The District Leader's Calendar

Helping district leaders stay focused on what matters.



2023-2024

Association of Wisconsin School Administrators www.awsa.org

Table of Contents

Introduction	3
Pro Tip – Plan to Plan	3
The District Leader's Calendar Explained	5
JUNE 2023	6
JULY 2023	9
Practical Wisdom: Communicating Your "Why"	13
AUGUST 2023	15
SEPTEMBER 2023	19
Practical Wisdom: Calendar Before To-Do	22
OCTOBER 2023	23
NOVEMBER 2023	26
Practical Wisdom: Time Management	29
DECEMBER 2023	31
JANUARY 2024	34
FEBRUARY 2024	37
Practical Wisdom: Self-care: The "New" Leadership Essential	40
MARCH 2024	42
APRIL 2024	45
MAY 2024	48
NOTES	51

Suggestions?

At AWSA, we are always looking for ways to improve. If you have any suggestions for how we can make The District Leader's Calendar better, please email them to AWSA Executive Director Jim Lynch at <u>jimlynch@awsa.org</u>.

Introduction

The purpose of The District Leader's Calendar is to help you stay focused, organized, and growing critical attributes of any school leader. The District Leader's Calendar provides you with monthly lists of important responsibilities and legal requirements. In addition, it offers dates to remember (some just for fun), critical professional development opportunities, and quarterly bits of Practical Wisdom that offer timely advice from your peers on key topics.

While The District Leader's Calendar is fairly comprehensive, it is not exhaustive. Also, the calendar is not delineated by grade level but provides responsibilities for each. You are encouraged to edit and customize it to meet your specific needs. Please do not hesitate to reach out to anyone at AWSA if you have questions regarding the content of The District Leader's Calendar or if we can serve you with other needs.

Pro Tip – Plan to Plan

"Plan to Plan" may come across like a vicious cycle. However, creating space in our calendar for reflection, planning, and thinking is necessary for us to identify ways to get better, manage activities and tasks in the present, and vision cast for the future. Dr. John Maxwell writes poignantly about this in his book <u>Thinking for a Change: 11 Ways Highly Successful People Approach Life and Work</u>. For us to improve as a leaders, stay on top of our work, and move our organizations forward, we can use these strategies to help "Plan to Plan":

- Block out a day or two every summer to get out of the office (by yourself) and map out the year ahead. For your planning, include your professional development goals, your school's strategic plan, and tasks to be completed each month. For tasks to be done, this calendar could prove useful as a starting point.
- Every month, designate time to plan the following month.
- Early in the week (or at the end of the prior week), plan the week ahead.
- Every morning, give yourself 15 to 20 minutes to think through what you would like to get accomplished that day.
- Every evening, give yourself 15 to 20 minutes to reflect on your day, identify what went well, recognize where you can improve, and take note of a good starting point for tomorrow.

None of what is shared above is rocket science. But these strategies will benefit you by helping you be intentional with how you approach your work.

)1		an	uc	ary			02	2 F	ek	oru	Iai			0.	03 N	03 Ma	03 Marcl	03 March	03 March
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Mon Tue	Mon Tue Wed	Mon Tue Wed Thu	Mon Tue Wed Thu Fri	Mon Tue Wed Thu Fri Sat
						1			1	2	3	4	5			1	1 2	1 2 3	1 2 3 4
2	3	4	5	6	7	8	6	7	8	9	10	11	12	6	67	678	6789	6 7 8 9 10	6 7 8 9 10 11
9	10	11	12	13	14	15	13	14	15	16	17	18	19	13	13 14	13 14 15	13 14 15 16	13 14 15 16 17	13 14 15 16 17 18
16	17	18	19	20	21	22	20	21	22	23	24	25	26	20	20 21	20 21 22	20 21 22 23	20 21 22 23 24	20 21 22 23 24 25
23	24	25	26	27	28	29	27	28						27	27 28	27 28 29	27 28 29 30	27 28 29 30 31	27 28 29 30 31

30 31

04	′4 /	٩р	ril				0	51	Мa					00		Jur	ne			
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mor	n Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
					1	2		2	3	4	5	6	7				1	2	3	4
3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
24	25	26	27	28	29	30	29	30	31					26	27	28	29	30		

)]	7 _	luly	y				08	37	۹nć	gu	st		
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
					1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30	31			

10) ()ct	:ok	be	r		11	N) VC	en	hb	er		12	D	ec	er	nk	ber	-
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
						1			1	2	3	4	5					1	2	3
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31
30	31																			

01	J	an	uc	ary			0	2 F	ek	orl	ICI			0.	3 N	1a	rcł	٦		
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mor	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4	5	6	7				1	2	3	4					1	2	3
8	9	10	11	12	13	14	5	6	7	8	9	10	11	4	5	6	7	8	9	10
15	16	17	18	19	20	21	12	13	14	15	16	17	18	11	12	13	14	15	16	17
22	23	24	25	26	27	28	19	20	21	22	23	24	25	18	19	20	21	22	23	24
29	30	31					26	27	28	29				25	26	27	28	29	30	31

04	′4 /	٩þ					0		1a					00		Jur	ne			
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4	5	6	7			1	2	3	4	5						1	2
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23
29	30						27	28	29	30	31			24	25	26	27	28	29	30

07	7 J	uly					С	8 /	٩u	gu	st			0	9 5	Sep	ote	em	be	er
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mo	n Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4	5	6	7				1	2	3	4							1
8	9	10	11	12	13	14	ţ	6	7	8	9	10	11	2	3	4	5	6	7	8
15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
29	30	31					20	27	28	29	30	31		23	24	25	26	27	28	29
														30						

10) ()ct	:ok	be	r		11	N	OV	en	۱b	er		12	D	ec	er	nk	bei	-
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
	1	2	3	4	5	6					1	2	3							1
7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
														30	31					

The District Leader's Calendar Explained

Delineated by month, The District Leader's Calendar is broken into several sections to provide you not only key responsibilities and legal requirements but other information you will find relevant, useful, and maybe even fun.

Dates to Remember

From legal holidays to those which may bring some enjoyment to your day (i.e., Talk Like a Pirate Day), look here for important information for your calendar.

Local Dates to Remember

Use this area to record important dates relevant to your school and/or district.

Responsibilities

These tasks offer you a comprehensive list of work you should consider throughout the year. To help with your organization, the tasks are broken into categories including: Personal Development/Evaluation; Teacher Development/Evaluation; Assessment; School Improvement; Review/Identify; Plan/Prepare; Communicate; Meet/Hold/Conduct; & Co-Curricular/Student Activities. While every category will not have a task assigned every month, the categories are still listed as a reminder to you that they may still require your attention, depending on your context. If text is underlined, it is hyperlinked to additional information intended to benefit you. There are a number of **monthly recurring tasks** that are important to remember. They are delineated on the next two pages.

Professional Learning Opportunities & Resources

AWSA offers a wide range of professional development and resources, some of which you may not be aware. Look here for ways AWSA works to serve you and your students.

JUNE 2023

Dates to	Rememb	er	Local Dates to Remember
June 14 June 18	Wed Sun	Flag Day Father's Day	Use this area to record important dates relevant to your school and/or district.

Responsibilities
 <u>Personal Development/Evaluation</u> Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc. Identify time for personal, professional reading and reflection. Identify time for exercise or personal hobbies. Schedule time with a trusted colleague and/or mentor. Review progress toward personal, professional goals and objectives. Collect artifacts for evaluation. Organize a calendar, office, and desk.
 Staff Development/Evaluation Complete staff evaluations and end of year meetings Review professional development calendar and remind staff of upcoming training and professional development. Register self and others for professional development opportunities as needed. Plan leadership retreat/professional development
 <u>Assessment</u> Review state assessment calendar and check-in with the DPI ACT or SAT updates.
 <u>Continuous Improvement</u> Review progress toward district and building goals and objectives. Assist staff with interpreting student achievement and progress data. Support district and school Continuous Improvement Plans/Processes Present annual standards adoption to Board
 Review/Identify Identify struggling students and monitor progress. Review department budget. Review any grants secured. Review your school's website and social media accounts to ensure they are current. Review/complete/communicate policy updates. Review school calendars to determine which events to attend (awards/recognitions, concerts/performances, athletics, etc.) Review curriculum/standards proposed revisions for next school year. Update curriculum and/or take it to the Board for approval as needed.
 <u>Plan/Prepare</u> Plan next month's "to dos." Prepare reports/materials for District Level Meetings. Prepare for the next administrative meeting/PD opportunity. Prepare for next district professional development days/sessions. Locate best practices/research for upcoming curriculum review content areas.

Locate best practices/research for upcoming curriculum review content areas.
Begin preparing grant applications for following year as needed (i.e., CTE incentive grant, Title

grants, EE, etc)

- Begin preparing new teacher professional development.
- Prepare purchase orders for new fiscal year (July 1)
- Complete Education for Employment (E4E) plan and present to the Board
- Complete Response to Intervention (Rtl)/Multi-tiered System of Support (MTSS) Handbook and present to Board of Education
- Complete student handbooks and present to Board
- Begin research for new curriculum renewal areas.

<u>Communicate</u>

- Connect with staff members you have delegated tasks/projects to.
- Communicate vital attitudes and behaviors of success to staff.
- Communicate mission, vision, and goals to staff.
- Develop and engage in meaningful dialogue with teachers, staff members, families, and students on core strategic goals, community priorities, and district/school culture.
- Assist with Board Meeting agenda topics and/or presentations
- Report to admin/Board/community on curriculum updates

<u>Meet/Hold/Conduct</u>

- Meet with the district leadership team.
- Conduct monthly administrative team meetings.
- Meet with department leaders and other leadership teams (learning coaches, teacher advisory teams, etc.)
- Meet with office staff.
- Meet with key community leaders, including the Board of Education.
- Complete new hires for next school year

JULY 2023

Dates to	Rememb	per	Local Dates to Remember
July 1	Sat	First day of the fiscal year	Use this area to record important dates relevant to your school and/or district.
July 4	Tue	Independence Day (Federal holiday; legal school holiday)	
July 19	Wed	Al-Hijra (Major Islamic holiday; begins at Sundown on previous day)	
July 28	Wed	National Milk Chocolate Day	

Personal Development/Evaluation

- Review certification information from DPI to ensure certificate and professional development requirements are current.
- Identify & register for conferences/professional development as needed.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Prepare teacher in-service days/professional development for next school year.
- Prepare new staff in-service days/professional development.
- Review state statute for any changes related to staff evaluation.
- Select & notify mentors for new staff.
- Conduct staff professional development sessions as planned.
- Conduct Leadership team professional development as planned.
- Review staff evaluation model with administrative team and make revisions as needed.

<u>Assessment</u>

- Prepare the assessment calendar for next school year.
- Order assessments (PreACT, STAR, MAP, CoGat, etc.)

Continuous Improvement

- Develop a final report/presentation of progress on a continuous improvement plan.
- Continue development of strategic plan goals and objectives for next school year.
- Update curriculum & publish on website.
- Update policies as needed.

<u>Review/Identify</u>

- Review purchase orders to make sure materials are present or scheduled for back-to-school delivery.
- Review spring assessment results (i.e., AP, state assessments, etc.) Share results with school leaders.
- Review new research in teaching & learning, technology, etc.

Plan/Prepare

- Hire staff.
- Plan and schedule new teacher orientation. Assign mentors and include them in the in-service.
- Plan beginning-of-the-year days.
- Plan and strategize with your administrative assistant. Create documents, weekly communication, and meeting templates to be used throughout the year. Create a yearly checklist/" To Dos" with individual responsibilities identified. Identify operating procedures for answering calls, messages, visitors, etc.

- Plan meetings with your key staff members (i.e., administrative team, administrative assistant, etc.)
- Organize and set dates for any committees and team meetings.
- Set up rosters in curriculum software/student management systems as needed.
- Add new staff to software systems/student management systems as needed.
- Order curriculum materials

<u>Communicate</u>

- Inform parents of registration information, student medical/vaccination requirements, and the school calendar.
- Inform staff of beginning-of-the-year schedule (professional development days, faculty meetings, opening student assemblies, and parent nights).
- Evaluate your current communication tools: newsletters, staff weekly bulletin, website, social media, etc. Determine if there is a need to create new communication tools.
- Develop district level communication related to registration and required messaging (i.e., Human Growth and Development opt out, etc.)

Meet/Hold/Conduct

- Meet with the leadership team for annual team building and goal setting.
- Meet with staff that are on a curriculum review cycle to begin or continue curriculum review steps.
- Meet with data teams to review spring assessment data and set goals and action steps based on data.
- Conduct facilities walk-through with maintenance staff to ascertain readiness for summer and back to school professional development sessions.

Professional Learning Opportunities & Resources

- School administrators need skillful support from leaders of teaching and learning; leaders who believe in coaching as a vehicle for developing exemplary leadership. <u>Supporting Principal Excellence</u>, presented by WASDA and AWSA, will equip superintendents, central office leaders, and others who directly support principals with the tools and practices that enhance principal performance in leading schools of equity and excellence for student success. The overarching goal of the Academy is to assist with the development of instructional leadership skills that deliver breakthrough results for all students.
- SAIL is designed to assist school and district leadership teams in creating a coherent and connected plan for transforming education at the local level within a complex environment, and in the process, instill confidence throughout the system for powerfully moving forward. Learn more.
- <u>Aspiring Superintendent Workshop</u> The Aspiring Superintendent Program represents the commitment of AWSA and WASDA to invite and nurture the development of future school district leaders in Wisconsin. This effort will result in an ever-growing, high-quality pool of

prepared candidates for district administrator positions to ensure that the condition of our profession will continue to improve as we meet the challenges of the future.

- Do you know a promising colleague who may be a great educational leader? Then be sure to share and encourage them to sign up for the AWSA's <u>Aspiring Administrator Program</u>. Learn to reflect deeply on the why as a leader, prepare for the job search process, and develop a 100-day transition plan to start a first leadership position well.
- Do you know a new educational school leader? If so, kick-start their career with AWSA's <u>Launching Academy</u>. This yearlong training provides tools and strategies to not only survive but also thrive in the first year.
- Have you been a school educational leader for a few years and in need of a boost? If so, the <u>Building Academy</u> is a great option! The goal of the Building Academy is to help experienced administrators running a school to become learning leaders who are developing a learning organization that serves all students well. Additionally, attention is given to the leaders' personal wellness, so they remain fit and effectively balance personal and professional responsibilities.
- AWSA provides multiple channels for you to stay informed and connected to your peers. Please be sure to visit the <u>AWSA's website</u> often, read AWSA's bi-monthly newsletter (The Update Bulletin), become a fan of the <u>AWSA on Facebook</u>, follow the <u>AWSA on Twitter</u>, and participate in conversations on <u>the AWSA Forums</u> to shape best practices and encourage your colleagues.
- The AWSA <u>Professional Learning Catalog</u> is available online with all our conferences, academies, and other offerings for the 2023-24 school year.
- By the way, have you renewed your membership for next school year? If not, visit <u>www.awsa.org</u> today!

Your "Why" as a Critical Driver of Change

Joe Schroeder, AWSA Associate Executive Director

Principals are up to their ears in the *what*. Strategies, initiatives, practice components, reports, and school/community events comprise just a short list of the many activities filling the daily life of an educational leader. But the impact of the *what* that we do is rather limited unless coherently connected to our *why*, that clear purpose or rationale for what we do and how it relates to achieving a vision greater than ourselves. So, how clear is your *why* (both for you and for others), how tightly does it align to your actions, and how might you go about generating such an inner clarity that powerfully grounds, guides, and serves your school community?

Inner Clarity Contributes to Outward Impact

A commonality among the most impactful people of all time is the crystal clear sense they hold about who they are, what they do, and the *why* that connects it all. Read any short stack of biographies on such leaders as Mahatma Gandhi, Nelson Mandela, Mother Teresa, Martin Luther King, Jr, or Abraham Lincoln and **the leader's link of inner clarity to outward impact** becomes abundantly clear. In other words, a leader's coherent *why* becomes a critical driver, not just to his/her own actions, but also, through the formal leadership role, as an influential shaper of organizational values and activity over time for the larger group he/she serves.

But an important theme to note across such narratives is that the *why* did not just magically arise for any of these acclaimed leaders. Rather, the individual's *why* as well as the identity that each ultimately became was honed and galvanized over time through the crucible of experience. To be sure, even the greatest of leaders don't typically think themselves into a new way of acting. Rather, they act themselves into a new way of thinking -- and ultimately of being. And it's the same process for us! Who we are, what we do, and the *why* that encompasses it all is an ongoing journey, a delicate balance of *becoming* while *doing* that provides for an increasingly deeper and more abiding clarity over time about who we are, what we do, and why it matters.

Finding Your Own Inner Clarity

So who are you, the real you underneath all the biographical information about race and gender and occupation and so forth? Who do you want to be and what is the why that will undergird and drive it all? Gandhi has some simple, yet powerful advice that he also discovered through the opportunities and trials of his life: "You will find yourself by losing yourself in service to your fellow man, your country, your God." So you folks in servant leader roles, count your blessings! You already have a running start on discovering your *why* and unleashing the real you underneath it all! Specifically, by applying your unique gifts (i.e., who you are) deeply into the challenges of your particular place/time (i.e., the specific whats you take on), you become a better version of you -- what Abraham Lincoln referred to as "the better angels of our nature." And through this process, your *why* becomes a powerful driver both for yourself and for those who you lead and serve.

Making Your Why Explicit

As administrators, we are highly visible actors in the daily narrative of our schools. And this visibility gives others many opportunities to form understandings over time about who we are and what we do. And while our words and deeds are frequently observable, the rationale behind our actions often needs

to be inferred, unless we take explicit effort to make our *why* clear and consistent over a host of decisions. So to help with this, I sometimes have leaders articulate the two hypothetical "banners" about them that people can derive through their daily actions: one banner describing "who I am" and the other "what I do." I encourage participants to be as succinct as possible because there is power in being clear and concise. Here are three unique products of school leaders working through such an exercise:

Examples	Who I am	What I do	
School Leader #1 Champion for Students		Launch and Liberate Futures	
School Leader #2 Merchant of Hope		Inspire Change and Innovation	
School Leader #3	Pathfinder for All	Model the Way	

Through this activity, leaders deepen clarity about who they are and the why that encompasses it all so that they can powerfully live out their gifts to the school/community they serve. This clarity over time is like banners we wave in our daily work that make our core beliefs transparent, clarity that can focus our leadership action and "rally the group" around inspiring values and applications of service, particularly if we consistently speak to, model, and live these values.

Therefore, I encourage you to try out the simple exercise I shared above. Clarify your own "banners" that speak to your core values. Then ask yourself a few key questions about what you identify:

- Am I internally focusing my leadership action and growth upon these principles?
- Do I articulate them regularly?
- To what degree are my decisions consistent with these stated beliefs?
- Am I explicitly framing and explaining the decisions I make around these core beliefs that I/we hold?

In summary, clarifying purpose is one of the most critical drivers that a leader can hone. Through consistent modeling, speaking to, and living out your why, the core beliefs of the leader ultimately become the core values of the group -- thus, a culture for transformative impact is cultivated. Therefore, perhaps the question most deserving of deep reflection is this: **How can what I do this school year create a better version of who I am, so that my why can serve as an inspiring and impactful force within my school community?**

AUGUST 2023

Dates to Remember			Local Dates to Remember
Aug 3	Thu	National Watermelon Day	Use this area to record important dates relevant to your school and/or district.
Aug 13	Sun	Left Handers Day	
Aug 26	Sat	Women's Equality Day	

Personal Development/Evaluation

- Set personal, professional goals aligned to school and district goals.
- By the first day of school, obtain and review the administrative evaluation tool for the year.
- Identify & register for conferences/professional development as needed.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Review district evaluation policy and procedures with staff as needed.
- Distribute documentation on evaluation timelines.
- Conduct staff development as planned.
- Conduct new teacher in-service/professional development.
- Conduct teacher in-service/professional development back to school days.
- Identify & register for conferences/professional development for teachers, coaches, etc., as needed.

<u>Assessment</u>

• Update and post Assessment Calendar on website

Continuous Improvement

• Continue development of school improvement goals and objectives for next school year. Consider state student achievement data from the previous school year.

<u>Review/Identify</u>

- Review website to ensure any updates are made including curriculum and publication of adopted standards for the new school year.
- Check to ensure all online curriculum resources are up-to-date and students are rostered.
- Review budget needs and expenditures.
- Review enrollment for any necessary staffing changes.
- Review curriculum cycle calendar, adjust as needed, and seek Board of Education approval.
- Review legislation for any new applicable laws
- Review new research in teaching & learning.

<u>Plan/Prepare</u>

- Prepare opening message for staff. Be prepared to reaffirm the shared vision and goals for the district.
- Visit all schools to connect, offer encouragement, and help. Give particular attention and time to new teachers.
- Complete Elementary & Secondary Education Act (ESEA) grant paperwork for new school year & end of year reports for prior school year
- Prepare technology for students and staff as needed.

• Prepare for Board of Education annual meeting as required.

<u>Communicate</u>

- Send a staff message the first week with a welcome and any important dates/reminders of annual training requirements (i.e. bloodborne pathogens, mandatory reporting, etc.)
- Send thank you notes/gifts to staff who presented or helped with summer training.
- Distribute staff handbooks to appropriate staff members. Review key provisions with appropriate staff members.
- Distribute curriculum materials/supplies & communicate expectations as needed.
- Responsibilities
- Communicate updates as needed to Board (i.e., curriculum, staff development, enrollment, etc.)

<u>Meet/Hold/Conduct</u>

- Schedule meetings (principal/staff) with all key groups to discuss concerns, needs, and goals for the year.
- Conduct required staff state-mandated trainings.
- Conduct substitute teacher orientation.
- Meet with school counselors to review policies for standardized testing, identifying students who are not on track, social-emotional support, etc.
- Meet with teacher teams and/or representatives to review district data goals.
- Communicate/meet with private schools to review services that are planned for the year.
- Conduct new teacher/mentor initial meetings

Professional Learning Opportunities & Resources

- The AWSA <u>Professional Learning Catalog</u> is available online with all our conferences, academies, and other offerings for the 2023-24 school year.
- Need a learning management system? Need high-quality, asynchronous professional development content already populated in that learning management system? Need the ability to author your own professional development content in that learning management system? Need the ability to connect and collaborate with other educators across the state and country? If you answered "yes" to each of those questions, the Ed Leaders Network is available and ready to meet your needs. Learn more by visiting www.edleadersnetwork.org.
- Looking for an innovative new way to truly customize your professional learning? Consider earning a micro-credential which allows you to utilize your existing knowledge and experience, along with provided learning resources, to earn a digital badge that demonstrates your mastery of a specific leadership skill. Learn more about microcredentials here.
- Recently, AWSA and School Perceptions formed a partnership to bring you the School Leadership Planning Tool. Perfect for building leadership teams such as administrators, teacher leaders, and other folks, this tool helps you create an environment where students can thrive. Check out this flier to learn more about the School Leadership Planning Tool.

- As a service to our Members, AWSA brings you <u>the Marshall Memo</u> each week. The Memo is designed to keep principals and others very well-informed on current research and best practices in the field. Some Marshall Memo items reaffirm what practitioners are already doing well; some might boost an idea higher up the "to-do" list; and some are genuinely new and thought-provoking. Reading the Marshall Memo provides top-notch professional development and keeps educators on the cutting edge.
- <u>The MAIN Idea</u> creates an 8-page summary of a current education book that AWSA will send to members each month. This summary contains the core ideas of the book and organizes those ideas with enough accompanying details and examples, so you can have a working knowledge of its content. At the end, The MAIN Idea includes a full page of suggestions for ways to use the ideas in the book for professional development of your staff.

SEPTEMBER 2023

Dates to Remember				
Sept 1	Fri	First allowable day of school without legal exception		
Sept 4	Mon	Labor Day		
Sept 11	Mon	9/11 Remembrance		
Sept 15	Fri	Rosh Hashanah begins at sundown		
Sept 15	Fri	Hispanic Heritage Month begins		
Sept 22	Fri	Native American Day		
Sept 23	Sat	First day of Autumn		
Sept 24	Sun	Yom Kippur begins		

Local Dates to Remember

Use this area to record important dates relevant to your school and/or district.

Personal Development/Evaluation

- Register for an AWSA Conference & reserve hotel room.
- Meet with an evaluator to set growth goals and targets.
- Identify & register for conferences/professional development as needed.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Meet with principals to review evaluation expectations and cycles.
- Update evaluation materials and online tracking program (e.g. Frontline, Google, Canvas, etc.) with new deadlines, new staff, etc.
- Identify & register for conferences/professional development for teachers, coaches, etc., as needed.

<u>Assessment</u>

- Support staff to schedule and conduct universal screening assessment and any first quarter benchmark assessments.
- Update portals with access for needed staff (e.g., ACT portal, WISE portal, AP Central requirements, etc.)
- Sign up self or staff for state testing webinars as needed.
- Share district assessment calendar with staff and post on website (legal requirement)

Continuous Improvement

- Finalize Continuous Improvement Plan with action steps for goals.
- Identify research for new curriculum review content areas.
- Update policies as needed.

<u>Plan/Prepare</u>

- Update and email contact information for DPI (District Assessment Coordinator (DAC), DTC, etc.)
- Complete grant paperwork (e.g., Career & Technical Education (CTE) Incentive grant, Educator Effectiveness grant, etc.)
- Review Advanced Placement (AP) information and submit yearly paperwork (audit, survey, etc.)
- Prepare Principal Month celebrations/recognitions for October as needed.
- Update budget

<u>Communicate</u>

- Communicate the results of universal assessment data with staff, students, and parents as appropriate.
- Send thank you notes for leaders of staff development over summer.
- Communicate Title I parent notifications.

Meet/Hold/Conduct

- Visit classrooms!
- Meet with AP teachers to review the online registration process.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action steps and upcoming professional development needs.
- Conduct Title I parent meeting

Professional Learning Opportunities & Resources

• Do you need the encouragement of a coach? AWSA has been providing coaching services to new administrators and we are now extending this option to veteran administrators as well. If you are interested in working with a coach this year, please complete AWSA's online form and we will follow up with you. Learn more.

Calendar Before To-Do

Aubrey Patterson, Chief Executive Officer, Warm Demanders Inc.

A great many swear by their to-do lists, and with good reason. Psychologist, author, and film-maker David Cohen maintains that a completed list greatly reduces anxiety.

Individuals with a strong internal locus of control believe events in their life derive primarily from their own actions, whereas those with a strong external locus of control tend to praise or blame external factors. A list is a way of being in charge. Sorting things out and getting jobs done gives you a sense of having influence on a world that seems beyond your control. - David Cohen

But these feelings of influence and control come at a cost.

Because it's easy to add things to a list, our to-do items can quickly grow to an unmanageable number. To make things worse, as our well-intentioned lists expand, lesser items begin to take on equal importance with our most impactful work.

Simply put, putting too much stock in that convenient and coveted to-do list often leads to us spending time rapidly rather than investing it wisely.

Scheduling forces you to confront the reality of how much time you actually have and how long things will take. - Cal Newport

Invest or Spend?

We aren't anti-listers.

Not at all.

To-do lists that consist of a few items are helpful, and we like checking off boxes too.

We recommend adding one simple step in order to minimize the number of items and enable maximum effectiveness: before adding an item to your list, first attempt to put it into your calendar.

If the item isn't calendar worthy, then it isn't a priority. Use a recurring block of time later in the day ideally not during your best thinking hours - to take care of such small tasks.

Every time we open our calendar, we're forced to confront the fact that we have a finite amount of time available and that we need to invest it wisely into our priorities. And putting smaller tasks into lesser boxes reminds us of our priorities.

To-do lists are valuable, but the most productive leaders begin with a calendar.

OCTOBER 2023

Dates to Remember			Lo
Oct 1	Sun	National Principals Month begins	Use thi relevar
Oct 9	Mon	Columbus Day/Indigenous People Day	
Oct 16	Mon	Boss's Day	
Oct 21	Sat	Sweetest Day	
Oct 31	Tue	Halloween	

Local Dates to Remember

Use this area to record important dates relevant to your school and/or district.

Personal Development/Evaluation

- If needed, register for AWSA Grade Level Conference & reserve hotel room.
- Identify and register for professional learning opportunities & complete travel plans for remainder of year as possible.
- Attend professional development opportunities as planned.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Plan professional development days for staff.
- Conduct professional development for staff as planned.

<u>Assessment</u>

• Conduct screening assessment (i.e., MAP, STAR, PreACT, etc.)

Continuous Improvement

• Have district/school board approve Continuous Improvement Plan (if approval needed).

<u>Review/Identify</u>

• Review budget and submit revisions to Business Office

Plan/Prepare

- Begin planning instructional program for next school year. Identify curricular changes, staffing needs, and necessary resources.
- Facilitate Start College Now (SCN), Early College Credit Program (ECCP), other post-secondary options application process.
- Facilitate New Course Request process.

<u>Communicate</u>

- Communicate with students, staff, and parents/guardians about test preparation.
- Communicate with staff from classroom visits.
- Communicate shout outs to staff for positive contributions.

<u>Meet/Hold/Conduct</u>

- Visit classrooms!
- Meet with area directors in similar role as possible.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action steps and upcoming professional development needs.

Professional Learning Opportunities & Resources

- Want to learn side by side with your school leaders? Join them at the AWSA Elementary Principal's Convention in October or the Middle and High School Principal's Conference in February. Take time to learn, recharge, and enjoy fellowship with friends who know what you are dealing with. More importantly, take time for you. It is not too late! <u>Register now!</u>
- The Principal Leadership Awards, facilitated by AWSA and the Herb Kohl Foundation, provides you the opportunity to recognize the outstanding efforts of your colleagues. The 12 public school Kohl Leadership Award recipients and the 12 schools of those principals will each receive \$6,000 grants from the Herb Kohl Educational Foundation and will be recognized at a spring banquet. The Wisconsin elementary and secondary Principal of the Year will be selected from the Leadership award recipients.

NOVEMBER 2023

Dates to Remember		ber	Local Dates to Remember
Nov 11	Sat	Veteran's Day	Use this area to record important dates relevant to your school and/or district.
Nov 23	Thu	Thanksgiving Day	relevant to your school and/or district.
Nov 24	Fri	Black Friday	

Personal Development/Evaluation

- Attend professional development opportunities as planned.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Assess completion of classroom evaluations and walk-throughs.
- Plan professional development days for staff.
- Conduct professional development for staff as planned.
- Prepare for second semester teacher in-service/professional development.

<u>Assessment</u>

• Conduct second quarter benchmark assessment as needed.

Continuous Improvement

- Present standardized assessment data (once not embargoed), state report card (once not embargoed), and continuous improvement plan results from prior year to Board of Education
- Update policies as needed.

<u>Plan/Prepare</u>

- Plan instructional program for next school year. Identify curricular changes, staffing needs, and necessary resources.
- Prepare for facilities work to be conducted over the holidays.

<u>Communicate</u>

- Communicate the results of second quarter benchmark assessment with students and parents/guardian.
- Communicate shout outs to staff for positive contributions.
- Communicate with staff from classroom visits.
- Communicate standardized assessment data (once not embargoed), state report card (once not embargoed), and continuous improvement plan results from prior year to community.

<u>Meet/Hold/Conduct</u>

- Visit classrooms!
- Meet with area directors in similar role as possible.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action steps and upcoming professional development needs.

Professional Learning Opportunities & Resources

- Have a legal concern with a parent or your contract? If so, call AWSA's retained attorney Malina Piontek for issues related to students, teachers, and your employment. If you need private counsel, you may be eligible to be reimbursed for the first \$500 of your legal expenses.
- AWSA members have free access to a crisis communications advisor and a library of communications related resources. Visit AWSA's <u>Communications Support</u> webpage to review these tools and resources.
- Registration is open for the Aspiring Superintendent Program. This program represents the commitment of AWSA and WASDA to invite and nurture the development of future school district leaders in Wisconsin. This effort will result in an ever-growing, high-quality pool of prepared candidates for district administrator positions to ensure that the condition of our profession will continue to improve as we meet the challenges of the future. Learn more.

Think Self-Management, Not Time Management

What we blame as a lack of time is usually poor decision-making. Thus, theissue normally identified as poor time management is also misleading. The issue is not how we manage our time; it is how we manage ourselves.

Simple solutions and quick fixes may work for a time, but often fail for the same reasons we abandoned New Year diets - they do not change the underlying mindset responsible for traits we want to change. Here is what you can do to begin making the change TODAY.

Be Honest with Yourself

Are you working toward the life you have imagined? When we are grinding as hard as we can at what we are most passionate about it seems that everything that needs to get done gets done. Work of passion and purpose ignites us, and we seldom struggle completing this work.

Be Honest with the Ones You Love

Most likely you have assigned yourself tasks, responsibilities, and most importantly GUILT in areas that nobody else has. This guilt pulls in multiple directions, kills your joy, and creates a logjam of priorities that need not exist. Ask those people you love the most what they need from you. Most likely it is less than you imagine.

Remember Everything is a Choice

Transform your thinking of "I have to" into "I get to." It makes an immediate difference. This mindset allows you to take back ownership of your time. You will never be able to truly manage yourself without believing you own your time.

Eat the Big Frog First

The email that is sitting in your inbox for the third straight day - return it. You know the one. The one that you have drafted six responses to and spent at least 90 minutes thinking about it. That one. Return it.

Toss it I Tell It/ Teach It I Today or Tomorrow

This is a process that you can invoke for everything that comes across your desk, through your email, or that is placed on your to-do list.

The first thing you should ask yourself is do I absolutely have to do this. If the answer is no, toss it. In the words of Greg McKeown is it possible for you to 'Do Less, Better.' When people first implement this technique, they do not throw many things away. After all, old habits are hard to break.

If you do not toss it, ask yourself if you can tell somebody else or something else to do it, tell it. THIS IS NOT DELEGATION. This is automation. Can you give to a program or to a person and never have to think about or worry about this again?

If you cannot toss it or tell it, then figure out if you can teach it. At first, this will take more time than just doing it ourselves but will save time in the long run.

If after going through these steps the work is still on your desk, do it if necessary. If not, wait until tomorrow. But if you wait, send the task through the same cycle again. You will be amazed at how many things will cycle through for four or five days when you realize you never really needed to do the work in the first place.

DECEMBER 2023

Dates to Remember			Local Dates to Remember
Dec 4	Mon	SLATE Convention Begins	Use this area to record important dates relevant to your school and/or district.
Dec 7	Thu	Pearl Harbor Day	
Dec 7	Thu	Chanukah begins	
Dec 25	Mon	Christmas Day	
Dec 26	Tue	Kwanzaa	
Dec 31	Sun	New Year's Eve	

Personal Development/Evaluation

- Attend professional development opportunities as planned.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

• Identify teachers at-risk of termination for professional growth planning and additional support.

Continuous Improvement

• Complete update of continuous improvement goals/action plans from quarter 1 & report to Board of Education & administrative team.

<u>Assessment</u>

• Begin preparing staff for spring assessment (set up staff in testing systems, identify tech needs, etc.)

<u>Review/Identify</u>

- Identify curricular resources for curriculum revisions.
- Identify budget needs for curriculum revisions.
- Update department budget as needed.

<u>Plan/Prepare</u>

- Begin summer school planning.
- Begin planning budget for next school year.
- Begin summer professional development planning.
- Ensure appropriate winter break office coverage for mail, phone messages, etc.
- Plan instructional program for next school year. Identify curricular changes, staffing needs, and necessary resources.

<u>Communicate</u>

- Communicate your winter break hours with staff.
- Communicate shout outs to staff for positive contributions.
- Communicate with staff from classroom visits.
- Communicate curriculum writing expectations for curriculum revisions.

<u>Meet/Hold/Conduct</u>

- Visit classrooms!
- Meet with area directors in similar role as possible.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action steps and upcoming professional development needs.

Professional Learning Opportunities & Resources

- SAIL is designed to assist school and district leadership teams in creating a coherent and connected plan for transforming education at the local level within a complex environment, and in the process, instill confidence throughout the system for powerfully moving forward. Learn more.
- Considering a job change? The AWSA will review your cover letter and resume for enhancements and to ensure it follows best practices for administrative positions. Please contact Steve Schroeder at steve@awsa.org for assistance.
- Looking to retire at the end of the school year? AWSA would like to recognize your career of service to students. Please contact Coordinator of Operations, Robin Herring, at robinherring@awsa.org. In addition, AWSA members receive one-year complimentary retired membership with AWSA. You will retain many of the benefits that you have enjoyed as a regular member including daily education news, newsletters, and discounted member rates at our events.

JANUARY 2024

Dates to Remember			Local Dates to Remember		
Jan 1	Mon	New Year's Day (Federal holiday; legal school holiday)	Use this area to record important dates relevant to your school and/or district.		
Jan 15	Mon	Martin Luther King, Jr. Day			

Personal Development/Evaluation

- Review personal professional development progress.
- Review progress toward goals
- Review progress toward student growth goals
- Complete evaluation self-assessment by February 1st.
- Attend professional development opportunities as planned.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Plan professional development days for staff.
- Conduct end of semester professional development as planned.

<u>Assessment</u>

• Continue state and district assessment planning.

Continuous Improvement

- Review semester academic data results & update continuous improvement goals/action plans.
- Update policies as needed.

Review/Identify

• Review grant requirements to ensure continued compliance.

<u>Plan/Prepare</u>

- Begin/facilitate district staffing process.
- Continue preparation on budget for next year.
- Instructional planning for next school year continues. Post open teaching and other staff positions.
- Develop criteria to guide selection of new staff members. Ensure criteria follow district procedures and hiring guidelines.
- Draft spring assessment letter for families

<u>Communicate</u>

- Communicate shout outs to staff for positive contributions.
- Communicate with staff from classroom visits.

<u>Meet/Hold/Conduct</u>

- Visit classrooms!
- Meet with data teams on semester data as appropriate.
- Meet with area directors in similar role as possible.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action

steps and upcoming professional development needs.

Professional Learning Opportunities & Resources

- Does your employment contract need some work? You may have your contract reviewed by AWSA Executive Director Jim Lynch (jimlynch@awsa.org) and discuss potential updates or revisions.
- Do you know someone who would make a good principal? The <u>Aspiring Administrator</u> <u>Workshop</u> is for outstanding educators whom we hope to attract to school administration. The Workshop's primary purpose is to connect teachers, whose career goals include seeking administrative positions, to currently practicing administrators through publications, in-service programs, attendance at WFEA-sponsored programs, AWSA meetings, etc. These opportunities will provide an excellent introduction to topics, issues, problems, and other facets of school administration.

FEBRUARY 2024

Dates to Remember			Local Dates to Remember
Feb 2	Fri	Groundhogs Day	Use this area to record important dates relevant to your school and/or district.
Feb 7	Wed	Middle & High School Principals Convention Begins	
Feb 14	Wed	Valentine's Day	
Feb 19	Mon	Presidents Day	

Personal Development/Evaluation

- Attend professional development opportunities as planned.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Appraise staff development provided to-date and revise/expand plans as analysis indicates.
- Assist as needed with anticipated RIF notices, non-renewals of probationary teachers, and dismissals of tenured teachers.
- Finalizes summer professional development sessions and calendar.

<u>Assessment</u>

• Conduct third quarter benchmark assessment.

Continuous Improvement

- Complete update of continuous improvement goals/action plans from quarter 2 & report to Board of Education & administrative team.
- Identify any instructional changes, resources needed based on semester data.

<u>Plan/Prepare</u>

- Instructional planning for next school year continues.
- Post open teaching and other staff positions. Hire staff.
- Finalize department budget for next school year.
- Prepare Board presentation for curriculum revisions.
- Plan for Administrative Professionals Day next month.

<u>Communicate</u>

- Communicate shout outs to staff for positive contributions.
- Communicate with staff from classroom visits.
- Send spring assessment letters to families.
- Communicate summer professional development expectations and calendar with staff.

<u>Meet/Hold/Conduct</u>

- Visit classrooms!
- Meet with area directors in similar role as possible.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action steps and upcoming professional development needs.

- Do you know someone who would make a good principal? The <u>Aspiring Administrator</u> <u>Workshop</u> is for outstanding educators whom we hope to attract to school administration. The Workshop's primary purpose is to connect teachers, whose career goals include seeking administrative positions, to currently practicing administrators through publications, in-service programs, attendance at WFEA-sponsored programs, AWSA meetings, etc. These opportunities will provide an excellent introduction to topics, issues, problems, and other facets of school administration.
- Did you miss one of AWSA's free webinar offerings from earlier in the year? The <u>AWSA</u> <u>Webinars Page</u> is where you can find recordings of past webinars available to the public.

Self-care: The "New" Leadership Essential

Joe Schroeder, AWSA Associate Executive Director

We are entering that time of the school year when the day-to-day challenges of the job can especially become "a grind." This is a natural byproduct of serving a variety of folks who seek out your <u>limited</u> time, energy, and resources to meet their virtually <u>unlimited</u> needs and desires. Day after day, week after week, they keep coming and coming and coming.... Understandably, this can take a toll – and that cost often reveals itself mightily about now. In an era unprecedented in levels both of stakeholder needs and high expectations for results, how you sustain yourself and your daily energy is crucial. Thus, **self-care** is emerging as a "new" <u>essential</u> for school leaders, at a time when we are becoming increasingly aware that strong leadership is more critical than ever, yet when recent studies show that 89% of school administrators report feeling very stressed at least once or twice a week, when one quarter of <u>all</u> America's principals leave their schools each year, and when one half of <u>new</u> principals quit by their third year in the role.

In his classic leadership publication, *Seven Habits of Highly Effective People*, Stephen Covey detailed a handful of personal disciplines that were evident in successful leadership across time, culture, and place. And the seventh habit – the one encircling and sustaining them all – is *sharpening the saw*. This habit involves setting aside time each day for personal renewal (whether in the physical, intellectual, spiritual, and/or emotional dimensions of oneself), staying sharp and fresh so that you may be your best self for all who you encounter on a given day and year. Some regular habits of "sharpening the saw" in my life are exercise, scripture reading and prayer, playing music, and spending time (hopefully laughing!) with family and friends. What are some of yours? Are you committing time to them? Simply said, *sharpening the saw* means preserving and enhancing the greatest asset you have: you! But alas, most of us have difficulty building in such habits because we are very busy people juggling great responsibility, and there is always something else to do or someone else to serve. So rather than stopping to sharpen the saw, we just keep "sawing away" at the work before us, with increasingly dull "teeth" on the blade and rising exhaustion in our muscles – ultimately committing great effort with little impact for it all.

And that's when *burn-out* and other concerning effects can occur. The American Institute of Stress, AIS (yes, there actually is such an organization) defines *burn-out* as "a cumulative process marked by emotional exhaustion and withdrawal associated with increased workload and institutional stress." But given the heightened challenges increasingly common in our work, you may begin hearing other "new" vocabulary emerge such as *compassion fatigue* and *compassion resilience*, which describe phenomena increasingly evident and concerning in our field. According to the AIS, *compassion fatigue* is the "emotional residue or strain of exposure to working with those suffering from the consequences of traumatic events. It differs from *burn-out*, but can co-exist. *Compassion fatigue* can occur due to exposure on one case or can be due to 'cumulative' level of trauma." As the Wisconsin-based WISE coalition states, *compassion fatigue* is "the gradual lessening of compassion over time." In contrast, *compassion resilience* is the "ability to maintain your physical, emotional and mental well-being while responding compassionately to the suffering of others." It may be helpful to think of compassion resilience as a reservoir of well-being that you can draw upon on difficult days and in difficult situations. And for that reason, **habits of self-care that you regularly build into your life can replenish this**

reservoir, making you capable of sustaining your ongoing work as an effective and invigorated servant leader.

It goes beyond the scope of this article to dive into further detail about *compassion fatigue* and *compassion resilience* today. But if you are interested in learning more, I have found <u>WISE</u> to be a helpful and practical resource base. Moreover, if you are wondering to what degree you are experiencing *compassion satisfaction and fatigue*, you might find value in spending 10-15 minutes to take and analyze your own situation via the <u>Professional Quality of Life Scale (PROQOL)</u> self-reflection instrument. (B. Hudnall Stamm, 2009-2012).

As I draw this article to a close, I am reminded of this classic Native American story: One evening an old Cherokee told his grandson about a battle that goes on inside people.

He said, "My son, the battle is between two 'wolves' inside us all.

One is evil. It is anger, envy, jealousy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego.

The other is good. It is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion, and faith."

The grandson thought about it for a minute and then asked his grandfather, "But which wolf wins?"

The old Cherokee simply replied, "The one that you feed!"

My dear colleagues, your admirable work as servant leaders in education has you regularly engaging in the trauma, pain, negativity, and darkness of the world again and again as a natural byproduct of the job – and this will not end, as these realities are inherent pieces of school leadership! In other words, the "bad wolf" in you is fed again and again by natural design of the work that can be, without conscious intervention by you, all-consuming. Therefore, the new year we have recently entered is a perfect opportunity for you to resolve yourself to build regular habits of self-renewal and self-care into your daily and weekly routines, thus avoiding becoming just another sad statistic of professional and personal drift amid the noblest of all professions. In doing so, you will not only be investing in your own health and vitality, but also into the long-term viability and health of the organizations and homes where you live and lead. So take time to sharpen the saw, my friends! If you don't, who will?

References

Churn: The high cost of principal turnover. (2014). Hinsdale, MA: School Leaders Network.

Covey, S. R. (2004). *The seven habits of highly effective people: Restoring the character ethic.* New York: Free Press.

MARCH 2024

Dates to Remember			Local Dates to Remember
Mar 8	Fri	International Women's Day	Use this area to record important dates relevant to your school and/or district.
Mar 10	Sun	Ramadan Begins	
Mar 17	Sun	St. Patrick's Day	
Mar 29	Fri	Good Friday	
Mar 31	Sun	Easter	

Personal Development/Evaluation

- Attend professional development opportunities as planned.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Begin final staff annual evaluations.
- Conduct professional development as planned.

<u>Assessment</u>

• Conduct spring state standardized assessments within assessment window timeframe.

Continuous Improvement

- Conduct district/community strategic planning session to review current plan, inform new plan, and seek feedback from stakeholders.
- Update policies as needed.

<u>Review/Identify</u>

• Ensure budgeted funds are spent for the current school year.

<u>Plan/Prepare</u>

- Instructional planning for next school year continues. Post open teaching and other staff positions. Hire staff.
- Facilitate Start College Now and Early College Credit Program application process.

<u>Communicate</u>

- Remind/facilitate end of year budget spending.
- Communicate shout outs to staff for positive contributions.
- Communicate with staff from classroom visits.

<u>Meet/Hold/Conduct</u>

- Visit classrooms!
- Meet with area directors in similar role as possible.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action steps and upcoming professional development needs.

• There may be times when traveling to a workshop or conference doesn't fit your leadership or budget needs. That's why AWSA staff have developed half-day and full-day workshops to take to your school, district, athletic conference, or local principals' group. During these workshops you will work on developing, creating, analyzing, and sustaining leadership practices and systems in which teachers and students will be supported and successful. These workshops are interactive, informative, and go beyond "sit and get" by engaging AWSA members in the opportunities and challenges they are facing today, with results that will continue tomorrow and into the future. Learn more.

APRIL 2024

Dates to Remember			Local Dates to Remember
Apr 1	Mon	April Fools Day	Use this area to record important dates relevant to your school and/or district.
Apr 22	Mon	Earth Day	
Apr 24	Wed	Administrative Professionals Day	
Apr 26	Fri	Arbor Day	

Personal Development/Evaluation

- Attend professional development opportunities as planned.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for personal, professional reading and reflection.
- Identify time for exercise or personal hobbies.
- Schedule time with a trusted colleague and/or mentor.

Staff Development/Evaluation

- Prepare for Teacher Appreciation Week.
- Conduct professional development as planned.
- Plan professional development days as needed.
- Register staff for summer professional development sessions/complete travel plans if needed.

<u>Assessment</u>

- Conduct third quarter benchmark assessment.
- Conduct spring state standardized assessments within assessment window timeframe.

Continuous Improvement

• Review quarter 3 academic data results & update continuous improvement goals/action plans.

<u>Review/Identify</u>

- Instructional planning for next school year continues. Post open teaching and other staff positions. Hire staff.
- Plan new staff orientation for next school year.
- Complete end of year budget purchases
- Review grant requirements to ensure continued compliance.

<u>Plan/Prepare</u>

• Follow Business Office process to plan and place purchase orders for resources for next year (payment to occur after July 1)

<u>Communicate</u>

- Communicate shout outs to staff for positive contributions.
- Communicate with staff from classroom visits.

<u>Meet/Hold/Conduct</u>

- Visit classrooms!
- Meet with area directors in similar role as possible.
- Meet with instructional support staff (coaches, etc.) on Continuous Improvement Plan action steps and upcoming professional development needs.

• Find the new AWSA 2024-25 Professional Learning Catalog at<u>www.awsa.org</u> to review our conferences, academies, and other offerings for the 2024-25 school year.

MAY 2024

Dates to Remember			
May 1	Wed	May Day	
May 5	Sun	Cinco de Mayo	
May 6	Mon	Teacher Appreciation Week Begins	
May 7	Tue	Teacher Appreciation Day	
May 12	Sun	Mother's Day	
May 27	Mon	Memorial Day	

Local Dates to Remember

Use this area to record important dates relevant to your school and/or district.

Personal Development/Evaluation

- Prepare summer reading list.
- Register your Professional Educator License if applicable.
- Connect (be present) with loved ones (spouse, partner, children, parents, siblings, friends, etc.).
- Identify time for exercise or personal hobbies.

Staff Development/Evaluation

- Have certified staff print off and turn in current DPI information to ensure licensure and professional development is up to date (if applicable).
- Review staff evaluations to determine professional development needs for next school year.
- Begin planning new teacher/in-service days/staff professional development for next school year.
- Conduct professional development as planned.
- Complete end of year staff evaluations and meet with staff to review.

<u>Assessment</u>

• Complete end of year benchmark assessments

Continuous Improvement

- Begin development of continuous improvement goals and objectives for next school year.
- Finalize data and results for continuous improvement goals for that school year.
- Present curriculum revisions to Board of Education for consideration of approval
- Update policies as needed.

<u>Review/Identify</u>

- Have staff identify any recommended changes in standards/curriculum for next year that is not part of curriculum revision cycle.
- Review end of year grant requirements and complete items as needed.

<u>Plan/Prepare</u>

- Instructional planning for next school year continues. Post open teaching and other staff positions. Hire staff.
- Finalize summer school plans.
- Prepare and communicate end-of-year procedures for teachers and staff (i.e., purchase orders, summer work requests, etc.)
- Plan summer leadership retreat days.
- Plan summer professional development sessions
- Complete letters of recommendations for staff/students as requested.
- Prepare end of year technology procedures
- Complete all leadership and summer professional development preparations (i.e., reserve rooms, purchase supplies, etc.)

<u>Communicate</u>

- Communicate shout outs to staff for positive contributions.
- Communicate with staff from classroom visits.
- Communicate end of year expectations (technology, classroom shut down, summer professional development, etc.)

Meet/Hold/Conduct

- Visit classrooms!
- Meet with area directors in similar role as possible.

- The multiple change initiatives underway in education demand more time for learning leadership than ever before. How will you manage such leadership challenges? Where will you find the time? <u>Managing to Lead</u> is designed for an administrator and his/her administrative assistant to take TOGETHER. This has helped countless teams and schools take substantial "leaps forward" in their work and in their personal lives.
- Find the new AWSA 2024-25 Professional Learning Catalog at<u>www.awsa.org</u> to review our conferences, academies, and other offerings for the 2024-25 school year.
- Do you have new educational leaders coming onboard? If so, kick-start their career with AWSA's <u>Launching Academy</u>. This yearlong training provides tools and strategies to not only survive but also thrive in the first year as a building administrator.
- Have you been an educational leader for a few years and in need of a boost? If so, the <u>Building</u> <u>Academy</u> is for you. The goal of the Building Academy is to help experienced administrators running a school to become learning leaders who are developing a learning organization that serves all students well. Additionally, attention is given to the leaders' personal wellness, so they remain fit and effectively balance personal and professional responsibilities.
- AWSA provides multiple channels for you to stay informed and connected to your peers. Please be sure to visit the <u>AWSA's website often</u>, read AWSA's bi-monthly newsletter (<u>The</u> <u>Update Bulletin</u>), become a fan of the <u>AWSA on Facebook</u>, follow the <u>AWSA on Twitter</u>, and participate in conversations on the AWSA Forums to shape best practices and encourage your colleagues.
- By the way, have you renewed your membership for next school year? If not, visit <u>www.awsa.org</u> today!
- Do you have school teams that need to develop a shared understanding around its biggest work? In the <u>SAIL Academy</u> teams develop a shared understanding around the school's biggest work that builds collective focus and commitment. And where teacher leaders are included within the SAIL team, trust across stakeholder groups is especially being cultivated and grown.

NOTES

AWSA STAFF

Jim Lynch, Executive Director Joe Schroeder, Ph.D., Associate Executive Director Tammy Gibbons, Director of Professional Learning Yaribel Rodriguez, Director of Urban Leadership Steve Schroeder, Director of Administration and Analysis Kathy Gilbertson, Conventions and Conferences Planner Robin Herring, Coordinator of Operations and Membership Katie Lowe, Coordinator of Communications and Technology Norene Hooker, Administrative Assistant



Association of Wisconsin School Administrators 4797 Hayes Road, Suite 103, Madison, WI 53704 www.awsa.org - (608) 241-0300