

## A Leadership Lens for Non-School Days

(Including Summer, Intersession and/or Weekends)

### “Never Have I Ever”: Expanded Learning Summer Operations Edition

This activity invites Expanded Learning leaders to reflect, connect and learn from one another by examining real-world scenarios through the lenses of culture, coherence and calibration. The goal is not to problem-solve in isolation, but to surface patterns, systems and leadership insights that strengthen Non-School Day, including Summer, Intersession and/or Weekend programming.

- **Culture**
  - How we hold accountability, clarity and responsibility
- **Coherence**
  - How systems, messaging and experience align
- **Calibration**
  - How quality and expectations are shared consistently

#### **How It Works:**

1. Read each “Never Have I Ever” statement aloud with someone at your table.
2. If it *has* ever happened in your system, briefly share how you responded.
3. Discuss what the situation revealed about your systems.
4. Capture one insight you want to carry forward.

*These scenarios are common. The value is not whether they happened, but in what we learned from them.*

Never Have I Ever...	Has This Ever Happened To You?	If YES, how did you deal with it, what was the solution?	What did this reveal about your system?
Had staffing shortages on the first day of programming	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	How was the issue identified? Who stepped in? Was there a backup plan?	<b>Culture:</b> Were expectations clear and shared? <b>Coherence:</b> Did planning align with reality? <b>Calibration:</b> Were staffing expectations consistent across sites?
Had an unenrolled walk-in student and/or family show up to program	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	How was the student received? What decision was made and why?	<b>Culture:</b> Did staff understand the “why” behind policies? <b>Coherence:</b> Were enrollment processes clear and aligned? <b>Calibration:</b> Was the response consistent across sites?
Encountered unavailable facilities	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	How was the issue elevated? Who was involved in the solution?	<b>Culture:</b> Was problem-solving collaborative? <b>Coherence:</b> Were facilities plans aligned with schedules? <b>Calibration:</b> Were processes applied consistently?

Had registration challenges	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	Where did the breakdown occur? How was staff supported?	<b>Culture:</b> What was prioritized? <b>Coherence:</b> Did systems talk to each other? <b>Calibration:</b> Were processes applied consistently?
Not had enough equipment or materials for students	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	How was the shortage addressed in the moment? What adjustments were made?	<b>Culture:</b> How were staff supported to adapt? <b>Coherence:</b> Did procurement align with program design? <b>Calibration:</b> Were materials expectations clearly part of the program design?
Experienced unavailable food services	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	How was student need addressed immediately? Who was involved in coordinating the response?	<b>Culture:</b> Was student well-being centered? <b>Coherence:</b> Were partners aligned with this requirement? <b>Calibration:</b> Were food plans consistent across sites?
Had limited or no planning time for staff	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	How were staff prepared anyway? What trade-offs were made?	<b>Culture:</b> Was planning valued? <b>Coherence:</b> Did timelines reflect expectations for staff? <b>Calibration:</b> Was planning time equitable across programs?
Had a student's emergency contacts be unavailable	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	What protocols were followed? How was the situation documented?	<b>Culture:</b> Did staff know and trust procedures? <b>Coherence:</b> Were emergency systems aligned? <b>Calibration:</b> Were protocols uniformly understood?
Had a bus not show up to a planned field trip	<input type="checkbox"/> Never <input type="checkbox"/> Yes, once <input type="checkbox"/> Yes, more than once	How was clarity or an alternative plan established? Who was contacted and how quickly? What protocols were followed and what was prioritized?	<b>Culture:</b> Was planning inclusive of all stakeholders? <b>Coherence:</b> Were expectations and logistics aligned across teams and partners? <b>Calibration:</b> Were systems coordinated to ensure transportation?

## Table Reflections

1. What patterns are emerging across these scenarios?
2. What do you notice about your leadership in these systems?

These moments are not outliers; they are system signals. Non-School Days, including Summer, Intersession and/or Weekends reveal how aligned our culture, coherence and calibration really are. The invitation is not to perfect every scenario, but to learn what each one is telling us about how we lead.