

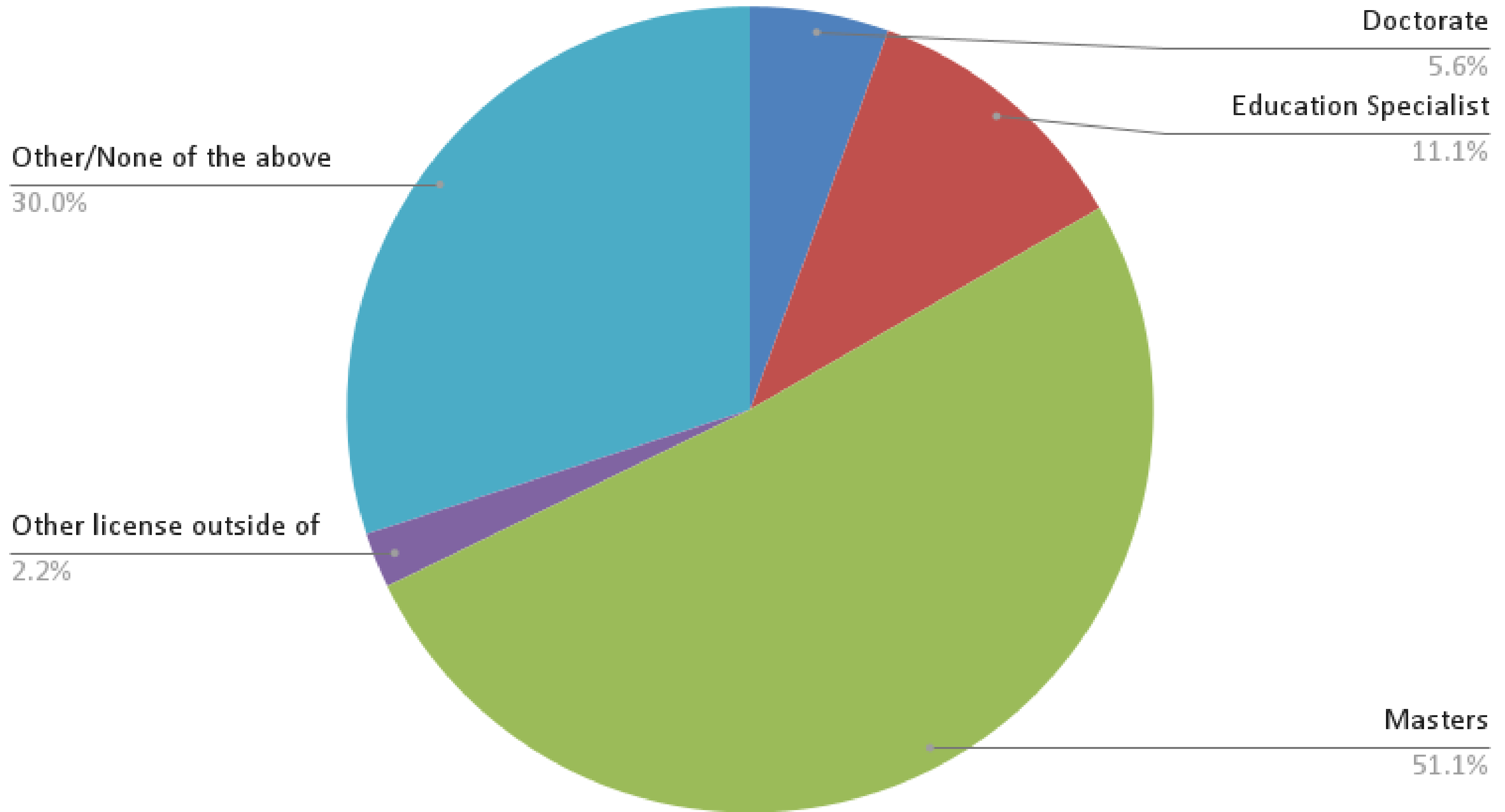
A GLANCE IN THE MIRROR

**WEDNESDAY, NOV 8, 2023
FALL ED COUNCIL**



**DR. AIMEE LEUKERT
LA SIERRA UNIVERSITY**

What was your formal preparation for school leadership?





Where are YOU going?

Six Domains of Principal Leadership

- **Administration**
- **Organization Management**
- **Day-to-Day Instruction**
- **Instructional Program**
- **Internal Relations**
- **External Relations**



Administration

- Managing school schedule
- Managing student discipline
- Supervising students (e.g. lunch duty)
- Implementing standardized tests
- Fulfilling compliance requirements and paperwork
- Managing student services (e.g. records, reporting, etc)
- Managing accreditation tasks



Organization Management

- Hiring personnel
- Dealing with concerns from staff
- Developing a safe school environment
- Managing budgets and resources
- Managing non-instructional staff
- Interacting/networking with other principals
- Maintaining campus facilities



Day to Day Instruction

- Implementing professional development
- Informally coaching teachers
- Using data to inform instruction
- Formally evaluating teachers and providing feedback
- Classroom observations
- Teaching students



Instructional Program

- Utilizing school meetings to enhance school goals
- Using assessment results for program evaluation
- Planning professional development for teachers
- Developing a coherent educational program across your campus
- Directing supplementary, after-school or summer programs



Internal Relations

- Informally talking to teachers about students
- Interacting socially with staff
- Developing relationships with students
- Attending school activities (e.g., sports events)
- Communicating with parents
- Counseling students or parents
- Conflict resolution among staff and parents/students
- Conflict resolution among staff members



External Relations

- Fundraising
- Working with local community
- Communicating with the conference to obtain resources



Internal Relations

- Informally talking to teachers about students
- Interacting socially with staff
- Developing relationships with students
- Attending school activities (e.g., sports events)
- Communicating with parents
- Counseling students or parents
- Conflict resolution among staff and parents/students
- Conflict resolution among staff members

Internal Relations

Not Applicable

10.7%

Ineffective

0.8%

Slightly Effective

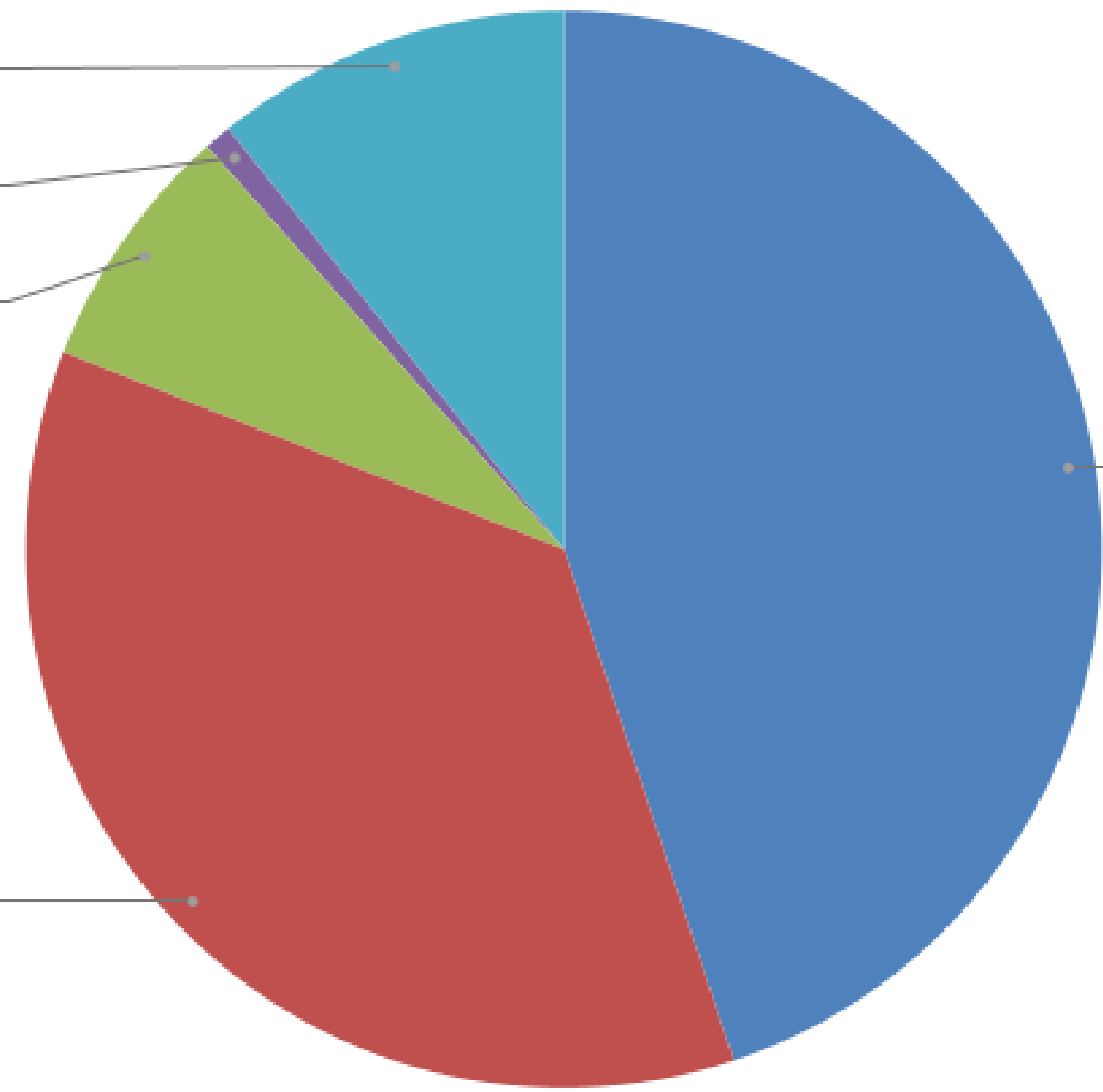
7.5%

Somewhat Effective

36.1%

Highly Effective

44.9%





Organization Management

- Hiring personnel
- Dealing with concerns from staff
- Developing a safe school environment
- Managing budgets and resources
- Managing non-instructional staff
- Interacting/networking with other principals
- Maintaining campus facilities

Organizational Management

Not Applicable

10.4%

Ineffective

1.3%

Slightly Effective

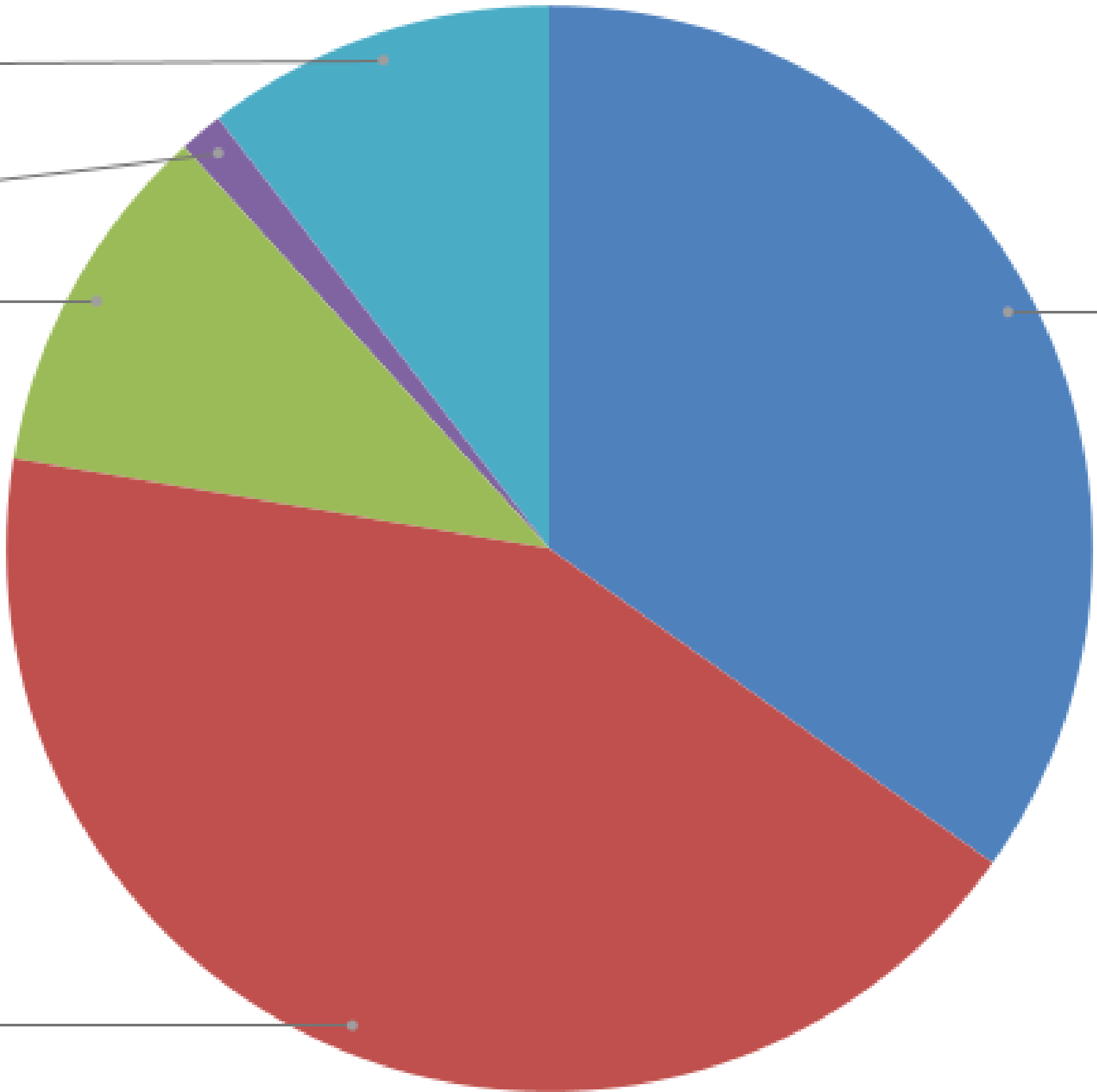
10.6%

Highly Effective

34.8%

Somewhat Effective

42.8%





Administration

- Managing school schedule
- Managing student discipline
- Supervising students (e.g. lunch duty)
- Implementing standardized tests
- Fulfilling compliance requirements and paperwork
- Managing student services (e.g. records, reporting, etc)
- Managing accreditation tasks

Administrative Tasks

Not Applicable

16.0%

Ineffective

1.5%

Slightly Effective

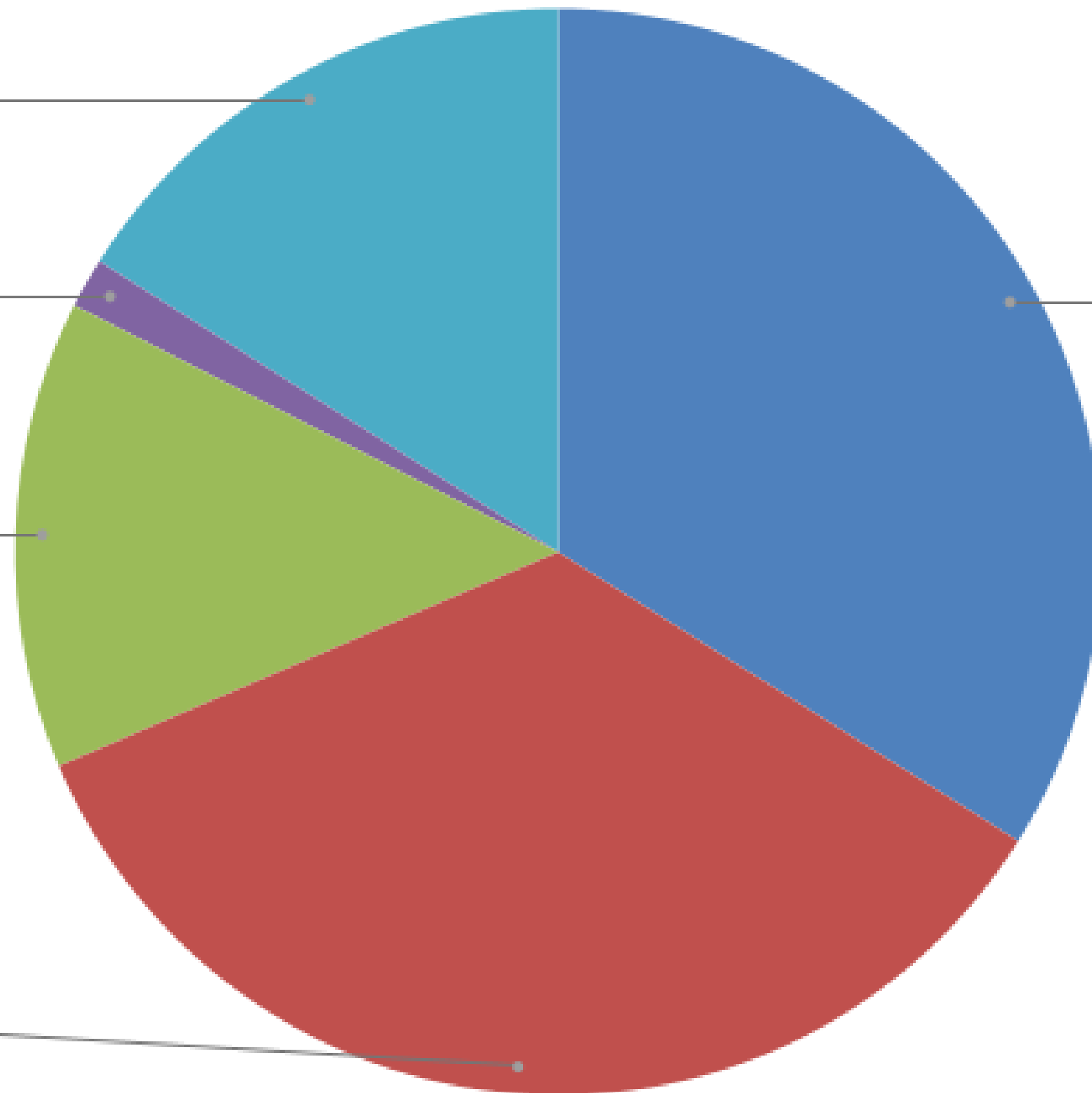
13.9%

Somewhat Effective

34.6%

Highly Effective

33.9%





Day to Day Instruction

- Implementing professional development
- Informally coaching teachers
- Using data to inform instruction
- Formally evaluating teachers and providing feedback
- Classroom observations
- Teaching students

Day to Day Instruction

Not Applicable

10.5%

Ineffective

3.7%

Slightly Effective

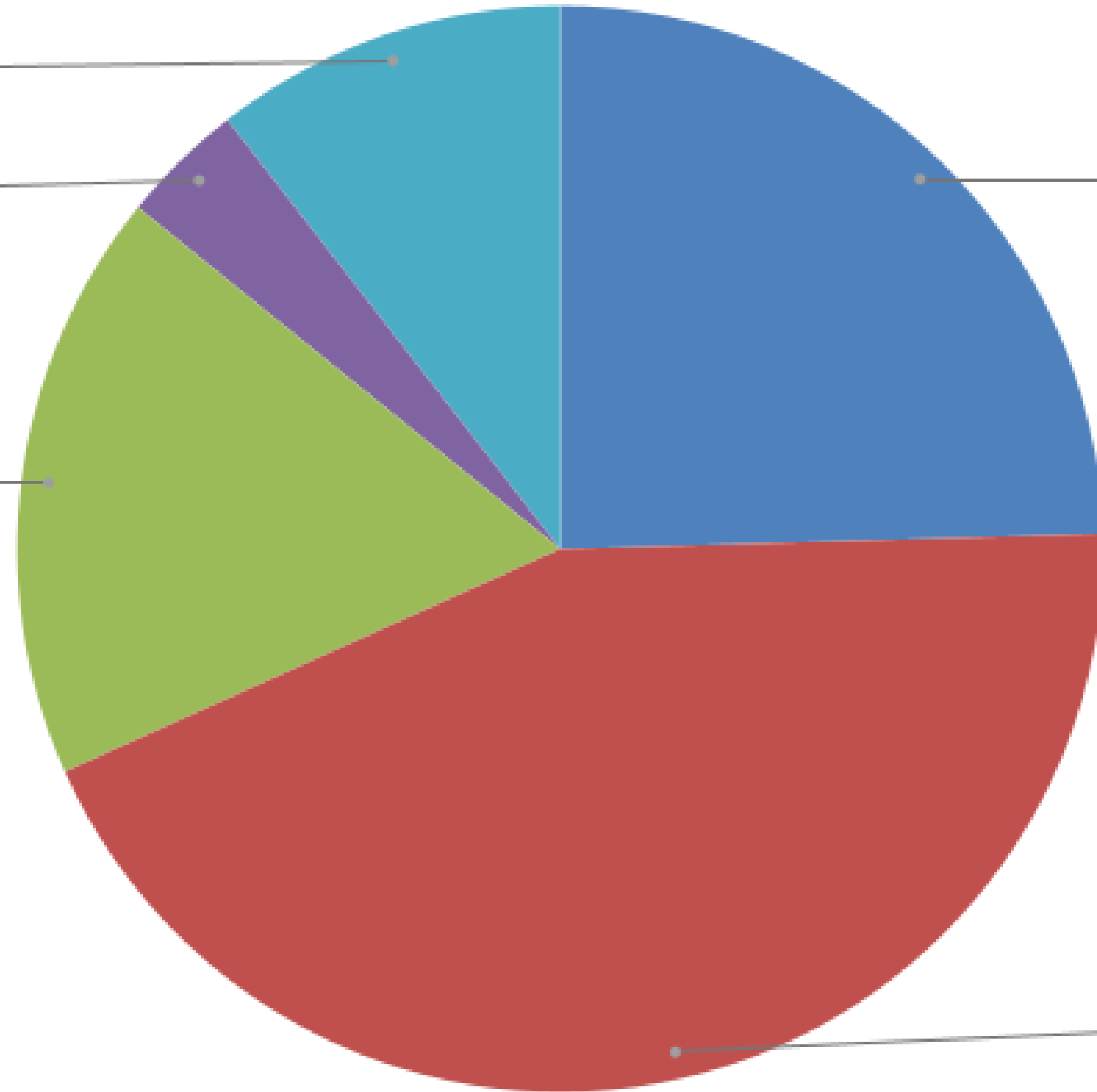
17.5%

Highly Effective

24.6%

Somewhat Effective

43.7%





Instructional Program

- Utilizing school meetings to enhance school goals
- Using assessment results for program evaluation
- Planning professional development for teachers
- Developing a coherent educational program across your campus
- Directing supplementary, after-school or summer programs

Instructional Program

Not Applicable

15.7%

Ineffective

3.7%

Slightly Effective

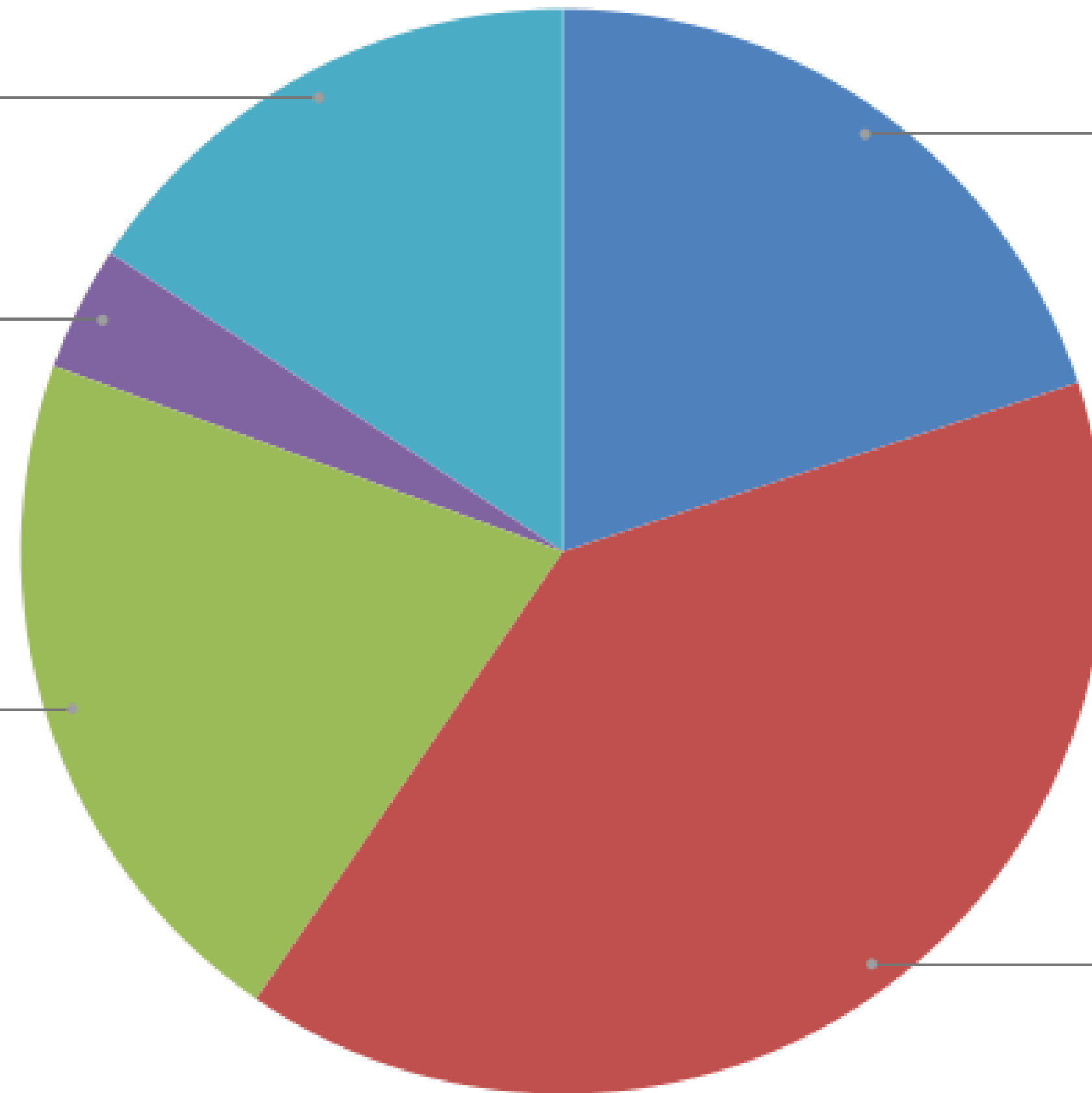
21.0%

Highly Effective

20.0%

Somewhat Effective

39.6%





External Relations

- Fundraising
- Working with local community
- Communicating with the conference to obtain resources

External Relations

Not Applicable

16.5%

Ineffective

6.5%

Slightly Effective

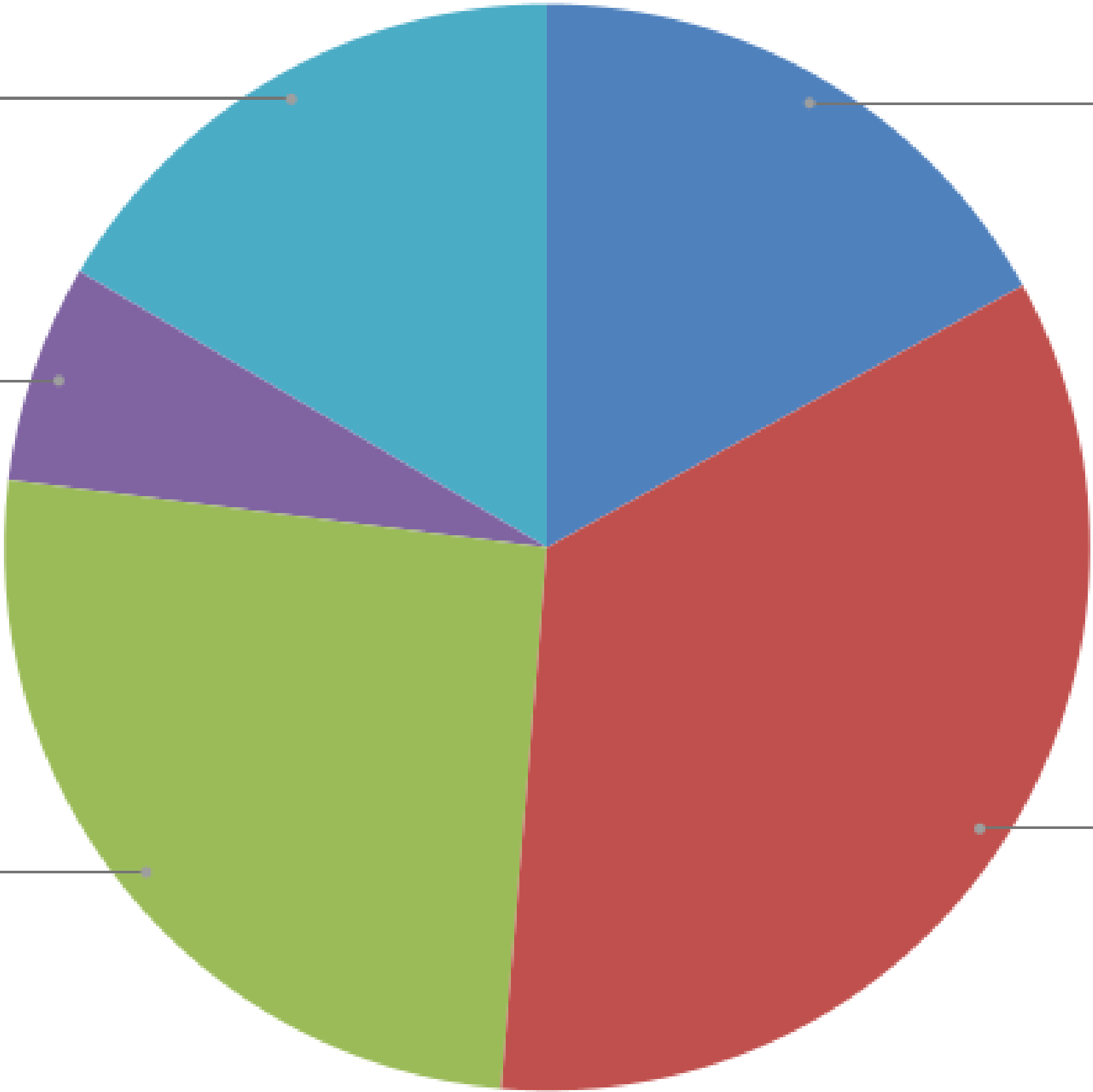
25.6%

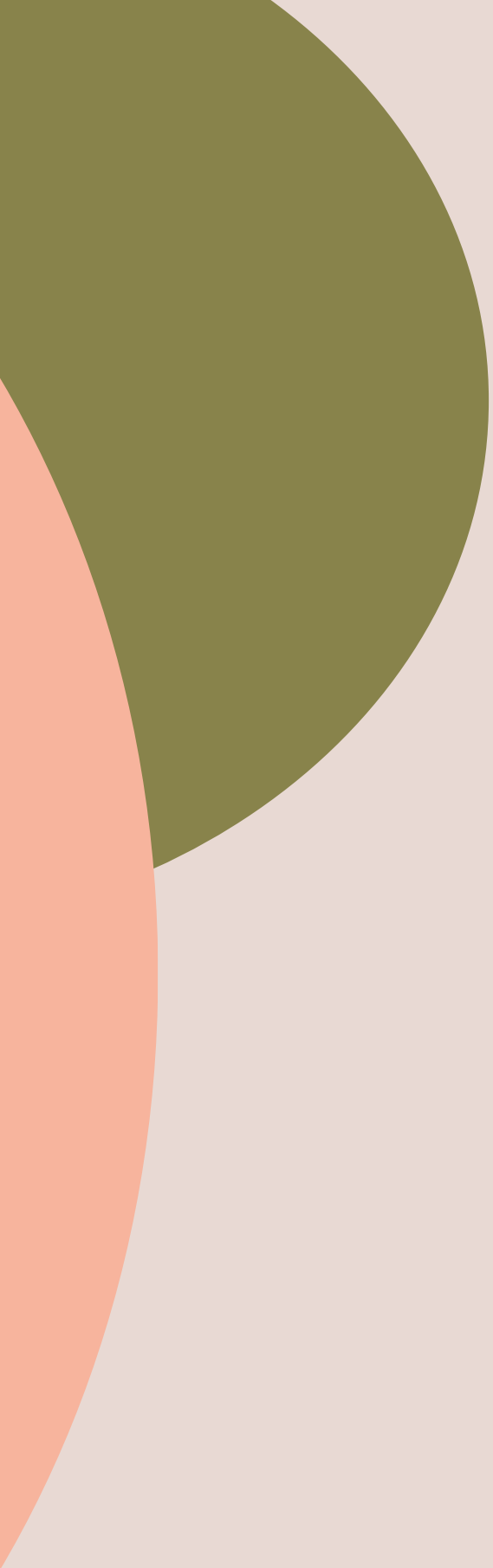
Highly Effective

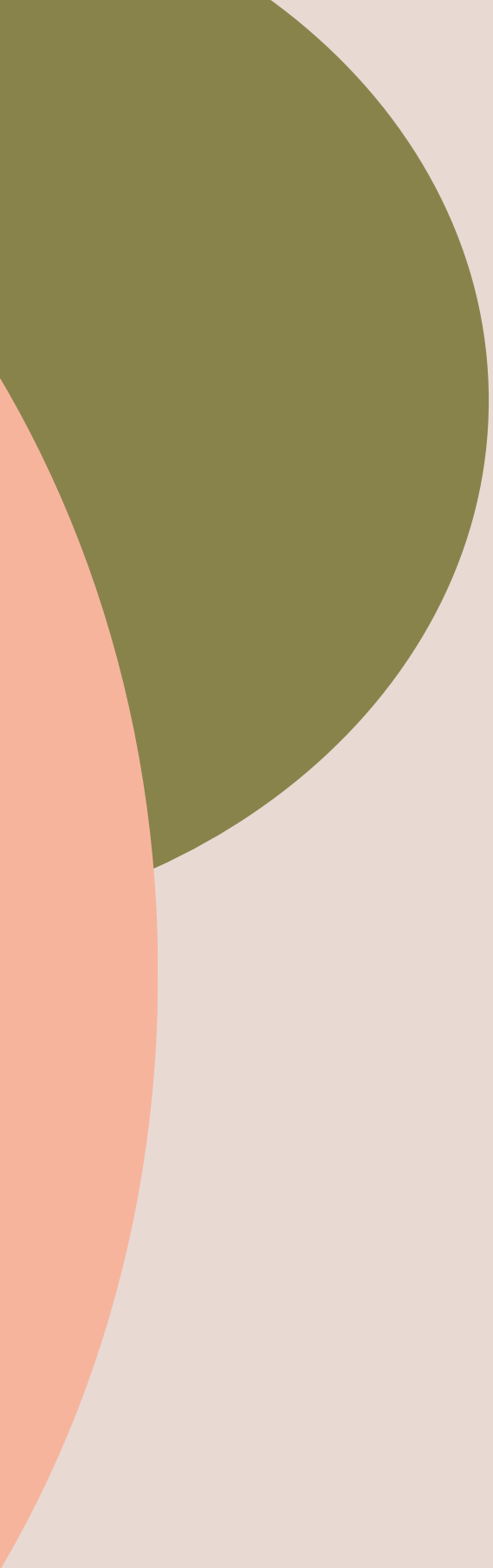
17.0%

Somewhat Effective

34.4%



- 
- Lowest performing schools have principals who spent more time on Administration tasks
 - Principals in higher performing schools spent more time on Day to Day instructional tasks
 - External activities occur almost entirely in high performing schools

- 
- Day to Day and Organization Management positively associated with high student achievement
 - Organization Management positively associated with student performance and gains in student performance
 - Organization Management positively associated with teachers' assessment

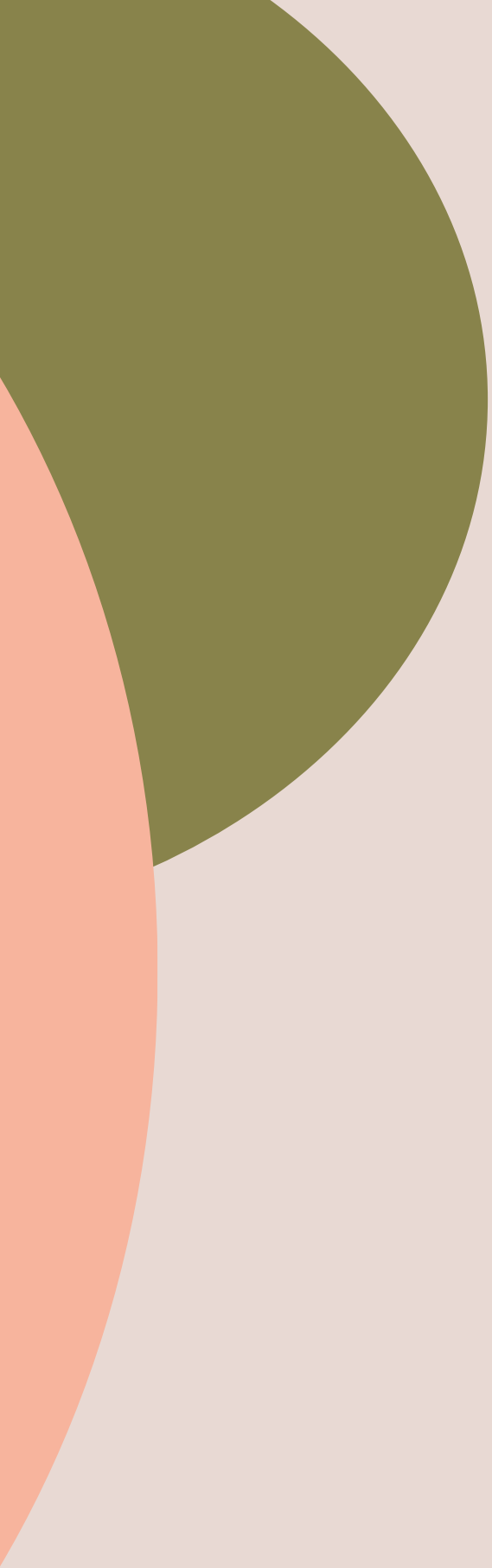


Key Takeaways

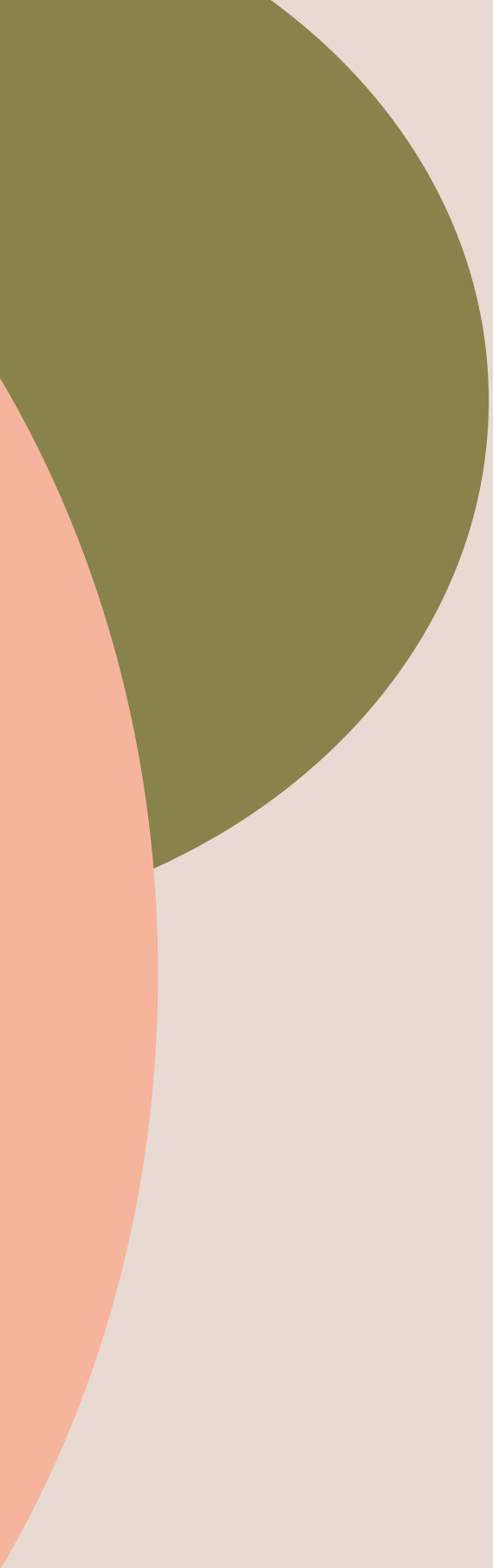
- High performing, high achieving schools need a balance of all of these domains.
- Leverage your strengths to bolster your weaknesses.



**You have the power to impact
student achievement**




Replacing a below-average teacher (25th percentile) with an above average teacher (75th percentile) yields 4 months of increased learning in the classroom. But did you know that replacing a below-average principal (25th percentile) with an above-average principal (75th percentile) results in the equivalent of about three months of additional student learning in math and reading for the entire school.



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**You have the power to improve
teacher well-being, satisfaction
and practices.**

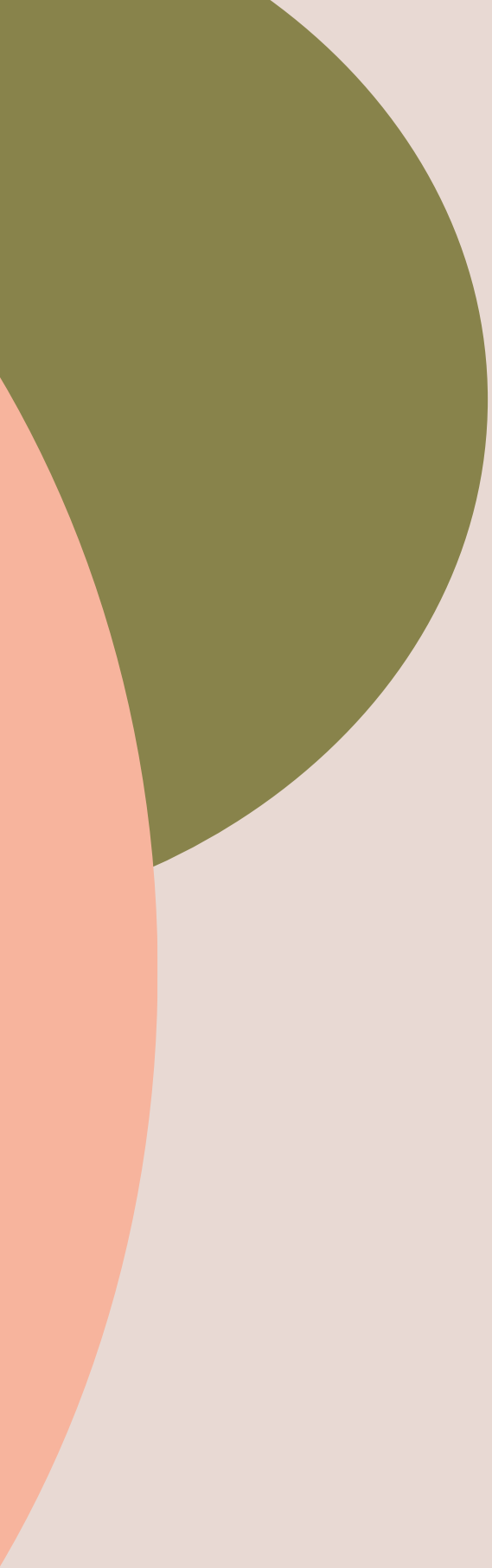


of teachers would strongly recommend their profession to a young adult.



of teachers now indicate that they are planning to leave the profession earlier than planned.

- Forty-five percent of teachers say they do not feel respected by the public.
- Thirty-five percent of teachers say they are likely to quit within the next 2 years.



School administrative leadership has been characterized as the most salient dimension of shaping teachers' working conditions (Bryk et al., 2010; Ladd, 2011)



Teachers' Perceptions and Assessments

- In-depth case studies (Scalon, 2023)
- Compared high-turnover and low-turnover schools




Teachers' Perceptions and Assessments

- Recognized teachers as knowledgeable contributors
- Clearly communicated the school's vision around high-quality teaching
- Centered student learning alongside teacher learning



**Good teaching happens BECAUSE of
you -- not in spite of you.**




**You have the power to shift your
campus culture.**



**IMAGINE A TRADITIONAL SEVENTH-DAY
ADVENTIST WHO LIVES ACCORDING TO THE
PRESCRIBED ADVENTIST CULTURE.**

**WHAT BEHAVIOR OR CHARACTERISTICS
WOULD YOU EXPECT TO SEE IN THESE
INDIVIDUALS?”**

Continues to socialize with other Adventists after church - through potlucks, dinners, game nights, vespers, etc.	Has children in spiritual education outside of school (e.g. Pathfinders, Adventurers, VBS, etc.)	Believes that the body is a temple of God and refrains from eating or drinking harmful substances	Engages in evangelism (e.g., community outreach or sharing the health message)	Is knowledgeable about Scripture (e.g., studies the Bible)
Is almost exclusively immersed in an Adventist community - both personally and professionally	Embraces a distinctive faith, framed by Adventist doctrines and underlined by a sense of different-ness	Is actively involved in a close-knit church family (e.g., holds church office, attends weekly meetings, etc.)	Keeps the Sabbath (Saturday) day holy, both in activity and worship (e.g., attends church, tries not to do worldly things, etc.)•	Prepares for and celebrates the beginning of Sabbath on Friday at sundown
Values education	Health-conscious	Vegetarian or vegan	Knows and follows rules	Dresses conservatively
Has good character	Takes care with public behavior or appearance	Leads a conservative lifestyle	Tries to live by Biblical principles	Values and participates in music
Sends children to an Adventist school	Raises children with great care and intention	Knows of and believes in Ellen White as a prophetess	Is religiously conservative (e.g. believes in the literal Bible)	Is committed to family (e.g. values and prioritizes family time)
Supports traditional family roles and values	Supports God's work and is a good stewards of money and resources			



**RANK ORDER THE 27 STATEMENTS
FROM
MOST LIKELY TRAIT/CHARACTERISTIC OF A
TRADITIONAL SEVENTH-DAY ADVENTIST
TO
LEAST LIKELY.**

Continues to socialize with other Adventists after church - through potlucks, dinners, game nights, vespers, etc.	Has children in spiritual education outside of school (e.g. Pathfinders, Adventurers, VBS, etc.)	Believes that the body is a temple of God and refrains from eating or drinking harmful substances	Engages in evangelism (e.g., community outreach or sharing the health message)	Is knowledgeable about Scripture (e.g., studies the Bible)
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Supports traditional family roles and values	Supports God's work and is a good steward of money and resources			

2.

1.

3.

TOP 13

1. Keeps the Sabbath (Saturday) day holy, both in activity and worship (e.g., attends church, tries not to do worldly things, etc.)

2. Embraces a distinctive faith, framed by Adventist doctrines and underlined by a sense of different-ness

3. Knows of and believes in Ellen White as a prophetess

4. Is religiously conservative (e.g. believes in the literal Bible)

5. Believes that the body is a temple of God and refrains from eating or drinking harmful substances

6. Prepares for and celebrates the beginning of Sabbath on Friday at sundown

7. Tries to live by Biblical principles

8. Is knowledgeable about Scripture (e.g., studies the Bible)

9. Is actively involved in a close-knit church family (e.g., holds church office, attends weekly meetings, etc.)

10. Continues to socialize with other Adventists after church - through potlucks, dinners, game nights, vespers, etc.

11. Sends children to an Adventist school

12. Health-conscious

13. Is committed to family (e.g. values and prioritizes family time)



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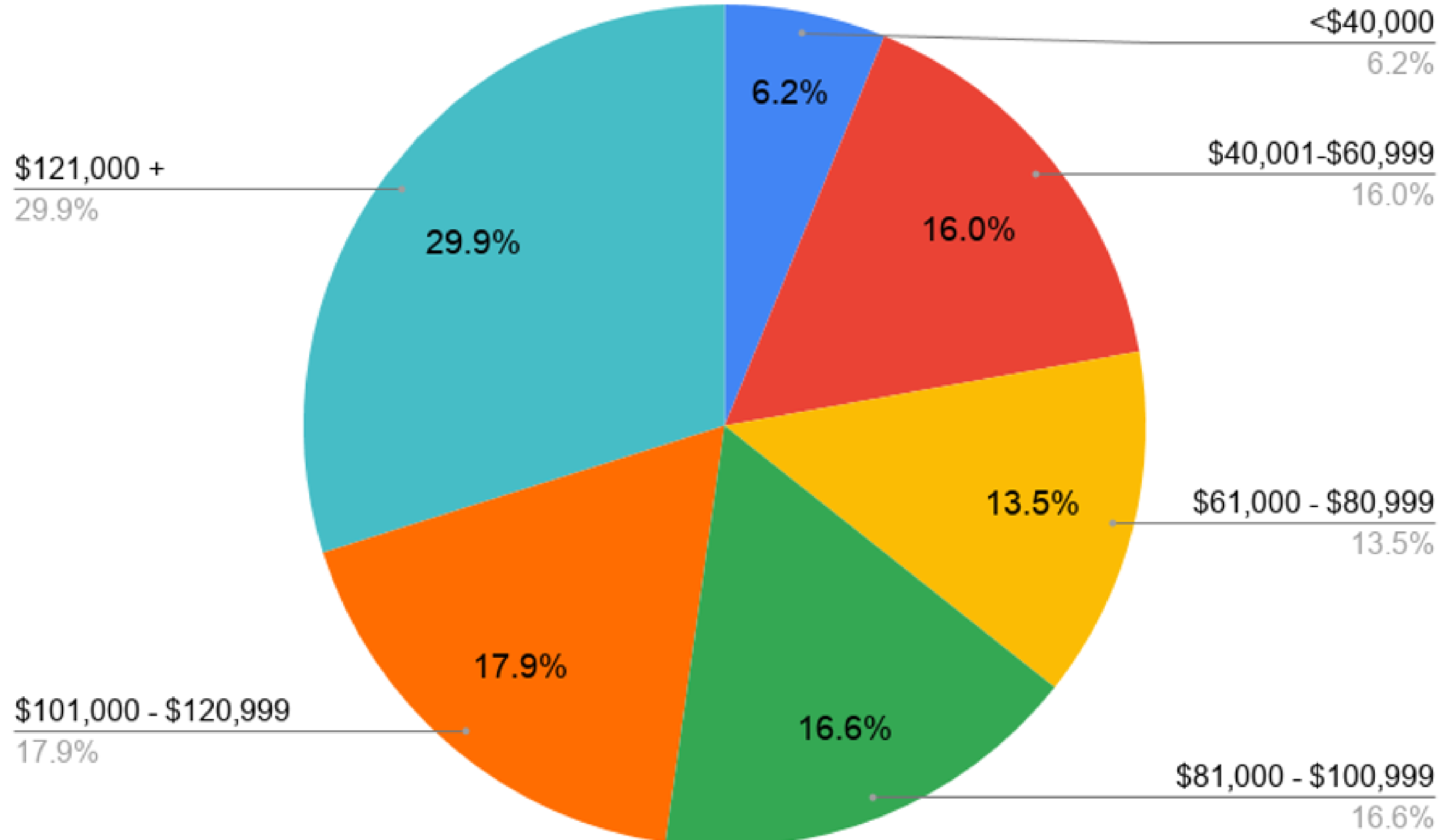
REFLECTING ON THE REFLECTION

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Percentage of respondents who choose Adventist schools - by income.



TOP 13

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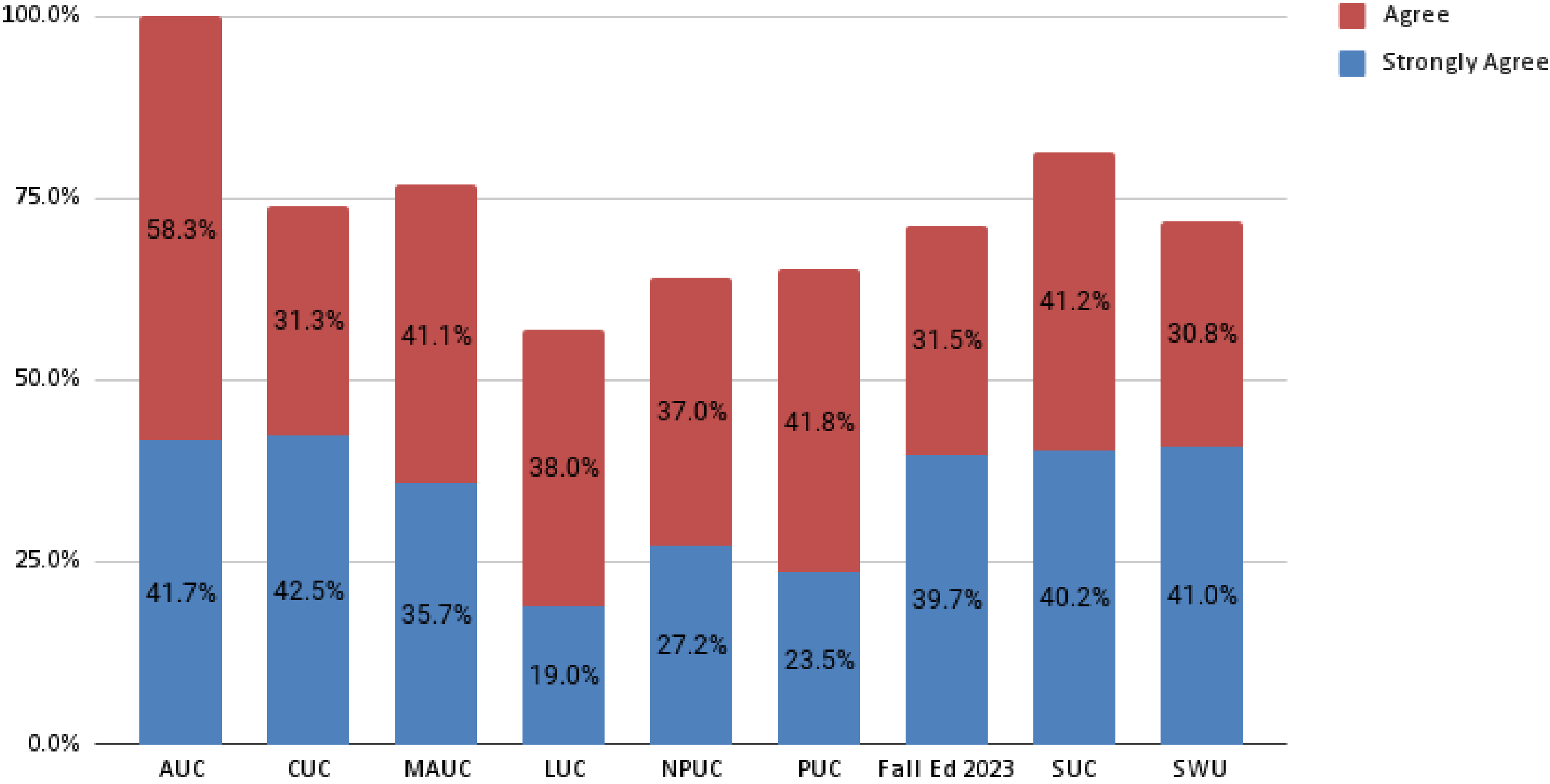
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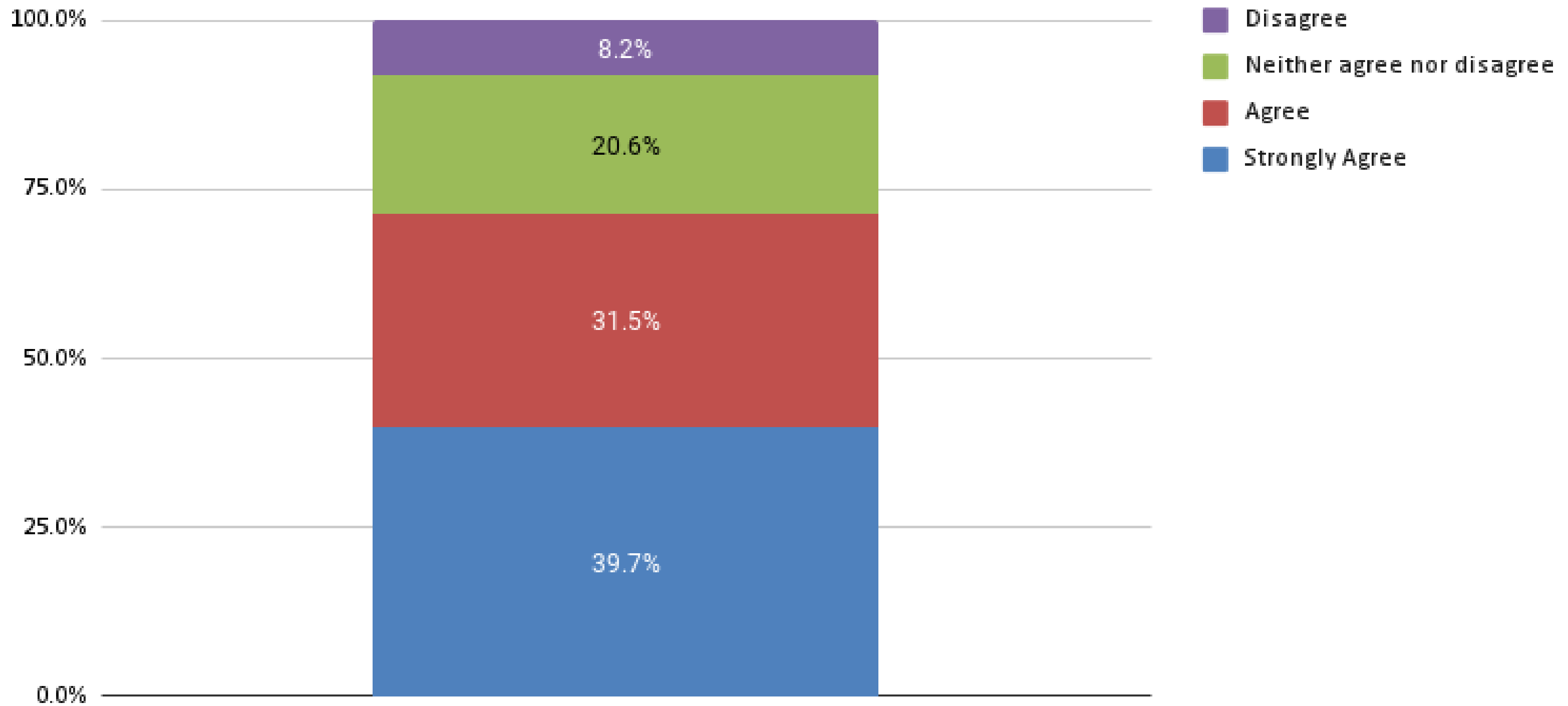
13. Is committed to family (e.g. values and prioritizes family time)



Ellen White was inspired by God and her writings are an authoritative guide for Adventists today.

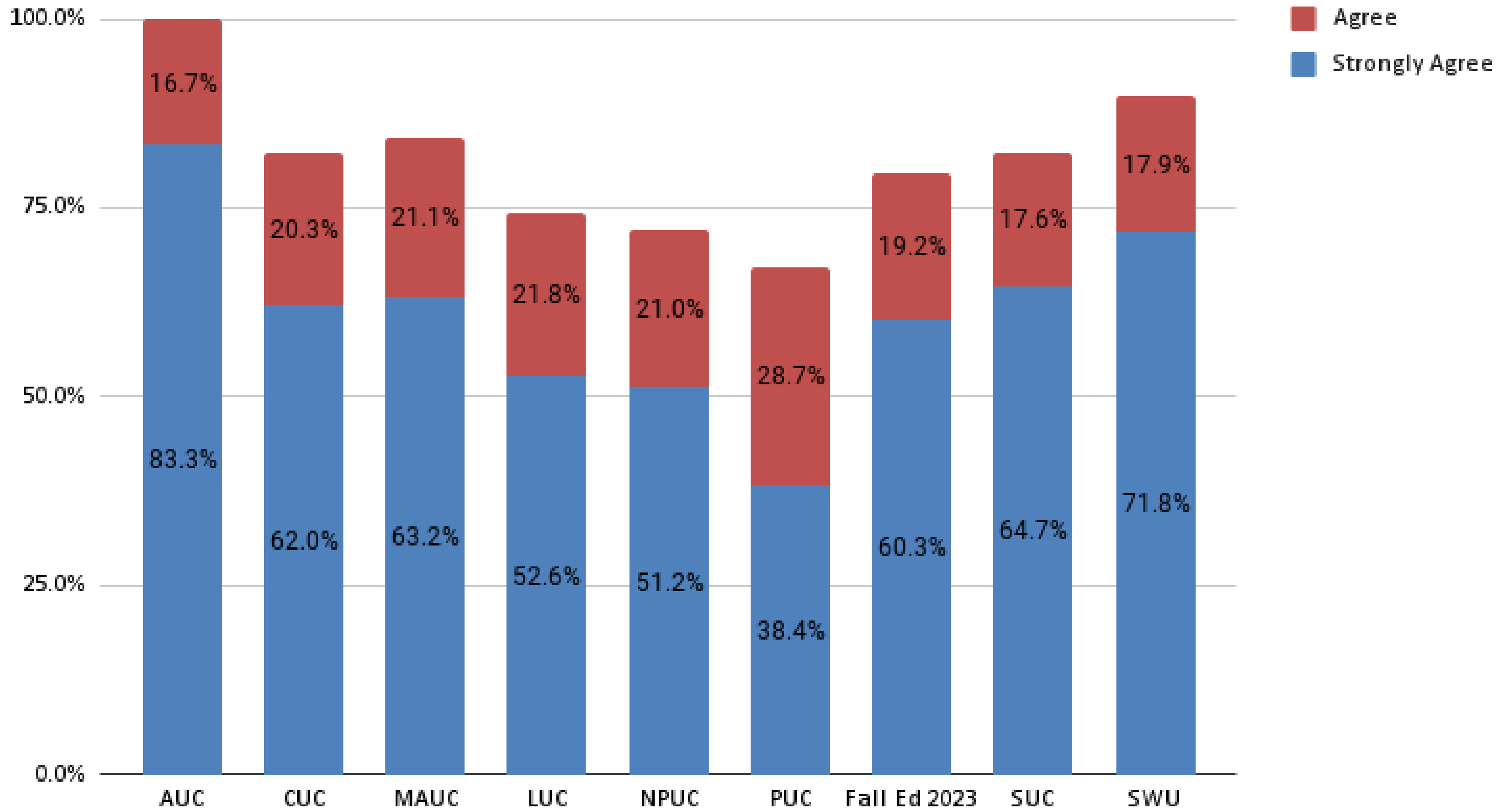


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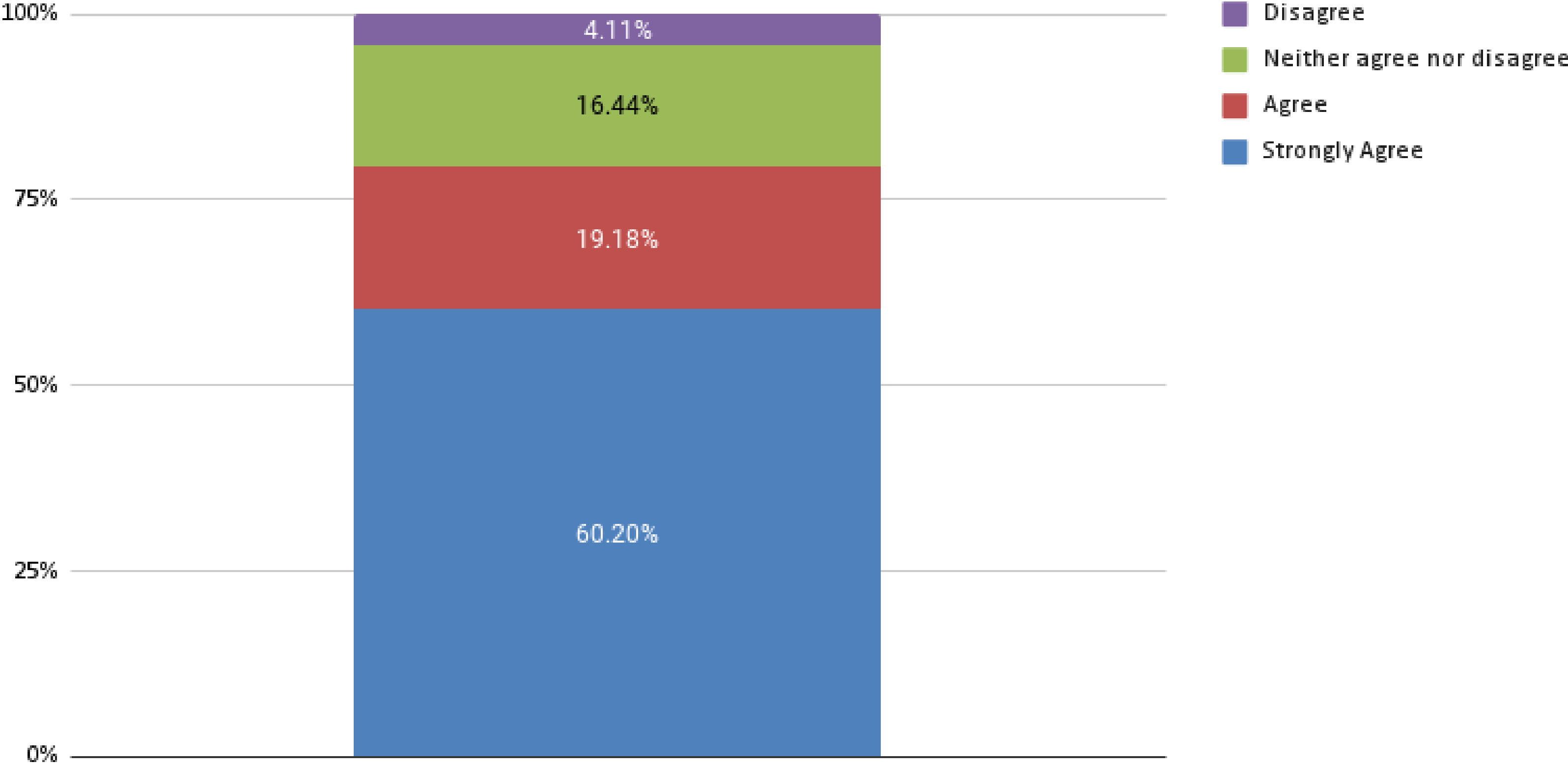


Fall Ed Council 2023

God created the world in six literal days, approximately 6000 years ago

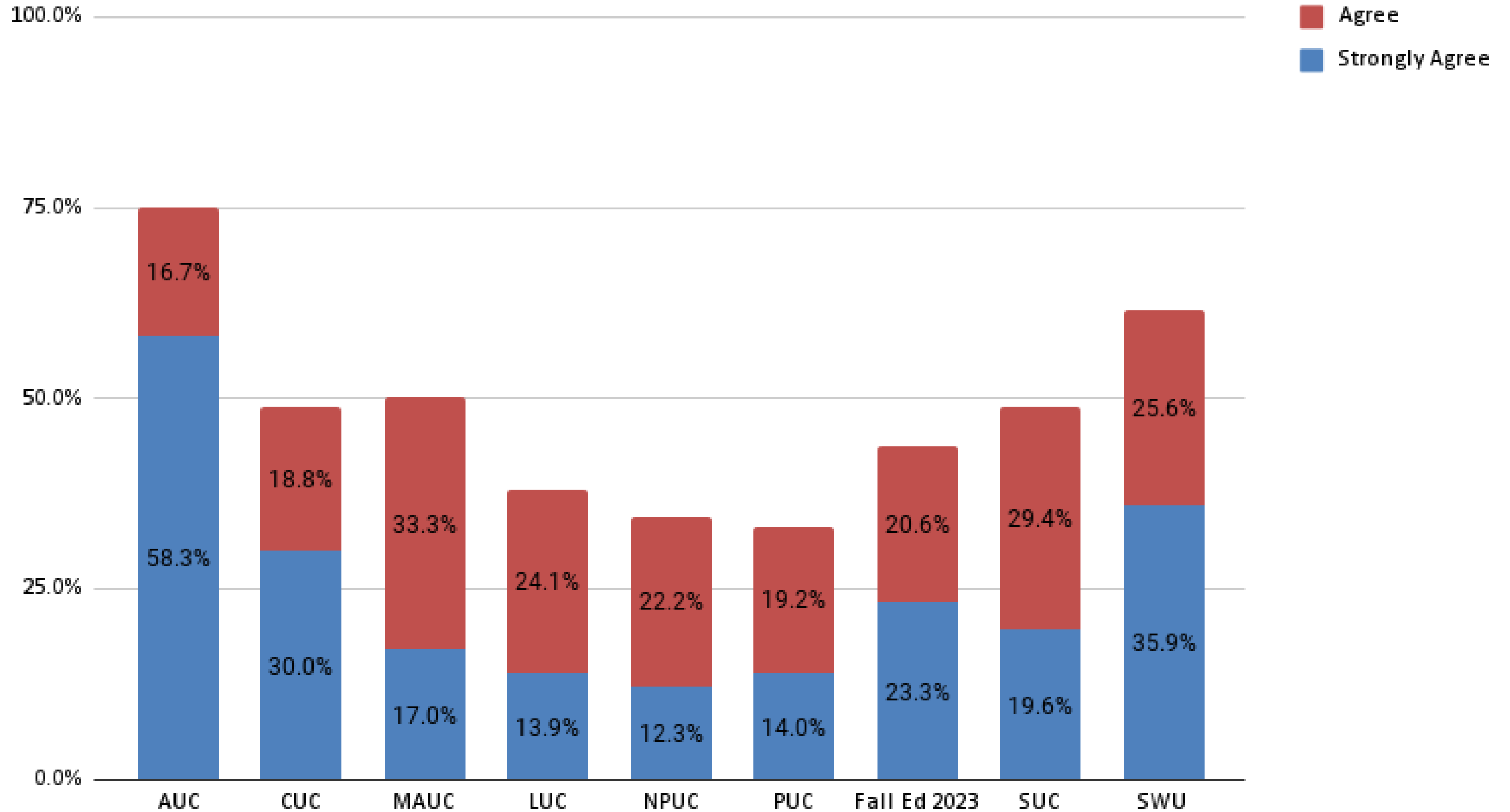


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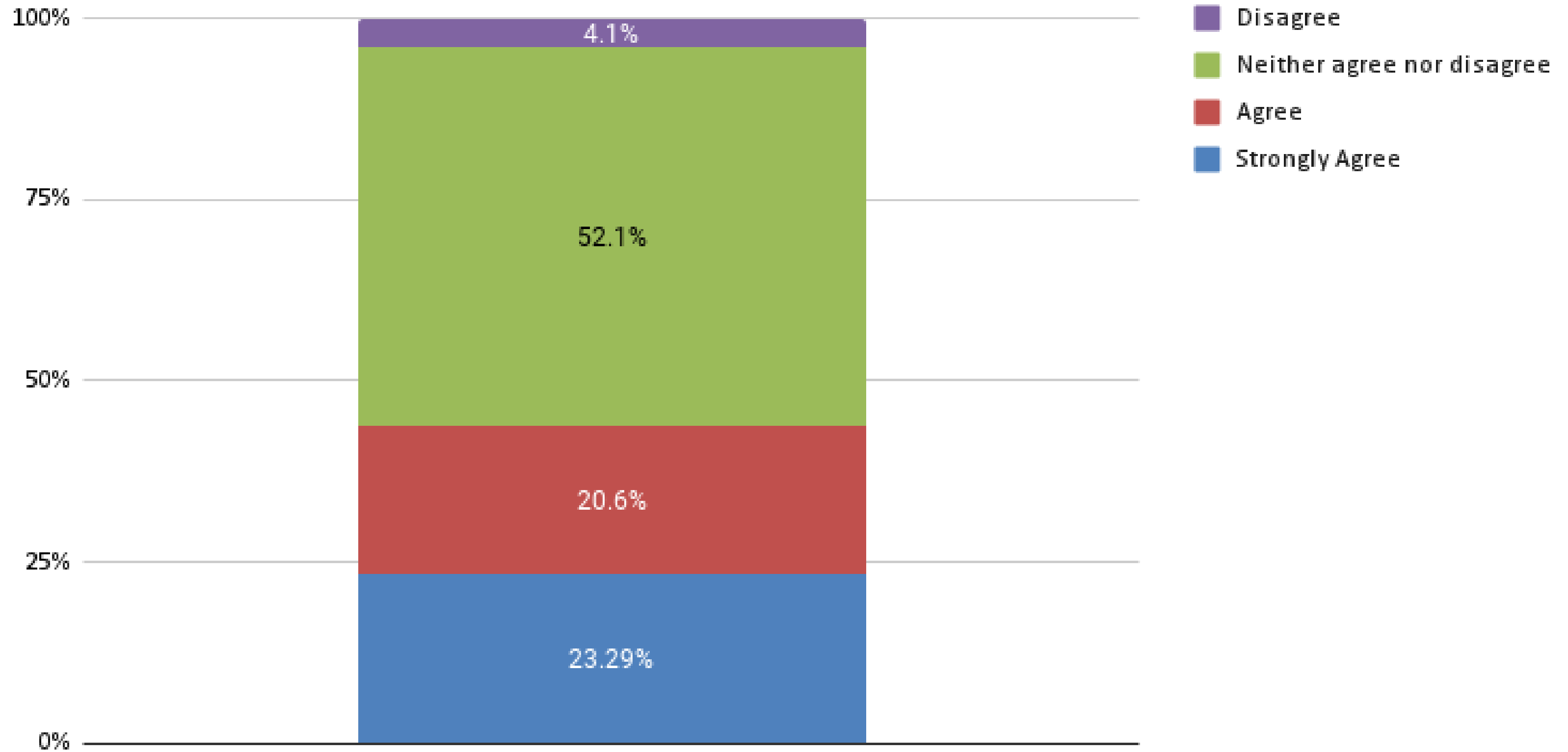


Fall Ed Council 2023

Jesus Christ will come the second time in our generation

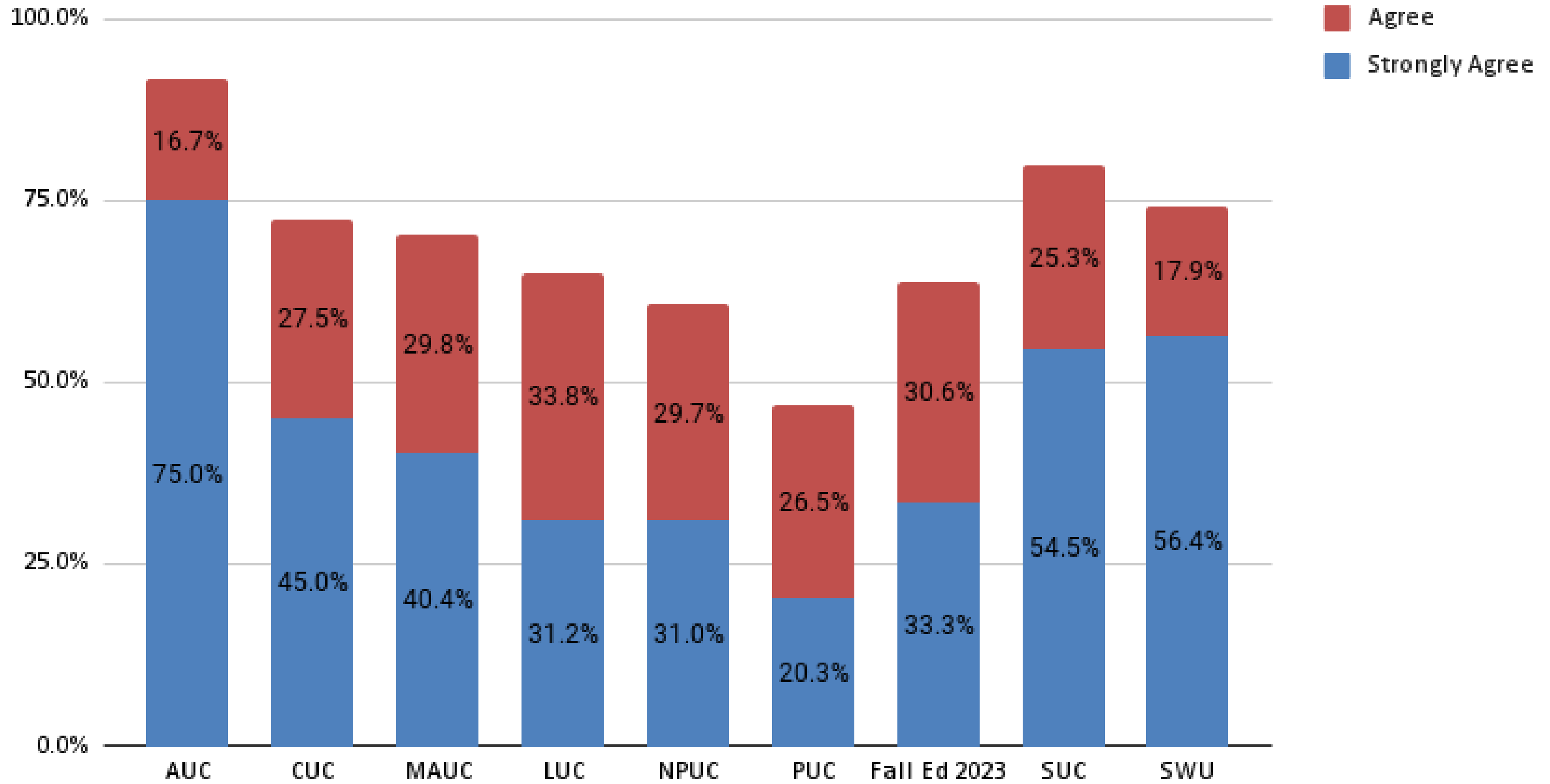


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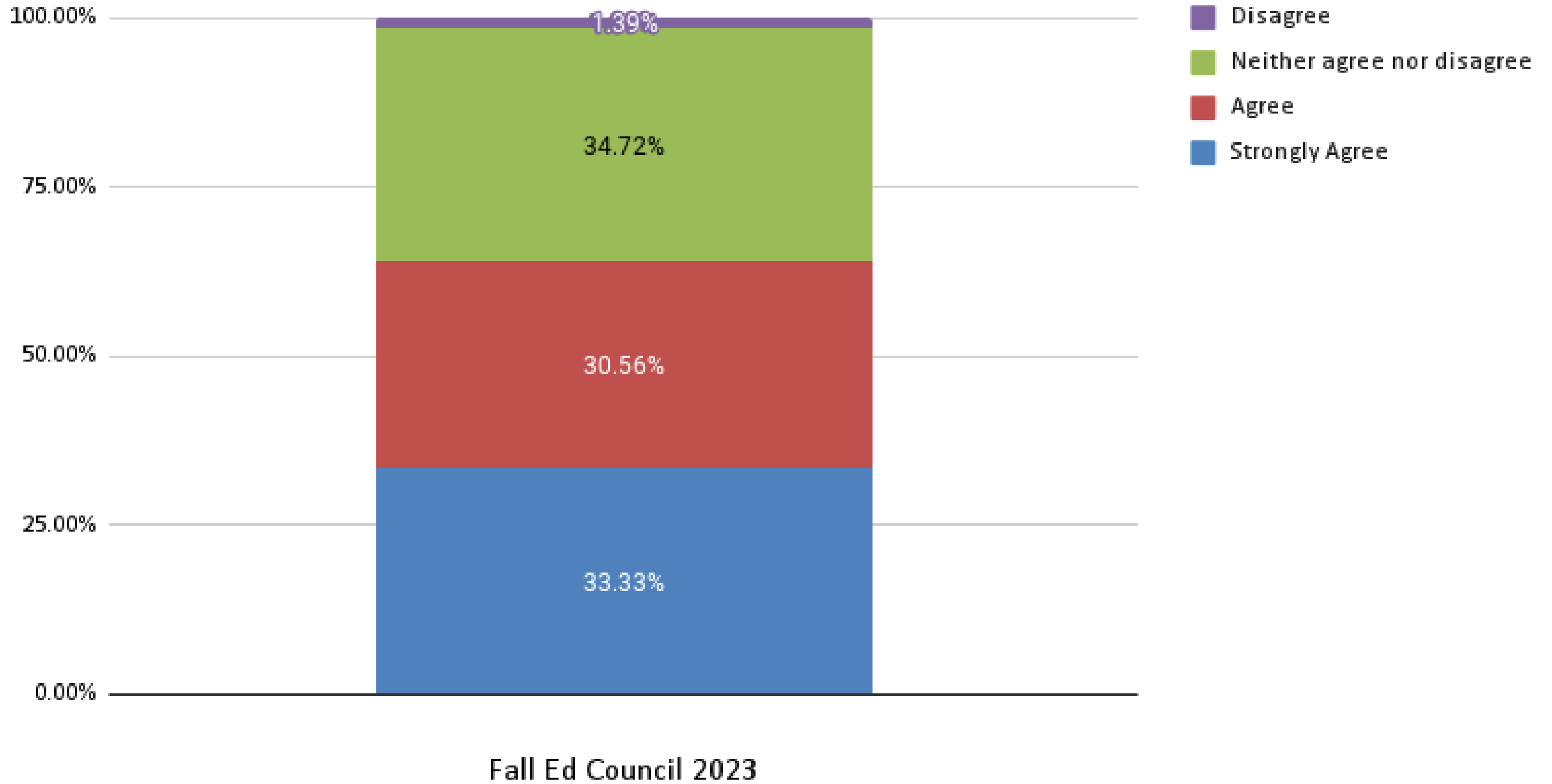


Fall Ed Council 2023

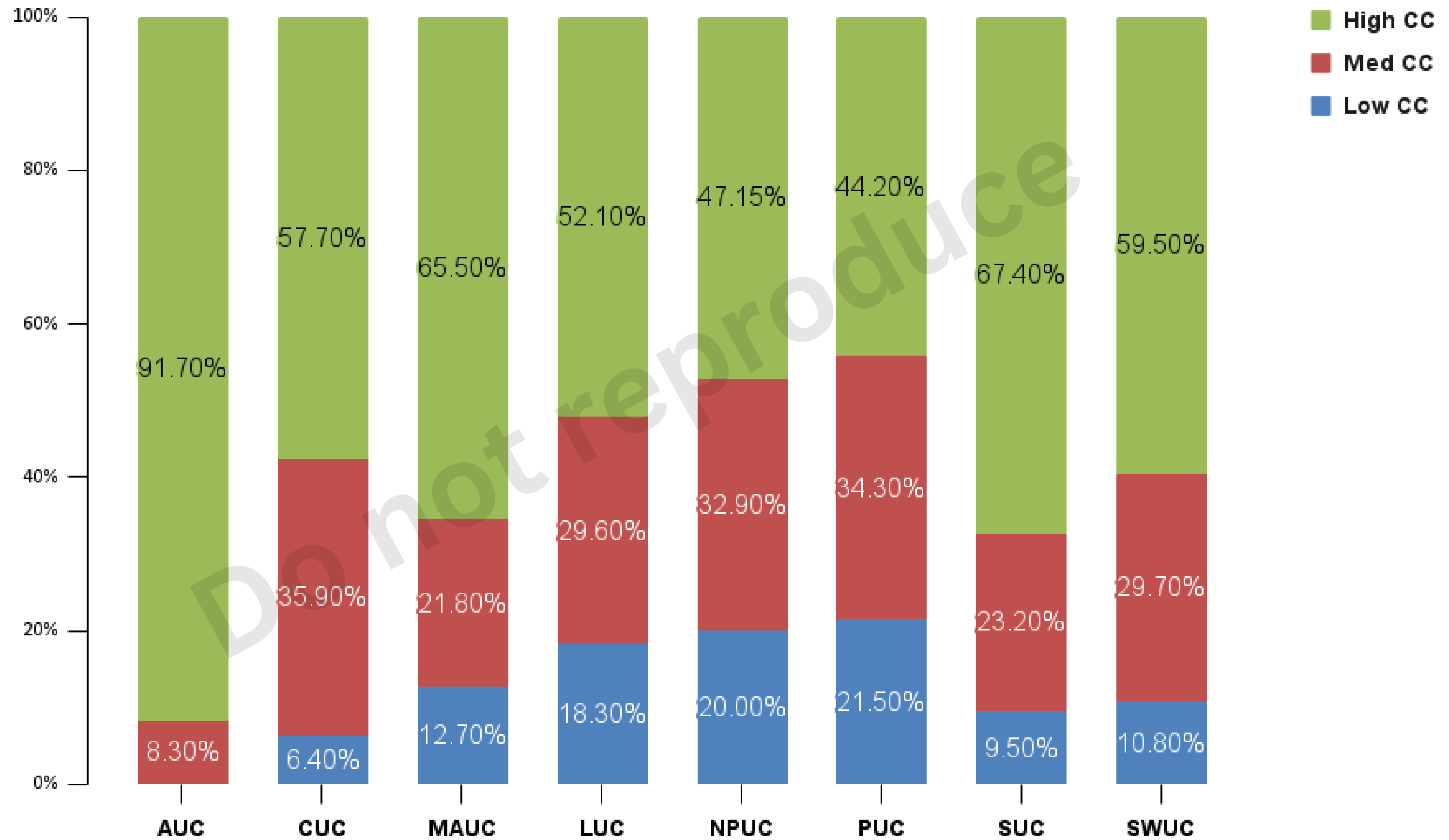
The investigative judgment began in the second apartment of the heavenly sanctuary on October 22, 1844.



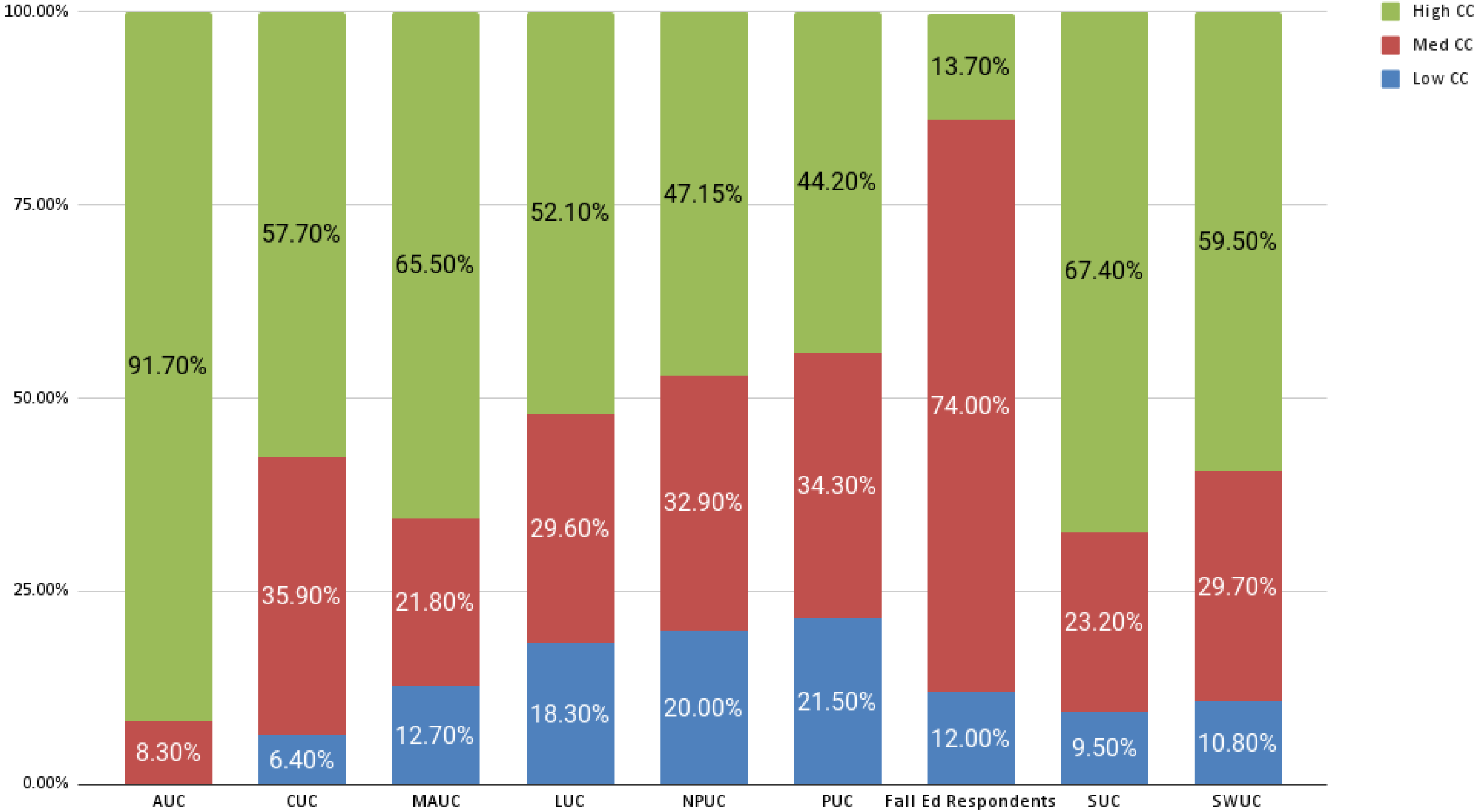
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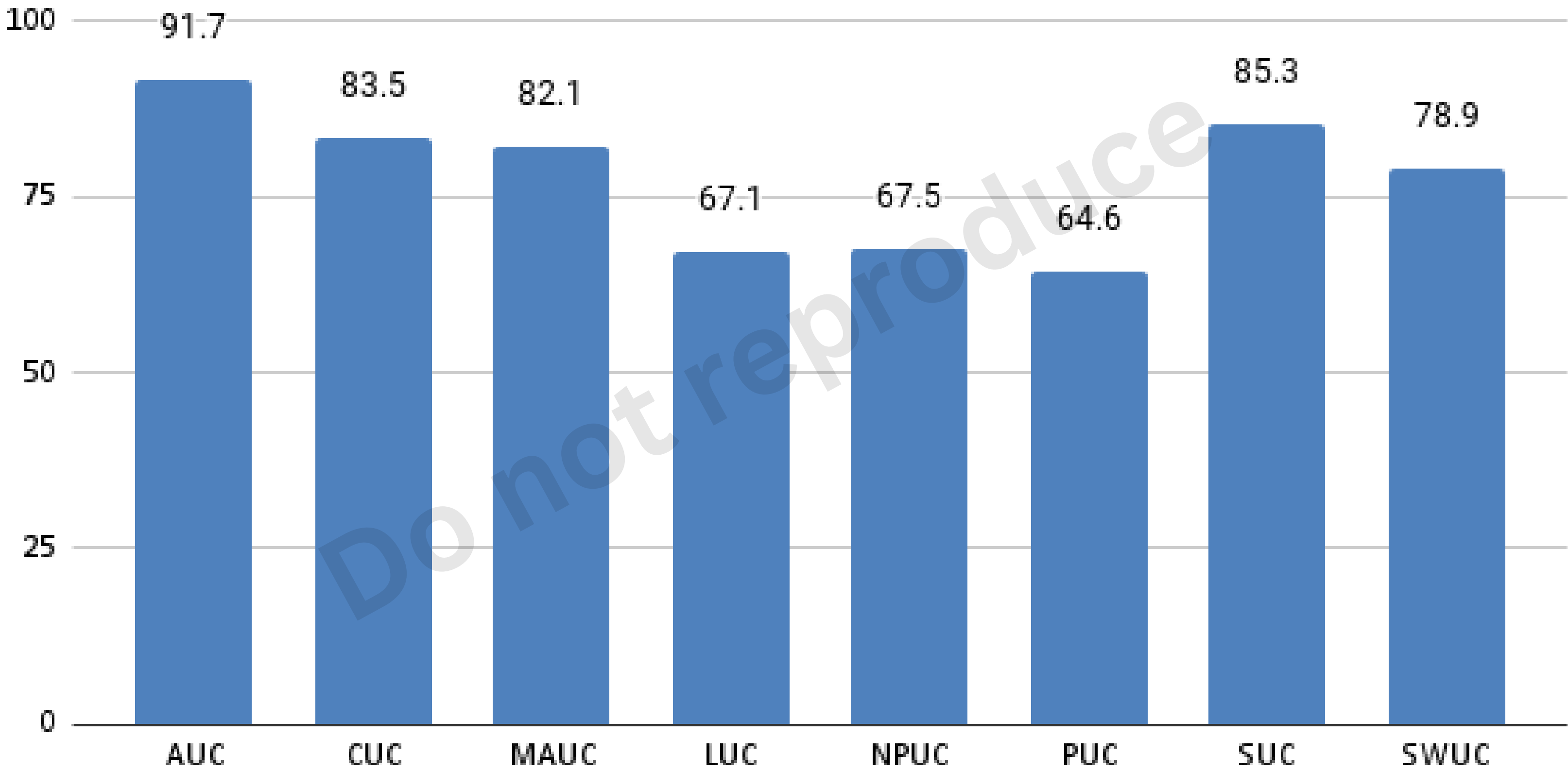
Cultural Index by Union



Cultural Index by Union

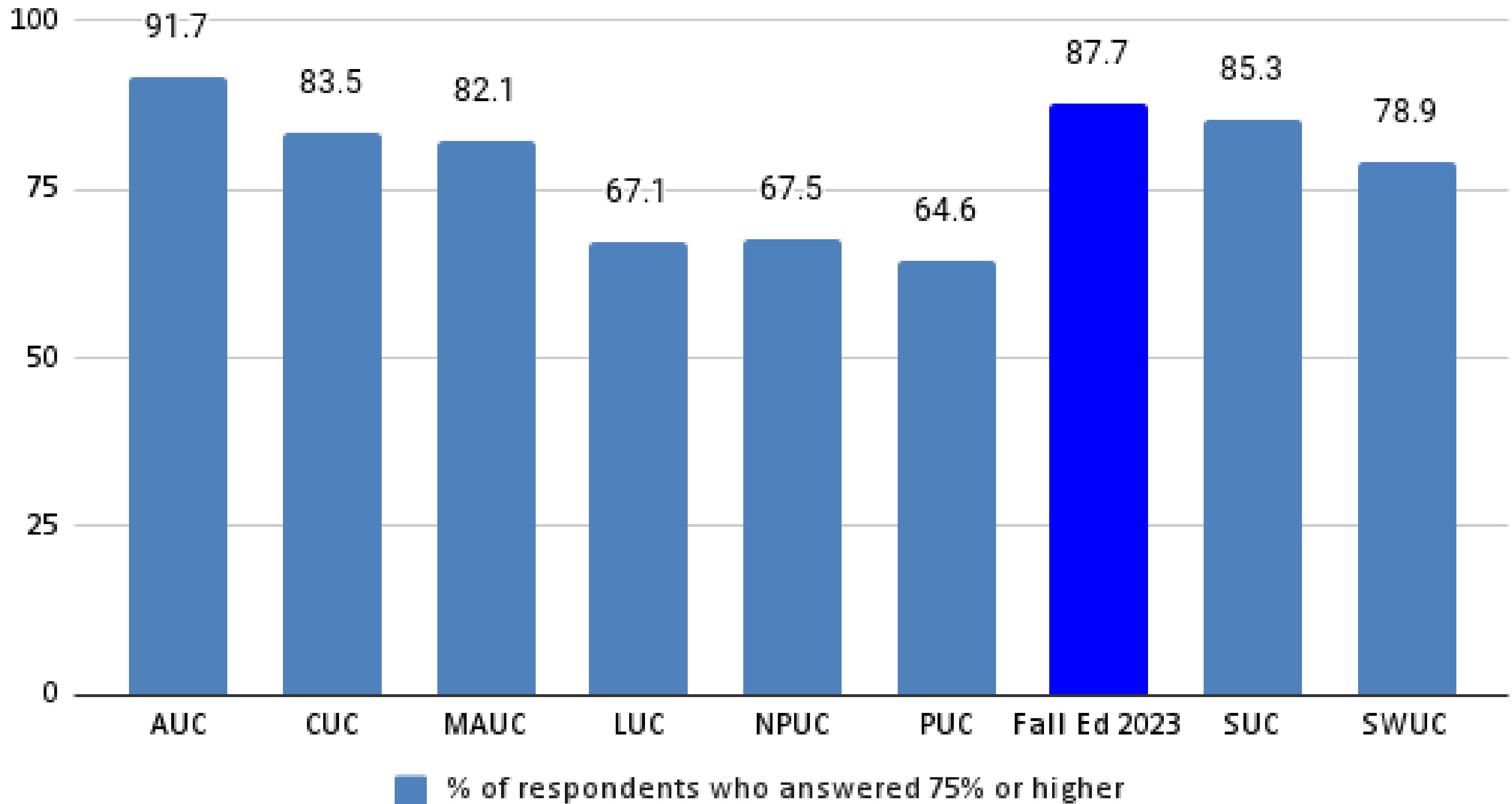


How certain are you that Ellen G. White was a prophetess?

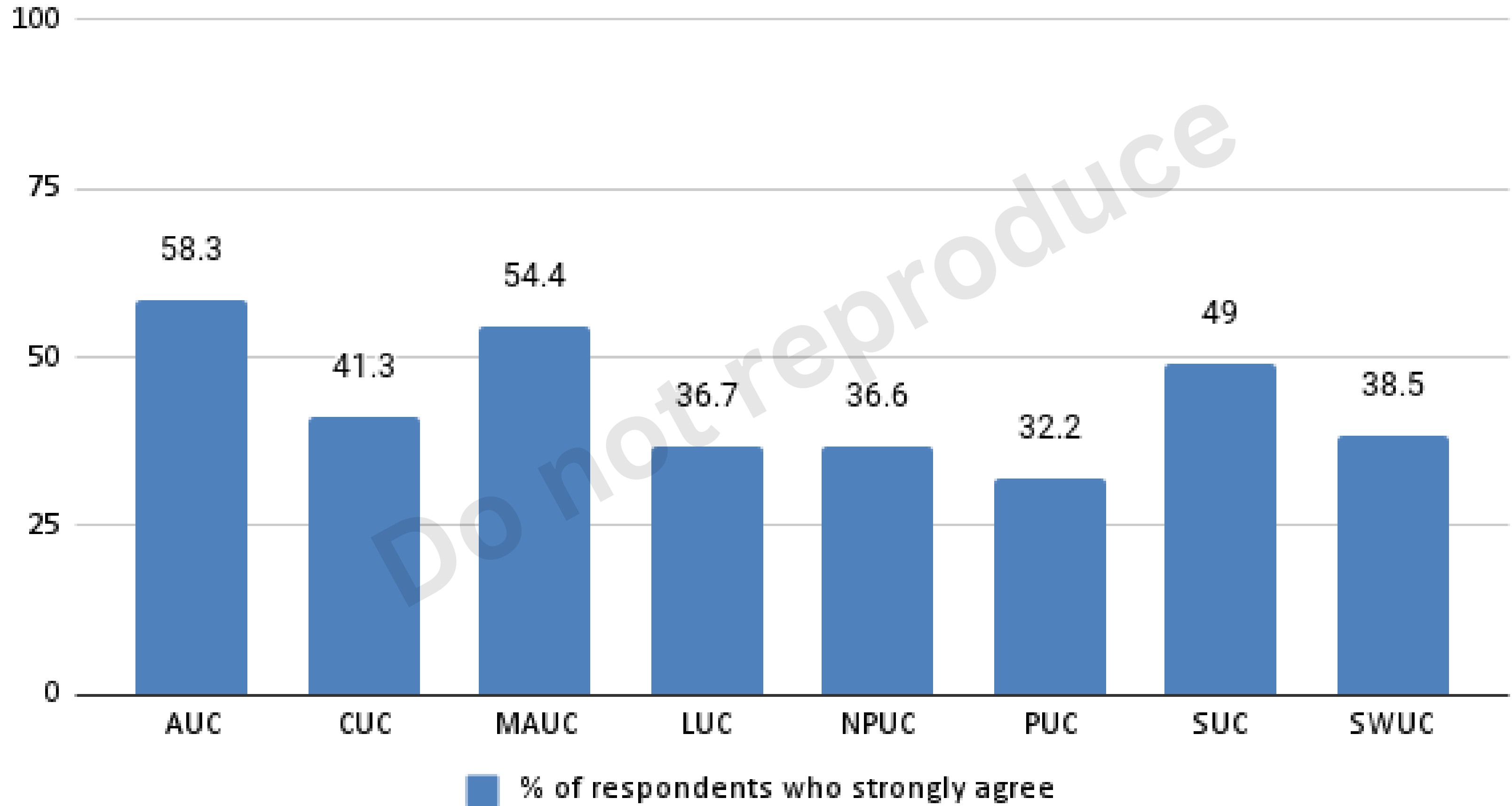


■ % of respondents who answered 75% and higher

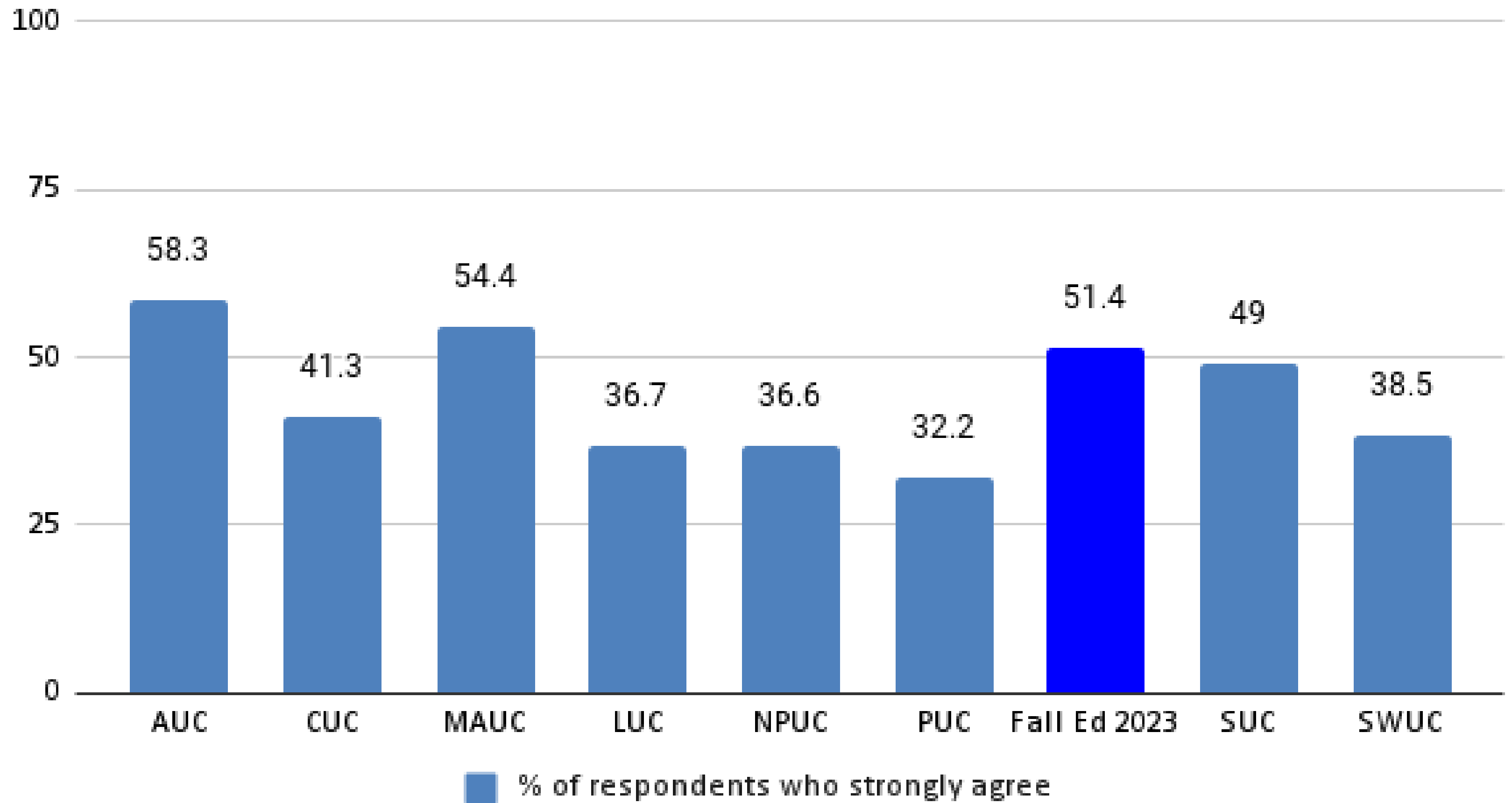
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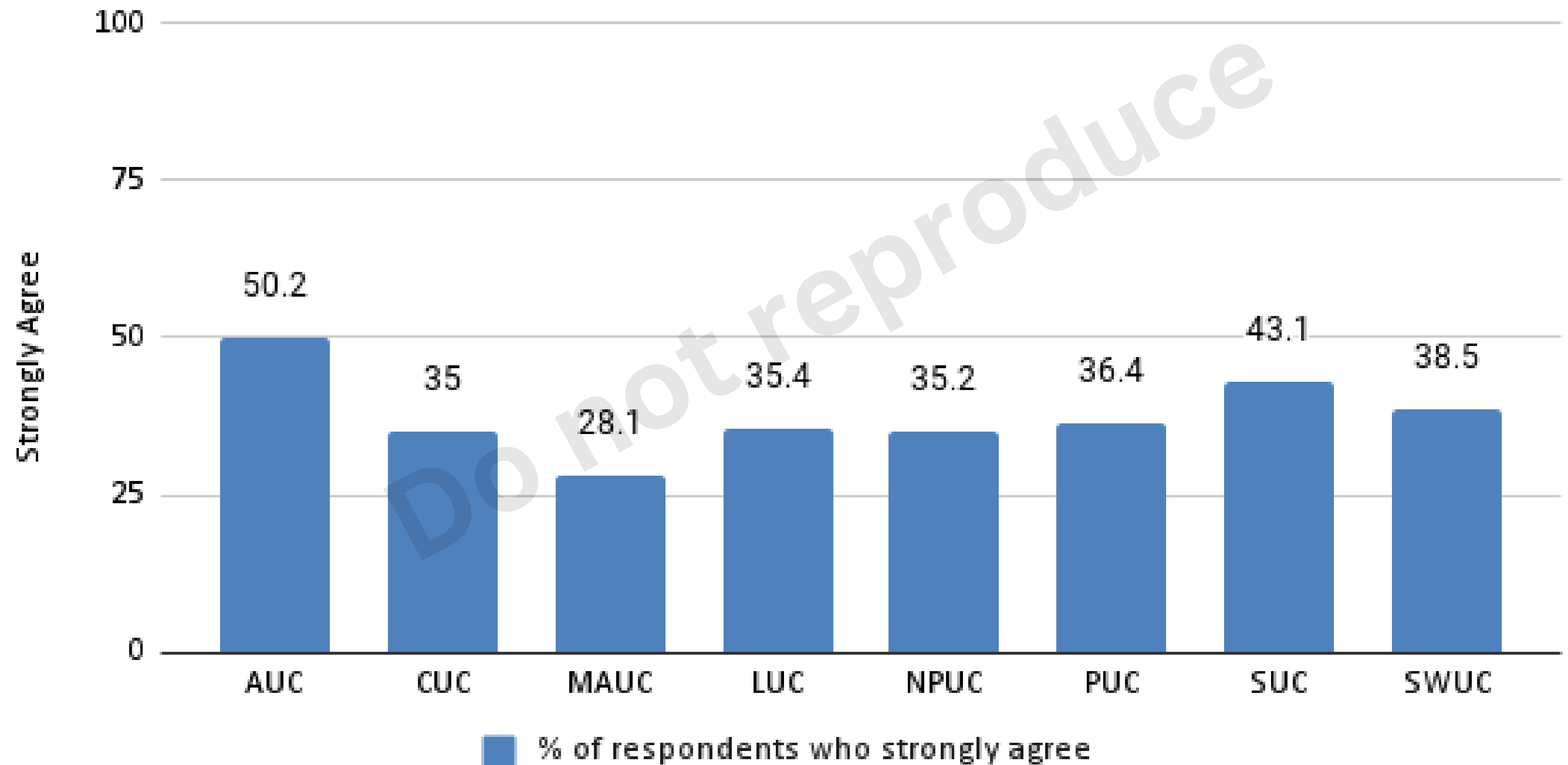
I live by Biblical principles



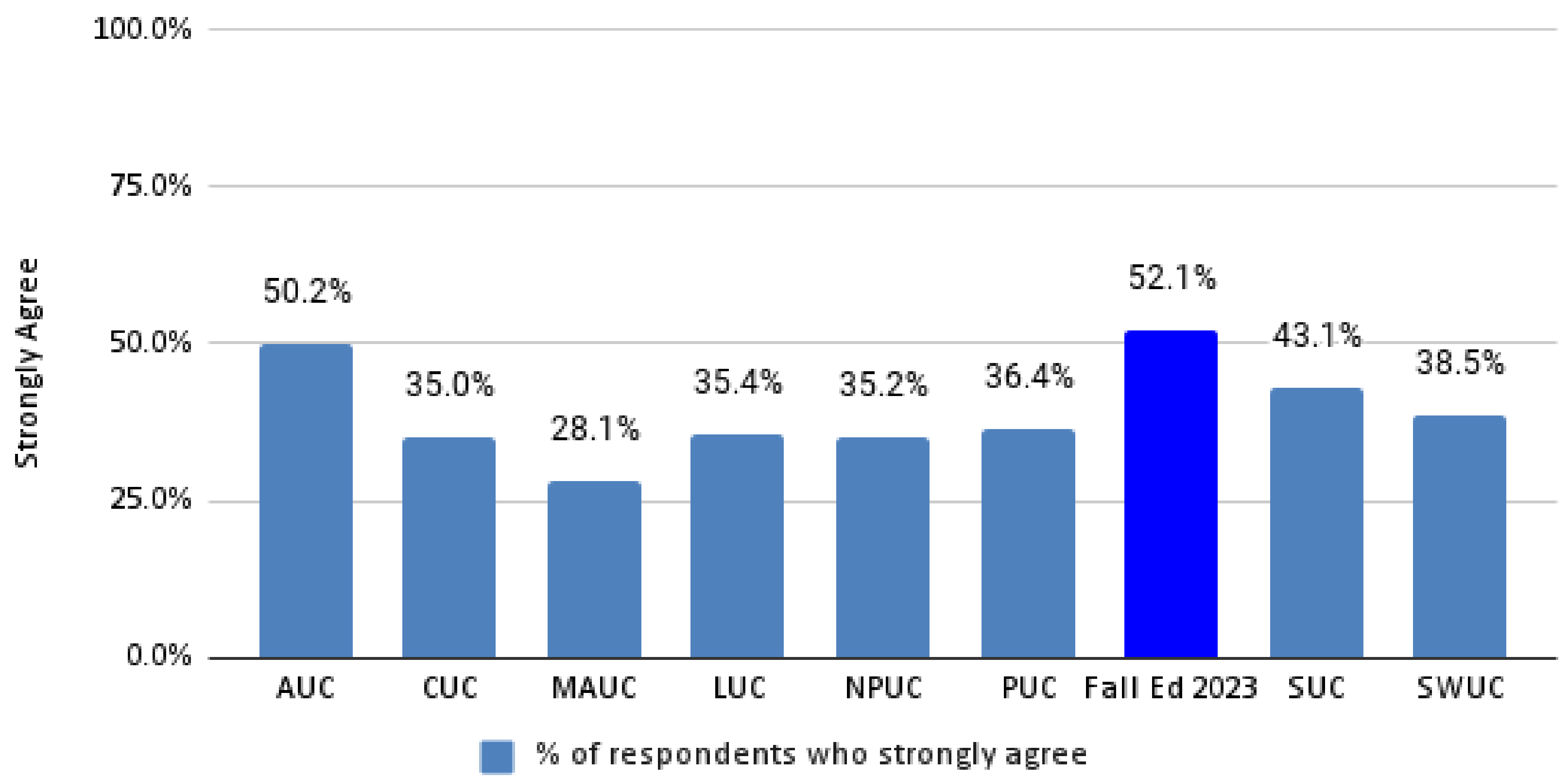
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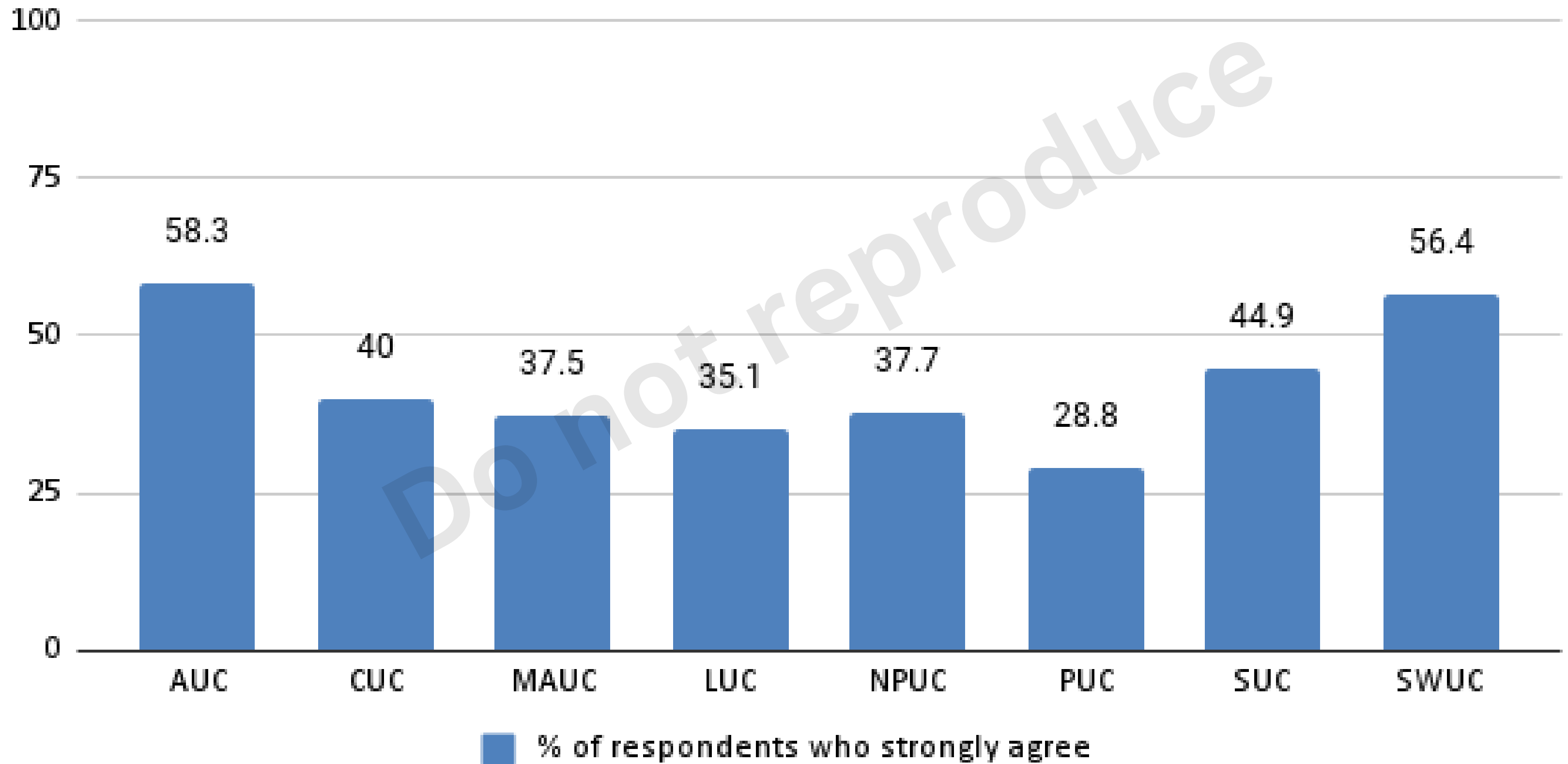
I live healthfully, which includes not eating or drinking harmful things



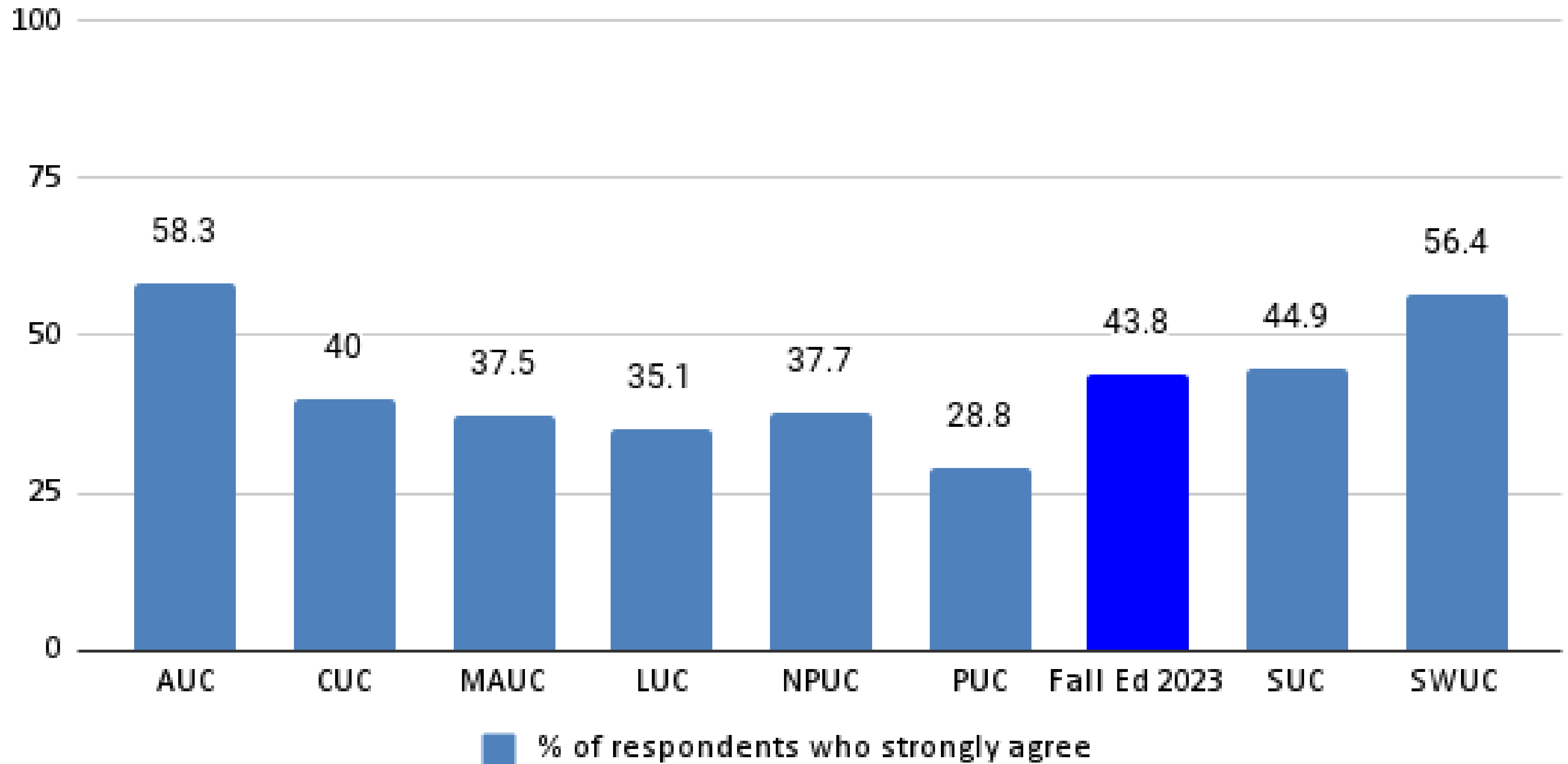
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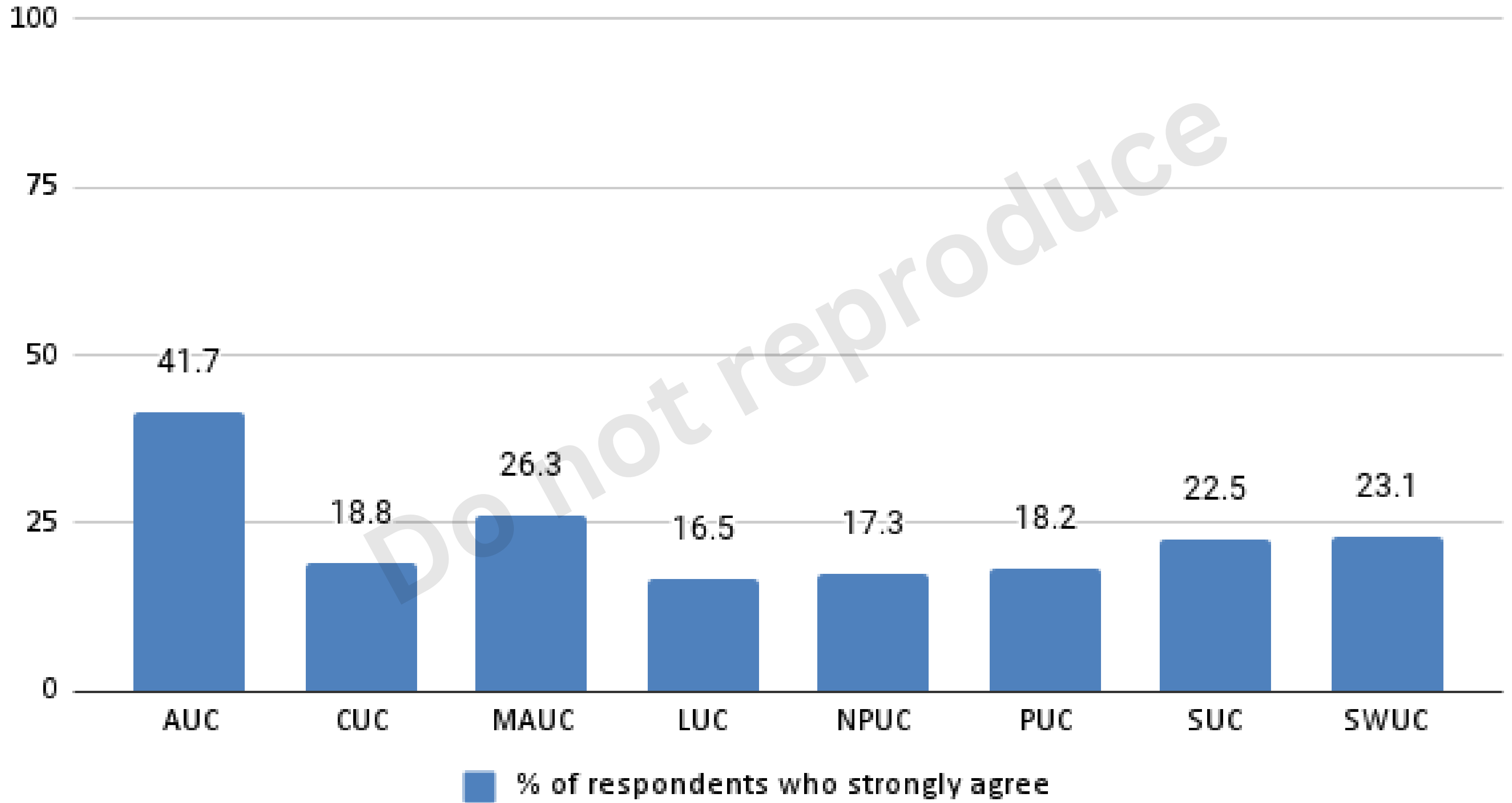
I make it a priority to keep the Sabbath day holy, both in activity and in worship



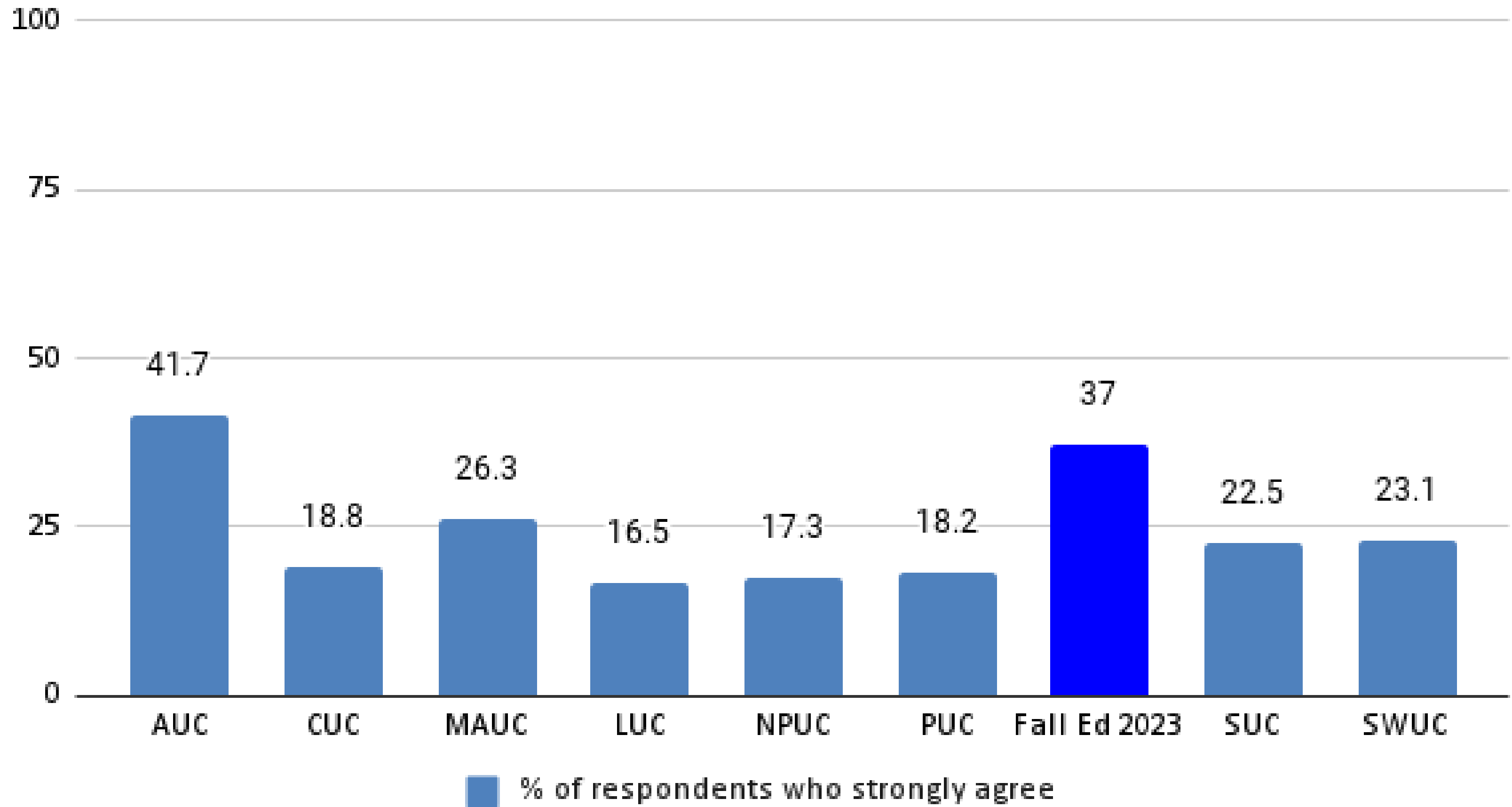
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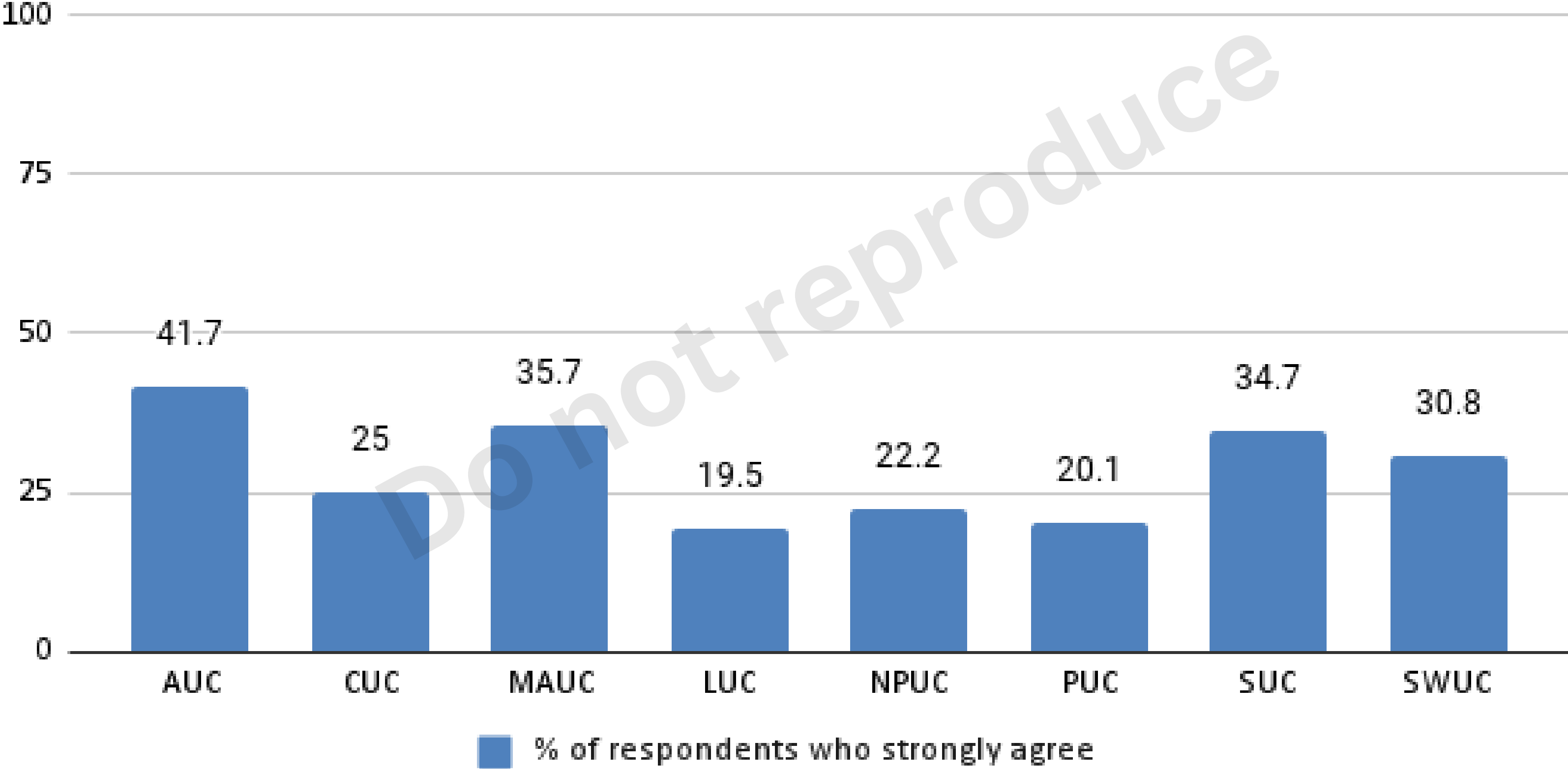
I tend to dress conservatively



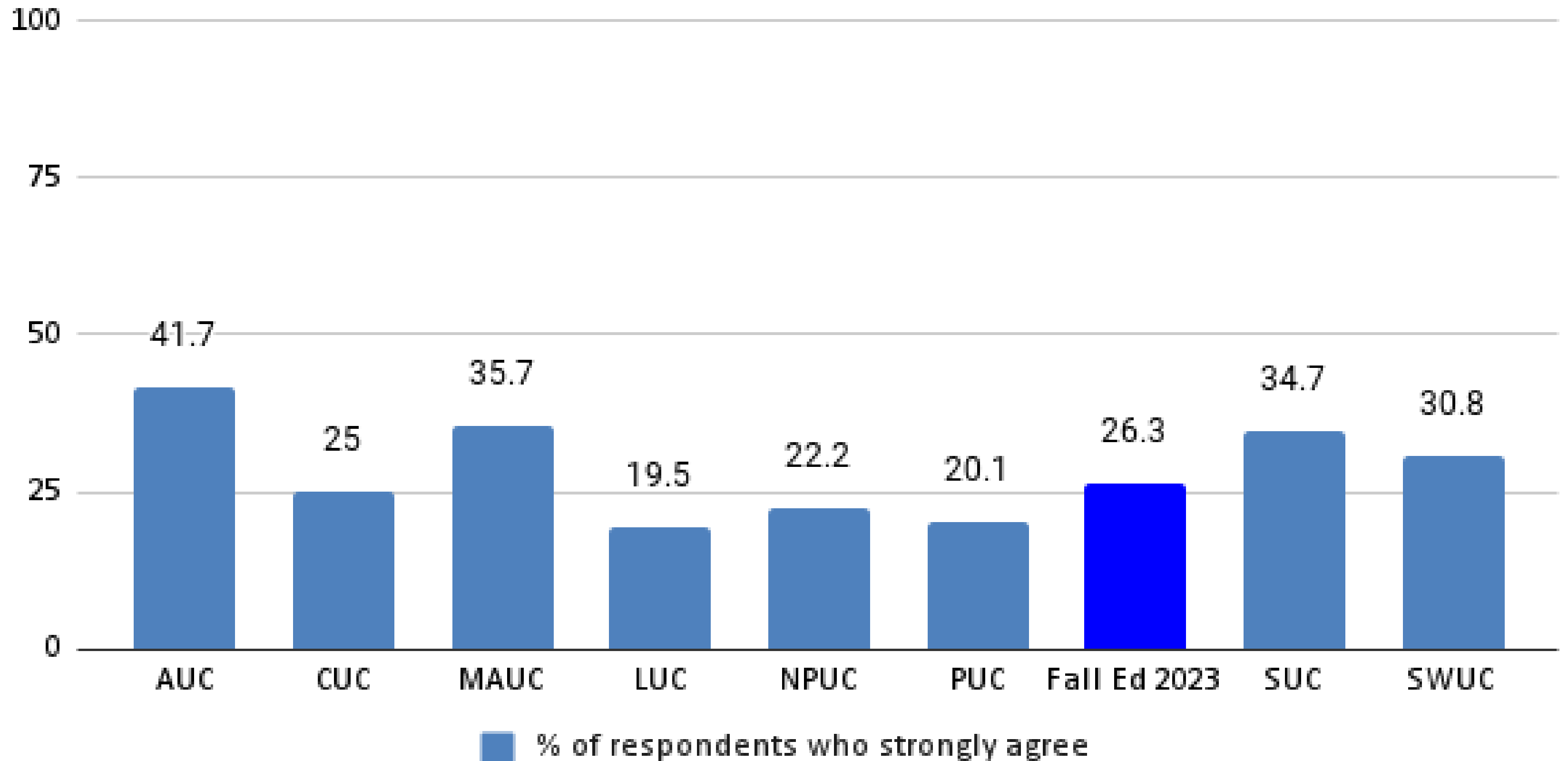
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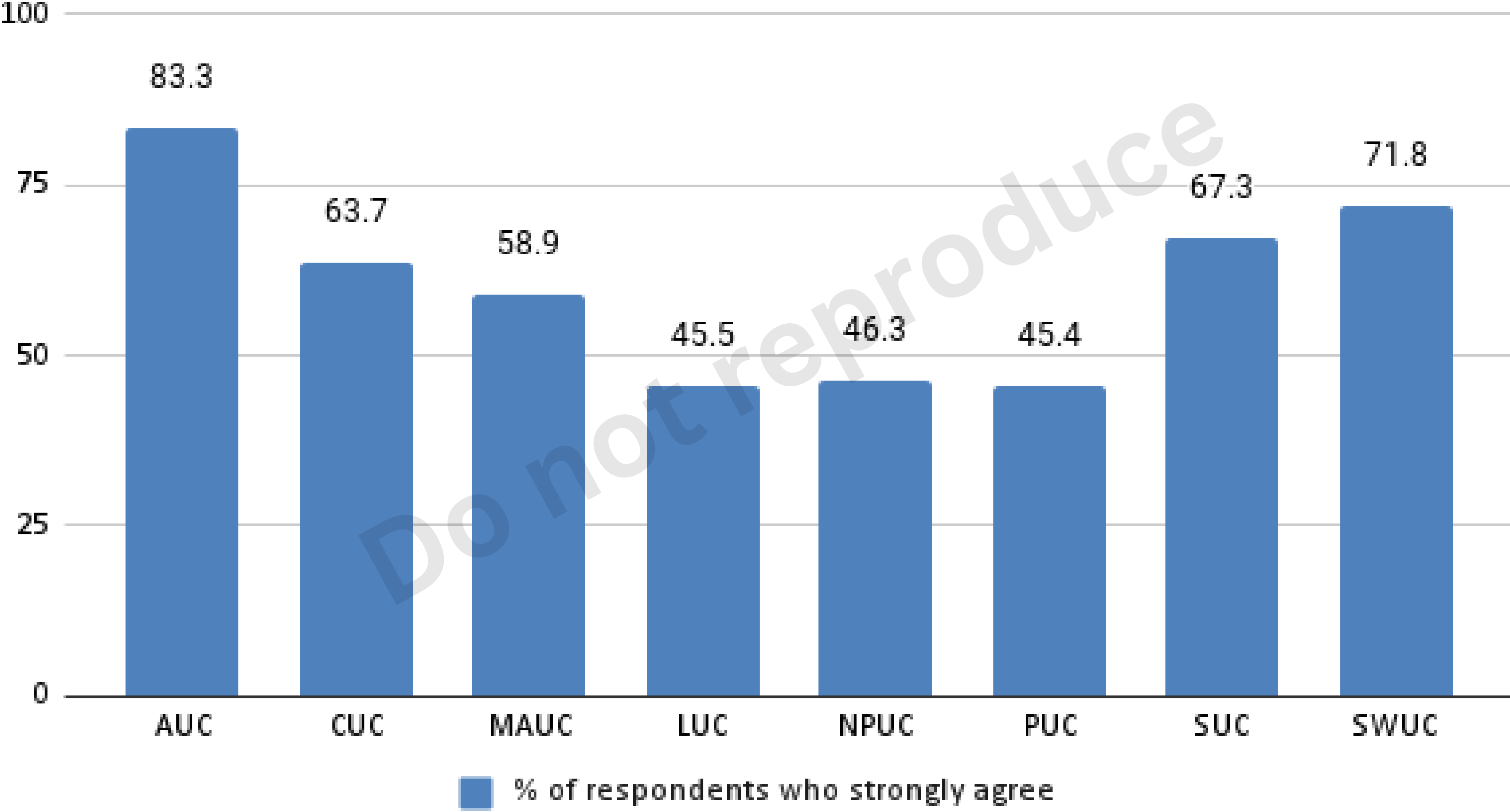
In my household, we prepare for the start of Sabbath on Friday evenings, both in thought and in activity.



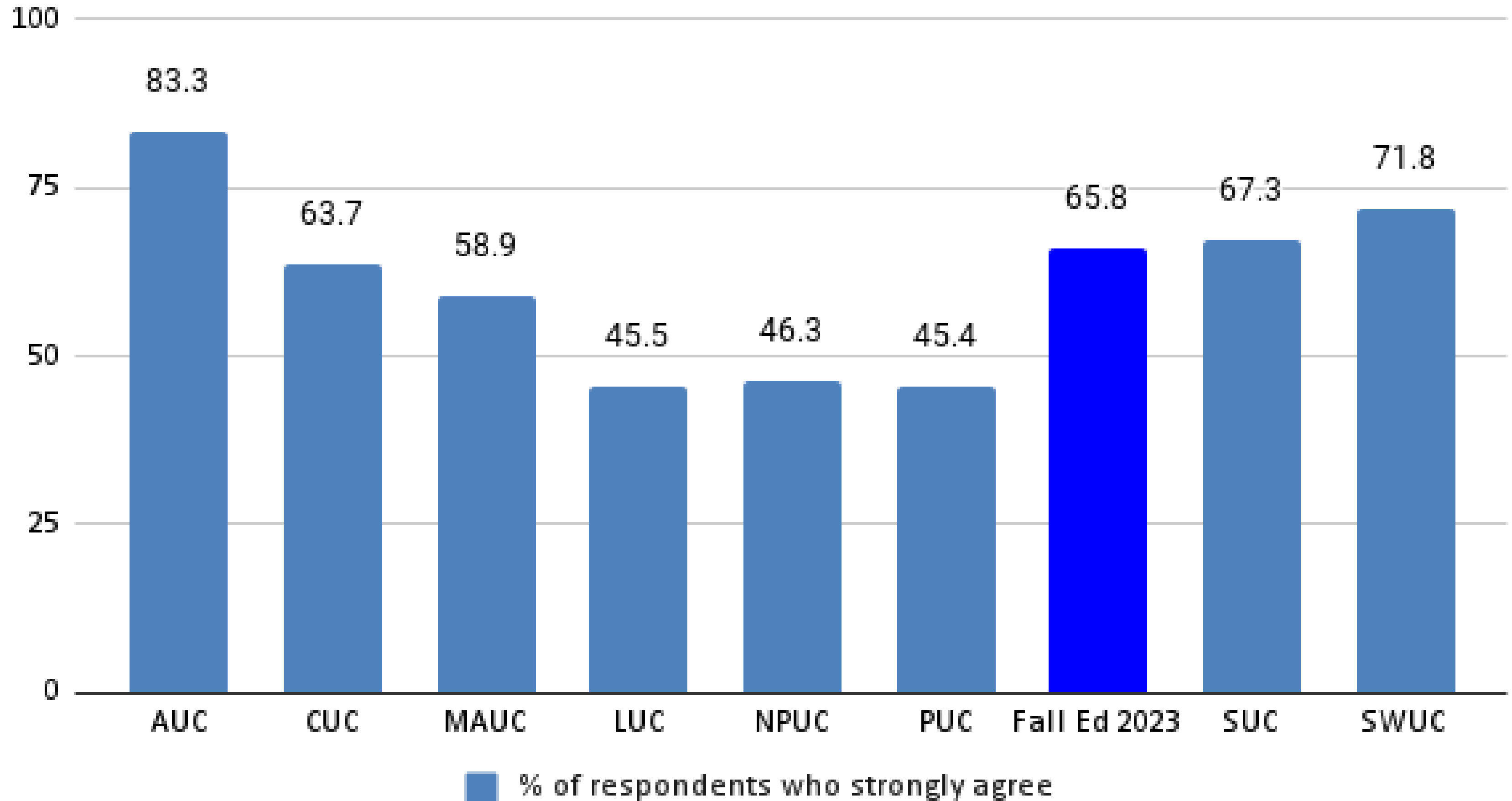
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I value our church's distinctive and unique faith.



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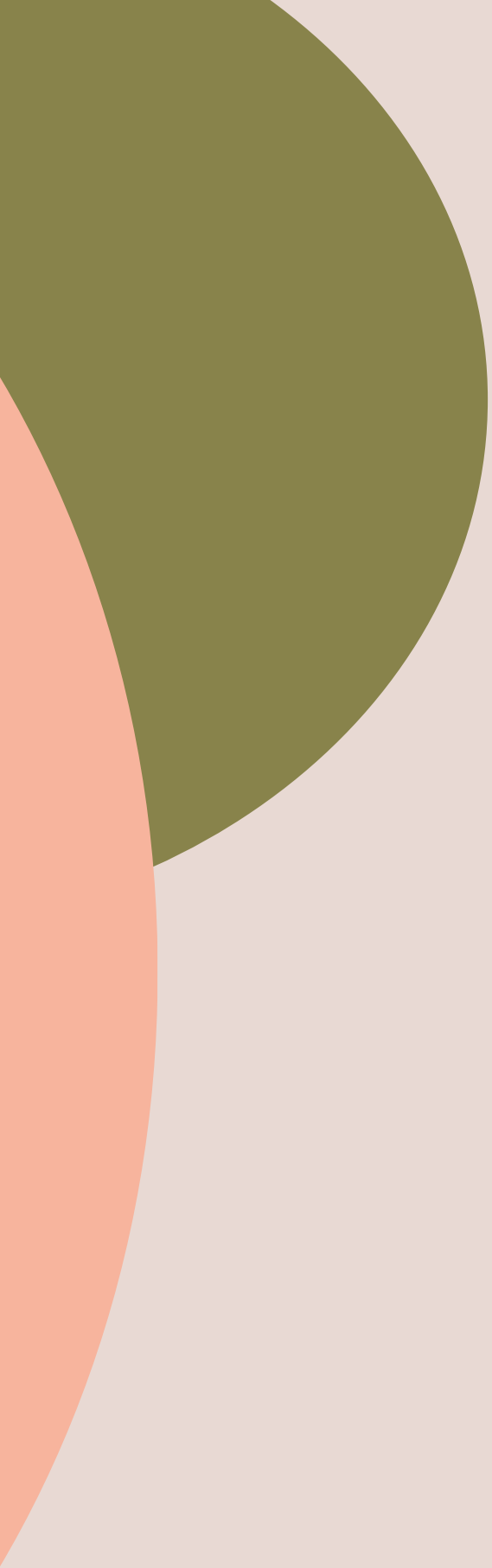




Discussion Questions

- What is the Adventist culture like on your campus?
- Does it match your own?
- *Should* it match your own?



- 
- **You have the power to impact student achievement**
 - **You have the power to improve teacher well-being, satisfaction and practices.**
 - **You have the power to shift your campus culture.**

AIMEE LEUKERT
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951.785.2270



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