

The 100-Day Plan

You have one hundred days to make a difference. Use the following template to create your 100-day plan.

1. Identify Your Values

Begin with values—your bone-deep beliefs that will prescribe the goals you will, and will not, pursue as a leader.

2. Take an Initiative Inventory

List the leadership and instructional initiatives that your school already has in place. The list is always longer than you think it will be. Take an initiative inventory of everything on your plate. Ask teachers and staff about their perceptions of the initiatives.

3. Make a Not-to-Do List

Before you set your goals for the next one hundred days, identify in specific terms those tasks, projects, priorities, and initiatives that you will not do. Make the list public. Before you ask your staff to implement the 100-day plan, tell them what they can stop doing.

4. Identify 100-Day Challenges

Identify your top-priority challenges for the next one hundred days. Be specific. They might relate to reducing student failure or improving discipline, parental engagement, attendance, or staff morale—you decide. But you must set specific and measurable goals with which you can make an impact in one hundred days.

5. Monitor High-Leverage Practices

Identify specific professional practices that you will implement immediately. These need not include major changes, such as adopting a new curriculum or assessment system, but practices that you and the staff can put in place immediately. Examples include the following.

- Effectively monitoring collaborative team meetings within the PLC (see p. 8)
- Changing a schedule to allocate more instructional time to areas where data suggest students need more help
- Shifting staff meeting time to allow for collaborative scoring of student work
- Scheduling three common formative assessments in the next one hundred days

In other words, identify short-term, achievable goals whose implementation you can clearly observe.

6. Specify Results

Finally, identify the results that you will measure. Consider how to display these results in an easily understandable visual featuring before-and-after data. Examples of results include the following.

- Reading comprehension
- Writing proficiency
- Mathematics proficiency
- Attendance
- Parental engagement
- Consistency of scoring
- Student engagement