

RESTORATIVE PRACTICE IN EDUCATION

RESTORATIVE PRACTICE IN EDUCATION IS AN APPROACH CENTERED ON BUILDING AND MAINTAINING POSITIVE RELATIONSHIPS WITHIN SCHOOL COMMUNITIES. IT EMPHASIZES OPEN COMMUNICATION, MUTUAL RESPECT, AND COLLABORATIVE PROBLEM-SOLVING TO ADDRESS CONFLICTS AND BEHAVIORAL ISSUES. BY FOCUSING ON REPAIRING HARM RATHER THAN PUNISHING WRONGDOING, RESTORATIVE PRACTICES AIM TO CREATE SUPPORTIVE LEARNING ENVIRONMENTS WHERE STUDENTS FEEL VALUED AND UNDERSTOOD. THIS METHOD CONTRASTS TRADITIONAL DISCIPLINARY SYSTEMS BY FOSTERING ACCOUNTABILITY AND EMPATHY AMONG STUDENTS AND EDUCATORS. THE ADOPTION OF RESTORATIVE PRACTICE IN EDUCATION HAS BEEN LINKED TO IMPROVED SCHOOL CLIMATE, REDUCED SUSPENSIONS, AND ENHANCED STUDENT ENGAGEMENT. THIS ARTICLE EXPLORES THE FOUNDATIONAL PRINCIPLES, KEY STRATEGIES, BENEFITS, IMPLEMENTATION CHALLENGES, AND EXAMPLES OF RESTORATIVE PRACTICE IN EDUCATIONAL SETTINGS.

- UNDERSTANDING RESTORATIVE PRACTICE IN EDUCATION
- CORE PRINCIPLES OF RESTORATIVE PRACTICE
- STRATEGIES AND TECHNIQUES IN RESTORATIVE EDUCATION
- BENEFITS OF RESTORATIVE PRACTICE IN SCHOOLS
- CHALLENGES AND CONSIDERATIONS IN IMPLEMENTATION
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UNDERSTANDING RESTORATIVE PRACTICE IN EDUCATION

RESTORATIVE PRACTICE IN EDUCATION IS GROUNDED IN THE PHILOSOPHY OF RESTORATIVE JUSTICE, WHICH ORIGINATED IN THE CRIMINAL JUSTICE SYSTEM. IN EDUCATIONAL CONTEXTS, IT SEEKS TO TRANSFORM THE WAY SCHOOLS HANDLE CONFLICT AND DISCIPLINE BY PRIORITIZING DIALOGUE, EMPATHY, AND COMMUNITY INVOLVEMENT. RATHER THAN SIMPLY PUNISHING NEGATIVE BEHAVIORS, RESTORATIVE PRACTICE ENCOURAGES STUDENTS TO RECOGNIZE THE IMPACT OF THEIR ACTIONS ON OTHERS AND ACTIVELY PARTICIPATE IN MAKING AMENDS. THIS APPROACH SUPPORTS THE DEVELOPMENT OF SOCIAL AND EMOTIONAL SKILLS, PROMOTES ACCOUNTABILITY, AND NURTURES A SENSE OF BELONGING AMONG STUDENTS AND STAFF MEMBERS. SCHOOLS IMPLEMENTING RESTORATIVE PRACTICES OFTEN SHIFT FROM A PUNITIVE MINDSET TO ONE THAT VALUES RELATIONSHIP-BUILDING AND PROACTIVE CONFLICT RESOLUTION.

DEFINITION AND SCOPE

RESTORATIVE PRACTICE ENCOMPASSES A RANGE OF METHODS DESIGNED TO BUILD COMMUNITY, RESOLVE DISPUTES, AND REPAIR HARM. THESE METHODS INCLUDE RESTORATIVE CIRCLES, MEDIATION, AND RESTORATIVE CONFERENCES. THE SCOPE EXTENDS BEYOND REACTIVE MEASURES TO INCLUDE PROACTIVE EFFORTS FOCUSED ON RELATIONSHIP ENHANCEMENT AND SOCIAL-EMOTIONAL LEARNING. IN EDUCATIONAL SETTINGS, RESTORATIVE PRACTICE IS APPLIED AT MULTIPLE LEVELS—FROM CLASSROOM MANAGEMENT TO SCHOOL-WIDE DISCIPLINE POLICIES.

HISTORICAL CONTEXT

THE RESTORATIVE APPROACH IN EDUCATION HAS EVOLVED OVER THE PAST FEW DECADES, INFLUENCED BY RESTORATIVE JUSTICE PRINCIPLES USED IN CRIMINAL JUSTICE SYSTEMS. ITS INTEGRATION INTO SCHOOLS GAINED MOMENTUM AS EDUCATORS SOUGHT ALTERNATIVES TO EXCLUSIONARY DISCIPLINE POLICIES, SUCH AS SUSPENSIONS AND EXPULSIONS, WHICH OFTEN DISPROPORTIONATELY AFFECT MARGINALIZED STUDENTS. THE MOVEMENT TOWARDS RESTORATIVE PRACTICE REFLECTS A BROADER SHIFT TOWARD CULTURALLY RESPONSIVE AND EQUITABLE EDUCATION.

CORE PRINCIPLES OF RESTORATIVE PRACTICE

THE EFFECTIVENESS OF RESTORATIVE PRACTICE IN EDUCATION RELIES ON SEVERAL FOUNDATIONAL PRINCIPLES THAT GUIDE ITS APPLICATION. THESE PRINCIPLES FOSTER TRUST, RESPECT, AND COLLABORATIVE PROBLEM-SOLVING WITHIN SCHOOL COMMUNITIES.

RESPECT AND RELATIONSHIP BUILDING

AT ITS CORE, RESTORATIVE PRACTICE EMPHASIZES THE IMPORTANCE OF CULTIVATING RESPECTFUL RELATIONSHIPS AMONG STUDENTS, TEACHERS, AND STAFF. BUILDING STRONG CONNECTIONS HELPS CREATE A POSITIVE SCHOOL CLIMATE WHERE INDIVIDUALS FEEL SAFE AND SUPPORTED.

ACCOUNTABILITY AND RESPONSIBILITY

RESTORATIVE PRACTICE ENCOURAGES INDIVIDUALS TO TAKE RESPONSIBILITY FOR THEIR ACTIONS AND UNDERSTAND THE CONSEQUENCES OF THEIR BEHAVIOR ON OTHERS. ACCOUNTABILITY IS FRAMED IN A CONSTRUCTIVE MANNER THAT PROMOTES LEARNING AND GROWTH RATHER THAN PUNISHMENT.

REPAIRING HARM AND MAKING AMENDS

THE PROCESS OF RESTORING RELATIONSHIPS INVOLVES ACKNOWLEDGING THE HARM CAUSED AND COLLABORATIVELY DETERMINING WAYS TO REPAIR IT. THIS MAY INCLUDE APOLOGIES, RESTITUTION, OR COMMUNITY SERVICE, TAILORED TO THE SPECIFIC SITUATION.

INCLUSIVITY AND PARTICIPATION

RESTORATIVE PRACTICES ENSURE THAT ALL AFFECTED PARTIES HAVE A VOICE IN THE RESOLUTION PROCESS. THIS INCLUSIVE APPROACH FOSTERS MUTUAL UNDERSTANDING AND COLLECTIVE OWNERSHIP OF SOLUTIONS.

STRATEGIES AND TECHNIQUES IN RESTORATIVE EDUCATION

VARIOUS STRATEGIES AND TECHNIQUES OPERATIONALIZE RESTORATIVE PRACTICE IN EDUCATIONAL SETTINGS, EACH DESIGNED TO FACILITATE DIALOGUE, REFLECTION, AND COMMUNITY-BUILDING.

RESTORATIVE CIRCLES

RESTORATIVE CIRCLES ARE STRUCTURED GROUP DISCUSSIONS THAT PROVIDE A SAFE SPACE FOR SHARING PERSPECTIVES, EXPRESSING EMOTIONS, AND FOSTERING EMPATHY. THESE CIRCLES CAN BE USED PROACTIVELY TO BUILD CONNECTIONS OR REACTIVELY TO ADDRESS CONFLICTS.

RESTORATIVE CONFERENCES

RESTORATIVE CONFERENCES INVOLVE A FACILITATED MEETING BETWEEN THE PARTIES AFFECTED BY AN INCIDENT, INCLUDING THE PERSON WHO CAUSED HARM, THE VICTIM, AND SOMETIMES COMMUNITY MEMBERS. THE GOAL IS TO DISCUSS THE IMPACT AND AGREE ON STEPS TO MAKE AMENDS.

PEER MEDIATION

PEER MEDIATION TRAINS STUDENTS TO SERVE AS NEUTRAL FACILITATORS IN RESOLVING CONFLICTS AMONG THEIR PEERS. THIS EMPOWERS STUDENTS TO TAKE AN ACTIVE ROLE IN MAINTAINING A POSITIVE SCHOOL ENVIRONMENT.

COLLABORATIVE PROBLEM-SOLVING

COLLABORATIVE PROBLEM-SOLVING TECHNIQUES INVOLVE EDUCATORS AND STUDENTS WORKING TOGETHER TO IDENTIFY ROOT CAUSES OF BEHAVIORAL ISSUES AND DEVELOP CONSTRUCTIVE SOLUTIONS.

KEY ELEMENTS OF IMPLEMENTATION

- TRAINING STAFF AND STUDENTS IN RESTORATIVE APPROACHES
- ESTABLISHING CLEAR PROTOCOLS FOR RESTORATIVE INTERVENTIONS
- INTEGRATING RESTORATIVE PRACTICES INTO SCHOOL POLICIES
- MONITORING AND EVALUATING OUTCOMES REGULARLY

BENEFITS OF RESTORATIVE PRACTICE IN SCHOOLS

IMPLEMENTING RESTORATIVE PRACTICE IN EDUCATION YIELDS NUMEROUS BENEFITS THAT POSITIVELY INFLUENCE SCHOOL CLIMATE, STUDENT BEHAVIOR, AND ACADEMIC OUTCOMES.

REDUCTION IN SUSPENSIONS AND EXPULSIONS

RESTORATIVE APPROACHES PROVIDE ALTERNATIVES TO EXCLUSIONARY DISCIPLINE, LEADING TO DECREASED RATES OF SUSPENSIONS AND EXPULSIONS. THIS HELPS KEEP STUDENTS ENGAGED IN LEARNING AND REDUCES DROPOUT RATES.

IMPROVED STUDENT RELATIONSHIPS

BY FOSTERING EMPATHY AND COMMUNICATION, RESTORATIVE PRACTICE ENHANCES RELATIONSHIPS AMONG STUDENTS AND BETWEEN STUDENTS AND STAFF, CONTRIBUTING TO A MORE SUPPORTIVE SCHOOL COMMUNITY.

ENHANCED SOCIAL-EMOTIONAL SKILLS

STUDENTS DEVELOP CRITICAL SOCIAL-EMOTIONAL COMPETENCIES SUCH AS SELF-AWARENESS, EMOTIONAL REGULATION, AND CONFLICT RESOLUTION THROUGH PARTICIPATION IN RESTORATIVE ACTIVITIES.

POSITIVE SCHOOL CLIMATE

SCHOOLS ADOPTING RESTORATIVE PRACTICES OFTEN EXPERIENCE A SAFER AND MORE INCLUSIVE ENVIRONMENT WHERE MUTUAL RESPECT AND COOPERATION PREVAIL.

CHALLENGES AND CONSIDERATIONS IN IMPLEMENTATION

DESPITE ITS BENEFITS, THE INTEGRATION OF RESTORATIVE PRACTICE IN EDUCATION PRESENTS CHALLENGES THAT REQUIRE CAREFUL PLANNING AND COMMITMENT.

STAFF TRAINING AND BUY-IN

EFFECTIVE IMPLEMENTATION DEPENDS ON COMPREHENSIVE TRAINING AND THE WILLINGNESS OF EDUCATORS AND ADMINISTRATORS TO EMBRACE RESTORATIVE PHILOSOPHIES. RESISTANCE OR LACK OF UNDERSTANDING CAN HINDER PROGRESS.

CONSISTENCY AND FIDELITY

MAINTAINING CONSISTENT APPLICATION OF RESTORATIVE METHODS ACROSS CLASSROOMS AND INCIDENTS IS ESSENTIAL TO ENSURE CREDIBILITY AND EFFECTIVENESS.

TIME AND RESOURCE CONSTRAINTS

RESTORATIVE PROCESSES OFTEN REQUIRE SIGNIFICANT TIME INVESTMENTS FOR FACILITATION AND FOLLOW-UP, WHICH CAN STRAIN SCHOOL RESOURCES AND SCHEDULES.

CULTURAL AND CONTEXTUAL FACTORS

RESTORATIVE PRACTICE MUST BE ADAPTED TO FIT THE CULTURAL AND COMMUNITY CONTEXT OF THE SCHOOL TO ENSURE RELEVANCE AND RESPECT FOR DIVERSE STUDENT POPULATIONS.

CASE STUDIES AND EXAMPLES OF RESTORATIVE PRACTICE

SEVERAL SCHOOLS ACROSS THE UNITED STATES AND INTERNATIONALLY HAVE SUCCESSFULLY IMPLEMENTED RESTORATIVE PRACTICE, PROVIDING VALUABLE INSIGHTS INTO ITS APPLICATION AND IMPACT.

URBAN HIGH SCHOOL IMPLEMENTATION

AN URBAN HIGH SCHOOL INTRODUCED RESTORATIVE CIRCLES AND PEER MEDIATION PROGRAMS, RESULTING IN A 40% REDUCTION IN SUSPENSIONS WITHIN THE FIRST YEAR AND IMPROVED STUDENT-TEACHER RELATIONSHIPS.

ELEMENTARY SCHOOL RESTORATIVE APPROACHES

AT AN ELEMENTARY SCHOOL, RESTORATIVE CONFERENCES WERE USED TO ADDRESS BULLYING INCIDENTS, LEADING TO INCREASED EMPATHY AMONG STUDENTS AND A DECLINE IN REPEAT OFFENSES.

DISTRICT-WIDE RESTORATIVE POLICY

A SCHOOL DISTRICT ADOPTED A COMPREHENSIVE RESTORATIVE POLICY THAT INCLUDED STAFF TRAINING AND CURRICULUM INTEGRATION, WHICH CONTRIBUTED TO A MORE POSITIVE SCHOOL CLIMATE AND HIGHER ATTENDANCE RATES.

FREQUENTLY ASKED QUESTIONS

WHAT IS RESTORATIVE PRACTICE IN EDUCATION?

RESTORATIVE PRACTICE IN EDUCATION IS AN APPROACH THAT FOCUSES ON BUILDING RELATIONSHIPS, REPAIRING HARM, AND FOSTERING A SUPPORTIVE SCHOOL COMMUNITY THROUGH OPEN DIALOGUE AND COLLABORATIVE PROBLEM-SOLVING.

HOW DOES RESTORATIVE PRACTICE BENEFIT STUDENTS?

RESTORATIVE PRACTICE BENEFITS STUDENTS BY IMPROVING COMMUNICATION SKILLS, INCREASING EMPATHY, REDUCING CONFLICT, AND PROMOTING ACCOUNTABILITY, WHICH LEADS TO A MORE POSITIVE AND INCLUSIVE LEARNING ENVIRONMENT.

WHAT ARE COMMON RESTORATIVE PRACTICES USED IN SCHOOLS?

COMMON RESTORATIVE PRACTICES INCLUDE RESTORATIVE CIRCLES, MEDIATION SESSIONS, PEER MENTORING, AND RESTORATIVE CONFERENCES THAT INVOLVE ALL PARTIES AFFECTED BY AN INCIDENT.

HOW DOES RESTORATIVE PRACTICE DIFFER FROM TRADITIONAL DISCIPLINARY METHODS?

UNLIKE TRADITIONAL DISCIPLINARY METHODS THAT OFTEN FOCUS ON PUNISHMENT, RESTORATIVE PRACTICE EMPHASIZES UNDERSTANDING THE ROOT CAUSES OF BEHAVIOR, REPAIRING HARM, AND REINTEGRATING STUDENTS INTO THE COMMUNITY.

CAN RESTORATIVE PRACTICE REDUCE SCHOOL SUSPENSIONS AND EXPULSIONS?

YES, RESTORATIVE PRACTICE HAS BEEN SHOWN TO REDUCE SUSPENSIONS AND EXPULSIONS BY ADDRESSING BEHAVIORAL ISSUES THROUGH DIALOGUE AND COMMUNITY-BUILDING RATHER THAN EXCLUSIONARY DISCIPLINE.

WHAT ROLE DO TEACHERS PLAY IN RESTORATIVE PRACTICE?

TEACHERS ACT AS FACILITATORS AND ROLE MODELS IN RESTORATIVE PRACTICE, GUIDING DISCUSSIONS, ENCOURAGING ACCOUNTABILITY, AND HELPING STUDENTS DEVELOP SOCIAL-EMOTIONAL SKILLS.

HOW IS RESTORATIVE PRACTICE IMPLEMENTED IN THE CLASSROOM?

RESTORATIVE PRACTICE IS IMPLEMENTED THROUGH REGULAR ACTIVITIES LIKE CIRCLE TIME, CONFLICT RESOLUTION MEETINGS, AND COLLABORATIVE RULE-SETTING THAT FOSTER TRUST AND RESPECT AMONG STUDENTS AND STAFF.

IS RESTORATIVE PRACTICE EFFECTIVE FOR ALL AGE GROUPS IN EDUCATION?

YES, RESTORATIVE PRACTICE CAN BE ADAPTED TO SUIT DIFFERENT AGE GROUPS, FROM YOUNG CHILDREN TO ADOLESCENTS, BY TAILORING THE COMMUNICATION METHODS AND ACTIVITIES TO THEIR DEVELOPMENTAL LEVELS.

WHAT CHALLENGES MIGHT SCHOOLS FACE WHEN ADOPTING RESTORATIVE PRACTICE?

CHALLENGES INCLUDE RESISTANCE TO CHANGE, LACK OF TRAINING, TIME CONSTRAINTS, AND THE NEED FOR CONSISTENT APPLICATION TO ENSURE EFFECTIVENESS ACROSS THE SCHOOL COMMUNITY.

HOW CAN SCHOOLS TRAIN STAFF TO USE RESTORATIVE PRACTICES EFFECTIVELY?

SCHOOLS CAN PROVIDE PROFESSIONAL DEVELOPMENT WORKSHOPS, ONGOING COACHING, PEER SUPPORT GROUPS, AND RESOURCES FOCUSED ON RESTORATIVE TECHNIQUES AND CONFLICT RESOLUTION SKILLS.

ADDITIONAL RESOURCES

1. *RESTORATIVE PRACTICES IN EDUCATION: FOSTERING HEALTHY RELATIONSHIPS & PROMOTING POSITIVE DISCIPLINE*

THIS BOOK PROVIDES PRACTICAL GUIDANCE FOR EDUCATORS LOOKING TO IMPLEMENT RESTORATIVE PRACTICES IN THEIR SCHOOLS. IT COVERS THE PRINCIPLES OF RESTORATIVE JUSTICE, STRATEGIES FOR CONFLICT RESOLUTION, AND WAYS TO BUILD A SUPPORTIVE SCHOOL COMMUNITY. THE AUTHOR EMPHASIZES CREATING ENVIRONMENTS WHERE STUDENTS FEEL VALUED AND HEARD, ULTIMATELY REDUCING DISCIPLINARY ISSUES.

2. *THE LITTLE BOOK OF RESTORATIVE DISCIPLINE FOR SCHOOLS: TEACHING RESPONSIBILITY; CREATING CARING CLIMATES*

FOCUSED ON ACTIONABLE STRATEGIES, THIS CONCISE BOOK OFFERS EDUCATORS SIMPLE TOOLS TO INCORPORATE RESTORATIVE DISCIPLINE INTO THEIR CLASSROOMS. IT HIGHLIGHTS THE IMPORTANCE OF TEACHING RESPONSIBILITY AND BUILDING EMPATHY AMONG STUDENTS. THE BOOK INCLUDES REAL-LIFE EXAMPLES AND EXERCISES TO HELP TEACHERS CREATE RESPECTFUL AND INCLUSIVE LEARNING SPACES.

3. *RESTORATIVE JUSTICE IN EDUCATION: TRANSFORMING HARM AND BUILDING COMMUNITY*

THIS TEXT EXPLORES THE THEORETICAL FOUNDATIONS AND PRACTICAL APPLICATIONS OF RESTORATIVE JUSTICE WITHIN EDUCATIONAL SETTINGS. IT DISCUSSES HOW RESTORATIVE APPROACHES CAN ADDRESS HARM, REPAIR RELATIONSHIPS, AND CULTIVATE A SENSE OF BELONGING. THE BOOK ALSO EXAMINES CASE STUDIES THAT DEMONSTRATE SUCCESSFUL IMPLEMENTATIONS IN DIVERSE SCHOOL ENVIRONMENTS.

4. *CIRCLE FORWARD: BUILDING A RESTORATIVE SCHOOL COMMUNITY*

CIRCLE FORWARD INTRODUCES THE USE OF RESTORATIVE CIRCLES AS A CORE PRACTICE TO STRENGTHEN SCHOOL CULTURE. IT OFFERS STEP-BY-STEP INSTRUCTIONS FOR FACILITATING CIRCLES THAT PROMOTE DIALOGUE, UNDERSTANDING, AND PROBLEM-SOLVING. EDUCATORS WILL FIND GUIDANCE ON HOW TO ENGAGE STUDENTS AND STAFF IN COLLABORATIVE DECISION-MAKING PROCESSES.

5. *RESTORATIVE PRACTICES HANDBOOK FOR TEACHERS, DISCIPLINARIANS AND ADMINISTRATORS*

THIS COMPREHENSIVE HANDBOOK SERVES AS A RESOURCE FOR SCHOOL PERSONNEL SEEKING TO ADOPT RESTORATIVE APPROACHES TO DISCIPLINE. IT COVERS THE PHILOSOPHY BEHIND RESTORATIVE PRACTICES, IMPLEMENTATION STRATEGIES, AND TOOLS FOR MEASURING SUCCESS. THE BOOK ALSO ADDRESSES CHALLENGES AND SOLUTIONS FOR SUSTAINING RESTORATIVE INITIATIVES.

6. *THE RESTORATIVE CLASSROOM: USING RESTORATIVE PRACTICES TO BUILD COMMUNITY AND PROMOTE POSITIVE BEHAVIOR*

DESIGNED FOR CLASSROOM TEACHERS, THIS BOOK FOCUSES ON INTEGRATING RESTORATIVE PRACTICES INTO DAILY ROUTINES. IT PROVIDES TECHNIQUES FOR FOSTERING MUTUAL RESPECT, REPAIRING CONFLICTS, AND ENCOURAGING STUDENT ACCOUNTABILITY. THE AUTHOR EMPHASIZES THE ROLE OF RESTORATIVE PRACTICES IN ENHANCING SOCIAL-EMOTIONAL LEARNING AND ACADEMIC ENGAGEMENT.

7. *BUILDING RESTORATIVE JUSTICE APPROACHES IN SCHOOLS: A GUIDE FOR EDUCATORS*

THIS GUIDE OFFERS A FRAMEWORK FOR EDUCATORS TO DEVELOP AND IMPLEMENT RESTORATIVE JUSTICE PROGRAMS TAILORED TO THEIR SCHOOL'S NEEDS. IT INCLUDES STRATEGIES FOR STAKEHOLDER INVOLVEMENT, TRAINING, AND POLICY DEVELOPMENT. THE BOOK ALSO DISCUSSES HOW RESTORATIVE JUSTICE CAN IMPROVE SCHOOL CLIMATE AND REDUCE SUSPENSIONS.

8. *RESTORATIVE PRACTICES AND THE ARTS: A PATH TO STUDENT ENGAGEMENT AND TRANSFORMATION*

EXPLORING THE INTERSECTION OF ARTS EDUCATION AND RESTORATIVE PRACTICES, THIS BOOK HIGHLIGHTS CREATIVE METHODS FOR ENGAGING STUDENTS IN RESTORATIVE WORK. IT SHOWCASES HOW ART CAN BE A POWERFUL MEDIUM FOR EXPRESSION, HEALING, AND COMMUNITY BUILDING. EDUCATORS WILL FIND INSPIRING EXAMPLES AND ACTIVITIES THAT BLEND RESTORATIVE PRINCIPLES WITH ARTISTIC EXPRESSION.

9. *RESTORATIVE JUSTICE CIRCLES IN SCHOOLS: BUILDING COMMUNITY AND ENHANCING LEARNING*

THIS BOOK FOCUSES SPECIFICALLY ON THE USE OF RESTORATIVE CIRCLES AS A TOOL FOR CONFLICT RESOLUTION AND COMMUNITY BUILDING IN SCHOOLS. IT PROVIDES PRACTICAL GUIDANCE ON FACILITATING CIRCLES THAT SUPPORT STUDENT VOICE AND COLLABORATIVE PROBLEM-SOLVING. THE AUTHOR SHARES SUCCESS STORIES AND TIPS FOR OVERCOMING COMMON CHALLENGES IN CIRCLE IMPLEMENTATION.

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