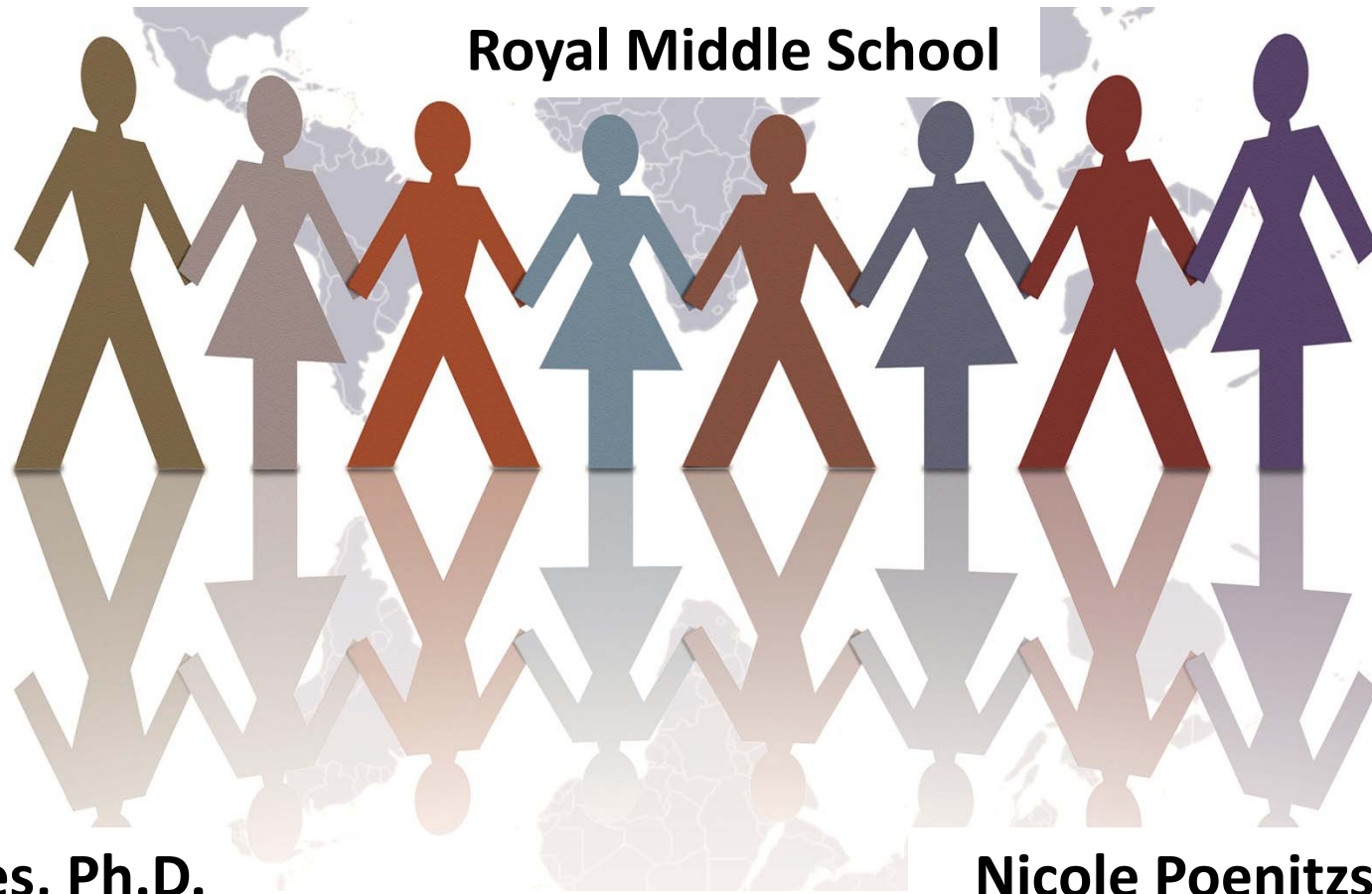




# Leading for Positive Change in Campus Culture



**Gary Bates, Ph.D.**

**Nicole Poenitzsch, M.Ed.**

# Agenda

- Who We Were
- The Campus Culture
- The Challenges of a Small School
- Leading for Positive Change
- Who We Are
  - Academic Performance and Successes



# Our Demographics

## Student Demographics

27% Black

59% Hispanic

14% White

64% at Risk

73% Free/Reduced Lunch

## Teacher Demographics

37% Black

21% Hispanic

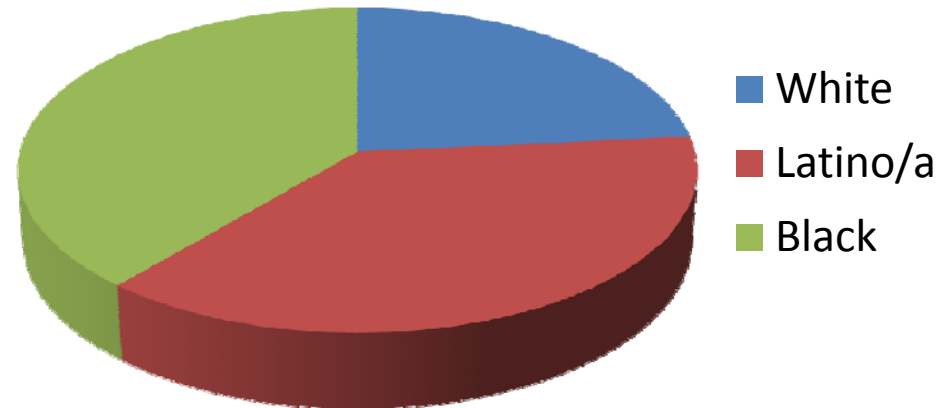
42% White

Average Experience 1-3 Years, ACP



# Community Demographics

## Ethnicity



Median Household Income in:

Brookshire: \$35,258    Texas: \$52,091

Percentage of Households with Unmarried Partners in:

Brookshire: 5.0%    Texas: 4.4%

Percentage of Households with Income Below the Poverty Level:

Brookshire: 17.8%    Texas: 15.8%

# Community Context



- <http://www.click2houston.com/video/22813760/index.html>

# Who We Were

Previous Academic Ratings

**2005- Missed AYP (Mathematics)**

**2006-Missed AYP (Math & Reading)**

**2007-2008**

**Academically Unacceptable**

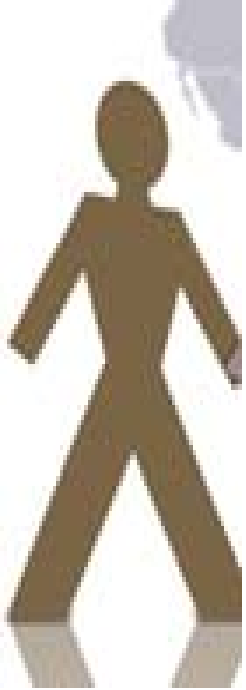


# The Campus Culture

**Historically Royal Middle School was the “Black Sheep” of the district.**

- **Frequent Administrative**
  - Five Principals in Five Years
  - Four Superintendents in Four Years
- **Teacher Turnover**
  - Averaging 60% turnover for past six years

**“Considering the amount of turnover, change and turmoil, the initial culture of the campus resembled a battlefield. Many ‘veteran’ teachers had trained themselves to be resilient to an ever changing environment.”**



# Who We Were



- [http://www.youtube.com/watch?v=TKR\\_Tli5hbU&feature=related](http://www.youtube.com/watch?v=TKR_Tli5hbU&feature=related)

# The Challenges of a Small School

Royal currently has leaders in place to move beyond these pitfalls, yet we fall subject to the common cliché that “Rome wasn’t built in a day”; meaning we still have a long way to go and in the process we all wear many hats.

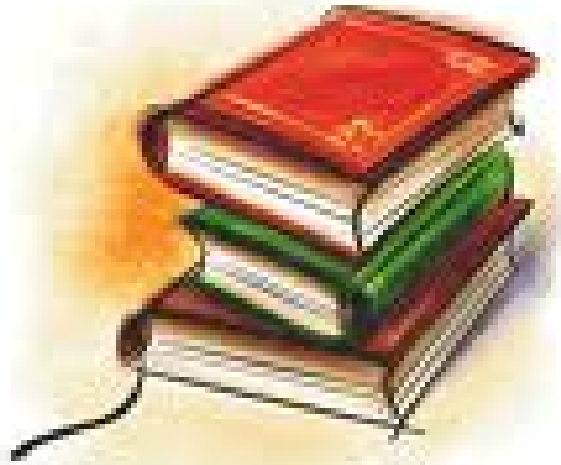
# The Challenges of a Small School

- The Campus leaders serve as instructional leaders, disciplinarians, building facilitators, curriculum directors, legal researchers, testing coordinators, substitute teachers, parent liaisons, parents, brothers, sisters and friends.



# The Challenges of a Small School

While educating 400 may not seem as taxing as educating 4,000, those at Royal Middle School know differently.



# The Challenges of a Small School

Historically we have lacked a guaranteed and viable curriculum.

“First, curriculum and assessment alignment is a moral issue. If the adults don’t do what needs to be done to meet the assumptions...the consequences of their negligence fall most heavily on those students who are most dependent on the school as their source of academic learning- namely the children of the poor.’

- Lawrence Lezotte

# Leading For Positive Change

<http://www.youtube.com/watch?v=jj1UsXsz-7U&feature=related>



# Leading For Positive Change

Committing to a “Whatever-it-takes” Attitude.



“An effective school is one in which all students learn the specified curriculum regardless of factors in their backgrounds which have ordinarily been identified as those which prevent such learning.”

Lawrence Lezotte

# Leading For Positive Change

Creation of our mission statement.

**“Royal Middle School is a safe, effective, and academically successful learning community where students, teachers and professionals are respectful, motivated and committed to a common vision.”**

**-Written by the 2008-2009 RMS Faculty & Staff**



# Leading For Positive Change

Changing our Approach and Teachers' Perspectives.

- Taking a **positive approach** to the challenges ahead.
- **Leaders as facilitators** of teacher input and joint resolutions.
- **Challenges become** views as **opportunities rather than burdens.**



# Leading For Positive Change

## Action Steps

- Scheduling arrangements
- **Data Walks**
- **Data Dialogues**
- Teacher Collaboration
- TAKS Vocabulary
- Instructional Support Period

## Action Steps

- After School Tutorial Academies
- Saturday TAKS Academies
- **Parental Contact & Required Involvement**
- **Computer-Based Acceleration**



# Leading For Positive Change

## Data Walks

- All district administrators trained on the elements of the walk-through “Look Fors”
- Teachers trained on the “Look For” Criteria and on conducting walk throughs with one another.
- The data and *dialogues* are used for growth, NOT evaluations



# Leading For Positive Change

## Data Dialogues

### **The Good, The Bad, and the Ugly** **Nothing to Hide and No Surprises**

- We give the following data to the teachers, parents, students, and the board in it's raw, un-sugarcoated, form:
  - Benchmark passing rates, failure rates, commended rates
  - TAKS passing rates, commended rates, and failure rates WITHOUT TPM
  - Six Weeks failure data
  - Students failing one class and students failing more than one class
  - Students failing by two points or less for the six weeks
  - Instructional observation data from Data Walks



# Leading For Positive Change

## Required Parental Involvement

**Holding ALL Stakeholders Accountable:**

**“Help Me, Help You”**

- Parent Report Card Pick-Ups
  - Cell Phone Pick-Ups
  - Overnight Suspensions
- Data to the parents and to the board



# Leading For Positive Change

## Computer Based Acceleration

- Teaching Reassignment- teacher was selected for ability to build relationships with students and was asked to take on this role.
  - Read Naturally
  - Carnegie Math
  - Region IV Reading Materials
  - Heartbeeps
- RtI process for individual and small group pullouts



# Leading For Positive Change

## Action Steps

- Monthly Parent Breakfast Club Meetings
- Monthly Site-Base Committee Meetings
- **Living CIP**
- Breakfast in the Classrooms

## Action Steps

- **Positive Recognitions**
- Principal's Lunch Bunch
- Six Weeks' Incentive Activities & Awards Ceremonies
- **Fridays- "All Day BABY!"** with Music between classes



# Leading For Positive Change

## Living CIP

- Monthly Site Base Meetings
- Monthly Formative Assessments
- Monthly discussions and revisions

*A leader is best when people barely know he exists;*

*Not so good when people obey and acclaim him;*

*Worse when they despise him.*

*But of a good leader who talks little when his work is done,  
his aim fulfilled;*

*They will say,*

*We did it ourselves.*

*Lao-Tzu*



# Leading For Positive Change

## Positive Recognitions

- Student and teacher of the month recognized at Board Meetings
- Six Weeks Success Assemblies
- Principal's Lunch Bunch
- Seasonal Showcase highlighting success and talent
- Annual Awards Banquet



# Leading For Positive Change

## Action Steps

- CARA Cycle Data Collection
- **Teacher observations at Katy ISD**
- Marzano Book Studies
- Data Dialogues
- **Teacher Accountability**
- Campus Calendar Published

## Action Steps

- Collaboration with other district leaders
- **Consistent Campus Rules**
- **Evident Learning Objectives**
- PVAMU partnership
- Monthly faculty **“Workshops”**



# Leading For Positive Change

## Teacher Observations at Katy ISD

- What they brought back:
  - The need for visible learning objectives in every room.
  - The need for consistent campus and classroom rules.
  - The need for college memorabilia in classrooms and hallways
  - The need for common curriculum on level



# Leading For Positive Change

## Consistent Campus Rules

- **Be Here.**
- **Be Sharp.**
- **Be Respectful.**
- **Be Prepared.**



# Leading For Positive Change

## Evidence of the Learning Objective

2 out of 4

- **Visual**
- **Teacher Talk**
- **Student Talk**
- **Evident in the Work**



# Teacher Accountability

- **Expectation of faculty to be both educators and professionals.**



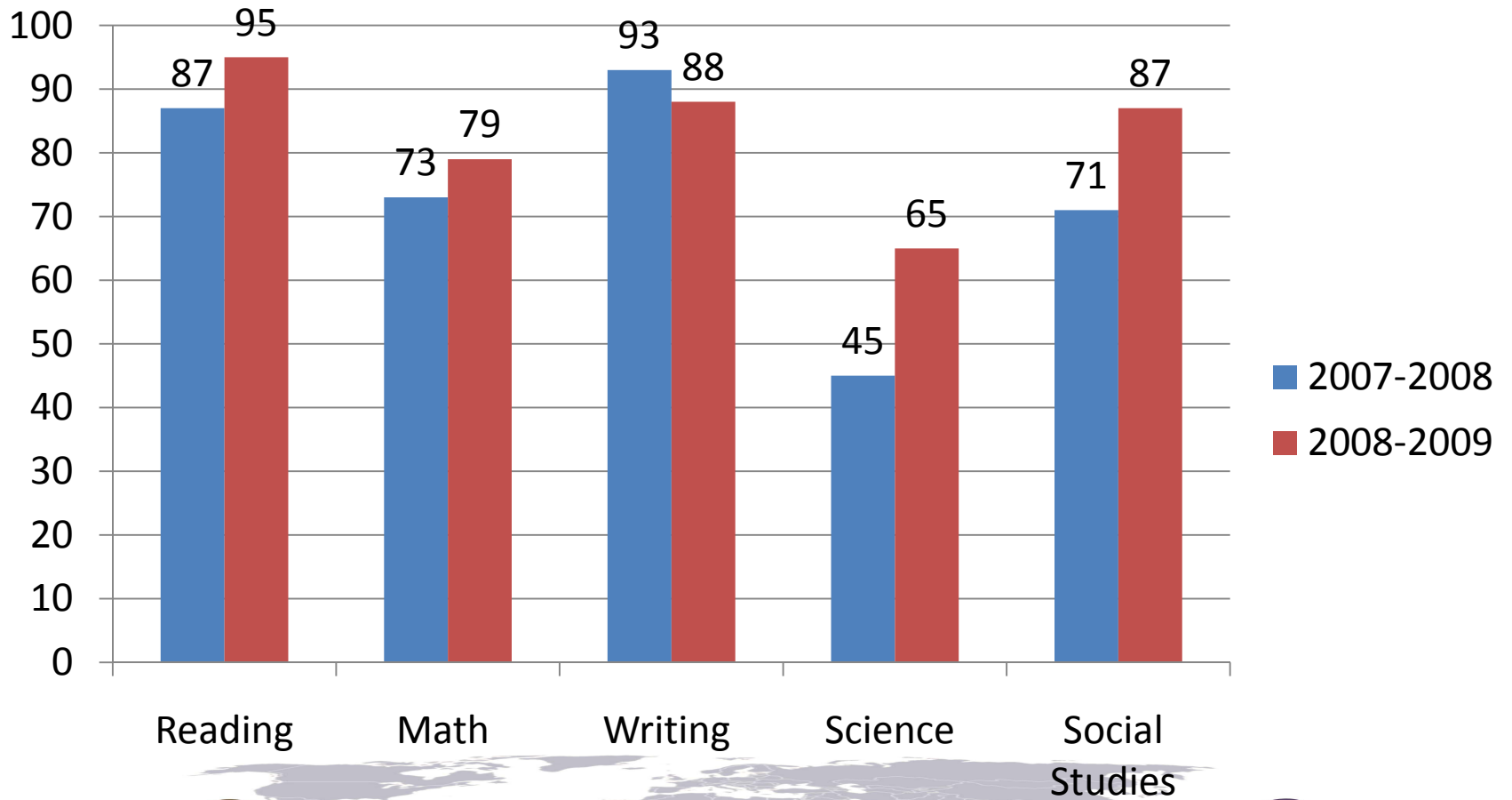
- <http://www.click2houston.com/video/23323464/index.html>

# Tenets of Leadership

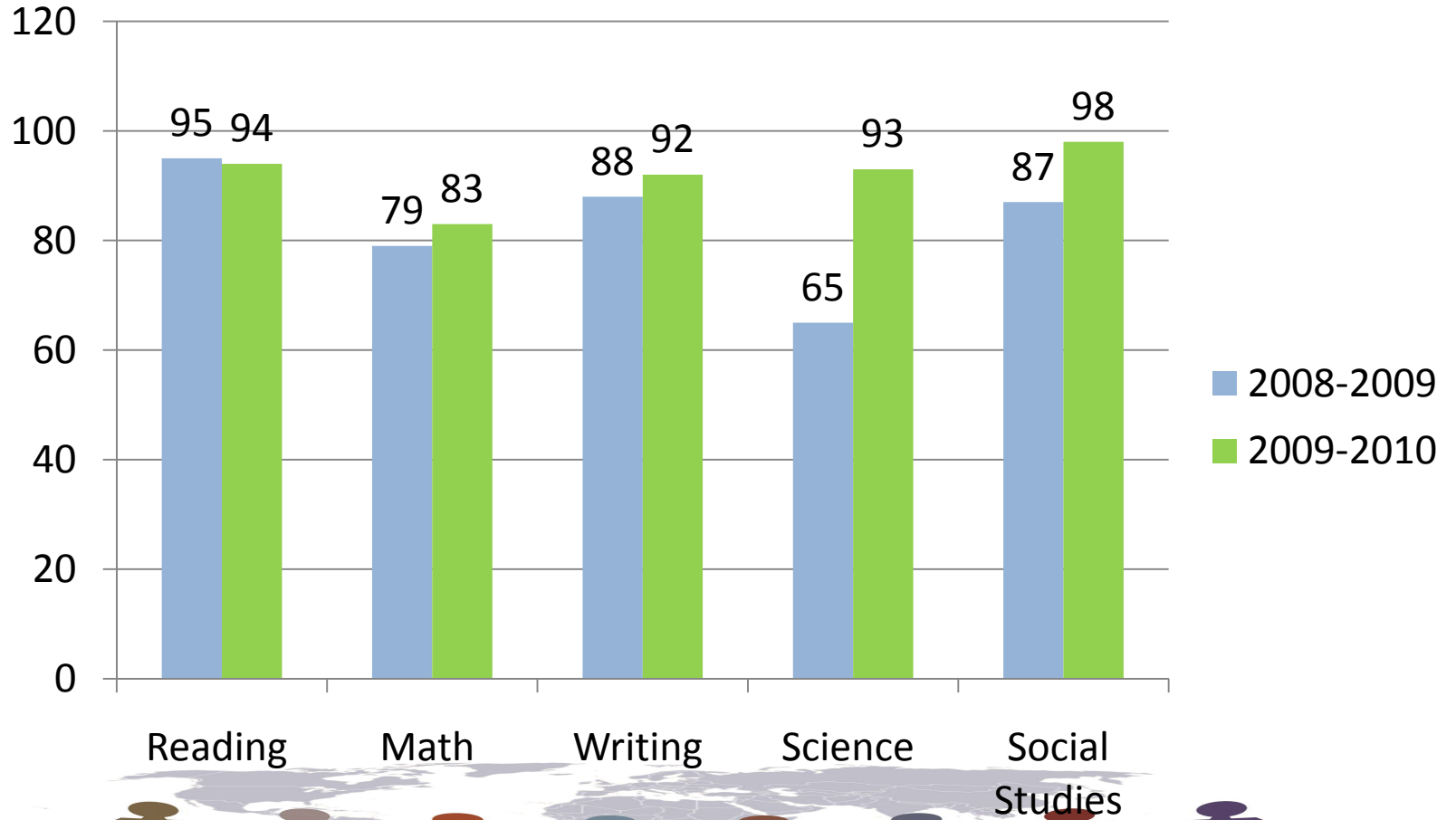
1. Bottom line, it is our job to do right by kids.
2. Bill Cosby: I don't know the key to success, but the key to failure is trying to please everybody.
3. Silence is affirmation of inappropriate behavior.
4. If you don't feed the teachers, they'll eat the students. – Neila Connors



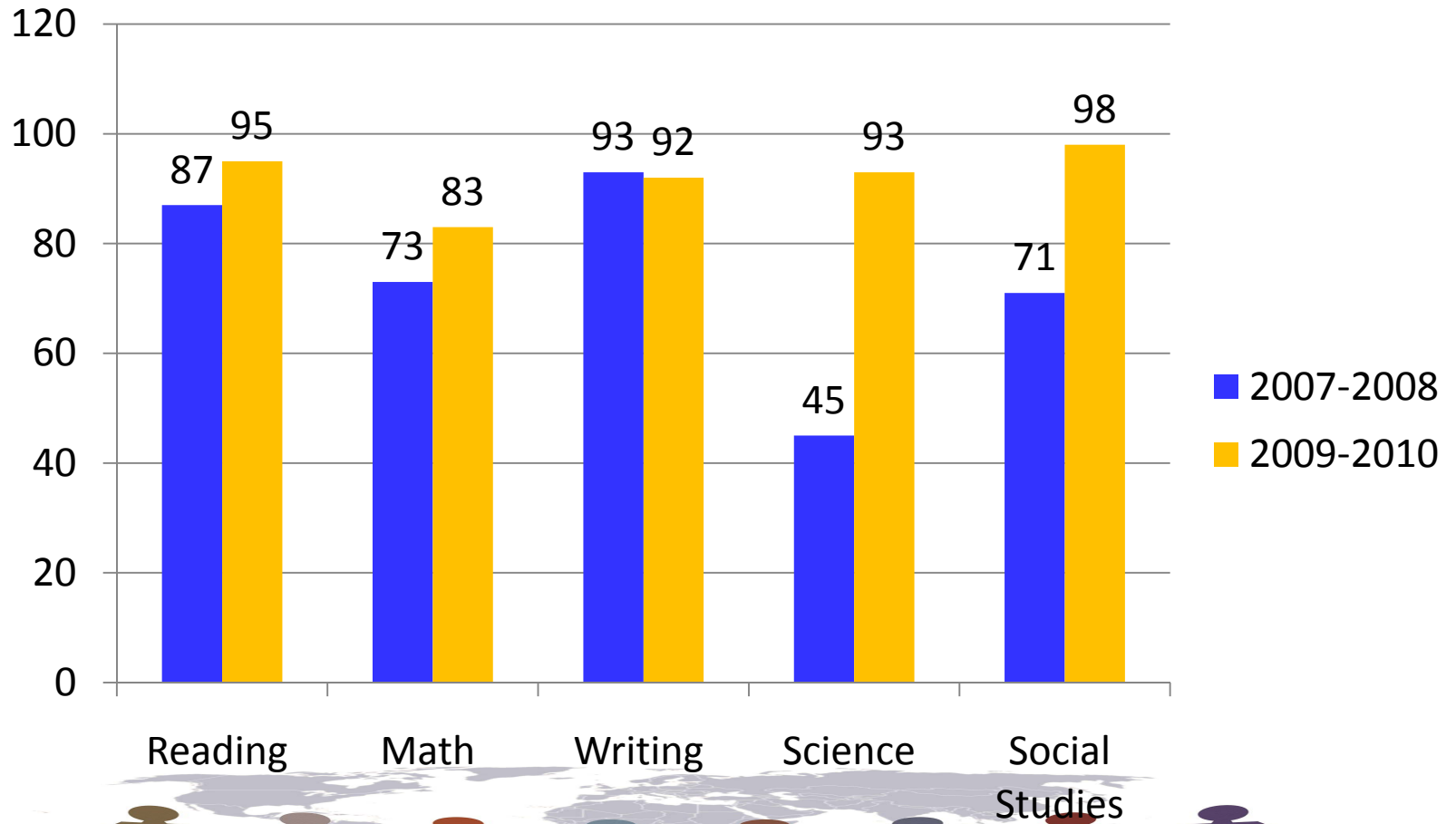
# Who We Are



# Who We Are



# The Gains We've Made



# Who We Are

- **On our campus you will see:**
  - Students at the front desk before 8:00am getting temporary ID's if needed.
  - Turning their hoodies into the school nurse before 8:00am.
  - In Dress Code.
  - Teachers in the hallways
  - Students walking and talking on their ways to classes
  - Evidence of learning in the classrooms
- **We have seen:**
  - 400 parents show up for the Awards Banquet
  - 150 Parents Show up to see 100 students participate in the promotion ceremony
  - 50% of all report cards being picked up
  - The ONLY teaching positions we have to replace, are the ones' of the teachers we do not renew.



# Valuable Resources

- Neighboring School Districts
- Raving Fans
- Marzano's Classroom Instruction that Works
- Marzano's Classroom Management that Works
- How Full is Your Bucket
- Leading Everyday
- On Common Ground
- Dana Center
- Learning Keys
- Systems Thinking, Systems Changing- Network, Inc.
- Teachers within the system!



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