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COMMUNITY SCHOOL DISTRICT

Dr. Julious T. Lawson

100



DAY
PLAN



100 Day Plan

From your Superintendent

I am truly honored for the opportunity to serve as your Ames Community Schools District Superintendent and to further the goals of the school community and Board of Directors. This is our time to learn, grow and move forward, together. I am humbled by the Board's belief in my ability to lead and make Ames Community School District one of the nation's premier school districts. I am appreciative of the community's support, and am excited about our work together.

As we look ahead to the 2022-2023 school year, it is my goal to ensure that we continue to build on the great work of the district while cultivating new opportunities to improve student achievement and opportunities for every student. A necessary process in beginning this work is the establishment of a 100-Day Entry Plan. During my first 100 days, the District will undergo a comprehensive review of programs, systems, initiatives, services, student performance, and fiscal conditions

to assess our strengths, challenges, and opportunities for improvement. Additionally, we will continue to strengthen our partnerships with the greater Ames community, business partners and other academic institutions while remaining focused on teaching and learning in our classrooms. While daily operations will require that I make decisions in support of organizational effectiveness, the information obtained during the entry planning process will ensure that future decisions are supported by a data-driven process.

The entry plan will provide me the opportunity to LISTEN and LEARN from our staff, students and school community during my first months on the job. In an effort to LEAD for the success of every student within the Ames Community School District, we will enlist the involvement of the entire school community—students, staff, families, caregivers, business leaders and community partners. We will offer multiple engagement opportunities and capture the voices of stakeholders as we develop a shared vision for the district prior to moving into our strategic planning process. The plan will focus on five critical areas of work in which I will engage: Governance, Student Achievement, Community and Public Relations, Talent Management and Management & Operations.

Once we complete the first 100 days, this team will be better positioned to set a vision for the coming years. My listening and learning tour will help us make immediate improvements and determine the best course of action for our students, community and staff. It is my expectation that every student in every school thrives.

Thank you for allowing me the opportunity to serve the students of Ames Community School District. Together, we will ensure that our schools are safe, nurturing and inspiring places for every student. I hope to earn your trust and support as we pursue our mission to provide equitable access to learning that empowers every student to reach their full personal and educational potential. I look forward to working alongside you!

For children,

Dr. Julious T. Lawson
Superintendent of Schools

Personal Values

- **Students come first** – our decisions and plans should always have the best interest of students in mind; we must find equitable solutions that provide the necessary resources and support to ensure that every student thrives.
- **Relationships are paramount** – relationships are a critically important component of leadership and are essential for supporting student success.
- Schools are charged with the **development of the whole child**; it is important for our district to develop the character of our students and teach them the importance of respect, honesty, perseverance, diversity and inclusivity.
- **Collaboration & Collective Responsibility** are critical – we are all here to serve students, and are better together.
- **Families** – are the first and most influential teachers of their children. Respecting and welcoming families of all types into the school community supports the academic achievement of every one of our students.
- **Integrity** – Doing the right thing when no one is looking.
- **Excellence** – Strive for better, even while giving your personal best.

Beliefs

- **Every student** can experience success when their needs are clearly understood and addressed.
- Education is a civil right that levels the playing field for **each of our children**.
- **Every student** deserves high quality instruction in a nurturing and supportive environment.
- Equity and Inclusion are necessary to provide quality service to **every student in our district**.
- Through collaborative partnerships and strong relationships we can exceed expectations for **every student**.



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Fundamental Questions

1. *Which traditions do we value as a district?*
2. *What are our strengths? Challenges?*
3. *How are our students performing academically? How do we know?*
4. *Are there opportunities available for every student?*
5. *Are we meeting the academic and social-emotional needs of every student?*
6. *How are we leveraging data to inform decision making?*
7. *How are we preparing each student to graduate college, career and citizen-ready?*
8. *Are we providing an optimal school experience for every student?*

Organization of the Entry Plan

My entry plan is developed to assess the current state of significant areas of Ames Community School District and chart the course for my transition into the role of Superintendent. It includes goals, expectations and deliverables that will be met within the first 100 days and will codify the process used to engage each facet of the organization. I will conduct a comprehensive review of the district's programs, systems, initiatives, services, student performance, and fiscal conditions. We will assess our strengths, challenges, and opportunities for improvement and determine the best course of action for our students, community and staff in the following areas as we move the Ames Community School District forward, together:

- ***Governance***
- ***Student Achievement***
- ***Community and Public Relations***
- ***Talent Management***
- ***Management & Operations***

At the conclusion of the first 100 days, I will develop a Post-Entry Report for the Board and community which contains an assessment of the information obtained during the entry planning process as well as my recommendations for moving the work of our strategic plan forward.

Governance

A strong relationship between the School Board and superintendent is essential for district progress. Trusting, positive, collaborative, and team-oriented relationships must be established with individual School Board members and the School Board as a unit. I will work alongside the School Board on issues of governance, management, core values and beliefs, and theory of action planning. We will work collectively and collaboratively to maintain a student-centered agenda and ensure an intense focus on meeting the academic and social-emotional needs of every child.

- Engage in one-on-one meetings with Board members to deepen relationships and broaden perspectives.
- Develop and begin using appropriate communication protocols between the Board and the Superintendent.
- Establish regular meeting times with the Board members for reviewing information, answering questions, and sharing calendar events.
- Host Board/Superintendent workshops to discuss communication protocols, roles, and responsibilities, norms of behavior and interaction, expectations for agenda-setting.
- Conduct school visits with Board members
- Collaborate on the next set of Board/Superintendent workshops to focus on shared values, reflections, organizational structures, areas of improvements, ongoing professional development, and established theory of action.

Student Achievement

Ames Community School District will focus its efforts on empowering all children to reach their full personal and educational potential. Ames Community School District will implement instructional programs and support structures consistently across the district. Every student should have access to high-quality curriculum across content areas that is grade level appropriate and standards-aligned. Curriculum should be meaningful, and responsive to their communities and identities. Students are expected to be engaged and meet grade-level standards through strategic acceleration practices that recognize their strengths and build on those through just-in-time supports. Schools implement a balanced assessment system that includes universal screening and benchmark assessments as well as curriculum-embedded assessments designed to inform instructional decision-making. Teachers facilitate instruction that honors students' identities, prioritizes relationships, and fosters community to facilitate deep engagement. Students access tiered academic and social-emotional interventions to supplement core instruction when needed to facilitate their success with grade-level standards. To educate for equity, our students will experience core instruction that is responsive to and sustains who they are and what they bring, and empowers them to connect.

- Provide professional learning opportunities that introduce and present pivotal groundwork for the district's instructional infrastructure.
- Provide support to principals, teachers, and students to continue to move towards higher student achievement.
- Analyze relevant data sources (e.g. student achievement data, climate data).
- Review Educational Equity Action Plans and provide developmental feedback to principals.
- Engage in instructional infrastructure work that is targeted, specific and provides the deep level execution needed to improve instructional outcomes for every student.
- Offer Diversity, Equity and Inclusion professional development that builds bridges within and among communities to foster a culture of respect, trust and understanding to promote deep teaching and learning.
- Visit district schools to observe teaching and learning with directors.
- Initiate a review of post secondary success metrics.

Community & Public Relations

Community involvement and engagement are essential to the work of effective schools. We will focus on engaging and mobilizing parents and community partners in the pursuit of making the Ames Community School District a competitive and premier school district. I will continue to focus on learning the culture, history, and expectations of the school community. We will be proactive and deliberate in reaching out to all stakeholders—listening to those traditionally underrepresented as well as those traditionally engaged with Ames Community School District.

- Host Superintendent Town Hall meetings to engage families, community members, and others to learn about their priorities for the District.
- Work to establish strong relationships with key leaders and members of business, service, faith based, nonprofit, philanthropic, and political organizations.
- Continue to foster the relationship with the City of Ames and make connections for ongoing collaboration.
- Engage the Communication department in theory of action planning for communication and public relations.
- Increase opportunities to highlight the district's work across the community.

Management and Operations

The Ames Community School District must be organized to foster collaboration and teamwork to operate effectively as a district. An increase in organizational effectiveness and support is necessary for students, parents, teachers, support staff, administrators, and community partners. The district's organizational structure is currently under review and we will continue to examine the flow of the work.

- Engage district leaders in RACI (Responsibility, Accountability, Consulting, Informed) charting activity to clarify roles and responsibilities in an effort to avoid position overlap and ensure operational efficiency.
- Establish an organizational culture where the district office provides schools with clear expectations, facilitates shared decision making, and supports the work in schools while honoring the overarching goals of the district.
- Develop an equity informed district strategic plan.
- Engage in best practice sharing with SAI supported districts.
- Analyze financial data and review long range financial projections.
- Review district's communication plan and strategy.
- Assess district enrollment trends.

Talent Management

Talent management is critical to the functioning of our school district. Parents expect their children to be taught by highly qualified teachers. It is imperative that teachers new to our district receive research-based professional development coupled with mentors to assist them in navigating such important and rewarding work. We will make it our priority to fill positions with competent, confident, candidates who display a high level of enthusiasm for our schools and students. Building employee capacity is paramount to the overall success of the district.

- Engage in a comprehensive review of the Human Resources Department to determine if the department has the staff and processes in place to provide support to the entire organization.
- The review will focus on recruitment strategies, accessibility to certification information, and hiring practices.
- Engage in a review of all the job descriptions with the Ames Community School District to assure consistency and updated occupational tasks. Similarly, there will be a comparability of roles, responsibilities and compensation.
- Explore non-traditional recruitment and retention strategies such as internships, apprenticeships, and job sharing opportunities.
- Host recruitment and hiring fairs for certified and non-certified staff positions.
- Involve the Superintendent of Schools as a final interview with candidates recommended to the board of directors for hire.

Conclusion

I believe caring, passionate and skilled people are the heart of any successful organization. Therefore, during my first 100 days I will be highly visible, looking for amazing, talented and dedicated instructional leaders, engaged and challenged students, and a supportive community. I will also devote time to listening and learning from our families, staff, and business and community partners to ascertain their views. I am particularly interested in a deeper understanding of areas in which the school district can improve, and where there might be opportunities to work collectively and collaboratively to align our efforts. We have much to be proud of in the Ames Community School District. There is no better time than now to advance our academic agenda for student achievement. The development of our shared vision will identify long term goals as well as serve as the foundation that will drive the work of our strategic plan. Together, we will continue to improve academic, social, and emotional outcomes for students while preparing them to reach their full personal and educational potential. Together, we will prepare our students to be globally competent citizens.



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