Tools for Managing an Effective and Responsive ABE/ESOL Program

Philosophy to Policy

Christine Tibor
“First rule of leadership: everything is your fault.” – *A Bug's Life*

"A good leader takes a little more than his share of the blame, a little less than his share of the credit."  – *Arnold Glasow*
Lead and serve – who? (who sees you as “leader?”)
supervisors
staff
students
partners
funders

Lead and serve – how? (in what role?)
policies
programs

Lead and serve – what? (what areas of leadership?)
curriculum
support services
staffing
other?
Not something we articulate often (or ever) but it drives what we do...

(My philosophy has 3 major parts –as of today!)

What’s your philosophy?
My Philosophy

- Support my staff – ultimately, my job is to make their job easier!
- Be transparent – why do we do the things we do
- Know the players (and their priorities)
Let’s examine what each of these looks like

Support your staff – ultimately, my job is to make their job easier!

- Never speak ill of a staff member with other staff and especially not with a student (this includes eye rolling)
- Creating forms, tasks, with as much completed as possible
- Look at each request for reports, data, etc, as “Does this make their job easier? Is it something I can do?
- Foster relationships
Be transparent – why do we do the things we do?

- Who What Why sheet (sample)
- I’m asking this because of this
- This is coming down the pike
  - Staff meetings
- Don’t sugar coat bad news
Know the players

- Be proactive in understanding the larger picture, in your community.
  - Every encounter is important

- Partnerships are critical (and time consuming)

- Plan ahead and don’t be surprised
  - Staying one step ahead
  - “Reading the tea leaves”
Field Notes

- Jigsaw with Taylor article and Goldberg article
Ad hoc or policy directed?

Do things just happen in your organization? Do you find yourself putting out fires and/or reacting to situations?

Policies can:
- help create understandable structure
- Keep people on the same page (especially important with part-time staff)
- Maintain calm

Policy is not set in stone. Policies can and should change but not as a knee jerk reaction. If a policy is not working, why?
Examples of policies

- Share an example of a policy that works well in your program
  - Developed why, when, by whom
  - Why do you think this policy works?
Supervision and Evaluation
Where philosophy and policy meet

- Philosophy
  - Supportive environment
  - Transparency
  - Clear expectations

- Policy
  - Job descriptions
  - Be proactive
  - Protocols for reporting data
  - Observations and clear feedback
Missing policies

- Is there one issue that keeps taking up your time or one issue that staff consistently bring to your attention.
- Can/should a policy be developed?
- Small group work
FAESL+ Video

- Make the job easier (Funding)
- Transparent
- Proactive
Action Plan