
100-Day Plan
Superintendent Jason Kamras
Thank You!

Dear RPS and the City of Richmond,

I am so excited to share with you our plan for the next 100 days. As every Richmonder knows, we have a lot of work to do to provide our students with the schools that they deserve. I also know that we have never been in a better position to move our schools, and our city, in the right direction.

This plan is an excellent start to our work. Over the next 100 days, you will see the immediate impact of our work. Superintendent Kamras, along with the School Board, will be visiting schools, meeting with the community, and building a foundation for growth and improvement.

I am especially pleased that this plan takes a thoughtful, three-pronged approach to our work. The key to building the school district that we all want is to engage the community while striving for excellence and ensuring equity for our students.

As a native Richmonder and a graduate of RPS, I feel confident that this plan represents a great first step in the work we need to do together on behalf of our schools. I am excited to get started and am looking forward to your participation.

Sincerely,

Dawn Page
Chair, Richmond City School Board
Thank You!

Dear RPS and the City of Richmond,

Thank you! I wanted those to be my first official words to you as your new Superintendent. Thank you for welcoming me and my family to this great city. Thank you for entrusting me with the extraordinary honor of leading RPS. And thank you for all that you do to serve and support our young people.

All children deserve a few very important things from their schools: to be loved and nurtured, to have their unique identities affirmed and celebrated, to be engaged in rich and rigorous learning every single day, and to develop the academic, social, and emotional skills they will need to pursue their greatest aspirations. That is what I will strive to ensure for all 24,000 of our students, each and every day.

To get started right away, we have developed this 100-day plan, organized around three core education values: engagement, equity, and excellence. Please take a moment to review the plan so you have a sense of what we will try to achieve in my first three months in service of the young people of our city.

Again, thank you! I am thrilled to be here and so excited to get started.

With appreciation,

Jason Kamras
Superintendent, Richmond Public Schools
Core Education Values

Engagement

I believe that the work of public education must be done in collaboration with families and the community. That means going out of our way to listen to and learn from students, parents/caregivers, and the community at large. It means making schools welcoming for ALL families. It means actively seeking out the unique knowledge that they have about their children. It means partnering with the non-profit, faith, higher education, and business communities to provide critical supports. And it means working hand-in-hand with elected officials – at all levels – to ensure that schools have the resources and policies necessary to meet their students’ needs.

Equity

I believe that all children – and I do mean all – have the inherent capacity for greatness. I see it as our collective responsibility to do everything we can to help them develop the skills, self-confidence, and passion necessary to pursue their dreams, whatever they may be. And I believe we have a particular responsibility to achieve this for children who face the greatest challenges in their lives. After all, public education must be about more than just good instruction; it must be about creating a more equitable society. Towards that end, we must close opportunity gaps and dismantle institutional biases that continue to disadvantage students of color, students from low-income families, students who receive special education services, and students who do not speak English as their native language. We must fight inequity wherever it exists, and do whatever is necessary to ensure that all children achieve at the highest levels. That is our solemn responsibility as educators – and as Richmonders.

Excellence

I believe that we – the adults responsible for the education of our young people – must strive for excellence in everything we do. We must be excellent in how we lead, how we teach, and how we support students, families, principals, educators, and all other staff. And I want you to know that as Superintendent I will hold myself to that same high bar on behalf of our students every single day.
### 1 - Engagement

#### My Commitment to the City of Richmond: In my first 100 days, I will...

1.1 - Visit every RPS school to meet with students, principals, teachers, and support staff
1.2 - Meet individually with each School Board Member to better understand the needs of each district
1.3 - Hold 9 Neighborhood Town Halls – 1 for each district – to meet with parents/care givers and other community members
1.4 - Hold 5 Citywide Town Halls – 1 each for the faith, civil rights, non-profit, higher education, and business communities
1.5 - Conduct 12 “Living Room Chats” – 3 each for the East End, the West End, the Southside, and the Northside
1.6 - Meet with the Mayor and his team, and each member of the City Council
1.7 - Meet with each member of Richmond’s Virginia Assembly delegation
1.8 - Launch “RPS Direct” – a weekly communication directly from me to the public
1.9 - Launch 4 Advisory Cabinets – 1 each for high school students, parents/caregivers, teachers, and principals
1.10 - Hold a Twitter Town Hall

“If you want to go fast, go alone. If you want to go far, go together.” – African Proverb
## 2 - Equity

### My Commitment to the City of Richmond: In my first 100 days, I will...

- **2.1** Identify a highly respected external partner to conduct an “equity audit” of all RPS functions
- **2.2** Launch “AP 4 All,” ensuring that all RPS high schools offer at least AP Calculus, AP Literature, AP Biology, and AP Spanish
- **2.3** Launch a task force to develop recommendations for embedding “restorative justice” practices in all RPS schools
- **2.4** Launch a task force to develop recommendations for providing teacher development on “trauma-informed care” practices
- **2.5** Launch a recruitment campaign focused on attracting teachers committed to serving in our highest poverty schools
- **2.6** Hold 3 teacher recruitment events specifically for RPS schools that have not yet achieved accreditation
- **2.7** Launch a book study with a new RPS High School Student Advisory Cabinet, starting with *The New Jim Crow*
- **2.8** Walk the Richmond Slave Trail with my family and the School Board, guided by Reverend Turner and Reverend Campbell
- **2.9** Visit the Black History Museum and Cultural Center of Virginia with my family and the School Board
- **2.10** Visit The Valentine’s *Nuestras Historias* exhibit with my family and the School Board

> “Education is the most powerful weapon to change the world.” – Nelson Mandela
3 - Excellence

My Commitment to the City of Richmond: In my first 100 days, I will…

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<tr>
<th>3.1</th>
<th>Launch a strategic planning process for a new 5-year RPS vision for instructional excellence (to be completed by the fall)</th>
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<td>3.2</td>
<td>Launch a new philanthropic effort to raise significant resources to support the new strategic plan</td>
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<td>3.3</td>
<td>Engage the Council of Great City Schools to conduct an audit of the RPS budget</td>
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<td>3.4</td>
<td>Meet with the Virginia DOE to begin to chart a path to 100% accreditation by 2023</td>
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<td>3.5</td>
<td>Establish an RPS Task Force to ensure that all schools open fully staffed for the 2018-19 school year</td>
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<td>3.6</td>
<td>Launch “RPS Student of the Month” to highlight our young people demonstrating excellence in their schools</td>
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<td>3.7</td>
<td>Launch “RPS Educator of the Month” and “RPS Support Staff of the Month”</td>
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<td>3.8</td>
<td>Launch “RPS Shines,” a way for RPS educators and families to highlight great customer service from RPS central office staff</td>
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<td>3.9</td>
<td>Provide all new RPS managers with two days of management training and support</td>
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<td>3.10</td>
<td>Complete everything on this plan – as I have promised – by Day 100 (May 11)!</td>
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“All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence.” – Dr. Martin Luther King, Jr.
100-Day Report

Hold me accountable!

At the end of my first 100 days, the RPS Board will report out on whether I fulfilled the commitments I have made in this plan. They will post the report on the RPS website (rvaschools.net).

I am thrilled to be serving the students, families, and staff of RPS. Thank you for entrusting me with this extraordinary honor. I look forward to meeting you over the coming weeks! #WeAreRPS