



Leaders

Professional
Learning Program
Resource Center
for District and
School Leaders



Unit 1: Mission, Vision and Core Values

Description

Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.

Modules

1. What is School Culture?

This module provides a brief introduction to what we mean by school culture and explains how developing Mission, Vision and Core Values can create a culture of collaboration

[Voice/PPT Presentation](#) (3:47 minutes)

2. The Mission Statement

This module explains what a mission statement is and why it is so important to building strong school culture.

[Voice/PPT Presentation](#) (3:14 minutes)

3. The Vision Statement

This module explains what a vision statement is and why it is so important in developing and nurturing effective teacher collaboration.

[Voice/PPT Presentation](#) (1:44 minutes)

4. Beliefs and Values

This module explains what we mean by beliefs and values, their importance and practical steps leaders can take to implement mission, visions and beliefs and values.

[Voice/PPT Presentation](#) (3:48 minutes)

Additional Resources

Recommended Books

1 **[Creative Strategies to Transform School Culture](#)**

John F. Eller, Sheila Eller

The authors present practical, proven strategies to improve school culture, including activities for developing collaborative work relationships, dealing appropriately with conflict, and fostering rapport.

2 **[Building an Intentional School Culture](#)**

Charles F. Elbot, David Fulton

"Charles Elbot and David Fulton get it! They get how dominant a force a school's culture is in assisting—or thwarting—the development of learning and character and how extraordinarily difficult it is to make changes. Unlike most of us, they also get how possible it is to build a desirable school culture. This tidy little volume is the authors' first step in sharing their inventive 'lesson plans' from their successful work as school culture builders. When we take these lessons learned to heart, we too will get it!"—Roland Barth, Professor Emeritus, Graduate School of Education Harvard University.

3 **[Shaping School Culture: Pitfalls, Paradoxes and Promises](#)**

Terrance E. Deal, Kent D Peterson

In this thoroughly revised and updated edition of their classic book, *Shaping School Culture*, Terrence Deal and Kent Peterson address the latest thinking on organizational culture and change and offer new ideas and strategies on how stories, rituals, traditions, and other cultural practices can be used to create positive, caring, and purposeful schools.

4 **[How to Help Your School Thrive Without Breaking the Bank](#)**

John G. Gabriel, Paul C. Farmer

Yes, times are tough and money is tight, but the good news is that you already have the resources you need to help your school thrive. Here's a book that will help you maximize them. Two experienced educators explain how to improve your school with internally developed, inexpensive, and time-efficient programs and initiatives, including:

- Assembling shared leadership and mission oversight teams.
- Using a SMART framework to organize your school's goals.
- Developing homegrown formative assessments.
- Planning delayed openings and/or early dismissals for staff development.
- Identifying stages of team development that lead to more productive and time-efficient meetings.
- Recruiting data champions among your staff to benchmark your improvement efforts.

Discover how strengthening the foundational elements of your school can help you sustain positive change, even in difficult economic times.

5	<p><u>Cultures Built to Last: Systemic PLC's at Work</u> <i>Rick DuFour, Rebecca DuFour</i> Take your professional learning community to the next level! Discover a system-wide approach for re-envisioning your PLC while sustaining growth and continuing momentum on your journey.</p>
6	<p><u>Building Strong School Cultures: A Guide to Leading Change</u> <i>Sharon Kruse and Karen Seashore Louis</i> Creating a school culture that ensures positive outcomes for all students requires an “all hands on deck” approach to meeting the needs of the school community. Yet, bringing staff, teachers and parents together to do the work of the school is not easy. Collaboration cannot be coerced nor compelled.</p>
<p>Articles Related to this Standard</p>	
1	<p><u>School Culture</u> <i>The Glossary of Education Reform</i> A brief, excellent definition of what we mean by school culture.</p>
2	<p><u>Creating Collaborative Cultures</u> <i>Barbara Kohm, Beverly Nance</i> A brief, ASCD article from 2009, Educational Leadership that gives a great overview of school culture and why it is important</p>
3	<p><u>The Challenge of Assessing School Climate</u> <i>Jonathan Cohen, Terry Pickeral and Molly McCloskey</i> An excellent article from Educational Leadership that helps you and your team get your heads around issues related to school climate. Time is spent discussing how to measure school climate.</p>
4	<p><u>Is Your School's Culture Toxic or Positive?</u> <i>Dr. Kent D. Peterson Education World</i> Education World recently talked with Peterson about the differences between positive and negative school cultures and how administrators and teachers can create a positive culture in their schools. Included: Tips for creating a positive school culture in their schools.</p>
5	<p><u>Chapter 2: Developing a Vision and Mission</u> <i>John G. Gabriel and Paul C. Farmer, ASCD Website</i> This link will take you to Chapter Two of Gabriel's and Farmers book; How to Help Your School Thrive Without Breaking the Bank. Chapter Two – available here is a great resource for the how to create and how to use both mission and vision statements. If you are looking to do this work – this is an excellent resource.</p>

6	<p><u>State Your Mission: Creating Mission Statements That Work</u> <i>Cile Chavez, Education World</i></p> <p>What is your school's mission statement? If it doesn't exist or you can't recall it, it's time to take another look. A mission statement can be a focal point for learning. It can guide all school activities, and even assist you in choosing the right people to join your staff.</p>
7	<p><u>How to Make a Vision Board</u> <i>Christine Kane</i></p> <p>An interesting short article on how to create a visual – a poster board for a vision statement.</p>
<p>Videos to Support Learning on this Standard</p>	
1	<p><u>Building Organizational Culture</u></p> <p>Another brief animated presentation – that explains why culture, professional learning communities are critical to organizational effectiveness. Another resource you can use to provide an initial conversation with people to explain why PLC's and their benefit.</p>
2	<p><u>Leading School Culture</u> <i>Louise Bywaters</i></p> <p>An interview with Louise Bywaters about how critical it is to attend to and lead the development of a positive culture in schools. An excellent 6:00 minute clip that really teaches what culture is and how much it means to school improvement.</p>
3	<p><u>Building and Sustaining School Culture</u></p> <p>A slide/music presentation - compilation of research regarding school leadership in relation to building and sustaining the culture of a school. (5 minutes)</p>
4	<p><u>Sir Ken Robinson How to Escape Education's Death Valley</u></p> <p>Sir Ken Robinson outlines 3 principles crucial for the human mind to flourish -- and how current education culture works against them. In a funny, stirring talk he tells us how to get out of the educational "death valley" we now face, and how to nurture our youngest generations with a climate of possibility.</p>
5	<p><u>School Leadership: Vision and Values</u></p> <p>An audio/slide presentation of research regarding school leadership in relation to the vision and values of a school organization. This video was created as part of the Small Learning Community project by the 2011 Education (4:36 minutes)</p>
6	<p><u>How to write a Vision Statement that Inspires</u></p> <p>Erica Olsen, Co-Founder and COO of http://OnStrategyHQ.com, explains how to write a vision statement that inspires. A vision statement answers the question where. It explains where your organization is headed and acts like a north star guiding everyone in your organization to the same place. (5:36)</p>

7	<p><u>How to Write a Mission Statement</u> Erica Olsen of http://OnStrategyHQ.com details what your mission statement is supposed to do and how to build one that'll inspire and guide your organization. (4:04)</p>
8	<p><u>How to Write a Values Statement</u> A values statement is used to explain what your organization stands for. Erica Olsen, COO of OnStrategyHQ (explains how to craft one that will clearly define your company's core beliefs. (4:32)</p>
9	<p><u>What Makes a Vision Statement Good or Bad?</u> Sooner or later, every business or organization needs to wrestle with and define what their mission is. But how do you know if yours is a good one? Or if it needs to be changed? If you'd like to know four simple rules that can help you make sure your mission statement is a great one, you'll want to watch this video. (8:08)</p>
Examples and Activities	
1	<p><u>Examples of School Mission Statements</u> A list of examples of many different school Mission Statements – some good some bad.</p>
2	<p><u>Protocol for Writing Vision Statements</u> <i>Mass Gov</i> Great examples of simple protocols (step by step procedures) for working with parents, students and community</p>
SAM LPLP Collegial Network	
1	<p>LPLP Provider – specializing in supporting this Standard Bruce Whitehead</p>
2	<p>Bob Smith – Principal of Montana High School 34 describes – how creating clear effective Mission, Beliefs and Core Values – can change schools and district culture to foster learning and support kids (5:45)</p>