

REVITALIZING SCHOOLS
THROUGH
APPRECIATIVE INQUIRY

April 16, 2007
8:00 - 9:15 a.m.

Cynthia A. Lemmerman, superintendent, Fostoria (Ohio) Community Schools

J. Pete Cardenas, board member, Fostoria (Ohio) Community Schools

Megan Tschannen-Moran, associate professor, College of William & Mary

Bob Tschannen-Moran, president, LifeTrek Coaching International

Revitalizing Schools through Appreciative Inquiry

Dr. Cynthia A. Lemmerman, Superintendent
Mr. J. Pete Cardenas, Board Member
Fostoria City Schools (FCS)

Dr. Megan Tschannen-Moran, Professor
The College of William & Mary
Mr. Bob Tschannen-Moran, President
LifeTrek Coaching International

Agenda

NSBA Annual Conference Presentation

1. Introducing Appreciative Inquiry (AI) – 10 Minutes
 - a. The Five Principles (Positive, Constructionist, Simultaneity, Anticipatory, Poetic)
 - b. The Five Phases (Define, Discover, Dream, Design, Destiny)
2. Experiencing the Appreciative Interview Process – 10 Minutes
 - a. Topics: Best Experiences, Core Values, Enabling Conditions, Three Wishes
 - b. Today's Question: *"Tell me a story about your best experience with school improvement, a time when your school board, district, or building made a change that was life-giving and really worked. Who was involved? What process did you follow? How did people get on board and come alive? What difference did it make?"*
3. Explaining the AI Summit at FCS – 30 Minutes
 - a. Initial Assessments, Interviews, and Gatherings
 - b. Board of Education Resolution
 - c. Mayor's Proclamation
 - d. Planning Team Meetings
 - i. Learning AI
 - ii. Defining Summit Themes
 - iii. Marketing Summit Participation
 - e. The 3-Day Summit Experience (*Video Presentation*)
4. Exploring Summit Outcomes – 15 Minutes
 - a. Convocation Presentation
 - b. Innovation Team Projects
 - i. Student Achievement Initiatives
 - ii. Grandparents' Organization
 - iii. Town Meetings
 - iv. Community Arts
 - v. Communication Initiatives
 - c. AI as District Culture & Climate
 - i. Task through Trust
 - ii. Correction through Connection
 - iii. Interpretation through Observation
 - iv. Evaluation through Valuation
 - v. Feedback through Feedforward
5. Questions & Answers – 10 Minutes

**RESOLUTION OF ENDORSEMENT OF THE APPRECIATIVE INQUIRY
PROCESS AND PLANNING**

RESOLUTION NO. 06-05

WHEREAS, the Fostoria School District has worked with LifeTrek Coaching International for more than a year to strengthen the culture and climate at all schools; and

WHEREAS, this process has identified seven core values as central to the District:

- Student Learning & Success
- A Sustained Focus on Improvement
- Mutual Respect & Trust
- Honest & Constructive Communication
- Active & Productive Collaboration
- Life/Work Balance
- Community Pride & Support; and

WHEREAS, the Fostoria Community Schools Board of Education is responsible for continuous community engagement in pursuit of those values; and

WHEREAS, community members have expressed interest in a community-wide process to fully embody those values in the District; and

WHEREAS, the District has retained LifeTrek Coaching International to facilitate such a process involving all stakeholders of the District; and

WHEREAS, community members have volunteered to serve on a Planning Committee that will hold its first meeting on Saturday, March 25, 2006 from 9:00-11:00 a.m.;

THEREFORE, BE IT RESOLVED that the Fostoria Board of Education calls for and empowers the Planning Committee to design a Community Summit utilizing Appreciative Inquiry during the first week in June 2006; and

THEREFORE, BE IT FURTHER RESOLVED that the theme of the Community Summit will be, “*Capture the Dream: Fostoria Community Schools at Their Best.*”

Revitalizing Schools through Appreciative Inquiry

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LifeTrek Coaching International*

WWW.LIFETREKCOACHING.COM

WWW.SCHOOLTRANSFORMATION.COM

What is Appreciative Inquiry?

- A process for organizations to generate the energy, ideas, strategies, and momentum for transformational change.
- A way of being with people that looks for strengths rather than weaknesses.
- A source of inspiration, vision, and creative thinking.

2

Shifting Perspective



3

Two Change Paradigms

Deficits-Based Approach

Identifying
Deficiencies

Analyzing
Causes

Selecting
Solutions

Implementing
Correctional Plan

**Organizations as
Problems to be Solved**

Strengths-Based Approach

Celebrating
Proficiencies

Amplifying
Capacities

Embracing
Visions

Innovating
Transformational Plan

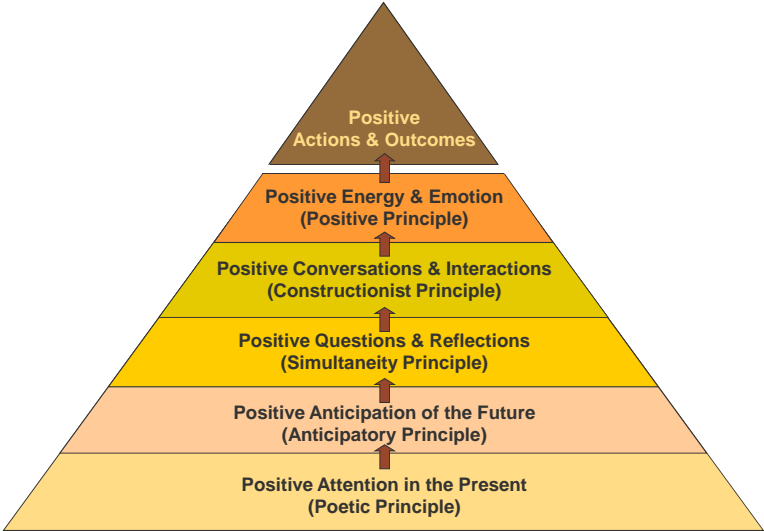
**Organizations as
Possibilities to Unfold**

Quantum Thinking

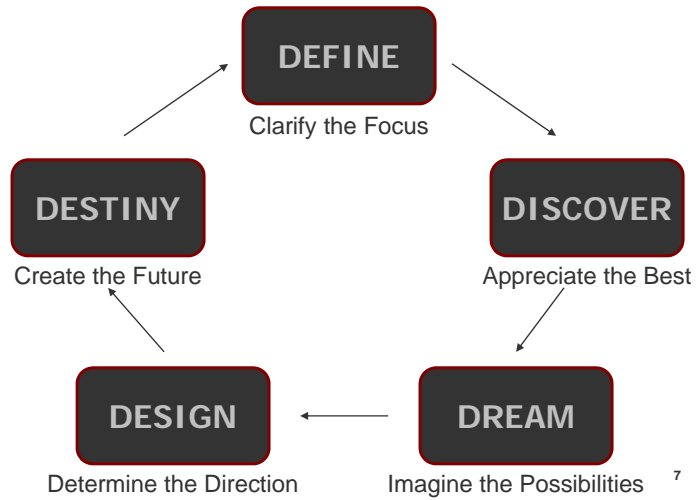
We cannot solve our problems with the same thinking we used when we created them.

– Albert Einstein

Five Principles of AI



Five Phases of AI



Appreciative Interviews

“Tell me a story about your best experience with school improvement, a time when your school board, district, or building made a change that was life-giving and really worked.

Who was involved? What process did you follow? How did people get on board and come alive? What difference did it make?”

8

Summit Planning

- Initial Activities
- Board of Education Resolution
- Mayor's Proclamation
- Planning Team Meetings
 - Learning Appreciative Inquiry
 - Defining Summit Themes
 - Marketing Summit Participation

9

Summit Experience





Summit Outcomes

- Convocation Presentation
- Innovation Team Projects to Implement Provocative Propositions
 - Student Achievement Initiatives
 - Grandparents' Organization
 - Town Meetings
 - Community Arts
 - Communication Training
 - Freshman Learning Community Initiatives

11



AI Supports our Key Work

“Improving student achievement through community engagement is the

Key Work of School Boards.”

– NSBA Guidebook, 2000

12

Headlines Tell the Story

Fostoria, Ohio
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REVIEW TIME

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FOSTORIA COMMUNITY SCHOOLS

Forum builds on the positive

Appreciative Inquiry takes back door to improvement

By RUSS ZIMMER

focusing primarily on the things that

The values are: student learning and success; a sustained focus on improvement; mutual respect and trust; honest, constructive communication; active and productive collaboration; balance between life and work; and community-wide involvement

13

Headlines Tell the Story

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A new way of working together

FCS' community forum is precursor for local policy-making summit

By RUSS ZIMMER

here." Bob Tschannen-Moran will address the needs here in



Headlines Tell the Story

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REVIEW TIMES

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School summit promises to be life-affirming

Event to yield five-year plan

By **RUSS ZIMMER**
STAFF WRITER

Strategic planning strikes most people, at the very least, as a boring activity, but Fostoria Community Schools hopes to turn that notion on its head. A five-year

A five-year plan will be crafted and centered around three themes — student success, mutual trust and respect and community pride — decided on by the summit's planning committee, which meets for the last time Saturday morning, Dr. Cynthia Lemmerman, FCS superintendent, said.

The summit relies loosely on the structure of the appreciative inquiry process. By focusing on the aspects of the situation which are already positive, you can build and improve on that foundation, Lemmerman has said previously.

The suggestions of the summit will be taken seriously, she said, but, as with every public school plan, it is subject to change based on possible future state funding decreases.

"We might have to be creative

vided free-of-charge, and there is room for at least 100 more.

People can attend one day or all three — Thursday 1-8 p.m., Friday 9-4 p.m. and Saturday 9-3 p.m. — whatever their schedule allows, she added.

While the district would prefer people to R.S.V.P. — either online at fostoriaschools.org or by phone, (419) 436-4100 — Lemmerman said, if someone's schedule changes and allows them to attend, they are welcome to do so.

Everyone who cares about the state of the city's public schools should make time for the summit, if their schedule will allow it, Lemmerman said, otherwise they may miss out on a big part of some-

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'ALL ABOARD OUR CELEBRATION EXPRESS'

School summit points direction for district

Three-day event results in ambitious slate of objectives

By **RUSS ZIMMER**
STAFF WRITER

"The only way to predict the future is to

the school board to do it," Tschanner-Moran, founder and president of LifeTrek Coaching International, said, adding the entire community would have to share in the respon-

The plans were refined and the scheduling was illustrated in the train system theme so that summit members could determine whether or not they were overloading a year

16

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FOSTORIA COMMUNITY SCHOOLS

Educators challenged to dream big

Summit philosophies to be implemented this school year

By **RUSS ZIMMER**
STAFF WRITER

The staff of Fostoria Community Schools gathered this morning to discuss the implementation of programs and philosophies created during a summit in June.

Fostoria High School librarian Connie Carnicom, speaking on behalf of the student achievement and success group, said a primary goal of her subcommittee was to make assessment information more readily available to students and teachers.

Another challenge ahead was to harness technology already at the schools to help students master the curriculum.

Adopting one or more students for special attention will help make a difference in their mastering of instruction, FHS principal Jade Meyers, chair of the trust and respect subcommittee, said this morning.

hands as well as murals celebrating the history of Fostoria, specifically the contributions of Fostoria's variety of cultural backgrounds, to tout the diversity of the city.

FCS is improving year-after-year, Lemmerman said, but gaps in different student groups need to be closed.

Though the state report card designated the district as continuous improvement, the same ranking as last year, the marks belie the strides which have been made. If one additional student scored better on one of the state tests, she said, FCS would have earned an effective rating.

bers were showing to their students and community.

When you rent a car, Earl said, it is not commonplace to wash it before its return. However, when you purchase a car, he continued, it is not unusual to take special care.

"The message is how different you treat things when they belong to you," Earl said, "and when they belong to someone else."

Earl said he was proud to speak at the FCS convocation, despite the fact the bulk of his training lies in physics, because of the

17

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REVIEW TIMES

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EDUCATION

District brainstorms expanding programs

More town hall meetings set to involve community

By **RUSS ZIMMER**
STAFF WRITER

Despite the financial climate, students

Additional ideas floated included graphic design classes and a closed-circuit television news segment produced by elementary students.

The town hall meeting was the first of a series of three intended to further the district's goal of community involvement and pride in the local public education system.

A summit in June was the jumping-off point for a series of notes and attitude

District

Continued from page A1

what is not, Johnson said, and students in musical organizations would likely enjoy performing more contemporary numbers.

"Let them have more influence with the music they play," Johnson suggested on behalf of his group.

The brainstorming session was fueled by personal experiences in the local schools, in accordance with the appreciative inquiry process, to give their aspirations a feeling of greater possibility, Megan Tschannen-Moran, coach

18

Make No Small Plans

Make no small plans. They have no magic to stir humanity's blood and probably themselves will not be realized.

dct7u4f1mf

Make big plans; aim high in hope and work, remembering that a noble, logical plan once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency.

– Daniel Burnham, 19th Century Architect

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City of Fostoria



Proclamation

- Whereas, the Fostoria community recognizes the importance of community pride and involvement in Fostoria Community Schools to aide student success; and*
- Whereas, the community and schools continue a sustained focus on improvement through active and productive collaboration, and*
- Whereas, through such collaboration and mutual trust, respect, and communications between the home, school, and community there is an increase in student achievement, school pride and community involvement; and*
- Whereas, community members have expressed an interest in participating in the discussion, planning, and celebration of the successes and the future of all Fostoria Community Schools students.*

Now, Therefore, I, Mayor John Davoli, do hereby proclaim June, 2006 as:

"Celebrate Fostoria Community Schools at their Best"

month, I encourage all community members to participate in the celebration June 8, 9, & 10, 2006 at Fostoria High School.



In Witness Whereof, I, have hereunto set my hand and caused the official Seal of the great City of Fostoria, Ohio to be affixed this 29th day of May in the year of our Lord, two thousand and six.

John Davoli
John Davoli, Mayor
City of Fostoria, Ohio