

# The Institute for Strategic Leadership and Learning



## Improvement Framework

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The INSTLL Improvement Framework may be used to frame how district and school leaders drive accelerated improvement and can serve as a diagnostic tool to explore — through asking questions and developing strategy — how to improve.

The Improvement Framework	District Theory of Action
<p><b>Professional Culture:</b> The values, norms, and ways of working that characterize an organization and inform how individuals engage with each other and with students. Collaboration and having an improvement mindset are paramount.</p> <p><b>Organizational Structures:</b> The teaming structures, lines of communication and responsibility, and conditions within which leaders and teachers work together. Shared responsibility, trust, and frequent communication are paramount.</p> <p><b>Systems and Processes:</b> The processes, procedures, and protocols that establish and reinforce how goals are accomplished, problems identified, understood and addressed, and how students (and caregivers) remain at the forefront in decision-making. Consistent, coherent, and effective systems and processes are paramount.</p>	<ul style="list-style-type: none"> <li>• Here is what we believe in, why we do what we do, and what we value as professionals striving to improve learning outcomes for all students.</li> <li>• Our organizational structures are designed to reinforce our culture, cultivate shared responsibility and trust, and improve our collective work.</li> <li>• Our systems and processes are how we "do the work" and accomplish our goals.</li> </ul>

The Improvement Framework guides our exploration, (re)design, and development of:	
System Levels	Questions We Explore Together
<ul style="list-style-type: none"> <li>• High Performing Districts</li> <li>• High Performing Schools</li> <li>• Transformative and distributive leadership and teachers</li> <li>• Instructional Improvement (the instructional core)</li> </ul>	<ul style="list-style-type: none"> <li>• How do we cultivate a professional culture that is collaborative, improvement oriented, and professionally rewarding?</li> <li>• What are the organizational structures and conditions needed to foster and reinforce our professional culture?</li> <li>• What are the systems, processes, and ways of working that we use (or will use) to accomplish our goals?</li> </ul>

## INSTLL Strands of Engagement

The Improvement Framework is used to guide our work together, focusing on one or multiple components, or with different district offices, schools, or cohorts of leaders and teachers.

We provide expert consultative, technical, and evaluation support grounded in Improvement Science and research on what works. A problem-solving approach is used throughout to diagnose existing problems of practice, clarify the issues to be addressed (e.g., root causes), and then craft Strategies and Actions to be implemented and monitored.

Strand	Our Expert Support Aims To:	Research-Based Framework	Benchmarking & Audit Tools
<b>District Design</b> <b>Network for Improvement</b>	Design High Performing Districts by examining and crafting effective systems, processes, and ways of working that accelerate the spread of high-quality classroom instruction.	INSTLL's <i>Framework for District Capacity Building and Support</i> .	Comprehensive District Review and Audit.  Short-cycle (60- 90-day) action planning.
<b>School Improvement</b>	Create Sustainable High Performing Schools by implementing effective school-based systems and structures that lead to accelerated student achievement.	INSTLL's <i>Practices for Accelerated School Improvement</i> and <i>Framework for Effective Teaming</i> .	Targeted School Site Visits – School Review process consisting of focus groups and classroom observations.
<b>Leadership Development</b>	Cultivate Leadership by training a cohort of school and teacher leaders who exhibit and apply the skills of highly effective leaders.	INSTLL's research-based <i>Leadership Actions</i> .	Survey of Professional Interactions and School Capacity.
<b>Instructional Improvement</b>	Improve the Instructional Core, by directly supporting leaders and teacher teams in improving daily instruction and student support.	INSTLL's <i>Instructional Improvement Model</i> – a field-tested model for providing valued instructional support to and among teachers.	Classroom observation process and rubrics Walkthrough protocols and data systems External audit of instructional practices.