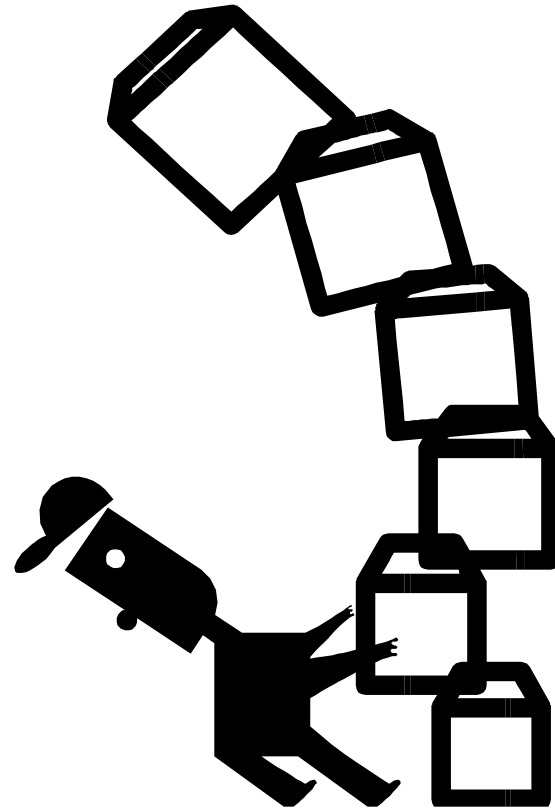


Learning from Failure

A Discussion Guide on High School Reform

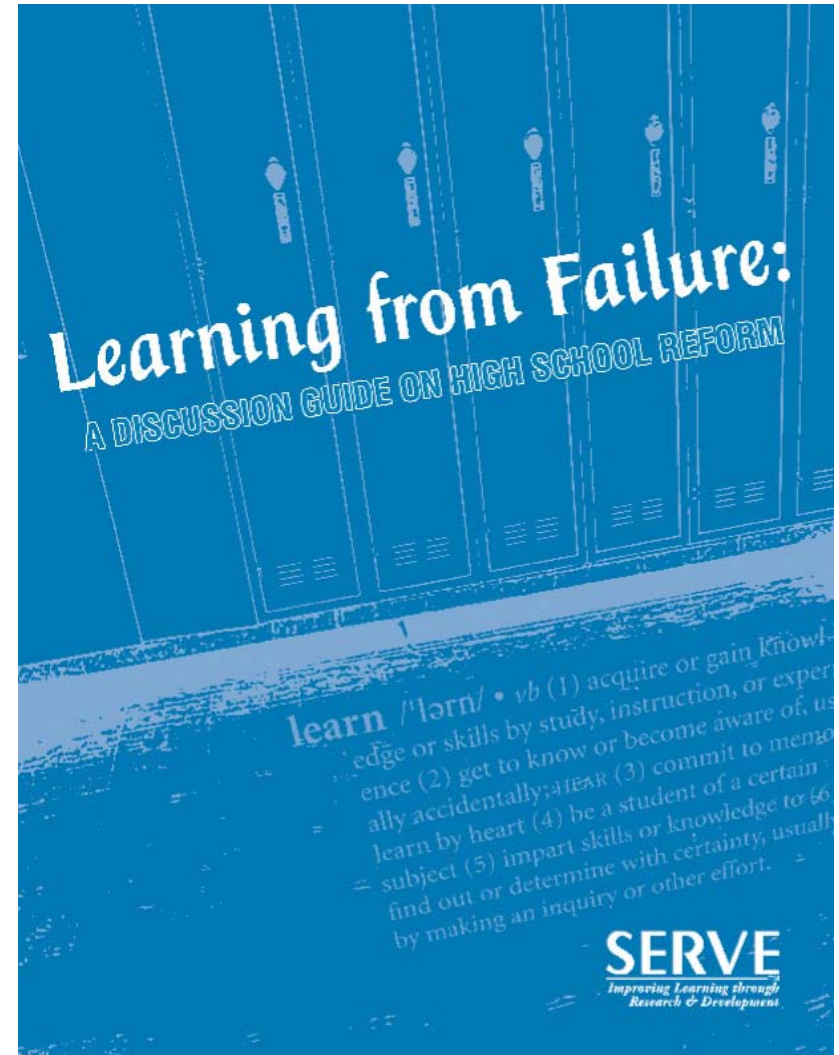
Why focus on failure?

- We need to learn from past mistakes.
- Recognizing mistakes others have made can help you avoid similar ones.



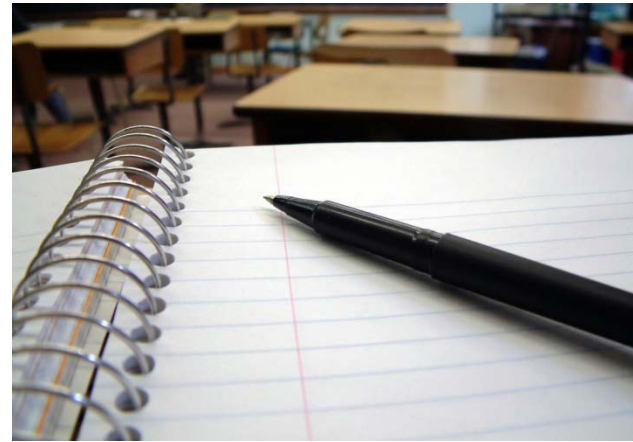
In this report, you will find...

- A description of factors that contribute to reform failure
- A series of questions to guide discussion and help you avoid mistakes



Learning from failure

Why do
school
reforms fail?



Reasons reforms fail



Contextual factors

School-level factors

Nature of the reform

Nature of the Reform

- Focus on structural changes only, not instructional
- Implementation of reforms without using data

School-level Factors

- Lack of support and buy-in from staff
- Skills and knowledge of staff
- Insufficient resources (including time)
- Teacher/administrator exhaustion and burn-out
- Teacher/administrator turnover
- School culture that values conformity

Contextual Factors

- Systemic nature of education
- Lack of consensus on goals of schooling
- “Iconic” notions of high school
- Lack of support and buy-in from community
- Multiple and incompatible reforms

Learning from Failure

- Successful reforms must be:
 - **Focused** on student learning;
 - **Targeted and Coherent**;
 - **Inclusive**; and
 - Accompanied by **adequate and appropriate resources**.



Applying Lessons Learned

Answer the following key questions:

- 1. A focus on student learning:** How is your reform going to improve student learning?
- 2. Focused and coherent:** What should you emphasize first? How are you going to make sure that everything you do is consistent?
- 3. Inclusive:** How will you ensure stakeholder support for your work?
- 4. Adequate and appropriate resources:** How will you ensure your staff has the capacity and time to do the work?



Applying Lessons Learned

- To what extent does your reform focus on improving student learning?
- To what extent does your reform take into account the systemic nature of education?
- To what extent is your reform targeted and coherent?



For more information...

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