

## Shifting from Leader of Leaders...to Leader of Campus

*Prerequisites for Principal role: Master's Degree, Valid Texas Teaching and Administrative Certificate, 3+ years of successful teaching experience, 5 years of experience in instructional leadership in a school or district level*

**Resources to support your development, aligned with role-associated level and *The Spirit of PSJA*:**

<b>Spirit of PSJA Competencies</b>	<b>Key shifts and skill-set focus areas</b>	<b>Job-embedded experiences &amp; resources for growth</b>
<p><b>Positive Engagement</b></p> <ul style="list-style-type: none"> <li>-Builds relationships</li> <li>-Communicates effectively</li> <li>-Models ethics</li> <li>-Exhibits professionalism</li> </ul>	<ul style="list-style-type: none"> <li>-Shift to focus on building trusting relationships <b>with all stakeholder groups across entire campus – not just in one department</b></li> <li>-Shift away from focusing on implementation and towards <i>creation</i> of systems and structures to support student learning</li> </ul>	<ul style="list-style-type: none"> <li>- Article: <a href="#">Building teacher collaboration school-wide</a></li> <li>- Article: <a href="#">8 lessons from most improved schools on building collaborative cultures</a></li> <li>- Resource: <a href="#">Stephen Covey time management framework</a> (same as above)</li> <li>- Article: <a href="#">Five ways for school leaders to be more visible</a></li> <li>- Article: <a href="#">“The Omniscient Principal”</a></li> <li>- Design structures to engage parents and community members in the school- preferably in collaboration to solve a significant problem on campus. Execute the plan</li> </ul>
<p><b>Student-Centered Excellence</b></p> <ul style="list-style-type: none"> <li>-Demonstrates expertise</li> <li>-Establishes shared vision</li> <li>-Implements plans</li> <li>-Expects results</li> </ul>	<ul style="list-style-type: none"> <li>-Shift to spend time on <b>strategic planning</b> to explore issues and challenges surrounding student learning and school performance</li> <li>-Ability to <b>set the culture and vision</b> for an organized campus aligned with district and campus goals</li> <li>-Increase in complexity of supporting leaders – focus on establishing and communicating rigorous concrete goals and accountability measures for entire campus</li> </ul>	<ul style="list-style-type: none"> <li>- Book: <a href="#">Leaders of Learning How District, School, and Classroom Leaders Improve Student Achievement</a></li> <li>- HBR Article: <a href="#">Decisions are more effective when more people are involved from the start</a></li> <li>- Article: <a href="#">“Who has the D? How Clear Decision Roles Enhance Organizational Performance”</a></li> <li>- Article: <a href="#">7 Steps to Becoming a Data-Driven School</a></li> <li>- Conduct after action review of a new or stagnating initiative with your team. Gather stakeholder feedback along with quantitative data to ensure the assessment is robust</li> </ul>
<p><b>Joint Empowerment</b></p> <ul style="list-style-type: none"> <li>-Builds capacity</li> <li>-Promotes collaboration</li> <li>-Inspires action</li> <li>-Develops leaders</li> </ul>	<ul style="list-style-type: none"> <li>-Shift to spend time planning and implementing multiple types of professional development for all staff</li> <li>-<b>Increase in complexity of human capital skillset</b>- ability to develop rigorous system to select, place, and retain talent within a campus</li> <li>-Advocate for and <b>manage campus-wide resources (budgets)</b></li> </ul>	<ul style="list-style-type: none"> <li>- Book: <a href="#">Crucial Conversations: Tools for Talking when the Stakes are High</a> (excerpt)</li> <li>- Article: <a href="#">Turning Conflict into Partnerships</a></li> <li>- Article: <a href="#">The Five Steps to Conflict Resolution</a></li> <li>- Blog: <a href="#">Helping teachers become leaders</a></li> <li>- Resource: <a href="#">Retaining high-performing teachers</a></li> <li>- Design a professional development cadence for the staff, execute it, and evaluate its effectiveness. PD should form a coherent sequence around a critical issue that the campus has identified</li> </ul>
<p><b>Adaptive Innovation</b></p> <ul style="list-style-type: none"> <li>-Scans environment</li> <li>-Champions solutions</li> <li>-Manages change</li> <li>-Acknowledges outcomes</li> </ul>	<ul style="list-style-type: none"> <li>-Shift to a greater orientation towards longer-term strategic thinking for campus systems</li> <li>-Increase in complexity of communication skills – ability to leverage differentiated communication with a variety of stakeholders to create a positive campus environment and a culture of accountability</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="#">Toolkit/strategies for instilling a growth mindset in schools</a></li> <li>- <a href="#">Reflective cycle</a> model</li> <li>- Solicit ideas from staff on pressing issues and ways to increase joy on your campus. Design and implement at least 5 activities that address issues, recognize goals and celebrate success</li> </ul>