

Table of Contents

About the Artist and About the Dufours	iii
Foreword	v
Learning for All	1
Collaboration	17
Collective Inquiry	35
SMART Goals	49
Action Orientation	63
Intervention	75
Continuous Improvement	91
Results	103
Celebration	117



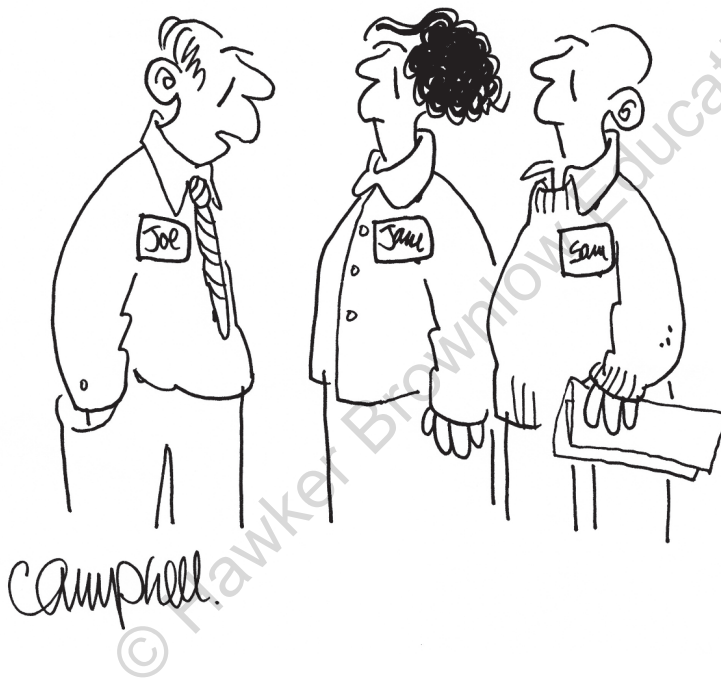
Learning for All

Peruse the mission statement of virtually every school and you will find that the mission is grounded in a commitment to help all students learn. Unfortunately, too often an enormous gap exists between those lofty mission statements and the actual practices of schools, particularly when students do not learn. In a 2009 survey, 100 per cent of teachers who participated reported that they were confident in their knowledge and skills to help all students learn. Almost two-thirds of those same teachers, however, acknowledged that they did not expect their students to learn. Their assumption was, “We are okay, but the kids are not okay. We have all the skills to be effective, but the teachers who prepared the students for our course or [year] level were ineffective, or perhaps the students lack parental support.”

We attempted to capture this sentiment in the following poem, “It’s Not My Fault”, which first appeared in *Revisiting Professional Learning Communities at Work*TM (DuFour, DuFour & Eaker, 2008, 2010, pp. 417–418).



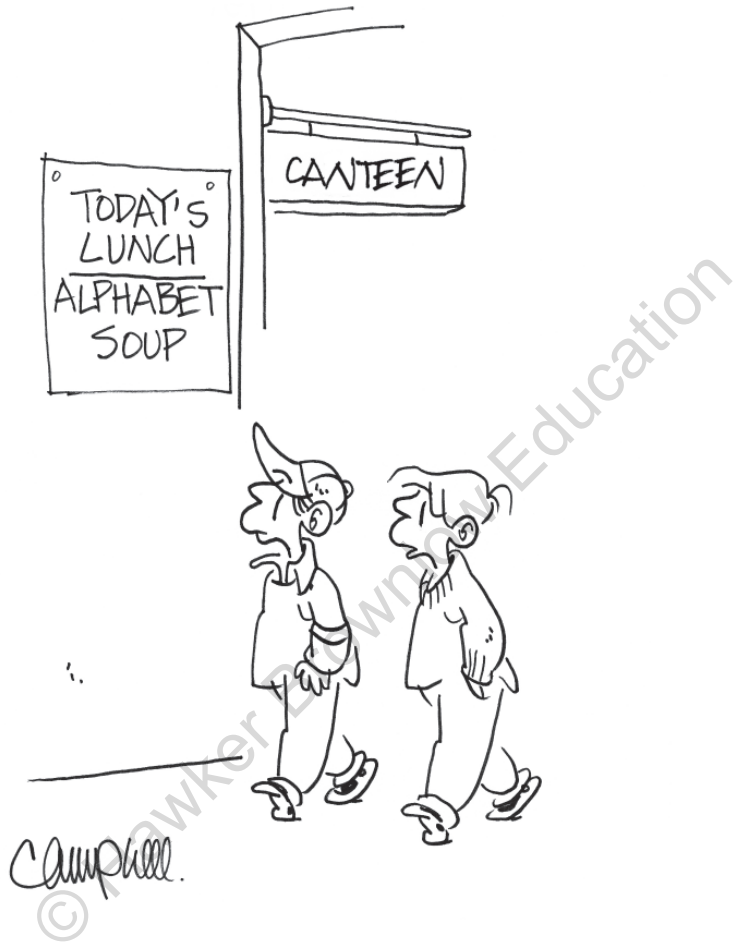
"I don't think you're trying hard enough to see things from the perspective of the unlearned, Ms Smith."



"I think our collaborative culture needs work, don't you ... Sam ... and Jane?"



"Are you going to show us your bag of tricks or not?"



"They never stop, do they?"