

Principal 90-Day Entry Plan
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June 20, 2024 – September 18, 2024

Introduction

Mission Statement: The Justice High School community collaborates to create a culture of personal responsibility, integrity, critical thinking and accountability through a supportive, nurturing, and active learning environment that ensures each student succeeds and becomes a purposeful member of our global society.

Vision Statement

- Empower our school
- Embrace our community, and
- Educate to build positive futures as global citizens together

Phase 1: Pre-Entry [April 2024 - June 20, 2024]

- As part of the interview preparation process, I researched Justice High School with a focus on school strengths and areas of growth. I reviewed SOA data and determined that our greatest area of focus needed to be around reducing chronic absenteeism, improving student achievement (particularly in Science), and working to reduce the dropout rate. It was clear there was a lot of work around security in the building, ensuring students are held accountable, and increased communication with stakeholders to ensure we're all on the same page. Additionally, the perception of Justice HS in our community and in Fairfax County is not strong. It is incumbent upon myself to be an ambassador for Justice in all areas, really working to highlight the positives taking place in the school and in the community. To ensure that my thoughts on our areas of focus were correct, I met with members of the administrative team and our Instructional Council (since rebranded as our Instructional Leadership Team (ILT) to hear their thoughts on Justice. Finally, on my first day on the job, I had a chance to

meet with a group of 50 students, representing a variety of clubs, sports, and organizations to hear student voices and better understand their concerns.

- *During the Pre-Entry phase, I completed the following steps:*
 - Researched Justice HS extensively
 - Met with previous teachers and staff from Justice/Stuart to learn about their perceptions of the school and the school's history through their lens.
 - Met with each member of the administrative team virtually while I was wrapping up at Falls Church HS to ensure I met with them before the school leadership team.
 - Met with IC/ILT to discuss their hopes for Justice along with their concerns.
 - Met with student groups to learn more about Justice
 - Met with PTSA President on 3 occasions
 - Conducted the first town hall with the Justice community to listen and review my priorities.

Phase 2: Development of Action Plan [June 20, 2024 - July 31, 2024]

- Once I officially started, I again reviewed data (now having increased access) and confirmed our areas of focus through conversations with admin, IC/ILT, and the Region 2 leadership team. There were a lot of priorities to focus on, and I had to keep the focus aligned with the greatest impact on students, which is a sense of belonging for students and clear structures to support student achievement.
- During the first month on the job, it was essential I create a strong working relationship with the administrative team while letting them know my expectations, style, etc. We went on a retreat at the end of July which was a great decision, even if it was last minute, as it gave us all an opportunity to meet, connect, get to know one another, and ensure we're on the same page for this school year.
- Justice HS received a new addition that was almost ready to open when I started. Additionally, Justice became a Title I school for FY 2025, adding an additional layer. I spent a good chunk of the summer learning about Title I and how we can best leverage those funds to support Justice.

- When I took over, we had 20 vacancies in both instructional and operational areas that would impede our ability to run the school effectively. I interviewed for new assistant principals, two Deans of Students, and a new SBTS for the admin team to help support our direction. The APs, in consultation with me, continued to work on getting us fully staffed.
- Upon a review of our technology in the building, it became apparent that we needed to invest in getting our infrastructure up to date to ensure students have the tools they need to achieve, to compete with other schools with hiring/retention, and to make Justice a premiere destination.
- The 90-Day plan really came into focus at the beginning of July. Much of my focus during this time was to ensure we had the safest building possible with increased supervision. Additionally, I believe in reasonable transparency and wanted to make sure we were communicating with the community, especially with several changes coming their way.
- *During the Development of Action Plan phase, I completed the following steps:*
 - Interviewed administrative candidates and supervised hiring of all new operational and instructional staff brought on after my start date of June 20
 - Met with PTSA President twice to discuss concerns related to 2425 school year
 - Met with the Mason District School Board member, Dr. Ricardy Anderson.
 - Traded positions to bring on 3rd and 4th Dean, along with expansion of our security team from 3 to 8
 - Utilized operational funding and Title I funding to enhance our technology
 - Communicated with the staff about myself and invited people to come in and meet with me over the summer (approximately 50 people in a variety of positions took me up on the role)
 - Began community messaging on a weekly basis on Monday, July 8 and standardized school communications (each week Activities News You Choose goes out Sundays, School News You Choose (my message) goes out Mondays at 4, and we added a Student Services News You Choose to go out on Tuesdays to help change the narrative around Student Services in our community. Additionally, the PTSA agreed to hold their messaging until Wednesdays.

Phase 3: Execution of 90-Day Action Plan [August 1, 2024 - September 18, 2024]

- Once August started, the excitement for the upcoming school year was palpable. At this point, we were nearly fully staffed minus a Chemistry teacher and two IAs. Having never opened a building not fully staffed before, I connected with other principals regarding their experiences.

- The foundation had been laid and now it was time to test that foundation and my communication. It was not lost on me that how August went could and likely would set the tone for the school year and my principalship. First impressions are hard to change, and it was incredibly important that we did this right.
- Around this time, HS principals were alerted to the possibility of joining the MS cell phone pilot. Having just finished reading, *The Anxious Generation*, I jumped at the opportunity to learn more and ultimately made the decision to have Justice participate. This was done based on conversations I'd had with parents, staff, and students, but it was still a risk, particularly as a first-year principal.
- I continued to work with our finance technician to ensure we had the tools needed to start the school year. With our new addition turning over to us on August 1, it gave us precious few weeks to ensure our new 29 classrooms were set and ready to go.
- The admin team met with ILT four times over the summer, with two of the meetings coming in early August. These meetings were initiated by our department chairs to ensure we were on the right track to open the school year. Our meetings went well and discussions on operations in the building dominated, with many members concerned about student behaviors. We created the teacher return week calendar in conjunction with ILT, with a focus on providing teacher's time. Upon review of the week, we determined that teachers had 52% of unencumbered teacher work time during that week.
- Our new SBTS created a virtual opening housed in Schoology for our teachers to have access to all relevant information. This was sent out the week before teachers returned and we received positive feedback for having information out in a timely manner. This was the beginning of our shift to using Schoology, which was not used with fidelity in years' past at Justice.
- We had multiple community events, including Wolfpack Welcome, Freshman Orientation, PTSA Town Hall, Back to School Night, senior sunrise, and our first home football game.
- School started on Monday, August 19 and there were numerous routines and structures put into place and it was a difficult transition for some of our returning students who were not used to this level of structure. A good example of this is hallway walking, which we do not have tolerance for. Additionally, students were made aware of the new cell phone policy to go into effect the third week of school.
- I worked on ensuring clear communication with the staff, and emailed each morning for the first few weeks with reminders. Many of these reminders (no cell phones in the halls or in the bathrooms, passes, 10/10 rule) were designed to help the smooth operations and safety of our school.

- *During the Execution of 90-Day Action Plan phase, I completed the following steps:*
 - Ensured community was up to date with all back to school related events/important information for the upcoming school year (shared each community message with the staff that I sent out to be on the same page)
 - Ensured teachers had the tools they needed inside the classroom to support student achievement
 - Dramatically changed the supervision of this building by increasing the amount of helping hands we have during our transitions/hallways. Rather than just the assistant principals (6) and security team (3) from the most recent school year, we expanded to our full admin team (10), our full security team, our SBTS, our MTSS Coordinator, our SOSA, and our four Instructional Coaches. This was done to help supervision but to also help the perception of non-classroom based staff. It is essential that we are here for our teachers, and presence and visibility go such a long way in supporting those goals.
 - Instituted the Tardy Accountability Communication, which started the third week of school, to notify parents each time their student is late to a class.
 - To help change the perception of Justice, we created a new Instagram account, updated our Twitter (X), and began the process of updating our website. Additionally, I worked with the FCPS Media Office to have the media come to Justice on the first day of school. We arrived at 4 am and by 5:30 the cheer team, football team, and marching band were out front with me and Channel 7 news. It was incredible energy that helped us start the school year strong.
 - I made sure to be as present and visible in the building as much as is humanly possible.
 - I made sure to attend as many events after school (sports, concerts, parent engagement events, etc.) for presence and visibility and to highlight the positives of the school.
 - I attended two different PTSA events to support the PTSA and to help share our message. I committed to one town hall per month.

Phase 4: Commitment to Continuous Improvement [September 19, 2024 - June 30, 2025]

- Data collection and reflection are essential during this time. While the first 90 days may have passed, that doesn't mean we let off the gas. We have to remain consistent in our practices. I will continue to get feedback from all stakeholders and will work with our admin team and ILT to ensure we're finding solutions that benefit our school and school community.
- I will continue to be present and visible (with the same expectation for all leaders in this building).

- I will work to continue to get to know our staff so I can support them as people and as educators.
- I will continue to send out positive monthly highlights for all the great things happening at Justice, never forgetting that outside of my job related to safety and security, the most important thing I'll do this year is serve as an Ambassador. Hopefully, that work will continue to help support our work in changing the narrative around Justice HS.

Priorities

- Ensure a safe and secure learning environment for all students
- Student-centered learning
- Academics
- Organizational Effectiveness and Planning
- Communication and Culture

Goals

- Understand the Current State
- Establish Strong Relationships
- Develop a Strategic Vision
- Foster a Culture of Collaboration and Innovation
- Enhance Communication and Transparency

Action Plan

Goal 1: Understand the Current State		
Objective	Activities to Accomplish Objective	Timeline
Gain a comprehensive understanding of the	Research school, school history, SOA standards	May-June 2024
	Meet with admin team	June 2024
	Meet with IC/ILT	June 2024

district's strengths, challenges, and needs.	Meet with PTSA and conduct first town hall	June 2024
	Meet with student group representing a variety of clubs and activities at Justice HS	June 2024
	Meet with Region 2 leadership to gain a better understanding on previous years along with their expectations	June 2024
	Complete 24-25 SIIP with admin team (this will be more collaborative in the future but was due my third day on the job)	June 2024

Goal 2: Establish Strong Relationships		
Objective	Activities to Accomplish Objective	Timeline
Build trust and rapport with key stakeholders.	Send welcome letter to community, staff, and students	June 2024
	Meet with teachers and staff throughout the summer	June - August 2024
	Meet with PTSA President on a weekly basis over the summer	June - August 2024
	Identify business partners	ongoing
	Standardize meeting times/communication practices with staff to ensure our actions match our words	ongoing

Goal 3: Develop a Strategic Vision		
Objective	Activities to Accomplish Objective	Timeline
Create a clear and actionable strategic plan aligned with district goals.	Liaise with Region 2 to learn more about history of Justice	May - August 2024
	Connect with community members, students, and staff regarding positives and concerns related to Justice HS	May - August 2024
	Review SOA data as a team and identify priorities (Science)	June - August 2024

	Change administrative department assignments to support action plan	July 2024
	Share my educational philosophy with all stakeholders	June 2024 - present
	Determine how operational, local, and Title I funding can help support action plan	ongoing
	Clearly communicate action plan to community, staff, and students	July 2024 - present

Goal 4: Foster a Culture of Collaboration and Innovation		
Objective	Activities to Accomplish Objective	Timeline
Promote a culture that encourages collaboration, creativity, and continuous improvement.	Regularly reflect with Region 2 and other HS principals, along with admin team at Justice	ongoing
	Empower ILT with decision-making ability and support their decisions, even if I don't necessarily agree	ongoing
	Presence and visibility every day, all day	ongoing
	Encourage collaboration and transparency through my actions and model those expectations with admin team	ongoing
	Share out data in a non-threatening way, ensuring everyone knows we're all in this together	ongoing
	Connect with other Justice pyramid principals	ongoing
	Highlight positive examples of collaboration, creativity, and continuous improvement	ongoing
	Provided food and swag on numerous occasions during teacher return week and continuing to do so throughout the year	ongoing
	Finding ways to say "Yes" to people's ideas	ongoing

Goal 5: Enhance Communication and Transparency

Objective	Activities to Accomplish Objective	Timeline
Improve internal and external communication to build trust and transparency.	Standardized communication schedule (Sunday - Activities, Monday - School News and Announcements, Tuesday - Student Services, Wednesday - PTSA Newsletter)	ongoing
	Standardized after school meetings (faculty, department, etc.) and publish in virtual opening	ongoing
	Created new staff newsletter called The Wolfpack Weekly	ongoing
	Presence and visibility in and out of the building, including attending as many student events as possible	ongoing
	Share positive highlights from the school on a monthly basis	ongoing
	Remind staff and students of any schedule changes, etc. in a timely manner through multiple means (email, NYC, social media)	ongoing
	Share data in real time with staff for transparency purposes	ongoing
	Ensure FAC is strong and robust	ongoing
	Started administrative office hours as a time when teachers can check in regarding any topic	ongoing
	Respond in a timely manner to any and all teacher concerns	ongoing