



Elements of Improvement

*Designing and implementing improvement
strategies in schools*

OCTOBER 25, 2018

WHO WE ARE

INDEPENDENT. EVIDENCE-BASED. ACTION TANK. NON-PARTISAN VOICE IN PUBLIC EDUCATION REFORM.

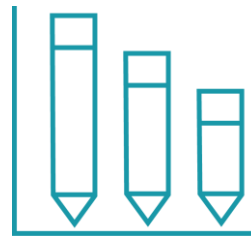
Our mission is to improve public education through well-informed decision-making based on deep knowledge and evidence of effective policymaking and practice. As Massachusetts' preeminent voice in public education reform, we create open spaces for educators and policymakers to consider evidence, discuss cutting-edge issues, and develop new approaches to advance student learning and achievement. Through our staunch commitment to independent, non-partisan research and constructive conversations, we work to promote an education system that provides every child with the opportunity to be successful in school and in life.

WHAT WE DO



Condition of Education

Using a set of school performance indicators, we examine the state of education in MA each year, identifying areas for improvement and providing recommendations for reform.



Independent Research

Our independent research explores a variety of cutting-edge issues facing public education to guide discussion and decision-making around education policy and practice.



On-the-Ground Initiatives

Putting our research into action, we team up with schools and districts to help design, measure, and share effective reforms aimed at improving outcomes for all students.



FEATURED SPEAKER

Jeffrey C. Riley

Commissioner

Massachusetts Department of Elementary and Secondary Education



#ElementsofImprovement

EDUCATION IN MASSACHUSETTS



#1 IN THE NATION

Massachusetts leads the nation in academic achievement but is falling behind in preparing all students for success after graduation



INEQUITY OF OPPORTUNITY

Chronic achievement gaps persist between white students and black/Latino students



COLLEGE READINESS

30% of MA public school graduates attending the state's public colleges require developmental (remedial) courses



CAREER READINESS

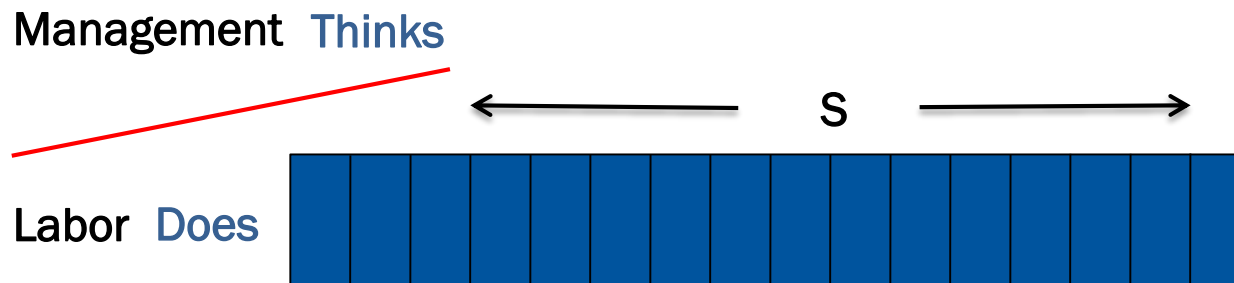
Only 23% of employers think recent grads are prepared to apply knowledge and skills to the real world.





Mass Production Industrial Model

- Divide Complex Knowledge into Simple Parts
- Create Narrow Standards for Each Part
- Separate classes of employees: *Thinkers & Doers*



(Taylor, 1913)

E
endesa

idea

1. Observar y
2. Participar
3. Aprender
4. Experimentar
5. Compartir

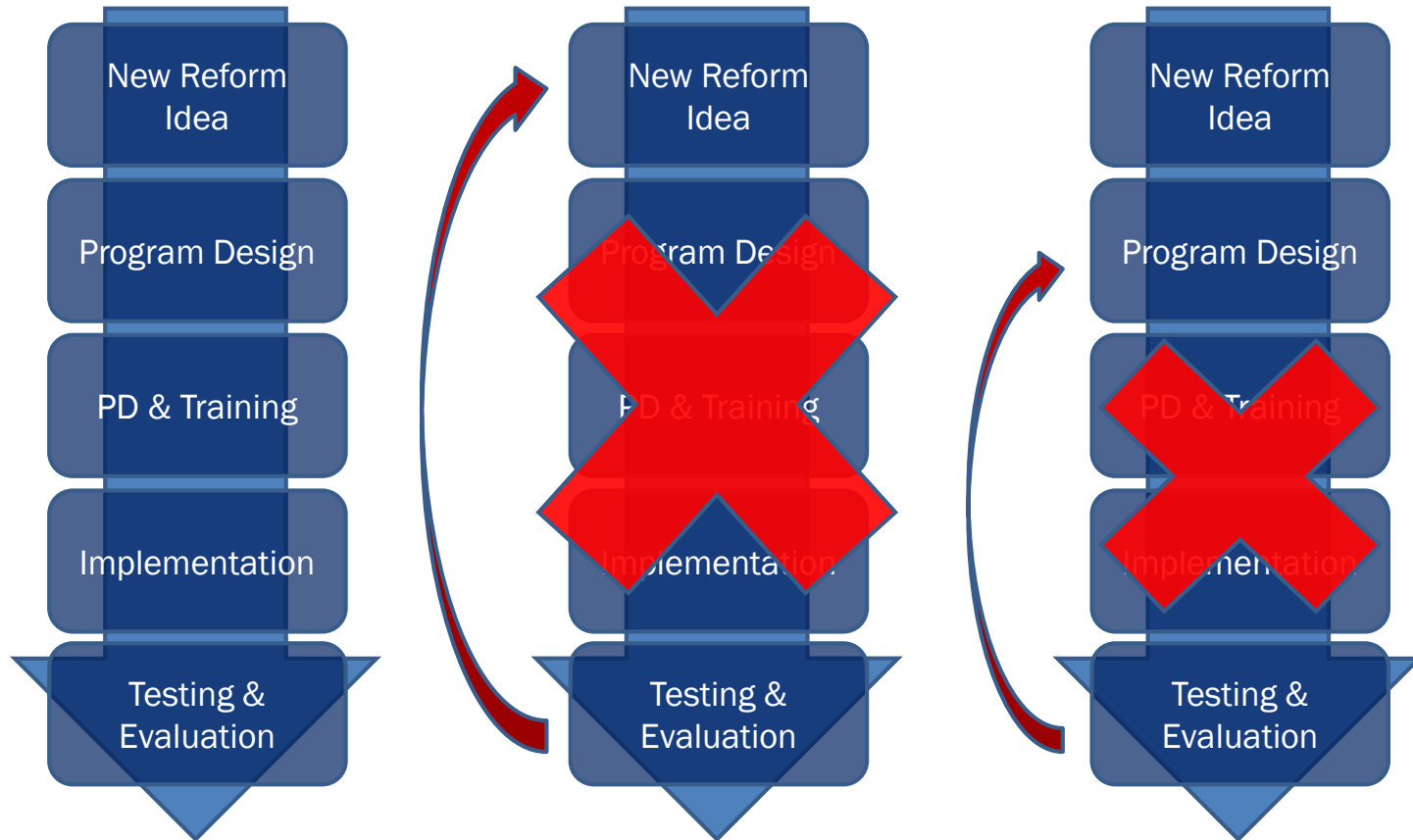




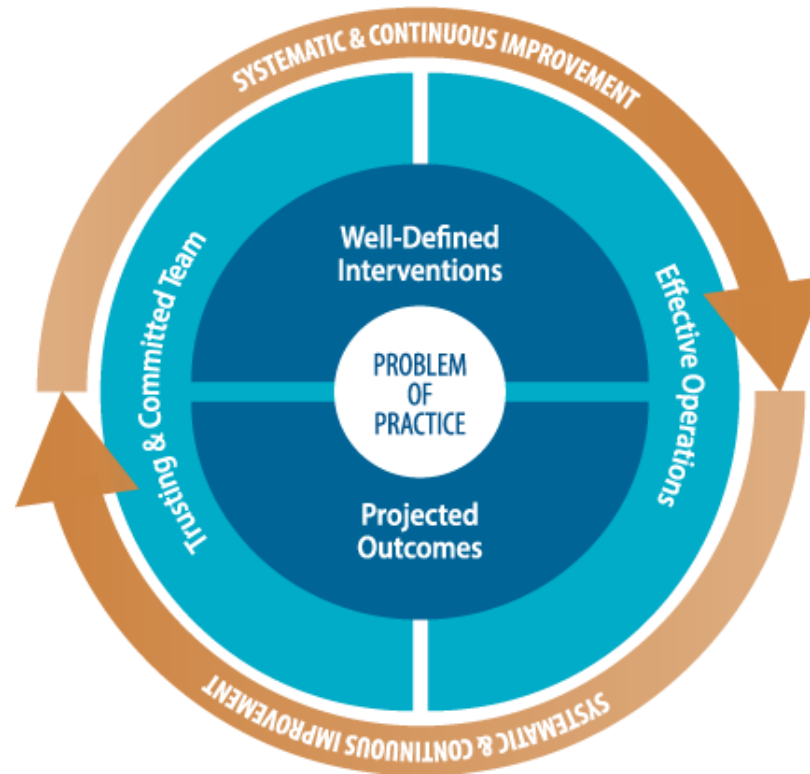




Business as usual...



CHANGE MANAGEMENT FRAMEWORK



THE WHAT



PRINCIPLE 1: **Defining a Problem of Practice**

Identify and prioritize a shared challenge, investigate underlying causes and establish a common understanding of the need for change.

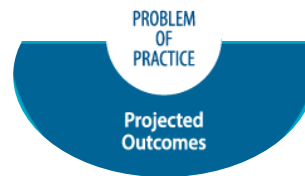


THE WHAT



PRINCIPLE 2: **Planning for Outcomes**

Define quantifiable outcomes aligned with the problem of practice and develop interim measures to track progress.

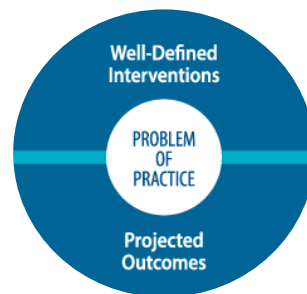


THE WHAT

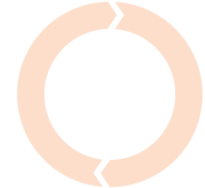


PRINCIPLE 3: **Identify a Potential Intervention**

Investigate both research-informed practices and effective local practices to select a strategy to move toward desired outcomes.

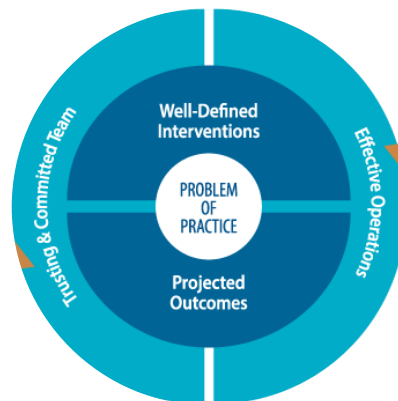


THE HOW



PRINCIPLE 4: **Trusting and Committed Team**

Bring together diverse team members who are responsible for implementing changes.

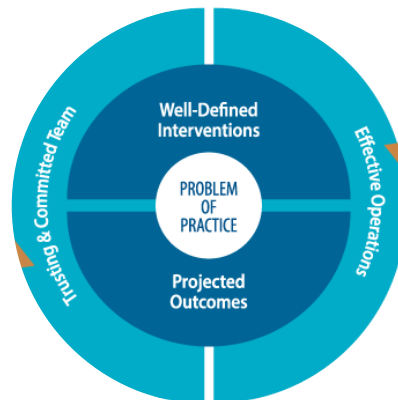


THE HOW



PRINCIPLE 5: **Effective Operations**

Establish effective operations (such as financial and human resources) to execute improvement efforts effectively.

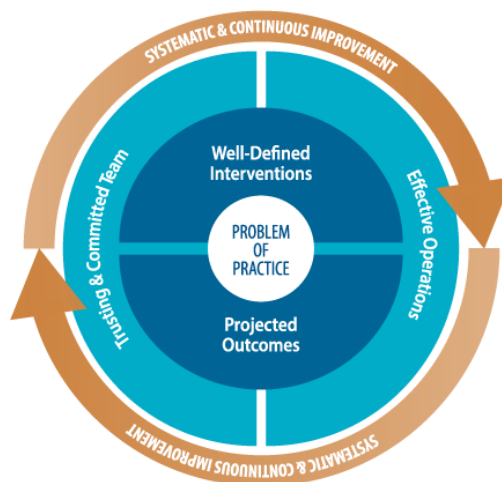


THE HOW



PRINCIPLE 6: **Continuous Learning**

Engage in a systematic method to integrate, sustain, and scale-up interventions.



Core Elements of Change Management

<i>Complete the Rubric</i>	<u>Core Element 1</u>	<u>Core Element 2</u>	<u>Core Element 3</u>	<u>Core Element 4</u>	<u>Core Element 5</u>	<u>Core Element 6</u>	Resulting in a Network that is...
<u>Problem of Practice</u>	MISSING	Outcomes	Interventions	Team	Operations	Continuous Improvement	<i>Lacking Purpose</i>
<u>Outcomes</u>	Problem of Practice	MISSING	Interventions	Team	Operations	Continuous Improvement	<i>Aimless</i>
<u>Interventions</u>	Problem of Practice	Outcomes	MISSING	Team	Operations	Continuous Improvement	<i>Inefficient</i>
Team	Problem of Practice	Outcomes	Interventions	MISSING	Operations	Continuous Improvement	<i>Stuck in Theory</i>
Operations	Problem of Practice	Outcomes	Interventions	Team	MISSING	Continuous Improvement	<i>Unsustainable</i>
Continuous Improvement	Problem of Practice	Outcomes	Interventions	Team	Operations	MISSING	<i>Stagnant</i>
<u>THE SIX ESSENTIALS</u>	Problem of Practice	Outcomes	Interventions	Team	Operations	Continuous Improvement	Effective and Sustainable

Core Elements of Change Management

<i>Missing Element</i>	Resulting Project is...
Problem of Practice	<i>Lacking Purpose</i>
Outcomes	<i>Aimless</i>
Interventions	<i>Inefficient</i>
Team	<i>Stuck in Theory</i>
Operations	<i>Unsustainable</i>
Continuous Improvement	<i>Stagnant</i>
THE SIX ESSENTIALS	Effective and Sustainable

HOW DOES THIS WORK IN PRACTICE?

Our Theory

Possibly wrong and definitely incomplete...

Improve 5th
grade math
proficiency
from 17% to
51% in CVNIC
by 2019

Culture & Mindset

Instructional
Practice

Mathematical Mindset Community



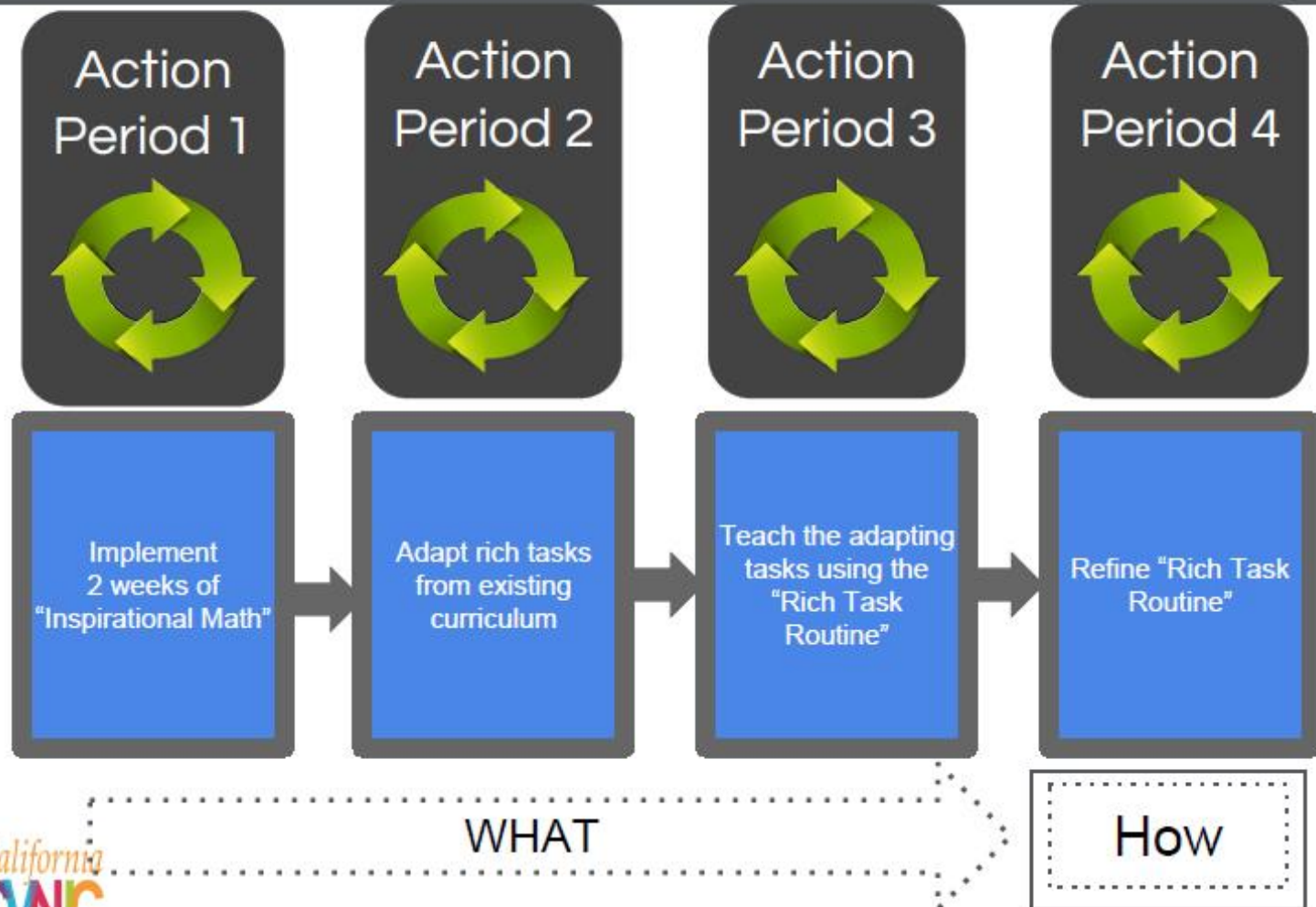
Week of **Inspirational** **Maths 1**

What can we use
to teach like this all
the time?



[Week of Inspirational Math](#)

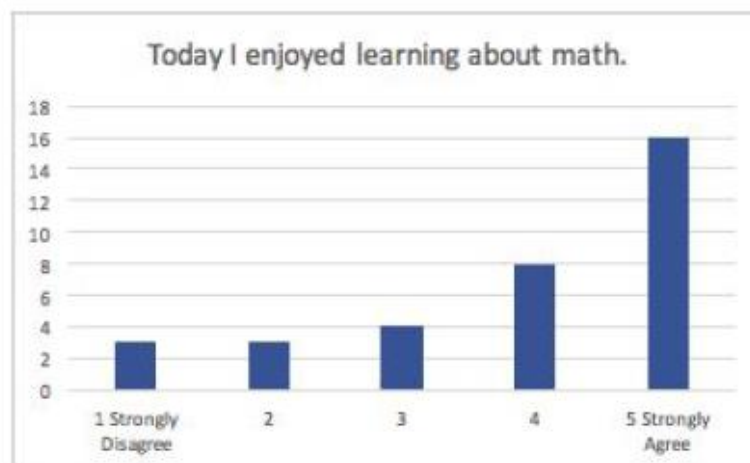
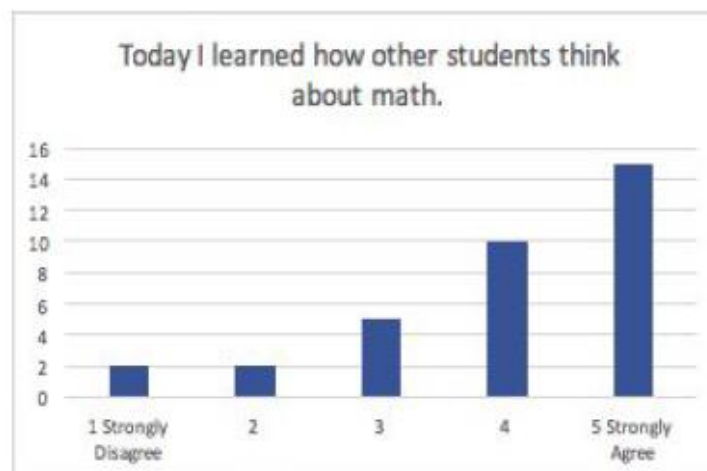
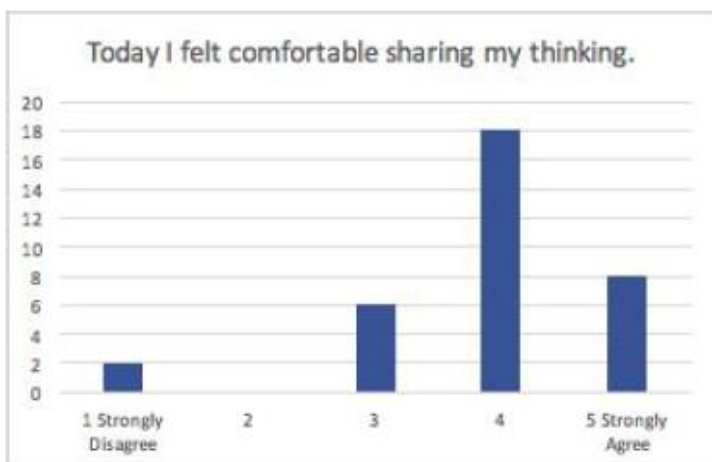
THIS year



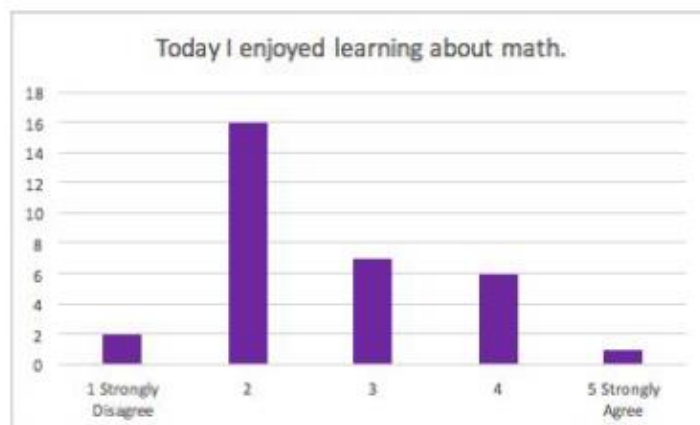
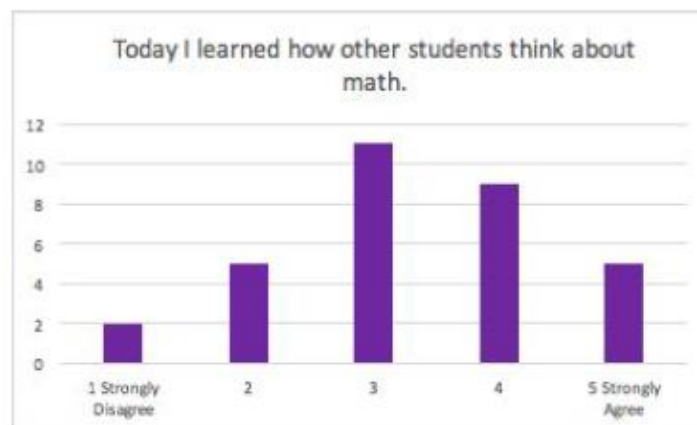
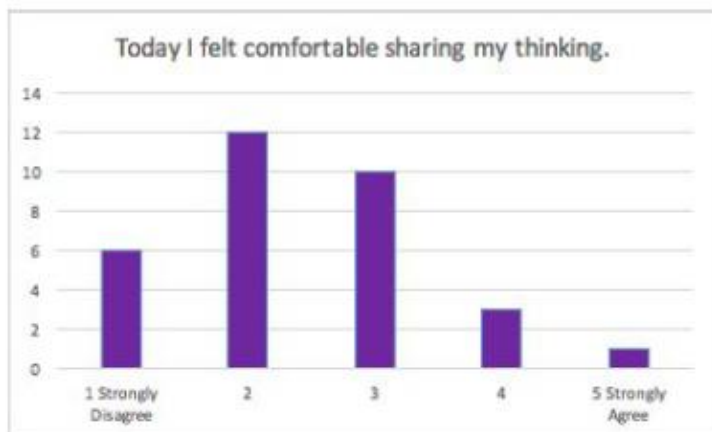
Data Collection Templates

EXIT SLIP <i>Circle one number for each statement below.</i> Strongly Disagree ①-----⑤ Strongly Agree
Today in math I felt comfortable sharing my thinking. ① ----- ② ----- ③ ----- ④ ----- ⑤
Today I learned how other students think about math. ① ----- ② ----- ③ ----- ④ ----- ⑤
Today I enjoyed learning about math? ① ----- ② ----- ③ ----- ④ ----- ⑤

AP2 Data



AP2 Data

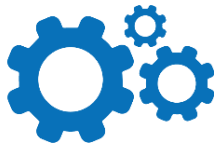


SPREADING & SCALING



SHARING KNOWLEDGE

- Crowd-sourcing across sites to discover what works
- Spreading successful practices beyond individual classrooms and schools
- Capturing the details of how to implement successfully



BUILDING MOMENTUM

- Maintaining a commitment in the face of shifting priorities and changes in staffing
- Inspiring continued engagement
- Celebrating positive outcomes



ACHIEVING POWERFUL RESULTS

- Enabling improvement on a broader scale than we could achieve by working alone

ROUNDTABLE DISCUSSION

- What challenges are you working to overcome?
- What are the strengths of your current approach?
- Where are there areas for learning and growth?
- How might the Rennie Center's change management framework help improve your efforts?

**Refer to the district rubric in your packet*

PANEL DISCUSSION

- **Michelle Crowell**, Principal of New Parlin K-8, Everett Public Schools
- **Dianne Kelley**, Superintendent, Revere Public Schools
- **Colleen O'Connor**, Principal of Chestnut Middle School, Springfield Public Schools

MODERATOR: **Chad d'Entremont**

Executive Director, Rennie Center for Education Research & Policy

Lunch Discussion & Exit Slip

- What did you learn from this morning's plenary presentation and panel discussion?
- How do you intend to apply elements of improvement to your regular work within 30days?
- What challenges do you anticipate in implementing improvement strategies?
- What are you hoping to learn during the afternoon sessions?

Breakout Sessions

<p>SALON A</p> <p>12:15 PM Setting Goals</p> <p>1:30 PM Building a Team</p>	<p>SALON B</p> <p>12:15 PM Identifying the Problem</p> <p>1:30 PM Continuous Improvement & Adults Learning</p>
<p>SOLARIUM BALLROOM</p> <p>12:15 PM Choosing a Strategy</p> <p>1:30 PM Improving Organizational Effectiveness</p>	



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