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Arkansas Department of Education
Division of Elementary and Secondary Education

Introduction

Whether you are a first year principal, assistant principal, curriculum program administrator, or a career administrator, you are a leader in the school, district, and community. People will expect you to be a problem-solver, counselor, disciplinarian, instructional leader, encourager, and maybe even a custodian. Your ultimate responsibility is improving student achievement. You influence lives every day. Many students and parents will look to you for guidance and support. You will soon discover that your work is never finished and, many times, you will not be the most popular person in the building or district; however, you have the capacity to change lives!

The objectives of the Survive and Thrive Guide are:

- To provide guidance as to what tasks you need to complete during your first year;
- To encourage and develop relationships with other administrators;
- To provide possible areas of growth for your Professional Growth Plan (PGP).

There is always a level of anxiety as you begin a new job and/or a new school year. There will be questions you have on the first day as a new administrator such as, “What do I do first?” or “Who do I ask for help?” As a career administrator in a new building for the first time, you may have the same questions. If you are fortunate and have an assigned mentor with experience as a school administrator, your mentor will be your go-to person when you have questions. As you begin to build relationships with others in your building, district, and through regional learning networks, you will also have many others as a resource.

New administrators sometimes struggle because they do not have sufficient time to organize, learn the policies and procedures, and build working relationships with the people in the building and/or district. They may become overwhelmed and do not know what to do next or when or who to ask for guidance. The Survive and Thrive Guide is a resource for you throughout the school year. This guide will provide you direction to know what you need to do and when to do it. You will feel more confident as you begin your new role once you know the expectations. Those around you will sense that confidence and begin to trust you. This is the first step in building relationships as you begin to work with teachers, students, and the community.

Use the guide as a tool to help prepare for the beginning of school, second semester, and the end of the school year. Additional information related to being an Arkansas school administrator is available on the Department of Elementary and Secondary Education website [HERE](#).

Arkansas Administrator Rubrics

This Guide pertains to the following Arkansas Leader Excellence and Development System (LEADS). LEADS was updated to LEADS 2.0 to reflect the change to Professional Standards for Educational Leaders (PSEL). Rubrics and Training guides for both the Arkansas Principal and Assistant Principal rubric are available at the following link: [LEADS 2.0 Homepage](#)

Beginning Administrator Induction

DESE is proud to collaborate with the Arkansas Association of Educational Administrators to conduct Beginning Administrator Induction (BAI). Beginning Administrators receive scaffolded support throughout their first 3 year so leadership. Information regarding the BAI program is available [HERE](#).

Getting Started

As an administrator, you need to have a clear understanding of expectations from your direct supervisor. Meet with your supervisor to discuss his or her expectations of your role. This will give you guidance as you set goals for the school year. For example, what are the expectations regarding attendance at school board meetings, district-wide events, and work hours?

The first day on the job, you need to arrange your office in a manner that fits your style of work. Introduce yourself to staff members who are on duty. Begin organizing files in a way to fit your needs. If you are the principal, meet with your office staff to review expectations and their job responsibilities. Listen to recommendations for changes. Some items you may discuss with the office staff are how to address phone calls, how to handle difficult situations, the importance of confidentiality, and presenting a positive first impression of the school and district. Meet with your administrative assistant to establish expectations.

There are many responsibilities of a school administrator. An administrator is responsible for many managerial duties in addition to being the instructional leader. It is necessary to delegate some duties in order to spend time where needed to help teachers improve student achievement. Consider the timeline of tasks listed below.

Ongoing Tasks

The first ongoing item listed is to check Commissioner's Memos. The memos distributed by the DESE contain updated information about new state education laws, changes to laws, rules, and procedures. A very important part of being an administrator is keeping up with new laws, programs, procedures, and rules. It is important you continuously check the website for Commissioner's Memos. [Check Commissioner's Memos](#)

The second task on the list is regularly checking your support organizations outside your school/district. It is important that you become familiar with your cooperative's personnel, and the resources provided, as well as increasing your network of colleagues statewide.

[Education Service Cooperative Websites](#)

[Arkansas Association of Educational Administrators](#)

Year at a Glance

The remainder of the document is divided into monthly work/task objectives. These are not all-inclusive of the work of an Arkansas administrator; however, we hope the lists are helpful as you begin the work. You will notice each month is subdivided into 6 categories:

- Budget
- Staff and Building
- Data
- Title I, etc.
- Special Education
- Students and Families

This module is designed to "make your own," meaning we hope it is downloaded and modified as needed. Administrators are encouraged to make monthly additions/deletions of the tasks throughout the year, allowing a clean, "individualized" version of the document to be used the following year. Suggestions for additions to the Survive and Thrive Administrators module may be emailed to andy.sullivan@arkansas.gov.

June

Budget

- Review EOY reports
- Needs analysis of upcoming budget expenditures for following school year
- Approve Activity Reports - Check Register Report and Board Report
- Review Detail Expenditure Status Report for monthly spending
- Approve Activity Reports - Check Register Report and Board Report

Staff and Building

- Continue conducting interviews for open staff positions for the next school year and recommend hires to your superintendent
- Register any novice teachers that have been newly hired with the state for novice training and notify your local educational cooperative of those teachers
- Ensure new hires are scheduled for needed professional development during the summer
- Have school emails and all needed school logins created for new hires
- Add new hires to staff email and phone lists
- Set up August in-service professional development schedule and communicate the schedule with staff members
- Schedule any out-of-district presenters for August in-service that are needed
- Collaborate with any presenters for August in-service that are on district staff
- Check all buildings and grounds to create a maintenance list for the summer maintenance staff
- Ensure virtual instructional plans are in place in preparation of an extended school closure
- Review and revise master schedule
- Set expectations/goals for staff summer professional development. Ex.-review essential standards, unit plans, learning assessment cycles, etc.
- Create a spreadsheet to document summer professional development dates and sessions
- Oversee the scheduling of maintenance and custodial staffs during the summer months

Data

- Create and administer perception surveys about previous school year (if not done in May):
 - Certified staff
 - Classified staff
 - Students
 - Parents
 - Community
- Consider obtaining and organizing achievement and growth data of students transitioning vertically to your school (ex: elementary to middle school; junior high to high school)
- Collaborate with assistant principal or dean (if available) to reflect on student behavior data from previous year:
 - Consider ways to communicate data and set goals with staff

- ❑ Consider creating a building behavior team to work with behavior data, target specific behavior, create reward systems, target specific areas/locations of campus, etc.
- ❑ Analyze classroom walk-through data for the year
- ❑ Analyze EdReflect year-end data
- ❑ Complete Cycle 7 Summative Data for summative certified staff
- ❑ Student Attendance Data and check cycle 7 data (graduation codes, ALE, etc.)
- ❑ Use a variety of data sets to drive decisions on staff professional development topics for summer (and on-going/job-embedded)
- ❑ Study secondary course request data, simple tally reports, etc, to inform master scheduling for following school year
 - ❑ Consider Advanced Placement enrollment, Computer Science enrollment, Community Service Learning documentation, etc., as correlation to ESSA's SQSS for high school
- ❑ You will be submitting important documentation through Indistar. Make sure you have a login, familiarize yourself with the website, and check for ongoing due dates throughout the year.
- ❑ Update the dyslexia statement on your district's website

Title I

- ❑ Develop district-level draft budgets (NSLA, PD, Title, ELL, Alternative Education, Textbook)
- ❑ Complete semi-annual documentation for staff working solely in Title I for the time period January 1 – June 30
 - ❑ Send signed copies to Title I director
- ❑ File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.)

Special Education

- ❑ Review IEPs/504 plans for new placement recommendations

July

Budget

- Ensure you have a procedure in place for purchase order requisitions and orders are placed in a timely manner.
- Create/revise any forms needed for upcoming school year
- Approve Activity Reports - Check Register Report and Board Report
- Review Detail Expenditure Status Report for monthly spending
- Attend Tier I Financial Training
- Order supplies to ensure they arrive in time for:
 - Teachers
 - Students
 - School
 - Custodial

Staff and Building

- Communicate with all staff members regarding summer updates
- Review TESS teacher tracks and communicate with teachers that will be in their career summative track
- Prepare staff handbooks with all pertinent information for the upcoming school year to be presented at in-service training in August
- Ensure responsible staff has completed and is aware of deadline for submission of the Parent and Family Engagement Plan which is August 1
- Review and revise master schedule
- Begin your social media presence on the school's approved list of social media sites
- Introduce yourself and relay some goals for the upcoming school year
- Begin finalizing your opening day presentations:
 - to the students
 - to the teachers and staff
- Make sure your buildings are ready for summer tours and the opening day of school
- Speak with the athletic director to find out what intramural sports might be offered at your school and to ascertain your role in organizing events

Data

- Determine which school/district/state assessments are required and the implementation timeline
- Organize and reflect on student achievement and growth data from various resources, and prepare data distribution and reflection tools/processes for staff:
 - K-2 Assessment
 - Aspire Summative
 - ELPA 21
 - Advanced Placement Exams
 - ACT

- ❑ Other common data as required by your data (NWEA Maps, Benchmarks...)
- ❑ Work with appropriate RTI team to plan for interventions and remediation to begin seamlessly in August based on previous year's student data
- ❑ Use variety of data sets to drive decisions on staff professional development topics for summer (and on-going/job-embedded)

Title 1

- ❑ Review/update Title 1 strategic plan based on program evaluation and multiple data collections. Plan to keep ongoing copies of agendas, sign-in sheets, and training materials from any schoolwide meetings or professional development conducted throughout the school year
- ❑ Designate an appropriate staff member as a liaison for homeless children - McKinney-Vento
 - ❑ Identify your students

Special Education

- ❑ Ensure access to the general curriculum for special education students
- ❑ Create a schedule of instructional and personal supports
- ❑ Make copies of procedural safeguards to send home with any special education student who is suspended

Students and Families

- ❑ Send a "Meet Your New Principal" letter and post to school's site/social media
 - ❑ [Sample Letter](#)
- ❑ Host a "Get to Know You" event
 - ❑ ["Meeting the Students"](#) (Pg 10, *You're the Principal! Now What?*)
 - ❑ ["Meeting the Parents"](#) (Pg 11, *You're the Principal! Now What?*)
 - ❑ [Meet and Greet Sample Announcement](#)
- ❑ Develop a Communications Plan
 - ❑ [Community Tool Box PowerPoint](#)
 - ❑ [Communication Plan step-by-step template](#)
 - ❑ Publicize the school calendar and other events on social media
- ❑ Meet with PTO officers/members to plan the school year's activities and share vision/mission
 - ❑ [Strengthening the Principal-PTO Relationship \(NAESP\)](#)
- ❑ Class lists are posted/mailed to parents (as applicable)
 - ❑ [Making Class List Needn't be a Nightmare \(From the Principal Files\)](#)
- ❑ Finalize student handbook

August

Budget

- Gather feedback from teacher about instructional needs
- Provide training for purchase order (PO) protocol
- Go over expectations of how teacher instructional money can be spent
- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper
- In collaboration with Superintendent, set date & prepare for annual Report to the Public
 - Conduct before November 15
- Discuss travel policy as it related to professional development and reimbursement
- Field Trip policy as it relates to the collection of money, payment to vendors, busses

Staff and Building

- Conduct on-site professional development with new hires
- Ensure that all staff email and phone lists are updated and accurate
- Ensure master schedule is finalized and communicated with all staff members
- Check on summer maintenance items to ensure school buildings and grounds are ready for teachers and students
- Conduct beginning-of-the-year in-service with all staff including campus specific technology training, curriculum training, and state required professional development
- Hold building-level staff meeting during in-service that covers the following items:
 - Emergency plans (active shooter, tornado, fire, evacuation, etc.)
 - Master schedules
 - Student discipline policies
 - Recording attendance and tardies
 - Parent communication expectations
 - PLC schedules expectations
 - Duty schedules and expectations
 - Lesson planning expectations
 - Classroom rules expectations
 - Field trip requests
 - Fundraising requests
 - Technology requests
 - First day and first week of school expectations
 - Safety plans
 - RTI procedures
- Review and update Professional Growth Plans (PGPs) with all licensed teachers
 - Might have to be created for new hires
- Meet with School Leadership Team and document meetings in Indistar
- Conduct observations including walk-thoughts for all licensed teachers and document in EdReflect

- ❑ Meet with building Threat Assessment Team to review/audit safety plan
- ❑ Make sure the administration team is seen in the hallways all day long; stay out of the office and stay out of the classrooms for the first 3 days
- ❑ Meet and greet new students to the school and have members of a club like Student Council be available to show new students around the school and eat lunch with them
- ❑ Review activity/duty schedules for extracurricular events to ensure proper supervision

Data

- ❑ Facilitate data disaggregation and decision making for staff/teacher teams:
 - ❑ K-2 Assessment
 - ❑ Aspire Summative
 - ❑ ELPA 21
 - ❑ Advanced Placement Exams
 - ❑ ACT
- ❑ Work with appropriate RTI team to plan for interventions and remediation to begin seamlessly in August based on previous year's student data
- ❑ Monitor student enrollment during the first two weeks of school and accurately report data. Specifically, verify student schedules, track daily attendance, identify students who are "no-shows," accurately follow district guidelines
- ❑ Students in grades K-2 who are struggling in reading will need an Intensive Reading Intervention (IRI) plan signed by a parent/guardian. Work with your teachers, counselor and/or reading specialist to make sure these are completed. You can often get these signed at the first parent/teacher conference in October.
- ❑ All students in grades K-2 must be screened for dyslexia. Meet with your dyslexia coordinator to develop a plan and timeline for accomplishing this.

Title 1

- ❑ Continue review/update of strategic plan; include external trend data, student achievement data, other student outcome data, and culture and climate data
 - ❑ Document meetings
- ❑ Complete the school master schedule, clearly indicating schedules of Title I funded staff and paraprofessionals
 - ❑ File a copy for monitoring documentation
- ❑ Distribute Parent Involvement Policy to all students
 - ❑ Document date and method of distribution
- ❑ Distribute School-Parent Compact to all students
 - ❑ Track and calculate percentage of returns
- ❑ Conduct "Title I Annual Meeting." Discuss Title I purpose, curriculum, assessment, parent involvement policy, school compacts, and school designation
 - ❑ File notices, agenda, sign-in sheets, handouts
- ❑ Determine a schedule of additional parent engagement opportunities to be offered during the school year.
- ❑ Distribute Parents' Right to Know
 - ❑ Document date of distribution
- ❑ File any requests from Parents' Right to Know

Special Education

- ❑ Communicate to staff the expectation of usage of accommodation and modifications
- ❑ Review discipline data and need for MDR meetings
- ❑ Provide staff with IEP meeting agenda template and discuss meeting roles, responsibilities, and expectations

Students and Families

- ❑ Send a school newsletter to parents
 - ❑ Include upcoming events/news, calendar, supply lists, etc.
 - ❑ Sample Newsletter ([Smores](#))
- ❑ Plan Open House
 - ❑ Parent packet - school calendar, safety plan, parent volunteer form, etc.
 - ❑ [Tips for Open House \(Angela Watson Blog\)](#)
 - ❑ [Open House: When First Impressions Matter \(Education World\)](#)
- ❑ Want to think outside the box? Read these.
 - ❑ [Flip Your Open House \(EdWeek\)](#)
 - ❑ [Scenes from an Open House \(Harvard Ed\)](#)
- ❑ Plan First Day of School Assembly
 - ❑ [Great Starts \(Principal's Share Article\)](#)
 - ❑ [Redesigning the Traditional Assembly \(Edutopia\)](#)
- ❑ Meet with the testing coordinator regarding planning within the testing window.
- ❑ File Alternative Methods of Instruction (AMI) application with the state

September

Budget

- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper
- Create Special Education budget

Staff and Building

- Continue to conduct and document teacher observations in EdReflect
- Create schedule to meet with School Leadership Team/Guiding Coalition
- Conduct monthly fire drill and document on reporting form
- Conduct tornado drill as required by AR Department of Emergency Management
- Do walk-through observations on all teachers at a rate of 5% a week but visit all, if possible, of the new teachers; repeat all year as necessary with new teachers but 5% of the teachers should be observed each week
 - Document
- Take a local business person out to lunch and pay for the meal
- Make sure the office staff understands to not interrupt classroom instruction except when absolutely necessary; and even then, only during the first two or last two minutes of a class period and or beginning/end of the day

Data

- Analyze beginning-of-year data
 - Dyslexia screener
 - PLC common formative assessment data
- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)
- Facilitate data disaggregation and decision making with K-2 staff/teacher teams. Repeats throughout the year
 - K-2 Assessment first administration (Istation, iReady, NWEA MAP, Renaissance Star

Title 1

- Continue review/update of strategic plan including external trend data, student achievement data, other student outcome data, and culture and climate data.
- Send a letter to parents whose child has been taught for four or more consecutive weeks by a non-highly qualified teacher
- Review and file Title I funded teacher schedules
- Complete "Principal's Attestation"
 - File a copy and send one copy to LEA Title I director
- Develop schedule and begin extended day programs (if applicable).
- Distribute prior year assessment results to parents

- File a copy of the letter sent with the assessment results
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.)
- Send Parent Notification letters to all ESOL parents notifying them of their child's participation in ESOL programs prior to placement in English Language Instruction Educational Programs within thirty (30) days after the beginning of the school year.

Special Education

- Convene meetings to review individual student needs
- Make sure teachers have current IEP's in teacher binder or on file
- Check attendance at IEP meetings for compliance
- Review discipline data and need for MDR meetings
- Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT
- Establish timelines for annual IEP meetings

Students and Families

- Build school culture by hosting an event for parents and/or students. Ideas include:
 - Breakfast with the Principal ([Sample Event Details](#))
 - Principal for a Day (with Community Leaders) ([Sample Letter](#))
 - Monthly School Tours ([Sample](#))
 - Lunch with the Principal ([Sample](#))
 - Family STEAM/STEM Night
 - [How-to Guide](#)
 - [Sample Announcement](#)
- Create a Parent Communications Log
 - [Google Sheet Template](#)
 - [Documenting Communication with Parent](#)
- Create a plan for Student Voice and Choice
 - [Student Voice - Center on Transition Innovations \(Virginia Department of Education\)](#)
- Send out a monthly calendar of events/newsletter
 - Sample Newsletter ([Smores](#))
- Create a Student of the Month for your school (reoccurring each month)
 - [Sample](#)
- Discuss a fall fundraiser with the PTO/PTA
- Be aware that free/reduced lunch applications are due this month. Strongly encourage families that might qualify to fill out and return their application. This benefits both the families and school funding.

October

Budget

- Approve Activity Reports - Check Register Report and Board Report
- Review Detail Expenditure Status Report for monthly spending
- Approve any PO requests and submit to bookkeeper

Staff and Building

- Continue to conduct and document teacher observations in EdReflect
- Conduct monthly fire drill and document on reporting form
- Conduct tornado drill as required by AR Department of Emergency Management
- Create a plan with the custodians as to what the expectations are for Thanksgiving break and if they are going to be required to do deeper cleaning during that time
- Make sure drinks and snacks are available for students and parents for PT Conferences
- Feed your faculty and staff during PT Conference night
- Treat all staff with hot drinks and scones on the first cold day of the year (may occur later in the year)

Data

- Collaborate with assistant principal or dean (if available) to reflect on 1st quarter student behavior data:
 - Consider ways to communicate data and set goals with staff
 - Collaborate with Building Behavior Management Team for goals and target areas for 2nd nine weeks
- Consider early data review:
 - PLC SMART Goals
 - CWT data
 - Attendance
 - Grades
 - RTI
 - EdReflect data
- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)

Title 1

- Title I evaluation rubric due October 1
- Continue review/update of strategic plan including external trend data, student achievement data, other student outcome data, and culture and climate data.
- Hold parent-teacher conferences
- Year-end report due October 31st
- Expenditure Report from July 1 - September 30 due October 31st

Special Education

- ❑ Review student IEP/504 implementation of plans
- ❑ Monitor grades of students at-risk of failing or currently failing
- ❑ Review discipline data and need for MDR meetings
- ❑ Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT

Students and Families

- ❑ Custodian Appreciation Day is this month
- ❑ Develop a Community Outreach Plan
 - ❑ [Community Outreach Plan for Principals \(ASCD\)](#)
 - ❑ [Community Outreach Template](#)
- ❑ Create a Student/Principal Group
 - ❑ Advisory Board High School ([Sample Invitation Letter](#))
 - ❑ Principal Advisory Group Middle School ([Sample](#))
 - ❑ Principal's Roundtable [PowerPoint](#)
- ❑ Create a Parent Advisory Committee (PAC)
 - ❑ [Making Parent Involvement Meaningful, \(ASCD\)](#)
- ❑ Send out a monthly calendar of events/newsletter (Parent night, P-T Conferences, Awards Assembly, etc.)
- ❑ Involve parents/community in planning for Red Ribbon Week
- ❑ Communicate with parents about inclement weather policies, AMI information, etc. Be prepared to re-communicate this information in subsequent months
 - ❑ [Sample Inclement Weather Announcement](#)
 - ❑ [Sample AMI FAQs](#)

November

Budget

- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper
- Conduct Annual Public Report to the Public before November 15

Staff and Building

- Continue to conduct and document teacher observations in EdReflect
- Conduct monthly fire drill and document on reporting form
- Take all new teachers out to eat and provide them 3-4 questions to answer ahead of time to reflect on the first 9 weeks; ask what their needs still are
- Provide time in the school day for mentoring/buddy teachers to meet with their mentees to reflect upon the first nine weeks. Mentoring may also be provided through the Educational Service Cooperative.
- Make plans to provide extra food to the students over the Thanksgiving break

Data

- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)
- Ensure interim &/or CFA data is being used to inform instruction and remediation

Title 1

- Title I Comparability Report due November 1
- Make strategic plan available to parents and the community.
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.)

Special Education

- Check attendance at IEP meetings for compliance
- Review discipline data and need for MDR meetings
- Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT

December

Budget

- Review that teachers have spent 75% classroom instructional money on current year students.
- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper

Staff and Building

- Continue to conduct and document teacher observations in EdReflect
- Conduct monthly fire drill and document on reporting form
- Make plans to provide extra food to the students over Christmas break
- Protect semester testing days by not scheduling ball games the night before testing
- Remind teachers that learning/testing must occur until the last day of the semester

Data

- Collaborate with assistant principal or dean (if available) to reflect on 2nd quarter student behavior data:
 - Consider ways to communicate data and set goals with staff
 - Collaborate with Building Behavior Management Team for goals and target areas for 3rd nine weeks
- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)

Title 1

- Review strategic plan and the implementation of the action steps (document meetings).
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.)
- Review staff development needs
- Review staff development needs

Special Education

- Monitor grades of students at-risk of failing or currently failing
- Review discipline data and need for MDR meetings
- Monitor progress of annual IEP meetings
- Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT

Students and Families

- Reflect on the Semester
 - [Think Like a Principal \(NAESP\)](#)
 - [Getting into the Habit of Reflection \(ASCD\)](#)

- ❑ Send Out Parent/Student Surveys
 - ❑ [Parent Survey Sample 1](#)
 - ❑ [Parent Survey Sample 2](#)
 - ❑ [Student Perception Article and Survey Sample \(Upper Grades\)](#)
 - ❑ [Student Survey Sample \(Middle Grades\)](#)
 - ❑ [Guidance for Surveying Young Students](#)
- ❑ Send out a monthly calendar of events/newsletter (Semester Awards Assembly)

January

Budget

- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper
- Submit bids to AAA for hosting tournaments

Staff and Building

- Meet with entire staff to cover areas of emphasis for the second semester
- Finalize second semester Professional Development Plans
- Continue to conduct and document teacher observations in EdReflect
- Conduct monthly fire drill and document on reporting form
- Conduct tornado drill as required by AR Department of Emergency Management
- Hold conferences with seniors and their parents and have them sign a letter indicating they know that their child is not on track to graduate; the letter must include deadlines and work to do before returning to the graduation list
- Begin working with the counselor on next year's schedule
- Ensure certified staff are all on track regarding professional development requirements

Data

- Check on Seniors and credits; determine credit recovery
- Analyze 1st semester attendance reports
- Consider mid-year data review:
 - PLC SMART Goals
 - CWT data
 - Attendance
 - Grades
 - RTI
 - EdReflect data
- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)
- Ensure interim &/or CFA data is being used to inform instruction and remediation
- Facilitate data disaggregation and decision making with K-2 staff/teacher teams
 - K-2 Assessment second administration (Istation, iReady, NWEA MAP, Renaissance Star

Title 1

- Complete semi-annual certification for staff working in Title I only
 - Send signed copies to LEA Title I director
- Review strategic plan and the implementation of the action steps
 - Document meetings
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.).

- Survey teachers about their needs for professional development.

Special Education

- Make sure teachers have current IEP's in teacher binder or on file
- Review discipline data and need for MDR meetings
- Monitor progress of annual IEP meetings
- Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT

Students and Families

- Team Building
 - ([33 Awesome Team-Building Games and Activities for Kids](#)) (weareteachers.com)
- Update Student Success Plans & communicate with parents
 - [Student Success Plans](#)
- Parent Night HS
 - ([Applying for Federal Student Aid - Planning for College](#))
- Parent Night at MS and Elementary
 - STEAM Night, Literacy Night, etc.
- Send out a monthly calendar of events/newsletter
 - Semester Awards Assembly

February

Budget

- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper

Staff and Building

- Begin completing summative evaluations for career summative teachers
- Conduct monthly fire drill and document on reporting form
- Conduct tornado drill as required by AR Department of Emergency Management
- Elementary: begin planning for kindergarten transition: registration, etc...
- Begin to have any hard conversations with teachers that you will not rehire at the March board meeting
- Be aware that administration contracts are voted on during the February meeting
- Create a plan with the custodians as to what the expectations are for Spring Break and if they are going to be required to do deeper cleaning during that time
- Begin discussing requirements for summer PD for teachers; include dates and times

Data

- Facilitate data disaggregation and decision making with K-2 staff/teacher teams
- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)

Title 1

- Review strategic plan and the implementation of the action steps
 - Document meetings
- Review Title I programs, funding, needs, and research
 - Seek parental input
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.).

Special Education

- Check attendance at IEP meetings for compliance
- Monitor grades of students at-risk of failing or currently failing
- Review discipline data and need for MDR meetings
- Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT

Students and Families

- Cultural Awareness
 - [6 Ways Teachers Can Foster Cultural Awareness in the Classroom \(Education Week\)](#)

- [Diversity Toolkit: Cultural Competence for Educators \(NEA\)](#)
- Communicate with parents of failing students and considerations of retention
- Meet with PTO to plan spring fundraiser
- Send out a parent survey
 - [Parent survey for K – 12 schools](#)
(Survey Monkey & Harvard Graduate School)
- Plan a Parent Night for spring testing information
 - [Resources for Parents/Students - ACT Aspire \(DESE\)](#)
- Read Across America Activity Planning
 - Invite parents/PTO to participate
 - [Read Across America](#)
- Send out a monthly calendar of events/newsletter

March

Budget

- Review any changes that need to be made to your Indistar plan and reallocate money to appropriate funding sources.
- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper
- Share deadline with staff for spending teacher \$500.00 monies.
- Check policy to see when PO and purchasing will be terminated for the year
- Check if any large purchases created tax reimbursements that must be spend

Staff and Building

- Complete/finalize evaluations for career summative teachers
- Contract renewal recommendations to the Superintendent for certified staff
- Post job openings for vacant staff positions for the next school year on school website and state educational job boards
- Complete Needs Assessment for School Improvement Plans
- Conduct monthly fire drill and document on reporting form
- Make recommendations for teacher rehires to the board/superintendent
- Attend as many spring sporting events as possible and remember an appearance at games for 2-3 innings may be enough to make a positive impact
- Make your Spring Break plans available to the superintendent because you don't get the entire week off
- Begin working on graduation: program, seating charts, tickets, speakers, parking, etc.

Data

- Collaborate with assistant principal or dean (if available) to reflect on 3rd quarter student behavior data:
 - Consider ways to communicate data and set goals with staff
 - Collaborate with Building Behavior Management Team for goals and target areas for 4th nine weeks
- Analyze ACT Aspire data for current juniors in order to enroll them in support/intervention groups
- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)

Title 1

- Review strategic plan and the implementation of the action steps
 - Document meetings
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.)

Special Education

- ❑ Begin preparation for state assessments by checking student accommodations
- ❑ Review discipline data and need for MDR meetings
- ❑ Monitor progress of annual IEP meetings
- ❑ Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT

Students and Families

- ❑ Set up student handbook committee (parents, students, teachers, and staff)
- ❑ Plan Awards Assembly
- ❑ Send out a monthly calendar of events/newsletter
- ❑ Begin a S.M.A.R.T. Challenge (or other variation) for home support of habits that ensure students do their best on the state test. Student/Parent contracts and drawings for prizes for participation
 - ❑ S - Sleep - get 8-10 hours of sleep each night
 - ❑ M - Minutes - get 30 minutes of physical activity each day
 - ❑ A - Afterschool - participate in the afterschool program to work on skills
 - ❑ R - Read - read every day!
 - ❑ T - Technology - no more than 30 minutes each day
- ❑ Send out tips for parents to help prepare students to do their best on the state test
 - ❑ [ACT Aspire Toolkit](#)
- ❑ Discuss with seniors/parents about requirements for graduation to ensure completion
- ❑ Discuss with parents the status of any student in danger of not completing current grade/course

April

Budget

- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper

Staff and Building

- Complete end-of-year PGP teacher reviews and assist teachers with creating their PGPs for the next school year
- Begin having staff members schedule summer professional development based on their PGPs
- Set expectations/goals for staff summer professional development. Ex.-review essential standards, unit plans, learning assessment cycles, etc.
- Completed School Improvement Plan to district for Board of Education approval in May meeting
- Contract renewal recommendations to the Superintendent for classified staff
- Interview for vacant staff positions for the next school year
- Conduct monthly fire drill and document on reporting form
- Conduct staff and student surveys
- Conclude all TESS summatives and reflections before May
- Begin approving summer PD schedule with teachers
- Decide how to divide maintenance and custodian staff for summer responsibilities

Data

- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)
- Begin collection and organization of data that will inform elementary class list creation
- Ensure interim &/or CFA data is being used to inform instruction and remediation
- Study secondary course request data, simple tally reports, etc, to inform master scheduling for following school year
 - Consider Advanced Placement enrollment, Computer Science enrollment, Community Service Learning documentation, etc, as correlation to ESSA's SQSS for high school

Title 1

- Review strategic plan and the implementation of the action steps
 - Document meetings
- Begin annual evaluation of Title I school program.
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.)

Special Education

- ❑ Check attendance at IEP meetings for compliance
- ❑ Monitor grades of students at-risk of failing or currently failing
- ❑ Review discipline data and need for MDR meetings
- ❑ Monitor programming implementation for Special Education, Section 504, Dyslexia, ELL, and GT

Students and Families

- ❑ Administrative Personnel Day (Secretary's Day) is this month
- ❑ Send out a monthly calendar of events/newsletter
- ❑ Schedule a student handbook committee meeting comprised of parents, teachers, staff, and students
- ❑ Plan a parent volunteer recognition event for end of year
 - ❑ [Volunteer Appreciation Done Right \(PTO Today\)](#)
- ❑ End of year parent/student survey

May

Budget

- Approve Activity Reports - Check Register Report and Board Report.
- Review Detail Expenditure Status Report for monthly spending.
- Approve any PO requests and submit to bookkeeper

Staff and Building

- Submit final Edreflect summative data to district office personnel for reporting
- Have staff members submit summer maintenance requests and classroom needs for the next school year
- Check all buildings and grounds to create a maintenance list for the summer maintenance staff
- Remove staff members that are leaving your school from staff email and phone lists
- Meet with the Student Handbook Review Committee to review and revise as needed
- Select personnel for School Leadership Team for next school year and conduct a meeting
- Continue to interview for vacant staff positions as needed for the next school year and provide recommendations to your Superintendent
- Conduct monthly fire drill and document on reporting form
- Professional Development report to District Office (if required)
- Ensure all discipline reports are entered into eSchool
- Set your personal summer schedule and post it for all to see
- Double check with eSchool personnel on your school's graduation list; accuracy is vital
- Pass out student schedules for the upcoming year, if possible
- Set expectations/goals for staff summer professional development. Ex.-review essential standards, unit plans, learning assessment cycles, etc.

Data

- Create and administer perception surveys about previous school year
 - Certified staff
 - Classified staff
 - Students
 - Parents
 - Community
- Collect, organize, and use collection of data to create elementary class list for following school year
- Review credit checks to determine who may need summer school or other credit recovery.
- Collaborate with assistant principal or dean (if available) to reflect on 4th quarter and year long student behavior data:
 - Consider ways to communicate data and set goals with staff
 - Collaborate with Building Behavior Management Team for goals and target areas for next school year (consider if and how to carry this work out through the summer)

- Begin and/or continue work with RTI team on student progress monitoring (monthly or more frequently)
- End of Year data review:
 - PLC SMART Goals
 - CWT data
 - Attendance
 - Grades
 - RTI
 - EdReflect data
- Study secondary course request data, simple tally reports, etc, to inform master scheduling for following school year
 - Consider Advanced Placement enrollment, Computer Science enrollment, Community Service Learning documentation, etc, as correlation to ESSA's SQSS for high school

Title 1

- Complete annual evaluation of Title I school program-submit to the LEA Title I director
- Finalize parent involvement activities for upcoming year
- Begin review/revision of school parent involvement policy.
- Begin review/revision of school-home compacts.
- Begin planning process for professional development for next year.
- File documentation (agendas, sign-in sheets, brochures, invitations, handouts, etc.)

Special Education

- Review campus ESY needs
- Review discipline data and need for MDR meetings
- All Annual IEP meetings should be concluded

Students and Families

- Teacher Appreciation Month is this month
 - Enlist parents' assistance
 - [41 Teacher Appreciation Ideas They'll Love \(PTO Today\)](#)
- Nurse Appreciation Day is this month
- Facilitate data disaggregation and decision making with K-2 staff/teacher teams
 - K-2 Assessment third administration (Istation, iReady, NWEA MAP, Renaissance Star)
- Send out a monthly calendar of events/newsletter
- Meet with parents about academic concerns/retention/summer school
 - [Making the Most of Parent-Teacher Conferences \(ASCD\)](#)
- Plan summer school program and acquire commitments from parents to send their children
- Provide summer resources for parents and students
 - [Find a Library \(Directory of Public Libraries\)](#)
 - [Summer Reading Tips for Parents \(Reading Rockets\)](#)
 - [Food Banks and Hunger Agencies \(Arkansas Hunger Alliance\)](#)

- [Arkansas COVID-19 Food Access Map \(Uplift Arkansas\)](#)
- Enlist parent volunteers to assist with field trips, field days, park days, etc.
- Invite parents to the end-of-year PBIS Celebration event/other events
- Plan end-of-year Awards Program
- Celebrations
 - [8 Epic Ideas for Ending the School Year \(Edutopia\)](#)

Additional Resources

These additional resources may be of value to you as an administrator.

[Arkansas Department of Education Website](#)

[Every Student Succeeds Act \(ESSA\)](#)

[TESS Rules](#)

[TESS Supporting Documents](#)

[Leader Excellence and Development System \(LEADS\) Forms](#)

[Professional Development Rules](#)

[AR IDEAS Portal](#)

[Professional Development](#)

[Arkansas Educator Licensure System](#)

[Arkansas Special Education](#)

[Arkansas Gifted and Talented and Advanced Placement](#)

[Arkansas Curriculum and Instruction](#)

[Arkansas Curriculum Frameworks](#)

[The Principal Center](#)

[Opportunity Culture](#)

[Teach Arkansas](#)

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Thanks to the collaborative spirit of administrators across the state, we are proud to provide this updated module. Below are those who contributed to the 2020 redesign.

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- ❑ [For Principals: Planning the First Year](#) by Educational Leadership
- ❑ [5 Tips for First Year Administrators](#) by Edutopia
- ❑ [Principals Share Lessons Learned About Communicating With Parents](#), Others by Education World
- ❑ [Community Tool Box](#) by The University of Kansas
- ❑ [St. Paul Public School Administrator Handbook](#)
- ❑ [Redesigning the Traditional Assembly](#) (Edutopia)
- ❑ [33 Awesome Team-Building Games and Activities for Kids](#) (weareteachers.com)
- ❑ [Student Voice - Center on Transition Innovations](#) (Virginia Department of Education)
- ❑ [Making Parent Involvement Meaningful](#), (ASCD)

- ❑ [Applying for Federal Student Aid \(FAFSA\)](#)
- ❑ [The Reflective Principal: Think Like a Principal](#) (NAESP)
- ❑ [8 Epic Ideas for Ending the School Year](#) (Edutopia)
- ❑ [6 Ways Teachers Can Foster Cultural Awareness in the Classroom](#) (Education Week)
- ❑ [Diversity Toolkit: Cultural Competence for Educators](#) (NEA)