



Advancing School Effectiveness: Performance Standards for Coaches

STANDARD 1—Creating Community: A School Improvement Coach promotes continuous improvement in school performance by developing trust, building positive relationships, keeping confidences, and honoring diversity across a school community.

- Developing positive, trusting relationships
- Modeling effective interpersonal communication
- Surfacing underlying beliefs and assumptions
- Working collaboratively instead of being viewed as an “expert”
- Fostering a professional learning community

STANDARD 2—Bringing Focus: A School Improvement Coach promotes continuous improvement in school performance by helping a school faculty focus its efforts on a limited number of shared goals and encouraging work toward program coherence.

- Promoting the development and use of a limited number of goals focused on student achievement
- Focusing the efforts of all members of school community on goals
- Aligning programs and practices to identified goals

STANDARD 3—Leading Change: A School Improvement Coach promotes continuous improvement in school performance by drawing on the principles of individual and organizational change to motivate members of a school community to embrace new ways of thinking and behaving that are consistent with research-based best practice for teaching and learning.

- Understanding the theory and practice of organizational and individual change
- Assessing the extent to which the school culture supports planned changes and knowing how to reculture as necessary

STANDARD 4—Developing Accountability: A School Improvement Coach promotes continuous improvement in school performance by advancing shared accountability through the engagement of all members of a school community in collaborative assessment, data analysis, and action to ensure the success of every student.

- Encouraging skillful use of data to inform decision making
- Sharing best practices in student assessment
- Providing faculty with data-based feedback on their instructional effectiveness
- Promoting a culture of distributed accountability

STANDARD 5—Building Capacity: A School Improvement Coach promotes continuous improvement in school performance by developing the knowledge and skills of adult members of the school community, as well as the organizational structures and resources that support the learning and achievement of all students. The School Improvement Coach builds capacity at the individual, small group as well as organizational levels. The School Improvement Coach does not

act as a staff member, but rather uses modeling, mentoring, and coaching to increase individual and organization capacity.

- Developing instructional skills of faculty
- Developing faculty skills in selecting appropriate scientifically based research programs
- Developing leadership skills of faculty
- Encouraging reflective practice
- Assessing organizational structures
- Developing an aligned and balanced curriculum

STANDARD 6—Growing Professionally: A School Improvement Coach promotes continuous improvement in school performance by demonstrating a personal commitment to continuous learning and professional growth as evidenced by (a) professional reading and dialogue with colleagues and (b) personal reflection and self-assessment of work with clients.

- Keeping up-to-date on the educational literature
- Learning from and with peers in similar roles