Creating a Security Minded Culture

A4LE 2019 Southern Regional Conference
April 3-5
Creating a Security Minded Culture

A4LE 2019 Southern Regional Conference

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Text “E2L” to 345345
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Formed of the heartfelt desire to create a partnership of leading architects, law enforcement personnel and educators to provide effective guidance and solutions to school districts grappling with the increasing and evolving threats in and around their campuses.

Combines the expertise and experience of those charged with the design and safety of school facilities with those who work in them every day to provide district partners with a comprehensive and holistic approach to school safety and security.

Areas of focus:
- Facility Vulnerability Assessments
  - Determine preventative technologies and/or redesign of existing spaces
- School Board Policy
  - Craft board policies that enhance safety based on unique campus climate
- Administrative Regulations and Staff and Student Training
  - Development and delivery of time-sensitive training
### Arlington Independent School District

**62,085 students**

- **African American**: 24.6%
- **American Indian**: 0.4%
- **Asian**: 6.1%
- **Hispanic**: 45.6%
- **Pacific Islander**: 0.2%
- **White**: 20.5%
- **Two or more races**: 2.5%
- **At-risk students**: 60.4%
- **Econ. disadvantaged**: 69.3%
- **Limited Eng. proficiency**: 27.1%
- **Bilingual/ESL**: 27.2%
- **Career and technical**: 20.0%
- **Gifted and talented**: 6.9%
- **Special education**: 8.2%

### Fort Worth Independent School District

**87,233 students**

- **African American**: 23.0%
- **American Indian**: 0.1%
- **Asian**: 1.8%
- **Hispanic**: 62.3%
- **Pacific Islander**: 0.1%
- **White**: 11.1%
- **Two or more races**: 1.5%
- **At-risk students**: 75.2%
- **Econ. disadvantaged**: 76.7%
- **Limited Eng. proficiency**: 30.9%
- **Bilingual/ESL**: 30.2%
- **Career and technical**: 22.7%
- **Gifted and talented**: 9.8%
- **Special education**: 7.9%
About e2L

Our mission is to ensure that the neighborhood public school is the first choice for every family.

Since 2011...

- 205+ Districts
- 1.8K+ Campuses
- 75K+ Educators
- 2.3M+ Students
Challenges to School Safety and Security - Board Policies and Procedures

- Bomb Threat or Explosive
- Crime
- Fire
- Vehicle Attack
- Weather
- Loss of Power/Water
- Protest/Walkout
- Civil Unrest
- Other
- Shooting, Stabbing, Active Violence
- Drugs/Alcohol

All Hazards
What Challenges Are New/Developing?

• Realtime information sharing
  • Media, social media, individual/group communication
    • Interior/exterior challenges

• Access to information
  • Aerial views, schematics, plans, how-to guides

• Disruptive and/or dangerous technologies
  • Drones, DOS phone/Internet attacks

• Proliferation of outside actors

• General sophistication of troubled actors
Partnering to Keep Schools Safe
School Shooting Statistics

- 7/10 shooters under the age of 18
- Average shooter age 16
- 46 adult shooters

More than 219,000 students have experienced gun violence at school since Columbine

Washington Post, 2018
The US has had **57 times** as many school shootings as the other major industrialized nations combined.
School shootings have declined dramatically since the 1990s
There have been an average of 10 school shootings per year since Columbine, and 11 already in 2018 (by mid-March).

*Cox and Rich, March 2018
*Note: Data for 1999 begins on April 20. Figures for 2018 are through mid-March.
Typical Organizational Culture

Actively Disengaged (17%)
Not Engaged (51%)
Actively Engaged (32%)

Typically, 68% of people are either just along for the ride or actively working against the culture shift.

Gallup 2015

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# 3 Types of Problems/Solutions

<table>
<thead>
<tr>
<th>Problem</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical/Technical</td>
<td>Change of Program, Tool</td>
</tr>
<tr>
<td>Strategic</td>
<td>Change of Systems</td>
</tr>
<tr>
<td>Adaptive</td>
<td>Change of Behavior/Culture</td>
</tr>
</tbody>
</table>
Doing too little: What if you let culture “happen”?

“One of my biggest fears is being this big, slow, constipated bureaucracy that is happy with its success.”

– Mark Parker, CEO, Nike
Doing too much: Innovative Strategies in Education

“Culture eats strategy for breakfast.”

– Drucker
Getting it just right: How can we be intentional about culture?

“The preoccupation of all effective leaders must be engaging their people in creating and maintaining healthy organizational culture.”

– The Secret Sauce
5 Conclusions

1. Change in education requires adaptive or culture-based solutions.
2. Leaders influence culture either by default or design.
3. There are 5 Leadership Levers that impact organizational culture.
4. There are 3 Leadership Skills that leaders can utilize to create culture.
5. Leaders of organizations with cultures of high performance are intentional about aligning strategy and systems with beliefs, vision, and behaviors.
“Leadership is the capacity to translate vision into reality.”

-Warren Bennis
5 Leadership Levers

Beliefs, Vision, Behaviors, Coach, Strategies, Calibrate, Systems
Is looking at security through a cultural lens something you’ve thought about in your district?
Is the learner experience a bridge to the future?

Choluteca Bridge in Honduras
In today's context, what are the most important skills for learners to possess to thrive?

**Coaching** ensures those expectations are met!
e2L Life-Ready Skills

- Autonomy
- Collaboration
- Communication
- Creativity
- Critical Thinking
- Growth Mindset
- Professional Ethics
99% of those coached transfer knowledge/skill to the classroom

Coaching leads to lasting impact
## Coaching for Growth

<table>
<thead>
<tr>
<th>Components of Professional Development</th>
<th>Knowledge</th>
<th>Skill</th>
<th>Transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory</td>
<td>10%</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Demonstration</td>
<td>30%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Practice/Feedback</td>
<td>60%</td>
<td>60%</td>
<td>5%</td>
</tr>
<tr>
<td>Coaching/Collegial Support</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Joyce, B and Showers, B. *Professional Development that Impacts Student Achievement.*
Arlington ISD

Active Learning Cycle
Arlington Active Learning Cycle

Mission
To empower and engage all students to be contributing, responsible citizens striving for their maximum potential through relevant, innovative and rigorous learning experiences.

Call to Action
To create and influence a high-performing organizational culture by supporting leaders to establish and sustain systems and behaviors that guarantee active learning.

Cultural Tenets
- Respond positively to differences.
- Put students first.
- Get better every day.
- Own our work.
- Make every interaction count.
- Promote risk-taking.

Academic ROI
- Student Achievement
- Student/Teacher Engagement
- Increased Attendance
- Reduced Discipline Referrals
- Teacher Retention
- Life Skills Growth

e2L Best Practices
- Assessment / Formative Feedback
- Goal Setting, Authenticity, Entrepreneurship
- Standards Alignment
- Relevance, Authenticity
- Reflection, Growth Mindset
- Differentiation, Scaffolding
- Critical Analysis, Inquiry, Research
- Communication
- Small Group Instruction
- Problem Solving, Creativity, Innovation
- Collaboration
- Culture, Environment, Professional Ethics

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Fort Worth ISD

Fort Worth ISD Learning Model
FWISD LEARNING MODEL

Mission
Preparing all students for success in college, career and community leadership

3 District Priorities
- 3rd Grade Reading
- Middle Grades Math
- College & Career Readiness

Input
Learner Outcomes

Learnr Profile
- Perseveres
- Respects
- Collaborates
- Communicates
- Problem Solves
- Serves Others
- Adapts
- Thinks Critically
- Innovates

Community’s Highest Hopes for Learners
- Effective Communication/Soft Skills
- College/Career Readiness
- Problem Solver
- Pursue Their Interests
- Independence
- Life Skills/Prepared for Real World
- Productive Citizen/Contribute to Society

Critical Thinking/Problem Solving

Output
Academic ROI

30 L Best Practices
- Culture/Environment/Professional Ethics
- Assessment/Formative Feedback
- Goal Setting/Autonomy/Entrepreneurship
- Reflect/Improved Mindset

- Critical Analysis/Inquiry/Research
- Small Group Instruction
- Standards Alignment
- Problem Solving/Creativity/Innovation
- Reflection/Growth Mindset

- Relevance/ Authenticity
- Collaboration
- Communication
- Differentiation/Scaffolding
- Digital Learning

Student Achievement
Student/Teacher Engagement
Increased Attendance
Reduced Discipline Referrals
Teacher Retention
Life Skills Growth
Thank you for attending!

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