

Culturally Proficient Coaching

A comprehensive guide to teacher research that explores effective strategies for teacher research and explains what can be learned by that research and how it can be used to improve the classroom structure, curriculum, and atmosphere.

The first edition of *The Culturally Proficient School* opened new dialogue about diversity and cultural dignity that had an immediate impact on educators, becoming the go-to resource for ideas about how to serve all students equitably. This second edition incorporates reader feedback and up-to-date research on closing access and achievement gaps, delivering a guide to cultural proficiency that is more relevant, accessible and effective than ever.

No matter what type of coach you are, if you are concerned with the healthy psychological growth of your clients, this is a book you should read. It is not about coaching per se, it is about the framework of human development that coaches need to be familiar with in order to facilitate the full emergence of their client's potential: not just helping people become more proficient at what they do, but helping them participate in their own evolution, the evolution of their organizations, the evolution of our global society and the evolution of our species. Part I explores the theory of human emergence, providing a detailed description of the seven stages of psychological development, the evolution of cultural world views, the evolving structure and operation of the human mind/brain and the six evolutionary stages in human decision-making.

Becoming a culturally proficient leader requires the kind of courage, clarity, and insight that can only come from looking inward first. It's a personal learning journey of will and skill, and if you're up to the challenge, one that will change how you see your school, your students, and yourself as you build your own cultural competence. Consider this second edition of *Culturally Proficient Leadership* your personal road map for navigating that journey. Each chapter of *Culturally Proficient Leadership* invites you to put your experiences up front and challenges you to reframe your story based on multiple viewpoints—now, notably, with the addition of new coauthors Delores Lindsey and Eloise Kemp Terrell, who have their own remarkable stories and insight to share. Overall, all four authors will help you answer the critical question “Is what we say what we do?” utilizing the tools of Cultural Proficiency to engage in Reflections and Cultural Interviews to explore what you learn about those who are culturally different from you develop a Cultural Autobiography to provide a picture of the cultural memberships that have influenced who you are as a person use the Cultural Proficiency Continuum to examine your progress as a leader in serving your students and communities prepare an intentional Leadership Plan that summarizes your journey from Cultural Precompetence to Cultural Proficiency The central “inside-out” premise of Cultural Proficiency is that engaging in deep introspection around one's personal beliefs, values, and behaviors in response to human differences is the first step toward systemic educational reform. We invite you to embark on this journey of self-awareness, of moral courage, and of the life-affirming power of human diversity. “I believe deeply that we cannot solve the challenges of our time unless we solve them together—unless we perfect our union by understanding that we may have different stories, but we hold common

hopes; that we may not look the same and may not come from the same place, but we all want to move in the same direction: toward a better future for our children and our grandchildren.” —Barack Obama, Los Angeles Times, 2008

Supporting Educators to Create Equitable Schools
Culturally Proficient Practice

Cultural Proficiency

A Culturally Proficient Response for Gender Equity

A Culturally Proficient Guide to Family, School, and Community Engagement

Equity Partnerships

Plan, focus, and lead: Your toolkit for inspiring math teachers What’s your go-to resource for guiding teachers to grow mathematics proficiency in their classrooms? This comprehensive toolkit for busy math coaches positions student learning as the focus of all work, and connects the Eight Mathematical Practices for students with NCTM’s Eight Effective Teaching Practices to deliver coaching strategies that work. Use the coaching cycle—plan, gather data, reflect—to build trust and rapport with teachers. Navigate coaching conversations. Plan, focus, and facilitate professional learning communities. Includes examples from the field, resources, and a plethora of tools to download and share. Create a professional learning plan that empowers you to lead with clarity and purpose.

This powerful third edition offers fresh approaches that enable school leaders to engage in effective interactions with students, educators, and the communities they serve.

The Nurse Executive’s Coaching Manual provides a complete overview of coaching: its value, models, how to hold a coaching conversation, assessments, and self-development strategies for the coach. Content is useful for coaching health care leaders from a variety of backgrounds, not just nursing. Reader exercises encourage practical application of material. Appendices include coaching model, assessment of core competencies, and a sample agreement form.

“Joe Feldman shows us how we can use grading to help students become the leaders of their own learning and lift the veil on how to succeed. . . . This must-have book will help teachers learn to implement improved, equity-focused grading for impact.” --Zaretta Hammond, Author of Culturally Responsive Teaching & The Brain Crack open the grading conversation Here at last—and none too soon—is a resource that delivers the research base, tools, and courage to tackle one of the most challenging and emotionally charged conversations in today’s schools: our inconsistent grading practices and the ways they can inadvertently perpetuate the achievement and opportunity gaps among our students. With Grading for Equity, Joe Feldman cuts to the core of the conversation, revealing how grading practices that are accurate, bias-resistant, and motivational will improve learning, minimize grade inflation, reduce failure rates, and become a lever for creating stronger teacher-

student relationships and more caring classrooms. Essential reading for schoolwide and individual book study or for student advocates, Grading for Equity provides A critical historical backdrop, describing how our inherited system of grading was originally set up as a sorting mechanism to provide or deny opportunity, control students, and endorse a “fixed mindset” about students’ academic potential—practices that are still in place a century later A summary of the research on motivation and equitable teaching and learning, establishing a rock-solid foundation and a “true north” orientation toward equitable grading practices Specific grading practices that are more equitable, along with teacher examples, strategies to solve common hiccups and concerns, and evidence of effectiveness Reflection tools for facilitating individual or group engagement and understanding As Joe writes, “Grading practices are a mirror not just for students, but for us as their teachers.” Each one of us should start by asking, “What do my grading practices say about who I am and what I believe?” Then, let’s make the choice to do things differently . . . with Grading for Equity as a dog-eared reference.

Culturally Proficient Learning Communities

Supporting Educators of English Learning Students

Leading Change Through the Lens of Cultural Proficiency

A Lens for Identifying and Examining Educational Gaps

The Nurse Executive's Coaching Manual

Grading for Equity

A Practical Guide for Teacher Research

Educational coaches—whether math, literacy, instructional, or curriculum coaches—vary in the content of the work they do and in the grade range of the teachers with whom they work. But “good coaching is good coaching,” as coaching expert Cathy A. Toll affirms in this, her newest book. All coaches seek to help solve problems and increase teacher success, and they all depend on effective collaboration to do so. This practical guide shows readers how to get the most out of educational coaching. It details • Models of coaching that enhance teachers’ thinking, help them overcome obstacles to success, and lead to lasting change. • Three phases of the problem-solving cycle. • Characteristics of effective coaching conversations. • Components of CAT—connectedness, acceptance, and trustworthiness—that are essential to the partnership. • Practices that support teamwork. Toll also tackles the obstacles that hinder a coach’s success—administrators who don’t understand coaching and teachers who don’t want to engage. Full of insights and answers, Educational Coaching is for all coaches and those who lead them.

With this powerful guide, educators learn how to improve the academic success of English learners by putting culturally proficient practices to work in their classroom and schools.

Support new and veteran principals through coaching-based professional development! How can a coach support a school leader in mastering the professional and emotional challenges of school leadership in a manner that has a positive impact on students? This book provides practical skills and strategies for leadership coaching explicitly tied to the needs of principals and other school leaders. An indispensable resource for improving principal retention, teacher satisfaction and student achievement, this ready

reference contains: Real-life examples Reflective prompts Practical exercises Comprehensive resources, including worksheets, sample forms, and assessments

Get the solution to the equity equation: cultural insight plus coaching! To arm educators with the tools necessary to close the achievement gap, this straightforward guide blends the Five Essential Elements of Cultural Proficiency with the Five States of Mind of Cognitive CoachingSM. It offers a practical strategy for being mindfully attuned to—and leveraging—cultural diversity to optimize student learning. Boosting educators' cultural confidence and consciousness while honing their coaching skills, this interactive resource features: Action-planning worksheets Reflective questions Coaching maps and conversation vignettes Real-life examples through a composite case story

Culturally Responsive Teaching for Multilingual Learners

Theory, Research, and Practice

Instructional Coaching

A Guide for School and Classroom Leaders

A Culturally Proficient Response to LGBT Communities

Culturally Proficient Education

Culturally Proficient Inquiry

Integrating the four Tools of Cultural Proficiency with the PLC framework, this guide provides school leaders with practical strategies for building equity-focused PLCs to help all students achieve.

Discover the teaching practices that make the biggest difference in student performance! This practical, research-based book gives principals, teachers, and school administrators a direct, inside look at instructional practices from top award-winning urban schools. The authors provide detailed examples and analyses of these practices, and successfully demystify the achievement of these schools. They offer practical guides to help educators apply these successful practices in their own schools. Teaching Practices from America's Best Urban Schools will be a valuable tool for any educator in both urban and non-urban schools—schools that serve diverse student populations, including English language learners and children from low-income families.

Your take-action guide to gender equity First, just to be clear: Leading While Female is not a book about how to get a leadership job. Nor is it about fixing or transforming women into male managers or mindsets. Instead, Arriaga, Stanley, and Lindsey's bigger ambition is to help both women and men educational leaders confront and close the gender equity gap—a gap that currently denies highly qualified women and women of color opportunities to better serve our millions of public school students. Designed as both a personal and group discussion guide for taking action, Leading While Female draws on the research of feminism, intersectionality, educational leadership, and Cultural Proficiency to help us all: Better understand the impact of faux narratives that foster lack of confidence among girls and women Utilize the Tools of Cultural Proficiency to examine barriers to overcome and support functions to locate for your own career planning Learn from the stories of women

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leaders who have confronted and overcome barriers to career development, including women of color who were targets of implicit bias Explore and expand the roles and opportunities for our male colleagues to serve as allies, advocates, and mentors. If we look at the data, we can safely say women are doing the work of classroom teaching while disproportionately, men are making administrative and leadership decisions. Here at last is a resource for the breaking down the barriers and leading the way for future generations of women leaders.

Using the framework of cultural proficiency, this timely resource offers educators the knowledge and skills to maximize educational opportunities for all students, independent of students' socioeconomic status.

Skills and Strategies to Support Principal Development

Culture in the Classroom

Creating a Culture of Reflective Practice

Culturally Proficient Leadership

Culturally Responsive Teaching and The Brain

Tools, Plans, and a Process That Works for Any Instructional Leader, Grades K-12

Culturally Proficient Facilitation

As a school administrator, instructional coach, or teacher leader, you know that reflective teachers are effective teachers. But how can you help teachers become self-reflective practitioners whose thoughtful approach translates into real gains for student achievement? In *Creating a Culture of Reflective Practice*—a companion volume to their teacher-oriented book *Teach, Reflect, Learn*—authors Pete Hall and Alisa Simeral draw on lessons learned from educators across grade levels, content areas, and district demographics to present a definitive guide to developing a culture of reflective practice in your school. Hall and Simeral expand on ideas originally presented in *Building Teachers' Capacity for Success* to help you gain a clear understanding of your role and responsibilities—and those of your teachers—within each stage of the Continuum of Self-Reflection. Armed with the book's real-life examples and research-based tools, you'll learn how to determine the current location of all stakeholders on the continuum and how teacher-leadership activities, transformational feedback, and strategic coaching can move them forward. The end result? A schoolwide culture that both values reflection and uses it to ensure that teachers—and their students—reach their fullest potential.

Hands-on resources for new and seasoned school coaches This practical resource offers the foundational skills and tools needed by new coaching educators, as well as presenting an overview of the knowledge and theory base behind the practice. Established coaches will find numerous ways to deepen and refine their coaching practice. Principals and others who incorporate coaching strategies into their work will also find a wealth of resources. Aguilar offers a model for transformational coaching which could be implemented as professional development in

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schools or districts anywhere. Although she addresses the needs of adult learners, her model maintains a student-centered focus, with a specific lens on addressing equity issues in schools. Offers a practical resource for school coaches, principals, district leaders, and other administrators Presents a transformational coaching model which addresses systems change Pays explicit attention to surfacing and interrupting inequities in schools The Art of Coaching: Effective Strategies for School Transformation offers a compendium of school coaching ideas, the book's explicit, user-friendly structure enhances the ability to access the information.

The authors illustrate how to use data as a catalyst for significant, systematic, and continuous improvement in instruction and learning. Includes a CD-ROM with slides and reproducibles.

Guide your school through its cultural proficiency transformation Despite the best efforts of equity leaders, our schools suffer from persistent inequities. Guiding the Journey to Excellence with Equity is a must-read for anyone who supports professional learning in our schools. It defines a process of “inside-out” growth that helps develop culturally proficient educators with the facilitation skills needed to navigate the obstacles that arise during equity transformations. Written with an equity lens, this book: Includes a powerful vignette that illustrates common challenges and solutions Focuses on mental models for managing group energy Is grounded in a systems model for personal and organizational transformation Provides tools for planning culturally proficient learning experiences

What Works?

Guiding Teams to Excellence With Equity

Tools for Equity

Unleashing the Power of Collaborative Inquiry

A Partnership for Problem Solving

What It Is, Why It Matters, and How It Can Transform Schools and Classrooms

Capturing the Heart Behind the Jersey

Culturally Proficient Coaching Supporting Educators to Create Equitable Schools Corwin Press

The achievement of students of color continues to be disproportionately low at all levels of education. More than ever, Geneva Gay's foundational book on culturally responsive teaching is essential reading in addressing the needs of today's diverse student population. Combining insights from multicultural education theory and research with real-life classroom stories, Gay demonstrates that all students will perform better on multiple measures of achievement when teaching is filtered through their own cultural experiences. This bestselling text has been extensively revised to include expanded coverage of student ethnic groups: African and Latino Americans as well as Asian and Native Americans as well as new

material on culturally diverse communication, addressing common myths about language diversity and the effects of "English Plus" instruction.

"At the very time the need for effective leadership is reaching critical proportions, Michael Fullan's *Leading in a Culture of Change* provides powerful insights for moving forward. We look forward to sharing it with our grantees." --Tom Vander Ark, executive director, Education, Bill and Melinda Gates Foundation "Fullan articulates clearly the core values and practices of leadership required at all levels of the organization. Using specific examples, he convinces us that the key change principles are equally critical for leadership in business and education organizations." --John Evans, chairman, Torstar Corporation "In *Leading in a Culture of Change*, Michael Fullan deftly combines his expertise in school reform with the latest insights in organizational change and leadership. The result is a compelling and insightful exposition on how leaders in any setting can bring about lasting, positive, systemic change in their organizations." --John Alexander, president, Center for Creative Leadership "Michael Fullan's work is remarkable. He masterfully captures how leaders can significantly improve their learning and performance, even in the uncontrollable, chaotic circumstances in which they practice. A tour de force." --Anthony Alvarado, chancellor of instruction, San Diego City Schools "Too often schools and businesses are seen as separate and foreign places. Michael Fullan blends the best of knowledge from each into an exemplary template for improving leadership in both." --Terrence E. Deal, coauthor of *Leading with Soul* Business, nonprofit, and public sector leaders are facing new and daunting challenges--rapid-paced developments in technology, sudden shifts in the marketplace, and crisis and contention in the public arena. If they are to survive in this chaotic environment, leaders must develop the skills they need to lead effectively no matter how fast the world around them is changing. *Leading in a Culture of Change* offers new and seasoned leaders' insights into the dynamics of change and presents a unique and imaginative approach for navigating the intricacies of the change process. Michael Fullan--an internationally acclaimed expert in organizational change--shows how leaders in all types of organizations can accomplish their goals and become exceptional leaders. He draws on the most current ideas and theories on the topic of effective leadership, incorporates case examples of large scale transformation, and reveals a remarkable convergence of powerful themes or, as he calls them, the five core competencies. By integrating the five core competencies--attending to a broader moral purpose, keeping on top of the change process, cultivating relationships, sharing knowledge, and setting a vision and context for creating coherence in organizations--leaders will be empowered to deal with complex change. They will be transformed into exceptional leaders who consistently mobilize their compatriots to do important and difficult work under conditions of constant change.

Leadership in America's Best Urban Schools describes and demystifies the qualities that successful leaders rely on to

make a difference at all levels of urban school leadership. Grounded in research, this volume reveals the multiple challenges that real urban elementary, middle, and high schools face as well as the catalysts for improvement. This insightful resource explores the critical leadership characteristics found in high-performing urban schools and gives leaders the tools to move their schools to higher levels of achievement for all students—but especially for those who are low-income, English-language learners, and from various racial and ethnic backgrounds. In shining a light on the essential qualities for exceptional leadership at all levels of urban schools, this book is a valuable guide for all educators and administrators to nurture, influence, support, and sustain excellence and equity at their schools.

Blended Coaching

Leadership in America's Best Urban Schools

Everything You Need for Mathematics Coaching

Building Capacity for Schoolwide Success

Confronting Inequities Through Collaborative Curiosity

A Manual for School Leaders

Teaching Practices from America's Best Urban Schools

See how one school district made cultural proficiency real—and how you can too! This book tells the story of Ventura Unified School District's successful implementation of cultural proficiency, which opened long-closed doors for marginalized students and returned gains on every key success metric. Most importantly, it will empower you to do the same for your school or district. Resources include: A method for evaluating the impact of educational decisions on students' access to learning A clearly outlined three-year implementation plan for making your school culturally proficient A content-rich companion website that includes templates and forms for implementing the book's suggestions

"Leading Change through the Lens of Cultural Proficiency is rooted in the proven tools of Cultural Proficiency and a case study of an actual P-12 school district that contended with its own approach to teaching and valuing students of diverse backgrounds. Using vignettes focused on community engagement, leadership, implementation frameworks, and collaborative professional learning communities, the authors demonstrate and recommend organizational changes necessary for uncovering and remedying inequities like those

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described above. The book is designed to support school leaders in developing policies and fostering practices that respond to the educational and social needs of all students"--

Here at last is a resource that will open up access and reveal all-new ways to forge more culturally inclusive partnerships with families and communities.

Close the achievement gap with equity-focused professional learning communities!

Integrating the four Tools of Cultural Proficiency with the PLC framework, this relevant guide offers school leaders, district administrators, and staff developers a collaborative approach to address bias and inequity. The authors discuss the impact of our history on cultural understanding and provide a wealth of practical strategies and tools for building equity-focused PLCs, including: Templates, protocols, activities, and rubrics for deconstructing inequity in student achievement Stories, tools, and thinking prompts to guide an inside-out transformation toward cultural proficiency An extended example of one school district's journey

3D Coach

"Sit and Get" Won't Grow Dendrites

Culturally Responsive Teaching

Promoting Authentic Engagement and Rigor Among Culturally and Linguistically Diverse Students

Culturally Proficient Inclusive Schools

A K-12 Professional Development Model to Support Implementation of Culturally Responsive Teaching

Evolutionary Coaching: A Values Based Approach to Unleashing Human Potential

Use inquiry to promote equity and transform your school's educational environment! Using cultural proficiency as a lens, the authors guide practitioners through the process of gathering and analyzing data to meet the needs of historically underserved students. This book outlines a critical evaluation process and provides rubrics to examine why some students are not being educated to their full potential. With a CD-ROM of tables and spreadsheets for data entry, the book show educators how to: Encourage discussions about educational equity Create a realistic picture of a school's cultural and economic diversity Initiate authentic systemic change Effectively respond to NCLB mandates

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Are you doing all you can to improve teaching and learning? Culturally proficient instruction is the result of an inside-out journey during which you explore your values and behaviors while evaluating practices of your workplace. In the newest version of their best-selling book, the authors invite you to reflect on how you engage with your students and your colleagues as a community of learners. The third edition includes: An updated discussion of standards-based education guidelines A conceptual framework for the tools of cultural proficiency New language for understanding the microaggressions of dominant cultures An integrated guide for use with study groups

What will you do to promote multilingual learners' equity? Our nation's moment of reckoning with the deficit view of multilingual learners has arrived. The COVID-19 pandemic has further exposed and exacerbated long-standing inequities that stand in the way of MLs' access to effective instruction. Recent events have also caused us to reflect on our place as educators within the intersection of race and language. In this innovative book, Sydney Snyder and Diane Staehr Fenner share practical, replicable ways you can draw from students' strengths and promote multilingual learners' success within and beyond your own classroom walls. In this book you'll find

- Practical and printable, research-based tools that guide you on how to implement culturally responsive teaching in your context*
- Case studies and reflection exercises to help identify implicit bias in your work and mitigate deficit-based thinking*
- Authentic classroom video clips in each chapter to show you what culturally responsive teaching actually looks like in practice*
- Hand-drawn sketch note graphics that spotlight key concepts, reinforce central themes, and engage you with eye-catching and memorable illustrations*

There is no time like the present for you to reflect on your role in culturally responsive teaching and use new tools to build an even stronger school community that is inclusive of MLs. No matter your role or where you are in your journey, you can confront injustice by taking action steps to develop a climate in which all students' backgrounds, experiences, and cultures are honored and educators, families, and communities work collaboratively to help MLs thrive. We owe it to our students. On-demand book study-Available now! Authors, Snyder and Staehr Fenner have created an on-demand LMS book study for readers of Culturally Responsive Teaching for Multilingual Learners: Tools for Equity available now from their company SupportEd. The self-paced book study works around your schedule and when you're done, you'll earn a certificate for 20 hours of PD. SupportEd can also customize the book study for specific district timelines, cohorts and/or needs upon request. Learn more.

Why a new edition of Culturally Proficient Coaching? Why now, especially? Because several polarizing years later, there's even greater urgency for us all to critically examine our attitudes, beliefs, and practices when working with students who look or sound "different." No matter how broadly you define coach, no matter which coaching model you follow, this is the resource to help you get started. With the first edition, the authors' big goal was to shift our thinking in service of standards-based teaching and leading, and equitable interactions that support all students achieving at highest levels. Now, with this second edition, the authors add a third goal: to encourage a more holistic mindset and expanded contextual uses. New features include: Enhanced research on the effectiveness of coaching in educational settings New data on response to implicit bias and

microaggressions--subtle and unintentional, yet destructive, forms of discrimination that continue to marginalize Refinement and updating of the Tools of Cultural Proficiency, which enable you to provide equitable life-affirming experiences to all cultural groups Expanded models of Culturally Proficient Coaching Conversations A special section on crafting Breakthrough Questions to shift entrenched mindsets and barriers to Cultural Proficiency By design, Culturally Proficient Coaching is an intentional, inside-out approach that mediates a person's thinking toward values, beliefs, and behaviors that enable effective cross-cultural interactions and equitable learning environments. Here's your opportunity to serve as that expert and trusted mediator, boosting educators' cultural confidence and consciousness, while honing their coaching skills. "We owe it to ourselves and to our children to productively embrace and engage diversity, with all of its tensions, for the sustainability of humanity. These authors have given us the invitation, the road map, and the call to action. the embarkment is up to each one of us." --Carolyn M. McKanders, Director Emeritus Center for Adaptive Schools and Thinking Collaborative

An Asset-Based Response to Conditions of Poverty

An Implementation Template for Cultural Proficiency

Leading in a Culture of Change

The Art of Coaching

All Means ALL!

20 Professional Learning Strategies That Engage the Adult Brain

Opening Doors

Changing student demographics in the state of Texas as well as across the nation make it imperative for educators in K-12 public school settings to develop instructional strategies to meet the needs of increasingly diverse students in multicultural classrooms. To develop greater understandings of this complex issue, culturally responsive teaching was considered through the lens of the instructional coaching professional development model. For purposes of this research study, the culturally responsive/relevant theoretical frameworks of Geneva Gay (2000, 2001, 2004), Ana Maria Villegas & Tamara Lucas (2002), and Gloria Ladson-Billings (1994, 1995) were foundational. Instructional coaching is a job-embedded professional development model for teachers which is gaining increasing attention in K-12 educational settings (Bloom, Castagna, Moir, & Warren, 2005; Kise, 2006; Knight, 2007; Lindsey, Martinez, Lindsey, 2007; Showers, 1984; West & Staub, 2003). Proponents of instructional coaching suggest that coaching is a way to support the reflective practice of educators through a coaching cycle of planning, observation, and reflection. Lindsey, Martinez & Lindsey (2007) further propose a culturally proficient coaching model focused on teachers being responsive to diverse populations of students, and they

assert that "coaching and cultural proficiency are integrated sets of tools for guiding individuals and groups to meet cross-cultural issues as opportunities and assets rather than as challenges and deficits" (p. 4). To implement culturally responsive teaching in multicultural classrooms, teachers must develop many skills including the ability to analyze the curriculum-in-use and the ability to implement instructional practices that are efficacious in diverse cultural settings. To support this work, it is further essential that teachers examine their own beliefs and values regarding cultural diversity to enhance their ability to meet the needs of increasingly diverse students. There is strong evidence (Payne & Allen, 2006; Neufeld & Roper, 2003) that instructional coaching contributes to improved teaching and student learning, however, it should be noted that instructional coaching must also be accompanied by rigorous curriculum, on-going formative assessment and feedback for students, strategic planning, and strong local, state and national leadership if educators are to eliminate existing gaps in opportunities to learn between White students and students of color.

The pathway to uncovering and dismantling inequities Educational leaders that work in the district, site, or classroom level know that opportunity gaps have long been a focus of education policy in the United States. Leadership can be a critical lever for advancing policies that oppose racism and confront systemic inequities. In meeting this challenge, educators have found that acknowledging beliefs and behaviors is critical. Still, deficit-based thinking, especially due to privilege, remains a barrier to equity. Among the most damaging blind spots is the continuation of practices that are grounded in the values of entitled groups. *Leading Change through the Lens of Cultural Proficiency* tells the story of a school community in the Midwest United States that contended with its approach to teaching and valuing students of diverse backgrounds. Featuring the research-based Cultural Proficiency Framework and Tools, the book provides a clear roadmap to advancing equity across schools and districts. Designed to support leaders, and school communities, in developing policies and practices that respond to the needs of all students, this book Guides school leaders in a journey of learning the theory and strategies that improved student achievement and improved the working conditions in this district Features a real-life case study of a school community using the Tools of Cultural Proficiency and the Framework Provides vignettes and data, based on work conducted across an actual school district, that resulted in improvements in school climate, achievement, mindset, and equitable educational practices Includes powerful reflection, dialogic, and action

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activities for use in a variety of community learning modalities Is grounded in assets-based assumptions with respect to students, families, and the school community. With a focus on engagement, leadership, implementation frameworks, and collaborative learning, the authors demonstrate how to uncover and remedy inequities. Designed for education leaders at all levels of the education system, this is the ideal foundational text for implementing Cultural Proficiency in your setting as you open doors for all students to thrive.

With more than 60 million athletes involved in sports in America, it is estimated that one coach will impact more people in one year than the average person does in a lifetime. Today's coach could be one of the greatest authoritative figures in the life of today's adolescent. So the question isn't whether coaches leave a legacy, but rather, what will that legacy be? Current trending research shows that only 15% of coaches are intentional about coaching beyond the skills and strategies of the game (1st Dimension). A 3-Dimensional Coach understands and harnesses the power of the coaching platform to coach the mind (2nd Dimension) and transform the heart (3rd Dimension). They can be the catalysts for internal transformation that guides both the coach and the athlete on a spiritual journey to finding purpose in our performance-based culture. Now that's a legacy! In 3D Coach, National Coaches Training Director Jeff Duke shares his own journey through the three dimensions of coaching and how it has impacted his life and those around him. He also shares the personal stories of coaches from all levels who have implemented the 3D concept into their own programs and who have pointed to Jesus Christ, the Master Coach, as the ultimate example of how to lead athletes to true significance.

This indispensable resource draws on the latest research in brain-based learning to provide strategies that motivate adult learners and increase retention.

Culturally Proficient Coaching

Culturally Proficient Instruction

A Guide for People Who Teach

An Equitable Approach to Race and Social Class in Our Schools

Standards, Indicators and Evidences for Evaluating Culturally Responsive Teaching

Leading While Female

Educational Coaching

A bold, brain-based teaching approach to culturally responsive instruction To close the achievement gap, diverse classrooms need a proven framework for optimizing student engagement. Culturally responsive instruction has shown

promise, but many teachers have struggled with its implementation—until now. In this book, Zaretta Hammond draws on cutting-edge neuroscience research to offer an innovative approach for designing and implementing brain-compatible culturally responsive instruction. The book includes:

- Information on how one's culture programs the brain to process data and affects learning relationships
- Ten “key moves” to build students' learner operating systems and prepare them to become independent learners
- Prompts for action and valuable self-reflection
- High impact strategies to improve student outcomes

Positive systemic change begins when school leaders elevate understanding and propel schools toward safe and diverse-friendly environments. To combat anti-gay discrimination, educators often use silence, policy, legislation and compliance. This brave book maintains that building safe and welcoming schools begins not only with effective and appropriate policy but also with inside-out analysis of one's own beliefs and values. Resulting cultural proficiencies boost empathy and improve learning environments. On this simple premise, readers will find:

- Inside-out growth through personal stories and case-studies
- Reflection through activities appropriate for individuals and teams
- Insight through current responses to bullying

Research has established the importance of cultural proficiency in improving students' academic and behavioral outcomes. Effective educators recognize that culture influences their actions as well as the thoughts and behaviors of their students (Nuri-Robins, Lindsey, Lindsey & Terrell, 2012). To ignore the impact of one's culture is to ignore the opportunities and challenges within the instructional teaching and learning environment. Culturally responsive teaching practices can assist educators in bridging differences in language, heritage, race, socio-economic status, trauma history, and ability. As a result, educators are realizing the need to intentionally focus on identifying effective methods for developing culturally responsive practices. Cultural proficiency is a mindset. When considered this way, it becomes an active, evolving journey that school leaders and educators undertake to cross philosophical barriers toward thoughtful and reflective school change. Systematic change has the best chance of creating and sustaining learning environments where students achieve and realize their full educational potential, and educators can self-reflect to ensure their beliefs and attitudes are free of bias.

Culture in the Classroom: Standards, Indicators and Evidences for Evaluating Culturally Proficient Teaching was created for the purpose of self-reflections and continuous improvement by teachers, and for evaluation and feedback by evaluators. This document was developed as part of SERRC's Project CREATE to develop and support a teacher evaluation framework aligned with research-based instructional models such as Marzano's Art & Science of Teaching, and Danielson's Framework for Teaching. Project CREATE has elaborated on the Alaska Cultural Standards for Educators to develop indicators and evidences upon which teachers can be evaluated for culturally-responsive instruction. Culture in the Classroom complements other state standards by orienting the school community

to its role in helping students become responsible, capable, and whole human beings. Culture in the Classroom emphasizes a strong connection between what students experience in school, and their lives out of school, by providing in-depth, experiential learning in real-world contexts. School Districts and personnel will find this publication useful in assisting educators in the teacher evaluation process. It provides examples of what culturally responsive instruction and practice could look like. Teachers will also find it helpful in planning for meaningful, effective lessons, activities, and strategies that meet the cultural standards for educators. This document applies to all evaluation and instructional frameworks, and is inclusive of all cultures. Evidences and indicators are broad enough to allow for each teaching site to localize activities, lessons, and practices to fit their specific and unique needs.

Create inclusive educational environments that benefit ALL learners! As schools become more diverse with students of differing abilities and needs, this self-reflective and action-oriented guide helps you create and support more inclusive schools and classrooms that intentionally educate all students. Using the Five Essential Elements of Cultural Proficiency as a roadmap, this book presents:

- Students' learning differences as just that – differences rather than deficits
- Strategies that show you how to break through the common barriers to culturally proficient and inclusive schooling
- Assessments that gauge your awareness and show you how to best serve every student's needs

Effective Strategies for School Transformation

The Culturally Proficient School

The Data Coach's Guide to Improving Learning for All Students

The Personal Journey Begins Within