

Contents

Foreword **vii**

Robert B. Schwartz

Introduction **1**

Caroline T. Chauncey

PART I: STANDARDS AND ASSESSMENT

1 Unlearned Lessons **9**

Six stumbling blocks to our schools' success

W. James Popham

2 (In)formative Assessments **17**

New tests and activities can help teachers guide student learning

Robert Rothman

3 An Inexact Science **25**

What are the technical challenges involved in using value-added measures?

Robert Rothman

PART II: USING DATA TO IMPROVE INSTRUCTION

4 The “Data Wise” Improvement Process **37**

Eight steps for using test data to improve teaching and learning

*Kathryn Parker Boudett, Elizabeth A. City,
and Richard J. Murnane*

- 5 Leadership Lessons from Schools Becoming
“Data Wise” 47**

Jennifer L. Steele and Kathryn Parker Boudett

- 6 Improving Teaching and Learning through
Instructional Rounds 55**

Lee Teitel

PART III: DEVELOPING GREAT TEACHERS AND LEADERS

- 7 Landing the “Highly Qualified Teacher” 67**

How administrators can hire—and keep—the best

Robert Rothman

- 8 Principles of High-Quality Mentoring 79**

An instructionally intensive approach to supporting
new teacher development

Ellen Moir, Dara Barlin, Janet Gless, and Jan Miles

- 9 Standards-Based Evaluation for Teachers 91**

How one public school system links teacher
performance, student outcomes, and professional
growth

Andreae Downs

- 10 A Guide on the Side 101**

Mentors help new leaders prepare for life in the
principal’s office

Robert Rothman

PART IV: TURNING AROUND STRUGGLING SCHOOLS

- 11 Finding High-Achieving Schools in Unexpected Places 113**

Karin Chenoweth discusses what 15 successful schools
have in common

Nancy Walser

12	Urgent Lessons from Unexpected Schools	121
	Karin Chenoweth visits eight award-winning schools and explains what we can learn from their success	
	<i>Chris Rand</i>	
13	The Road to School Improvement	127
	It's hard, it's bumpy, and it takes as long as it takes	
	<i>Richard F. Elmore and Elizabeth A. City</i>	
14	Is Coaching the Best Use of Resources?	137
	For some schools, other investments should come first	
	<i>Elizabeth A. City</i>	
15	Four Central Dilemmas of Struggling Schools	145
	The starting points for a developmental approach to intervention	
	<i>D. Brent Stephens</i>	
16	Charters and Unions	157
	What's the future for this unorthodox relationship?	
	<i>Alexander Russo</i>	
PART V: DISTRICT-BASED IMPROVEMENT		
17	The Real Race to the Top	169
	To win, your district needs a strategy—not just a strategic plan	
	<i>Rachel E. Curtis and Elizabeth A. City</i>	
18	Creating Coherence in District Administration	177
	A framework based on the work of the Public Education Leadership Project	
	<i>Stacey Childress, Richard F. Elmore, Allen S. Grossman, and Susan Moore Johnson</i>	
	About the Contributors	187