IMAGINE SCHOOLS LEADERS

guide and coordinate a school culture of positive character development and academic growth.

Strong instructional leadership ability and an emotional commitment to the vision of a successful Imagine School are essential characteristics of an Imagine leader. Successful leaders demonstrate the Shared Values and serve as role models for the school staff, students, and parents. They exhibit a true sense of caring for the staff as professionals and people and for each individual student. Successful school leaders have the ability to lead a school (as opposed to manage it) and have well-developed communication skills. They value student achievement results, high-quality instruction, consistent parent engagement, and a positive school culture. The leaders are recognized by the staff for their educational experience and knowledge. Leaders are considered an excellent source of advice, both for making improvements in the classroom and for moving forward the work of task forces. These leaders have high expectations for themselves, the school, the staff, and the students. There is a high level of open and honest communication between the school leader and all stakeholders.

GUIDE

ESTABLISH

Develop a shared vision and mission for the school.

EQUIP

Secure resources to develop a strategic plan with vision and mission priorities.

ENGAGE

Communicate vision and mission continuously.

EVALUATE

Focus on the school's attention to its vision, mission, and goals.

COORDINATE

ESTABLISH

Promote a culture of high expectations.

EQUIP

Use data and differentiated strategies to support student learning.

ENGAGE

Improve the quality of teaching to accelerate student academic performance.

EVALUATE

Reflect to assess whether a culture of high expectations has been created and maintained.

IMAGINE LEADERS GUIDE THE SCHOOL VISION AND MISSION

ESTABLISH

Develop a shared vision and mission for the school.

Imagine leaders collaboratively formulate a powerful vision and mission statement that will drive the school to build a culture of achievement. A commitment to Imagine's Shared Values of Integrity, Justice, and Fun and to the priorities of the Six Measures of Excellence provides a pathway to a successful school. These values invite leaders to experience Joy at Work as they serve teachers, students, parents, and other stakeholders.

Outcomes

Systematic methods are established to prioritize goals. All initiatives and conversations are focused around achieving the school's vision and mission. Leaders continually focus on developing a healthy school culture where planning is cohesive, achievement is high, enrollment is strong, parent participation is productive, and stakeholder relations are positive.

Required Tools to Establish School's Vision and Mission

Imagine Schools' vision and mission statement, Charter Agreement, Imagine brochures, Imagine Annual Report (Six Measures of Excellence), Academic Excellence Framework, Joy at Work book

EQUIP

Secure resources to develop a strategic plan with vision and mission priorities.

Imagine leaders equip the leadership team with systems and resources to successfully implement the Academic Excellence Framework. A strong leadership team commits to set measurable goals, creates plans and calendars, analyzes performance constantly, and intervenes to close gaps. There is a rigorous, coordinated plan to improve instructional practice in every classroom.

Outcomes

A strategic plan is developed incorporating SMART (Specific, Measurable, Achievable, Relevant, and Timely) Goals. There is evidence that initiatives are prioritized and strategies are implemented successfully. All members of the school staff work together to achieve the desired results and accomplish its goals.

Required Tools to Equip with Resources

School Excellence Plan templates, data (attendance, discipline, academic, survey results: student, Shared Values, parents), list of current school resources

ENGAGE

Communicate vision and mission continuously.

Imagine leaders communicate frequently and transparently with all stakeholders. A highly collaborative and transparent culture brings greater interdependence, shared responsibility, and mutual accountability. Informed people are more likely to experience Joy at Work. Systems are in place to ensure that people have access to information and are encouraged to be engaged in the process of fulfilling the school's mission and goals. The leadership team models integrity by being committed to transparent and ongoing accountability.

Outcomes

The staff practices high standards and ethics when hiring and retaining people with the skills and passion to do the work. Agendas and discussions at all school meetings promote the school's focus on achieving its vision and mission. Adults understand and model Integrity, Justice and Fun (Joy at Work).

Required Tools to Engage in Effective Communication

Six Measures of Excellence committee templates, weekly meetings forms (agendas and minutes), newsletters and website, leadership team role descriptions, Shared Values Surveys, exit interview form

EVALUATE

Focus on school's attention to its vision, mission, and goals.

Imagine leaders evaluate progress by constantly taking the pulse of the school community. Regular discussions with staff allow each member of the leadership team to provide feedback on what is going well and on areas in which they would like information, support, or change. Stakeholders believe the school is an outstanding place to teach and learn.

Outcomes

Staff feels validated that their decisions and contributions have the power to change school culture. A stable school culture occurs as the school community develops shared values, strong measures of excellence, annual celebrations, and venues to tell their stories that become part of their legacy. Every stakeholder can articulate the vision and mission statement and aligns his or her actions to the vision and mission.

Required Tools to Evaluate the School's Goals

Six Measures Committee meeting minutes, decision-making tools (reporting forms), data (attendance, discipline, academic, survey results: student, Shared Values, parents)

IMAGINE LEADERS COORDINATE THE CULTURE OF HIGH ACHIEVEMENT

ESTABLISH

Promote a culture of high expectations.

Imagine leaders establish a school culture that promotes high expectations for collaborative work and attention to academic growth and achievement. They drive excellence in teaching and learning and build processes to support continuous improvement. They maintain a laser focus on student achievement. Instructional leaders unleash the potential talent that is present throughout their school community to develop the capacity for academic growth and achievement. Effective, instructional leaders have a clear understanding of where their schools need to go to become successful; and they promote, support, challenge, and model for others to get there.

Outcomes

The school demonstrates a collaborative environment in which best practices are replicated and innovation flourishes. School leadership visits classrooms, speaks to parents, and educates board members about the importance of academic rigor and high expectations. Purposeful professional development assists team members to explore critical questions in a productive and professional manner that informs and promotes learning.

Required Tools to Establish High Expectations

Principal competencies, School Excellence Program Review, School Excellence Plan, Academic Excellence Framework, Character Evaluations feedback, Common Core Standards

EQUIP

Use data and differentiated strategies to support student learning.

Imagine leaders focus on student learning and build assessment literacy. Successful principals use formative and summative assessment data to meet the diverse needs of their students. Imagine leaders help staff understand the data and establish priorities using the data effectively. Through team meetings and data chats, leaders coordinate efforts to align goals and strategies based on results.

Outcomes

School staff develops a clear understanding of the formative and summative assessment process. Data is used to inform decisions and instructional practices. There is an understanding of goal setting, progress monitoring, and reflection. Data use becomes more sophisticated over time.

Required Tools to Equip with Data to Support Learning

Assessment calendar, student and school data (attendance, discipline, academic grade book), standardized tests, learning gain reports, data chat forms, data walls, team meetings minutes, leadership agendas

ENGAGE

Improve the quality of teaching to accelerate student academic performance .

Imagine leaders focus on teachers' instructional practice. Leaders facilitate professional growth through job-embedded learning opportunities, coaching, mentoring, and professional development workshops. Meaningful walk-throughs and observations help monitor the consistent implementation of best practices and strategies articulated in the school's strategic plan. Leaders analyze walk-through results to determine instructional needs and plan targeted professional development.

Outcomes

Quality teaching and intervention occur. All students are given time to develop competency. Leaders promote coordination within and across courses, disciplines, and settings. Staff receives continuous and immediate feedback to improve targeted interventions and promote student performance. All staff members are connected to the re-teaching process and are mobilized to share best practices for student achievement.

Required Tools to Engage Teachers in Quality Instruction

Teacher evaluations, observation and feedback forms, observation tracking sheet, professional development calendar, master schedule, Professional Growth Plan

EVALUATE

Reflect to assess whether a culture of high expectations has been created and maintained.

Imagine leaders build a climate of reflection. Quantitative and qualitative data are used to reflect on the life of the school. Active strategies for seeking and spreading effective practices keep lifelong improvement at the center of the school's culture. Reflection, analysis, and accountability are integral parts of the Joy at Work decision-making cycle.

Outcomes

There is evidence of a strong justice-based community. The school leader serves as role model and mentor to staff. The School Excellence Plan is referenced for purposeful planning, incorporating data, and building and maintaining a culture of high expectations. Leaders and teachers gain experience and grow professionally, resulting in greater retention of high performing teachers and leaders.

Required Tools to Evaluate the Culture of High Expectations

Character Evaluation feedback, School Excellence Program Review, survey data, peer coaching log, formative and summative assessment data, formal teacher observations