

Jay B. Greenberg  
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March 29, 2010

To Whom It May Concern:

Please accept this letter of recommendation for Mrs. Bobbie Plough. I have had the pleasure of working with Mrs. Plough in many capacities during her tenure in the Romoland School District. In the past seven years that I have worked with her, I have come to appreciate her professionalism, dedication and understanding.

One of most outstanding objectives that Mrs. Plough has nurtured is creating a positive environment within the district. She has made a point of visiting all of the campuses and classrooms regularly. Mrs. Plough places a high priority on understanding the daily operations of the schools, as well as how the teachers are working and developing in their classrooms. Currently, the district is involved in a series of district wide, grade level articulations to explore the issues facing us. Mrs. Plough has initiated these meetings to further cultivate a climate of communication and success for our teachers as we move towards exiting program improvement.

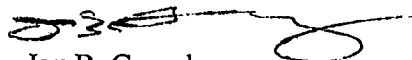
As the Associations bargaining chair, I have also worked extensively with Mrs. Plough in the negotiations process. Mrs. Plough has been instrumental in establishing and maintaining a collaborative process by working closely with the Association President, the district, the teacher's association, and me. She balances the requirements and fiscal solvency of the district with the desire to attract and retain highly qualified personnel by utilizing the negotiations process to work through the difficult decisions that impact all levels of staff. The Romoland School District has had a high retention rate and continues to attract highly qualified personnel in large part due to Mrs. Plough's unique approach to administration.

I have also had the privilege to work closely with Mrs. Plough as the Association President. The last two years have been very difficult in terms of balancing the financial situation and the business of educating children. Mrs. Plough has worked diligently with the Board, the District Budget Committee and the Associations to forge a path that keeps the District financially solvent, as well as continuing to meet the needs of our clients, the children. Mrs. Plough has been forthright and compassionate through the difficult, but necessary, decisions that have come across her desk. She has a clear perspective on maintaining a rigorous educational program and the goal of exiting the District and its school from program improvement.

Mrs. Plough has fostered a collaborative relationship with the Association in dealing with personnel matters. She offers support to the staff as needed and works to place people in positions where they will succeed. Her proactive stance has allowed us to solve many difficult situations before they become unmanageable.

I feel very fortunate to have worked with Mrs. Plough, both in my capacity as a teacher and as President of our Association. I would highly recommend her for any position she is seeking with your school district. Please feel free to contact me if you have any questions.

Sincerely,



Jay B. Greenberg  
President, Romoland Teachers Association



# ROMOLAND SCHOOL DISTRICT

25900 Leon Road • Homeland, CA 92548  
(951) 926-9244 • FAX (951) 926-2170  
*Bobbie Plough, Superintendent*

March 22, 2010

To Whom It May Concern:

It is my pleasure to write this letter of support for Bobbie Plough, Superintendent of Romoland Elementary School District. Mrs. Plough held the position of Assistant Superintendent of Instruction until March of 2007, when she took on the role of Interim Superintendent and then Superintendent. As a board, we had faith in Mrs. Plough to lead the district through incredible change and she has done just that!

Board-Superintendent Relationship is imperative if a district is to grow. Mrs. Plough completed CSBA Masters in Governance program with three other board members in our district. As you know, this program takes over a year and a half to complete. Through this experience, we as a board, along with Mrs. Plough, have become an effective governance team. Together we created a Governance Handbook strengthening our open and honest connection with Mrs. Plough.

Mrs. Plough consistently demonstrates an exceptional level of leadership. As a new superintendent, her commitment to the district and ability to see the big picture, has lead Romoland ESD from a once dysfunctional district to a district of excellence. Her record speaks for itself when it comes to implementing positive change.

Mrs. Plough effectively demonstrates many qualities a board requires in a superintendent. She operates on a high level of integrity and is honest and trustworthy. Communication with the board has always been thorough and timely. She keeps us up to date on all aspects of the district, the positive and negative! Truly, her exceptional personal skills and sense of humor have created an atmosphere where anyone from students, staff or community can approach her on any topic.

In addition to the above, Mrs. Plough possesses the ability to handle the crisis situations by putting the best interest of student and staff safety above all else. During difficult times she has proven that she is able to remain focused, poised, and insightful.

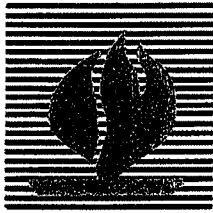
Mrs. Plough would be an asset to any district as superintendent. Please do not hesitate to contact me 951-850-0734 should you have any questions or request additional information.

Sincerely,

Marla Clites  
Romoland School Board President

**Board of Trustees**

Marla Clites      Bill Gould      Irene Harris      Gerard "Gary" Reller      Garrick Stein



RIVERSIDE COUNTY  
BOARD OF EDUCATION

KENNETH M. YOUNG  
Riverside County Superintendent of Schools

## Office of the Superintendent

March 26, 2010

3939 Thirteenth Street  
P.O. Box 868  
Riverside, California  
92502-0868

47-336 Oasis Street  
Indio, California  
92201-6998

24980 Las Brisas Road  
Murrieta, California  
92562

To Whom It May Concern:

As Riverside County Superintendent of Schools, I appreciate the opportunity to submit this letter of recommendation on behalf of Mrs. Bobbie Plough, Superintendent of the Romoland School District. I have known and have worked with Bobbie for a number of years, and I would like to point out some specific areas where I believe her background, training, and experience can serve as a strong asset in successfully fulfilling the responsibilities of the position of district superintendent.

*Superintendent and Board Relations* – Having been a superintendent and member of cabinet for a number of years, Bobbie has had extensive experience working with boards of education. She understands and respects the role of the board and the relationship each member of cabinet has, in their respective way, with the board. She also understands the role of superintendent and board. Having built a good working relationship with her boards over the years, they have been very supportive of her efforts to ensure the success of all students. She involves them in the major decision making process and keeps them well informed of the pertinent issues affecting the district.

*Relations with Bargaining Units* – Bobbie has taken a leading role in building positive working relationships with certificated and classified employee associations. The evidence of this comes through nowhere more clearly than in the collective bargaining process. She has taken a leading role in the successful negotiations of collective bargaining agreements with both associations' annual contracts. She is a relationship builder.

*Community Relations* – Leading a school district requires someone who can build a positive relationship with the community as a whole and community leaders as individuals. This takes time, effort, wisdom, and strong interpersonal skills. I have been truly impressed with Bobbie's communication skills. On an interactive basis, she is both diplomatic and straight-forward, and she is just as comfortable interacting with students and employees as she is with parents, legal counsel and board members. Bobbie makes others feel very much at ease in talking with her in virtually every setting. She is a very quick study. As an integral part of learning is listening, Bobbie listens in a way that allows her to understand what the "real" issues are and she asks the right questions to get to the heart of the matter. She is a great, intuitive listener.

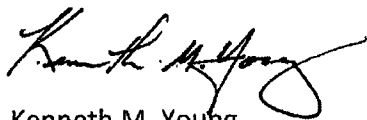
*Curriculum and Instruction* – While serving as the superintendent of Romoland USD, Bobbie has immersed herself in virtually every aspect of curriculum and instruction, ensuring that proper student assessments were in place and the resulting data effectively utilized. She facilitated the adoption of instructional materials that were aligned with state standards, and she coordinated inservices needed to bring certificated staff members to current levels in the area of instructional strategies. She is a big supporter of the true Professional Learning Community concept.

*Finance and Budget* – Bobbie thoroughly understands the process of allocating resources in a way that accomplishes the Board’s educational goals and objectives while at the same time ensuring the accomplishment of the Board’s district fiscal solvency and stability goals and objectives. She has the unique ability to see the budget from both the classroom perspective and the district office point of view, and site staff at all levels appreciate that about her.

*Problem Solving* – From my experience with Bobbie, she has a keen sense of cutting through the fog and identifying the “root” cause of a problem. Then she brings her attention on finding the right solution—before the problem becomes unmanageable. In doing this, I have been greatly impressed with her ability to solve the “right” problem rather than getting off course. Additionally, Bobbie has commitment—she continues to work on finding a solution to each problem—no matter how long it takes.

With these comments as a background, I offer my full support and recommendation for Mrs. Bobbie Plough, for the position of superintendent for any school district in the nation. In my mind, she has certainly demonstrated that she knows how to use the best interpersonal and leadership practices in all areas of educational administration.

Sincerely,



Kenneth M. Young  
Riverside County  
Superintendent of Schools

KMY:amf/sg



720 Ninth Street  
Ramona, CA 92065  
(760) 787-2007  
Fax: (760) 789-9168

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March 22, 2010

To Whom It May Concern:

I am pleased to have the opportunity to write a letter of recommendation for Barbara Plough for the position of Superintendent of Natomas Unified School District. I have known Ms. Plough for nearly thirty years. She has been an active member of our community and has served the students of Ramona Unified School District (RUSD) as the principal of Montecito High School, Future Bound Independent Study Program and Ramona Adult School.

Ms. Plough's tenure as principal of Ramona's secondary alternative programs gives testimony to her concern for young people and increased student achievement. Many of the students she served faced a variety of challenges in their young lives, academically, socially and emotionally. Through the efforts of Ms. Plough and her staff, students were able to overcome tremendous obstacles, graduate from high school and start their adult lives with a positive direction. As principal of Montecito High School, the district's continuation/alternative high school, Ms. Plough expanded library resources, enhanced the two-week orientation class to include assessments of students' basic skills and worked with staff to develop a standards-based curriculum utilizing district-approved textbooks. Through her collaboration with the assistant principal of Ramona High School, transition conferences were improved to ensure proper placement of students in district alternative programs. These efforts enabled staff to better meet students' individual needs. Additionally, her work with district ROP personnel resulted in a highly successful on-campus restaurant as part of the ROP Food Trades Program.

She enhanced opportunities for students in the Future Bound Independent Study program, as well, by working with staff to establish guidelines for awarding credits in Physical Education and elective courses. Future Bound and Ramona Adult School have afforded many individuals the opportunity to eliminate credit deficiencies and earn a high school diploma, a goal which may have eluded them in the past. Heartwarming stories shared at the graduation ceremonies were a testament to the efforts and dedication of Ms. Plough and her staff.

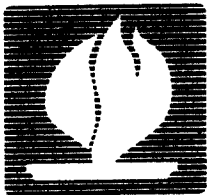
Always seeking new challenges and new ways to serve students, Ms. Plough left RUSD in order to open San Pasqual Academy. This unique program provided unprecedented opportunities for the foster youth of San Diego County. A partnership between San Diego County Office of Education, the County of San Diego and various nonprofit organizations, it also presented unique challenges. This residential secondary school for foster youth was the first of its kind and has become a model in the state. As first principal of that program, Ms. Plough laid the groundwork that brought all of those organizations together and created a successful program. Development of this program highlighted her skills as an innovative educator.

In addition to her experience as an educator, Ms. Plough has shown a deep commitment to community service. Ms. Plough integrated her interest in youth with her concern for the community as a whole. As secretary for the Ramona High School Booster Club, she worked with others to acquire much-needed resources to enhance educational and extra-curricular programs for our students. As a Board member for Ramona PONY Baseball League, she was able to utilize her leadership skills to enhance a recreational experience for Ramona's young people. Her work with Ramona Rotary involved many projects serving the entire community of Ramona.

Barbara Plough is an excellent educational leader with over 30 years of experience. Throughout her entire career she has been devoted to excellence and equity. She has sought out experiences that could provide her with professional growth while enhancing her ability to serve children and youth. She has been successful at all levels of K-12 education and I highly recommend her for the position of Superintendent of Natomas Unified School District. If I can be of further assistance, please feel free to contact me.

Sincerely,

Luan Burman Rivera,  
Member, Board of Education,  
Ramona Unified School District



RIVERSIDE COUNTY  
OFFICE OF EDUCATION  
**KENNETH M. YOUNG**  
Riverside County Superintendent of Schools

March 25, 2010

3939 Thirteenth Street  
P.O. Box 868  
Riverside, California  
92502-0868

**Mr. Ken Whittemore**  
Natomas Unified School District  
1901 Arena Boulevard  
Sacramento, CA 95834

47-336 Oasis Street  
Indio, California  
92201-6998

Dear Mr. Whittemore:

It is my pleasure to write this letter of recommendation for Bobbie Plough, for the superintendent's position in Natomas Unified School District. I have known Bobbie since July of 2004, when we both arrived in Riverside County. As the director for the Regional System of District and School Support (RSDSS) Region 10, my work focuses on program improvement districts and schools. This is where Bobbie and I have worked the most together.

24980 Las Brisas Road  
Murrieta, California  
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When I met Bobbie, I was struck with her energy and positive, can-do attitude. Working in a small district she wore many hats, yet she consistently attended our county office's Instructional Leadership Network meetings and often was a part of the Categorical Project Directors' Network. She brought an optimistic, cheery, dedicated, hardworking, honest, transparent, and fair disposition to a very challenging, high poverty district. I have always felt a strong sense of approachability, trust, and integrity with her. Through the workload of multiple hats she demonstrated deep professionalism, poise and sense of humor.

In April of 2005, Romoland School District was identified as a Program Improvement (PI) District and our team enjoyed collaborating with her district's team and school leadership teams to address PI requirements. She demonstrated excellent leadership in using several state tools: (1) the Academic Program Survey and (2) the District Assistance Survey. As the district's external entity, our office collaborated with Bobbie in using the data from these tools in writing the Local Education Agency (LEA) Plan Addendum. She is very familiar with implementing the kind of systemic reform necessary to become a high-performing, high-poverty school district and her track record since then fully validates this leadership.

**Riverside County  
Board of Education**

Gerald P. Colapinto

Lisa A. Conyers

Lynne D. Craig

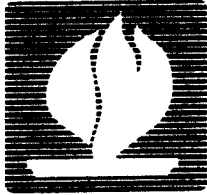
Betty Gibbel

Vick Knight

William R. Kroonen

Adolfo Mediano, Jr.

In our experience, districts improve and exit from PI because of a superintendent's clear, decisive vision and an ability to implement a support and accountability system that focuses on best practice in instructional techniques and curricular expectations among other factors. Our collaboration with Romoland School District and Bobbie's track record validates her outstanding leadership for implementing positive change. The district made the first year of adequate yearly progress (AYP) as a district in 2009 -- one of the few PI districts to make Adequate Yearly Progress (AYP). Romoland School District is poised to exit from PI in 2010. One of three PI schools is also poised to exit PI.



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Mr. Ken Whitemore  
March 25, 2010  
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Bobbie's longer term track record is also impressive. Since Bobbie's arrival at Romoland School District in 2004, the district has more than doubled its percent of students scoring proficient and above to 44 and 47 points in English Language Arts (ELA) and math respectively. As superintendent of Romoland School District since 2007, the district has grown 51 Academic Performance Index (API) points. Socio-Economically Disadvantaged students have grown 53 points, English learners have grown 96 points and Students with Disabilities have grown 139 points. Part of this success is due to Bobbie's hiring mentoring, supporting, and retaining talented, dedicated district personnel who have insisted on focused, aligned professional development for teachers and principals.

Sources in our county office describe Romoland School District's fiscal health as being among the best of the county's 23 districts. It has a positive second quarter certification, a good end cash balance, and no temporary borrowing. Their reserves are above the required amount. These sources said that quick action in 2008-2009 to reduce the budget led to this healthy status. One of these actions was to institute furloughs early on. Romoland School District was one of the first districts in this county to implement furloughs in an agreement with the teachers union that preceded their final formal agreement. Such collaboration with the bargaining unit on such a sensitive issue is a credit to the vision, people skills, and negotiation skills of the leadership in the district led by Mrs. Plough.

Finally, Bobbie has had years of experience in working with charter advocates who desire to be chartered within the Romoland School District.

In conclusion, I am most impressed by Bobbie's perseverance, dedication, and integrity for doing quality work since become a leader in Romoland School District. She has been the driving force for doing what is in the best interest of children, often despite lack of personnel in the district office to carry it out. Her energy, enthusiasm, drive, knowledge, care, and perseverance have moved her district forward. We wish Bobbie well in her quest for a new position, but would miss her greatly should she leave our county. She has earned my highest recommendation.

Sincerely,

Russell Frank, Ph.D.  
Director II  
Regional School Improvement Unit  
Division of Educational Services  
(951) 826-6601 FAX [951] 826-6937

Riverside County  
Board of Education

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RF:jw