

Reviewing, rethinking, redesigning

your school...

Are you ready go beyond trying partial improvements to your school?

Do you want to have a go at achieving outstanding outcomes for each and every student in your school?

Are you prepared to engage in this work over time?

Then join with the ANSN to do this work. The ANSN offers a set of generic design principles to use as a 'lens for reviewing a school'. It has developed a set of processes for working together and reflecting on practice. It has identified a range of new ideas for schools to explore and implement. The ANSN offers a 'rethinking school' method aimed at engaging a school community in the renewal process. The ANSN team understands the demands of changing teacher practice. We can help you to create the culture needed to restructure your school. The team has extensive experience in building leadership, sustainability and coherence.

The puzzle of school reform will not be solved...

- Offering a few days professional learning for a few enthusiasts.
- The school executive participating in a leadership course.
- Rewriting the curriculum.
- Implementing a new literacy or numeracy program.
- Implementing whole school and whole of system behaviour management approaches and strategies.
- Exploring the use of new technology.
- Developing new planning processes and new improvement plans.
- Increasing compliance measures in curriculum, assessment and performance appraisal.
- Collecting more data and making results public.
- Hoping the staff within the school can solve the problem on their own.
- Restructuring the schools and devolving decision making to the school.
- Providing extra administrative support
- Employing more teacher aides.

Some of these things are important and will still need doing.

But disconnected strategies, on their own, HAVE NOT WORKED to transform a sufficient number of schools. Most of these strategies, on their own, will not turn a school around. They have not helped struggling schools produce outstanding results.

The journey of school reform will involve...

- Acknowledging that things are not working now and that no-one is to blame but everyone is responsible.
- Going beyond standards and compliance.
- Having high expectations of students.
- Changing teacher practice which takes a long time, persistence, exploration, learning from error, reflection etc.
- Learning to be a focus for the system and the union too. This work is not just something for the students and their teachers. New ways of working will be required by everyone.
- The system providing the resources to support a learning journey for each and every school.
- All the teachers and school leaders in learning.
- All the students and their families.
- The system in which the school is located.
- Working with the community, including industry.
- Working with other schools connected to each school.
- Arrangements that enable a critical mass of staff in a school to continue the work begun by others.

Change is a journey, not a blueprint. Change is non-linear, dynamic and loaded with uncertainty and excitement, sometimes travelling through unexpected places.

M. Fullan¹

1. Fullan, M. 1993 *Change Forces* London, The Falmer Press

The Opportunity

Change work is exciting, energizing, exhilarating, rewarding and satisfying. It is also scary, hard, messy, complex and depressing. Working with the ANSN helps you celebrate and keep your feet grounded when things are going well. Working with the ANSN will help you keep your spirits up when times are hard and it feels like your efforts are not working. Working with the ANSN will help you keep perspective and it will help keep you connected to your vision, purpose and principles.

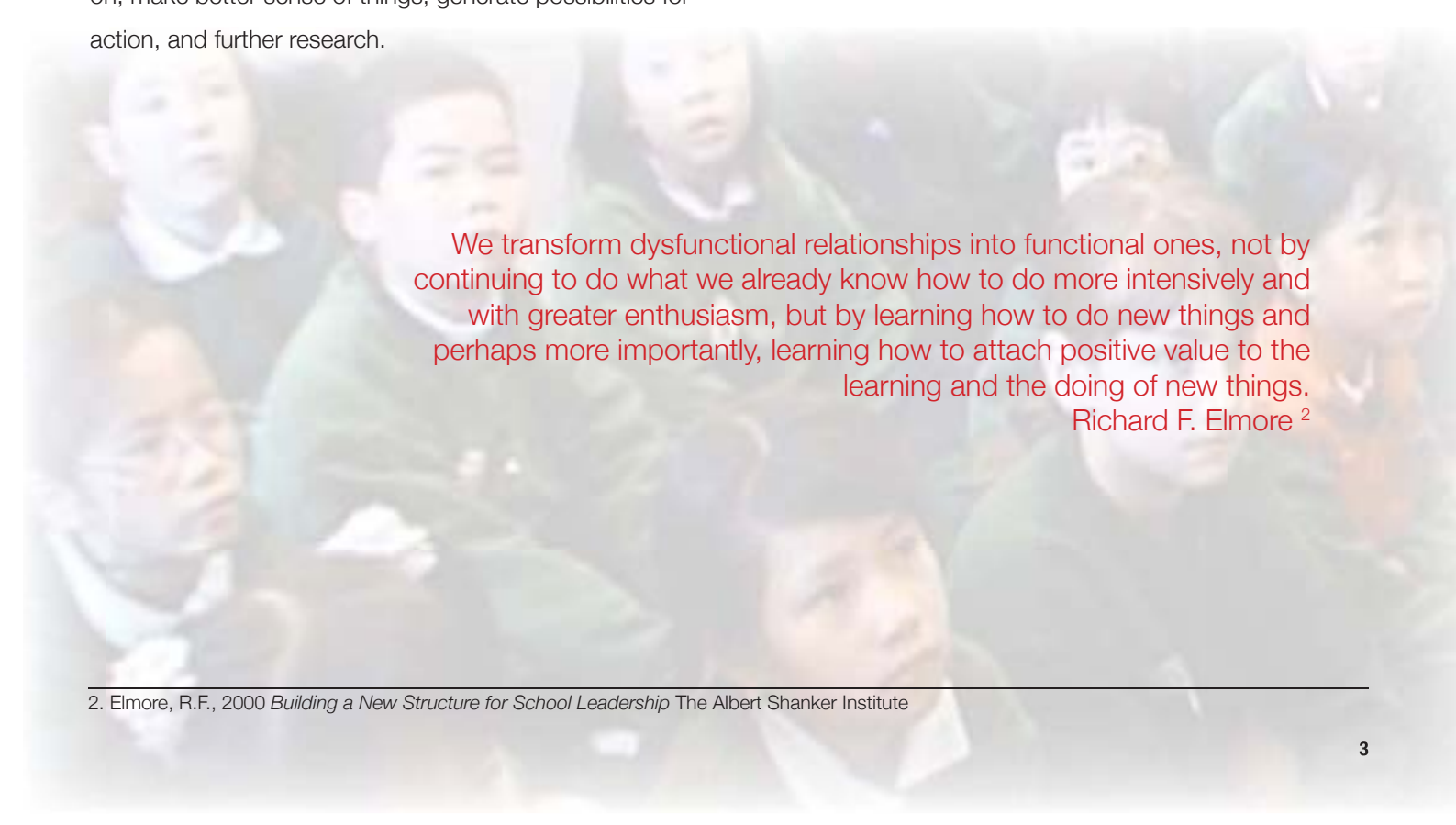
What is the choice? Working with us or ignoring the problem or continuing to work in isolation? Working with us or attending courses on better administration and management theory?

The ANSN has a set of ideas to help educators to improve what they are doing. We can help you to see what is going on, make better sense of things, generate possibilities for action, and further research.

The ANSN team encourages working together, over time and through enough cycles for people to develop the critical skills needed to build the safe spaces for exploration, questioning, researching, and critical reflection.

The ANSN has developed a long-term process for school and system leaders who recognise the benefits of working together on real work. By working with the ANSN you will get to talk about your work and your issues and your possibilities. The ANSN team will work with you on your 'wicked problems'.

The ANSN acknowledge that schools are part of complex human systems where there are no blueprints or quick fixes. Underpinning the work of the ANSN is a belief that what is required is a process that brings people together for the purpose of learning from each other.



We transform dysfunctional relationships into functional ones, not by continuing to do what we already know how to do more intensively and with greater enthusiasm, but by learning how to do new things and perhaps more importantly, learning how to attach positive value to the learning and the doing of new things.
Richard F. Elmore ²

2. Elmore, R.F., 2000 *Building a New Structure for School Leadership* The Albert Shanker Institute

The Educational Design Principles for an ANSN School³

- 1 Academic rigour
- 2 Learning through personalisation and community
- 3 Family engagement with student learning
- 4 Adult world connection
- 5 Flexible, responsive and comprehensive pedagogy
- 6 Authentic performance based assessment
- 7 A good place to work and learn – inclusive, democratic, and safe
- 8 Teachers as learners too
- 9 Thoughtful and collaborative decision making
- 10 Everyone is accountable

3. *The Educational Design Principles for an ANSN School* are more fully described in soon to be published booklet.

Our Process

<p>Year 1 Reviewing and rethinking</p>	<p><i>a year of reflecting, reviewing, exploring, trying out, learning...</i></p> <p>In the first year there is no rush to make definitive changes to the school. Aspects of the school can be reviewed and evaluated. Practice can be reflected upon. Things can be tried and tested.</p> <p>New information can be sought and new ideas can be learned. No firm decisions are made about the school curriculum. The idea of the first year is to learn, gather information, sift and sort, reflect, wonder, etc. Agreements are made in the school about the approach to be taken to this work.</p> <p>Negotiations begin to include other stakeholders: the system, the community, the union etc. A process for researching, documenting and disseminating the work is created and begun.</p>
<p>Year 2 Rethinking and redesigning</p>	<p><i>...a year of designing...developing...planning...</i></p> <p>Typically in the second year the school community will develop a set of education design principles. These will be used at their school to inform their decisions about their school curriculum, assessment, pedagogy, pastoral care, organisation and staff development and all their work thereafter.</p> <p>The school will develop and confirm the processes for making decisions and a clear timeline. Once the major strategies and approaches have been identified a plan for the next three years will be developed. This includes identifying the data required for evidence of student achievement and progress towards the implementation of ideas. Leaders, teachers, and the community will continue to engage in action learning around ideas and issues already begun from year 1.</p>
<p>Year 3 Implementing</p>	<p><i>...the first year of implementation...action learning along the way...</i></p>
<p>Year 4 Working it through</p>	<p><i>...tweaking...tuning...adjusting...renegotiating...reviewing... learning as you go...</i></p>
<p>Year 5 'this is how we do things here...and this is why'</p>	<p><i>...working to embed the new culture...the new practices... reflecting on intentions...making new plans and developing new ideas...</i></p>

The understanding that real learning comes slowly, through the construction of meaning, the recognition of patterns and the creation of relationships.

Stephanie Pace Marshall⁴

⁴ Pace Marshall, S (1999) A possible new story for learning and schooling – Enabling a 'new mind' for the new millennium in *The School Administrator* December 1999, AASA.

Our Process

THE ANSN TEAM

The ANSN will appoint an experienced school consultant to lead the work with the school. This person will work with a second ANSN consultant for all face-to-face work (workshops and school visits) and an ANSN academic colleague for the research component. Other people whose expertise is needed will be contracted as required.

GETTING STARTED

It will take time and conversation to negotiate the work. It is likely to include: a series of 1-1 meetings with the Principal, small group meetings with key staff, conversations with other interested people, and planning meetings with the school executive. Two school visits by the ANSN team are envisaged. Emails and phone advice will be provided along the way. It will take time to draft a plan. This work will itself help the 'school' clarify its approach and getting started.

\$10 000 (exc GST) including travel costs for ANSN team and provided the school is a member of the ANSN. If not an ANSN member then full daily rates for consultants apply and fee becomes \$13 600 (exc GST). If the school joins with the ANSN to engage with the full process 50% of this fee is taken off the first year.

RESOURCES

Schools will be provided with a set of ANSN resources to help them with their work. Currently these include:

- Connected Lives and Learning Web Resource
- Using protocols to look at student work kit
- Assessment by Exhibition kit
- The Reflective Teacher Kit
- Numeracy Across the Curriculum: Action Learning Guide
- Habits of Mind Kit

In development are:

- Using IWBs in the classroom Kit
- The ANSN Principles of Education Design for Schools
- The ANSN School Reform Guide
- The ANSN School Self-Assessment Guide

Schools who join with the ANSN to do this work will also get 50% discount to Big Picture school membership. This will enable teacher access to all Big Picture resources.

A Website for participating schools will be set up and accessible by members.

Schools will become ANSN affiliated members for five years.

Resources provided as part of the agreement

Minimum for participation within the school (community)

WORKSHOPS

At least 4 x 2 days per year per school.

These are times to work away from the school action but within the school context. The focus of the work is the school's work that is about student learning and teaching at their school. It is not about something else or some other input that may or may not be related. It is about staff looking at their work - really looking - action learning, planning, reviewing, implementing, evaluating etc. Through the workshops participants will be skilled in action learning and leading action learning, leadership, planning, research and evaluation, coaching and group development.

There may be relevant specific topics related to where the school is 'at' that could also be covered in these workshop times (eg assessment of student work by exhibition). The intention is that the workshops will be co-lead by ANSN consultancy team and the school staff. Over the time the school staff will take increasing control of these workshops with the support of the ANSN team.

ON-SITE CONSULTING AND COACHING

At least 5 x 2 days

Along with the ideas the ANSN will provide consultancy support throughout to work with the school. The school consultant will help review and reflect on current situation, help those in the school identify and explore new ideas and new fields for exploration, help school identify ideas that you will adopt and develop and hence plan, support the school through implementation and action and reflection stages of new work, and help the school reflect and embed ideas that work.

This work will include a range of activities like:

- One on one leadership conversations with school leaders
- One on one teacher coaching conversations
- Small team workshops and observations
- Observing and giving feedback
- Informal conversations
- Leadership group development activities
- Feedback from interactions
- On-line coaching and support for school leaders

NOTE: As each year unfolds the school will determine how it wants this support provided and where the emphasis should be.

RESEARCH

The ANSN will help you document your work and connecting you with academics and accreditation for the work you do. The budget includes a research associate role. This person will help us document the work of the school. Multiple sources of evidence about the learning progress of the school and the learning outcomes of the students will be identified and documented. Evidence about change and improvement through student and teacher work samples. The ANSN approach to research includes using other media like film that will help us share what we learn together with others and to be more accountable.

Total fee for the first year: \$138 000 (not including GST⁵)

5. If the school is supported by the system to do this work it may gain access to Commonwealth Funding. The cost to a school (of 60 staff) would be \$404 000 per year but this would include the capacity for staff payments for extra work like professional learning, more support for teachers doing school visits and participation in national networks, and support for student travel and engagement in out of school activities.

Other opportunities for participating schools

DEVELOPING LOCAL CONSULTANTS AND COACHES

Three school (and or district/regional) staff can participate in ANSN School Consultants training and development course and process. This is a 2.5 year process and involves participation in a course of 5 3-day modules, on site supervision, and community of practice groups of others involved in this work. We suggest training three people in the first 2.5 years and a further 3 in the second 2.5 years.

Costs of training and development for 3 people each year is \$20 000 (not including GST)

NATIONAL NETWORK

The ANSN will bring together and connect the schools around Australia that are doing this work. We will host a national event at least once per year for leaders, teachers and students.

The ANSN will provide the school with networking opportunities to connect with others on a similar journey to you and we will facilitate school visits in and between each other.

The ANSN will help connect the school to others around the world who might inspire, support and challenge your thinking.

We will bring school and reform leaders to Australia to stimulate and encourage our work.

3-day National Conference: for 10 participants including all travel, accommodation and conference fee: \$26 000 (not including GST)

School visits: for 5 staff making one 3-day visit: \$10 000 (not including GST) (and depending on location of sites).

ANSN PROFESSIONAL LEARNING

The ANSN runs a host of other professional learning activities – from one day to multi-day research circles around a range of topics – from exploring new ideas to implementing tried evidence based methods. These will be available to participating ‘rethinking’ schools at a discount. We can also bring any of these ideas to the school and create a unique experience to suit your context. These will generally be led by other ANSN networkers. Currently these include things like:

- Leadership For Community Engagement.
- Personalisation of Learning
- Connecting Lives And Learning.
- Assessment By Exhibition.
- Student Project Development...
- Student Internships And Using Mentors.
- Using Technology Eg IWBs, computers in the classroom
- Literacy Development Of Refugee Students.
- Numeracy Across The Curriculum.
- Dimensions Of Learning.
- Habits of Mind
- Cognitive Coaching
- Classroom Observation And Peer Support
- Leading Action Learning
- Protocols To Look At Student Work

The ANSN will also connect you to other courses run by tertiary friends of the network.

Costs as per advertised schedules refer www.ansn.edu.au



The Australian National Schools Network (ANSN)



The Australian National Schools Network (ANSN) is a not-for-profit national network of teachers, researchers, schools, systems, sectors, unions, universities, and community and business partners. Our focus is on rethinking schools and schooling for a changing world. As a dynamic learning organisation, the network continually seeks ideas and identifies concerns expressed by teachers, principals, and educational leaders at all levels of the educational system across Australia, in both urban and regional areas. Through the network, we have learned much about the contexts and conditions required to sustain a passion for learning and promote student achievement.

The ANSN has a long, successful history in school reform and improvement. The network is at the forefront of new thinking about learning, pedagogy, curriculum and school organisation. We have six key objectives, which are:

1. to connect teachers nationally, as they explore and research new ideas, and as they reflect on and reform their practices in order to support more effective learning;
2. to support schools and systems that are seeking to review, rethink and redesign their work over time;
3. to establish and maintain partnerships in education as we do our work with other stakeholders;
4. to support critical reflection on emerging trends in teaching and learning in Australia;
5. to learn from our work and publish and disseminate findings from our research and practice; and
6. to provide professional learning opportunities for those interested in learning about the practices that emerge from our work.

The ANSN believes that all students are entitled to an education that is engaging and develops their capacity to access powerful knowledge

Join the ANSN

Affiliated school member
\$660 per year
(\$550 if system is also a member)

Ordinary school member
\$275 per year
(\$220 if system is also a member)

Individual membership
\$55 per year

www.ansn.edu.au for further details and flyer.

Expression of interest

Fax back to 02 9590 3416

Name *Position*

Email

School/Organisation

Address

Phone *Fax*

For more information please contact:

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