

A Model for Identifying the “Right Work”

Factors		Action Steps <i>Is the next best thing in our school to...</i>
School-Level	Guaranteed & Viable Curriculum	<ol style="list-style-type: none"> 1. Identify & communicate the content considered essential for all students versus that considered supplemental? 2. Ensure that the essential content can be addressed in the amount of time available for instruction? 3. Ensure that teacher address the essential content? 4. Protect the instructional time available to teachers?
	Challenging Goals & Effective Feedback	<ol style="list-style-type: none"> 5. Implement an assessment & record-keeping system that provides timely feedback on specific areas of knowledge and skill for specific students? 6. Establish & monitor specific, challenging achievement goals for the school as a whole? 7. Establish and monitor specific, challenging achievement goals for each student?
	Parent & Community Involvement	<ol style="list-style-type: none"> 8. Establish vehicles for communication between schools & parents and the community? 9. Establish multiple ways for parents and community to be involved in the day-do-day running of the school? 10. Establish governance vehicles that allow for the involvement of parents and community members?
	Safe & Orderly Environment	<ol style="list-style-type: none"> 11. Establish rules & procedures for behavioral problems that might be caused by the school’s physical characteristics or the school’s routines? 12. Establish schoolwide rules & procedures for general behavior? 13. Establish & enforce appropriate consequences for violations of rules and procedures? 14. Establish a program that teaches self-discipline and responsibility to students? 15. Establish a system that allows for the early detection of students who have a high potential for violence & extreme behavior?
	Collegiality & Professionalism	<ol style="list-style-type: none"> 16. Establish norms of conduct & behavior that engender collegiality & cooperation? 17. Establish governance structures that allow for teacher involvement in decisions & policies for the school? 18. Provide teacher with meaningful staff development activities?
Teacher-Level	Instructional Strategies	<ol style="list-style-type: none"> 19. Provide teachers with an instructional framework for planning units that employs research-based strategies?
	Classroom Management	<ol style="list-style-type: none"> 20. Have teachers articulate & enforce a comprehensive set of classroom rules & procedures? 21. Have teachers use specific strategies that reinforce appropriate behavior & recognize and provide consequences for inappropriate behavior? 22. Institute a schoolwide approach to discipline? 23. Help teachers develop a balance of moderate dominance &

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		<p>moderate cooperation in their dealings with students?</p> <p>24. Provide teachers with an awareness of the needs of different types of students and ways of alleviating those needs?</p> <p>25. Have teachers employ specific strategies to maintain or heighten a healthy emotional objectivity with their students?</p>
	Classroom Curriculum Design	<p>26. Have teachers identify the important information & skills in the topics they are required to address?</p> <p>27. Have teachers present new content multiple times using a variety of activities?</p> <p>28. Have teachers make distinctions between those skills & Processes that will be taught to a level of mastery and those that will only be introduced?</p> <p>29. Have teachers present content in groups or categories that demonstrate the critical features of the content?</p> <p>30. Have teachers engage students in complex tasks that require addressing content in multiple ways?</p>
Student-Level	Home Environment	<p>31. Provide training & support to parents to enhance their communication with their children about school, their supervision of their children, and their ability to communicate expectations to their children within the context of an effective parenting style?</p>
	Learned Intelligence & Background Knowledge	<p>32. Involve students in programs that directly increase the number and quality of life experiences students have?</p> <p>33. Involve students in a program of wide reading that emphasizes vocabulary development?</p> <p>34. Provide direct instruction in vocabulary terms and phrases that are important to specific subject matter content?</p>
	Motivation	<p>35. Provide students with feedback on their knowledge gain?</p> <p>36. Provide students with tasks & activities that are inherently engaging?</p> <p>37. Provide opportunities for students to construct and work on long-term projects of their own design?</p> <p>38. Teach students about the dynamics of motivation and how those dynamics affect them?</p>

Marzano, R., Waters, T. & McNulty B. (2005). *School Leadership that Works: From Research to Results*. Alexandria: VA, Association for Supervision & Curriculum Development.