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**Fall (Beginning of School–November)**

***Initially and ongoing***

**Communication**

Use your district’s OC communications materials.

Communicate OC vision & goals to MCLs, teachers, parents, & students, with a clear picture of what success looks like & the benefits to students & teachers.

Communicate roles & people: how chosen, time use, accountability, authority. See [**Organizational Chart Template**](https://opportunityculture.org/wp-content/uploads/2016/06/Organizational_Chart_Template_Instructional_Leadership_and_Teams-Public_Impact.docx).

Arrange observations: Arrange for non-OC teachers to listen to & observe OC teachers & classes.

Repeat vision & goals during challenges & successes. Resist touting early progress as long-term success.

Celebrate early wins, successes/progress with all to build momentum & gain support of key influencers.

**Leading a Team**

See[Instructional Leadership & Excellence](https://opportunityculture.org/instructional-leadership-and-excellence/) web pages.

**Launch & lead**: Follow action plan to achieve school goals working with & through your team of MCLs: adjust school & team goals, MCL/teacher roles, & steps to collaborate, & schedules, as needed.

**Build team cohesion**: Implement plans to build relationships, collaborate, address challenges, & celebrate success.

**Support & develop individuals**: Implement plan to co-lead, model, coach, observe, & give feedback to MCLs.

Hold initial 1-on-1 coaching meetings with each MCL; continue to give feedback frequently.

Prepare & execute [development plans](https://opportunityculture.org/wp-content/uploads/2015/08/Development_Planner.docx) for MCLs (& any other teachers reporting directly to you).

Ensure attendance at any role-specific training available during the year.

Meet weekly: **MCL team of leaders**. Use [Standing Agendas for Leading an ITL](https://opportunityculture.org/wp-content/uploads/2016/06/Standing_Agendas_for_Leading_Instructional_Team_of_Leaders-Public_Impact.docx).

Share periodic results of each team leader, rotating through team. Use [Standing Agendas for Leading an ITL](https://opportunityculture.org/wp-content/uploads/2016/06/Standing_Agendas_for_Leading_Instructional_Team_of_Leaders-Public_Impact.docx).

By second month, identify “trouble spots” among MCLs; support/address quickly.

**Manage yourself**:

☐ Seek feedback from your supervisor; attend OC principal professional learning sessions.

☐ Participate actively in meetings of other principals leading schools in your zone (or schools similar to yours).

**Notes and reminders:**

**Achieving Instructional Excellence**

See [Instructional Excellence Summary](https://opportunityculture.org/wp-content/uploads/2016/12/Instructional_Excellence_Summary-Public_Impact.pdf) & [web pages](https://opportunityculture.org/instructional-leadership-and-excellence/). With MCLs, by second month review & improve implementation of school instructional plan & routines for each area of instructional excellence:

**Plan ahead & raise sights:** Continue to ensure planning & improvement ofhigh-standards, differentiation-ready curriculum, lessons, interim assessments, & schoolwide data system, working with & through your team of MCLs.

Ensure that MCLs have interim standards & growth targets in advance, aligned with school’s annual goals.

Facilitate improvement of engaging instructional methods with differentiation options.

Stay vigilant to protect MCL leadership time & teachers’ instructional time.

**Connect with students & families to cultivate a culture of learning:** Use strong bonds to motivate. Help MCL team support teachers to:

Communicate vision that all students can succeed; build individual relationships; share student learning information; & motivate everyone to do their best with positive communications.

**Establish superior classroom leadership:** Monitor & improveschoolwide routines to focus students on learning.

Guide MCLs to help teachers: lead classrooms with a firm yet warm presence; follow norms for classroom interactions; follow a behavior management cycle; & use positive systems highlighting exemplary behavior.

**Execute rigorous, personalized lessons for mastery & growth:** Guide & support MCL team to help teachers engage students with ambitious learning goals, instruction for high growth & higher-order thinking, & personalization. Monitor use of digital learning for effectiveness. Help MCL team ensure implementation of:

Pursuing ambitious learning goals for each class *and* individual student; preparing lessons aligned with curriculum *and* student needs (“personalization”); & engaging students deeply in learning.

**Monitor student learning data during year:** Ensure that teachers assess frequently for mastery & growth; & capture data. Specifically, ensure that all teachers & teaching teams:

Give planned lesson & unit assessments, with daily in-class checks for understanding.

Track multiple data points (work review, observation, student view); summarize student mastery & growth.

**Adjust instruction to meet each student’s needs:** Ensure that teachers & teams adjust teaching methods,work difficulty, & assignments. Guide MCLs to:

Lead analysis of student data to identify individual & class needs—patterns, trends, & root causes of learning.

Collaborate with team to improve instruction fast for mastery & growth; research interventions as needed.

Regroup students  Reorganize instructional time usage

Coach or co-teach with team teachers  Reteach specific lessons as needed according to data

Change assignments to individualize  Give advanced work to students easily achieving mastery

**Share data with students & families about growth vs. goals** students help set: Engage students! Help MCLs ensure that:

Teachers continue leading students to set own goals, track own growth, & make choices to meet goals.

**Notes and reminders:**

**Leading Across the Organization**

**Leading teachers and staff**

Execute **induction** plan for new teachers & staff; plan & schedule any staff **training** needed during the year.

Ensure that MLCs hold **collaborative planning**, data review, & improvement meetings with teams at least weekly.

Ensure that MCLs prepare for & hold initial **1-on-1 coaching** meetings with teachers on their teams.

Ensure preparation of [development plans](https://opportunityculture.org/wp-content/uploads/2015/08/Development_Planner.docx) for all OC staff.

Ensure **feedback at least biweekly for all staff** & **MCLs (continue/improve)**.

Ensure periodic (e.g., monthly) **PLCs for each OC role** focused on role-specific needs.

**Re-clarify OC roles** if they become unclear; communicate. Use [Organizational Chart Template](https://opportunityculture.org/wp-content/uploads/2016/06/Organizational_Chart_Template_Instructional_Leadership_and_Teams-Public_Impact.docx).

By second month, identify any **“trouble spots”** among teachers & staff; support/address quickly.

**Leading operations.** With MCL team, make changes needed to:

Keep schoolwide **schedule** that achieves OC goals. See the Key Scheduling Components Worksheet your school design team used.

Protect **time as planned**: for MCLs; other teachers; students. Fix any problems that divert time.

Maintain **facilities & equipment**, including digital hardware (with district).

Ensure that all remain **within budget** if changes occur.

**Improving with Data**

Looking at all categories above, identify & **increase successful tactics; discard or change unsuccessful** tactics.

Seek **improvement ideas from staff**. Use surveys, small groups, or other.

**Begin list of any design & OC role changes** needed for next year to achieve goals & extended reach.

***Notes and Additional Tasks***

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| **Additional Task To Do or Ask Others To Do** | **By Whom** | **By When** | **Notes / Resources** |
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**Notes and reminders:**