

<i>Strategies/ Ideas</i>	<i>Action</i>	<i>At the Classroom Level</i>	<i>At the School Level</i>
	Already doing this . . . continue		
	Could do this easily		
	This will take time		
	This will be difficult		

REFLECTION ACTIVITY

*If fish in the aquarium are sick—Don't blame the fish!
Instead, check the water.*

Center for Improving School Culture

A recent research brief from The Principals' Partnership mentions R. G. Owens and C. R. Steinhoff (1988) in Delisio (2006) who identified four distinctive school cultures, which we have renamed as follows:

- **One Big Happy Family:** A school that is a family or a team. The most important element is high regard and concern for each other, and total staff commitment to students and their culture is common.
- **Top Gear:** The school runs like a well-oiled machine. There is no collaboration. Everyone knows what to do and when to do it. The focus is on precision rather than nurturing learners.
- **The Dog and Pony Show:** A circus-type culture. The relationships and status in the organization come from theatrical practices. These schools are "all show and no go."
- **The Snake Pit:** The school culture is viewed as unpredictable. Tension and stress abound. People view it as a poison. They have no choice but to function or try to escape.

1. If a research team entered your school to monitor school climate, which attributes of these cultures would they discover?

2. Using an equity lens, describe the characteristics of your ideal school climate.
3. What strategies/processes would you put in place to achieve your ideal?

<i>Characteristics of Current School Climate</i>	<i>Characteristics of Ideal School Climate</i>	<i>I/We will achieve our ideal in the following ways:</i>

PRINCIPALS' ACTION STEPS

- SELF** Review the responses to the reflective activity. Do a gap analysis to highlight the characteristics of the current school climate versus those of the ideal school climate.
- OTHERS** View the video *Leading the Inclusive School, Part 2: Culturally Responsive and Relevant Pedagogy* (Ontario Principals' Council, 2010) at <http://www.principals.ca/Display.aspx?cid=8194&pid=8075> with your administrative team and/or school improvement team and/or staff. Respond as a group to the Reflective Questions accompanying the video.
- TRY TOMORROW** Select one area from The Centre for Urban Schooling's strategies for inclusive leadership discussed by Nicole West-Burns in the video—Curriculum and Classroom Climate, School Climate, Parent/Caregiver and Community Relations, Student Voice and Space, or Professional Development—and try one way to better reflect this strategy in your school community.