

1. Record Nr.	UNINA9910789294703321
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Titolo	Data-driven leadership / / Amanda Datnow, Vicki Park
Pubbl/distr/stampa	San Francisco, California : , : Jossey-Bass, , 2014 ©2014
ISBN	1-118-23408-1 1-118-22060-9
Edizione	[First edition.]
Descrizione fisica	1 online resource (162 p.)
Collana	Jossey-Bass Leadership Library in Education
Classificazione	EDU029000
Disciplina	371.2
Soggetti	Educational leadership School improvement programs - Data processing
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di contenuto	More Praise for Data-Driven Leadership; The Jossey-Bass Leadership Library in Education; Titles in the Jossey-Bass Leadership Library in Education Series; Data-Driven Leadership; Copyright; Contents; The Authors; Acknowledgments; Chapter 1: The Promise and Pitfalls of Data-Driven Decision Making; Perils and Perverse Incentives; Cheating on State Tests; Implementing Quick Fixes; Targeting Students Just below Accountability Thresholds; Narrowing of the Curriculum; Data Overload; The Promise of Data Use for Equity and Excellence; What Counts as Data?; What Is Data-Informed Decision Making? The Critical Role of Data-Informed LeadershipThe Knowledge Base for This Book; Organization of the Book; Chapter 2: The Four Ps of Educational Reform People, Policies, Practices, and Patterns; A Framework for Understanding Data Use: The Power of the Four Ps; The Four Ps Approach to Understanding Data-Informed Leadership; The Data Use Studies; Site Selection; Data Collection; Important Features of the Sites We Studied; The People: A History of Stable Leadership; The Policy Context: High-Stakes Accountability; Practices and Patterns: Common Reform Features; To Sum Up Chapter 3: Reculturing for Data UseCreating a Culture of Data Use for Continuous Improvement; The Role of Culture in Enabling Data Use: Partnerships between Schools and Districts; Understanding How

Change Happens and Using Data Thoughtfully; Establishing Expectations; Sharing Data for Decision Making; Building Trust through Flexibility and Teacher Expertise; Creating a Culture of High Expectations for Student Learning; Shifts in Beliefs and Ongoing Tensions; To Sum Up; Chapter 4: Goals, Routines, and Tools for Data Use; The Importance of Goal Setting to Measure Progress Tools: District Curricular GuidelinesCommon Curriculum; Pacing Plans; Routines: Benchmark Assessments; Development of Benchmark Assessments; Usefulness of Benchmark Assessments; Tools: Data Management Systems; Routines: Structured Time for Collaboration; Making Collaboration Happen; The Value of Collaboration; Tools: Protocols to Guide Data-Informed Decision Making; To Sum Up; Chapter 5: Using Data for Instructional Improvement; Using Multiple Types of Data Tied to Learning and Teaching Goals; How Data Use Changes Classroom Practices: Pausing, Reflecting, and Reteaching Moving toward Student Engagement as the Center of Instructional ImprovementData Don't Tell Us Everything; Building Instructional and Data Use Knowledge and Skills: Challenges and Supports; Teacher Development; Systemic Support; To Sum Up; Chapter 6: Facing the Future with Data-Informed Leadership; Call #1: Use Data to Support a Culture of Inquiry and Continuous Improvement; Call #2: Use Knowledge of the Four Ps in Planning Reform Efforts; Call #3: Build Trust in the Process of Data Use; Call #4: Build Skills and Knowledge for Data Use

Call #5: Establish Goals, Routines, and Tools to Support Data Use

#### Sommario/riassunto

"School leaders must know how to analyze, interpret, and use data so that they can make informed decisions in all areas of education, ranging from professional development to student learning. This book offers strategies and tools to help launch or fine-tune efforts to become a performance-driven school. Based on the authors' extensive work with 12 schools, the book includes an examination of such essential topics as: establishing a data culture, investing in an information management system, selecting the right data, and analyzing and acting on data to improve performance"--