Learning Intention

Understand the teaching and leadership actions that have the greatest equitable impact on student outcomes.
Success Criteria

Have reflected on how your teaching and leadership actions match the profile of those that make the greatest difference.
Your Mindset

- Your intelligence is something very basic about you that you can’t change very much.
- You can learn new things, but you can’t really change how intelligent you are.
- No matter how much intelligence you have, you can always change it quite a bit.
- You can substantially change how intelligent you are.


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- B.S. Physical Education and Special Education
- M.A. Educational Leadership
- Teacher, Director, Assistant Principal, Principal
- Superintendent
What's the latest research on improvement?

Before we start....

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@CABEBEBILINGUAL
#CABE2018
Context of National Research and School Improvement

- Effective monitoring of adults
- “Implementation gap” between intention and reality
- Fragmentation, at secondary level, inhibits focus

ARE YOU PART OF THE “CULTURE OF NICE”?

…the underlying culture that inhibits a team from reaching a level of rigorous collaborative discourse because it’s uncomfortable to challenge current thinking and practice.

What is the definition of “school reform”? 
What is the definition of “school reform”? What makes a teacher “ineffective”? Education officials and advocacy groups can’t agree. For all of the noise and litigation over teacher evaluations and tenure, many states simply have no definition for what a good teacher - or bad one - looks like.

Federal Every Student Succeeds Act requires that:

states report on whether disadvantaged students have a higher proportion of ineffective, out-of-field and inexperienced teachers than do their peers.

But to report on that metric, every state needs to define, concretely, what an "ineffective" teacher looks like.
WHAT DO YOU CALL RESEARCH THAT PROVIDES EMPIRICAL EVIDENCE AND CONSISTENT RESULTS?

Visible Learning Research

VISIBLE LEARNING
A SYNTHESIS OF OVER 800 META-ANALYSES RELATING TO ACHIEVEMENT
“Reveals teaching’s Holy Grail”
The Times Educational Supplement

JOHN HATTE
Key for rating

- Potential to considerably accelerate student achievement
- Potential to accelerate student achievement
- Likely to have positive impact on student achievement
- Likely to have small positive impact on student achievement
- Likely to have negative impact on student achievement

Largest summary of educational research ever conducted

- 1,400 meta-analyses
- 80,000 studies
- 300 million students

Teacher Clarity
What was the most effective feedback you ever received either as a student or a professional?
Track participation data and where you move during a lesson.

**Collective Teacher Efficacy!**

1.57

- **Teacher Efficacy**: Belief of one's own ability to promote positive change for students.
- **Collective Teacher Efficacy**: Belief of teacher groups about collective ability to promote successful student outcomes within their school.
Collective Teacher Efficacy: 1.57

More than doubles the effect size of feedback.

Feedback $d = .75$

Collective Efficacy: 1.57

Beyond three times more powerful and predictive than socio-economic status

$SES\ d = .52$

Collective Efficacy: 1.57
What Makes a Good Learner a Good Learner?

BASELINE EVIDENCE STATEMENT

Students consider themselves passive participants in their learning, rather than contributors actively engaged in all stages of their learning progress.

More than 80% of students were not able to list specific actions of a visible learner, instead they listed **good behavior**; they used general terms like **nice**, **smart**, and **good learner**.
Don’t be culture-blind. When we ignore students’ identities, we ignore who they are in the world and lose a rich resource for learning.

Effective Leadership Profile

Ask the right question – not “What works?” but “What works best for my students in my school?” and “What is the best local evidence of impact and efficacy for teachers?”
Focus
The Greatest Gift to Your Staff

Create The “Not To Do” List

Transformational leadership
- inspirational motivation
- individualized support
- sets direction
- vision, group goals, high-performance expectations
- instructional support
- monitoring school activity
- buffering staff from external demands
- fair and equitable staffing
- easily accessible
- high degree of autonomy for the school

Instructional leadership
- classroom observations
- interpreting test scores with teachers
- focusing on instructional issues
- ensuring a coordinated instructional program
- highly visible
- communicating high academic standards
- ensuring class atmospheres are conducive to learning.
And the difference between them...

Transformational leadership

Instructional leadership

Instructional leadership has a marked impact on student outcomes compared to transformational leadership.

Which style of leadership best describes your personal approach?
### Time reflection log for school leaders

<table>
<thead>
<tr>
<th>How much time did you spend doing the following tasks in the last week?</th>
<th>Time/Minutes</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Observing in classrooms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Interpreting assessment scores with teachers</td>
<td></td>
<td></td>
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<tr>
<td>3. Leading or attending meetings focused on instructional issues</td>
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<tr>
<td>4. Ensuring a coordinated instructional program</td>
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<td>5. Being highly visible around the school</td>
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<tr>
<td>6. Communicating high academic standards</td>
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<tr>
<td>7. Ensuring class atmospheres are conducive to learning</td>
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</tbody>
</table>

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*Get out in front, set the pace and live the culture you want everyone else to live.*

*Pour your attention and passion into the people you serve.*
Inspired and passionate teachers do not:

- Expect students to be perfectionists.
- Demand immediate results.
- Compare students to one another.
- Ignore individual differences.

Inspired and passionate teachers:

- Celebrate individuality.
- Encourage risk-taking.
- Provide opportunities for personal growth.
- Foster a sense of community.
- Inspire students to believe in themselves.
Inspired and passionate teachers:

- Expert teachers (as opposed to experienced):
  1. identify the most important ways in which to represent the subject that they teach
  2. are proficient at creating an optimal classroom climate for learning
  3. monitor learning and provide feedback
  4. believe that all students can reach the success criteria

...behaviors found to be related to a teacher’s sense of efficacy.
- Tend to exhibit greater levels of planning, organization and collaboration;
- Are more open to new ideas and are more willing to experiment with new methods to better meet the needs of their students;
- Are more persistent and resilient when things do not go smoothly;
- Are less critical of students when they make errors; and
The best time to plant a tree is 20 years ago.
The second best time is today.

Thank You
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One Team.....One Dream