



**Texas Bandmasters Association
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**Promoting a Culture of Excellence
Through Change**

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SAN ANTONIO, TEXAS**

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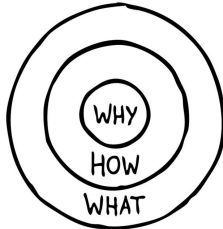
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BIG PICTURE - "THE WHY?"

1. Golden Circle - Why, How, What - is our organization IN to OUT, or OUT to IN?



2. Vision - What does ideal look like?
 - a. What are we pointing at? Where are we going?
 - i. Student vs. Program
 - ii. Performance vs. Competition
 - iii. Program vs. Community
3. Stakeholders - who are we serving?
 - a. Staff
 - i. We are nothing by ourselves - relationships (how?)
 - b. Students
 - i. What does a student centered environment look like?
 - c. Parents/Boosters
 - d. Administration
 - i. Principal
 - ii. Upper Admin (FAD, Superintendent)
4. Creating Goals - What do we want to accomplish
 - a. S.M.A.R.T
 - i. Specific
 - ii. Measurable
 - iii. Achievable
 - iv. Relevant
 - v. Time Based
 - b. Start with the End in Mind
 - c. Mini Goals - boost on the ground
 - d. 1 and 5 year plan

THE GRIND - "THE HOW?"

1. STAFF
 - a. Tales of Success and Failure
 - b. Expectations/Communication
 - i. Program Norms
 - ii. Weekly Staff Meetings
 - iii. Administrative Roles
 - iv. Season Debriefs
 - c. Delegate - what do we all need to do vs. what someone else can take care of.

- i. Ownership
 - 1. Teaching vs. Administration
- d. Relationship Building
 - i. Social Events, Hangs, *FAMILY*
- e. PROCESS for NEW Staff Members

“You must have a relationship with those that you lead.”

2. STUDENT LEADERSHIP

- a. “Anything a student can do, they should do.”
 - i. You have EVERYTHING to gain and NOTHING to lose.
- b. What can a student do - to allow me to be a better teacher/director
 - i. Teaching
 - 1. Primary vs. Secondary Teaching
 - ii. Logistics - Outside
 - 1. Setup
 - 2. Speakers
 - 3. Drill - UDB/Paper Coordinates
 - 4. Attendance
 - 5. Accountability
 - iii. Logistics - Inside
 - 1. Setup
 - 2. Attendance
 - 3. Music - online music directory
 - 4. Accountability
 - iv. Heartbeat - Pulse of the Band
 - v. Problem Solving
 - vi. Recruitment - Relationships
- c. Where do we Start?
 - i. Audition Process
 - 1. Data Driven
 - 2. Clear, Fair, & Communicate
 - 3. Application
 - 4. Audition
 - 5. Placement
 - 6. Announcement
 - a. Dos & Don'ts
 - ii. Training Process
 - 1. Year Long Opportunities
 - a. Tales of Success and Failure
 - 2. Job Descriptions
 - 3. Leadership Meetings
 - a. Large vs. Small Group
 - 4. Concert/Winter Leadership
 - a. Develop future leaders
 - b. “Mark of a Leader is someone who creates more leaders”

3. PARENTS

- a. Booster Program
 - i. Executive Board
 - ii. Volunteers
 - iii. Fundraising
- b. Communication

- i. When to focus on students vs. parents
 - c. Items of Contention
 - i. When to give, when to listen, when to hold firm
 - d. Culture
- 4. ADMIN
 - a. Department
 - i. Department Chair
 - b. Campus
 - i. Principal/Other Campus Admin
 - c. District
 - i. Politics
 - ii. Fine Arts Admin
 - iii. Superintendent/Upper Administration
 - iv. School Board

THE BLUEPRINT FOR CHANGE - "THE WHAT?"

- 1. Culture Changes & Installing Systems and Processes
- 2. YEAR ONE
 - a. Cultural Goals
 - i. Learning Behaviors
 - 1. Definition of Positivity
 - a. Explaining
 - i. Systems & Processes
 - ii. Accountability Measures
 - iii. Introduce concepts of direct feedback
 - 2. Physical Behaviors
 - a. Body Language
 - b. Posture
 - c. Eye Contact
 - d. Participation
 - 3. Introduce team oriented behavior & actions
 - b. Systems & Processes
 - i. Classroom Procedure
 - 1. Define Classroom Entry
 - 2. Define Supply List/Expectations
 - 3. Classroom Norms
 - ii. Accountability Measures
 - 1. Rubric based assignments
 - a. Smartmusic
 - b. Hearing Times
 - c. Google Classroom Assignments
 - iii. Leadership
 - 1. Student Leadership
 - 2. Staff Member Job Descriptions/Norms
 - iv. Marching Band & Concert Procedures
 - 1. Procedure Day
 - 2. Concert Season Dress Rehearsals
 - v. Recruitment & Retention
 - 1. Middle School Relationships
 - 2. Community

3. Current Program Retention
- c. Other - End of Year
 - i. Booster Program Changes
 1. Fundraising Goals
 2. Structure
 3. Parallel Relationship
 - ii. Marching Band Design
 - iii. Lesson Program Developments
 1. Evaluation, feedback, and termination of staff members
 - iv. Staff Debriefs

3. YEAR TWO

- a. Cultural Goals
 - i. Learning Behaviors
 1. Definition of Positivity
 - a. Reinforce Developments
 - i. Systems & Processes
 - ii. Accountability Measures
 - iii. Introduce concepts of direct feedback
 2. Physical Behaviors
 - a. Tolerance Level
 - b. Intervention Techniques
 - c. Accountability
 3. Structure Accountability of Team Behavior & Cultural Norms
 4. Social Elements
 - a. Program Social Events are introduced
 - i. Rewards after performance opportunities
 - ii. Rewards during lulls in concert season stretches
 - iii. Tied to fundraising opportunities
- b. Systems & Processes
 - i. Classroom Procedure
 1. Align concert band and marching band process/norms for ALL rehearsals as much as possible
 - a. Allows for year round expectation, not having to start up again in November
 - b. Classroom Expectations/Norms are consistent through all directors and all teaching environments
 - c. Lesson Plan/Agendas to manage communication of daily plans
 2. Weekly Goal/Practice Tools
 - a. Using organizational devices to aid student practice and task management on a daily basis for improvement
 - ii. Accountability Measures
 1. Rubric based assignments now have specific performance expectations
 - a. Each class/band now is performing to raising rubrics
 - i. Each week tolerance levels according to program rubrics raise to match weekly lesson plans
 - ii. Students must earn privelodges to perform/participate based on these assessments
 - iii. Their grades are attached to weekly assessments assigned in each class
 - iii. Leadership
 1. Student Leadership program is expanded

- a. Students are now fully operating most of all logistics
 - b. Student leaders begin participating in a significant portion of teaching responsibilities through all parts of the program in an entry level role
 - 2. Staff Member Job Descriptions/Norms
 - a. All staff members are given additional administrative and teaching responsibilities based on development
- iv. Recruitment & Retention
 - 1. Middle School Relationships
 - a. Student leadership team is introduced into middle school processes for recruitment
 - 2. Community
 - a. Community events are repeated and improved
- c. Other - End of Year
 - i. Booster Program Changes
 - 1. Fundraising Goals
 - ii. Lesson Program Developments
 - 1. Evaluation, feedback, and termination of staff members
 - iii. Staff Debriefs
 - 1. Accountability
 - 2. Increased Delegation