A FREE CSAS LEADERSHIP TOOL | THE NOVEMBER HOUR

The Mid-Year Pivot Guide

January does not plan. January executes what November decided, or improvises what November deferred. Read your fall honestly with the four questions, then make the three calls: Keep, Cut, Intensify, in writing, with owners.

DISTRICT OR SCHOOL

TEAM

DATE

The four questions that read the fall

1 **What does the data say actually moved?** BOY to now, on progress monitoring and mid-fall checks. Write three sentences of fact before any interpretation.

THREE SENTENCES OF FACT

2 **What did we actually implement?** Which August commitments ran at full dosage, and which ran only on the days nothing interfered? No blame attaches; the answer is about what the system protected, not effort.

FULL DOSAGE, VERSUS PARTIAL

3 **Where did the minutes leak?** Walk the July master schedule against reality: assemblies, coverage emergencies, pull-outs that crept into the protected block.

THE LEAKS, NAMED

4 **What is working that deserves more?** The fall's quiet winner is usually starving at sixty percent of the dosage it has earned.

THE WINNER, AND ITS CURRENT DOSAGE

THE THREE CALLS

Keep, Cut, Intensify

List every initiative, routine, and commitment, including the things nobody remembers deciding. Each goes in exactly one column, no hedging, no fourth column called pilot.

THE ONE EVIDENCE STANDARD

An initiative earns its column with student outcome data where it exists, or countable leading indicators where it is early: delivered dosage, decisions produced, groups moved, minutes protected. What does not count: how long it has existed, who sponsored it, what it cost to start, or how awkward the conversation will be. Sunk cost is not evidence, and neither is affection.

Initiative or commitment	The call	The evidence	Owner	January date

THE ARITHMETIC THAT PERSUADES

Every initiative you keep is a promise of minutes, and a school can only keep as many promises as its schedule holds. Hold the evidence standard and the schedule does the persuading.

WRITE THE DECISIONS SO JANUARY CAN RUN THEM

The decisions, in writing

1 **Keep is an active verb.** Write what protecting each Keep means: the minutes, the staffing, the calendar. Unprotected keeps become next year's quiet casualties.

WHAT WE ARE PROTECTING, AND HOW

2 **Cut with dignity.** A named end date, a sentence of genuine thanks to the people who ran it, and an honest line about what its minutes will fund instead. The people who ran it did nothing wrong.

WHAT ENDS, WHEN, AND WHAT ITS MINUTES FUND INSTEAD

3 **Intensify the quiet winner.** Feed it the minutes and people the Cut column just freed. This is the column leaders forget, and it is where the January growth actually comes from.

WHAT GETS MORE, AND EXACTLY WHAT MORE IT GETS

FOLD IT INTO JANUARY

End with owners and dates, then fold these decisions into the January calendar before winter break, so January executes one coherent plan.

Run the hour with us

We facilitate Keep-Cut-Intensify with leadership teams and leave the plan in your hands.

studentachievementsolutions.com | 888-475-8889 | admin@c4sas.com

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