

TRPN NETWORK MEETING

OPPORTUNITIES FOR CONTINUOUS IMPROVEMENT, EVEN DURING COVID

Matthew Clifford
WestEd

David Golden
Flintville School



MAKING
RESEARCH
RELEVANT



“Who moved our north star?”

Leadership is, at its essence, helping others to see and solve problems that bring about a better future.

Take two minutes and write a response to these three questions:

- What are the problems of practice organizing school leadership and learning now?

Use chat to name the top problems that your school is working on now.



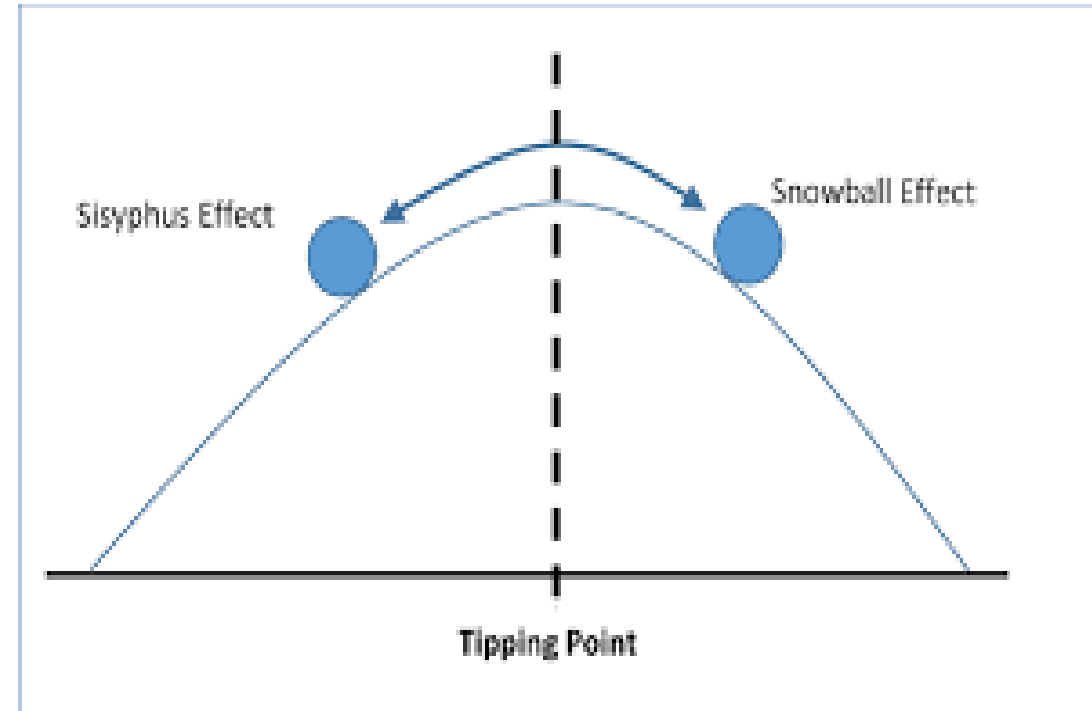
“Who moved our north star?”

Principals from across the U.S. told researchers that problems in practice and goals are changing to focus on:

- Growth, with accountability
- Whole student engagement and learning
- Community partnerships

We are wondering.....

- How are we support learning through the pandemic?
- How can learning rebuild relationships and culture?
- What are we learning now, that we weren't learning?

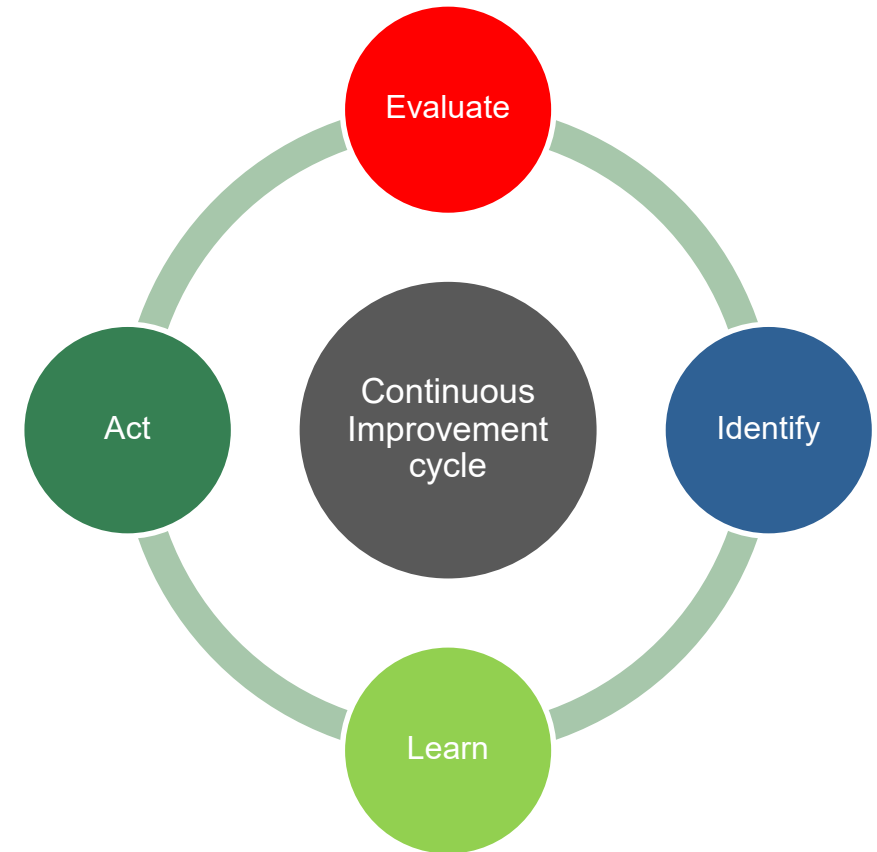


Continuous improvement cycles support learning and healing

Leadership is, at its essence, helping others to see and solve problems that bring about a better future.

John Deming systematized continuous improvement cycles to support change, and bring many into the change process. Key questions addressed by continuous improvement are:

- What problem are we trying to solve?
- What changes might we introduce and why?
- How will we know if a change is actually an improvement?
- How can we scale changes so that others can benefit?



Continuous improvement supports learning and healing: Flintville's Story

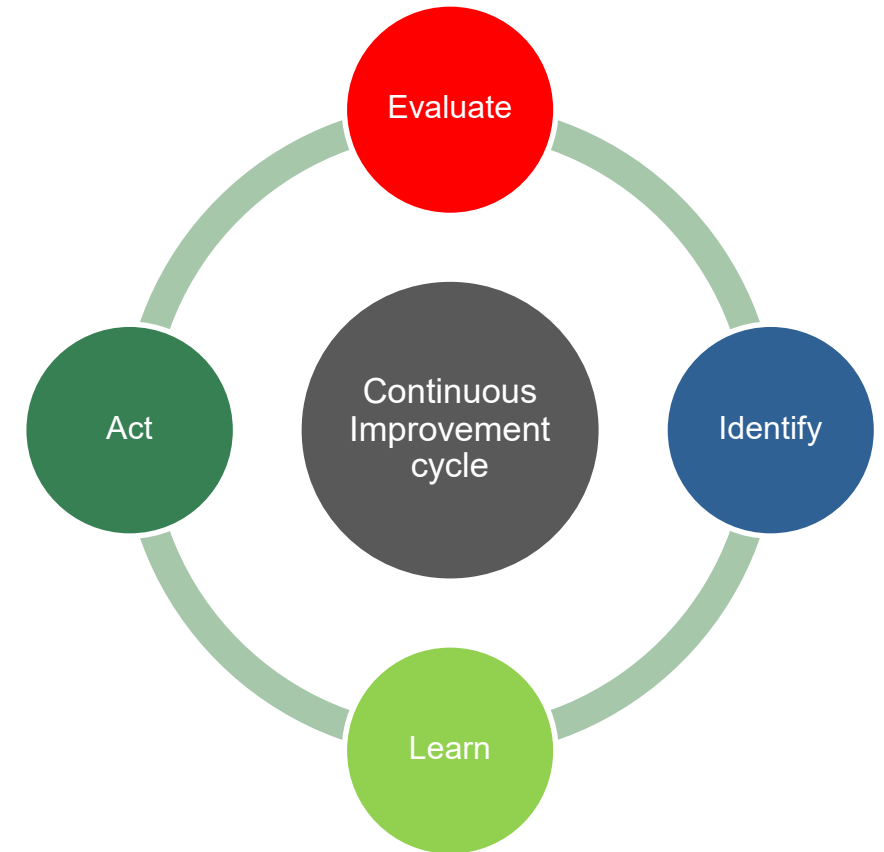
- Flintville is a combined school
- We have been a state focus school
 - Gap Pathway: The school has one of the largest gaps in the State for the indicated subgroup.
 - Subgroup Pathway: The school has a composite proficiency rate below 10 percent for the indicated subgroup.
 - Graduation Rate Pathway: The school has a graduation rate below 60 percent.



Continuous improvement supports learning and healing: Flintville's Story

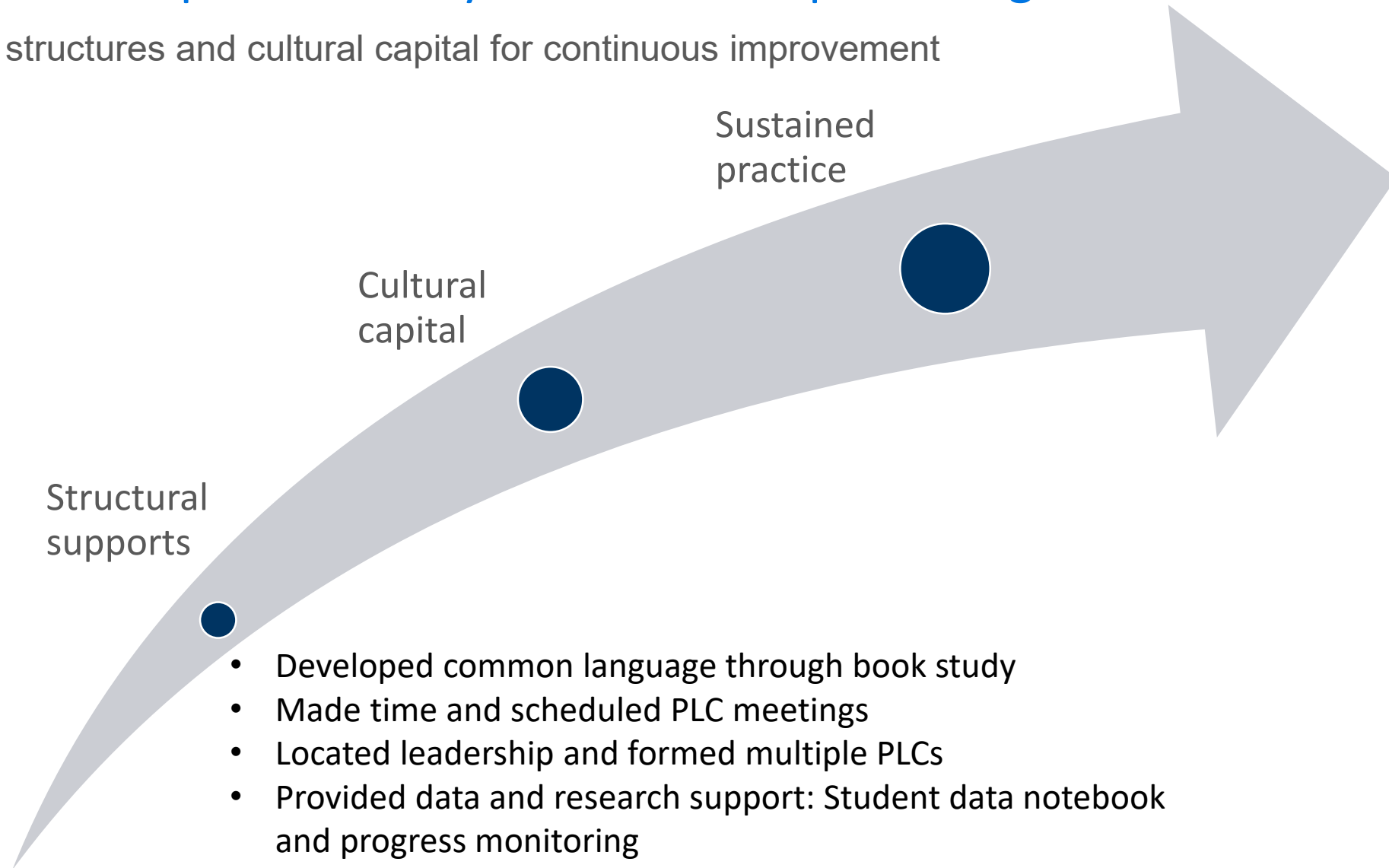
The questions driving school leadership:

- How could we improve student achievement through instructional improvement?
- How can we support "continuous improvement culture" together?



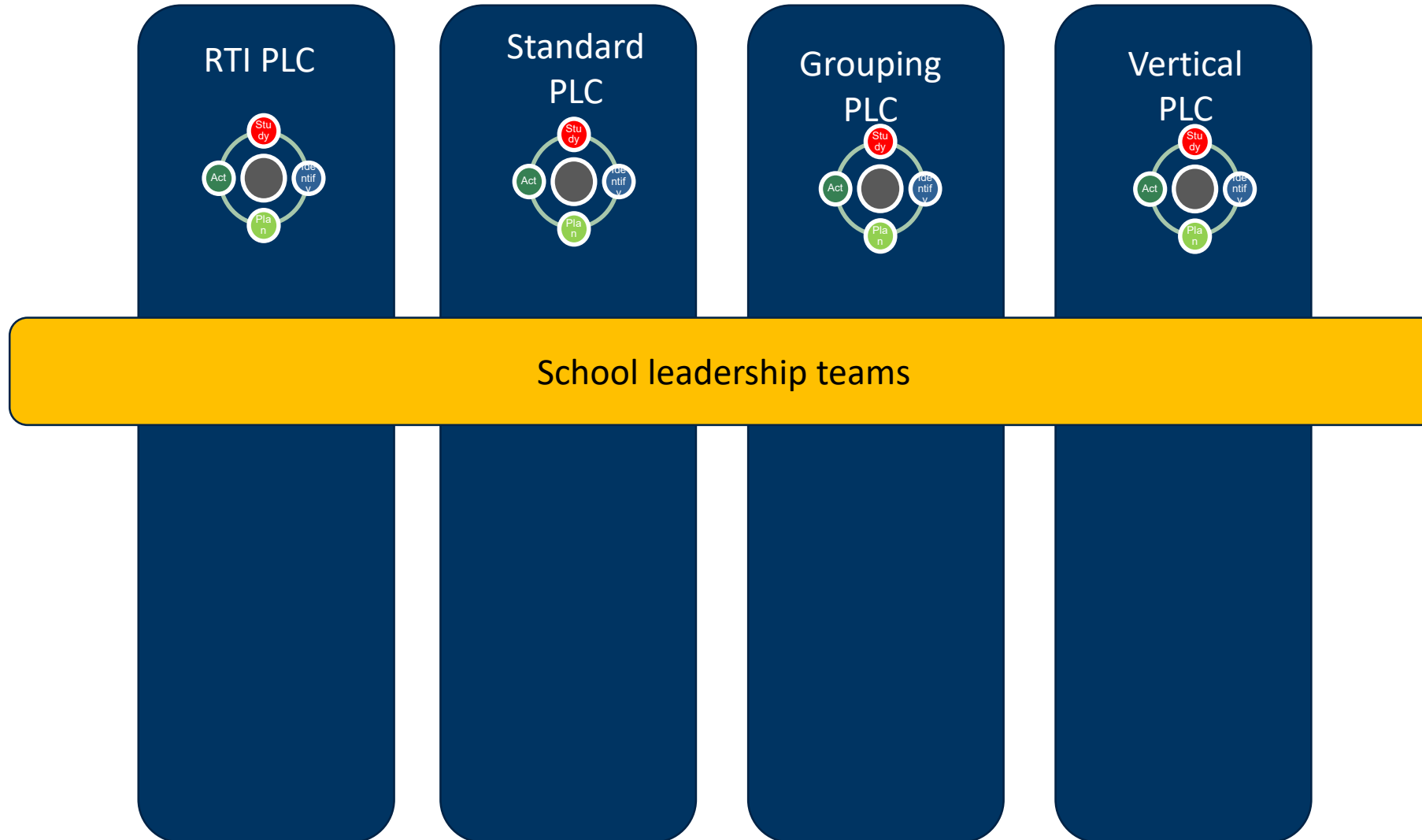
Continuous improvement cycles: Leadership challenges

Creating structures and cultural capital for continuous improvement



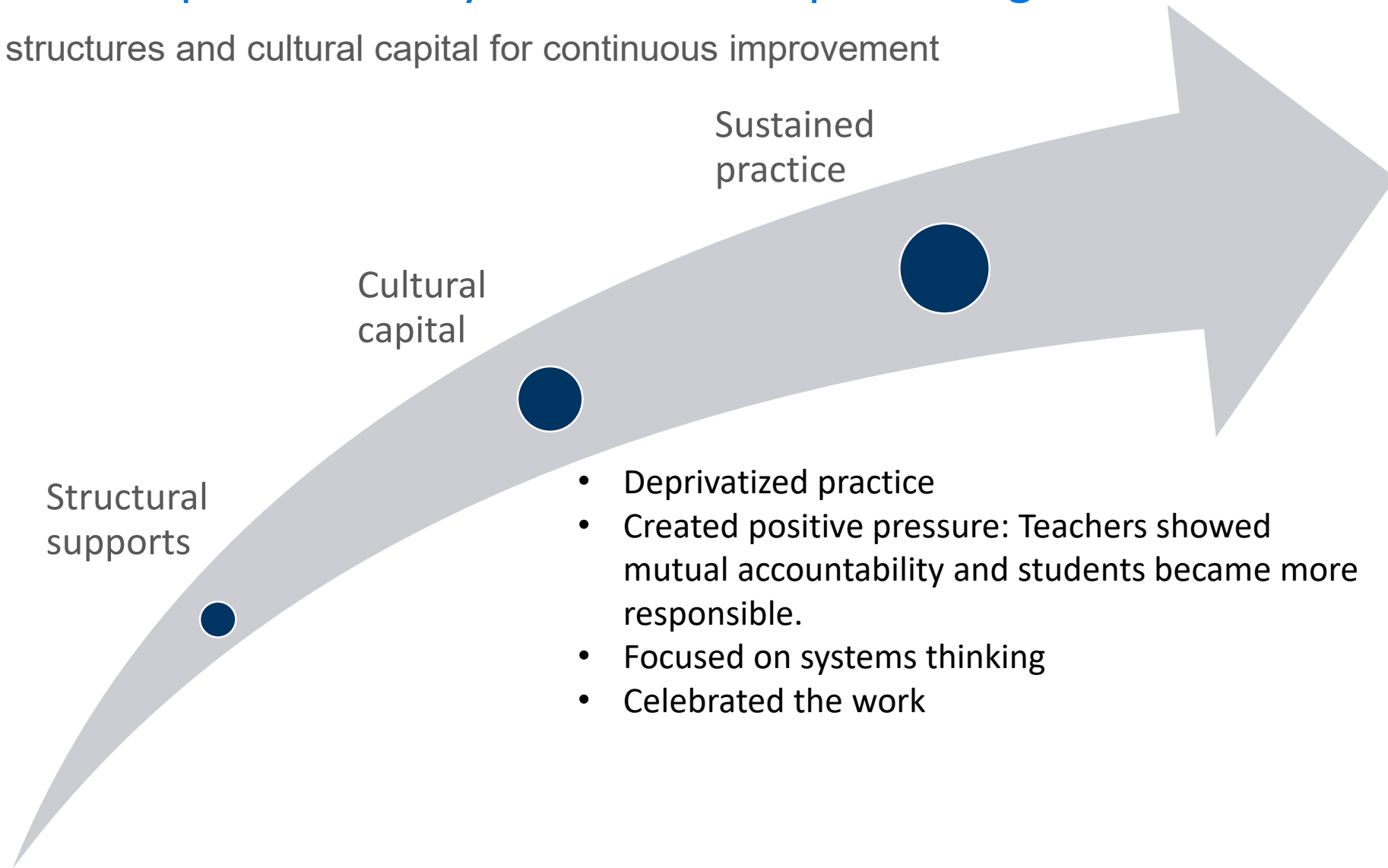
Continuous improvement cycles: Leadership challenges

Pulling together across the school, to make continuous improvement part of everyone's practice.



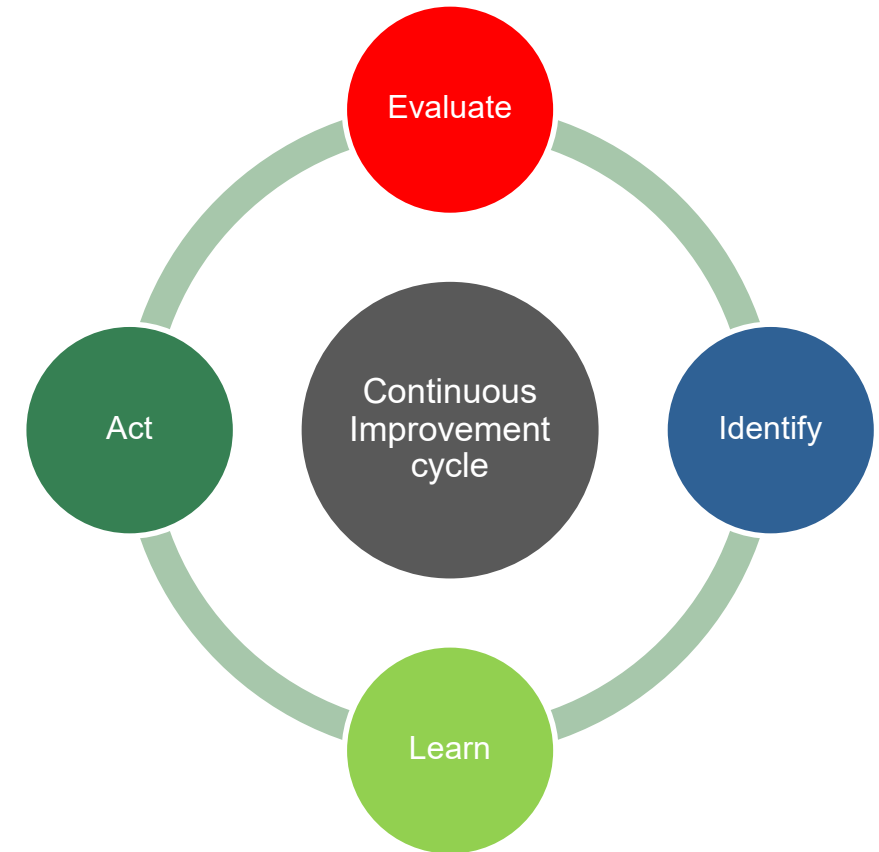
Continuous improvement cycles: Leadership challenges

Creating structures and cultural capital for continuous improvement



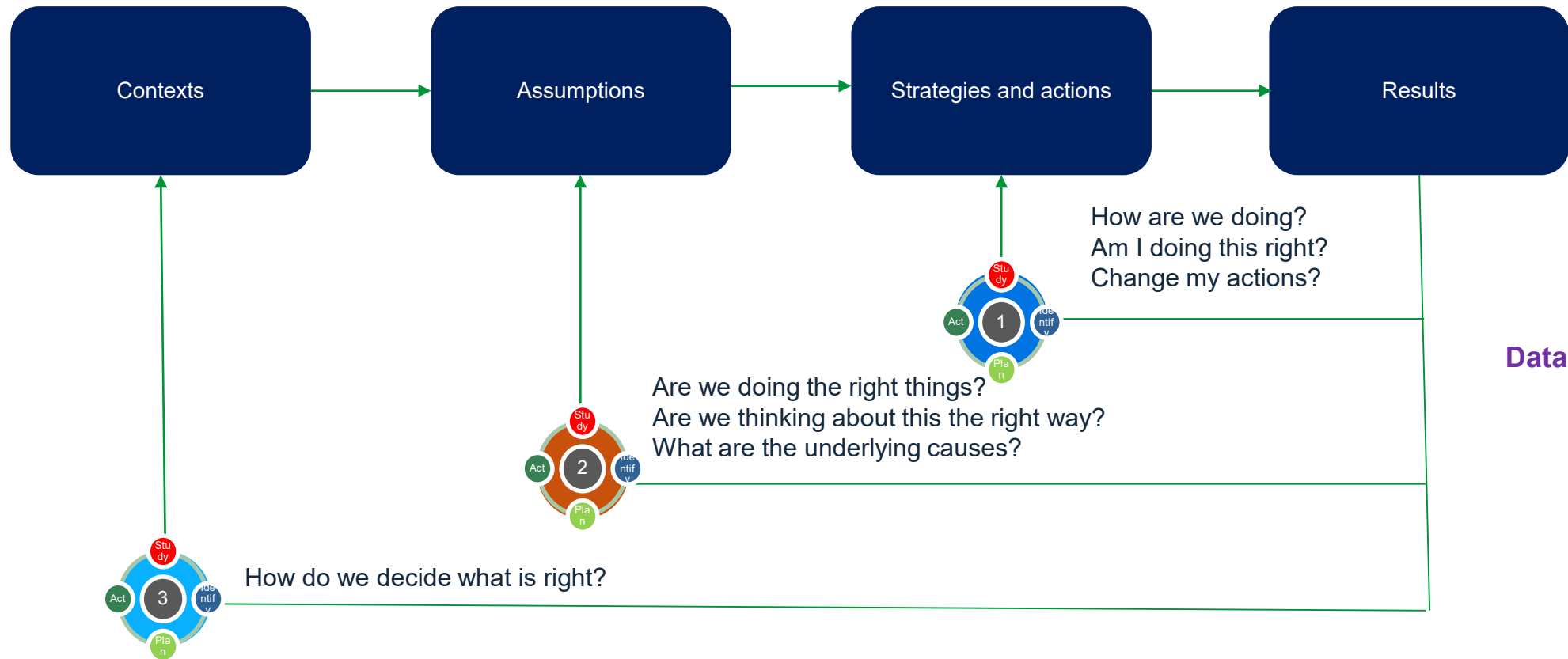
Continuous improvement cycles support learning and healing

- Continuous improvement is the engine of professional learning communities.
- Leadership provides the structure and support continuous improvement culture.
- The continuous improvement cycle addresses the following questions:
 - What problem are we trying to solve?
 - What changes might we introduce and why?
 - How will we know if a change is actually an improvement?
 - How can we scale changes so that others can benefit?



Continuous improvement cycles: Leadership challenges

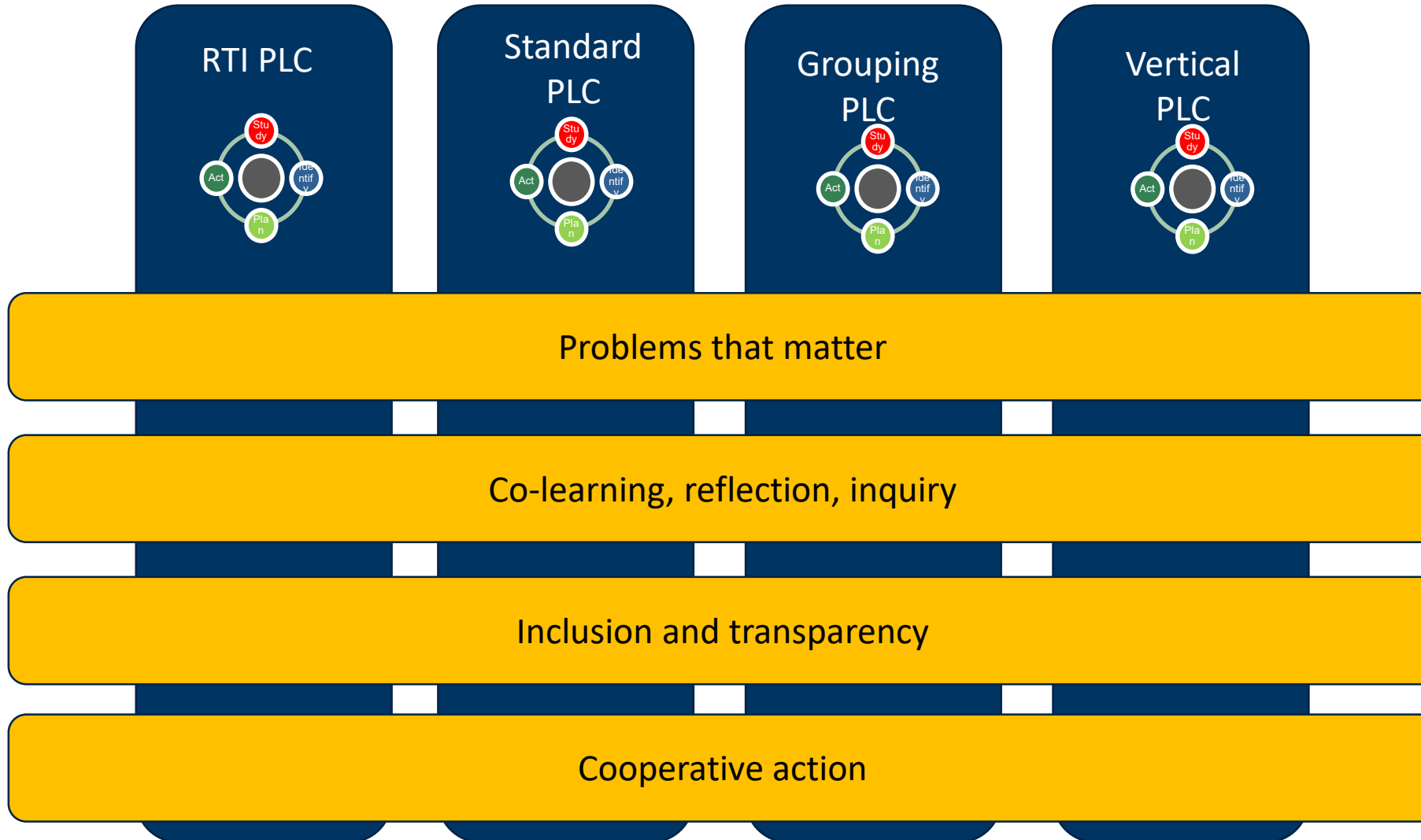
Elevating the questions and engaging in single, double and triple loop learning.



Argyris & Schon, 1978

Continuous improvement cycles: Leadership challenges

Pulling together across the school, to make continuous improvement part of everyone's practice.



Colleague conversations: Flexibility and resistance during crisis

In small groups, talk about the following questions:

- How are you implementing continuous improvement in your schools?
- How did you adapt PLCs and continuous improvement to COVID?
- What problems of practice focus continuous improvement?
- How, if at all, is continuous improvement both a system and a culture in your school?
- How are you distributing leadership to support continuous improvement?
- What questions do you have for the speakers?



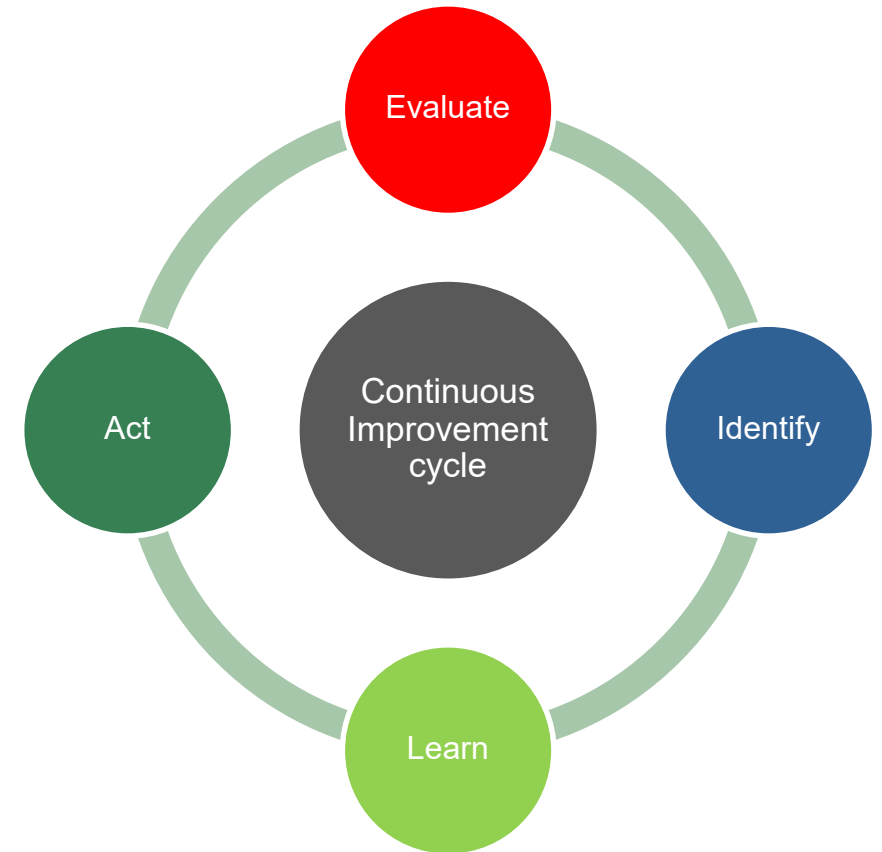
Final thoughts and resources

What questions came up during group discussion?
What more would you like to hear about and learn?

A few key resources:

WestEd's [Continuous improvement in practice](#)

EDC's [Building a culture of school improvement](#)





Matthew Clifford
PRINCIPAL INVESTIGATOR, AIR
630-689-8017
MLCIFFORD@AIR.ORG

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