

# nine LESSONS

of successful school leadership teams



*Distilling a decade of innovation*

Bill McKeever and the  
California School Leadership Academy

WestEd 

# Nine Lessons Of Successful School Leadership Teams

**Joseph F. Murphy**



## **Nine Lessons Of Successful School Leadership Teams:**

**Nine Lessons of Successful School Leadership Teams** Bill McKeever, California School Leadership Academy, 2003 Why do some school leadership teams succeed while others stagnate snipe or disintegrate Are there key lessons that apply no matter what your school situation Nine Lessons of Successful School Leadership Teams distills a decade of on the ground innovation and research pointing to what school leadership teams can do to focus on and increase student achievement Case studies from schools and districts anchor the discussion of strategies that have evolved over a decade of work with more than 23 000 school leaders Tools that have contributed to school leadership teams successes are included **Inside High School Reform** Jordan E. Horowitz, California Academic Partnership Program, 2005 What happens when some of the lowest performing high schools in the state of California make a commitment to reform themselves This book goes inside the reform efforts of 28 high schools where educators collaborated to fundamentally change expectations for students in effect to prepare all students for postsecondary education By challenging the status quo teachers and administrators set out to strengthen their delivery of services so that all students especially those traditionally denied access to college would leave their care with more options for college and for life Reported here are the conclusions from formal evaluations over the past ten years of high school reform shepherded by the California Academic Partnership Program CAPP CAPP schools are each funded for three to five years with grants of about 100 000 a year to make fundamental changes for their students As these schools discovered not all changes are equally valuable but some are simply essential In the words of the educators themselves and through the perspectives of CAPP advisors who monitored the programs Inside High School Reform lays out some of the apparently universal lessons of making the reform changes that matter *Disrupting the Teacher Opportunity Gap* Jon Saphier, 2023-07-25 The teachers aren't the problem it's the system that needs fixing The missing element in 70 years of school reform is a surround sound focus on High Expertise Teaching We could have it in any district regardless of zip code if we reengineered the twelve processes that impact teachers knowledge and skill A handbook for action and a persuasive case for making every school a reliable engine of constant learning this book outlines the actions necessary to ensure High Expertise Teaching reaches more children more of the time Informed by a substantial research base and decades of implementation scholar practitioner Jon Saphier presents the foundational elements of High Expertise Teaching in this capstone work along with A comprehensive plan for effective implementation to scale An assets based approach to high expectations culturally responsive teaching and rigor Templates for re engineering school and district based processes Guidance for leaders on honing their own skills to implement change Excellent teaching is complex and demanding with challenges beyond what any teacher preparation program can cover That's why we must create a workplace environment that enables and prioritizes continuous professional learning about High Expertise Teaching **School Turnaround in Secondary Schools** Coby V. Meyers, Marlene J. Darwin, 2019-12-01 In the continuing quest to turnaround the lowest

performing schools rapid and sustainable reform or school turnaround seems most elusive for secondary schools Secondary schools are rife with challenges due to their wide ranging mission and organizational complexity With the continued emphasis on college and career readiness and the vast learning possibilities enhanced by technology our third book in this series *Contemporary Perspectives on School Turnaround and Reform* focuses on rapid school turnaround and reform in secondary schools In this edited volume researchers and scholars consider the doubly perplexing challenge of school turnaround or the rapid improvement of the lowest performing secondary schools Although there is some evidence that school turnaround policy can impact student achievement scores research across international contexts seldom identifies schools that substantially changed student learning trajectories and sustained them Separately many societies have found improving secondary schools a relatively intractable problem for multiple reasons including school size and complexity the micropolitics of teaching and leading within them and cumulative widening student achievement gaps In combination there are almost no examples of low performing secondary schools turning around The chapters in this book begin to offer some hope about how policymakers practitioners and researchers might begin to reconceptualize how they engage in and undertake the work of rapidly improving low performing secondary schools The authors provide theoretical and conceptual advancements offer lessons learned from both successful and unsuccessful initiatives and address practical issues with potentially accessible ways forward

*Breaking Away from the Corporate Model* Rocky Wallace, 2009-10-16 *Breaking Away from the Corporate Model* integrates the core values of servant leadership into an effective formula for organizational health and school transformation Providing strategies for transformation Rocky Wallace follows a high school principal John as he extends his servant leadership model to a regional cohort of principals The rich discussions and networking that result provides critical support for these school shepherds as they learn to more effectively serve their school communities This book emphasizes the need to understand how the corporate mentality and impersonal business of school can easily get in the way of the heart of teaching and learning

**Professional Learning Communities by Design** Lois Brown Easton, 2011-07-14 This practical guide to the successful implementation of Professional Learning Communities is focused on the intentional learning and actions of teachers who wish to help struggling students succeed and narrow achievement gaps The author includes a range of professional learning designs protocols and tools that can be applied to various PLC contexts Each chapter includes an installment of a realistic and meaningful case narrative that describes what happens as faculty members work toward improving learning for all students Provided by publisher

**Creating Productive Cultures in Schools** Joseph Murphy, Daniela Torre, 2014-04-23 Leading Researcher Joseph Murphy and his colleague Daniela Torre shed light on two critical issues in education today student underachievement and how to build effective high performing schools Murphy draws from considerable research and scholarship in the area of school reform This research is based on meaningful links with the worlds of practice and policy and builds upon our most robust understanding about school improvement The

book examines the historical footings of the American public school to expose the economic political social and cultural currents that have shaped and continue to influence our understanding of public education and underachievement

**Building Teachers' Capacity for Success** Pete Hall, Alisa Simeral, 2008-12-15 Focuses on building the capacity of teachers supporting teachers to help them reach their potential and making the best use of teachers individual and collective contributions to school improvement efforts

**Connecting Teacher Leadership and School Improvement** Joseph Murphy, 2005-01-25 Increase student learning by developing teacher leaders Research over the years has consistently identified leadership as a critical component of school change and as initiatives to reform the educational system have emerged one significant line of work emphasizes teachers assuming greater leadership roles within their organizations Connecting Teacher Leadership and School Improvement is the first book to synthesize theoretical empirical and practice based literature to provide a comprehensive look at what is known about teacher leadership and what works to support it The first part of the book explores the core concepts of teacher leadership while the second part shows readers how to establish the context in their school or district to cultivate and support teacher leaders A vital piece of equipment in the school improvement toolbox this book covers such important topics as The principal s critical role in supporting teacher leadership Cultivating teacher leadership through professional development Overcoming organizational barriers that hinder teacher leadership How teacher leadership can help advance school improvement efforts Presenting a comprehensive model of this successful change strategy author Joseph Murphy examines the ideological and empirical basis of teacher leadership and offers strategies to help teachers and principals create productive relationships that will strengthen our nation s schools

**Professional Standards for Educational Leaders** Joseph F. Murphy, 2016-12-21 Unpack the standards and build a plan for leading learning Evidence increasingly points to a direct link between the curriculum leadership provided by educational leaders and the overall effectiveness of schools Professional Standards for Educational Leaders introduces the foundations of the recently revised professional educational leadership standards and provides an in depth explanation and application of each one Written by the primary architect of PSEL educational leadership expert Joseph F Murphy this authoritative guide to understanding and applying the standards explores the new emphasis on Leadership of learning school culture and diversity Values ethics and professional norms of educational leadership Teacher quality instruction and caring support

**Powerful Guiding Coalitions** Bill Hall, 2021-09-24 Building a professional learning community PLC is not a journey taken alone That s where the guiding coalition comes in With clear practical guidance this resource examines every aspect of how to create develop and sustain this essential leadership team Each chapter includes next steps FAQs and reflections carefully designed to help you overcome common roadblocks as you move from current practice to best practice Define a guiding coalition and understand its importance Learn basic PLC concepts and principles to inform guiding coalition processes Understand the three basic school structures to ensure a proper PLC foundation Form and maintain strong

relationships that strengthen leadership Implement levers to improve school culture and create effective efficient leadership

Contents Introduction Chapter 1 Creating a Powerful Guiding Coalition Chapter 2 Leading the PLC Basics Chapter 3 Building a Solid PLC Foundation Chapter 4 Building Powerful Relationships Chapter 5 Promoting Collaborative Leadership Chapter 6 Leveraging Your Leadership Epilogue References and Resources      **Developing Successful Leadership** Brent Davies, Mark Brundrett, 2010-07-20 Research has shown that school leadership is second only to classroom teaching in its effect on pupil learning As the demands on management teams become ever more complex this volume offers a fresh and expansive view on the challenges to be met in developing a leadership career With contributions from some of the most accomplished commentators on school leadership and management from around the world this book moves away from the simple how to of becoming a principal focusing instead on the wider issues of becoming a successful leader The central aim has been to assemble powerful statements from international authorities that encapsulate leading edge thinking on a group of interconnected themes based on the notion of developing successful leadership in and beyond schools In so doing the text examines strategies for existing leaders developing their full capacity as well as enhancing the skills of those new to or aspiring to a leadership role The chapters contributed by a carefully selected group of leading educationalists present insights on a number of central themes including developing new skill sets in leadership the ethical and moral dimensions of leading an organisation Leadership for instructional and pedagogical success developing leadership capacity and capability through strategic activity Rather than taking a technical approach of how to undertake the managerial or administrative tasks the authors seek instead to develop critical leadership perspectives and skills with chapters on vitally important topics such as strategies for maximizing the potential of the leadership team as a whole They draw not only upon the literature in the field of educational leadership but also a wider literature in the field of business and management This diversity of perspective ensures this book s appeal to a broad international readership      **NCLB Reauthorization** United States. Congress. Senate. Committee on Health, Education, Labor, and Pensions, 2008      **Effective School Leadership** John MacBeath, 1998-09-30 This is a zippy read arising out of the international project effective leadership in a time of change which grapples with the nature and practice of leadership as opposed to management or administration in schools Times Educational Supplement Who really runs the school head teachers or governors What do pupils think of their leaders and should they have a bigger role in school leadership Is the United Kingdom obsessed with discipline and strong leadership as others suggest Is New Public Management an insidious undermining of what is important and valuable in the UK educational system The answers to these and other questions present surprises and challenges to the way things are seen in the UK This book provides evidence from other countries that raises many questions about effective leadership and how it is seen from different viewpoints and examines the issues in a political context and in relation to a changing world scene      **Insights Into Action** William Sterrett, 2011-12-14 Do you ever wonder whether researchers and professional developers really know

what it's like to be a school leader Do you sometimes struggle to connect articles and conference presentations with the challenges you face day to day For award winning educator William Sterrett the answer to those questions was a resounding yes So he made it his mission to identify the most important issues facing today's school leaders and offer practical effective strategies for success Drawing on his own experience as a teacher and principal and on interviews with nine distinguished practitioners including Carol Ann Tomlinson Richard DuFour Baruti Kafele and James Popham Sterrett merges current research and theory with lessons from successful educators who have truly been there done that Each chapter of *Insights into Action* carefully examines a particular topic of relevance translating research and experience into replicable sustainable practices and offering ways to overcome barriers to success You'll learn How to be a more effective leader including ways to turn your school vision into reality become a learning leader make professional development more meaningful and achieve the elusive work life balance How to strengthen your learning community by differentiating instruction and leadership fostering a positive school climate and incorporating learning experiences outside the classroom and How to face the challenges of today including ways to infuse technology into your school community gather and apply useful data and turn crises both big and small into success for all Each chapter includes Action Items and In the Field Activities to extend the discussion help you apply the book's insights and strategies and enable you to realize actual growth in your school In a job filled with constant stressors and challenges it's important to have a solid well grounded perspective *Insights into Action* offers both practical lessons and inspiration to handle whatever comes your way

**Preparing Principals for a Changing World** Linda Darling-Hammond, Debra Meyerson, Michelle LaPointe, Margaret T. Orr, 2009-11-04 *Preparing Principals for a Changing World* provides a hands on resource for creating and implementing effective policies and programs for developing expert school leaders Written by acclaimed author and educator Linda Darling Hammond and experts Debra Meyerson Michelle LaPointe and Margaret Terry Orr this important book examines the characteristics of successful educational leadership programs and offers concrete recommendations to improve programs nationwide In a study funded by the Wallace Foundation Darling Hammond and the team examined eight exemplary principal development programs as well as state policies and principals experiences across the country Using the data from the study they reveal how successful programs are structured the skills and knowledge participants gain and what they are able to do in practice as school leaders as a result What do these exemplary programs have in common Aggressive recruitment close ties with schools in the community on the ground training under the wing of expert principals and a strong emphasis on the cutting edge theories of instructional and transformational leadership In addition to highlighting the programs similarities the study also explains the differences among the programs and sheds light on the effectiveness of approaches and models from different states and contexts East West North and South urban and rural pre service and in service The authors analyze program outcomes for principals and their schools including illustrative case studies and educators voices on the influence of programs strategies

for recruitment internships mentoring and coursework The ideas and suggestions outlined in *Preparing Principals for a Changing World* are presented with the goal of increasing the number of highly qualified thoughtful and innovative educational leaders

*Managing the Laboratory Animal Facility* Jerald Silverman, 2016-10-14 Praise for the Previous Editions The author brings in management wisdom from the world outside laboratory animal medicine and veterinary medicine As a result there is a rich mixture of the experience of a seasoned professional and the theoretical framework used by schools of management I recommend this book to managers and laboratory animal specialists at any stage of their careers Franklin M Loew DVM PhD DACLAM JAVMA Vol 222 No 6 2003 This book is a good informational resource for any new manager to the field of laboratory management The information is presented in a way that will keep your interest and stimulate you to think how it can benefit you and the facility in which you work Susan K Cutter BS RVT RLATG Purdue University West Lafayette Indiana USA LAMA Review Written in Jerry Silverman's trademark style *Managing the Laboratory Animal Facility* Third Edition provides the reader with sound management theory and associated management practices that are easy to read easy to understand easy to implement and pertinent to the daily management and leadership of laboratory animal facilities Maintaining the practical focus of previous editions this greatly expanded volume presents the critical knowledge needed to help you make efficient and effective use of the key resources that are used every day by vivarium managers people time money and information New to the Third Edition Incorporating the latest developments in management theory and application the edition contains approximately 100 pages of new and expanded material This more detailed coverage Discusses lean management concepts and practices and their application to laboratory animal science Adds information on many essential topics especially in human resources management in its treatment of negotiations influence and performance reviews Provides a large number of revisions and updates to Appendix 2 in its presentation of Per diem calculations Includes an extensive list of references for further study of specialized topics

**Profile of an Effective School Superintendent** Dale Boddy, 2021-03-25 ABOUT THE INFORMANT Ed Noyce the informant or subject of this field study was the Superintendent of the Wapiti Falls School District in 1994 Pseudonyms are used throughout his story but he is real and so are the people events and locations herein Why Ed Noyce Ed was identified by an expert panel as an effective school superintendent Asked for his comments the real Ed Noyce wrote I am also grateful to those staff members school board members and others who agreed to participate It can be quite threatening to have an unknown observer attending meetings at which private feelings and opinions are being shared Yet to the best of my recollection no one showed even the slightest hesitation having an unknown observer recording their every move The researcher deserves much credit for the way he managed to put others at ease ABOUT THE ETHNOLOGY Naturalistic observations were collected digested collated and curated to provide a cultural portrait The purpose was to better understand superintendent leadership Three key attributes common to all leaders spending sufficient time on the job focusing on key attributes of the organization's mission

and respecting the individuals serving within the organization were used and individualized for our informant Everyday encounters are described in detail Follow along as Ed applied his core strengths and attributes in leading district staff students elected officials and community Leadership strategies are enumerated and validated in two case studies In one Ed and his district faced a crisis which tested elected officials teachers administrators and finally Ed Inner strengths were revealed strengths attributed to work life balance Leadership will always be complex Hence no all encompassing theory of leadership will be offered In this cultural portrait the premises held to be true are threefold watch reflect improve

**Leadership & Sustainability** Michael Fullan, 2005 Leadership Sustainability examines how the opportunity for new leadership can be leveraged to focus on sustainability of reform will identify barriers strategies for moving in new directions Fullan defines the meaning of sustainability the important part it plays in contemporary reform Scaling Up Success Chris Dede, James P. Honan, Laurence C. Peters, 2015-06-10 Drawing from the information presented at conference sponsored by the Harvard Graduate School of Education and the Mid Atlantic Regional Technology in Education Consortium leading educators researchers and policymakers Scaling Up Success translate theory into practice and provide a hands on resource that clearly describes different models for scaling up success This important resource is filled with illustrative examples of best practices that are grounded in real life case studies of technology based educational innovation<sup>3 4</sup> from networking a failing school district in New Jersey to using computer visualization to teach scientific inquiry in Chicago Scaling Up Success show how the lessons learned from technology based educational innovation can be applied to other school improvement efforts

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