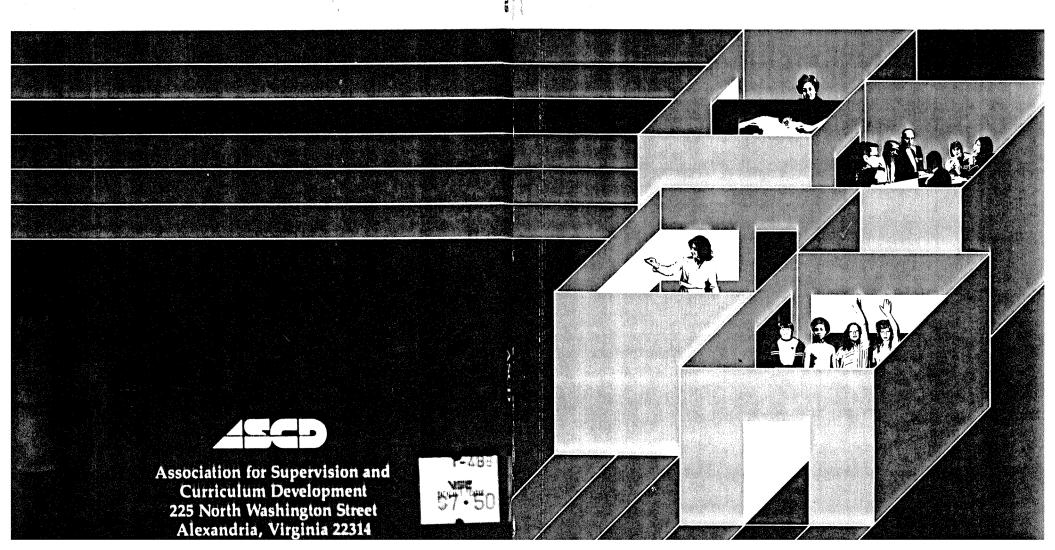
Effective Schools. And Classrooms:

A Research-Based Perspective

David A. Squires, William G. Huitt, and John K. Segars



Effective Schools and Classrooms:

A Research-Based Perspective

David A. Squires William G. Huitt John K. Segars



Association for Supervision and Curriculum Development 225 North Washington Street Alexandria, Virginia 22314

Price: \$7.50

ASCD Stock Number: 611-83298

ISBN: 0-87120-119-4

Library of Congress Card Catalog Number: 83-71147

Editing:

Ronald S. Brandt, ASCD Executive Editor Sally Banks Zakariya, Managing Editor, Booklets

Cover design:

William J. Kircher and Associates

This work was partially supported through funds from the National Institute of Education, Department of Education. The opinions expressed herein do not necessarily reflect the positions or policy of NIE or of ASCD, and no official endorsement by NIE or ASCD should be inferred.

Contents

Foreword, Lawrence S. Finkel / v

Acknowledgments / vii

- 1. Improving Classrooms and Schools: What's Important / 1
- 2. Characteristics of Effective Classrooms / 9
- 3. Administering Effective Classrooms: Conflicts in Positive Supervision / **24**
- 4. Effective Schools: What Research Says / 46
- 5. School Climate and Leadership / 66
- 6. Administration and Policy Perspectives for Effective Schools / 81
- 7. Assessing School Effectiveness / 91
- 8. Principles of the Improvement Process / 104
- 9. Summary / 110

Appendix 1: Monitoring Student Behaviors / 113

Appendix 2: Policy Statement from Kent, Washington, School District No. 415 / 125

References / 128

About the Authors / 134

Foreword

Why is it that so many seemingly effective school practices never become truly effective school practices? Is it because the research is couched in obtuse language? Is it because the research does not filter down to the practitioner? Is it because the practitioner is more concerned with the pragmatics than with the theory?

Effective Schools and Classrooms: A Research-Based Perspective makes an unusually lucid attempt to clarify these questions. The book has an overriding theme of improving student achievement. Its authors—David Squires, William Huitt, and John Segars—combine the research on effective classrooms with the research on effective schools to suggest important ways that teachers and administrators can make a difference in student achievement.

In a clearly written, carefully documented work, Squires, Huitt, and Segars examine those factors that are most closely related to achievement. They describe how a school's organization, personnel, and climate affect achievement. And finally, they indicate how principals, superintendents, and school boards can use this information to improve schools.

LAWRENCE S. FINKEL
President, 1983–84
Association for Supervision and
Curriculum Development

Acknowledgments

Many people and organizations make a book like this possible. Research for Better Schools, Inc. (RBS), supported in part by the National Institute of Education, housed our work and to a large extent provided the time and stimulation that helped us formulate our ideas. Our thanks to the RBS management: John Hopkins, Lou Maguire, and Skip McCann. David Helms, Anne Graber, and other members of the Basic Skills Project at RBS helped us test these ideas and their meaning for those who administer and teach in schools. Janet Caldwell was especially helpful in writing the chapter on effective classrooms. Ron Brandt and the editorial committee of ASCD were enthusiastic and encouraged our endeavors. Superintendent Joan D. Abrams and the School Board of Red Bank Borough, New Jersey, also lent their support to our efforts.

For preparation of the many drafts, our deep gratitude to Ullik Rouk for her editorial assistance and to Fran Shelkin, Doris Harris, and Kathy Hourigan, whose patience and secretarial skills we all applaud.

For our families, who endured our trials and exalted in our successes, our love.