

School Change Must Mesh with School Culture

Presentation to KPBSD Administration

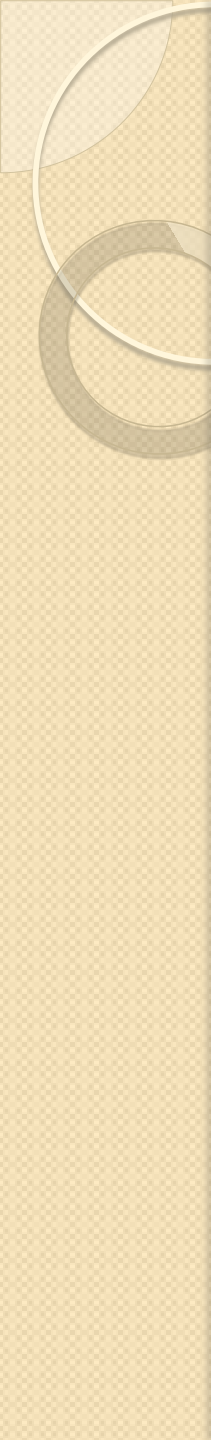
Steve Atwater, Superintendent

January 29, 2014



Today's Plan

- Thoughts on Innovation and School Culture
- District News



Improvement- five
months later, is your
school performing at a
higher level today than it
was in August?

Four Critical Questions

- What do the students need to know and be able to do?

- How do we know if they know it?

Standards

Evidence

Differentiation

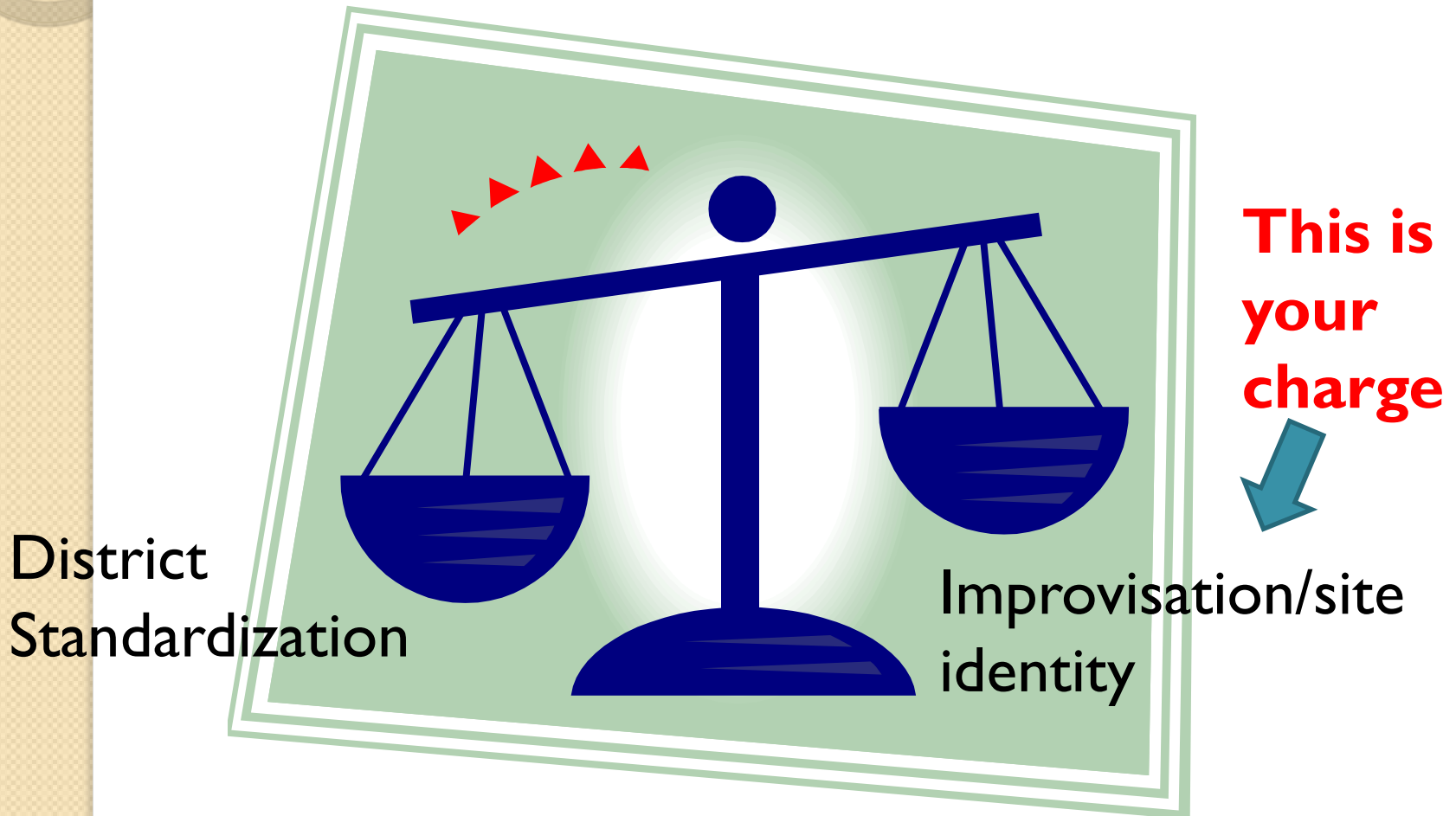
Interventions

- What will we do if they already know it?

- What will we do if they don't learn it?

Highly Reliable Organization- eliminating the variables that cause inconsistencies

An HRO depends on attaining the right balance



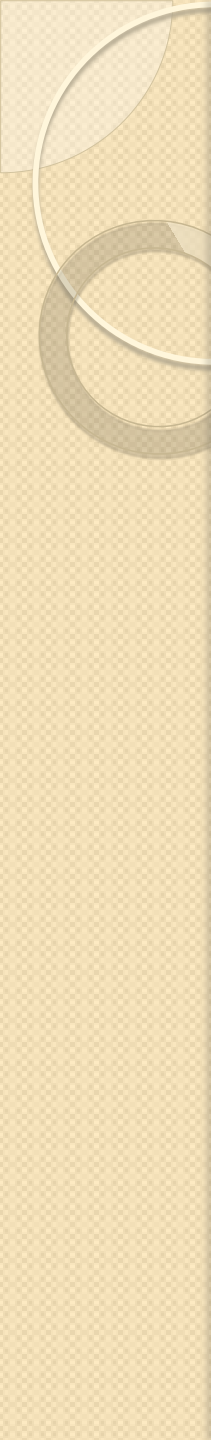


School Culture- improvement depends on it

Change/improvement will happen faster at schools with a receptive school culture

What are some of the pieces that define your school culture?

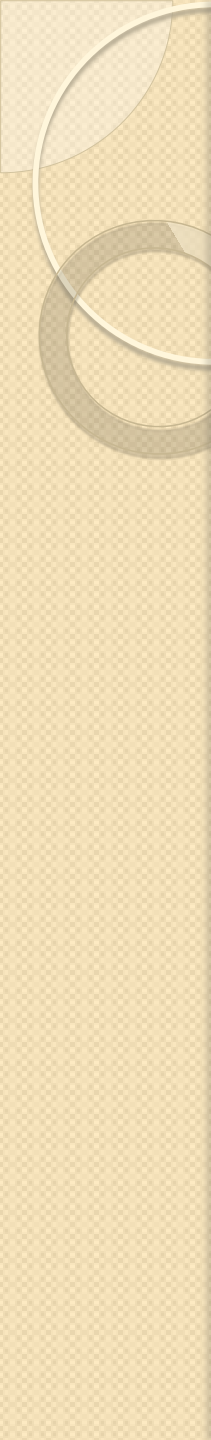
- How staff dress
- What staff talk about in the lounge
- How teachers decorate their rooms
- Emphasis on certain curriculum
- Teachers willingness to change



So what can you do to
improve your school
culture?

Five questions to help identify your school culture

- What are the assumptions your school's adults hold for students?
- What are the assumptions about leadership and decision making?
- What are the assumptions about adult roles and responsibilities?
- What are the assumptions about practices and structures for educating students?
- What are the assumptions about the value of change?

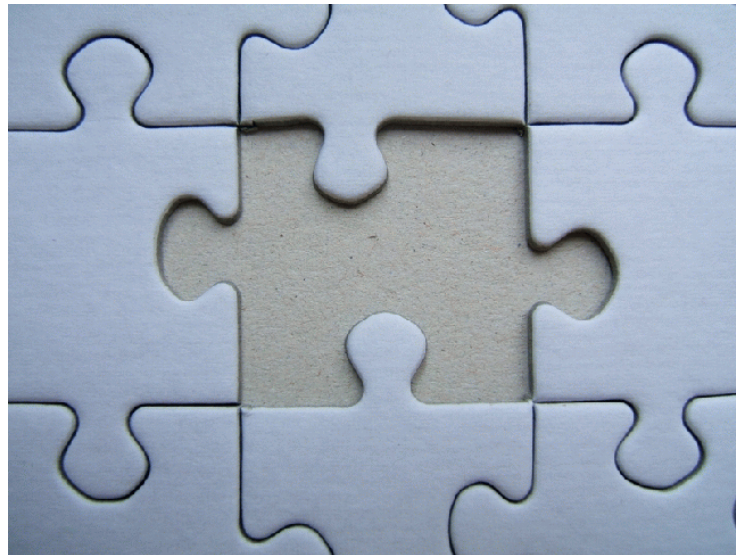


Responses to the five questions help you understand whether what you want to do will work

There must be a match of the underlying assumptions of the school (culture) and the reform effort

As principal, you want to be sensitive to the innovations, improvements, are we wasting our time?

If the culture of the school won't allow it to embrace the change, then the change will not fully happen



So how can you begin to improve the culture?- work on the norms that need to be present for change

Teacher Knowledge	Teacher Interaction
Collegiality	Appreciation and recognition
Experimentation	Caring and humor
High expectations	Involvement in decision making
Trust and confidence	Protection of what is important
Tangible support	Traditions
Referring to a knowledge base	Honest open communication

Schweiker-Marra (1995)

Principal is the key to enacting change

- Principal as an initiator
 - Support the innovation
 - Work collaboratively with key people
 - Develop supportive organizational arrangements
 - Consult, monitor and reinforce the change process

Fullan (1991)

Culture of your school is not fixed

- Figure out what your culture is and what it is missing in the way of embracing change.
- All KPBSD schools should be able to point to innovations that are improving student learning-is your school culture slowing the intended progress?
- You must consider your school culture before deciding what you can and cannot do

Between now and April

- Take stock of your school culture
- Decide what is missing
- Work with staff to create a strategy to make the improvement

District News

- Early release- is it doing what we intended it to do?

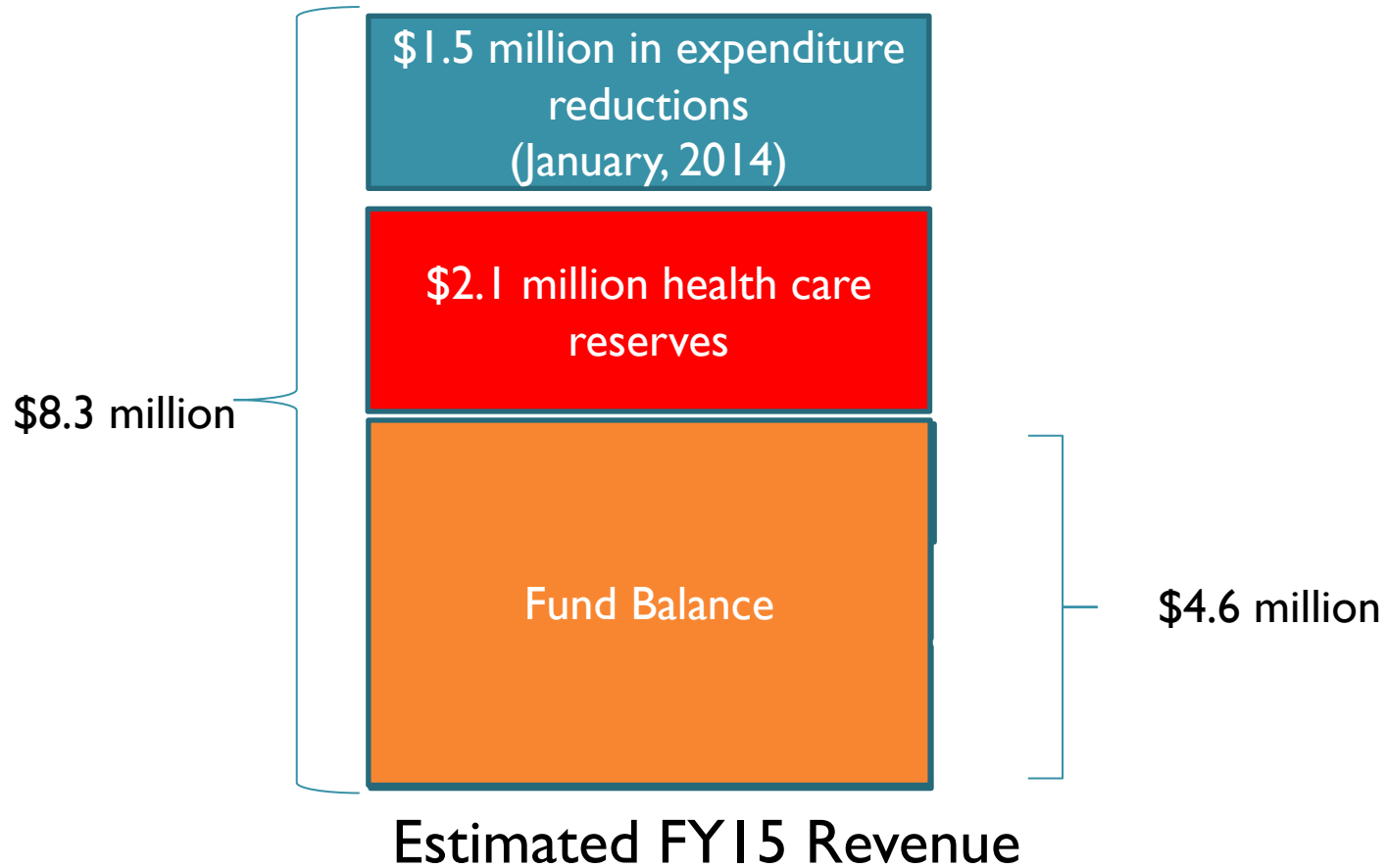


Finances

Sky is not falling, but things are going to get tighter before they get better

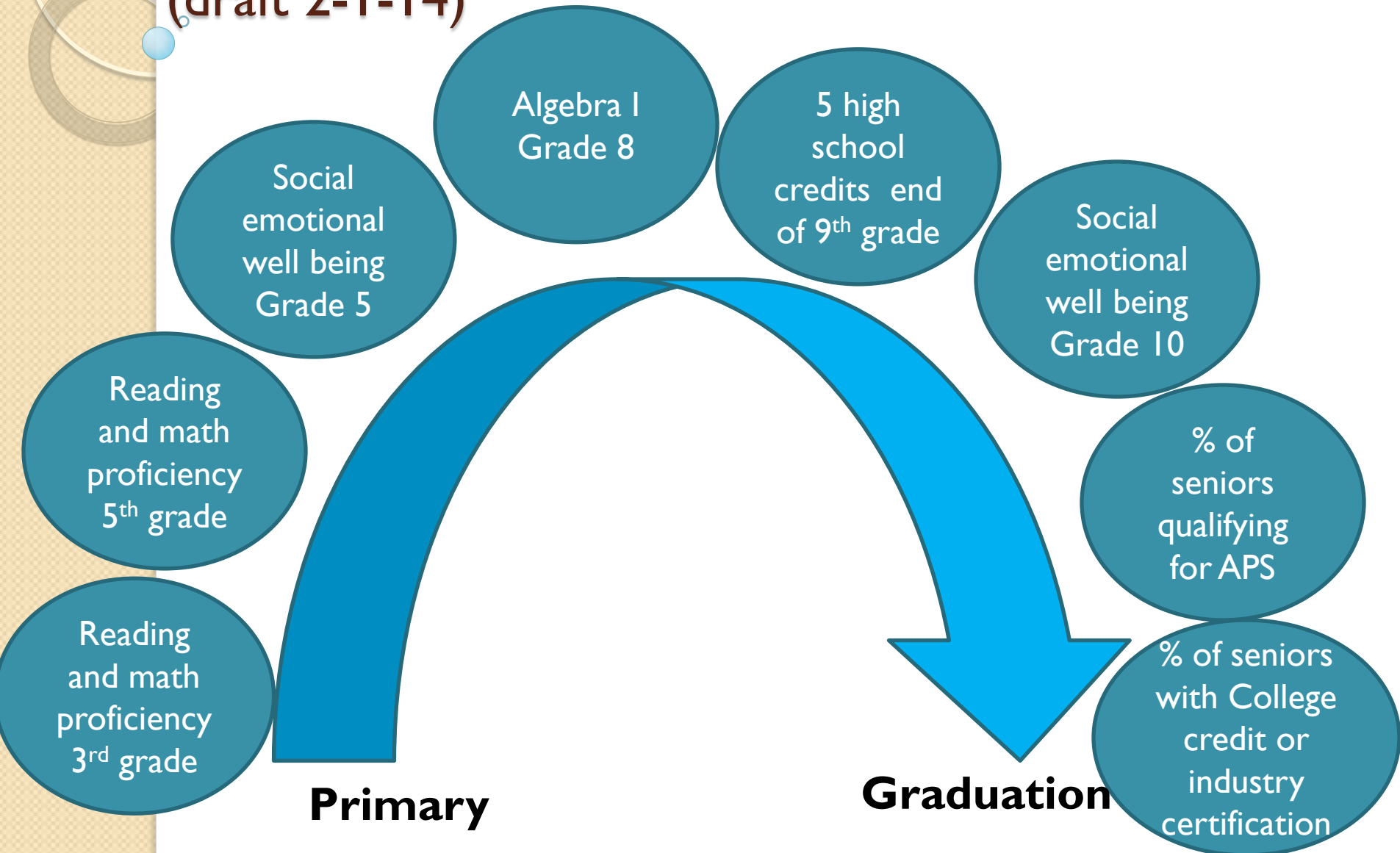
KPBSD's FY15 Fiscal Gap

Status Quo Expenditures



KPBSD's Key Performance Indicators

(draft 2-1-14)



Process Performance Management

- District working hard to refine and improve our internal processes
- Hiring, budgeting, technology and instruction, workers compensation
- Next steps include staffing

3rd Quarter – keep it focused





**Thanks for going the extra mile
to help your students find success**

References

- Finnan, C. (2000). *Implementing school reform models: Why it is so hard for some schools and easy for others?* Paper presented at the American Educational Research Association, New Orleans (ERIC Document Reproduction Service No ED446356).
- Fullan, M. (1991). *The new meaning of educational change*. New York: Teachers College Press.
- Schweiker-Marra, K (1995). Examining the relationship between school culture and teacher change. Paper presented at the meeting of the Eastern Educational Research Association, Hilton Head SC. (ERIC Document Reproduction Service No ED412182).