



School: Maple Ridge Secondary
Principal: Ken Elphick
Assistant Superintendent: Shannon Derinzy

A. Goal

To establish a collaborative and collegial culture at Maple Ridge Secondary

B. Rationale

Current research shows that there is a direct link between school culture and student success. If this link is made, students and staff are motivated to do well and are able to realize their full potential in schools (Safe Schools Action Team, 2008). Last year, MRSS had an incredibly difficult year that included the closure of the annex, a measles outbreak, the illness of the principal, the death of a long-time teacher, and the death of a former student. Staff and students alike felt the cumulative effects of these events: morale suffered, staff absences increased, and the building lost its sense of community. Therefore, community building and culture change are the most important goals for this year.

C. Action Plan (List specific actions, school level and district level resources or structures used)

Step 1: To identify the school's existing culture by listening to staff and students and building trust. Listening conveys caring about both student and staff opinions, beliefs and values. Staff and students will be encouraged to "share their stories." Qualitative data will be gathered from authentic listening.

Step 2: To tackle key issues brought forth by staff and students by collaboratively developing and then administering plans to address these issues.

Step 3: Address teacher isolation by providing opportunities for collaboration, partnerships, and professional discourse. Administration must model such collaborative practices and reward staff by formal/informal recognition.

Step 4: To recognize talents and abilities of school personnel and pupils.

D. Evidence / Data (How will you measure success?)

Edgar Schein (1992) argued that there are three levels of organizational culture: (a) artifacts, (b) espoused values, and (c) assumptions. If we create a collaborative culture, we expect the following artifacts: improved staff and student attendance; and greater participation of staff in collaborative initiatives like school teams, collaboration teams, and staff meetings. If we improve school culture, staff will increasingly espouse the following values as shaping their practice: collaboration, risk-taking, and dialogue. If we improve school culture, staff and students will assume that they will be supported by colleagues and administration in their attempts to improve and grow. A year-end survey will be given to staff to evaluate whether we have succeeded in improving our culture.

Principal:

Superintendent:

Board Chairperson:

Date: