

## Culturally Proficient Coaching

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

This top-selling book will serve as the compass and road map to your school's professional development journey. A comprehensive and authoritative resource you will go to again and again, this book helps guide principals, directors of professional development, school/district committees, and other leaders in creating an effective professional development program that moves ideas from knowledge to action. Topics include: Learning Communities Job-Embedded Learning Coaching Teacher Study Groups Critical Friends Lesson Study Portfolios And more! Additionally, this book features helpful case studies, useful forms and templates, sample agendas, and other invaluable resources for professional development. The second edition contains the following

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enhancements: Expanded coverage of job-embedded learning, which is a cost-effective way for administrators to enhance professional development with their staff  
More information on the theoretical grounding of professional development with applications that can be readily adapted for use in schools  
Updated references and figures to reflect newly published literature on the topics covered  
User-friendly tabs, so you can find and return to your favorite sections time after time  
Illuminates the multiple barriers that plague the education system and shows the way toward enlightened and inclusive educational policy and policymaking  
This book showcases new scholarship in the broad field of education policy and governance. Authored by some of the field's foremost scholars, as well as new and up-and-coming academics, this definitive handbook offers a range of cultural, economic, and political perspectives on the state of education policy today. It addresses historic, current, and future education policy—incorporating changing social landscapes of education, economy, and policy. The Wiley Handbook of Educational Policy covers the role of politics in education governance; the politics of philanthropy and for-profits; the culture and economy of professional organizations; the governance of technology integration; and future political realities to global citizenry. Themes and topics range not only across early childhood, K-12, and tertiary forms of schooling, but also across the policy questions and concerns that transcend these distinctions. Each chapter features key words, key questions, conclusions, and thought-provoking ideas that provoke readers to think

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about ways to improve the current conditions under which educational policy-makers work. Provides a traditional understanding of educational policy Shows how educational policy has changed due to the boom of private funding Explores the changing demographics in education populations over the last 40 years Discusses policies and the ethics of using and overseeing technology in teaching and learning environments Looks at future trends from contemporary political origins

The *Wiley Handbook of Educational Policy* is an important book that should be read by every administrator, policy maker, and educator working in the education system. As classrooms are becoming more diverse, teachers are now faced with the responsibility of creating an inclusive classroom community. As such, researching classroom pedagogies and practices is an imperative step in curriculum planning. The *Handbook of Research on Classroom Diversity and Inclusive Education Practice* is an authoritative reference source for the latest scholarly research on ways to effectively teach all students and further refine and strengthen school-wide inclusive pedagogy, methods, and policies. Featuring extensive coverage on a number of topics such as special education, online learning, and English language learners, this publication is ideally designed for professionals, educators, and policy makers seeking current research on methods that ensure all students have equal access to curricular content and the chance for growth and success.

Becoming a culturally proficient leader requires the kind of courage, clarity, and insight that can only come from

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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

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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

Educational leaders are seeing the increasing need for practical transformative models and theories to address academic, cultural, and socio-economic gaps separating learners at all levels of the educational system. *Applied Critical Leadership in Education* explores a leadership model arising from critical theory and critical pedagogy traditions that transforms status quo educational practices. Providing a range of diverse voices of practicing leaders from prekindergarten through higher education, explicit ties to theory and practice are drawn, making leadership for social justice accessible, feasible, and more practical for aspiring and practicing leaders alike. Features Included: Case Studies provide examples of applied critical leadership across early childhood education, elementary school, middle school, high school, district, and higher education levels. Theory to Research Applications offer frameworks and key research complementary to cases. Checking In presents questions to the reader to respond and further engage with the chapter content. Opportunity Recognition and Critical Conversations offer strategies to challenge assumptions of common practices and begin conversations around issues of social justice. Backpack

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includes online or print resources to supplement the material in each chapter. Appendix provides a comprehensive example of qualitative case study research from design, to data collection, and analysis. Applied Critical Leadership in Education provides an innovative way for aspiring and practicing educational leaders to think about and apply leadership practice suited for the educational challenges of today that are necessary for change.

Equity expertise from premier educators This resource showcases key chapters from critically acclaimed Corwin publications written by stellar authors. These renowned educators believe in making education accessible and successful for all students and ultimately creating a stronger democratic society. Offering a unique perspective on overcoming barriers to student achievement, they share academic research, creative ideas, and concrete, practical strategies. Key topics include: The tools of cultural proficiency Courageous conversations about race How to analyze data to uncover and eliminate inequities Equity audits Powerful classroom strategies Reflecting on practice Develop culturally proficient policies and practices that create opportunities for students of poverty! Countering the perspective that students from poverty come to school with deficits that prevent them from learning, this resource offers educators the knowledge and skills to maximize educational opportunities for all students, independent of students' socioeconomic status. Using the framework of cultural proficiency, this guide features: An examination of how poverty intersects with other

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groupings, including race, ethnicity, and language acquisition Research-based teaching strategies that draw on student strengths and assets Vignettes and case studies Reflective activities for understanding your own assumptions and values regarding equity

The SAGE Handbook of Coaching presents a comprehensive, global view of the discipline, identifying the current issues and practices, as well as mapping out where the discipline is going. The Handbook is organized into six thematic sections: Part One: Positioning Coaching as a Discipline Part Two: Coaching as a Process Part Three: Common Issues in Coaching Part Four: Coaching in Contexts Part Five: Researching Coaching Part Six: Development of Coaches It provides the perfect reference point for graduate students, scholars, educators and researchers wishing to familiarize themselves with current research and debate in the academic and influential practitioners' literature on coaching.

The Courage to Grow shows leaders how to design and implement a growth plan. It is a guide that allows them to construct learning, measure knowledge, improve performance, and assess growth. The reader will design an Action Plan that takes into account knowledge from each chapter, strategies for growing performance, and self-assessment results.

Close the achievement gap by boosting cultural consciousness and coaching skills with this straightforward blend of cultural proficiency and Cognitive Coaching<sup>SM</sup>. Looks at instructional standards, provides case studies, and includes exercises and reflective activities.

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-

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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

Because equitable education for every child is a moral imperative! Providing an excellent education to every child is truly a moral imperative, requiring profound change by organizations and individuals. Recognizing that true change begins from within, this compelling book shows how educators can develop a deeper personal understanding of cultural difference and advocate for equitable learning in their classrooms, schools, and districts. Readers will find:

- An approach to cultural proficiency as a framework for moral action that is grounded in leading thought on ethics and organizational development
- Reflective exercises for individual study, group learning, and collaborative work
- Richly detailed case studies that present challenging dilemmas for critical self-reflection and group discussions

The groundbreaking guide to cultural proficiency in schools, updated to meet today's challenges This fully updated second edition of *The Culturally Proficient School*—likely the most influential book yet on improving the learning experience by valuing diversity and cultural dignity— is more relevant, accessible and effective than ever. Incorporating up-to-date research and reader feedback, the new content includes:

- Instructive vignettes that reflect contemporary truths about educational diversity and moral leadership
- Emphasis on skills development, including the art and science of conversation
- A conceptual framework that leaves no doubt about the first

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steps to take towards a more culturally proficient school. 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.

**Culturally Proficient Coaching Supporting Educators to Create Equitable Schools** Corwin Press

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.

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 The narratives presented in *Breaking the Mold of Education for Culturally and Linguistically Diverse Students* are rooted in classrooms, districts, communities, teacher preparation programs from around the United States and many corners of the world. The unique initiatives portrayed here represent collaborative efforts by students, teachers, administrators, professors,

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parents, boards of education, and global citizens who believe in change and transformation for the betterment of education.

Research shows that students' sense of belonging in their school communities is critically linked to academic achievement. This ninth and final book in *The Soul of Educational Leadership* series offers practical strategies for promoting socially responsible school cultures that foster greater student engagement and democratic values. A joint publication with the American Association of School Administrators and the HOPE Foundation with contributions from renowned educators Bonnie Davis, Linda Skrla, Randall Lindsey, and others, this book explores the key concepts of respect, equity, and character, and examines tough issues such as:

- Reflecting on our own backgrounds and assumptions
- Modeling socially responsible behavior
- Teaching students to discern injustice
- Enacting a zero-tolerance policy toward bullying.

Students will shape tomorrow based on what they learn today. This compact guide equips educators to implement democratic practices, act in socially just ways, and impart democratic values to the citizens of the future.

Three successful superintendents share how to educate all students. The three Latina superintendents who coauthored this book go beyond discussing the issue of equity in education—they live it. These trailblazing women chronicle their childhoods, careers, and challenges and share their vision to transform schools into places of equity and excellence. Through the lens of cultural proficiency, their stories enhance readers'

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understanding of: Barriers to educational opportunity and equity  
Conditions that help promote success for underserved students  
Ways to leverage culture as an asset  
Links between high-quality education for some and excellence for all learners

In this greatly expanded and extensively updated edition of a widely popular resource you see how teachers' individual and collective capacities for continuing self-improvement are strengthened over time through Cognitive Coaching. You gain essential skills, protocols, guidance, research and resources to use when implementing Cognitive Coaching principles and values in your own school setting. Working toward the goals of making school better places where more students succeed and satisfaction in learning and teaching prevail, Costa and Garmston let you know about their own learning, and how new research and practice can support individuals and schools in reaching higher, more satisfying, and more holistic performance. Organized into four sections, the book clearly and effectively presents these concepts: the meanings of cognitive coaching; the basics of teaching excellence; strategies and tactics for engaging in coaching; and how to integrate Cognitive Coaching throughout the system.

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

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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

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### Schools and Thinking Collaborative

Optimize school counselors and raise your school's cultural competence The authors make a compelling case for recognizing professional school counselors as leaders of 21st-century change rather than "gatekeepers" of the status quo. Today's school leaders need to acknowledge counselors' value in the necessary work of providing equitable resources and opportunities for children in today's multicultural environment. Aligned with the American School Counselor Association National Model for school counseling programs, this book provides a conceptual framework and practical protocols for utilizing school counselors as: Change agents for school improvement Creators of results-based programs Equity advocates for all students This book shows how to make the most of school leadership teams by empowering counselors to contribute to each school's success.

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. Lead a Common Core implementation that closes achievement gaps! This illuminating book shows how central Common Core tenets—rigor, meaningful curricula and assessment, and higher order thinking—can become educational realities for every child in your school or district. This timely resource enables readers to: Understand how underlying

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beliefs related to historically-underserved students may create roadblocks to effective instruction Create a school culture where diversity is valued, including developing relevant professional learning Compile and analyze meaningful data that enables faculty to better reach students from all backgrounds Advance the goal of college and career-readiness for all learners

Draw on and develop the skills of your own faculty to provide effective, job-embedded professional development (PD) that is based on proven strategies and cost-effective PD models.

Professional development that increases educator effectiveness and student success! This volume gives teachers and administrators a detailed roadmap for implementing the Outcomes standard. Deepen you knowledge of this standard with: An original essay by Delores B. Lindsey and Randall B. Lindsey on using the lens of Cultural Proficiency to highlight the theme of educational equity that is embedded in the standard Practical tools that guide leaders in finding coherence between performance standards for educators and curriculum standards for students A powerful case study to illustrate how the standard was enacted across a major urban school district With this book, educators will reach new heights in professional growth and students will reap the benefits!

This book is for educators at all levels and is packed

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with creative, use-now tips and activities to support new and struggling teachers. Combining real-life scenarios with current research, the author demonstrates how educators can get the most out of available resources, promote a school culture devoted to helping and caring, and meet common school challenges head-on! New and noteworthy—by providing creative activities and acknowledging the complexity inherent in school culture, this practical guide can really help educators implement a mentoring/coaching program that works!

The Journal of School Leadership is broadening the conversation about schools and leadership and is currently accepting manuscripts. We welcome manuscripts based on cutting-edge research from a wide variety of theoretical perspectives and methodological orientations. The editorial team is particularly interested in working with international authors, authors from traditionally marginalized populations, and in work that is relevant to practitioners around the world. Growing numbers of educators and professors look to the six bimonthly issues to: deal with problems directly related to contemporary school leadership practice teach courses on school leadership and policy use as a quality reference in writing articles about school leadership and improvement.

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

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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

The authors of this updated edition of a bestseller invite you to reflect on how you influence your students and collaborate with your colleagues.

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.

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 Coaching<sup>SM</sup>. 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

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features: Action-planning worksheets Reflective questions Coaching maps and conversation vignettes Real-life examples through a composite case story Join today's most insightful thinkers as they explore the heart, mind, and soul of educational leadership! This concise volume offers educational leaders key concepts and strategies for framing discussions about closing the equity gap and ensuring high achievement for all learners. As the first volume in The Soul of Educational Leadership series, this unique collection presents: Contributions from Pedro Noguera, Thomas Guskey, Richard Farson, Alan Boyle, Antoinette Mitchell, Stephen G. Peters, Randall & Delores Lindsey, Karen Pittman & Merita Irby, and Alan M. Blankstein Thought-provoking ideas applicable to all schools, districts, and learning communities A complete index for browsing and referencing across topics

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

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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, ongoing 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

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students of color.

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

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