

Research Report

Great Teaching: The Academic Case For Classroom Management

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To succeed in today's
K-12 classrooms, 375 principals,
50,000 teachers and 500,000
students are embracing
I understand.
Effective Behavior Management.
Here's what works.

*I understand. Tools for Schools
Effective Behavior Management*

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Imagine you've been asked to give a school board presentation clearly explaining your school's academic progress under your leadership. It's painfully clear that your job — and reputation — are now at stake. You could win them over...or you could lose their confidence. Can you make a persuasive case that your plan for improvement is paying off?

EXECUTIVE SUMMARY

Most principals enter their jobs imagining they will become transformational leaders for their schools, but often become trapped as the campus cop. Meaning, there is a line of students and parents outside your office. And with little time to support teachers and learning inside that classroom, students fall behind academically.

Effective Behavior Management (EBM), a proprietary program for educators, provides teachers with the tools to manage their classrooms so students can learn, teachers can teach and administrators can lead.

New and experienced teachers report that the benefits of EBM include: less anxiety, greater confidence, increased teaching effectiveness; the resulting impact on teacher retention can be significant. Similarly Darling-Hammond (1995) observes that studies of teacher efficacy consistently show teachers who acquire classroom management experience are more effective at resolving a number of instructional and managerial problems, such as maintaining discipline, motivating students, and adapting instruction for students with diverse learning needs.¹

This white paper presents the academic case for the necessity of EBM training to help teachers become better at their craft, in a truly effective fashion. By implementing proven steps in I understand. Tools for Schools' EBM, the principals and teachers in this white paper better managed classrooms to realize the exciting academic gains, which I will show you in a minute.

The Most Pressing Issues Facing K-12 Schools

Our K-12 schools are in crisis. Turnover among new teachers is skyrocketing. According to the University of Washington, Seattle, 29% of teachers leave the classroom within three years². Worse, in urban districts, close to 50% of teachers will leave the profession during their first five years.³

Hidden Costs: The National Education Association reports, it costs school districts up to \$50,000 for each teacher who is recruited, trained and lost.⁴ Additionally, disruptions in teaching and learning and negative effects on teacher morale are among other costs that can be even more devastating.⁵ The growing emphasis on accountability presents demanding challenges for administrators to overcome:

1 - Measuring Impact: Demonstrating Academic Progress

Academic progress and teacher morale are fueled by student motivation. If curriculum is to be presented and learned.... then an effective classroom depends on a cascade of behaviors that must be managed effectively. From instruction, to managing disruptions, discipline, to office referrals, and administration's support of teachers. Yet few schools have defined, documented and trained teachers in an agreed-upon EBM program. The result? Persistent mistrust between teacher, administration, students and a failure to see academic progress.

However, according to the University of Washington, Seattle, teachers who receive 5-days of in-service classroom management training each year achieved statistically significant results in academic achievement, adolescent social competence and health-risk behaviors. Meaning, students outperform their peers--when teachers learn to apply specific tools, as provided in EBM. The randomized control of 643 secondary school students studied the effect of classroom management training.

Cost Avoidance:

Nearly 30% of teachers quit every 3 years, and it costs school districts \$50,000 for each teacher recruited, trained and lost.

Source: National Education Association

Results were consistent with the theoretical model guiding the intervention and support effort to reduce health-risk behaviors. ⁶

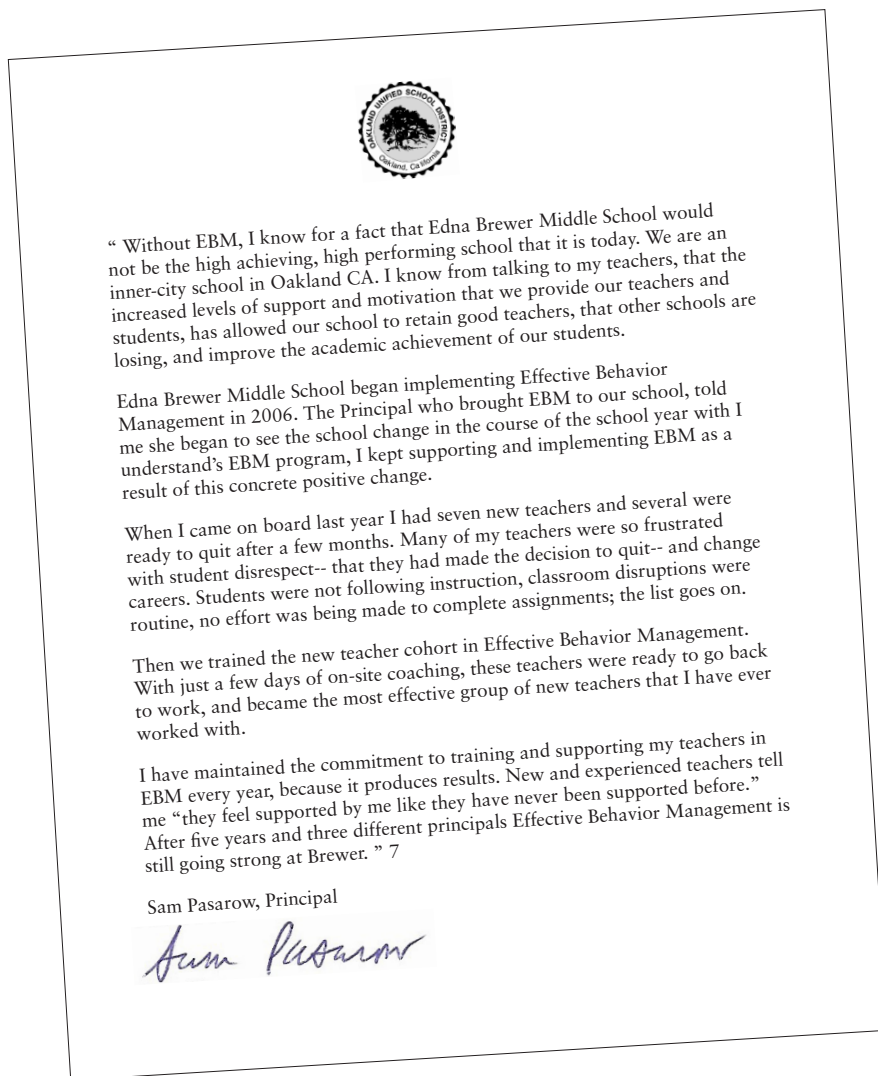
- **LESS SCHOOL MISBEHAVIOR.** Researchers found more student commitment and attachment to school, and better academic achievement with 97% to 99% statistical significance.
- **LESS VIOLENT STUDENTS.** Violent delinquent acts were reduced at 98% statistical significance.

In other words, EBM significantly and measurably drives academic achievement by giving teachers tools they won't receive elsewhere.

2 - Increase Teacher Retention, In A Practical And Effective Way.

A teacher's negative experience is often simply due to lack of teaching tools and classroom management systems. If you are serious about offering more than lip service to fixing your school... then you are strongly advised to implement EBM, and judge for yourself its ability to improve the potential of your teachers.

This letter from a school principal describes what happens when he did exactly that:



What People Are Saying About This Program:

“Our school and my classroom were infused with positive energy under the guise of a discipline plan. Respect, compassion, friendliness, teamwork, and acknowledgement of a job well done comprised the principles of the workshop.”
 - H. Martin, Moffat School, CO

Edna Brewer Academic Performance Index (API) School Growth ⁷

<u>Year</u>	<u>Base</u>	<u>Target</u>	<u>Growth</u>	<u>API</u>
2005	662	7	23	667
2006	685	6	22	707
2007	709	5	8	717
2008	717	5	65	782
2009	815	A	7	822
2010	809	A	15	824

Partnering with I understand. Tools For Schools since 2006, Edna Brewer Middle School in Oakland, CA, had the highest percentage of students achieving at proficient or advanced in math, and second highest percentage of students achieving at proficient or advanced in language arts of all secondary schools in the **Oakland Unified School District in 2010.**

Teaching By The Numbers:

Edna Brewer Middle School lies in the middle of Oakland California. The Student population is:

- 35% African American
- 32% Asian
- 17% Latino
- 13% Caucasian
- 3% two or more races or declined to state

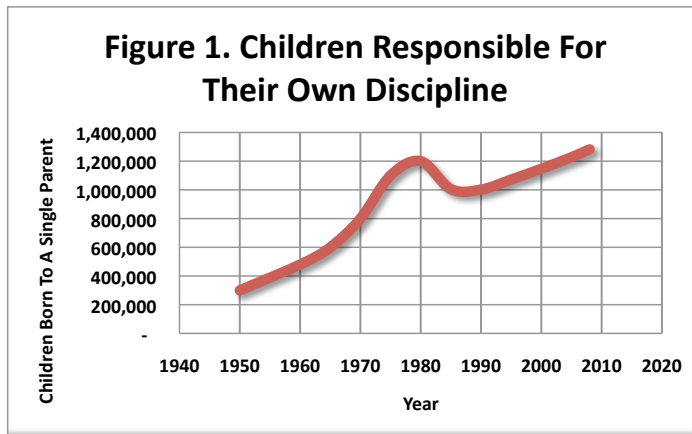
Results: EBM helped the school achieve the following successes in the past few years:

- Increased Percentage of students proficient or Advanced in Math from 33% up to 65%
- Increased percentage of students proficient or Advanced in Language Arts from 24% up to 61%
- 2,173% Return on investment
 $(7 \text{ teachers} \times \$50,000) - ([7 \times \$2200]) / (7 \times \$2200)$ cost to coach/ retain the 7 teachers

What People Are Saying About This Program:

“I’ve worked in this school district for 16 years. This is the best workshop on classroom management that I have ever attended. We learned not only the “theory” behind why we need to change our strategies, but also precisely what to do. To administrators, faculty and others struggling with challenging students, I wholeheartedly recommend this workshop.”- L. Boyer-Chu, San Francisco Unified School District, CA

There are different measures of how difficult the work of teaching has become. Figure 1 shows the number of students, more responsible for their own discipline, in single parent homes increased by 358% from 1950 to 1990.⁸ Then from 1990 to 2008, that number climbed again by another 41%.⁹



3 - Re-Tooling After Receiving Our Teaching Credentials

Teaching credentials were established at a time when children valued getting an education and respected their teachers, and societal values supported childrearing. Today, many children raise themselves, and many don't trust school. Teaching credentials don't provide sufficient classroom management training for what today's teachers have to contend with, such as:

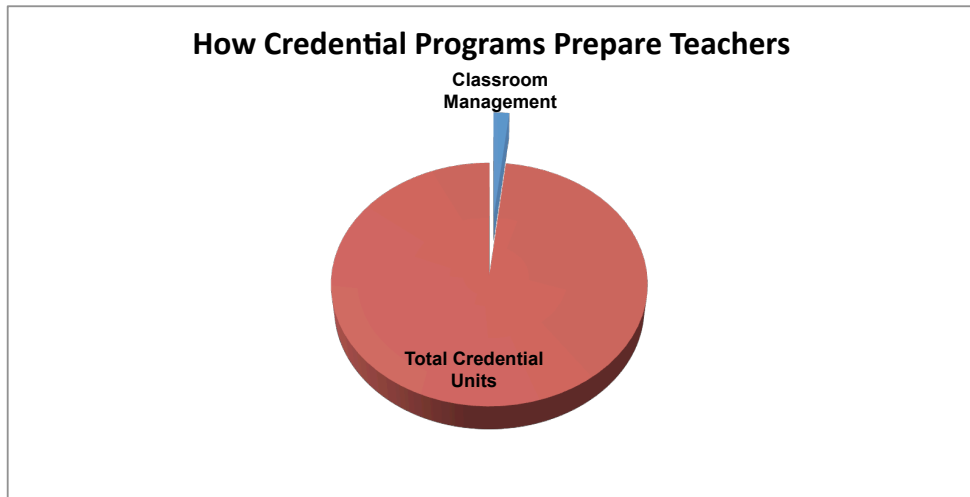
- 99% of schools don't have a plan for Effective Behavior Management, according to a recent survey of over 375 Principals, and over 50,000 teachers.
- Less than 25% of teachers have received Effective Behavior Management training coursework

4 - The Rising Need For EBM

Are some of your teachers struggling? Would your best teachers like to take your school from good to great but they're stuck? To look for a single cause, may be futile. The cause may be multi-variant. Children today are more responsible for disciplining themselves--meaning teachers have to do more to manage classroom behavior.

Bullying and violence in schools has increased. School principals are now fired en masse.

Consider...credential programs like San Diego State University offers on 1 or 2 units on classroom management. 10 UC Berkeley, which out of 15 class meetings, prepares teachers for their career with a single lecture, and one journal entry on classroom management. 11 Continuing education is little better. Is it any wonder why teachers are leaving the profession...?



If you're lucky you may get one unit of as classroom management out of 55 credential program units.

EBM ensures teachers know EXACTLY what to do each time a student misbehaves.

In contrast, we know that even our most effective teachers benefit when the entire school functions better. Time after time, the best teachers in a school and in the district support our programs, because they provide the consistency necessary to work as a team. When master and mentor teachers are moving forward, new and ineffective teachers feel supported, and have no choice but to get on board.

What People Are Saying About This Program:

"The best year in twenty-six years. This program was well worth the investment."

- Jane Miller, Southeastern Ohio Education Association, President

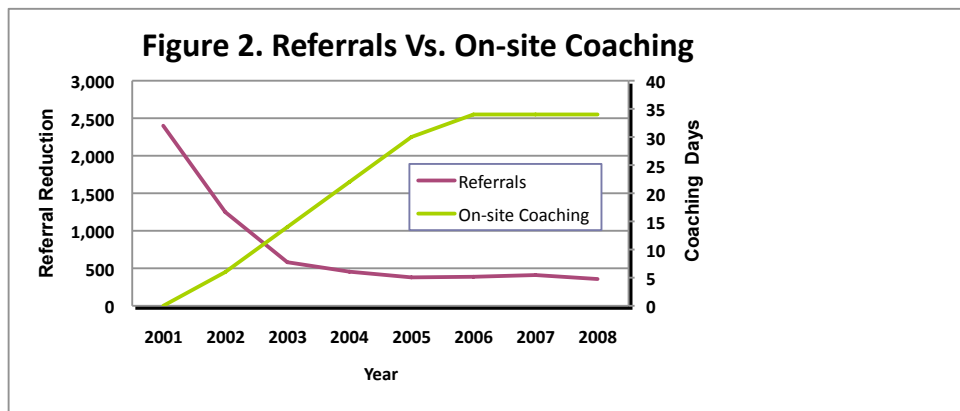
"Dear Noah, I've attached a report [Figure 2] showing our progress over the past several years in our discipline referrals with I understand – Tools for Schools. Things are still looking good... We have several new teachers who need some more intensive training to get them up to speed with the core of the staff. We also could use a general refresher for everyone. You'll note I added a new category for weapons this year. We had three incidents, involving guns being found in students' vehicles. We're still pleased with the [I understand] programs, and recommend it whenever we get the chance." - Dean F. Ellsesser Rio Grande, OH

The Solution: Effective Behavior Management

An EBM program is designed to be practical--meaning you can start implementing tools in your classroom immediately, and begin seeing results right away. Many schools report seeing results within the first weeks that they begin. Why? Because we focus on the critical procedures that all effective classrooms have. You will find teachers immediately teaching effective procedures, posting their classroom rules and consequences, and knowing EXACTLY what to do each time a student misbehaves.

EBM consists of 50 tools, including 10 tools for classroom management. There are 10 advanced tools for Working with Challenging Students, and school wide management tools in seven functional areas, that empower teachers and administrators to manage and motivate disruptive students. This begins by ensuring that students receive due process in the classroom before being referred to the office for disciplinary reasons.

Figure 2 shows an 85% reduction in disciplinary office referrals, experienced by schools that implement our EBM programs.



Program Overview of Effective Behavior Management Training and Coaching:

- Effective classroom and behavior management strategies
- How to be successful with unmotivated, confrontational and challenging students
- How to turn all parents into partners
- The need to be proactive with safety issues such as fighting and bullying, etc.
- Establishing classroom procedures
- Techniques for raising teachers' expectations of students
- Positive reinforcement and teaching students responsibility
- The importance of administrative leadership

Training Programs: Administrator Training

Effective Behavior Management - The Leadership Team

Reduce discipline referrals by 85%. Learn solutions to tardiness and poor attendance. How to utilize a behavior card. Alternatives to suspension. And other advanced techniques for working successfully with the most challenging students and parents.

Workshop Presentations for Staff

Effective Behavior Management - The Classroom Plan

The focus of this program is to establish a safe and orderly environment that eliminates disruptions in the classroom, increases instructional time, develops positive relationships and teaches students responsibility.

Working with Challenging Students

Your staff will learn advanced tools and techniques to reach the challenging, unmotivated and defiant students. Teachers are given proactive intervention strategies to build relationships, increase student success, and the ability to resolve conflicts.

Building Character

Participants learn what character education is and is not, how to integrate it into the curriculum so it is not viewed as just another add-on to an already “filled to capacity” teaching day. How to create safe, well-managed classrooms where student disruptions are eliminated! Educators are given all the tools to implement an award-winning character education initiative that changes school culture to a positive, safe place.

Follow-up Coaching/Implementation

Each day is specifically customized to meet the needs of the individual school. The following are items that can be covered:

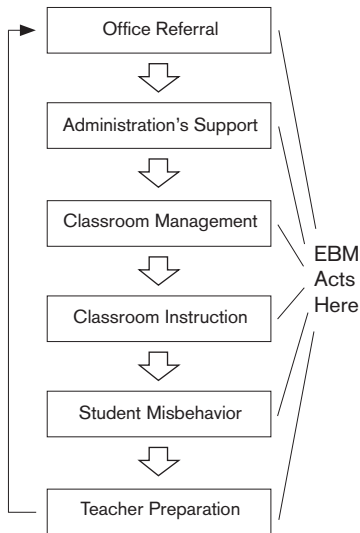
- Visit classrooms, observing and coaching teachers one-on-one.
- Debrief with teachers during prep or common planning time.
- Meet with and train the support personnel in the EBM program.
- Facilitate feedback sessions at regular staff meetings.
- Meet with a School Climate/Safety Committee to review the concepts of the program.
- Meet with School Leadership to work on implementation of their plan.

The Benefits of Effective Behavior Management

Schools that implement and leverage EBM can expect to realize several key payoffs:

Teacher retention and job satisfaction increase when teachers get help establishing a solid foundation in classroom management and instruction. If you want to better manage student behavior, raise academic achievement, and help the leadership team become even more effective, then you’ll want to contact I understand. Tools for Schools for a Free EBM evaluation for your school (see page 15).

EBM addresses ineffective and hostile teacher response styles; replacing these with effective teaching tools that allow teachers to



Effectively teaching a classroom depends on a cascade of behaviors that must be managed effectively.

Benefits Received:

- Addressed ineffective and hostile teacher response styles
- Diminished teacher/student conflict
- Increased instructional time
- Motivated students

effectively manage their classrooms. With professional feedback, and coaching, experienced and new teachers become equipped to motivate students to succeed.

Transforming Schools vs. Being A Cop

How would you like to spend your day actually leading your school rather than playing cop? EBM allows you to spend more than 85% of your day actually leading. What would that change alone do to improve progress at your school and increase academic achievement?

An EBM program can be defined as a school-wide behavior management program for principals to support their teachers. And for teachers to support their school principal. EBM provides your team the tools and accountability to run your school effectively.

Administrators are taught how to conference with a teacher who continues to send inappropriate behavior referrals. Teachers are shown how to have a conference with an uncooperative parent not supporting of students, or the school. With this program in place, the following results are seen:

- An 85 percent reduction in behavioral office referrals.
- Getting 99 percent parental involvement in school.
- Eliminate tardiness - so every kid comes to school on time.
- Increase attendance.
- 75% increase in instructional time.

Success Criteria: 8 things to Look for in an EBM Solution

When examining an investment in an EBM solution, consider the following decision criteria.

1. Helps You Actually Implement

Books and DVDs can tell you what to do, but not how to do it. Ensure the solution you choose helps address your unique situation. EBM actually helps you customize the classroom management programs you'll be implementing at your school.

Our experience has shown, an educational consultant who has been both a principal and teacher can help you get better results than by working alone.

We help overcome teacher concerns and roadblocks to bring your team together for long-term success.

2. Offers An On-Site Follow-up Coaching Program

Our on-site coaching reduces referrals by 50% more than workshops, or DVDs alone. Follow-up coaching helps ensure your teachers adopt the school-wide management systems necessary to achieve positive change. Our follow-up coaching programs allow teachers to apply these tools to a wider range of classroom situations and student behaviors.

3. Includes Meeting Each Teacher One-on-One

Ensure the follow-up coaching you choose includes meeting one-on-one with each teacher. A coach should be able, and willing to take over a class and show any teacher how to effectively motivate students to succeed.

4. Gives You Model Lessons

EBM Model lessons are an intriguing tool, because it allows reluctant teachers to see (in real-time, with actual students) the EBM strategies really work, even with the most challenging students; in the most challenging classrooms.

This is a proven method to help your entire team see and feel how effective the solution is. Result: you gain commitment to making your program implementation a success.

5. Documented Results

Research other vendor's websites, and **read the results** they are getting. If you don't see results reported, shouldn't that tell you something? It's critical that you get results to accelerate teacher retention, academic progress, and confidence in YOUR leadership.

For example, are student referrals to the administration decreasing over time? How about tardiness, absenteeism, student violence, or weapons on campus? Our customers report the following results (see [www.iunderstand.com/case studies](http://www.iunderstand.com/case-studies))

- **Reduced office referrals by 80%**
Bartlett/Cutler Elementary Schools, OH
- **Reduced office referrals by 72% in the first semester**
Buckley Hills Career Center, Rio Grande, OH
- **Reduced office referrals by 73%**
Holtville High School, Holtville, CA

6. iBehavior: New Technology, Easier Documentation

Now teachers can get more support from parents and the administration by having actual, accurate documentation of positive and negative student behavior. And there is no more paper work burden. We developed the first real-time record keeping web-based software to help you, in an ease to use iPhone App called: iBehavior. **Get it Free at www.ibehavior.iunderstand.com**

- Actually focus on your teaching
- Easily give students the reinforcement to encourage desired behavior
- Faster than writing an office referral.
- End the paper work burden
- Stop struggling to remember what a student behaved like 3-weeks ago
- Quickly communicate with parents

7. Priced reasonably for job being done

Ensure the solution you choose is capable of being provided to you on-site. This reduces the need for teachers to miss school, coordinate substitute teachers and lowers over-all costs. Below is the cost comparison to attend a 3-Day off-site conference, compared to I understand.'s on-site workshop:

How EBM Compares on Cost

Seminar Fee: \$350/ teacher	Seminar Fee: \$100/ teacher
Substitute: \$330	Substitute: \$0
Hotel: \$285/teacher	Hotel: \$0
Plane Ticket (2-stops): \$302/ teacher	Plane Ticket: \$0
Meals: \$300/teacher _____	Meals: \$0 _____
Total: \$1,567 /teacher	Total: \$ 100/ teacher

What People Are Saying About This Program:

"I understand. Tools For Schools is less expensive and more effective than the competition. A great value!"

-- Peter Murphy, Director of California League of Middle Schools and California League of High Schools

8. Results Guarantee

Use I understand.'s Effective Behavioral Management tools, and achieve these results, or get 100% of your money back. Guaranteed!:

- 50% reduction in office referrals in year one
- 75% reduction in office referrals in year two
- 85% reduction in office referrals in year three



About I understand. Tools for Schools

What To Do Next:

Request a Free EBM Evaluation for Your School if you are a principal, or motivated school leader seeking to build a great school; support your teachers in attaining high academic achievement, and aid the lifelong success of students...then consider arranging a Free EBM Evaluation for your leadership team or administration.

This complementary EBM Evaluation is facilitated by our educational consultants for your school. And you will receive several core EBM tools teachers can immediately apply. **Visit www.iunderstand.com/evaluation, or phone (877) 725-9626** for more information.

As a student, I liked school and my teachers liked me. I was a good student. Then my decline began to destroy it all. My parents divorced. I started getting into trouble. I got expelled. They all thought I would end up in jail. But something amazing happened. I became a teacher; then a school principal.

I founded I understand. Tools for Schools in 1992. We are a leader in working with schools throughout the country in the areas of classroom and behavior management.

We believe that just as in the classroom, personal, hands-on learning and follow-up one-on-one attention will achieve the highest results.

Our team of professional educators has over 100 years of classroom and administrative experience.

Our mission is to raise academic achievement by empowering students, teachers, administrators, family, and community members.

We have taken our collective 100 years of experience of actively observing master and mentor teachers implement best practices—and created a step-by-step program for motivating students in both inner-city urban environments and small rural schools; managing any classroom, anywhere!

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