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**Action Planner for Principals**

***A through-the-year checklist to help you succeed***

**Spring (March–June)**

**Communication**

[ ]  Use your district’s OC communications materials.

[ ]  Re-communicate OC school vision and goals.

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

[ ]  Communicate with staff, parents, etc., about next year. Use clear, consistent messages about how vision & OC roles benefit people. Include students, parents, staff, union, & others.

**Leading a Team**

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

[ ]  **Launch & lead**: Continue to follow action plan to achieve school goals working with & through your team of MCLs: review data vs. goals for year, including early-win goals, and refine with MCLs; adjust school & team goals, MCL/teacher roles, & steps to collaborate, & schedules, as needed.

[ ]  **Build team cohesion**: Continue to implement plans to build relationships, collaborate, address challenges, & celebrate success.

[ ]  **Support & develop individuals**: Continue to implement plan to co-lead, model, coach, observe, & give feedback to MCLs.

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

[ ]  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).

[ ]  Continue to recognize any “trouble spots” among MCLs; support/address quickly.

[ ]  **See following page for planning for next year** with MCL team.

[ ]  **Manage yourself**:

[ ]  Seek feedback from your supervisor; attend OC principal professional learning sessions & plan to attend in summer.

[ ]  Seek formal feedback (such as a survey) on your leadership from MCLs & staff by end of year.

[ ]  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, continue to 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:

[ ]  Continue to repeat 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**

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

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

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

[ ]  Ensure continued attendance at any staff **training** needed during the year.

[ ]  **Continue** **to encourage strong/solid OC staff to stay next year**.

[ ]  **Select carefully for OC roles**, using clear criteria; prioritize MCLs.

[ ]  Ensure **end-of-year evaluation &** [development planning](https://opportunityculture.org/wp-content/uploads/2015/08/Development_Planner.docx) for all staff.

[ ]  Schedule & plan [summer training](https://www.opportunityculture.org/summer-professional-learning/) for OC staff, especially MCLs.

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

[ ]  With MCLs, check that schoolwide **schedule is** achieving 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** *(Also see Leading Teachers and staff, above, for weekly monitoring)*

[ ]  Continue seeking **improvement ideas from all staff**. Use surveys, small groups, or other.

[ ]  Continue to identify & **increase successful tactics; discard unsuccessful** tactics.

***Begin Planning for Next Year:*** Refer to the Theory of Action and Measures of Success documents your school design team developed.

[ ] Refine your **vision** of what your school can be, with MCLs.

[ ]  Refineambitious, achievable **goals, priorities, & strategies** for next year.

[ ]  Continue to refine OC **roles & responsibilities** for next year, before making hiring offers. Use [Organizational Chart Template](https://opportunityculture.org/wp-content/uploads/2016/06/Organizational_Chart_Template_Instructional_Leadership_and_Teams-Public_Impact.docx).

[ ]  With MCLs, determine **instructional plan** improvements for next year, aligned with **high-standards curriculum**. (See Instructional Excellence section above, as well as the [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/)

[ ]  **Determine changes in time detail** for next year:

1. For **MCLs**: % teaching & leading in schedule; policies to protect MCL time from administrative tasks.
2. For **all teachers**: clarify planning time, how to use it, with whom, & with what tools.
3. For **students**: identify policies & steps to protect student learning time.

[ ]  Plan **schedule changes**: instruction; MCL PLC; teaching teams; coaching.

[ ]  Plan **changes to digital instruction, data** tools/reporting, hardware, etc., with district.

[ ]  Plan **changes to facilities**, with district (rooms/walls, furniture, plugs, etc.).

[ ]  Confirm that all of above is **financially sustainable.**

[ ]  See [Summer](https://www.opportunityculture.org/wp-content/uploads/2016/06/Action_Planner_for_Principals_in_OC_Schools_Summer-Public_Impact.docx) list to anticipate activities & schedule them in advance

***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:**