You and your Ally will complete a Narrative Report detailing the year long inquiry that has led to your final project presentation. This paper will be published on the Cahn Fellows website. You will be supported in this work by your Alumni Advisor, TC Faculty mentor and Cahn Fellows staff.

The purpose of this report is to help you in your thinking and development as a school leader, and to provide an opportunity to share your experience with other principals, program staff, faculty and funders. We hope to be able to help you document your work with an eye towards your presenting it publicly at conferences, in publications and on our website. Thank you for your thoughtful work.

Each of the sections below will provide you with the content you will need to complete the final Narrative Report. Please go to https://www.tc.columbia.edu/cahnfellows/ in the Research heading to see examples of past Narrative reports.

**DUE FALL SUMMIT:** (You will use this information in the “Statement of the Problem” and “Introduction” sections of your narrative report)

**Section #1.** Identify a school situation/ opportunity by addressing the following:

*the current problem of practice that you have identified at your school?*
*the impact that this problem has on climate, culture and/or achievement?*
*the data that prompted you to take on this problem of practice.*

Please include the following information in this section:

*What is the question you are asking that will drive your inquiry into the problem?*
How will looking at this problem provide you with an opportunity to grow as a leader and to build capacity in your school community? What measures will you use to track progress towards your goal?

Write an ELEVATOR SPEECH that helps frame your inquiry.

Section #2. Initial conditions and reason(s) for project:

Describe your school in a way that will help us understand why you decided to undertake this particular situation.

Context:
To build a sense of context, please provide a brief profile of your school which may include:
- School mission,
- Size, location & surroundings,
- Demographics (race/ethnicity, socioeconomic status of students),
- Special features of the school culture,
- Image in the neighborhood and with respect to other schools,
- Special curricular focus,
- Special accomplishments and records of achievement
- Characteristics of teaching staff or other distinctive features of your school.

Benchmark data:
Provide specific benchmark data and information that directly pertain to your challenge project. This might include:
- Assessment data related to your challenge (such as grade-level performance on math or literacy assessments, achievement of ELL students, etc.),
- A component of your Quality Review, Progress Report or Principal Performance Review that you would like to expand or improve.

DUE WINTER STUDY SESSION: (Use this information in the “Methods” section of your Narrative Report.)

Section #3. Diagnosis/Deeper Understanding:

What specifically did you do to engage your faculty and staff in learning so that you could address the situation effectively? For example:
- Kinds of books, journal articles, online resources used
- Visits to other schools, consultations with expert practitioners, Cahn study sessions
- Collecting information in your own school by talking with others, observing activities, looking at student work products, examining data, or administering surveys or questionnaires?

Please answer the following questions in this section:

Were you able to develop a deeper understanding of your situation?
What did you learn while presenting the characteristics and underlying factors related to your question?
What specific details and “big ideas” did you glean from your efforts?
How did your “lessons learned” influence the action plan you developed?
Did you have any “aha” moments that impacted your work?
Section #4. Actions and Steps Taken:

Describe how you have sought to address your situation in the short-term and longer-term. This portion of the action inquiry cycle focuses on taking specific actions, followed by a review of the outcomes and making further adjustments to the plan, followed by another round of action.

What specific steps have you taken this year to address your project?
Please provide a bulleted list, timeline, and/or charts, showing the progression of action steps and who did what.

DUE SPRING STUDY SESSION: (Use this information in the “Results” section of your Narrative Report)

Section #5. Challenges and Growth

Describe the challenges you encountered and how you handled them. Reflect on your own growth at this stage in the inquiry process.

Section #6. Outcomes, monitoring, and planning:

What were the outcomes of your actions on you as a leader?
Did your actions have an impact on the school, the teachers, the students, etc.? Were these the expected outcomes?
What evidence can you provide to document and demonstrate the impact?

What plans do you have to continue the work? What will you do as a leader to insure that this work continues? How will you know? Who will you need? Again, provide bulleted lists, timelines, and charts showing actions, intended outcomes and responsibilities.

DUE MAY STUDY SESSION:

Section #7. Reflections on Leadership and School Development (Include this in your “Reflections” section)

FELLOWS and ALLIES COMPLETE SEPARATELY:

What impact did your participation in the Cahn Fellows Program have on you and your work this year? Please describe in what ways your work was impacted by your participation in the program. What specific areas of study impacted your work? (i.e., Ways of Knowing, concept mapping, Action Learning Conversations, NBI, Social-emotional leadership, etc). What leadership competencies have you developed and/or honed as a result of this year’s work?

Describe the ways your leadership has changed as a result of your Cahn Fellowship, including all of the learning experiences, interactions and relationships with mentors, Ally, and peers, as well as actual experience with the project.

FELLOWS ONLY:

In addition, please include a description of the ways in which your Ally’s leadership capacities were developed this year. What supports and challenges did you provide to further develop their leadership?