



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*

Setting the Stage

Here to lead, here to serve

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?

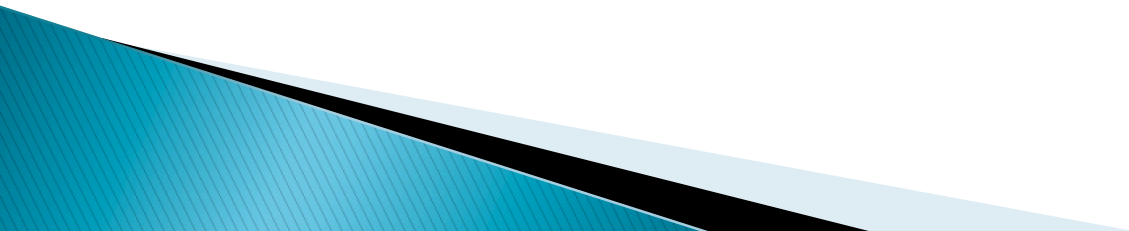


Your Philosophy

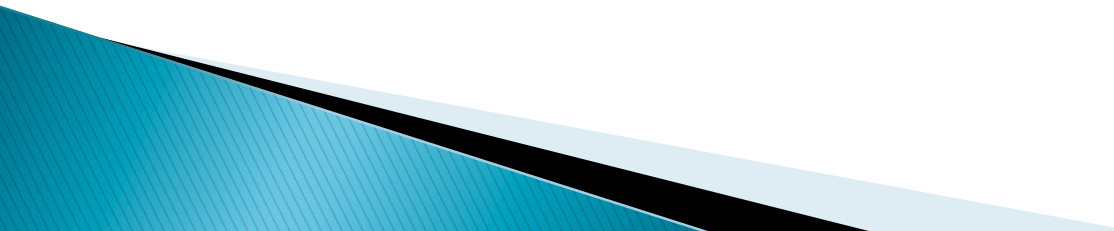
*Not something we articulate often (or ever)
but it drives what we do...*

(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)
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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
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- ▶ 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
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❖ 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?

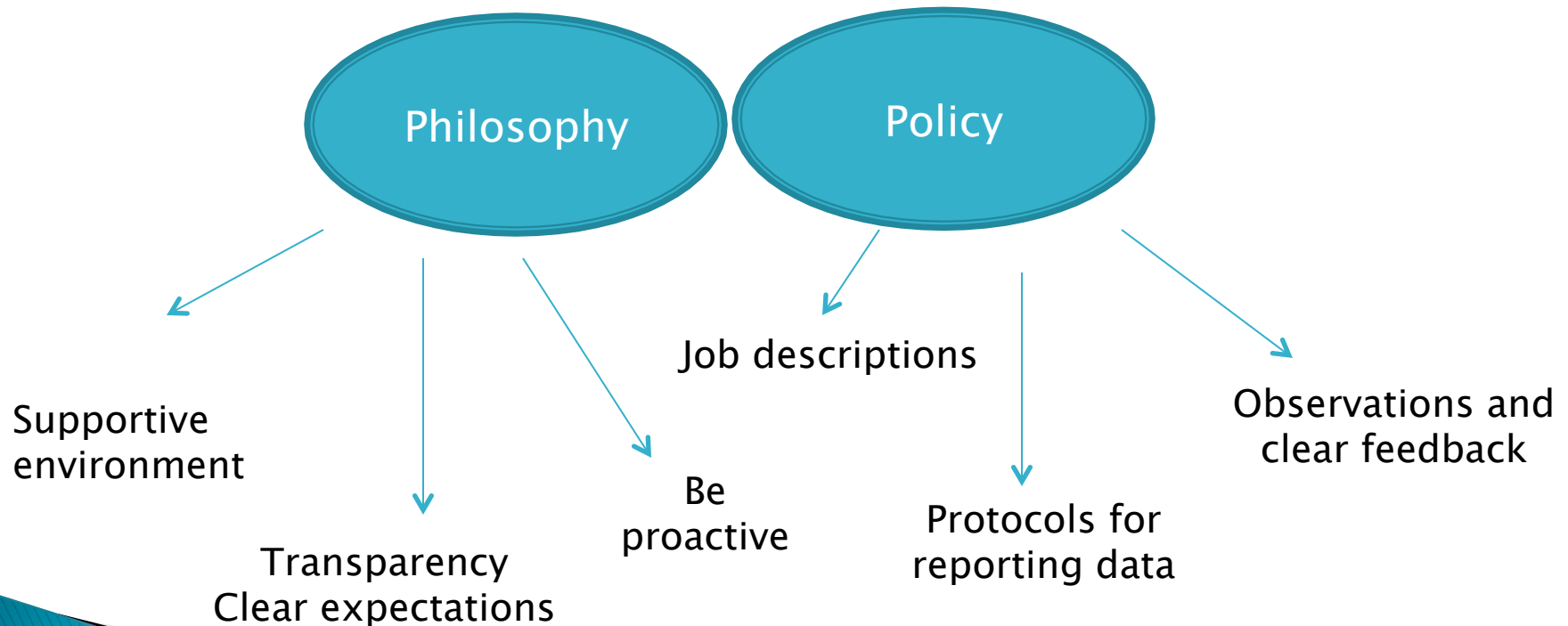


Examples of policies

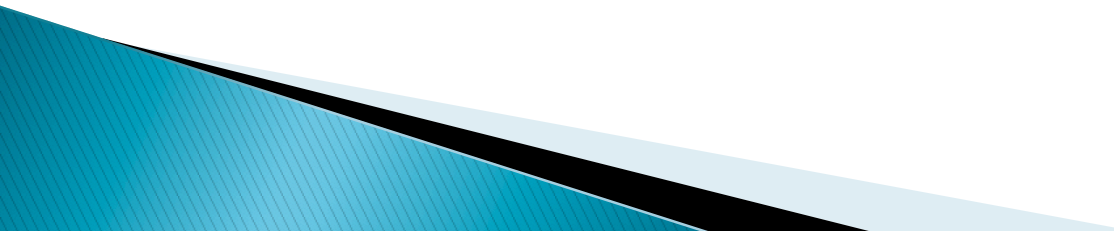
- ▶ Share an example of a policy that works well in your program
 - Developed why, when, by whom
 - Why do you think this policy works?

The Big One.....

- ▶ Supervision and Evaluation
Where philosophy and policy meet



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
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FAESL+ Video

- ▶ Make the job easier (Funding)
- ▶ Transparent
- ▶ Proactive



Action Plan

