


Failure Is Not an Option®
HOPE The Next Step in Engaging your *Entire* Learning Community



Failure Is Not an Option®:
Creating High-Performing School Cultures

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Agenda

1. How Schools of HOPE are Succeeding: Three Drivers of Success for All Schools.
2. Four Types of Collaboration (Optional)
3. Three Common Obstacles to Success with All Students and 20 + Strategies to Address Them.
4. Mission Statements that Shift School Cultures
5. Six Principles of *Failure Is Not an Option®*


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Four Assumptions:

1. Everyone is already working hard.
2. Every school has excellent teachers.
3. It's an internal journey - most of what you need is there.
4. The real challenge is finding the unifying purpose.

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The Power of Purpose



The human body has an enormous capacity for adjusting to trying circumstances. I have found that one can bear the unbearable if one can keep one's spirits strong even when one's body is being tested. Strong convictions are the secret of surviving deprivation: your spirit can be full even when your stomach is empty.

- Nelson Mandela, [Long Walk to Freedom](#)

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Failure Is Not an Option®: 3 Components

Why? 3. Where *Failure is Not an Option*® for any student

What? 2. Sustainable Learning Communities

Who? 1. Courageous Leadership

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Statistics on HOPE'S Success in Schools

Three Examples of Sustained Success:

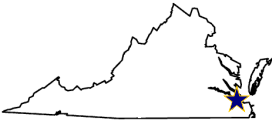
1. Pixley USD in Tulare County, CA (Rural)
2. Alton USD in Alton, IL (Suburban)
3. Newport News Public Schools in Newport News, VA (Urban-Suburban)

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**Statistics on HOPE'S Success in Schools:
Newport News Public Schools in Newport News, VA**

Profile of Newport News Public Schools in Newport News, VA (Urban-Suburban)

- White students: 34%
- Black students: 57%
- Hispanic students: 5%
- Asian students: 3%
- Native American students: 1%
- Low income 41%



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**Statistics on HOPE'S Success in Schools:
Newport News Public Schools in Newport News, VA**

Newport News Public Schools

- 12 out of 45 schools have won blue ribbon awards, the most of any district in Virginia
- 5 out of 5 high schools in the district were recognized as among the best in America by *Newsweek*
- 38 out of 41 schools are fully accredited
- 27 schools made AYP

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**Statistics on HOPE'S Success in Schools:
Newport News Public Schools in Newport News, VA**

Newport News Public Schools:

- In 2005 less than 1% of high school students failed to graduate
- 100% of the students in the district's poorest performing school passed the math proficiency test
- For the 8th consecutive year, SchoolMatch, an independent nationwide service, has selected the school district for the "What Parents Want in Public Education" award.


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Three Drivers of Success for All Schools

"The most successful schools were those that used restructuring tools to help them function as professional communities"

Newmann & Wehlage, 1995


Source: Newmann & Wehlage, 1995
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Three Drivers of Success for All Schools

1. Teachers pursue a clear, shared purpose for all students' learning.
2. Teachers engage in collaborative activity to achieve their stated purpose.
3. Teachers take collective responsibility for student learning.

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Four Types of Team Cultures

1. **Individualistic**
2. **Balkanization**
3. **Contrived Collegiality**
4. **Collaborative**

Fullan and Hargreaves

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Engaging Pedagogy for Closing the Gap

Connecting with Students

1. Greeting students at the classroom door
2. Commenting positively on their non-academic activities
3. Catching "carry-in" problems
4. Writing home to congratulate parents
5. Calling on students randomly at the beginning of the year

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Engaging Pedagogy for Closing the Gap

Connecting with Students

6. Use fishbowl technique
7. Eating lunch with students, going to ball games and other extra-curricular activities
8. Include their culture in the teaching
9. Ask them how they feel about what you just taught
10. Incorporate their experiences and interests in the assignments

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Engaging Pedagogy for Closing the Gap

Additional Teaching Strategies for Closing Gaps

11. When questioning students, increase wait time
12. Throughout the room, post examples of challenging questions with the types of responses you expect
13. Consistently model the responses you expect by the way you answer students' question
14. Incorporate into your questions words that have been shown to trip up students on standardized tests
15. Re-teach daily with a 4-5 minute review

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Engaging Pedagogy for Closing the Gap

Additional Teaching Strategies for Closing Gaps

16. Check for understanding immediately, varying your technique
17. After a major test, have students correctly answer all the items they have missed. Have them work in small teams to answer various sections of the test, and report out to the class.
18. Use crisis as opportunity
19. Decide the meaning of behavior
20. Use humor!

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The 10 D's of Deviance in Approaches to Difficult Youth

Perspective	Problem Label	Typical Responses
Primitive	Deviant	blame, attack, ostracize
Folk Religion	Demonic	chastise, exorcise, banish
Biophysical	Diseased	diagnose, drug, hospitalize
Psychoanalytic	Disturbed	analyze, treat, seclude
Behavioral	Disordered	assess, condition, time out
Correctional	Delinquent	adjudicate, punish, incarcerate
Sociological	Deprived	study, re-socialize, assimilate
Social Work	Dysfunctional	intake, case manager, discharge
Educational	Disobedient	reprimand, correct, expel
Special Education	Disabled	label, remediate, segregate

Adapted from *Reclaiming Youth at Risk: Our Hope for the Future*
(Bloomington, IN: National Educational Service, 1990)

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Classic Mission Statement

The staff of Jackson Middle School has worked for several months to develop a new mission statement for their school. Ultimately they voted to endorse the following:

It is the mission of our school to help each and every child realize his or her full potential and become a responsible and productive citizen and life-long learner who uses technology effectively and appreciates the multi-cultural society in which we live as they prepare for the global challenges of the 21st century.

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Four Questions of a Mission Statement to Shift School Cultures

1. If all students can learn, what should they be learning?
 - a. Is there a school wide agreement to this question? What about district wide?
 - b. Is there alignment between what is taught and what is tested?
 - c. Are the scope and sequence of lessons consistent across subject or grade levels?

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Four Questions of a Mission Statement to Shift School Cultures

2. How will we ensure engaging and relevant pedagogy?
 - a. Is professional development for the adults in the school engaging and relevant?
 - b. Is the instruction relevant to student needs?
 - c. Is the pedagogy state-of-the-art and continually improving?

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Four Questions of a Mission Statement to Shift School Cultures

3. How will you know if they are learning it?
 - a. How often are **assessments** given?
 - b. Do the formative assessments align with the summative ones?
 - c. Are assessments consistent across grade/subject areas?
 - d. Are tests a "surprise"?

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Four Questions of a Mission Statement to Shift School Cultures

4. What will you do if they don't learn?

- a. Do all teachers and staff agree?
- b. Are supports working? How do you know?
- c. Are supports comprehensive, or are there holes?
- d. Are all staff aware of all supports?

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Failure Is Not an Option®: How High-Achieving Schools Succeed with All Students

Principle #1
Common, Mission, Vision, Values, & Goals

Principle #2
Ensuring Achievement for ALL Students: Systems for Prevention and Intervention

Principle #3
Collaborative Teaming Focused on Teaching and Learning

Principle #4
Using Data to Guide Decision-making and Continuous Improvement

Principle #5
Gaining Active Engagement from Family and Community

Principle #6
Building Sustainable Leadership Capacity

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