



Date: February 19, 2018

To: Board of Directors

From: James Dent, Chief Academic Officer

Re: Site Leadership Development Priority 2018-19

**Objectives:**

1. To update board on the codification of the Site Leadership Development Program
2. To update the board on the development of our leadership pipeline for future site leaders

**Overview:**

With the help of Achievement First’s Accelerator Network, Navigator has made strong leaps forward in defining and codifying the internal leadership development of our existing and up and coming leaders. Additionally, Navigator is significantly more prepared to hire and train external candidates in the “Navigator” way of school leadership as well as to create a clear pathway for partner organizations to adopt our best practices

During 2018-19, Navigator has categorized our Site Leadership Development Program into four modules with codified professional development materials as well as clear coaching criteria for the managers of the leaders. The four modules are:

- Module 1: Becoming an Excellent Coach
- Module 2: Running a Data Driven School
- Module 3: Leading School and Staff Culture
- Module 4: Managing Excellent Teams

**Site Leadership Development Program**

Module 1: Becoming an Excellent Coach

Navigator has learned or developed several different styles of coaching that together, truly accelerate our instructional staffs’ development.

- *Observation and Feedback* - All instructional staff are observed for twenty to thirty minutes each week. Their coach then meets with them for a thirty minute feedback session with the intent of developing two actions steps for the instructor to implement/improve within one week.

2018-19 Improvements: We have continued to build on the excellent training provided by RELAY. We added a weekly one-hour Coaching of Coaches session during the Educational Leadership Team meeting. The documents we created to support this session are, [Feedback Meeting - Criteria for Success](#) and [Feedback Cycle Notes](#).

- *Three-way coaching* - Four times a year, instructional staff are released with their coach to observe a master teacher at work. The coach holds a pre-meeting to describe what to look for in the observation and then accompanies the instructor during the visit. Afterwards, the two debrief and co-develop an implementation plan for the observed strategies.

2018-19 Improvements: 3-Way observations were designed, calendared and implemented quarterly using a [3-Way Observation Form](#).

- *Live coaching* - This technique is used to create immediate impact in an instructor's lesson. The coach uses pre-designed hand signals or a quick whisper in the ear, or may briefly take over instruction to model a strategy. Most frequently used to improve classroom management immediately, this coaching technique also can impact instructional delivery and rigor.

2018-19 Improvements: Coaches now log live coaching notes for all first and second year teachers in our weekly action step tracking document.

- *Data coaching* - Navigator's robust assessment system is designed to allow our instructors to immediately respond to student error and struggle. When a class scores below 75% on a quiz, this triggers a coach to hold a data meeting at the next appropriate time (typically on our short Wednesdays or during the regular feedback meeting). Coaches help develop a plan to ensure students that struggled are retaught the content.

2018-19 Improvements: Prior to this year, we only reviewed current year data. Now we are comparing quiz data with scores from up to four years ago. This allows us to better respond to data trends through our weekly data meetings with instructional staff and 1:1 meetings between teachers and coaches.

## Module 2: Running a [Data Driven School](#)

Site leaders at a Navigator site are trained to use data as the foundation for improving educational outcomes for students. We have developed a pre-assessment cycle and a post-assessment cycle that are used to help teachers build instruction that leads to strong results and then interventions designed to help students that struggle. This training program prepares our leaders and teachers to run data driven schools and classrooms.

- 2018-19 Improvements: Aligned [Weekly Data Meeting](#) for teachers so both sites are consistent with their intellectual prep.

## Module 3: Leading School and Staff Culture

Over the years, it has become readily apparent that managing culture in the organization is critical. In 2018-19, Navigator has codified best practices in the following crucial activities that all site leaders need to perform.

- *Daily Leadership Huddle* - This daily five minute check-in before school ensures that the leadership team is aware of all special activities for the day.
- *Daily Staff Huddle* - Each day, all GPS and HPS instructional staff meet for ten minutes before school to communicate critical information, watch exemplar videos and short discussions, shout-out colleagues above and beyond performance and generally launch the day as a team.

2018-19 Improvements: We developed this [Morning Huddle Agenda](#) that helps maintain a positive culture and focus on excellence.

- *Problem and Solution Meetings* - Each month beginning in 2018, the staff comes together for regular problem and solution meetings. Staff enters problems and potential solutions into a shared document and the staff is able to have collaborative discussion around the most viable solution.
- *Staff Agreement Contract and Culture of Accountable Communication* - With the support provided by two outside consultants, Navigator has raised the bar for accountability in the areas of professionalism and communication. Each site developed a “How We Want to Feel at Work” contract that all staff signed and committed to supporting throughout the year.
- *Bi-weekly walkthroughs* - In 2018-19, each site has consistently held two walkthroughs of classrooms each week. These walkthroughs have proven invaluable in develop consistency with site leadership

2018-19 Improvements: Created a [Walkthrough](#) process which now occurs twice weekly at each site

#### Module 4: Managing Excellent Teams

Navigator has defined four critical meetings/activities that have helped develop new site leaders and their teams. Below is a short description of each:

- *Educational Leadership Team Weekly Meeting* - Each week, the two sites hold a weekly ELT meeting with refined [Educational Leadership Team](#) (ELT) agendas that focus on highest leverage leadership activities, including video review of the teams’ coaching sessions. These meetings are attended by the Director of Curriculum and/or the Chief Academic Officer.
- For the first time, site principals and support office educational leadership gather weekly at the [Academic Leadership Team](#) (ALT) meeting which has been formed to maintain site alignment and provide an opportunity for strategic decision making.
- Developed [Principal 1:1 Meeting Agenda](#) with clear intentionality in developing the skills necessary to successfully lead a Navigator school

- Project trackers have been implemented at both sites for each leadership position. These trackers ensure that new leaders know what is expected of them in all 36 weeks of the academic calendar, and the principal and principal manager is able to monitor their progress towards their goals.

2018-19 Improvements: GPS implemented the [trackers](#) and they have been iterated to include any changes in job responsibilities

## **Leadership Pipeline**

As Navigator continues to increase its influence and impact on the quality of education in our nation, we know that developing a leadership pipeline continues to be a critical component of our ambitious plans. We continue to participate with a number of external partners who are helping to develop our current and future leaders.

### *RELAY Graduate School of Education*

This year, Navigator has provided the opportunity for seven of our teammates to attend the Bay Area Instructional Leadership Program. This program has been the cornerstone of many of our best practices in our current schools. Currently, four classroom teachers and three site and support office leaders are participating in the program.

### *Innovate Public School's Start-Up Fellowship*

For the fourth year, Navigator has participated in Innovate's fellowship designed to help individuals and teams learn the leadership skills needed to run effective schools. This year four of our six site leaders are participating in the fellowship which fellowship does a great job in defining one's strengths and areas of growth as a leader and has several sessions designed to learn how to develop a strong staff culture. Currently, four of our six site leaders are attending Innovate together.

### *Ryan Fellowship*

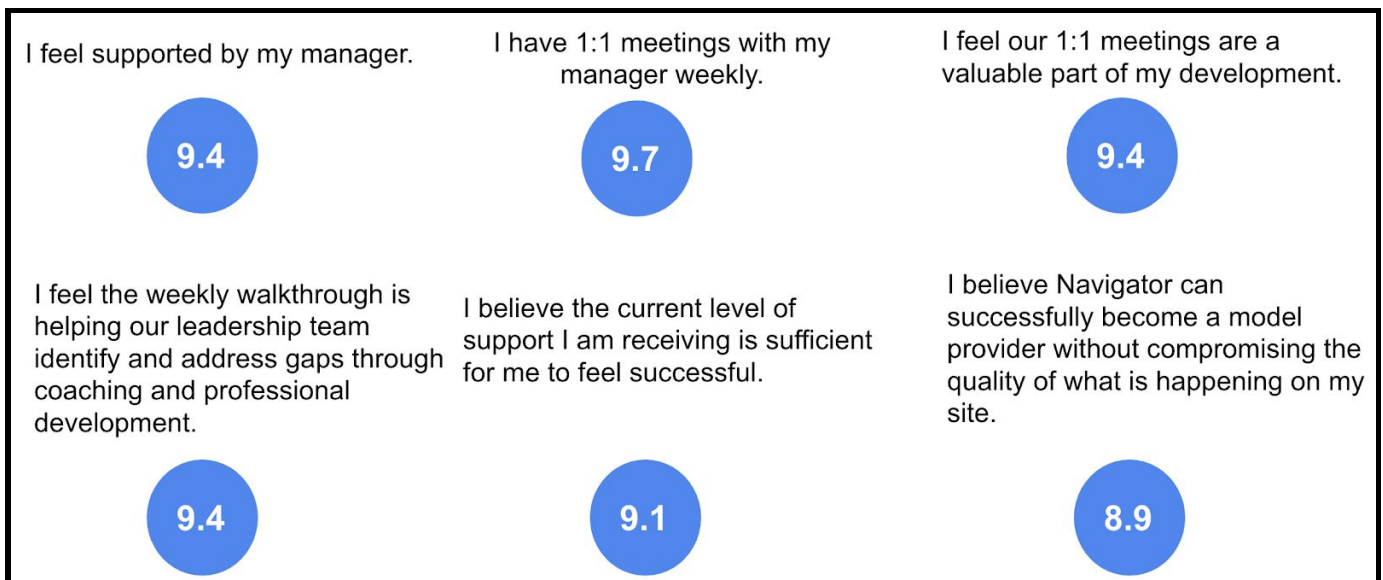
Through generous philanthropy we were able to provide our principal of Watsonville Prep, Andi Hernandez, with a year of preparation prior to opening the school. Andi was accepted to the RYAN fellowship, a rigorous principal support program. Her fellowship allowed her to fulfill her internship at Gilroy Prep School alongside our own leadership team. She currently participates in all leadership meetings, academic coaching, and shadows Principal Toriumi on a daily basis. She has also been working closely with the Support Office team on various expansion efforts including community outreach.

### *Student Services Pipeline*

The student services department is currently developing two full-time interns for future growth. These resource specialists in training are receiving weekly coaching and are enrolled in special education credentialing programs.

### *Site Leader Survey*

In February of 2019, we anonymously surveyed the seven principals and assistant principals for the first time to check in and make sure that they are feeling properly supported. The answer options were on a 1-10 scale and the average results of the surveys are below:



*Analysis:*

The support office team is pleased to see that scores were high with the lowest being 8.9 regarding potential impact of dissemination work on sites. For some, the thought of model providing may provoke nervousness about impact on the current sites. Overall, it is encouraging that the site leaders believe that support will continue at a high level with dissemination continues as an added focus.

*Next steps for Leadership Development Priority:*

1. Complete a [Principal Development Rubric](#) to evaluate levels of proficiency with all critical site leadership categories.
2. Potentially move this organizational priority to a departmental priority for 2019-20
3. Consideration of Student Services Coordinator position to support the three schools' SPED programs in 2019-20

Linked Attachments Available Upon Request:

- The Game Changer Walkthrough\_Master Template
- Task\_Project Tracker\_VP\_Academics
- NS Data Meetings\_Master Template
- Morning Huddle\_Master Template
- Feedback Meeting\_Criteria for Success
- Feedback Cycle Notes
- ELT Agenda
- Academic Lead Team Agenda
- 3-Way Coaching Observation Form
- 1:1 Principal Meeting