Carnegie Foundation
for the Advancement of Teaching

LEARNING TO IMPROVE

Louis M. Gomez
UCLA & Carnegie Foundation For the Advancement of Teaching

56

1 in 2 students don't graduate

2 out of 3 eighth graders can't read proficiently

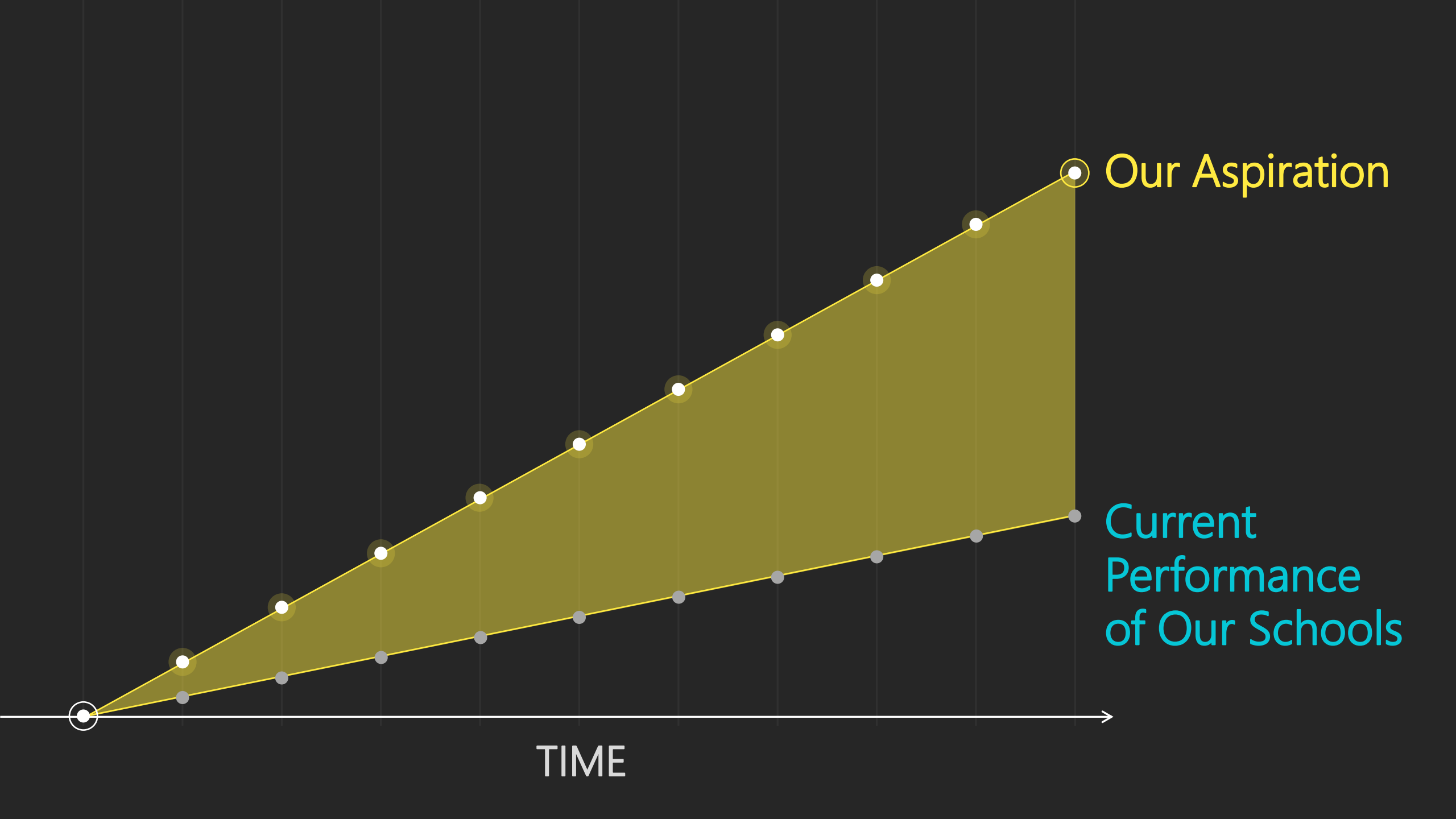
(NAEP, 2011)

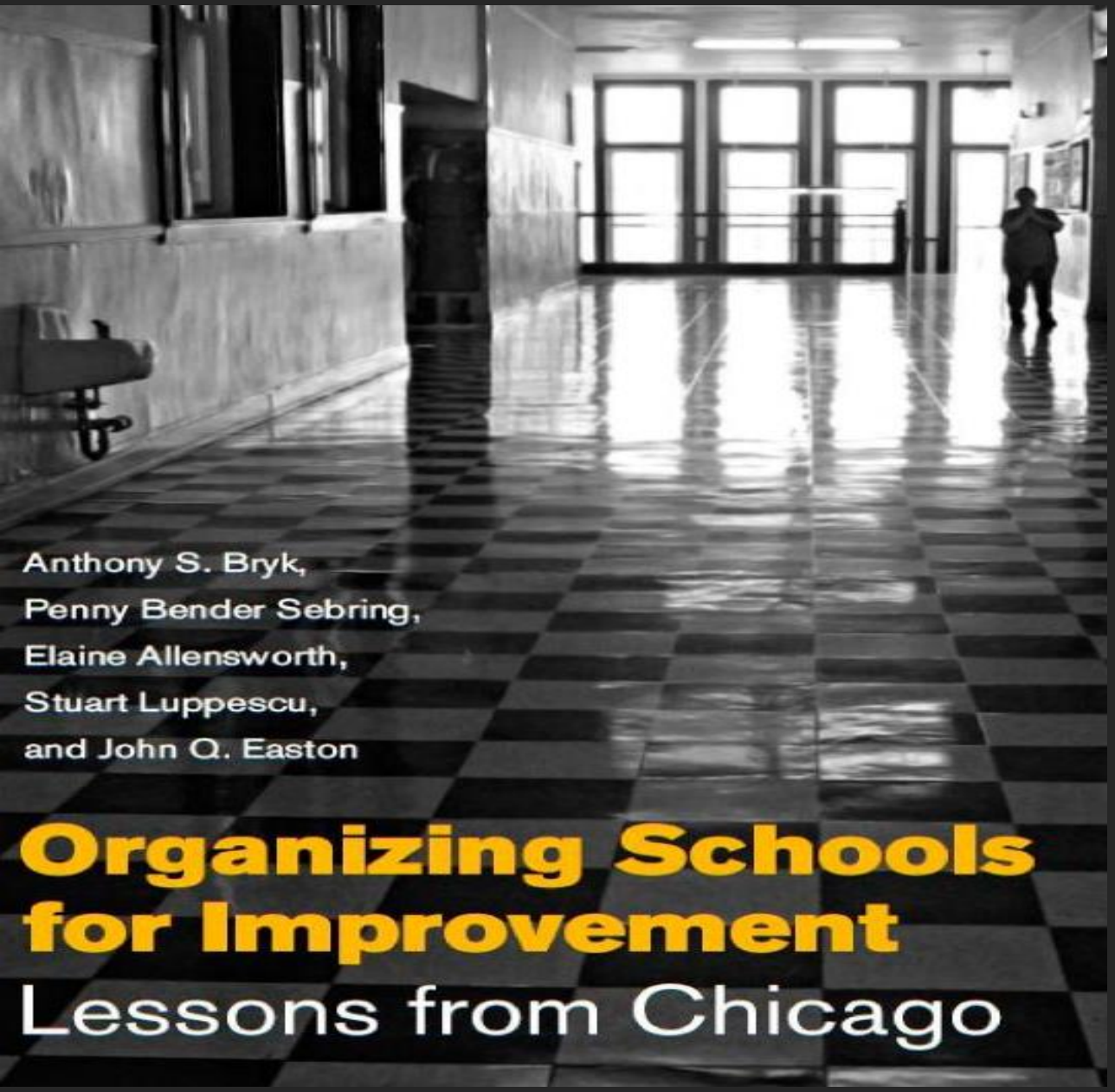
3 out of 4 twelfth graders can't write proficiently

(NAEP, 2011)

40% dropout rates for minority students

(EPE, 2012)


Our Aspiration
Current Performance of Our Schools
TIME



Supportive Environment

Collaborative Teachers

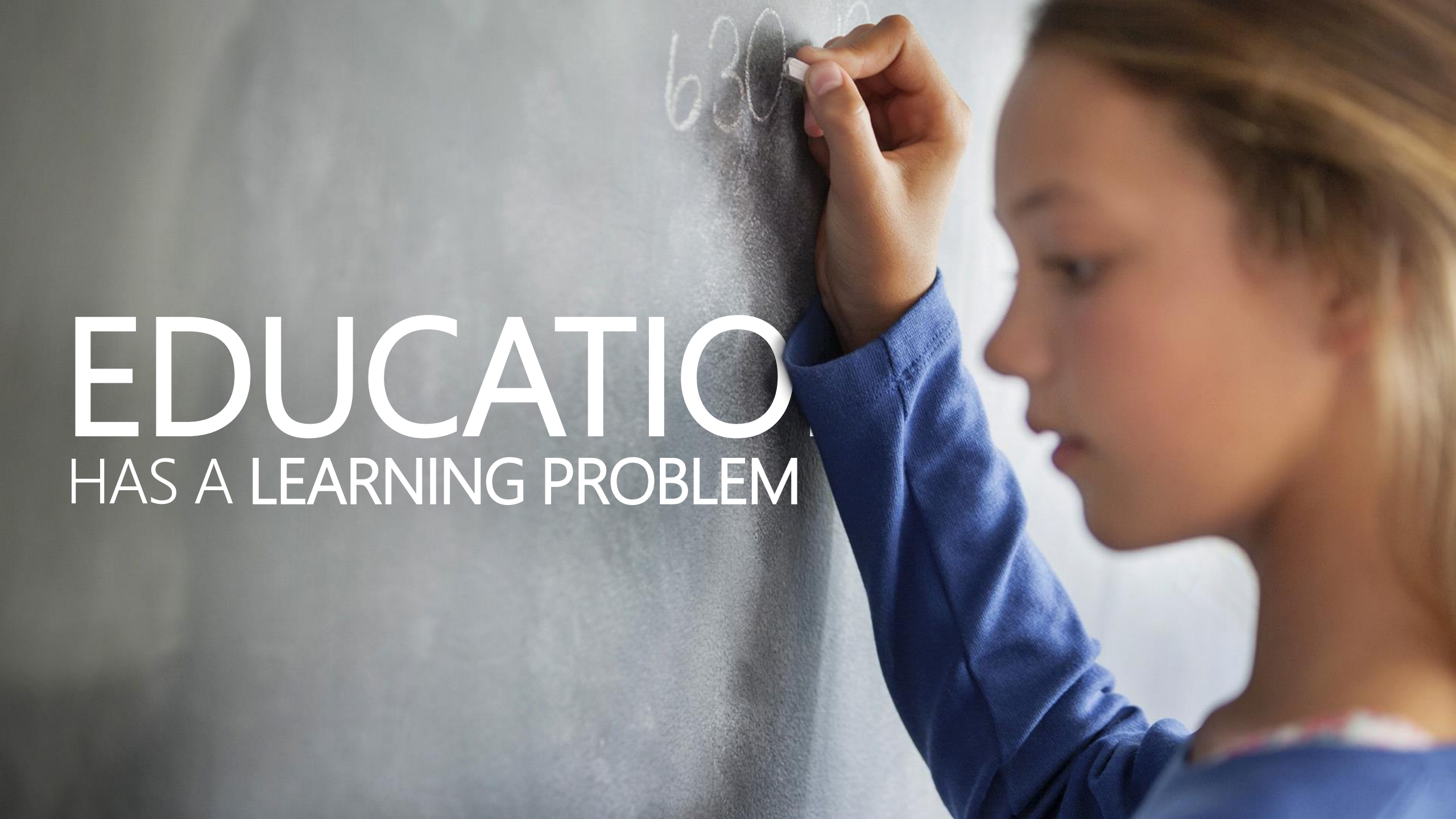
Rigorous Instructions

Effective Leadership

Strong Family Ties

Trust

Supportive Environment	Caring Culture
	Safe and orderly Building
Collaborative Teachers	Open Practice
	Engage Dialog
Rigorous Instruction	Strong basic skills
	Diverse and demanding tasks
Effective Leadership	Instruction-focused
	Distributed across role groups
Strong Family Ties	Respect parenting norms
	Glass-box finance
Trust	Relationship monitoring



EDUCATION
HAS A LEARNING PROBLEM

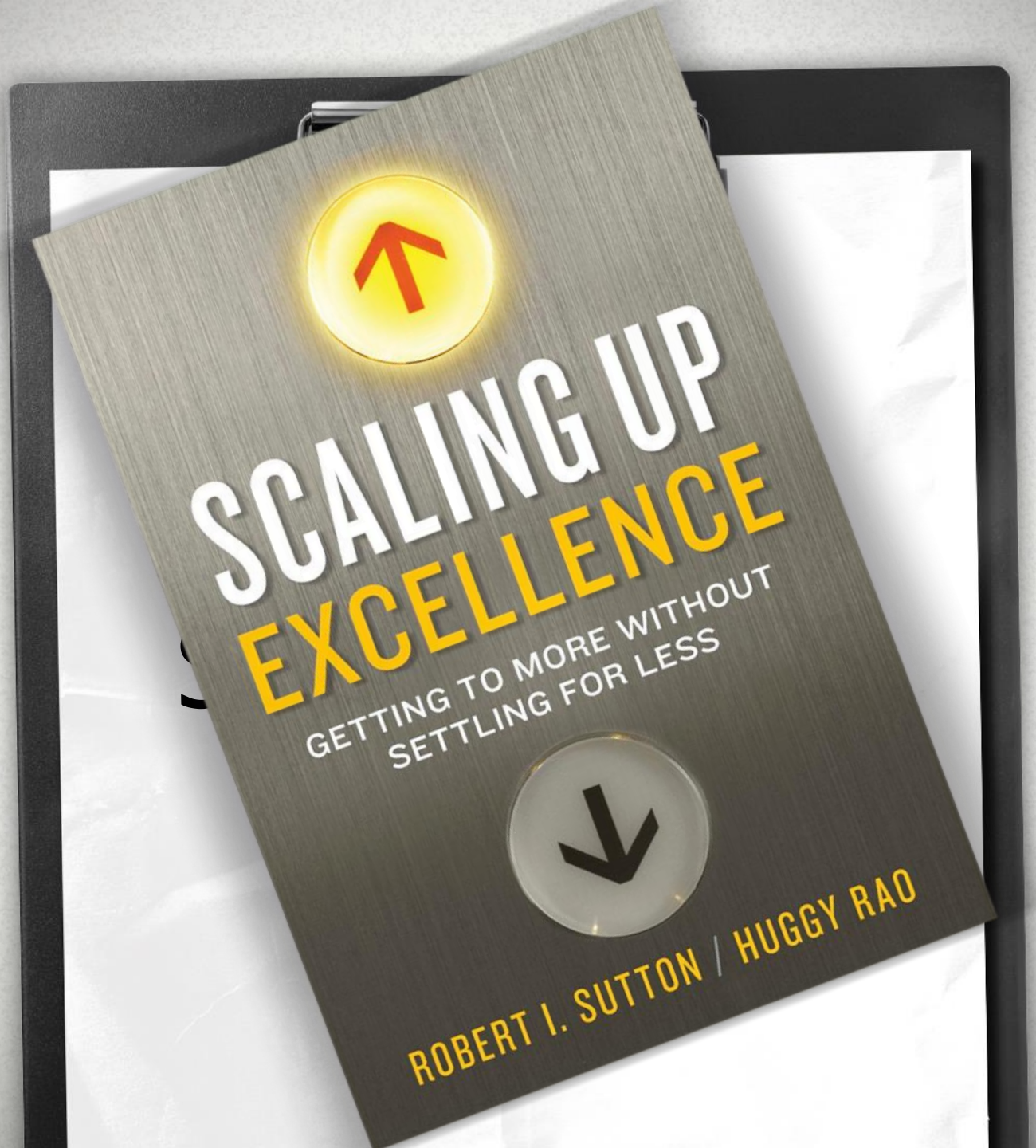
$2

BILLION

PROBLEM
S

VERY BLEAK
PROBLEM
LEARNING

SOLUTIONITIS


SCALING UP
EXCELLENCE
GETTING TO MORE WITHOUT
SETTLING FOR LESS
ROBERT I. SUTTON / HUGGY RAO

CLUSTERFUGS

1 ILLUSION

Decision makers remain oblivious to the actual facts

2 INCOMPETENCE

Reformers simply lack the technical know how and skills

3 IMPATIENCE

Charging ahead, rolling out reforms quickly

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A BETTER WAY

LEARNING TO IMPROVE

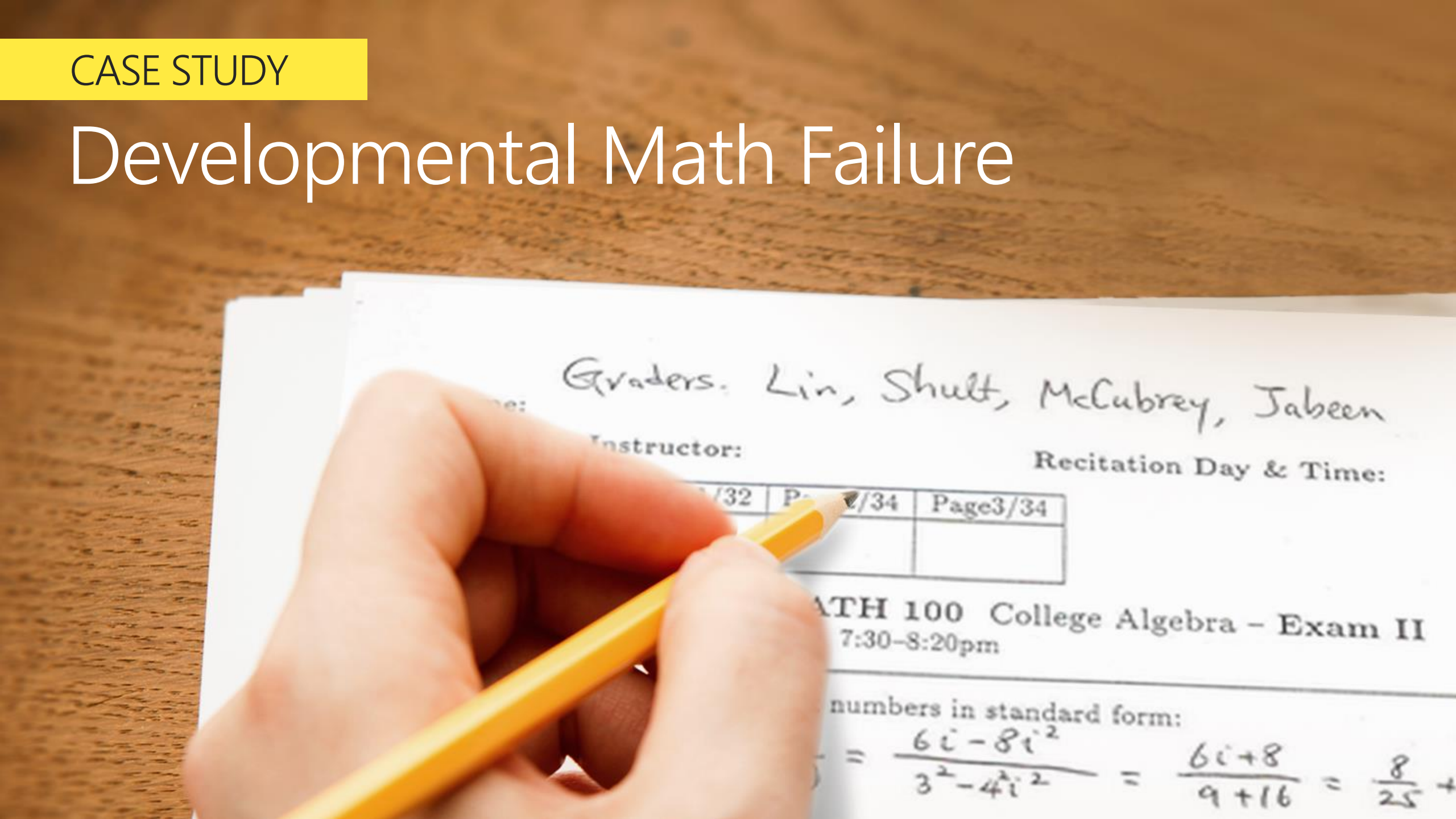
IT'S POSSIBLE

CASE STUDY

Central Line Infections

CASE STUDY

Developmental Math Failure



CASE STUDY

Low Graduation Rates

IT’S CRUCIAL

MAGINE

LEARNING TO IMPROVE

Manufacturing

Services Design

Healthcare

Networks

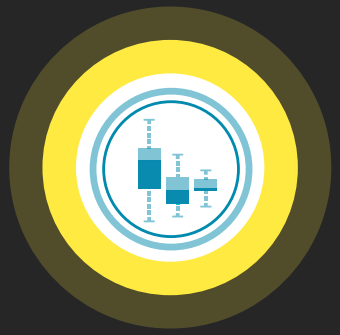
Be problem-focused and user-centered
Attend to variability
See the system
Embrace measurement
Learn through disciplined inquiry
Organize as networks
6
CORE PRINCIPLES OF IMPROVEMENT

Be problem-focused and user-centered

What is the specific problem we are trying to solve?

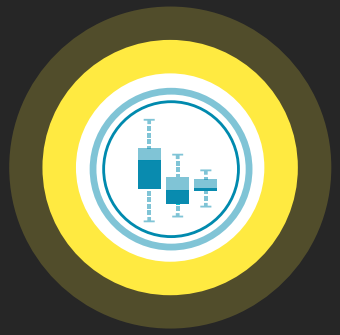
SOLVING PROBLEMS

Be problem-focused
and user-centered



Attend to variability

What works, for whom and under what conditions?



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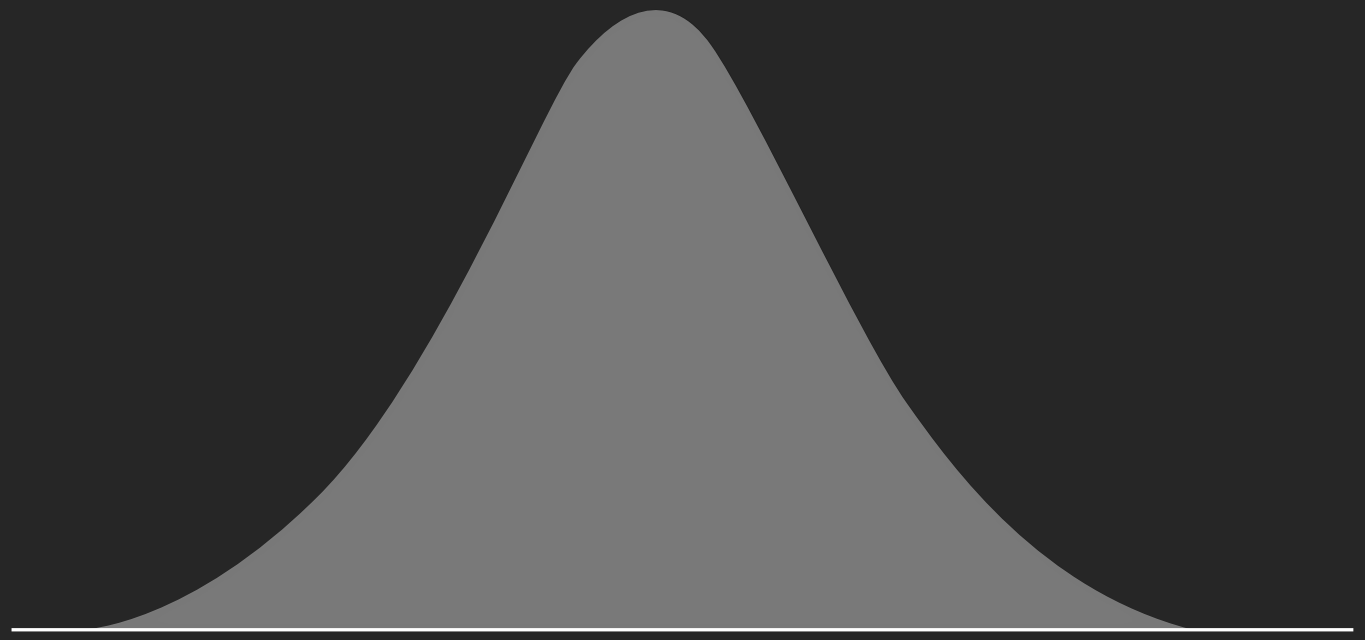


Typical variation in performance found in complex systems

Goal of Quality Improvement: Achieving efficacy reliably

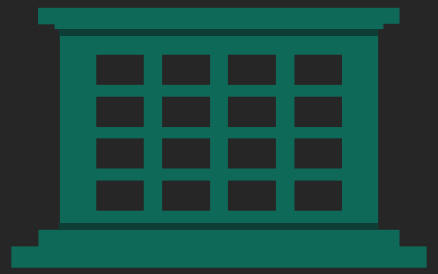
See
the system

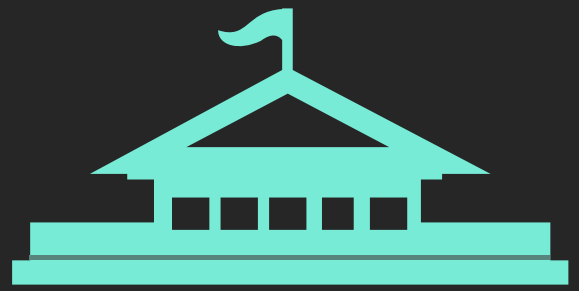
What's actually producing the outcomes we observe?

INSTRUCTIONAL MATERIALS

STUDENT SUPPORTS

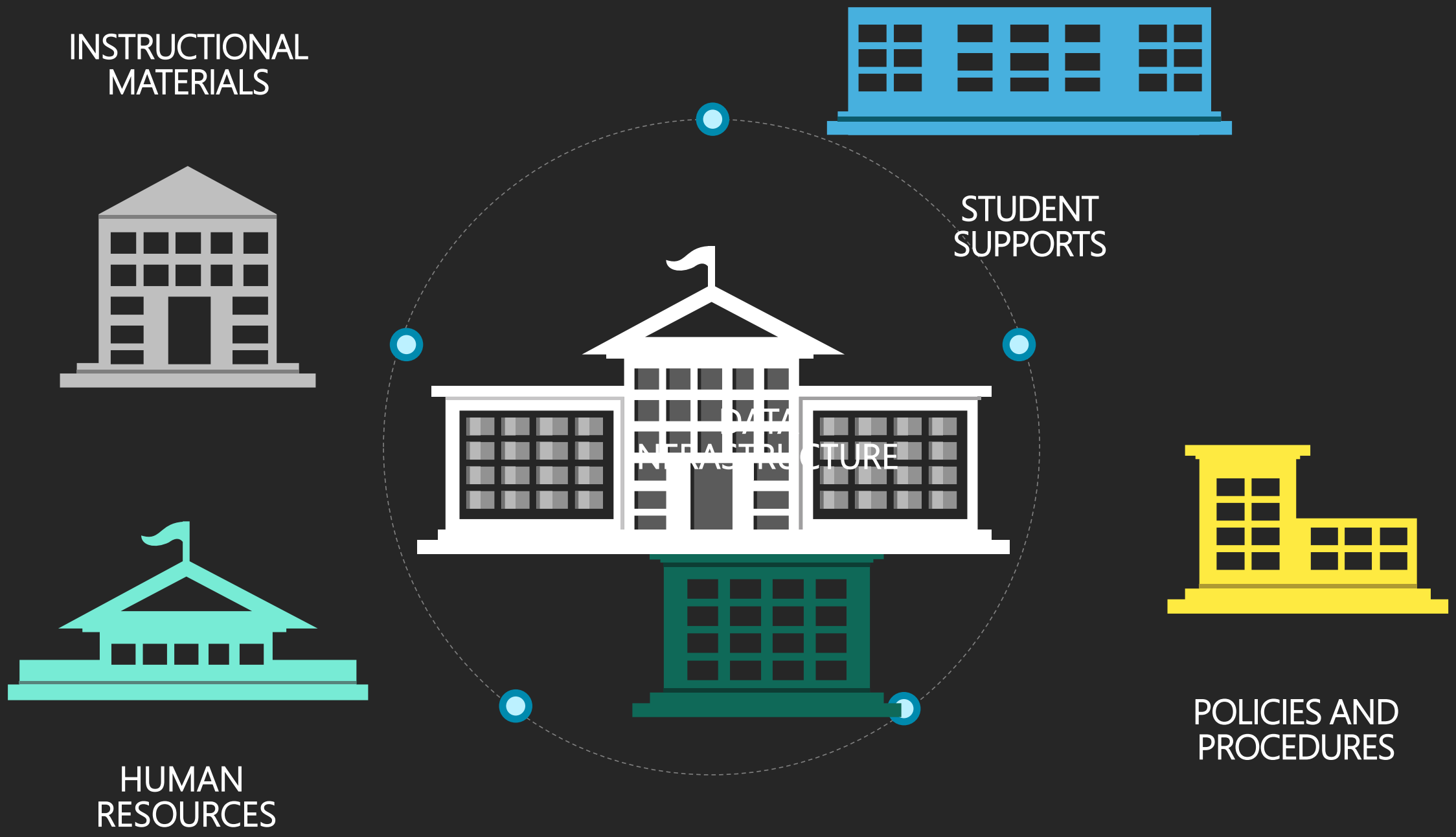
DATA INFRASTRUCTURE





HUMAN RESOURCES

POLICIES AND PROCEDURES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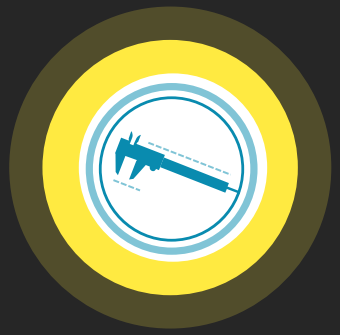


Embrace measurement

Are we truly improving anything?

Embrace measurement

Learn
through disciplined
inquiry

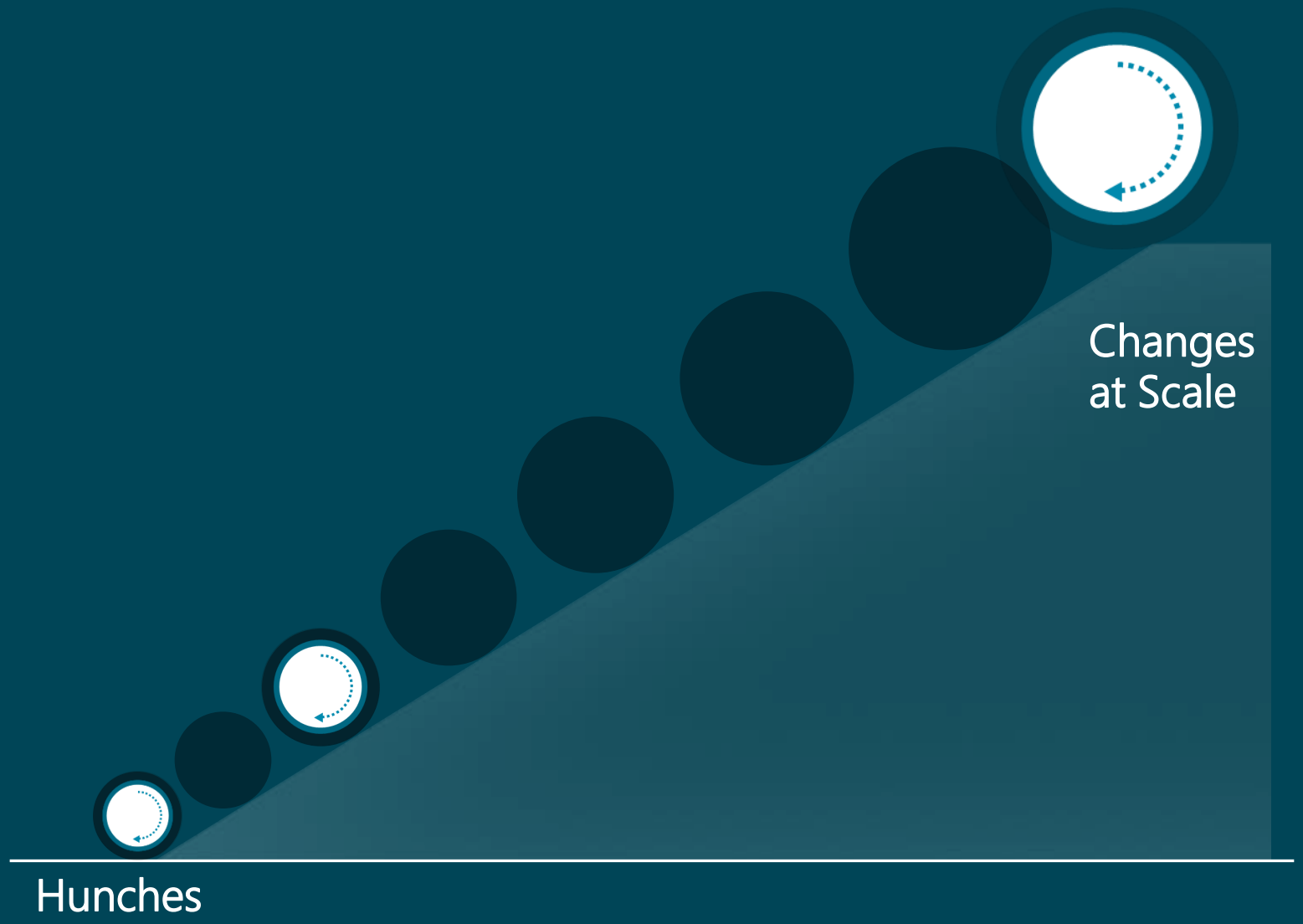
How can we learn faster to achieve the outcomes we seek?

Learn
through disciplined
inquiry

Changes
at Scale

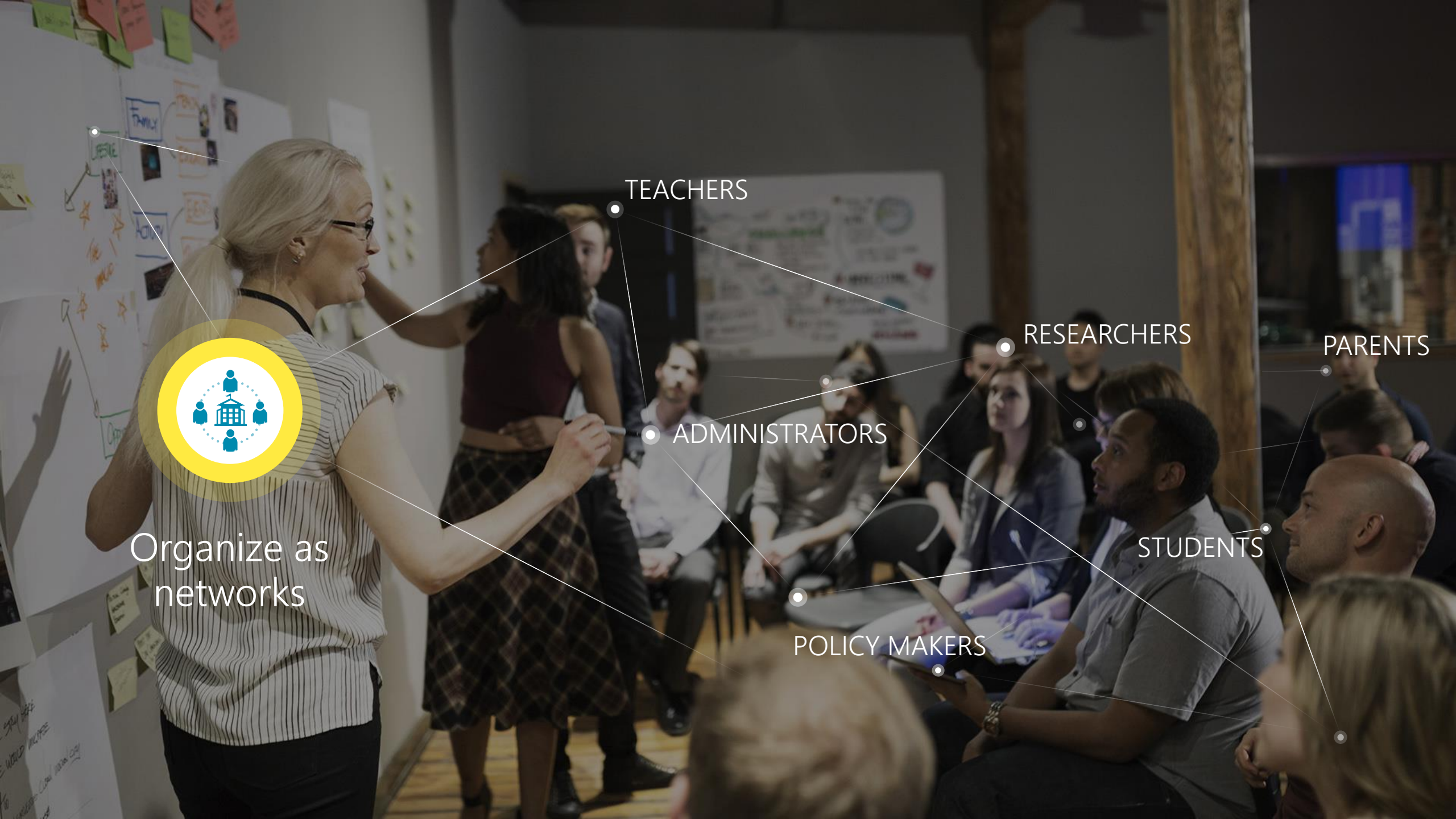
Hunches

Learn
through disciplined
inquiry



Organize as networks

How can we combine our efforts to make real improvement?


TEACHERS
RESEARCHERS
PARENTS
ADMINISTRATORS
STUDENTS
POLICY MAKERS
Organize as networks

BTEN BUILDING A TEACHING EFFECTIVENESS NETWORK

ANTICIPATING CHALLENGES

Selective
Engagement

ANTICIPATING CHALLENGES

Selective Engagement

The Urgency for Change

ANTICIPATING CHALLENGES

Selective Engagement

The Urgency for Change

Embracing Failure

EDUCATORS

RESEARCHERS

POLICY MAKERS

IT'S ABOUT GETTING
BETTER