures excellent student outcomes
2. Professional development for all staff (instructional and non-instructional)
3. Curriculum and Instruction support
4. Mentoring opportunities

Chief of Schools Alignment



Meet with the Chief of Schools to transition the following in support of *Raising Racine 2022*:

- | | | |
|---------------------------|-----------------------------|--------------------------|
| 1. Principal Supervision | 3. School Support | 5. Alternative Education |
| 2. Leadership Development | 4. Student Support Services | 6. Extended Learning |

Communication & Community Engagement Alignment



Meet with the Chief of Communications & Community Engagement to review & discuss the following in support of *Raising Racine 2022*:

1. Internal & External Communication Plans
2. Family Engagement

Fiscal Alignment



Meet with the Chief Financial Officer (CFO) to review and discuss the following in support of *Raising Racine 2022*:

- | | | |
|--|----------------------------------|--|
| 1. Budget trends | 6. Fund balance | 11. Enrollment and transportation |
| 2. Revenue sources | 7. Audit protocols | 12. District policies and administrative regulations |
| 3. Financial projections and assumptions | 8. Purchase services | |
| 4. Grants | 9. Insurance and risk management | |
| 5. Debt service | 10. Payroll processes | |

Workforce Management, Performance & Engagement



Human Resources Alignment



Meet with the Chief of Human Resources to review and discuss the following in support of *Raising Racine 2022*:

1. Staffing trends
2. Recruitment Efforts
3. Retention plan
4. Staff development
5. Employee relations
6. Benefits and compensation
7. Staff evaluations
8. Position controls

Operations Alignment



I will tour facilities to assess condition and needs and meet with the Chief Operations Officer (COO) to review and discuss the following in support of *Raising Racine 2022*:

1. Facilities maintenance plan
 - a. Short- & long-term goals
2. Facility readiness
3. Need assessments
4. Process improvements

Staff Engagement & Systems Alignment

Hold listening sessions with school leaders and staff to discuss the following in support of *Raising Racine 2022*:

1. Employee relations
2. Staffing needs
3. Professional development needs

1. Meet with District-level leaders to analyze organizational structures, resources and support.
2. Work with department leaders to implement partnership-driven approach to providing support to schools.
3. Review status of Lean for Education trained staff and increase green belt certified staff.

Technology Alignment



Meet with the Chief Information Officer (CIO) to review and discuss the following in support of *Raising Racine 2022*:

1. Technology plan
2. Device distribution
3. Quality and status of technology infrastructure
4. Technology support structures
5. Professional development
6. Instructional support
7. Data collection systems and processes
8. Student information systems
9. Process improvement

