






Building Your Vision

Clarifying the School Mission, Core Beliefs and Core Values



Building Your Vision

Using guidelines from Lawrence Lezotte, we will build a vision for an imaginary **school—The Responsive School of Continuous Improvement!**

Effective School Improvement

- Is created by passion that is grounded in the mission the school community has set
- Therefore a process needs to be established that will clarify the mission of the school and
- Engender as much passion and commitment to its fulfillment as possible from all stakeholders

Mission

The mission of the school is a short statement that indicates what that school is seeking to do, where it is attempting to go.



Clear Vision

A successful principal/leader must have a clear vision that shows how all components of a school will operate at some point in the future



Two Types of Vision



- Vision of their schools and the roles they play in those schools
- Vision of how the change process will proceed



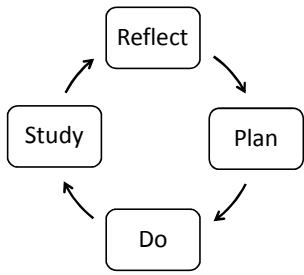
Shared Leadership

“Leaders influence others to understand and agree about what needs to be done and how. This process required the facilitation of individual and shared efforts to accomplish common objectives.”



(Kyrtheotis & Pashiardis, 1998, p.3)



Continuous School Improvement Cycle





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graph TD; Reflect --> Plan; Plan --> Do; Do --> Study; Study --> Reflect;
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“The single most important factor in determining the climate of an organization is the top executive.”

Charles Galloway



Discussion/Action Plan

How, as leaders, do you define your role in your school? How do you define it in regard to the school mission and your vision?

Action Plan:

In 2-3 sentences define your role in your school.



Developing the Mission, Core Values and Core Beliefs

Step 1: Laying the Ground Work

Step 2: Engaging the Stakeholders

Step 3: Distilling the Content, Identifying the Important Components

Step 4: Securing Broader Stakeholder Understanding and Commitment

Step 5: Taking it to the Streets



Core Beliefs



- The role of schools and schooling in a democratic society
- How children learn and what teachers and teaching can contribute
- How schools and other social institutions , such as family, positively or negatively impact student learning
- The role, rights, and responsibilities of students, teachers, administrators, support staff and parents.



Discussion/Action Plan



What are the Core Beliefs in your school?
Is there a Core Belief you would add?

Action Plan:
List the Core Beliefs you have identified



Core Values



- Define how we will act toward one another within our organization
- Identify the behaviors that the school is committed to acting upon.



Discussion/Action Plan

Identify and discuss the Core Values in your school and those that you would like to see in your school

Action Plan:
List the Core Values identified



Step 1: Laying the Ground Work

- The task is to create a sense of mission, not simply to write a mission statement
- Your school exists as part of a bigger system—district, state, etc.
- The mission must be compatible with the larger system



Step 2: Engaging the Stakeholders

- Remember: involvement leads to commitment—a sense of ownership
- Plan a two-tiered discussion with a broad representation of the various stakeholders
 - Get as many ideas as possible
 - Work with small cross sectional groups of the stakeholders
 - Encourage diversity of ideas
 - Get everything out on the table



Step 2: Engaging the Stakeholders

- What is it that we want our students to know and be able to do? (Effective at what?)
- From which students do we expect learning? (Effective for whom?)



Step 2: Engaging the Stakeholders

- Who will deliver the service?
- Who will benefit?
- What is the nature of the service?
- What constitutes observable evidence that the service has been effectively provided?
- What is the level of accountability?



Action Plan

Identify 1-3 strategies or ideas that you learned from this activity you can bring back to your school include a strategy on identifying stakeholders and one for creating a sense of ownership among your stakeholders.





Step 3: Distilling the Content

- Step 2 creates a "laundry" list of statements
- Step 3 is designed to distill the list to its critical essence and build consensus (use the Affinity Diagram)
- Form categories
- Leadership team begins to write the mission





Action Plan

Identify 2 applications for using the Affinity Diagram at your school besides creating a mission statement.





Step 4: Securing the Broader Stakeholder Understanding and Commitment

- Secure the ratification of all members of the stakeholders group
- All should (administrator to student to parent) should review and discuss the draft mission
- There should be a formal ratification of the statement



Discussion/Action Plan

Discuss and identify strategies you would apply at your school to secure the full participation of all members of your school's educational community.



Step 5: Taking It to the Streets

- Use as a high profile document in all subsequent discussions and publications distributed by the school
- Provide experiences that help staff think more deeply about what is meant by their schools guiding statements
- Used to orient all new staff
- Used to guide school improvement efforts



Discussion/Action Plan

Discuss and identify strategies for taking your mission statement “to the streets.”