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THE SOURCE
A platform for schools and district leaders to...

➲ ACCESS   ➲ CONNECT   ➲ ENGAGE

Educational Leaders Capacity Building

RESOURCE CENTER

A wealth of professional learning resources; books, articles, videos and more
Organized for easy access around the Standards for Professional Learning

Creating Vision, Establishing PLC's, Engaging Families & Communities, School Improvement, Instructional Leadership,

Educational Leaders Capacity Building
Resource Center

TABLE OF CONTENTS

1. To Move Quickly to the Unit You Wish To Observe

The table of contents has some built-in capability to allow users to navigate to the parts of the document.

You can do this on a Windows computer by holding down the CTRL key and clicking on the respective page number on the table of contents. On a Mac, you can do the same by holding down Command and clicking on the page number

2. To Search for Specific Topics, Authors or Information

Use the Ctrl+F command on your keyboard (hit Ctrl and F simultaneously) to enable a pop-up window to search for a word(s) in the Resource Center.

3. Organization of Units

Each Unit is built around one of the Professional Standards of Educational Leaders

Description

A brief written description of the meaning of the standard that this unit is built around.

Module

A VOICE/PPT that fleshes out the written description of the standard and provides an overview of the unit. Time of the VOICE/PPT is noted as (xx:xx minutes)

Additional Resources

Recommended Books

A list of books related to the standard for this unit.

Articles Related to this Standard

A list of articles related to the standard for this unit.

Videos to Support Learning on this Standard
A list of videos related to the standard of this unit.

Examples and Activities
A list of examples and/or activities leaders can use to build their understanding of the standard of this unit.

Websites
Websites with information related to the standard of this unit.

Collegial Learning Networks
A list of collegial learning networks; an informal group of educational leaders (district, school, teacher) who wish to connect with each other about a specific topic. And, information on how to create a Collegial Learning Network.
1

Learning Teams
A list of Learning Teams focused on a specific standard OR learning interest area. And information on how to create a Learning Team.
1

3. Color Coding

All resource material in the resource center is color coded to help you find what you want:

Red: Primarily for District level leaders

Blue: Primarily for School level leaders

Orange: Will likely work well for BOTH District and School level leaders.

Unit 1: Mission, Vision and Core Values

Description

Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.

Modules

1. Mission, Vision and Core Values

This module gives an overview of Unit 1: Mission, Vision and Core Values

Voice/PPT Presentation (3:39 minutes)

Additional Resources

Modules

These modules directly below are modules originally created for the Deep Focus Portal in Unit 7 – Professional Learning Communities. This will explain why they don't have the same title on the opening slides. They are valuable sources of information and so we have included them here.

1	**What is School Culture?** (3:47 minutes)
	This module provides a brief introduction to what we mean by school culture and explains how developing Mission, Vision and Core Values can create a culture of collaboration
2	**The Mission Statement** (3:14 minutes)
	This module explains what a mission statement is and why it is so important to building strong school culture.
3	**The Vision Statement** (1:44 minutes)
	This module explains what a vision statement is and why it is so important in developing and nurturing effective teacher collaboration.
4	**Beliefs and Values** (3:48 minutes)

This module explains what we mean by beliefs and values, their importance and practical steps leaders can take to implement mission, visions and beliefs and values.

Recommended Books

1 Creative Strategies to Transform School Culture

John F. Eller, Sheila Eller

The authors present practical, proven strategies to improve school culture, including activities for developing collaborative work relationships, dealing appropriately with conflict, and fostering rapport.

2 Building an Intentional School Culture

Charles F. Elbot, David Fulton

"Charles Elbot and David Fulton get it! They get how dominant a force a school's culture is in assisting—or thwarting—the development of learning and character and how extraordinarily difficult it is to make changes. Unlike most of us, they also get how possible it is to build a desirable school culture. This tidy little volume is the authors' first step in sharing their inventive 'lesson plans' from their successful work as school culture builders. When we take these lessons learned to heart, we too will get it!"—Roland Barth, Professor Emeritus, Graduate School of Education Harvard University.

3 Shaping School Culture: Pitfalls, Paradoxes and Promises

Terrance E. Deal, Kent D Peterson

In this thoroughly revised and updated edition of their classic book, Shaping School Culture, Terrence Deal and Kent Peterson address the latest thinking on organizational culture and change and offer new ideas and strategies on how stories, rituals, traditions, and other cultural practices can be used to create positive, caring, and purposeful schools.

4 How to Help Your School Thrive Without Breaking the Bank

John G. Gabriel, Paul C. Farmer

Yes, times are tough and money is tight, but the good news is that you already have the resources you need to help your school thrive. Here's a book that will help you maximize them. Two experienced educators explain how to improve your school with internally developed, inexpensive, and time-efficient programs and initiatives.

5 Cultures Built to Last: Systemic PLC's at Work

Rick DuFour, Rebecca DuFour

Take your professional learning community to the next level! Discover a system-wide approach for re-envisioning your PLC while sustaining growth and continuing momentum on your journey.

6 Building Strong School Cultures: A Guide to Leading Change

Sharon Kruse and Karen Seashore Louis

Creating a school culture that ensures positive outcomes for all students requires an "all hands on deck" approach to meeting the needs of the school community. Yet, bringing staff, teachers and parents together to do the work of the school is not easy. Collaboration cannot be coerced nor compelled.

	Articles Related to this Standard
1	**School Culture** *The Glossary of Education Reform* A brief, excellent definition of what we mean by school culture.
2	**Creating Collaborative Cultures** *Barbara Kohm, Beverly Nance* A brief, ASCD article from 2009, Educational Leadership that gives a great overview of school culture and why it is important
3	**The Challenge of Assessing School Climate** *Jonathan Cohen, Terry Pickeral and Molly McCloskey* An excellent article from Educational Leadership that helps you and your team get your heads around issues related to school climate. Time is spent discussing how to measure school climate.
4	**Is Your School's Culture Toxic or Positive?** *Dr. Kent D. Peterson Education World* Education World recently talked with Peterson about the differences between positive and negative school cultures and how administrators and teachers can create a positive culture in their schools. Included: Tips for creating a positive school culture in their schools.
5	**Chapter 2: Developing a Vision and Mission** *John G. Gabriel and Paul C. Farmer, ASCD Website* This link will take you to Chapter Two of Gabriel's and Farmer's book; How to Help Your School Thrive Without Breaking the Bank. Chapter Two – available here is a great resource for the how to create and how to use both mission and vision statements. If you are looking to do this work – this is an excellent resource.
6	**State Your Mission: Creating Mission Statements That Work** *Cile Chavez, Education World* What is your school's mission statement? If it doesn't exist or you can't recall it, it's time to take another look. A mission statement can be a focal point for learning. It can guide all school activities, and even assist you in choosing the right people to join your staff.
7	**How to Make a Vision Board** *Christine Kane* An interesting short article on how to create a visual – a poster board for a vision statement.

8	**The Powerful Leadership Tool You Are Not Using Enough**
	Thought Leaders, LLC.
	A great short article, giving some thought about emotional intelligence for leaders for building organizational culture.

Videos to Support Learning on this Standard

1	**Building Organizational Culture**
	Another brief animated presentation – that explains why culture, professional learning communities are critical to organizational effectiveness. Another resource you can use to provide an initial conversation with people to explain why PLC's and their benefit.
2	**Leading School Culture**
	Louise Bywaters
	An interview with Louise Bywaters about how critical it is to attend to and lead the development of a positive culture in schools. An excellent 6:00 minute clip that really teaches what culture is and how much it means to school improvement.
3	**Building and Sustaining School Culture**
	A slide/music presentation - compilation of research regarding school leadership in relation to building and sustaining the culture of a school. (5 minutes)
4	**Sir Ken Robinson How to Escape Education's Death Valley**
	Sir Ken Robinson outlines 3 principles crucial for the human mind to flourish -- and how current education culture works against them. In a funny, stirring talk he tells us how to get out of the educational "death valley" we now face, and how to nurture our youngest generations with a climate of possibility.
5	**School Leadership: Vision and Values**
	An audio/slide presentation of research regarding school leadership in relation to the vision and values of a school organization. This video was created as part of the Small Learning Community project by the 2011 Education (4:36 minutes)
6	**How to Write a Vision Statement**
	Virtual Strategist
	A vision statement answers the question where. It explains where your organization is headed and acts like a north star guiding everyone in your organization to the same place. This short video shows you how. (3:48)
7	**How to Write a Mission Statement**
	A mission statement describes the purpose of the organization. This short video describes what they are, and how to create one
8	**How to Define Organizational Values**
	A belief and values statement is used to explain what your organization stands for. (4:34)

9	**What Makes a Vision Statement Good or Bad?**
	Sooner or later, every business or organization needs to wrestle with and define what their mission is. But how do you know if yours is a good one? Or if it needs to be changed? If you'd like to know four simple rules that can help you make sure your mission statement is a great one, you'll want to watch this video. (8:08)

Examples and Activities

1	**Examples of School Mission Statements**
	A list of examples of many different school Mission Statements – some good some bad.
2	**Protocol for Writing Vision Statements**
	Mass Gov
	Great examples of simple protocols (step by step procedures) for working with parents, students and community

Collegial Learning Networks

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How to Create a Collegial Learning Network (5:23 minutes)

This brief VOICE/PPT explains how to create Collegial Learning Networks

Related Document: **Template for Creating a Collegial Learning Network**

1	

Learning Teams

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How to Create a Learning Team (5:05 minutes)

This brief VOICE/PPT explains how to create Learning Teams

Related Document(s):

Template for Creating a Learning Team

1	

Unit 2: Ethics and Professional Norms

Description

Effective educational leaders act ethically and according to professional norms to promote each student's academic success and well-being.

Module

1. Ethics and Professional Norms

This module gives an overview of Unit 2: Ethics and Professional Norms.

Voice/PPT Presentation Module (2:05 minutes)

Additional Resources

Recommended Books

1	**The Moral Imperative Realized**
	Michael Fullan
	This book serves as an updated version of Fullan's first book The Moral Imperative of School Leadership. Fullan re-examines the moral purpose of school leadership and its critical role in changing the context in which the role of school leaders is embedded. The context is changing – "the leader's job is to help change the context -- to introduce new elements into the situation that are bound to influence behavior for the better." It is more about a systems approach to improving learning opportunities for all students – regardless of backgrounds.
2	**Ethical School Leadership**
	Spencer J. Maxcy
	Ethical School Leadership provides a systematic approach to resolving these school-based moral-ethical issues. It offers real world moral-ethical dilemmas, alternate theories of ethical decision-making, and differing philosophies of leadership.

3	**Principal's Purpose, The: A Practical Guide to Moral and Ethical School Leadership**
	Leanna Isaacson
	This book was written for school leaders who want to examine their real purpose and think about the morals, ethics and values that become the core of the schools they lead.
4	**Learning from Lincoln: Leadership Practices for School Success**
	Harvey Alvy and Pam Robbins
	Lincoln's life serves as a context from which this book highlights 10 leadership qualities and skills that are important for school leaders. By studying Lincoln's example, his behaviors, and the 10 leadership qualities embodied in his beliefs and actions, school leaders will learn important lessons to clarify their own personal visions and to promote a shared vision that aligns their actions with the deeply cherished values of others, enlisting commitment and energy to a noble cause – the success of each student. (An easy, entertaining read)
5	**Handbook of Ethical Educational Leadership**
	Christopher M. Branson and Steven Jay Gross
	This book is a collection of chapters written by several contributing authors in the field of ethical educational leadership. The reader can select relevant chapters to meet their professional learning needs. Some of the topics covered are ethical decision making, caring, empathy, social justice, professionalism, personal values and managing ethical dilemmas. (A great source for easy reads over a variety of topics focused on ethical leadership.

Articles Related to this Standard

1	**Professional Practices and the 21st Century Leader: Ethics and Professional Norms**
	Marcia Baldanza
	The focus for this article is Standard 2 of the Professional Standards for Educational Leaders 2015: Ethics and Professional Norms. It is an excellent article that provides insight, strategies and activities for meeting the intent of the standard.
2	**The Eight Principles of Ethical Leadership in Education**
	This article provides a review of George Marshall's Eight Principles of Ethical Leadership. His eight principles offer a strong scaffold for administrators who seek guidance on how to implement ethical practices in their schools – demonstrating how the Eight Principles of Ethical Leadership can be effectively applied to the school environment. When school leaders follow these eight points of ethical consideration, they are far more likely to gain a higher degree of success in their school environment.
3	**What Principals Need to Know About Ethics**
	Rosa Weaver
	The purpose of this article is to make principals aware of the need for ongoing ethics discussions with faculty and staff in order to develop an awareness of the importance of their decisions 24 hours a day,

4	**Reflections of Practicing School Principals on Ethical Leadership and Decision-Making: Confronting Social Injustice**
	Mary E. Gardiner
	Ethical decision-making underpins leadership practice, theory, and preparation. This case study reveals the processes and practices of current school administrators in one suburban school district serving approximately 10,000 students in the US. The findings substantiate the theory of social justice leadership and produce a model of ethical leadership, while evoking a narrative directly from the principals themselves.

Videos to Support Learning on this Standard

1	**Paul Begley on "ethically sensitive leadership practices: Sensitivity to Values and Context"** (3:30)
	Paul Begley discusses how a leader negotiates both sensitivity to context and the value orientation of others.
2	**Ethical Leadership, Part 1: Perilous at the Top** (7:49)
	Even though this is a generic look at leadership and ethical behavior, it has direct relevance for education leaders. It advocates that the moral example set by leaders has a major impact upon the behavior of their subordinates, both good and bad, ethical and unethical. Despite their career success, leaders may be particularly vulnerable to ethical lapses. Many real-life examples/scenarios are provided which can be connected to school situations.
3	**Ethical Leadership, Part 2: Best Practices** (6:41)
	This video is a continuation of a series of videos (Ethics Unwrapped) that has direct application for school leaders. This video provides guidance as to how leaders can create a workplace culture that encourages ethical behavior by employees.
4	**Linda Cliatt-Wayman: How to fix a broken school? Lead fearlessly, love hard** (17:07)
	On Linda Cliatt-Wayman's first day as principal at a failing high school in North Philadelphia, she was determined to lay down the law. But she soon realized the job was more complex than she thought. With palpable passion, she shares the three principles that helped her turn around three schools labeled "low-performing and persistently dangerous." Her fearless determination to lead — and to love the students, no matter what — is a model for leaders in all fields. (A great video that defines moral purpose for a good school leader)
5	**Ken Blanchard - Servant Leadership** (2:41)
	In this short video clip, Ken Blanchard explains the importance of having a personal vision and mission, goals, and values to drive your work with staff – an integral part of servant leadership.

Examples and Activities

1	**Norms of Collaboration: Establishing Norms**
	A protocol for assisting groups/PLC's in establishing norms.
2	**Data Collection Tool: Use of Collaborative Norms**
	data-collecting template that provides information on how well norms are being used with fidelity.

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Learning Teams

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How to Create a Learning Team (5:05 minutes)

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Related Document(s):

Template for Creating a Learning Team

1	

Unit 3: Equity and Cultural Responsiveness

Description

Effective educational leaders strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.

Module

1. Equity and Cultural Responsiveness

This module gives an overview of Unit 3: Equity and Cultural Responsiveness.

Voice/PPT Presentation Module (1:10 minutes)

Additional Resources

Recommended Books

1	**Advancing Equity and Achievement in America's Diverse Schools**
	Camille M. Wilson and Sonya Douglass Horsford
	Advancing Equity and Achievement in America's Diverse Schools illustrates how educators, students, families and community partners can work in strategic ways to build on social, cultural, and ethnic diversity to advance educational equity and achievement.
2	**Excellence Through Equity: Five Principles of Courageous Leadership to Guide Achievement for Every Student**
	Alan M. Blankstein, Pedro Noguera and Lorena Kelly
	This is an inspiring look at how real-world educators are creating schools where all students are able to thrive. In these schools, educators understand that equity is not about treating all children the same. They are deeply committed to ensuring that each student receives what he or she individually needs to develop their full potential and succeed. The authors are nationally known for their work in overcoming achievement gaps and teaching in a diverse world.
3	**Why Are So Many Minority Students in Special Education? Understanding Race and Disability in Schools, 2nd Edition**
	Beth Harry and Janette Klingner

	This book questions the premise and forces us to reconsider our thoughts on our practices of testing and labeling students for the purpose of educating them and to question why there are so many minority students in special education situations.
4	**Creating Capacity for Learning and Equity in Schools: Instructional, Adaptive, and Transformational Leadership** *Mary A. Hooper and Victoria Barnhardt* This book provides a model for leaders to use in support of personal, interpersonal, and organizational learning as they work to create capacity for learning and equity in schools. Perspectives presented relate to efforts to shrink the achievement gap between advantaged and disadvantaged groups, while at the same time focusing on improving performance for students in all grades.

Articles Related to this Standard

1	**Professional Practices and the 21st Century Leader: Equity and Cultural Responsiveness** *Marcia Baldanza* The focus for this article is Standard 3 of the Professional Standards for Educational Leaders 2015: Ethics and Professional Norms. It is an excellent article that provides insight and guidance into meeting the needs of all learners. It emphasizes that culturally responsive teaching is a method to improving engagement and equity and a pedagogy that recognizes the importance of including students' cultural references in all aspects of learning.
2	**Cultural Responsive Teaching Matters** *Elizabeth Kozleski* This article provides important information for school leaders as they work with teachers to improve cultural responsive strategies in classrooms. It addresses: What is culturally responsive teaching; why should this be the norm; non-examples; and, key features/attributes.
3	**School Climate and Equity** *Randy Ross* "Equity is intrinsic to all aspects of school climate work. It is not a separate issue." The article presents possible strategies for creating a more equitable community, focusing on both within the school and the greater community at large – particularly families.

Videos to Support Learning on this Standard

1	**Appreciating Culture and Cultural Responsiveness: Resist Stereotyping in the Classroom** (2:41) This is a short video with activities to use with staff to generate reflection about stereotyping.
2	**Culturally Responsive Teaching and Learning** (8:52) This is a great video for using with staff or to serve as an awareness for look-for's in classrooms. During the first part of the video, the camera scans several classrooms for the purpose of sharing examples of culturally responsive classrooms; the second part of the video demonstrates teaching strategies in a fourth grade classroom.

3	**Becoming a Culturally Responsive Teacher** (4:57)
	This is another very informative video for all educators to gain an understanding of what is and why it is important to be a culturally responsive teacher –creating a culturally responsive school.
4	**Introduction to Culturally Relevant Pedagogy** (4:39)
	An informative video that addresses the importance of culturally relevant pedagogy and being culturally responsive to needs of individual students. One of the important tenets is that schools need to adapt to culture of students not students adapting to culture of school to better meet the learning needs of diverse students.
5	**English Language Learners: Culture, Equity and Language** (5:09)
	This is a production of the National Education Association to create an understanding of the needs of English Language Learners. It provides personal descriptions of adults who were ESL's and the struggles they faced. Approximately 5.3 million public school students are English language learners. The National Education Association is leading the profession in preparing educators of English learners to meet the educational, cultural and linguistic needs of their students Canadian schools

Websites

1	**Equity Alliance**
	"The mission of Equity Alliance is to promote access, participation and positive outcomes for all students by engaging educational stakeholders, reframing and advancing the discourse on educational equity and transforming public education, locally, nationally and internationally." This is a website that provides current information that supports their mission. The site includes various resources, including video clips and current blogs.

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How to Create a Collegial Learning Network (5:23 minutes)

This brief VOICE/PPT explains how to create Collegial Learning Networks

Related Document: **Template for Creating a Collegial Learning Network**

1	

Learning Teams

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How to Create a Learning Team (5:05 minutes)

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Related Document(s):

Template for Creating a Learning Team

1	

Educational Leaders Capacity Building
Resource Center

Unit 4: Curriculum, Instruction, and Assessment

Description

Effective educational leaders develop and support intellectually rigorous and coherent systems of curriculum, instruction, and assessment to promote each student's academic success and well-being.

Modules

1. Curriculum, Instruction, and Assessment

This module gives an overview of Unit 4: Curriculum, Instruction, and Assessment.

Voice/PPT Presentation Module (2:59 minutes)

A. CURRICULUM

General Resources

Books

1	**The Principal's Guide to Curriculum Leadership 1st Edition** *Richard D. Sorenson (Author), Lloyd M. Goldsmith (Author), Zulma Y. Mendez (Author), Karen T. (Taylor) Maxwell (Author)* This comprehensive guide walks principals through the curriculum development and renewal process with encouragement, hitting the hard issues of doing more with less, integrating technology, creating a culture of improvement, and improving student outcomes. The authors incorporate the Interstate School Leaders Licensure Consortium (ISLLC) and the Educational Leadership Constituent Council (ELCC) standards for principals as they relate to curriculum leadership.
2	**Align the Design** *Nancy J. Mooney and Ann T. Mausbach* In Align the Design: A Blueprint for School Improvement, Nancy J. Mooney and Ann T. Mausbach emphasize the importance of coordinating essential school improvement processes to increase staff capacity, improve student achievement, and develop effective schools.

3	**Meeting Standards Through Integrated Curriculum**
	Susan M. Drake and Rebecca C. Burns
	By combining case studies with a wealth of supporting research, Meeting Standards Through Integrated Curriculum offers teachers a user-friendly system for meeting standards while advancing broad-based learning.
4	**Curriculum 21: Essential Education for a Changing World**
	Heidi Hayes Jacobs
	"What year are you preparing your students for? 1973? 1995? Can you honestly say that your school's curriculum and the program you use are preparing your students for 2015 or 2020? Are you even preparing them for today?"
	With those provocative questions, author and educator Heidi Hayes Jacobs launches a powerful case for overhauling, updating, and injecting life into the K–12 curriculum.
5	**Challenging the Whole Child: Reflections on Best Practices in Learning, Teaching, and Leadership**
	Marge Scherer
	The authors examine what excellence and high performance mean in various schools and settings around the world and explore how to make learning richer and more thought provoking through both rigorous curriculum and formative assessment.
6	**Ensuring High-Quality Curriculum: How to Design, Revise, or Adopt Curriculum Aligned to Student Success**
	Angela Di Michele Lalor
	Relevant to anyone who is creating or revising curriculum, or evaluating options among published alternatives, Ensuring High-Quality Curriculum is a comprehensive and accessible roadmap to developing a solid foundation for teaching and learning—and better results in the classroom.
7	**Succeeding with Standards: Linking Curriculum, Assessment, and Action Planning**
	Judy F. Carr and Douglas E. Harris
	Building on their work in How to Use Standards in the Classroom, Judy F. Carr and Douglas E. Harris describe a comprehensive process by which schools and districts can turn piecemeal initiatives into a coherent plan.
8	**Upgrade Your Curriculum: Practical Ways to Transform Units and Engage Students**
	Janet A. Hale & Michael Fisher
	This indispensable guide offers strategic, practical knowledge that will enrich your school's curriculum mapping efforts and help you create authentic, engaging learning environments that prepare students for the future.
9	**Curriculum Leadership: Strategies for Development and Implementation**
	Allan A. Glatthorn and Floyd A. Boschee
	Curriculum Leadership: Strategies for Development and Implementation, Fourth Edition is a one-of-a-kind resource written for educational leaders--administrators and teachers--who want to successfully restructure and enhance school curriculum.
10	**The Principal: Leadership for a Global Society**

	Whitehead, Boschee & Decker, Sage Publishing, 2013 For the purposes of this book, the authors focus on collaborative roles as a framework for a discussion of the principalship. Collaborative roles include the principal as: visionary, planner, instructional leader, systemic leader, manager, supervisor, behavioral specialist, evaluator, community leader, cultural advisor, and public relations specialist.
11	**Curriculum Leadership: Strategies for Development and Implementation (4th edition)** *Glatthorn, Boschee, Whitehead & Boschee, Sage Publishing 2016* The purpose of this book is to help guide school leaders and technology planners in their never-ending quest for a shared vision to improve schooling. The role and use of newly emerging technologies is a big part of this process. To enhance equity and eliminate "pockets of excellence", future school leaders need an "all-encompassing vision" of how technology can help transform teaching and learning at all levels.
12	**Planning for Technology: A Guide for School Administrators, Technology Coordinators, and Curriculum Leaders** *Whitehead, Jensen & Boschee, Corwin Press, 2013* This is a leading book in the field of curriculum. It provides a one-of-a-kind resource written for educational leaders-teachers and administrators. With a need for globally connected classrooms and innovative leadership, this fourth edition provides a rich and inclusive foundation of curriculum. In sharing innovative programs, learning experiences and new approaches, the authors build a solid connection for putting theory into practice. Moreover, by establishing a strong foundation in curriculum—and by putting theory into best practice, our future leaders will be able to meet the global challenges of our time.

Articles

1	**Curriculum** *The Glossary of Education Reform*
2	**Alignment** *The Glossary of Education Reform*
3	**Standards Based** *The Glossary of Education Reform*
4	**Assessment** *The Glossary of Education Reform*

Videos

1	**Standards Fluency** (5:00 minutes) All too often teachers are asked to focus on their grade-level or course-specific standards without discussing and determining progressions of learning across multiple grade levels with their colleagues (in person or virtual). It is important that teachers are involved in standards fluency conversations and collaborations.
2	**Grant Wiggins - Understanding by Design (1 of 2)** (10:51 minutes)

	Educator Grant Wiggins leads a workshop at Avenues on Understanding by Design (UbD), a framework for improving student achievement that helps teachers clarify learning goals, devise assessments that reveal student understanding, and craft effective learning activities.
3	**Grant Wiggins - Understanding by Design (2 of 2)** (14:22 minutes)
	Educator Grant Wiggins leads a workshop at Avenues on Understanding by design (UbD), a framework for improving student achievement that helps teachers clarify learning goals, devise assessments that reveal student understanding, and craft effective learning activities.
4	**Principles of Formative Assessment** (14:30 minutes)
	This video describes the evidence that supports the use of formative assessment in the classroom. The authors provide recommendations for taking these ideas forward in schools and explore assessment-related research indicating that formative assessment may help raise student achievement.
5	**A New Vision of Excellence in Assessment** (26:22 minutes)
	Rick Stiggens describes the development of local school district assessment systems that balance the use of classroom assessment with other applications. His vision relies high-quality assessment throughout the system and on student involved assessment used in support of student learning.

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How to Create a Learning Team (5:05 minutes)

This brief VOICE/PPT explains how to create Learning Teams

Related Document(s):
Template for Creating a Learning Team
1

B. INSTRUCTION

General Resources

Books	
1	**Resource Methods for Managing K-12 Instruction: A Case Study Approach** *Richard T. Scarpaci* This practical and theoretical text for general methods classes describes the difference between instruction and learning, while also discussing various approaches and instructional methods for effective teaching. Classic approaches to learning are discussed along with specific methods that can bring these approaches to life in the classroom.
2	**Teaching in the Middle and Secondary Schools (10th Edition)** *Jioanna Carjuzaa* Now in its tenth edition, Teaching in the Middle and Secondary Schools remains an influential text for pre-service teachers studying middle and secondary school teaching methods. Written by an expert on multicultural education, diversity and cultural differences among students are thematically integrated throughout this text and applied to all areas of study.
3	**Fulfilling the Promise of the Differentiated Classroom: Strategies and Tools for Responsive Teaching** *Carol A Tomlinson* Carol Ann Tomlinson takes you to the next level of differentiated curriculum and instruction with new insights. Plus, a toolbox of surveys, checklists, and examples helps you implement differentiated approaches in your classroom right away.
4	**Madeline Hunter's Mastery Teaching: Increasing Instructional Effectiveness in Elementary and Secondary Schools** *Robin Hunter* This classic resource is the best-selling guide to rigorous standards-based instruction that covers teaching to both sides of the brain, teaching for meaning and retention, and teaching to real-life situations.
5	**Mastery Teaching: Increasing Instructional Effectiveness in Elementary and Secondary Schools, Colleges, and Universities** *Madeline Hunter* Increase students' learning and retention with the expert teachings of this gifted educator. A useful resource for the beginning teacher or the experienced veteran, this classic has sold more than 100,000 copies and is still going strong.

6	**The Art and Science of Teaching: A Comprehensive Framework for Effective Instruction**
	Robert J. Marzano
	Though classroom instructional strategies should clearly be based on sound science and research, knowing when to use them and with whom is more of an art. In The Art and Science of Teaching: A Comprehensive Framework for Effective Instruction, author Robert J. Marzano presents a model for ensuring quality teaching that balances the necessity of research-based data with the equally vital need to understand the strengths and weaknesses of individual students.
7	**Purposeful Classroom: How to Structure Lessons with Learning Goals**
	Douglas Fisher (Author), Nancy Frey
	From initiating lesson plans to evaluating student work, all aspects of lesson development and implementation are discussed in this lively and practical book. Filled with specific examples of effective purpose statements, assignments, and tests across grade levels and content areas, The Purposeful Classroom is essential reading for all teachers who want their students to truly understand what they are learning and why.

Articles

1	**Principles of Instruction: Research Based Strategies That All Teachers Should Know**
	Barak Rosenshine
	This article presents 10 research-based principles of instruction, along with suggestions for classroom practice. These principles come from three sources: a) research in cognitive science, b) research on master teachers, and c) research on cognitive supports.
2	**Instructional Strategies List**
	A list of 49 instructional strategies, or approaches, that have been adapted with the working groups of the Washoe County School District. What follows the list is some explanation of each strategy/approach, along with related strategies/approaches where applicable.
3	**Differentiated Instruction: A Primer**
	Education Week
	This article from Education Week explains how a teacher can keep a reading class of 25 on the same page when four students have dyslexia, three students are learning English as a second language, two others read three grade levels ahead, and the rest have widely disparate interests and degrees of enthusiasm about reading.
4	**Flipping the Classroom**
	Cynthia J. Brame, CFT Assistant Director
	In essence, "flipping the classroom" means that students gain first exposure to new material outside of class, usually via reading or lecture videos, and then use class time to do the harder work of assimilating that knowledge, perhaps through problem-solving, discussion, or debates.
5	**Team-based Learning**

	Cynthia J. Brame, CFT Assistant Director, The Center for Teaching Team-based learning (TBL) is a structured form of small-group learning that emphasizes student preparation out of class and application of knowledge in class. Students are organized strategically into diverse teams of 5-7 students that work together throughout the class.
6	**Blended and Online Learning** Blaine Smith and Cynthia Brame, The Center for Teaching The online classroom is a potentially powerful teaching and learning arena in which new practices and new relationships can make significant contributions to learning. In order to harness the power this creates in education, instructors must be trained not only to use technology but also to shift the ways in which they organize and deliver material.
7	**Personalized Learning** *The Glossary of Education Reform* The term personalized learning, or personalization, refers to a diverse variety of educational programs, learning experiences, instructional approaches, and academic-support strategies that are intended to address the distinct learning needs, interests, aspirations, or cultural backgrounds of individual students.

Videos

1	**What is Personalized Learning?** (6:51) *ContentDelaware* We all know that students have different learning styles and learn at different paces -- what works for one student does not necessarily work for the rest of the class. Personalized learning offers a new vision for education: one in which students become the center of the learning environment, using technology to support a more individualized learning experience both inside and outside the classroom.
2	**Student Centered Learning With Madeline Hunter's Model** (21:10) This webinar details each of the seven elements of the Madeline Hunter lesson design model, focusing on how to make lessons student-centered.
3	**What is Differentiated Instruction?** (3:43) *Casey Koschmeder* This video will give you a basic understanding of what differentiated instruction is and why it is important

Websites

1	**Reading Rockets** Reading Rockets is a national multimedia literacy initiative offering information and resources on how young kids learn to read, why so many struggle, and how caring adults can help. We bring the best research-based strategies to teachers, parents, administrators, librarians, childcare providers, and anyone else involved in helping a young child become a strong, confident

	reader. Our goal is to bring the reading research to life — to spread the word about reading instruction and to present "what works" in a way that parents and educators can understand and use.
2	**The Center for Teaching** An excellent website supported by Vanderbilt University – with a wealth of resources on classroom instruction and much more!
3	**Classroom Strategies for Maximizing Your Teaching** *Samantha Cleaver* Eight key strategies for deepening your effectiveness in the classroom

Collegial Learning Networks

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How to Create a Collegial Learning Network (5:23 minutes)

This brief VOICE/PPT explains how to create Collegial Learning Networks

Related Document: **Template for Creating a Collegial Learning Network**

1	**Transformational Learning** The Transformational Learning CLN is a group of district and school leaders dedicated to implementing personalized learning practices in their schools. To Join this CLN – email Tom Unwin tomunwin7@gmail.com

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Template for Creating a Learning Team

1	

C. ASSESSMENT

General Resources
Books

1   **Advancing Formative Assessment in Every Classroom: A Guide for Instructional Leaders**

Connie M. Moss and Susan M. Brookhart

In this practical guide for school leaders, authors Connie M. Moss and Susan M. Brookhart define formative assessment as an active, continual process in which teachers and students work together--every day, every minute--to gather evidence of learning, always keeping in mind three guiding questions: Where am I going? Where am I now? What strategy or strategies can help me get to where I need to go?

2   **Formative Assessment and Standards-Based Grading: The Classroom Strategies Series**

Robert J. Marzano

Learn everything you need to know to implement an integrated system of assessment and grading that will enhance both your own teaching and your students' learning. This book details the specific benefits of formative assessment. The author explains how to design and interpret three different types of formative assessments, how to track student progress, and how to assign meaningful grades, even if a school or district continues to use a traditional grading system.

3   **Assessment and Student Success in a Differentiated Classroom**

Carol Ann Tomlinson and Tonya R. Moon

Carol Ann Tomlinson and Tonya R. Moon take an in-depth look at assessment and show how differentiation can improve the process in all grade levels and subject areas. After discussing differentiation in general, the authors focus on how differentiation applies to various forms of assessment--pre-assessment, formative assessment, and summative assessment--and to grading and report cards.

4   **Classroom Assessment for Student Learning: Doing It Right - Using It Well**

Jan Chappuis, Rick J. Stiggins, Steve Chappuis, and Judith A. Arter

Classroom Assessment for Student Learning, 2/e is a combination textbook and workbook grounded in research shown to increase student motivation and learning through improved classroom assessment. This user-friendly, practical book is full of real-world examples of what assessment for learning looks like in today's classrooms. Presented in a format appropriate for use by individuals or collaborative learning teams, the book teaches two central concepts: How to create accurate classroom assessments of all types and how to integrate assessment with instruction day to day, with a focus on student involvement.

5   **Rethinking Grading: Meaningful Assessment for Standards-Based Learning**

Cathy Vatterott

Cathy Vatterott examines and debunks traditional practices and policies of grading in K-12 schools. She offers a new paradigm for standards-based grading that focuses on student mastery of content and gives concrete examples from elementary, middle, and high schools. Rethinking Grading will show all educators how standards-based grading can authentically reflect student progress and learning--and significantly improve both teaching and learning.

6	**Classroom Assessment: Principles and Practice for Effective Standards-Based Instruction (6th Edition)**
	James H. McMillan
	With a new focus on 21st century skills, Classroom Assessment: Principles and Practice for Effective Standards-Based Instruction,
	shows teachers how to create high-quality assessments of every kind. Taking a non-technical approach, it looks at the role of assessment in teaching and how it can influence teaching decisions. Exploring formative, summative, performance-based and non-cognitive assessment, it pinpoints how to establish credible learning targets and select assessments that fairly measure those goals. Suggestions for effective practice accompany each assessment technique. Examples, case studies, and teacher interviews illustrate assessment techniques in action.
7	**Answers to Essential Questions About Standards, Assessments, Grading, and Reporting 1st Edition**
	Thomas R. Guskey and Lee Ann Jung
	Standards, assessments, grading, and reporting provide the foundation for nearly every initiative in modern education reform. But what do these terms actually mean? This easy-to-use Q&A gives short, simple, jargon-free answers to the questions that frequently stymie educators. Readers will come away with:
	• A consistent vocabulary and frame of reference to share with other educators
	• An understanding of effective implementation in all four areas
	• Specific ideas for purposeful action
	• Common ground that teachers, leadership teams, schools, and districts can use as a basis for successful improvement efforts
8	**Using Common Core Standards to Enhance Classroom Instruction & Assessment 1st Edition**
	Robert J. Marzano and David C. Yanoski
	Discover how to weave an in-depth understanding of the Common Core into successful classroom practice with this two-part resource. You'll learn how to power the standards with guided assessment and measure student progress in a way that accurately reflects learning. Included are hundreds of ready-to-use, research-based proficiency scales for both English language arts and mathematics.
9	**Charting a Course to Standards-Based Grading: What to Stop, What to Start, and Why It Matters**
	Tim R. Westerberg
	What's the best way to ensure that grading policies are fair, accurate, and consistent across classrooms? How can schools transition to a grading system that better reflects what students are actually learning? Tim R. Westerberg makes this journey easier by offering a continuum of options, with four "destinations" on the road to improved grading and assessment.

10	**Checking for Understanding: Formative Assessment Techniques for Your Classroom, 2nd edition 2nd Edition**
	Doug Fisher and Nancy Frey
	In Checking for Understanding, Douglas Fisher and Nancy Frey show how to increase students understanding with the help of creative formative assessments. When used regularly, formative assessments enable every teacher to determine what students know and what they still need to learn. Fisher and Frey explore a variety of engaging activities that check for and increase understanding, including interactive writing, portfolios, multimedia presentations, audience response systems, and much more.
11	**Formative Classroom Assessment - Theory into Practice**
	James H. McMillan
	This authoritative volume presents a state-of-the-art review of formative assessment in the classroom. World-renowned experts examine what is currently known about formative assessment and its application to teaching. The book balances theory and research with practical applications that will work with today's high-stakes accountability testing.
12	**Beyond Testing - Seven Assessments of Students and Schools More Effective Than Standardized Tests**
	Deborah Meier and Matthew Knoester
	The authors of this timely book argue that a fundamentally complex problem -- how to assess the knowledge of a child -- cannot be reduced to a simple test score. Beyond Testing describes seven forms of assessment that are more effective than standardized test results: 1) student self-assessments, 2) direct teacher observations of students and their work, 3) descriptive reviews of the child, 4) reading and math interviews with children, 5) portfolios and public defense of student work, 6) school reviews and observations by outside professionals, and 7) school boards and town meetings.
13	**The Administration and Supervision of Reading Programs**
	Shelley B. Wepner, Dorothy S. Strickland, and Diana J. Quatroche
	Now in its fifth edition, this popular textbook is still the most comprehensive resource available on the oversight of literacy programs (pre-K–12). Focusing on what literacy leaders need to know and do to meet today's mandates, experts in the field offer new insights that reflect the nation's changing policies related to the new Common Core State Standards for English Language Arts and Literacy in History/Social Studies, Science, and Technical Subjects. It also addresses forthcoming assessments aligned to the Common Core Standards, and new mandates for evaluating teachers and principals.
14	**Elements of Grading: A Guide to Effective Practice**
	Douglas Reeves
	Doug Reeves has once again written a concise, common sense reference for all of us who are considering or who are in the throes of changing our grading practices. Unlike some authors who make it so difficult that neither faculty, students nor the parents can understand the new policies, Reeves has made it comprehensible for all. He also allows us to keep some practices that many of our communities hold dear while still creating fair grading policies that can motivate students. While it is an easy read, this book is also formatted to serve as a great reference.

	Articles
1	**Every Teacher's Guide to Assessment** *Amanda Ronan, From Edudemic connecting education and technology* This brief overview of assessment practices is all you need to get a picture of the assessment for learning landscape and a clear picture of what effective assessment practices are.
2	**Assessing Student Learning** *Cornell University* A terrific resource for understanding a wide variety of approaches for assessing student learning. A series of documents – each exploring a different aspect of assessment. A valuable resource.
3	**How to Assess Students' Learning and Performance** *Carnegie Mello University* This article provides a wealth of "How To" strategies for creating assignments, exams as well as creating group work, creating and using rubrics and more. A great resource.
4	**Five Obstacles to Grading Reform** *Thomas R. Guskey, ASCD* Tom Guskey provides some thought about the obstacles educational leaders can face in leading reforms to student grading practices. This is an excellent resource for any educational leader considering changes to their grading and reporting practices.
5	**Assessment for Learning** *Rick Stiggins, Education Week* An interesting article which outlines some of the history of the assessment FOR learning journey. A good place to get perspective and a deeper understanding of assessment FOR learning.
6	**The Case for Authentic Assessments** *Grant Wiggins, Practical Assessment, Research and Evaluation* This article articulates the difference between authentic assessment and traditional assessment. Assessment is authentic when we directly examine student performance on worthy intellectual tasks. Traditional assessment, by contrast, relies on indirect or proxy 'items'--efficient, simplistic substitutes from which we think valid inferences can be made about the student's performance.
	Videos
1	**What is UbD? Grant Wiggins Answers with Video Cases** (14:21) *Grant Wiggins* An overview - with examples from schools - of Understanding by Design, by co-author Grant Wiggins.
2	**What is Understanding by Design. Author Jay McTighe explains** (7:04)

	Hawker Brownlow Education Understanding by Design (UbD) is a framework for improving student achievement. Emphasising the teacher's critical role as a designer of student learning, UbD™ works within the standards-driven curriculum to help teachers clarify learning goals, devise revealing assessments of student understanding.
3	**Best Practices: Checking for Understanding** (4:41) *Fairfax Network Fairfax Public Schools* This video demonstrates methods of checking for understanding with students to help guide instruction in the K-12 classroom.
4	**Standards Based Grading** (8:42) *Rick Wormeli* Rick Wormeli, author of Fair Isn't Always Equal, tackles the issue of zeros on the 100 point scale.
5	**Formative and Summative Assessment** (4:48) *Rick Workmeli* "You have to begin to weigh formative versus summative assessment." Rick Wormeli, author of Fair Isn't Always Equal and Differentiation, explains the difference between the two and how formative assessment helps you offer better feedback to your students.

Websites

1	**Tom Guskey & Associates** This website of Tom Guskey provides a wealth of free articles, his blog and information on connecting with Dr. Guskey to make presentations.
2	**Rick Stiggins** and the **ATI Site** Another assessment guru's website providing articles and videos of one of the leaders in this field. This is a commercial site but there is valuable information and material here.

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Related Document(s):

Template for Creating a Learning Team

1	

Unit 5: Community of Care and Support for Students

Description

Effective educational leaders cultivate an inclusive, caring, and supportive school community that promotes the academic success and well-being of each student.

Module

1. Community of Care and Support for Students

This module gives an overview of Unit 5: Community of Care for Students.
Voice/PPT Presentation Module (1:19 minutes)

Additional Resources

Recommended Books

1	**Turning High-Poverty Schools into High-Performing Schools** *William H. Parrett and Kathleen M. Budge* Is it possible for high-poverty schools to be high achieving? Of course it is! Real schools with students living in poverty do post high levels of student achievement. Learn what these schools do to help students succeed--and how you and your school can adopt the same practices--no matter what socio-economic climate students live in. Lessons learned and practical advice from seven of these high-performing/high-poverty (HP/HP) schools, along with hundreds of others that have been the subject of intensive research, are the focus of this book.
2	**Reaching and Teaching Students in Poverty: Strategies for Erasing the Opportunity Gap** *Paul C. Gorski* "This is the 'poverty book' I've been waiting for. It provides powerful, clear-eyed analysis of why economic inequities exist and persist, and practical classroom-tested guidance for teachers and leaders who care to make a difference. Paul Gorski's voice is passionate, accessible, politically astute, and (I hope) impossible to ignore." -- Gary Howard, founder of the REACH Center and author of We Can't Teach What We Don't Know, Second Edition

3	**Other People's Children: Cultural Conflict in the Classroom** *Lisa Delpit* In a radical analysis of contemporary classrooms, MacArthur Award–winning author Lisa Delpit develops ideas about ways teachers can be better "cultural transmitters" in the classroom, where prejudice, stereotypes, and cultural assumptions breed ineffective education. Delpit suggests that many academic problems attributed to children of color are actually the result of miscommunication, as primarily white teachers and "other people's children" struggle with the imbalance of power and the dynamics plaguing our system.
4	**Reaching and Teaching Children Who Hurt: Strategies for Your Classroom** *Susan Craig Ph.D.* Each year hundreds of thousands of children in the United States experience trauma—such as abuse, neglect, or community violence—that creates tough obstacles to academic achievement and social success. Now there's a practical, strategy-filled book that shows educators how to reach and teach students exposed to trauma.
5	**Lost at School: Why Our Kids with Behavioral Challenges are Falling Through the Cracks and How We Can Help Them** *Ross W. Greene Ph.D.* School discipline is broken. Too often, the kids who need our help the most are viewed as disrespectful, out of control, and beyond help, and are often the recipients of our most ineffective, most punitive interventions. These students—and their parents, teachers, and administrators—are frustrated and desperate for answers. Dr. Ross W. Greene, author of the acclaimed book The Explosive Child, offers educators and parents a different framework for understanding challenging behavior.
6	**School Leaders, Teachers, Counselors, and Parents 1st Edition** *Franklin P. Schargel* Students, parents, and school staff deserve a safe learning environment. Yet recent headlines of violence, bullying, and drug abuse have shown the vulnerability of schools. In this timely and important resource, leading expert Franklin Schargel provides leaders, teachers, counselors, parents, and students with the necessary information to address and diminish safety problems in schools.
7	**The Differentiated Classroom: Responding to the Needs of All Learners, 2nd Edition** *Carol Ann Tomlinson* Although much has changed in schools in recent years, the power of differentiated instruction remains the same and the need for it has only increased. In this updated second edition of her best-selling classic work, Carol Ann Tomlinson offers these teachers a powerful and practical way to meet a challenge that is both very modern and completely timeless: how to divide their time, resources, and efforts to effectively instruct so many students of various backgrounds, readiness and skill levels, and interests.

	This book's insightful guidance on what to differentiate, how to differentiate, and why lays the groundwork for bringing differentiated instruction into your own classroom or refining the work you already do to help each of your wonderfully unique learners move toward greater knowledge, more advanced skills, and expanded understanding.
8	**Excellence Through Equity: Five Principles of Courageous Leadership to Guide Achievement for Every Student** *Alan M. Blankstein, Pedro Noguera, and Lorena Kelly* Excellence Through Equity is an inspiring look at how real-world educators are creating schools where all students are able to thrive. In these schools, educators understand that equity is not about treating all children the same. They are deeply committed to ensuring that each student receives what he or she individually needs to develop their full potential and succeed.
9	**The School Climate Solution: Creating a Culture of Excellence from the Classroom to the Staff Room** *Jonathan C. Erwin M.A.* Research shows that a socially-emotionally supportive setting is the solution to increasing student achievement. The School Climate Solution helps kids and adults master critical social-emotional skills, encourages student leadership, provides effective and compassionate behavior management strategies, and raises academic performance. With dozens of fun and easy-to-do activities and community meeting agendas, this book provides everything you need to create a positive learning environment in any classroom, school, or school community.
10	**Transforming School Climate Through Innovative Solutions** *Christine Fonseca* Transforming School Climate through Innovative Solutions tackles the challenge of school climate with a fresh lens. Bringing together the latest in research with actionable tips, Transforming School Climate provides a series of articles to guide districts and school sites to: • Tackle equity concerns • Create sustainable teams and implementation plans • Improve staff wellness • Build social-emotional competencies and resilience • Support mental health and behavior needs at Tiers I, II, and III. Transforming School Climate is the must-read guide for creating a sustainable positive school climate and improving student outcomes.

Articles Related to this Standard

1	**School Community** *Glossary of Education Reform*
2	**Organizing Family and Community Connections With Schools: How Do School Staff Build Meaningful Relationships With All Stakeholders?** *Chris Ferguson* Twenty years of research on school performance has created a body of knowledge that grounds today's school improvement efforts and has resulted in a concise list of characteristics that are common to high-performing schools: 1. A shared understanding of goals and expectations for all involved in the school system 2. High academic standards clearly defining what students are to know and be able to do

	3. A strong cadre of leaders providing support for the goals and expectations of the school and the school community
	4. Procedures for purposeful collection and analysis of data on students, programs, and staff
	5. Strong relationships with family and community partners
3	**The ABCs of School-Based Mentoring** *Linda Jucovy and Michael Garringer* Mentoring is an increasingly popular way of providing guidance and support to young people in need. Recent years have seen youth mentoring expand from a relatively small youth intervention (usually for youth from single-parent homes) to a cornerstone youth service that is being implemented in schools, community centers, faith institutions, school-to-work programs, and a wide variety of other youth-serving institutions.
4	**Caring School Leadership: A Multi-Disciplinary, Cross-Occupational Model** Mark A. Smylie Joseph Murphy Karen Seashore Louis From our years of studying school leadership and reform, working with practicing educators, and participating in education policy development, we have come to the conclusion that caring lies at the heart of effective schooling and good school leadership.

Videos to Support Learning on this Standard

1	**Bridging the Achievement Gap** *Vanderbilt University* Leading researchers from Vanderbilt University's Peabody College and other educational thought leaders share real world strategies with educators in hopes of closing the widening chasm that does not permit equitable education for children of various racial, ethnic and socio-economic backgrounds.
2	**Closing the Achievement Gap** *The University of Kansas* Don Deshler, professor of special education and director of KU's Center for Research on Learning, discusses his research into helping adolescents succeed academically and the work of the center to help schools reach students who need help.

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How to Create a Collegial Learning Network (5:23 minutes)

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Related Document: **Template for Creating a Collegial Learning Network**

1	**Social and Emotional Learning**

	The Social and Emotional Learning CLN is a group of district and school leaders dedicated to implementing effective social and emotional learning practices in their schools.
	To Join this CLN – email Tom Unwin tomunwin7@gmail.com

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Related Document(s):

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1	

Unit 6: Professional Capacity of School Personnel

Description

Effective educational leaders develop the professional capacity and practice of school personnel to promote each student's academic success and well-being.

Module

1. Professional Capacity of School Personnel

This module gives an overview of Unit 6: Professional Capacity of School Personnel.

Voice/PPT Presentation Module (1:26 minutes)

Additional Resources

Recommended Books

1	**Keeping Good Teachers 1st Edition** *Marge Scherer* What attracts good teachers and keeps them in the profession? What makes schools better places for students to learn and for teachers to work? These questions are at the heart of Keeping Good Teachers. To answer them, many of the authors in this book have surveyed fellow educators to find out which practices and policies are most beneficial and practical to implement in schools. Keeping Good Teachers is dedicated to all those who want to make their profession the best it can be by creating the conditions where good teachers can thrive.
2	**Job-Embedded Professional Development: Support, Collaboration, and Learning in Schools (Eye on Education)** *Sally J Zepeda* In today's schools, teachers are frequently called on to adapt new curricula and instructional practices in their classrooms. Making sense of the complexities of teaching occurs primarily during the work day, and instead of relying on before or after school one-size-fits-all professional development activities, schools must support teachers in learning on the job.

3	**The Reflective Educator's Guide to Classroom Research: Learning to Teach and Teaching to Learn Through Practitioner Inquiry**
	Nancy Fichtman Dana and Diane Yendol-Hoppey
	In this third edition of the renowned approach to teacher inquiry and data analysis, the authors add forward-thinking substance to their methods of formulating action research questions, collecting and analyzing data, and creating lasting solutions.
4	**Principals Improving Instruction: Supervision, Evaluation, and Professional Development**
	Michael Dipaola and Wayne K. Hoy
	This work integrates the core instructional leadership tasks of all principals: supervision, evaluation, and professional development. The text demonstrates a hands-on approach grounded in sound theory and rigorous research. It provides both a conceptual frame and realistic exercises that today's principals and supervisors can use to improve their practice. The book highlights observation tools that focus on high-yield instructional strategies.
5	**Handbook of Professional Development in Education: Successful Models and Practices, Pre K-12**
	L*inda E. Martin EdD, Sherry Kragler PhD, Diana J. Quatroche PhD, Kathryn L. Bauserman PhD, Andy Hargreaves PhD*
	This comprehensive handbook synthesizes the best current knowledge on teacher professional development (PD) and addresses practical issues in implementation. Leading authorities describe innovative practices that are being used in schools, emphasizing the value of PD that is instructive, reflective, active, collaborative, and substantive. Strategies for creating, measuring, and sustaining successful programs are presented.
6	**Professional Development That Sticks: How do I create meaningful learning experiences for educators?**
	Fred Ende
	How can we approach professional development in a thoughtful way, keep teachers motivated, and make the process worthwhile?
	In Professional Development That Sticks, Fred Ende makes the case for a better approach one that melds traditional PD structures with personalized learning. Here, school leaders will find a framework for developing professional learning experiences that spark and maintain teacher motivation and lead to real changes in practice.
7	**Rethinking Teacher Supervision and Evaluation: How to Work Smart, Build Collaboration, and Close the Achievement Gap 2nd Edition**
	Kim Marshall
	In this thoroughly revised and updated edition of his bestselling book, education expert Kim Marshall shows how to break away from the typical and often ineffective evaluation approaches in which principals use infrequent classroom visits or rely on standardized test scores to assess a teacher's performance. Marshall proposes a broader framework for supervision and evaluation that enlists teachers in improving the performance of all students.
8	**Supervision That Improves Teaching and Learning: Strategies and Techniques 4th Edition**
	Susan S. Sullivan and Jeffrey G. Glanz

	More than ever, effective supervision is vital to instructional improvement and this new edition of a bestseller pinpoints the process and techniques that matter most. Featuring 42 qualitative and quantitative observation tools, this new edition includes: • New observation tools centered on diversity • New case studies on alternative approaches to supervision • A new chapter on creating transformational change • More on technology topics such as blogs and online courses • New scenarios highlighting English Language Learners and exceptional students • Emphasis on empowering teachers to reflect and improve upon instruction
9	**Leadership for Learning: How to Help Teachers Succeed 1st Edition** *Carl D. Glickman* In a follow-up to his earlier book, Developmental Supervision, distinguished educator and author Carl D. Glickman provides instructional leaders-supervisors, principals, and teachers-with practical guidance and thoughtful insight to help them succeed as they work with teachers to improve classroom teaching and learning. In a straightforward and easy-to-read manner, Glickman discusses Structures of classroom assistance--clinical supervision, peer coaching, critical friends, and action research groups; Formats for observations--frameworks for teaching, open-ended questionnaires, samples of student work, and student achievement on high-stakes tests; and Approaches to working directly with teachers--directive, collaborative, and nondirective.
10	**Effective Supervision: Supporting the Art and Science of Teaching 1st Edition** *Robert J. Marzano, Tony Frontier and David Livingston* Effective Supervision shows school and district-level administrators how to set the priorities and support the practices that will help all teachers become expert teachers. The focus is on developing a collegial atmosphere in which teachers can freely share effective practices with each other, observe one another's classrooms, and receive focused feedback on their teaching strategies.
11	**Building Teachers' Capacity for Success: A Collaborative Approach for Coaches and School Leaders** *Pete Hall and Alisa Simeral* Educators know that teachers are a school s most essential strength. In Building Teachers Capacity for Success, authors Pete Hall (winner of the 2004 ASCD Outstanding Young Educator Award) and Alisa Simeral offer a straightforward plan to help site-based administrators and instructional coaches collaborate to bring out the best in every teacher, build a stronger and more cohesive staff, and achieve greater academic success. Their model of Strength-Based School Improvement is an alternative to a negative, deficit-approach focused on fixing what is wrong. Instead, they show school leaders how to achieve their goals by working together to maximize what is right.
12	**The Principal Influence: A Framework for Developing Leadership Capacity in Principals**

Pete Hall, Deborah Childs-Bowen, Ann Cunningham-Morris, Phyllis Pajardo and Alisa A. Simeral

Principals navigate the dynamic complexities and subtleties of their schools every day. They promote, facilitate, and lead efforts to achieve both tangible and intangible results throughout the school community. They fulfill a role that includes counseling, budgeting, inspiring, teaching, learning, disciplining, evaluating, celebrating, consoling, and a million other critical functions.

As the principalship has evolved and grown, so have the expectations of it. With that in mind, ASCD developed the Principal Leadership Development Framework (PLDF). The PLDF establishes a clear and concise definition of leadership and includes clear targets that support the ongoing growth and development of leaders.

13	**Reframing Teacher Leadership: To Improve Your School 1st Edition**

Douglas B. Reeves

Do you want your school or district to truly become a learning organization? How do you foster lasting and meaningful change? How do you avoid rejection of your new approach to teaching and learning? If you've been involved in a school change effort, you most likely have struggled with these questions. To ease this struggle, Douglas B. Reeves has proposed a new framework to promote effective change efforts through teacher leadership. In this book, you will explore not only cutting-edge research findings, but also practical applications that can help improve student achievement and educational equity.

14	**Developing Teacher Leaders: How Teacher Leadership Enhances School Success 2nd Edition**

Francis A. (Allan) Crowther, Margaret Ferguson and Leonne Hann

Rediscover the importance of teacher leadership in revitalizing schools!

Principals and staff developers will learn how collaborating with teacher leaders can result in significantly improved school outcomes. With the Teachers as Leaders Framework and a parallel leadership approach, administrators and teachers can collaborate in fostering, developing, and supporting teacher leadership.

Articles Related to this Standard

1	**Induction Programs That Keep New Teachers Teaching and Improving**

Harry K. Wong

This article features schools and school districts with successful induction programs, all easily replicable. Increasingly, research confirms that teacher and teaching quality are the most powerful predictors of student success. In short, principals ensure higher student achievement by assuring better teaching. To do this, effective administrators have a new teacher induction program available for all newly hired teachers, which then seamlessly becomes part of the lifelong, sustained professional development program for the district or school.

2	**Motivating Teachers to Improve Instruction**

Oregon School Boards Association

Discovering what matters to teachers and how best to motivate them for sustained and improved performance is a complicated challenge. Extrinsic rewards that have been tried in the past have generally not produced the desired results. Research and

	experience show that teachers are most likely to value intrinsic rewards such as self-respect, responsibility, and a sense of accomplishment.
3	**5 Strategies For Better Teacher Professional Development** *Joel Zarrow* Just as a teacher has to create conditions that support and encourage student success, school districts have to support teachers' professional development.
4	**It's Time to Rethink Teacher Supervision and Evaluation** *Kim Marshall* The process by which most teachers are supervised and evaluated is inefficient, ineffective, and a poor use of principals' time, argues Mr. Marshall. It needs to be drastically streamlined and linked to a broader strategy for improving teaching and learning.
5	**Job-Embedded Professional Development: What It Is, Who Is Responsible, and How to Get It Done Well** *Andrew Croft, Jane G. Coggshall, Ph.D., Megan Dolan, Ed.D., Elizabeth Powers With Joellen Killion* Job-embedded professional development (JEPD) refers to teacher learning that is grounded in day-to-day teaching practice and is designed to enhance teachers' content-specific instructional practices with the intent of improving student learning (Darling-Hammond & McLaughlin, 1995; Hirsh, 2009). It is primarily school or classroom based and is integrated into the workday, consisting of teachers assessing and finding solutions for authentic and immediate problems of practice as part of a cycle of continuous improvement.
6	**Instructional Capacity** *Ann Jaquith* To improve teaching and learning, teachers must take advantage of all the instructional resources in their schools. Here's how principals can help teachers lead this work.
7	**How to Give Feedback That Builds Trust in a Relationship** *Randy Conley* A short and very powerful set of suggestions for giving feedback.
Videos to Support Learning on this Standard	
1	**Mentorship for New Educators Helps Combat Teacher Burnout** For years, education experts have warned of a crisis of teachers quitting the profession. As burnout increases and the teacher exit rates reach into the hundreds of thousands, WTTW's Ash-har Quraishi reports on how one nonprofit organization is fighting the retention problem with better mentorship.
2	**New Teacher Induction and Mentoring Program**

	This program underway in Southern Illinois provides a network of training and support for new teachers entering the classroom for the first time. It helps to prevent new teacher burnout by providing veteran teacher assistance with everything from student discipline to best teaching practices. The top priority for this new approach to mentoring is high student achievement.

Collegial Learning Networks

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How to Create a Collegial Learning Network (5:23 minutes)

This brief VOICE/PPT explains how to create Collegial Learning Networks

Related Document: **Template for Creating a Collegial Learning Network**

1	**Montana Educator Performance Appraisal System**

Learning Teams

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How to Create a Learning Team (5:05 minutes)

This brief VOICE/PPT explains how to create Learning Teams

Related Document(s):

Template for Creating a Learning Team

1	

Unit 7: Professional Community for Teachers and Staff

Description

Effective educational leaders foster a professional community of teachers and other professional staff to promote each student's academic success and well-being.

Module

1. Professional Community for Teachers and Staff

This module gives an overview of Unit 7: Professional Community for Teachers and Staff.

Voice/PPT Presentation Module (1:44 minutes)

Additional Resources

Recommended Books

1	**The School Principal as Leader: Guiding Schools to Better Teaching and Learning** *Wallace Foundation* This 28-page booklet provides support for the important role of the principal in creating a professional community for teachers and staff, resulting in improved student achievement. As stated in the overview section, "Education research shows that most school variables, considered separately, have at most small effects on learning. The real payoff comes when individual variables combine to reach critical mass. Creating the conditions under which that can occur is the job of the principal." Principals play a major role in developing a "professional community" of teachers who guide one another in improving instruction. In other words, the need for the principal to create a community of learners is essential to overall school success.
2	**Learning by Doing: A Handbook for Professional Learning Communities at WorkTM, Third Edition (A Practical Guide to Action for PLC Teams and Leadership) 3rd Edition** *Richard DuFour, et al* In this highly recommended book, the reader will discover how to close the knowing-doing gap and transform the school or district into a high-performing PLC. The powerful third edition of this comprehensive action guide updates and expands on new and significant PLC topics. Among the valuable information found is the exploration of fresh strategies, models, and tips for

	hiring and retaining new staff; creation of team-developed common formative assessments; and implementation systematic interventions.
3	**The School Leader's Guide to Professional Learning Communities at Work (Essentials for Principals)** *Richard and Rebecca DuFour* The authors' purpose is to provide principals with useful strategies for creating high achieving professional learning communities in their schools. The content is based on the following assumptions: a. The school's job is to ensure high levels of student learning; b. The process of fulfilling that responsibility entails developing professional learning communities through staff; c. It is the principal's job to lead the effort to create a professional learning community that fosters high levels of learning for students through processes that promote adult learning. Additionally, the authors provide sound, research-based strategies and suggestions to help principals address specific challenges that inhibit PLCs in their schools.
4	**Designing and Implementing Effective Professional Learning** *John M. Murray* This book is ideal for instructional leaders who desire to positively impact professional learning in their buildings. Content includes: a. proven "backward" approach to articulating professional learning goals; b. descriptions of innovative and effective designs for professional learning; and, c. powerful approaches to designing and implementing online professional learning opportunities.
5	**Reach the Highest Standard in Professional Learning: Leadership** *Karen S. Louis, Shirley Hord, and Valerie von Frank* This is a very informative book created to assist leaders in making school a place where professional learning thrives. It is a volume included as part of Learning Forward's series on its seven Standards for Professional Learning and shows school leaders how to orchestrate a learning environment that empowers teachers to take charge of their own development.
Articles Related to this Standard	
1	**Lay the Foundation for Great Teaching and Learning** *Eric Celeste* This article focuses on the "learning leader," exploring "What is professional learning leadership at its core?" Leaders of professional learning come to their responsibility from many roles, from teacher to district administrator, to instructional coach. They set the agenda for professional learning by aligning it to classroom, school, and school system goals for student and educator learning, using data to monitor and measure its effects on educator and student performance. Teacher leaders model, facilitate, advocate for, and support ongoing professional learning within schools.
2	**Best Practices for Professional Learning Communities** *Celine Provini* Published in an online newsletter by Education World, this article answers the questions: "So what is a PLC? And how can schools get the most 'bang for the buck' from this proven approach to school improvement?" The author further advocates

	that the focus of PLCs is ongoing "job-embedded learning," rather than one-shot professional development and that PLCs emphasize teacher leadership, along with their active involvement and deep commitment to school improvement efforts.
3	**Implementing Effective Professional Learning Communities** *Sylvia Segura Pirtle, PhD, and Ed Tobia, EdD* This article, published by SEDL (an education research organization), provides six (6) insights that lead to the successful implementation of PLCs. SEDL believes that the use of professional learning communities in schools offers a powerful infrastructure where teachers can engage in constructive dialogue, reflect on and improve instruction, and learn how to become more effective in the classroom to improve student learning. Their research study indicates that there is a strong correlation between the use of effective PLCs in schools and improving teacher and student learning.
4	**What Is a Professional Learning Community** *Richard DuFour* According to Rick DuFour, the term "professional learning community" is used to describe every imaginable combination of individuals with an interest in education. In fact, the term has been used so universally that it is in danger of losing all meaning. Initial enthusiasm can give way to confusion, followed by implementation problems, abandonment, and the search for a new initiative. Educators can avoid this cycle only if they understand the "Big Ideas" that represent core PLC principles and how they can sustain the PLC model until it becomes the school's culture. In this brief article, the author provides a description of the "Big Ideas" and their importance in implementing a successful PLC process.

Videos to Support Learning on this Standard

1	**Overview of Standards for Professional Learning** (4:17) Executive Director Stephanie Hirsh talks about the purpose of Learning Forward's Standards for Professional Learning and its benefits for ensuring great teaching every day in schools.
2	**About Professional Learning Communities** (6:13) As described by a user of this video, "this is a great video that explains Professional Learning Communities. They (PLC team) gather and look at the data then they implement it into their classrooms. The teachers show their students their own data in a friendly way by using colors and graphs. This shows the students what they can improve on and they use self assessments to improve."
3	**Rick DuFour on the Importance of PLCs** (4:38) DuFour presents a good description and rationale – Why PLCs.
4	**PLC – Four Essential Questions** (4:22) Becky DuFour addresses the 4 essential questions a PLC should ask: (1). What do we want our kids to know and be able to do? (2). How will we know when they have learned it? (3). What will we do for kids who did not learn? (4). What will we do for kids who already know it?

Examples and Activities

1	**Standards for Professional Learning**
	Standards for Professional Learning outline the characteristics of professional learning that leads to effective teaching practices, supportive leadership, and improved student results. Learning Forward is the only association focused solely on the most critical lever in improving schools - building the knowledge and skills of educators. Through the Standards for Professional Learning, Learning Forward leads the field in understanding what links professional learning to improved student achievement.
2	**Facilitator's Guide: Standards for Professional Learning**
	MetLife and Learning Forward
	The facilitator guide is a companion document to the Standards for Professional Learning. It is intended to guide facilitators in introducing and helping others to implement the standards. It is comprehensive – providing possible agendas, protocols/materials, and power point slides.

Websites

1	**Ohio Department of Education: Working Conditions for Teachers**
	Working Conditions for Teachers is a web page included on the Ohio Department of Education website. This page contains a bulleted list of factors to consider when ensuring the appropriate working conditions for teachers are in place. The web page also includes links to other resources that may have value.
2	**Professional Practices for the 21st Century Leader e-newsletter**
	A Just Ask Publications and Professional Development website that provides resources and a free subscription to the Professional Practices for the 21st Century Leader e-newsletter.
3	**All Things PLC**
	Based on the work or Rick and Becky DuFour, this site is a collaborative, objective resource for educators and administrators who are committed to enhancing student achievement. We invite you to share your knowledge, ask questions, and get expert insight into the issues educators face each day. The focus is the use of the PLC process to promote teacher efficacy and student performance. Users must register for the free use of many resources.
4	**Learning Forward**
	Learning Forward is a professional organization focused on supporting professional learning for educators. There is a registration fee for joining the organization (leveled) but they provide some free resources on their website.

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connect. If a collegial learning network exists, it will be listed below along with instructions for connecting. If there is no network but you would like to start one – click the link immediately below for instructions.

How to Create a Collegial Learning Network (5:23 minutes)

This brief VOICE/PPT explains how to create Collegial Learning Networks

Related Document: **Template for Creating a Collegial Learning Network**

1	

Learning Teams

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How to Create a Learning Team (5:05 minutes)

This brief VOICE/PPT explains how to create Learning Teams

Related Document(s):

Template for Creating a Learning Team

1	

Deep Focus Portal

A Deep Focus Portal is a sub-unit of the standard, focused on a specific topic related to the standard. Entering a Deep Learning Portal gives you an additional wealth of resources; books, articles, videos, opportunities to network with colleagues or create or join a learning team focused on that specific topic.

1	**Professional Learning Communities - Building Collaborative Capacity to Enhance Student Learning**
	This Deep Focus Portal provides a wealth of resources as well as opportunities to create or join networks or learning teams for those leaders interested in building their capacity to lead schools or districts in developing their collaborative capacity to improve student learning. This Deep Focus Portal is made up of 21 Units, each relating to a specific leadership proficiency needed to lead professional learning communities – or collaborative teams. It provides all of the resources and materials leaders need to build a culture of collaboration.

Unit 8: Meaningful Engagement of Families and Community

Description

Effective educational leaders engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student's academic success and well-being.

Module

1. Meaningful Engagement of Families and Community

This module gives an overview of Unit 8: Meaningful Engagement of Families and Community.

Voice/PPT Presentation Module (1:28 minutes)

Additional Resources

Books, Articles, Videos and Websites

1	**Community and Family Engagement: Principals Share What Works** *Amy C. Berg, et al* Even though this 68-page booklet was published in 2006, it still has relevance for today. It was published by the Coalition for Community Schools with support from the MetLife Foundation. The content is divided into two parts – The Six Keys to Community Engagement and Engaging Stakeholders. The premise is that schools can no longer function in isolation if they are to be successful.
2	**Handbook on Family and Community Engagement** *Edited by Sam Redding, et al* This handbook, available for free download, is divided into 4 sections: Part I - Framing the Learning; Part II – Families and Learning; Part III – Families and Schools; Part IV – Suggested Practices. Each chapter has its own contributing author. Taken from the Foreword section: "This Handbook is intended to provide educators, community leaders, and parents with a succinct survey of the best research and practice accumulated over the years.
3	**Home, School, and Community Collaboration: Culturally Responsive Family Engagement 3rd Edition**

	Kathy Beth Grant and Julie A. Ray
	Filled with practical suggestions and reflective opportunities, Home, School, and Community Collaboration, Third Edition uses the culturally responsive family support model as a framework to prepare teachers to work with diverse families. This text includes contributions from 22 experts in the field, offering a wide range of perspectives on issues of family involvement that today's teachers are likely to encounter.
4	**Authentically Engaged Families: A Collaborative Care Framework for Student Success 1st Edition**
	Calvalyn G. Day
	Connecting with parents of various ethnic, socioeconomic, or cultural backgrounds can be challenging for educators. This invaluable book offers strategies that will transform the experience for your students and their families, and lead to sustainable success. Through the author's perspective as a parent, counselor, and advisor to families at risk, readers will discover • A step-by-step approach to family engagement developed for K-12 educators working in high-poverty schools with diverse populations • Complete how-to's for creating and carrying out a family engagement plan • Tools, including a Parent Meeting Agenda, a Parent Empathy Map, and an Educator Needs Assessment
5	**201 Ways to Involve Parents: Practical Strategies for Partnering With Families 3rd Edition**
	Betty L. Boult
	Years of research and practice show that connecting with families positively impacts student achievement. This book is packed with ready-to-use ideas to actively engage parents as educational partners.

Articles Related to this Standard

1	**Professional Practices for the 21st Century Leader: Meaningful Engagement of Families and Community**
	The focus for this article is Standard 8 of the Professional Standards for Educational Leaders 2015: Meaningful Engagement of Families and Community. It is an excellent article that provides insight, strategies and activities, and resources for meeting the intent of the standard.
2	**Parent, Family, Community Involvement in Education**
	NEA Education Policy and Practice Department
	In this policy brief, NEA offers insights and guidance for improving parent, family, and community involvement in the local education process. According to the NEA president, "Parents, families, educators and communities—there's no better partnership to assure that all students pre-K- to high school—have the support and resources they need to succeed in school and in life."
3	**Involvement or Engagement?**
	Larry Ferlazzo

The key concepts included in this ASCD article include defining the difference in involvement and engagement; empowering families and communities; avoiding the temptation to settle for involvement; and expanding possibilities. Some examples, at the school level, of creating positive parent engagement experiences are cited.

| 4 | **Teaching Tolerance: Family and Community Engagement** |
| | This article is especially relevant for schools/districts with diverse populations, including ethnicity and poverty. The article addresses 5 critical practices that need to be implemented to reduce bias and improve connectivity with families and the community. The critical practices identified are culturally sensitive communication; inclusion of family and community wisdom; increased connections among families; use of local resources; and, engagement with community issues and problems. Possible strategies are included for each of the critical practices. |

Videos to Support Learning on this Standard

1	**Best Practices in Family and Community Engagement Video Series**
	The Best Practices in Family and Community Engagement Video Series is designed to support each program's efforts toward systemic and integrated engagement. Rooted in the Office of Head Start (OHS) Parent, Family, and Community Engagement (PFCE) Framework, the videos highlight examples of innovative approaches to engagement that foster strong relationships with families and lead to positive outcomes for children and families.
2	**Family/Community Engagement: Community Partnerships (3:27)**
	Jennifer Doucette describes the way her school, James Fennimore Cooper Elementary (Milwaukee Public Schools) has reached out to local education students to bring more adults into the building and provide additional role models for students. A majority of her building's grade levels have been found to be shrinking the achievement gap by at least 3 points.
3	**Parents as Partners: Engaging Families in Schools (7:04)**
	Through the Early Works initiative, the Children's Institute has partnered with two Oregon elementary schools - Earl Boyles in Southeast Portland and Yoncalla in Southern Oregon. Family engagement is a core Early Works strategy. This video details the experiences of two families who have been impacted.
4	**Ten Ways to Build School-Community Partnerships (5:38)**
	In this video, partners of the Collaborative for Building After-School Systems (CBASS) describe ten innovative and effective ways for schools and community organizations to build strong partnerships that support high-quality expanded learning.
5	**Family/Community Engagement: Welcoming Environment (1:55)**
	Ellen Chicka of Superior and Erin Polkinghorn of Blanchardville, members of the State Superintendent's Parent Advisory Council, describe the value of a welcoming event such as an open house, for helping parents feel welcome and comfortable in a school.

Examples and Activities

| 1 | **Partners in Education: A Dual Capacity-Building Framework for Family–School Partnerships** |

	Published by SEDL and funded by the US Department of Education, this publication is described as "a paper that presents a new framework for designing family engagement initiatives that build capacity among educators and families to partner with one another around student success.
2	**Family Engagement Framework** This handbook was developed by the California Department of Education in collaboration with WestEd and has relevance for schools/districts whose goal is to improve community/family engagement for the benefit of students. This Family Engagement Framework is intended to provide guidance to educators, districts, schools, families, and communities as they plan, implement, and evaluate strategies across multiple programs for effective family engagement to support student achievement and close the academic achievement gap.

Websites

1	**Edutopia (Family Engagement)** Edutopia, supported by the George Lucas Foundation, is an educational website that includes a community engagement section. Teachers, administrators, and other school personnel will find relevant and valuable tools and resources here for strengthening bonds between schools, families, and communities.
2	**School Community Network** School Community Network (SCN) provides tools and resources to engage families in student learning and build strong school communities. Many of their resources are free, including subscription to newsletter, School Community Journal download, activities, resources and relevant articles.

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How to Create a Collegial Learning Network (5:23 minutes)

This brief VOICE/PPT explains how to create Collegial Learning Networks

Related Document: **Template for Creating a Collegial Learning Network**

1	

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How to Create a Learning Team (5:05 minutes)

This brief VOICE/PPT explains how to create Learning Teams

Related Document(s):

Template for Creating a Learning Team

1	

Unit 9: Operations and Management

Description
Effective educational leaders manage school operations and resources to promote each student's academic success and well-being.

Module
1. Operations and Management
This module gives an overview of Unit 9: Operations and Management. **Voice/PPT Presentation Module** (4:20 minutes)

A. ADMINISTRATION & OPERATIONS

General Resources	
Books, Articles, Videos and Websites	
1	**School Administration: Persistent Dilemmas in Preparation and Practice** *Hickcox, Jacobson, Stevenson* A discussion of many of the dilemmas and problems facing school administrators. Topics include: conflicting beliefs regarding the fundamental purpose of school, administering racial and ethnic differences, and monetary incentives to reform teacher compensation. This contributed book uses the voices of academics around the world to explain these dilemmas. Possible solutions are also presented.
2	**School Safety: Making Schools a Safer Place to Learn** *Chris Fife* A parent's worst nightmare is to get a phone call about her child at school being the victim of violence. Parents often worry about what is happening to their children at school and frequently have to deal with school related stress and drama involving teachers and other students. School Safety addresses several different issues regarding the safety of children in schools. It is

	difficult for children to be able to learn in school if they do not feel safe. This book gives practical advice about making schools safer for our children.
3	**Effective Communication for School Administrators: A Necessity in an Information Age** *Theodore J. Kowalski, George J. Peterson* Reforming schools in an information-based society has made communication an even more crucial skill for district and school administrators. Although communication has been identified as an essential area of practice, it has largely been ignored in the study of school administration.
4	**School Law and the Public Schools: A Practical Guide for Educational Leaders** *Nathan Essex* The new Sixth Edition of School Law and the Public Schools by Nathan Essex brings readers the latest information on today's most critical issues, among them: recent rulings on religion in public schools, social media, Facebook and Twitter challenges, virtual charter schools, administrators' authority at bus stops, legal aspects of teachers and administrators' evaluation, teacher performance and misconduct, 504 Rehabilitation plans, the McKinney-Vento Homeless Act, violence and tragedy in U.S. schools.
5	**Management School: A Book for Smart Management Training** *Can Akdeniz* Even if you aren't currently a manager, understanding exactly what traits are necessary to make a good manager can help you get there. If you already are a manager, this books explains some of the traits and teaches skills that you should look for in yourself – and if you don't see them, then it's time to work on developing them.

B. HUMAN RESOURCES

General Resources
Books, Articles, Videos and Websites

1	**The Principal as Human Resources Leader: A Guide to Exemplary Practices for Personnel Administration** *M. Scott Norton* Increasingly, personnel administrative duties within schools have been delegated to the local school principal. This accessible book arms school leaders with the knowledge and skills required to be an effective human resources leader and shows them how to fold these additional duties seamlessly into their daily routines. This practical resource provides school administrators with guidance on personnel selection, growth and development, orientation and placement, school climate, legal processes, leadership for classified staff and other important human resources processes.
2	**Human Resources Administration for Educational Leaders**

	M. Scott Norton A comprehensive and research-based text detailing the important relationship between school administration and human resources administration.
3	**New Teacher Induction: How to Train, Support, and Retain New Teachers** *Annette L. Breaux and Harry K. Wong* New Teacher Induction: How to Train, Support, and Retain New Teachers is the leading book on how to structure a New Teacher Induction Program. Co-authored by Annette L. Breaux, whose own districts program was adopted by Louisiana for state implementation and Harry K. Wong, the nations foremost new teacher advocate, this book blends first hand knowledge into workable solutions for easy implementation.
4	**Comprehensive Mentoring Programs for New Teachers: Models of Induction and Support** *Susan Villani* This updated edition presents 18 successful real-world programs, 5 factors for developing a comprehensive mentoring initiative, and new material for mentoring special education, math, and science teachers.

C. FISCAL MANAGEMENT

General Resources
Books, Articles, Videos and Websites

1	**Resource Management for School Administrators: Optimizing Fiscal, Facility, and Human Resources** *Daniel R. Tomal, Craig A. Schilling* Resource Management for School Administrators is the only comprehensive book covering all school resources---fiscal, facilities and human resources. Each chapter has objectives that are aligned with the new ELCC and ISLCC standards on accreditation. Many of the federal and various state policies and laws are included.
2	**Practical Strategies for Applied Budgeting and Fiscal Administration: What Works for P-12 Administrators** *Spencer C. Weiler, Gabriel R. Serna* This book takes an applied approach to budgeting and fiscal administration in P-12 public education. It presents new and aspiring P-12 educational leaders with the fundamental knowledge and skills to supervise, analyze, and implement budgets that make the best and most effective use of limited resources.
3	**Breaking Down School Budgets: Reallocating Scarce Resources** *Marguerite Roza, educationnext.org* This article provides leaders with an approach to using per-pupil costs when making decision about how to best allocate resources.

D. DATA MANAGEMENT & COMMUNICATION

General Resources	
Books, Articles, Videos and Websites	
1	**Leading Schools in a Data-Rich World: Harnessing Data for School Improvement** *Lorna M. Earl, Steven Katz, Michael Fullan* The authors show educators how to become comfortable with data for increasing student achievement.
2	**Using Data to Improve Learning for All: A Collaborative Inquiry Approach** *Nancy Love* Closing the achievement gap, reducing the failure rate of underserved students, and meeting accountability requirements are primary goals for educational leaders. This valuable handbook arms leaders with the tools to use data to work for students' benefit, with an emphasis on promoting equity within a culturally proficient school environment.
Collegial Learning Networks	
A collegial learning network is an informal group of educational leaders (district, school, teacher) who wish to connect with each other about a specific topic. Connections could be asynchronous or real time online or face to face – each network designs its own way to connect. If a collegial learning network exists, it will be listed below along with instructions for connecting. If there is no network but you would like to start one – click the link immediately below for instructions. **How to Create a Collegial Learning Network** (5:23 minutes) This brief VOICE/PPT explains how to create Collegial Learning Networks Related Document: **Template for Creating a Collegial Learning Network**	

E. GOVERNANCE

General Resources	
Books, Articles, Videos and Websites	
1	**Effective Board and Superintendent Collaboration** *Hanover Research* A comprehensive account of literature addressing the components of effective superintendent and school board relationships.

2	**What Happens When Superintendents Sue Their School Boards? Usually Splitsville.**
	Francis Vara-Orta, Education Week
	An overview of what can happen when relationships between school boards and superintendents sour and offers suggestions and resources to either avoid such situations and resources for superintendents involved in a lawsuit with the board.
3	**School Governance in Montana** (16:22)
	Dan Farr
	This VIDEO/PPT provides an excellent overview of the issues related to governance – from a Montana perspective. We recommend you view this, as a starting point, if you are looking at the issue of governance.

Unit 10: School Improvement

Description

Effective educational leaders act as agents of continuous improvement to promote each student's academic success and well-being.

Module

1. School Improvement

This module gives an overview of Unit 10: School Improvement.

Voice/PPT Presentation Module (1:44 minutes)

Additional Resources

Recommended Books

1	**Handbook of School Improvement: How High-Performing Principals Create High-Performing Schools 1st Edition** *Jo Blasé, et al* The reader will learn how successful principals make a difference in their school's performance. Based on a ground-breaking study and numerous firsthand accounts, this illuminating book captures unique perspectives from 20 outstanding principals, representing a wide range of urban and rural schools.
2	**Data Analysis for Continuous School Improvement, 3rd Edition** *Victoria L. Bernhardt* Victoria Bernhardt is one of the most recognized authors in the field of data analysis for school improvement. Data Analysis for Continuous School Improvement, Third Edition, is a call to action. It is about inspiring schools and school districts to commit to continuous school improvement by providing a framework that will result in improving teaching for every teacher, and learning for every student, through the comprehensive use of data. It provides a new definition of improvement, away from a singular focus on compliance, toward a true commitment to excellence.
3	**Leading School Improvement: A Framework for Action** *Joseph Murphy*

Author and professor (Vanderbilt University), Dr. Joe Murphy, is nationally recognized for his expertise in school leadership and school turnaround/improvement. Addressed in this book: What does it mean to lead in a learning environment, as opposed to a system of knowledge transmission? A community, as opposed to a bureaucracy? A customer-oriented organization, as opposed to a public monopoly? To create truly powerful learning environments, school leaders must focus the lens on leadership, school improvement, and leadership for school improvement. In Leading School Improvement: A Framework for Action, Dr. Murphy pulls together 14 practitioner-based articles to present a cohesive narrative about the unique and critical role that leadership plays in school improvement.

4	**Schools That Succeed: How Educators Marshal the Power of Systems for Improvement**
	Karin Chenoweth
	Informed by years of research and on-the-ground reporting, Schools That Succeed is a very informative read for educators who seek to break the stubborn connection between academic achievement and socioeconomic status. The author draws on her decade-long journey into neighborhood schools where low-income students and students of color are learning at unexpectedly high levels to reveal a key ingredient to their success: in one way or another, their leaders have confronted the traditional ways that schools are organized and have adopted new systems, all focused on improvement. In vivid profiles of once-embattled schools, Chenoweth shows how school leaders doggedly and patiently reorganized internal systems in order to prioritize teaching and learning, resulting in improved outcomes that in many cases exceeded statewide averages.
5	**The School Leadership Playbook: A Field Guide for Dramatic Improvement, 1st Edition**
	Jean Desravines and Benjamin Fenton
	Desravines and Fenton authored this book to provide a proven framework for whole-school improvement. It serves as a practical guide for education leaders looking to push their schools and students' achievement to the next level. Developed by renowned leadership preparation program New Leaders, the Transformational Leadership Framework focuses on the five categories that drive a school's success: Learning and Teaching, School Culture, Talent Management, Operations and Systems, and Personal Leadership. This book illustrates how each of these factors contributes to breakthrough gains, and outlines a plan for implementing changes in schools.

Articles Related to this Standard

1	**How Do We Get There From Here?**
	Karin Chenoweth
	(This article is accessible on the ASCD website without membership.)
	The key practices that improve struggling schools, writes Chenoweth—a researcher who's studied successful high-poverty schools and their leaders—aren't a mystery. From both decades of research and the craft knowledge of educators who've jumped in and turned around schools, we know these practices generally yield improvement: (1) a focus on what kids need to learn: (2) collaboration on instruction and assessment; (3) examining assessment data; (4) using patterns in data to improve instruction; and (5) building trusting relationships.
2	**The School Improvement Process: A Fact Sheet**

	Education Trust
	Even though this information was written for considerations at the state level, it contains many great school improvement attributes for consideration at the school/district level. It reminds the reader about ESSA school improvement requirements; steps in the school improvement process; key levers to creating a coherent school improvement process; suggested timeline; sample general and equity questions; and, other assurances/data needed for successful school improvement efforts.
3	**Four Domains for Rapid School Improvement: A Systems Framework** *The Center for School Turnaround at WestEd* This 48-page document (2017) presents the framework that was created by a CST (Center for School Turnaround) task force, with input from CST's leadership team as well as from members of the Network of State Turnaround and Improvement Leaders (NSTIL) Advisory Council, which includes SEA personnel from across the country who are responsible for school turnaround in their respective state. The framework is based on what has been learned from the research on turnaround, including lessons from improvement work under NCLB and promising practices from among the SIG efforts, as well as from the experience of CST's turnaround experts and partners.
4	**Five Essential Questions for Starting School Improvement Right** *Victoria L. Bernhardt* In this article, renowned author and speaker, Dr. Victoria Bernhardt asks educators dedicated to school improvement consider 5 essential questions: Where are we now? Where do we want to be? How did we get to where we are now? How are we going to get to where we want to be? Is what we are doing making a difference?

Videos to Support Learning on this Standard

1	**Wadsworth School Improvement Plan** (4:33) Teachers and administrators at Wadsworth Elementary School discuss their school improvement plan. This short video clip focuses on the actions steps of their school improvement plan in an authentic setting. (Beware: This a good, informative clip but there is use of inappropriate language in public comment section.)
2	**School Leadership Videos - Using Data** (2:11) In this video, Michael Schmoker, Ed.D., and Ellen Goldring, Ph.D., talk about how data can help principals to prioritize and identify the areas where there are the greatest opportunities to make an impact on student learning.
3	**Dr. Karen Mapp on the Recipe for School Improvement** (3:23) Dr. Karen Mapp, Lecturer on Education and Harvard University, talks about the recipe for school improvement. The five ingredients are: 1. School leadership 2. Professional Capacity (talented staff willing to learn) 3. Instructional Guidance (professional development for staff) 4. Student-Centered Learning Climate (keeping students at the center of the school)

	5. Parent and Community Engagement
4	**Prof Geoff Masters, ACER, Local school improvement** (26:03)
	This video focuses on a presentation by Prof Geoff Masters, Australian Council for Educational Research (ACER), at the AITSL Flagship Professional Learning Program: Local Leadership Conference, August 2012. Even though it is about whole school improvement in Australia, it is highly relevant for all schools everywhere. (Well worth observing.)
5	**Sustainability Academy - How a school builds a shared vision for improvement** (4:48)
	What would happen if the conversations you hear in this video were happening in every school across the nation?! The Sustainability Academy is a magnet elementary school in Burlington VT, and the first public elementary school in the nation with a mission of Education for Sustainability.
6	**Using Data to Improve Instruction** (6:21)
	This video clip highlights how district support helped to improve appropriate use of data at local schools

Collegial Learning Networks

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How to Create a Collegial Learning Network (5:23 minutes)

This brief VOICE/PPT explains how to create Collegial Learning Networks

Related Document: **Template for Creating a Collegial Learning Network**

1	

Learning Teams

Learning Teams are somewhat more formal. They are focused on a specific standard OR learning interest area. Usually they have some sort of scheduled meetings which can be asynchronous or real time online or face to face. Learning Teams organize around their own needs and interests.

If a Learning Team exists for this unit, it will be listed below along with instructions for connecting. If there are no Learning Teams but you would like to start one – click the link immediately below for instructions.

How to Create a Learning Team (5:05 minutes)

This brief VOICE/PPT explains how to create Learning Teams

Related Document(s):

Template for Creating a Learning Team

1	