Shaping a Vision of Academic Success for All Students

National Association of Elementary School Principals and the Wallace Foundation Webinar Series

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The School Principal As Leader: Guiding Schools to Better Teaching and Learning

Since 2000, the Wallace Foundation has published more than 70 reports on leadership.
Five Key Practices

Shaping a vision of academic success for all students.

Creating a climate hospitable to education.

Cultivating leadership in others.

Improving instruction.

Managing people, data and processes to foster school improvement.
Within your current school culture, what would be your first step to shape a ‘new’ vision of academic success for all students?

1. Developing the staff for a common understanding of ‘vision’
2. Identifying and articulating your vision as the school leader
3. Fostering the acceptance of group goals
4. Setting direction with staff for their individual beliefs and contributions
5. Creating high performance expectations for your school
Moderator, Carol Riley
Director, National Mentor Program, VA

Denis Parcells
Canyon Springs Elementary School
Glendale School District
Arizona

Julie Hasson
Symmes Elementary School
Hillsborough County Schools
Florida

James Richardson
Buck Lodge Middle School
Prince George’s County Schools
Maryland
Julie Hasson
Principal
Symmes Elementary School
Hillsborough County Schools
Florida

SHAPING A VISION OF ACADEMIC SUCCESS FOR ALL STUDENTS
Symmes Elementary is located in Riverview, Florida. We are among 132 public elementary schools in Hillsborough County. We opened in 2001.
Symmes Elementary School
Demographics

- 590 students in grades PreK-5
- Specialized services for students with Physical Impairments
- 51% of students eligible for free or reduced 10% of our students receive ELL services
- 20% of our students receive ESE services
- 46% are white, Non-Hispanic; 27% are Hispanic; 16% are black, Non-Hispanic
Supporting Principals in Key Areas of Impact

Dr. Julie Hasson, Hillsborough County
What specific behaviors can principals employ in shaping a vision for academic success resulting in impact?
Shaping a Vision of Academic Success for All

Important Early Steps for Principals

• Know Yourself- your vision and your values
• Create a plan for the first 90 days
• Gather information, build relationships, listen closely
Important Steps for Principals

• *Put structures in place to enable collaboration*

• *Examine schedules, calendars, and agendas*

• *Survey and monitor school culture*
Some examples for the principal to remain the central source of leadership influence.

- Attach research articles to meeting agendas
- Develop faculty book studies
- Send staff to visit exemplary models of the practices you are developing
A Vision for Academic Success

- Manage your time to maximize classroom observation and feedback
- Develop a repertoire of specific, attainable next steps for teachers
- Use observation trends to determine PD for staff
View Management Tasks as Opportunities to Impact School Culture

- Draw an explicit line between support staff roles and student achievement
- Continuously ask how each decision impacts students
Reflect on early actions and decisions with mentor/coach, supervisor, and stakeholders.
THANK YOU

Julie Hasson

REFLECTION  SHAPING A VISION
Shaping a Vision through Recognition
William C. Jack Elementary opened in 1959 and is located in the heart of Glendale Arizona. There are 17 schools in the district that service K-8 students. Jack is a K-3 school that services 950 students...YES!
William C. Jack
Elementary
Demographics and Information

- 950 students in grades K-3
- 99% of students eligible for free or reduced lunch
- 17 ELD classrooms
- 93% Hispanic
- District CC/SE Self-Contained Program
- TAP School (System for Teacher and Student Advancement)
How have we created a vision for academic success at Jack?
Needs Assessment, Listen/Observe, Early Victories!

- Met with every staff member to discuss the following questions:
  1. What do you really like about Jack?
  2. What gifts/strengths do you have to contribute to Jack?
  3. If possible, what would you like to change?
Built Shared Leadership

- Created Focused Teams for School Priority Areas (removed teams that were not)
- Masters, Mentors, Teachers facilitate learning opportunities in strength areas
- Spread the wealth... everyone involved
- Seek out opportunities for staff to shine at the school, district, state, and national levels
What Gets Recognized Gets Done...Praise!
Systems Thinking

• People can only be as successful as the system they are operating in!

• Maximize our systems to maximize our best resource...HUMAN CAPITAL!
Language of Commitment, Never Language of Complaint

- Complaining is wasted energy 😞
- Focus on problem-solving only and have structures in place to facilitate this process
  - Leadership Team
  - Principal’s Advisory Council
  - Shared Leadership Teams
- Behavior Management, TAT, etc.
Alignment, Common Language

• TAP Structures
  – School Goal Plan with input from all stakeholders
  – Rubrics
  – Reflective Conferences
  – Classroom Support (Mentors, Masters, Admin)

• Professional Development Planning

• Focused Cluster and Grade-Level Meetings

• Scheduling

• Response to Intervention (RTI)
Communication, Stakeholder Involvement

- Weekly Staff Bulletins
- Principal Coffee Talks
- Monthly Newsletters
- Social Media (Facebook, Website, etc.)

JOKE OF THE WEEK

Which is faster, cold or heat?

Heat, because it’s easy to catch a cold!

WEEKLY SCHEDULE

**Important Reminders:**
- Make sure you wear your orange vest for all duties!

**Monday**
- 7:45 – 8:10am: Cluster Meeting Part One, Teams 5 and 6 – TAP Room
- 8:15 – 9:10am: Cluster Meeting Part Two, Team 5 – TAP Room
- 9:12 – 10:02am: Cluster Meeting Part Two, Team 6 – TAP Room

**Tuesday**
- 7:45 – 8:10am: Cluster Meeting Part One, Teams 1 and 2 – TAP Room
- 8:15 – 9:10am: Cluster Meeting Part Two, Team 1 – TAP Room
- 9:12 – 10:02am: Cluster Meeting Part Two, Team 2 – TAP Room
- 1:30 – 2:00pm: SOC Meeting – Conference Room
- 3:30 – 4:30pm: SPED/ELD Compliance Training – Room 529
- 3:45 – 4:45pm: TAP Leadership Meeting – TAP Room

**Wednesday**
- 7:45 – 12:15pm: Early Release, Site PD Day (see agenda)
- 7:45 – 8:10am: Cluster Meeting Part One, Teams 7 and 8 – TAP Room
- 8:15 – 9:10am: Cluster Meeting Part Two, Team 7 – TAP Room
- 9:12 – 10:02am: Cluster Meeting Part Two, Team 8 – TAP Room
- 11:25 – 12:15pm: Cluster Meeting, Team 9 (Special Areas) – TAP Room
- 12:45 – 3:45pm: Site PD Day – Media Center
- 2:45 – 3:45pm: TAT Meeting – Conference Room
- 2:45 – 3:45pm: Jack Tech Institute (Optional) – Room 622
- 3:00 – 6:00pm: Employee Network Road Show – Landmark Gym
- 4:15 – 5:15pm: GEA Meet and Greet Event #1 – Landmark

**Thursday**
- 8:00 – 12:30pm: Lee Denim Event, Donate $5 to Breanne to Wear Jeans
- 3:30 – 4:00pm: Principal’s Advisory Council Meeting – Denis’s Office
- 4:15 – 5:15pm: GEA Meet and Greet Event #2 – Challenger

**Friday**
- 7:15 – 7:45am: GEA/Admin Quarterly Meeting – Conference Room
- 7:30 – 8:15am: Cluster Team 9 Meeting – Room 534
- 7:45 – 8:10am: Cluster Meeting Part One, Teams 3 and 4 – TAP Room
- 8:15 – 9:10am: Cluster Meeting Part Two, Team 3 – TAP Room
- 9:12 – 10:02am: Cluster Meeting Part Two, Team 4 – TAP Room
- 10:00 – 10:30am: Front Office Staff Meeting – Conference Room

**OCTOBER BIRTHDAYS**
- Jaime Gelderman, 17th
- Ericka Carlon, 27th
- Jennifer Moody, 29th

**STAFF YES!**
- A big YES! to everyone who attended our Peter Piper Pizza Night to build relationships with our families...YES!

**FISH Philosophy...PLAY!**

*"Any job can be boring if you make it boring... but if you make it fun... just imagine 12 guys having that same mentality."* Sammy

**Boys Town Skill of the Week...YES!**

**Skill:** Following Instructions

**Question:** Why is Following Instructions an important skill for you to learn?

**Coloring Contest:** Donelson

**OCTOBER BIRTHDAYS**

- Ericka Carlon, 27th
- Jennifer Moody, 29th

**STAFF YES!**
- Our Peter Piper Pizza Night to build relationships with our families...YES!
HIRING!!!!!!!!!

• Need the right people, in the right seat, on the bus!
YES!

*Not a simple word or a simple concept to put into practice...*

- Build a culture that is positive
- Develop relationships that are professional
- Creating a common language of ‘YES’
- Support each other

*The leader sets the direction.*
THANK YOU

Denis Parcells

YES!!!
A Vision for Success

James Richardson
Buck Lodge Middle School
Prince George’s County Schools
Maryland
THE
Buck Lodge Way
A Vision for Success
The Buck Lodge Way
Leading in a Culture of Change.

Diverse Population
868 Students in Grade 6 - 8
92% Free and Reduced Meals
246 English Language Learners
225 Recently Exited Language Learners
136 SPED Students (CRI, Intensive, Co-Teach)
Buck Lodge Middle School will create a healthy and dynamic learning environment comprised of students, staff, parents, and the community, that will collaborate to provide all students with academic and technological skills through enriching learning experiences in order to help them grow into successful college-and career-ready members of the 21st century global community. Stakeholders will focus on the total development of every student, allowing for a diversity of learning styles.

“We are Committed to Excellence.”
The Buck Lodge Way
Leading in a Culture of Change.

Special Programs
- 868 Students in Grade 6 - 8Title 1A / 1003G / FOCUS School
- AVID / College and Career Ready Programs
- Healthy Schools - 2013 Silver Recognition
- School Gardens
- 50 Specialized Enrichment Courses - Student Self-Select Course of Interest
- 1:1 Transforming Education through Digital Learning (Apple Distinguished Program)
IMPLEMENTING A SCHOOL VISION

1. CLEAR VISION
2. COMMUNICATE THE VISION OFTEN
3. STRATEGIC AND ALIGNED PROFESSIONAL DEVELOPMENT
4. DON’T PANIC
5. CELEBRATE SMALL SUCCESSES
Developed with stakeholders
  • teachers, parents, students, community partners
    - for buy in and support

Post vision everywhere for all to see
  • reminder of direction and expectations
COMMUNICATE THE VISION OFTEN
COMMUNICATE THE VISION OFTEN

- Weekly Bulletins
- Faculty Meetings
- Community/Parent Meetings
- Pictures
- Articles
- Speaking Engagements,
- Speak the Vision into Existence
STRATEGIC & ALIGNED PROFESSIONAL DEVELOPMENT
STRATEGIC & ALIGNED PROFESSIONAL DEVELOPMENT

• Conduct needs assessments for teachers and students
• Build teacher capacity by providing professional development that is aligned to the vision and their needs
• Provide time for collaborative planning
• Seek outside support from experts and central office staff
4 DON’T PANIC
DON’T PANIC

• When the vision isn’t realized right away, DON’T PANIC!
• Expect and accept a decrease in performance
• Recognize the dip
• React confidently and positively to all negative situations.
• With any new change there will be a decrease in performance.

Expect it, make adjustments and

FIGHT FORWARD!
Goal: Reduce the length and depth of the dip.
OUR Implementation Dip

The Vision to Reality

Preparation

Strategically Attack the Problems

Planning Phase

Rollout Delayed

At the Starting Line

Ready, Set, Go!

We Can’t Do This! Trouble on the Horizon

We Made it Through Year One!

New Beginning

Things Are Looking Up!

We are Off and Running!

YEAR TWO!

January 2013

We Made it Through Year One!

We are Off and Running!

YEAR TWO!
5

CELEBRATE SMALL SUCCESSES
CELEBRATE SMALL SUCCESSES

• Find reasons to celebrate
• Share successes with the world - newsletters, website, newspapers, blogs, videos
• If what you are doing is working...celebrate
• Small successes lead to **BIG** successes
A vision for success with the best of technology!

THANK YOU
James Richardson
SETTING DIRECTION

Specific Leadership Practices

1. identifying and articulating a vision,
2. fostering the acceptance of group goals
3. creating high performance expectations
Organizational Context

By setting directions – charting a clear course that everyone understands, establishing high expectations and using data to track progress and performance.

By developing people – providing teachers and others in the system with the necessary support and training to succeed.

By making the organization work – ensuring that the entire range of conditions and incentives in districts and schools fully supports rather than inhibits teaching and learning.
Leadership effects are usually largest where and when they are needed most.
Within your current school culture, what would be your first step to shape a ‘new’ vision of academic success for all students?

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Shaping a Vision of Academic Success for All Students

Q & A

Write your questions for the presenters in the chat box.
Future Webinars
Taking Wallace Research to Practice

Tuesday, November 12, 2013
Creating a climate hospitable to education.

Tuesday, December 10, 2013
Cultivating leadership in others.

January 14, 2014
Improving instruction.

February 11, 2014
Managing people, data and processes to foster school improvement.
Resources

- **Learning From Leadership: Investigating the Links to Improved Student Learning**, Wallace Foundation, July 2010
- **Central Office Transformation for District-Wide Teaching and Learning Improvement, Center for the Study of Teaching and Policy** (University of Washington), 2010
- **Improving School Leadership: The Promise of Cohesive Leadership Systems**, RAND Corporation, 2009
- **How Leadership Influences Student Learning, Center for Applied Research and Educational Improvement** (University of Minnesota) and Ontario Institute for Studies in Education (University of Toronto), 2004
National Association of Elementary School Principals

THANK YOU!

Carol Riley
Julie Hasson
Denis Parcells
James Richardson