

# The Shaping School Culture FIELDBOOK

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- Kent D. Peterson
- Terrence E. Deal

# Shaping School Culture Fieldbook

**Rose M. Ylimaki, Lynnette A.  
Brunderman**



## **Shaping School Culture Fieldbook:**

The Shaping School Culture Fieldbook Kent D. Peterson, Terrence E. Deal, 2009-07-27 When the bestselling books *Shaping School Culture* and *The Shaping School Culture Fieldbook* were first published Kent D Peterson and Terrence E Deal described the critical elements of school culture the purposes traditions norms and values that guide and glue the community together The authors showed how a positive culture makes school reform work and the companion Fieldbook included the tools needed to bring out the best in students teachers and the surrounding community In today s complex educational environment new challenges have surfaced for school leaders who must grapple with issues of standards based testing school accountability and student achievement The second edition of *The Shaping School Culture Fieldbook* offers a companion to the newly revised edition of *Shaping School Culture* and includes an expanded version of Peterson and Deal s time tested model to address the latest thinking on school culture and change The Fieldbook offers a wealth of new ideas and approaches and includes new material on toxic environments with specific action plans In addition the book contains powerful new case examples for revitalizing school culture The *Shaping School Culture Fieldbook* draws on the authors extensive research and nationwide school contacts and includes hands on strategies and exercises for helping school leaders Uncover a school s hidden values beliefs and assumptions Think through and develop a school s mission and purpose Work out appropriate stories metaphors and symbols to represent a school Devise rituals and ceremonies for enriching the school experience Rethink leadership practices in light of educational and cultural needs Identify transform and heal a toxic educational culture This important resource will help school leaders understand assess and transform school culture for organizational success

The Shaping School Culture Fieldbook Kent D. Peterson, Terrence E. Deal, 2002-08-30 *The Shaping School Culture Fieldbook* provides a variety of sources of information inspiration and suggestions and includes more than forty field tested exercises Each chapter begins with a discussion of the features of culture and the symbolic roles of leaders and is followed by a set of examples that clearly illustrate the ideas The book is filled with activities Many are specifically designed as group activities with suggestions for how to organize the session while others are meant to stimulate reflection and are often posed as questions Most of the activities are designed be to used in a group setting and the questions provided in the chapters can become topics for dialogue or group brainstorming This wonderful resource will help school leaders learn how to understand assess and transform their school culture for ongoing success

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who must grapple with issues of standards based testing school accountability and student achievement The second edition of *The Shaping School Culture Fieldbook* offers a companion to the newly revised edition of *Shaping School Culture* and includes an expanded version of Peterson and Deal's time tested model to address the latest thinking on school culture and change The *Fieldbook* offers a wealth of new ideas and approaches and includes new material on toxic environments with specific action plans In addition the book contains powerful new case examples for revitalizing school culture The *Shaping School Culture Fieldbook* draws on the authors extensive research and nationwide school contacts and includes hands on strategies and exercises for helping school leaders Uncover a school's hidden values beliefs and assumptions Think through and develop a school's mission and purpose Work out appropriate stories metaphors and symbols to represent a school Devise rituals and ceremonies for enriching the school experience Rethink leadership practices in light of educational and cultural needs Identify transform and heal a toxic educational culture This important resource will help school leaders understand assess and transform school culture for organizational success

*Shaping School Culture* Terrence E. Deal, Kent D. Peterson, 2010-12-28 A Guide for Shaping Your School's Culture 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 This new edition gives expanded attention to the important symbolic roles of school leaders including practical suggestions on how leaders can balance cultural goals and values against accountability demands and features new and powerful case examples throughout Most important the authors show how school leaders can transform negative and toxic cultures so that trust commitment and sense of unity can prevail Praise for *Shaping School Culture* For those seeking enduring change that is measured in generations rather than months and to create a legacy rather than a headline then *Shaping School Culture* is your guide Dr Douglas B Reeves founder The Leadership and Learning Center Englewood CO Deal and Peterson combine exquisite language vibrant stories and sage advice to support school leaders in embracing the paradoxical nature of their work A must read for all school leaders Pam Robbins educational consultant and author Once again the authors have presented practitioners researchers professional developers school coaches and others with a tremendous resource for renovating and reinvigorating schools Karen M Dyer Ed D group director Education and Nonprofit Sector Office Center for Creative Leadership Greensboro NC

*Shaping School Culture* Terrence E. Deal, Kent D. Peterson, 2016-07-22 The most trusted guide to school culture updated with current challenges and new solutions *Shaping School Culture* is the classic guide to exceptional school leadership featuring concrete guidance on influencing the subtle symbolic features of schools that provide meaning belief and faith Written by renowned experts in the area of school culture this book tackles the increasing challenges facing public schools and provides clear candid suggestions for more effective symbolic leadership This new third edition has been revised to reflect the reality of schools today including the increased

emphasis on high stakes testing federal reforms such as No Child Left Behind NCLB and Every Student Succeeds Act ESSA state sponsored improvement programs and other major issues that impact organizational culture and the role of school leaders Each chapter features new examples and cases that illustrate persistent problems spelling out key cultural implications and offering concrete examples of overcoming the challenges while maintaining a meaningful learning environment The chapter on toxic schools continues to provide the field s most trusted advice on navigating this rocky terrain and the discussion s focus on how to manage negativity remains especially integral to besieged school administrators across the U S Recent years have jolted the nation s school system with a number of new developments that spell problems for the cultural tapestry of schools This book provides expert perspective and sage doable advice for administrators tending to external pressures while sustaining or evolving a more positive school culture Navigate new challenges including Every Student Succeeds Act ESSA and waning confidence and faith Turn around a toxic school culture with confidence and success Foster a culture of passion purpose and meaning Adopt a more active form of symbolic leadership to support students faculty staff parents and community Test scores as the primary metric relentless reforms waning public support and timid initiatives wrapped in bureaucratic packaging while among the most prominent issues administrators face are only the tip of the iceberg Shaping School Culture charts a route through competing pressures to help educational leaders hew a positive learning environment for schools

**Shaping School Culture While Implementing a Structured School Improvement Plan** Marla Faye Berg, 2005

**Shaping School Culture Set (contains book and fieldbook)** Terrence E. Deal, Kent D. Peterson, 2003-08-26

*Building an Intentional School Culture* Charles F. Elbot, David Fulton, 2007-10-25 This resource provides tools case studies strategies and implementation plans to help educators create an intentional school culture that fosters excellence builds character and improves academic achievement

*Creating School Cultures That Embrace Learning* John Bell, Franklin P. Schargel, Tony Thacker, 2013-11-20 This book brings together the insight and experience of successful leaders from over 60 schools on the issue of improving school culture in their very own words It provides the tools practices and examples that will help you in your own effort to improve school culture

**Rigorous Schools and Classrooms** Ronald Williamson, Barbara Blackburn, 2013-08-16 Turn your school into a student centered learning environment where rigor is at the heart of instruction in every classroom From the bestselling author of *Rigor is Not a Four Letter Word* Barbara Blackburn and award winning educator Ronald Williamson this comprehensive guide to establishing a schoolwide culture of rigor is for principals and other administrators who seek to create the conditions in which rigorous classrooms flourish School leaders will learn to manage a movement toward increased schoolwide rigor engage teachers in conversations about improving instruction build support for rigor among families and community members learn methods for gathering meaningful data on student learning and much more With practical ready to apply strategies this book outlines and simplifies the steps toward achieving rigor at the school level It represents a successful program that principals and administrators can

use to put student learning first      *The Portable Mentor* Frederick A. Lindley, 2008-09-17 The book is full of strategies and tips Principals those wanting to be principals and those mentoring principals will find this book very useful Nancy M Moga Principal Callaghan Elementary School Covington VA First year principals need a mentor and if one is not readily available then this book helps fulfill the need I found myself answering the questions filling in the blanks or considering how a scenario played out Ann Porter Principal Lewis and Clark Elementary School Grand Forks SD A focused organized approach to help first year school leaders succeed and grow on the job Based on more than 40 years of experience as an educator principal and principal mentor Frederick Lindley defines the role of a successful school principal as an effective leader with strong management skills Written in a conversational style this portable guide helps entry level principals and their mentors navigate through the first days and months of a principalship Designed around the nine month school year this book incorporates the revised 2008 ISLLC standards and emphasizes organization communication nurturing the mentoring relationship and using a balanced approach to leading and managing Readers will also find information on short term and long term administrative responsibilities and help in planning for the second year as principal This second edition includes Ten core characteristics of successful strategies for improving student achievement New A to Z tips on topics such as delegating equity and fairness grace under pressure time management and NCLB Recommended reading resources for extended learning in each chapter A chapter focused on support for the principal mentor The second edition of *The Portable Mentor* is an ideal professional growth resource that is always conveniently at hand to help school leaders successfully meet the challenges of their jobs      **A Guide to Practicum and Internship for School Counselors-in-Training** Jeannine R. Studer, 2015-05-01 A Guide to Practicum and Internship for School Counselors in Training 2nd ed covers all aspects of the practicum and internship experience from the initial contact with supervisors to detailed descriptions of students different roles Readers will gain both an awareness of the school culture and the understanding needed to develop an individualized philosophy of school counseling Specific topics covered include popular counseling theories used by school counselors strategies for working with special populations of students understanding the school counselor s role in utilizing the 2012 National Model of the American School Counselor Association ASCA including the inherent elements and themes putting the ASCA ethical standards into practice and administration of day to day tasks Each chapter contains activities case studies worksheets and images to facilitate understanding and all material presented is consistent with both the accreditation standards of the Council for the Accreditation of Counseling and Related Educational Programs CACREP and the school counselor standards identified by the ASCA      **Common Formative Assessments 2.0** Larry Ainsworth, Donald Viegut, 2014-11-28 Upgrade your CFAs using CFA 2 0 Common Formative Assessments 2 0 presents a powerful research based process for improving teaching and student learning that is applicable to all standards all grades and all content areas CFA 2 0 is so much more than assessment design It shows teachers how they can intentionally align standards instruction

assessment and data analysis in every unit of study The CFA 2.0 process is not limited to assessment design only Rather it is a system of intentionally aligned components standards instruction assessments and data analysis that all work together to improve student learning Even a timeless process needs to remain timely This expanded all new edition of the definitive guide to common formative assessments features new field research and proven strategies that will enable educators to make more accurate inferences about student understanding so they can adjust instruction to improve student learning Readers will learn to Build the highway to aligned assessments Use the CFA 2.0 design steps to upgrade their own assessments Decide the learning intentions and student success criteria for a unit of study Evaluate and revise assessment questions for quality Plan the learning progressions for students to attain the learning intentions Create quick progress checks to coincide with the learning progressions Use assessment results as feedback to adjust instruction and student learning strategies Gain new knowledge and skills for creating revising and improving grade and course level common formative assessments Author Larry Ainsworth provides busy educators and leaders with a practical how to guide filled with information examples and action steps to assist all K-12 grade and course level teams in making this completely re-envisioned process their own

**Six Steps to Preparing Exemplary Principals and Superintendents** John Hoyle, Mario S. Torres Jr., 2010-04-16 Six Steps to Preparing Exemplary Principals and Superintendents is the first book to inspire and guide professors and program administrators proven ways to prepare exemplary principals and superintendents for schools The authors review issues surrounding extreme criticism of leadership education and counter with positive new research and practices that clearly highlight successful programs that link preparation to on the job successes of graduates The reader will find a step by step guide to selecting the best students creating a pre and post assessment of student learning a well designed procedure to pretest and assure that all masters degree students actually acquire a strong knowledge base and score well on state licensure exams The final step provides proven questionnaires to survey graduates of the masters or doctoral programs to gather valuable feedback for constant program improvement and relevance to the real world of schools

*Contrasting School Culture and Education* V. Sucharita, 2023-05-31 This book presents a comparative ethnographic understanding of government and low fee private schools in India within the context of ever increasing privatization and commercialization of education and the growing presence of non state actors Drawing on rich empirical data the book provides an ethnographic account of a government and a low fee private school in Hyderabad India and explores life in these two distinct spaces through the lens of culture While private schools catering to the poorer sections have been proliferating little is known about how these low fee private schools operate how choices and negotiations unfold the classroom discourses subjective meanings of different stakeholders and the kind of education provided in these schools vis vis the government schools The book focuses on the educational experiences schooling choices processes and voices of the children and teachers at these schools to reflect on how school culture influences the quality of education Based on intensive fieldwork and

qualitative data the book provides contextual insights into what exactly happens inside the schools and classrooms of two contrasting schooling provisions in India and helps understand the world views of different stakeholders as they negotiate their daily lives The book will be of interest to students researchers and teachers of education sociology of education childhood studies urban education and teacher education It will also be useful for education policymakers educationists education professionals and those working on private schooling in India

*Evidence-Based School Development in Changing Demographic Contexts* Rose M. Ylimaki, Lynnette A. Brunderman, 2021-09-30 This Open Access book features a school development model Arizona Initiative for Leadership Development and Research AZiLDR that offers a roadmap for schools to navigate the complexities of continuous school development Filled with processes that balance evidence based values with democratic culturally responsive values this book offers strategies to mediate the tensions and to address school culture context and values leadership capacity using data as a source of reflection curricular and pedagogical activity and strengths based approaches to meeting the needs of culturally diverse students You will find Active reflective activities Case studies illustrating each concept The research base supporting each concept Descriptions of processes from other contexts South Carolina Germany Australia Sweden Thoughts about next steps for contextually sensitive and multi level school development Suggestions for cross national dialogue and research within the Zone of Uncertainty Use this ideal source to guide school leadership teams in creating productive schools that continually grow

**7 Strategies for Improving Your School** Ronald Williamson, Barbara R. Blackburn, 2019-07-04 This book provides the busiest leaders with an accessible set of tools that can immediately be deployed to positively impact their school Authors Ronald Williamson and Barbara R Blackburn explore the COMPASS model Culture Ownership and Shared Vision Managing Data Professional Development Advocacy Shared Accountability and Structures to Sustain Success as an overall framework for school improvement Chapters include in depth discussions of easy to implement useful strategies for improvement and address the most common concerns facing today s school leaders Supplemented with templates charts and other adaptable tools for ongoing practical use

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**Rigor in Your School** Ronald Williamson, Barbara R. Blackburn, 2017-08-23 Raise the level of rigor in your school and dramatically improve student learning with the tools in this book In *Rigor in Your School A Toolkit for Leaders* Second Edition each illuminating exercise is tailored to leaders looking to spread the word on rigor and beat the obstacles to achieving school wide improvement In this new edition the authors answer more questions about common obstacles faced by principals explore how technology can support rigor in your school and provide additional information on collaborative tools for building a culture that supports rigor for all The tools in this book help you Assess where you are now Evaluate and adjust curriculum Design an advocacy plan Ensure accountability with parents Use your school s schedule to increase rigor And more For both new and experienced leaders you ll find this easy to use toolkit full of practical templates and strategies to implement immediately Many tools are available as free eResources



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Pursuing Equity and Success for Marginalized Educational Leaders Salazar Montoya, LeAnne C., Bonn, Christopher, 2024-02-22 In educational leadership aspiring leaders from traditionally marginalized backgrounds face a difficult range of challenges that hinder their ability to thrive This problem is not confined to a single facet but extends its reach across the educational landscape impacting diversity equity and inclusivity within academic institutions As the demand for authentic and practical guidance in navigating the leadership pipeline becomes increasingly urgent institutions struggle to prepare aspiring leaders effectively and develop a more inclusive curriculum These issues are deeply interconnected forming a complex and multifaceted problem that demands an all encompassing solution Within the pages of Pursuing Equity and Success for Marginalized Educational Leaders the remedy for this intricate challenge unfolds This groundbreaking book emerges as a product of collaboration between seasoned practitioners and esteemed researchers presenting a comprehensive guide aimed at empowering aspiring leaders hailing from marginalized backgrounds It is a valuable resource offering practical guidance and research backed strategies

*Leading Learning* Rosemarye Taylor, 2010 Taylor shows how school leadership actions can turn almost any educational challenge into a positive Her use of current school administrators as examples the explanatory charts and the guiding professional analysis make this book a necessary companion to implementing sustained school reform Mary Ann Haas Retired Executive Director of Curriculum and Instruction Flagler School District FL There is no single solution to improving learning and closing the gap for disadvantaged children Rather improvement is the result of a number of successful practices used together This valuable resource shows school and district leaders how specific consistent actions can result in dramatic change and increased student achievement From stimulating intellectual growth to making decisions based on data this book provides leader actions and examples of schools where the gap in learning is closing through exceptional leadership and includes Numerous examples from real schools offering descriptions and analysis of actions that increase achievement Interviews with successful headteachers that provide a realistic look at the issues involved A focus on second order changes where small improvements can create dramatic rethinking of the organization the roles of individuals and the approach to learning Ample forms sample notes templates and other materials to get you started Based on theory but grounded in practice this book shows headteachers the specific actions they need to take to drive high levels of student achievement in their schools

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