

Read the description for each row. Complete a row at a time by assigning 10 points for each row. Distribute 10 points as appropriate in proportion to how each statement best describes your school i.e. if one statement is exactly accurate, assign 10 to that box; assign 5 each to two equal descriptors or maybe a 5, 3, 2 as appropriate, etc.. Distribute exactly 10 points per row.

ROW 1 STUDENT ACHIEVEMENT	many teachers believe that if students fail it is the students' fault_6_	teachers usually do not discuss issues related to student achievement_4_	most teacher discussions related to student achievement are restricted to within departments, cliques, or close friends__	teachers are given time to discuss student achievement and are expected to do that during this time__	teachers are given time to discuss student achievement but most of this time is spent on giving advice and trick-trading__	teachers are given time to discuss student achievement and this time is spent critically analyzing each others' practice__
ROW 2 COLLEGIAL AWARENESS	many teachers do not care about the effectiveness of other teachers_4_	most of the teachers are unaware of what other teachers are teaching_4_	most teachers are aware of only what their friends in the school are teaching_2_	the school leadership expects teachers to know what the other teachers are teaching__	teachers occasionally observe and discuss what other teachers are teaching__	teachers seek out opportunities to observe and discuss what other teachers are teaching__
ROW 3 SHARED VALUES	values shared by many teachers are contradictory with student needs_4_	there is little agreement among teachers concerning educational values_6_	there are small groups of teachers that share educational values__	the school leadership provides teachers a list of school values__	there is general agreement among teachers concerning educational values__	there is strong agreement among teachers concerning educational values__
ROW 4 DECISION MAKING	decisions are easily made because many teachers do not care_5_	teachers are usually not interested in participating in decisions that concern students_3_	there are small groups of teachers that attempt to control the decisions made concerning students_2_	school leaders expect teachers to participate in all decisions concerning students__	teachers occasionally show an interest in the decisions made concerning students__	there is an expectation among teachers to participate in decisions concerning students__
ROW 5 RISK-TAKING	many teachers protect their teaching style from "innovation"_3_	most teachers typically do not experiment with new ideas_3_	innovations are usually initiated within a single grade or department_4_	school leaders mandate teachers to try new ideas__	teachers occasionally like to experiment with new ideas__	teachers are constantly looking for new ideas__
ROW 6 TRUST	teachers talk behind other teachers' backs_6_	trust among teachers is not considered necessary_1_	there are teachers who only trust certain teachers_3_	teachers are placed in situations where they are required to trust each other__	trust is assumed and therefore not a critical issue__	there is a strong interdependence among teachers at this school__
ROW 7 OPENNESS	teachers who are committed to students and to learning are subject to criticism_2_	teachers usually are not interested in suggestions concerning instruction made by other teachers_2_	teachers usually keep their opinions and advice concerning instruction among their friends_2_	teachers are expected to contribute to discussions about effective teaching at meetings_4_	teachers are occasionally open to giving or receiving advice concerning instruction__	teachers are very interested in the opinions of their colleagues concerning instruction__
ROW 8 PARENT RELATIONS	many teachers avoid parents whenever possible_3_	teachers would rather not have parents' input regarding instructional practice_2_	there are cliques of teachers that parents perceive as the better teachers_5_	school leaders require teachers to be in contact with parents regularly__	most teachers are comfortable when parents want to be involved with instructional practices__	teachers aggressively seek the involvement of parents in classroom instruction__
ROW 9 LEADERSHIP	school leaders are seen as obstacles to growth and development_4_	school leaders are not visible in the school very much_4_	school leaders frequently visit and/or praise the same teachers__	school leaders monitor the meetings that are designed for teacher collaboration_2_	school leaders encourage teachers to give each other advice without being too critical__	school leaders challenge ineffective teaching and encourage teachers to do the same__
ROW 10 COMMUNICATION	school policies seem to inhibit teachers' abilities to discuss student achievement_8_	communication among teachers is not considered important at this school_2_	it is difficult to have productive dialogue with certain groups of teachers__	communication is dominated by top-down mandates__	warm and fuzzy conversations permeate our school__	any teacher can talk to any teacher about their teaching practice__
ROW 11 SOCIALIZATION	new teachers are informally indoctrinated by negative staff members quickly_3_	teachers at this school quickly learn that it is "every man for himself"_3_	new teachers are (informally labeled, then) typecast into certain teacher cliques_4_	there are many mandatory meetings for new teachers to attend__	new teachers are encouraged to share their experiences with other faculty members__	all teachers assume some responsibility in helping new teachers adjust__
ROW 12 ORGANIZATION HISTORY	teachers are quick to share negative stories about this school_6_	"teachers asking for help" has traditionally been considered as a professional weakness_2_	some grades, departments, or teams consider their successes as separate from the whole school_2_	school leaders have established strong control over much of what goes on at school__	this school is known for celebrating everything__	at this school there is an understanding that school improvement is a continuous issue__
TOTAL	Column A: __54__	Column B: __35__	Column C: __24__	Column D: __6__	Column E: __0__	Column F: __0__