

# From Improvement to Transformation

John West-Burnham

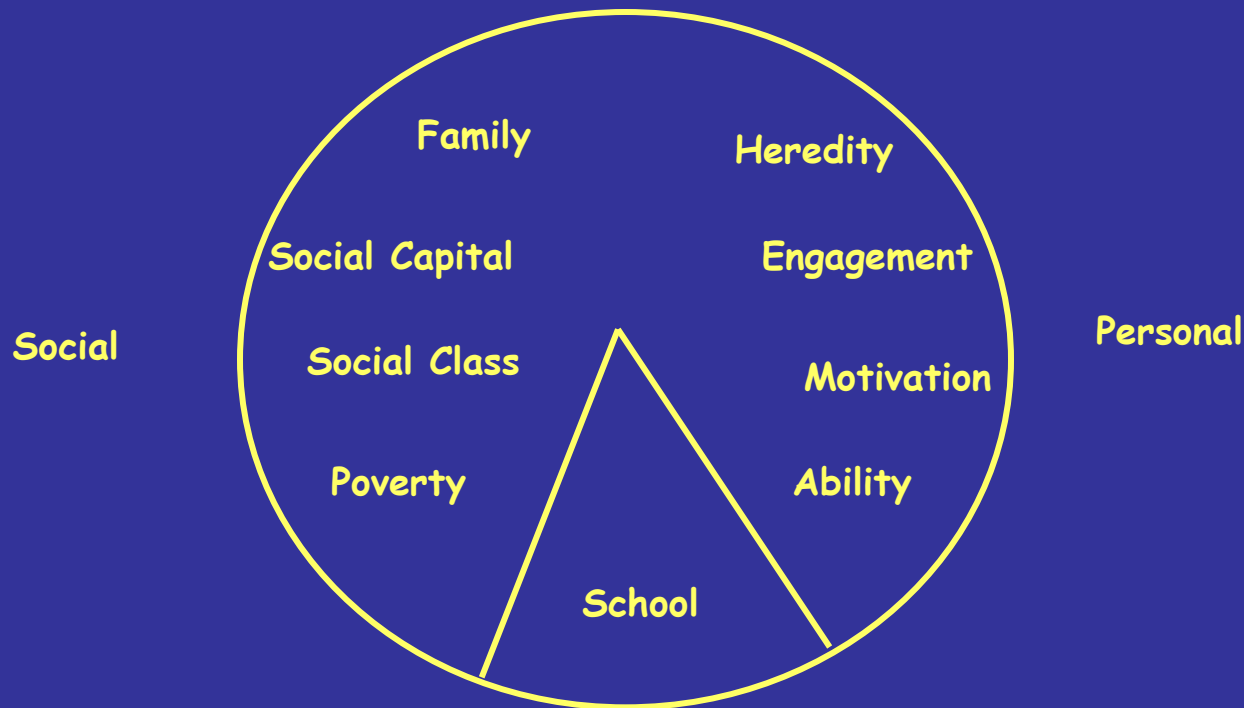
# The New Policy Agenda

- Focus on performance and standards: closing the gap.
- More for less.
- New role for LAs.
- Less central control and support.
- Freedoms for schools.

# The Leadership Challenges

- High excellence - low equity
- Embedding consistency
- From plenty to lean
- Leadership capacity
- Autonomy and collaboration
- Sustaining improvement
- Securing transformation

# The Variables Influencing a Person's Life Chances



Three broad conclusions seem to emerge from the research analysing the factors influencing student learning. First, student background characteristics- especially social, economic and cultural background - frequently emerge as the most important source of variation in student achievement . . . Second, school-related factors, which are more open to policy influence, explain a smaller part of the variations in student learning than student characteristics. Third, among school level variables, the factors that are closest to student learning, such as teacher quality and classroom practices, tend to have the strongest impact on student achievement.

(Pont et al 2008 P33)

# Management of School Improvement

- Implementation of systems strategies
- Performance driven accountability
- Focus on institutional effectiveness
- Restricted model of education
- Professional technologies working in silos

# Problems with School Improvement

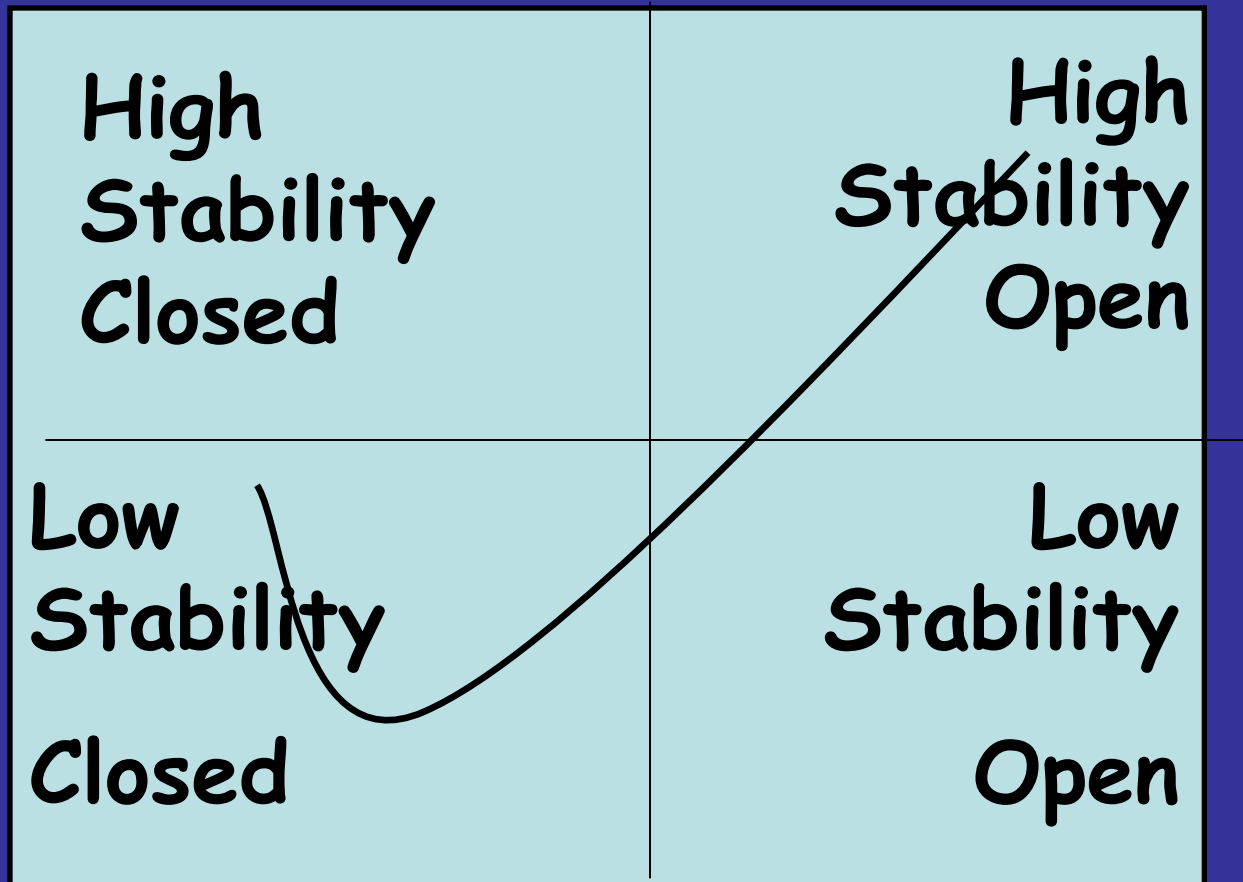
- Sustainability
- Equity
- Incrementalism
- Caterpillars and butterflies

**Dependency**



**Collaboration**





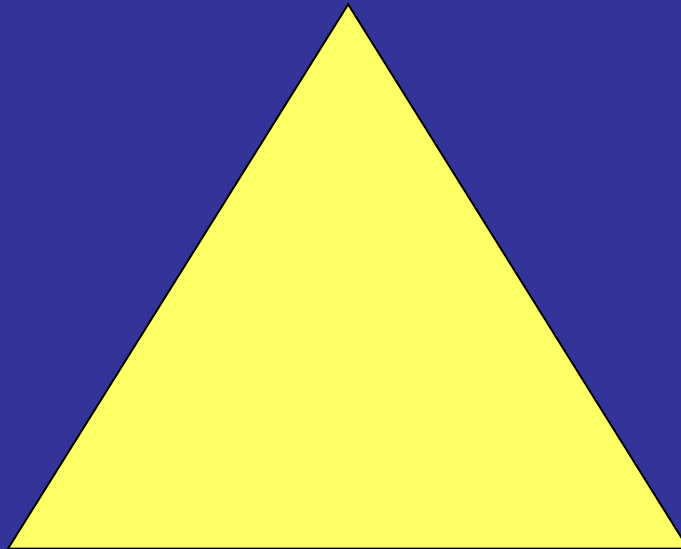
Bremmer, I. (2006) 'The J Curve' Simon & Schuster

# High Stability/Open Community

- Democratic/participatory
- Alignment on values
- Inclusive
- Entrepreneurial
- Networks

# The Purposes of Education

Social Justice



Performance

Well Being

# Leadership for Transformation

- Ethically driven -Equity and Excellence
- Closing the gap
- From 'find and fix' to 'predict and prevent'
- Learning as the core purpose
- Shared leadership based on high trust
- Collaboration
- Innovation, creativity and risk taking
- Challenging authority - embracing heresy