

Organizational Structure for Improving School Culture

*Doing Whatever It Takes to Build a Strong
Foundation*

Presented by:
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This Workshop...

WILL...

1. Identify important first steps in framing organizational structures
2. Identify key elements for sustaining strong school culture
3. Explain the importance of relationship building as it relates to school culture

WILL NOT...

1. Provide a 'quick fix' to cultural challenges
2. Address specific cultural challenges i.e. discipline, achievement gaps, teacher burnout



DO NOW...

DISCUSSION PROMPT: What does school culture mean to you? What is one key element needed to build a strong foundation for school culture?

DIRECTIONS:

1. Think (1min)
2. Pair (2min)
3. Share(2min)



AGENDA

- ❑ AMS 3 School Culture
- ❑ Acknowledge, Reflect and Reframe
- ❑ Key Factors for Sustainability
- ❑ Final Takeaways

What is the definition of school culture?

“The term school culture generally refers to the beliefs, perceptions, relationships, attitudes, and written and unwritten rules that shape and influence every aspect of how a school functions, but the term also encompasses more concrete issues such as the physical and emotional safety of students, the orderliness of classrooms and public spaces, or the degree to which a school embraces and celebrates racial, ethnic, linguistic, or cultural diversity.”

<https://www.edglossary.org/school-culture/>



Restore Honesty Responsibility
Conflict Relationships Reflect
Empathy
Communication Integrity Feedback
Patience Change
Acceptance Dedication
Questioning Coaching
Circles Teaming
Rigor Check-ins

Who is AMS 3? Our School Profile

- Enrollment: 402 Students
- Demographics
 - 80% African American
 - 9% Hispanic
 - 3% Asian
 - 2% White
 - 4% English Language Learners
 - 13% Students with Special Needs
- Free/Reduced Lunch: 87%
- Student Attendance: 93% (City Average 89%)
- Graduation Rate: 92%
- College Acceptances: 100%
- Location: Sheepshead Bay Brooklyn, NY-South Brooklyn
- Campus: Shared with three (3) other schools



Our Process

Acknowledge	Reflect	Reframe
<ol style="list-style-type: none">1. Evaluate the state of the school2. Review what has already been done3. Identify what is working and what could be improved	<ol style="list-style-type: none">1. Reflect on the data2. Involve school based stakeholders for feedback3. Develop action plan from feedback	<ol style="list-style-type: none">1. Create systems to implement change2. Develop timeframe for implementation3. Active and continuous norming and reflecting

Adapted from the ASCD: Handling Student Frustrations by Renate Caine and Carol McClintic ASCD
Arias Publication May 2014

Step 1
Acknowledge

Our Inquiry Story

Year One!

- ❑ 3 R's & P.R.I.D.E
- ❑ Advisory
- ❑ Instructional Coaching
- ❑ Scholar Dollars
- ❑ Code of Conduct



Years Two, Three & Four!

- ❑ Additional teaching staff
- ❑ Additional Cohort Leaders
- ❑ Instructional Coaching Systems
- ❑ PRIDE Dollars
- ❑ Code of Conduct



End of Year 4: What did the DATA say?



Step 1: Acknowledge: What did the data say?

Staff Anonymous Anecdotal

“I believe more goal oriented department meetings would improve my professional experience, such as department meetings with meaningful agendas each week and collaborative course, unit, and topic planning throughout the departments.”

“We need more consistent procedures for promoting positive student culture and buy-in. I think this needs to start in the beginning of the year where the cohorts focus on building relationships among each other.”

“I would like to have more opportunities to collaborate with other teachers in my content area. It would also be helpful to be able to have more common planning time with my department.”

Step 1: Acknowledge Evaluating the State of AMS III

1. Data
 - a. Insight Survey
 - b. NYC Survey
 - c. Staff Anecdotes

2. Observations
 - a. Review current systems and protocols in place.
 - b. Staff Anecdotes

3. Identify what is working and what could be improved



What Leadership Acknowledged

Inconsistencies in the following areas:

1. Clarity of the purpose of systems
2. Buy-in for school systems
3. Sustainability of systems



Activity # 1: Acknowledge - School Culture Challenge

1. With a partner ***acknowledge*** a current challenge in your school based on one of the categories below.
2. How does this challenge impact school culture?



Examples:

Learning Environment, School Leadership, Rigorous Instruction, Professional Development, Academic Expectations, Peer Culture, Discipline, Family Engagement, Teacher Development, Student Achievement

Step 2

Reflect

The Review and Debrief

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Reflect: Develop a Plan

SLT Inquiry

SLT Meeting with Leadership

Leadership Debrief and Next Steps



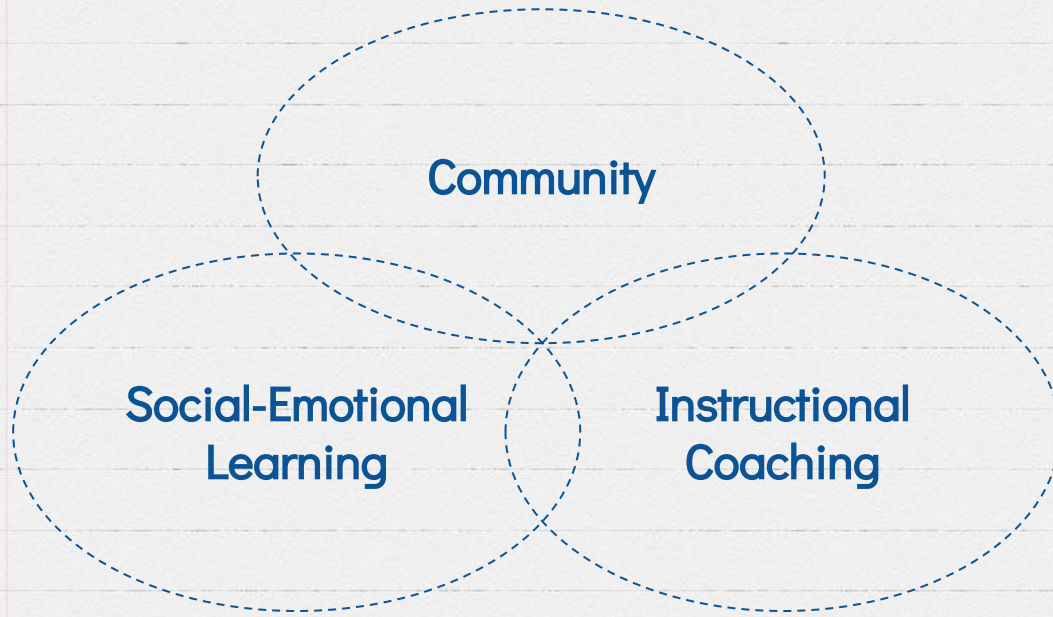
The SLT Takeaways . . .

What We Needed to Shift

1. Relationship Building for all stakeholders
2. Individual Mindset to Community Mindset
3. Teaming Structure with Accountability
4. Learning Environment as it relates to maximization of instructional time



KEY ELEMENTS TO IMPROVING SCHOOL CULTURE



STEP 3. Reframe

Putting Key Elements into Action
Through Relationship Building

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Community

1. Team Building
2. PRIDE Light
3. Student Council (PRIDE Council)
4. Dean Incentives
5. Community Based Organization with Family School Alliance



Instructional Coaching

1. Learning Walks
2. Weekly Coaching with SEL Check-Ins
3. Restructured Team and Instructional Time
4. Teacher Led Professional Development
5. Relationship Interventions



Social Emotional Learning

1. Student Advisory
2. Teacher Advisory
3. Counselor Consultation
4. Staff PD's on SEL Training
5. Restorative Approach to Consequences



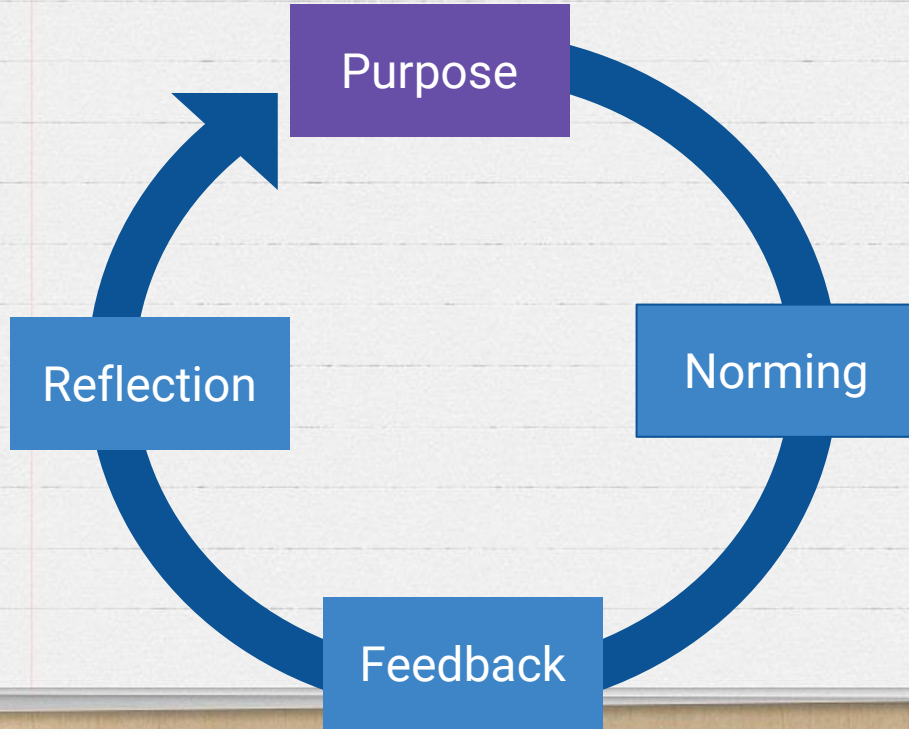
IMPACT!

1. Teacher/Classroom Log Entries (Referrals)
 - a. September 2016-April 2017 (876 Log Entries)
 - b. September 2017-April 2018 (355 Log Entries)
2. Suspension Data (Area of Growth)
 - a. September 2016-April 2017 (OSS=10/ ISS=37)
 - b. September 2017-April 2018 (OSS=13/ ISS =37)*
3. Graduation Rate
 - a. 2016-2017 (92%)
 - b. 2017-2018 (97% Expected)



**Key Factors to
Sustainability**

Key Factors Needed to Sustain a Strong Foundation for School Culture



Key Factors to Sustain a Strong Foundation for School Culture

Purpose	Norming	Feedback	Reflection
<ol style="list-style-type: none">1. What's your <i>why</i>?2. Clear objectives and expectations	<ol style="list-style-type: none">1. Open communication2. Include all stakeholders3. Assume positive intent	<ol style="list-style-type: none">1. Give feedback on systems and performance2. Be open to receive feedback on systems and performance	<ol style="list-style-type: none">1. Progress Monitoring2. Did we achieve our goal?3. Identify what worked well4. Identify challenges and next steps

Activity #2: Reflect- Reframing Plan

Task: Brainstorm an action plan to bring back to your school team to reframe a challenge.



Guiding Questions

1. Based on your answer from activity #1, what is one structural shift or move you would make to improve school culture? What impact do you see this shift making?
2. What would be some of your first steps to shift your school's culture? * Remember to incorporate the Four (4) Key Factors - ***Purpose, Norming, Feedback, Reflection*** *

Doing Whatever It Takes

The Unwritten Rules of Our School Culture

1. Be comfortable with discomfort- Have the difficult conversations that will lead to change.
2. Embrace conflict- manage it, don't avoid it.
3. Be strong with your decisions, but leave room for flexibility.
4. Self-reflect- how are you contributing to the school culture? Critique your contributions.



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Final Takeaways

1. Remember your goal as a school.
2. Acknowledge the challenges and barriers in the way of reaching your goal and do something about it.
3. Your TEAM is your biggest resource.
4. Add value to your team's voice.
5. Develop a culture of reflection and consistent learning.



Thanks!

Any questions?

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www.NewVisions.org/AMS3

