You’ll Never Be Better Than Your Teachers

Joel Knudson
American Institutes for Research

California Educational Research Association
December 6, 2013
Data Sources

Interviews
• District leaders
• School leaders
• Union representatives

Focus groups
• Teachers
• Teachers on Special Assignment

Document Review
Teachers as Lynchpins to Success

Why Teachers?

• Robust research base
• Demands presented by the Common Core
• Policy dialogue
Garden Grove: A Case Study

Why Garden Grove?
• Winner of the 2004 Broad Prize
• History of achievement growth
Garden Grove Student Performance

CA District ELA Proficiency Rates

Source: data1.cde.ca.gov
Garden Grove Student Performance

CA District Mathematics Proficiency Rates

Source: data1.cde.ca.gov
Garden Grove Student Performance

District, State, and County A-G Completion Rates

Source: Garden Grove USD
Garden Grove: A Case Study

Why Garden Grove?

• Winner of the 2004 Broad Prize
• History of achievement growth
• Reputation among peer districts
• All while serving a disadvantaged student population
## Garden Grove Demographics

<table>
<thead>
<tr>
<th></th>
<th>Garden Grove USD</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>47,599</td>
<td>6,226,989</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>53.5%</td>
<td>52.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>32.9%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Filipino</td>
<td>1.2%</td>
<td>2.5%</td>
</tr>
<tr>
<td>African American</td>
<td>0.8%</td>
<td>6.3%</td>
</tr>
<tr>
<td>White</td>
<td>9.9%</td>
<td>25.5%</td>
</tr>
<tr>
<td>Other</td>
<td>1.6%</td>
<td>4.2%</td>
</tr>
<tr>
<td>English Learners</td>
<td>39.5%</td>
<td>21.6%</td>
</tr>
<tr>
<td>Special Education</td>
<td>10.7%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Socioeconomically Disadvantaged</td>
<td>71.5%</td>
<td>55.8%</td>
</tr>
</tbody>
</table>

Source: dq.cde.ca.gov
Two Approaches to Success

Clearly articulated vision for effective instruction

Get the best teachers
- Recruitment and student teaching
- Hiring and placement
- Induction
- Tenure
- Compensation

Build the capacity of the teachers you have
- Professional collaboration and learning
- Instructional supervision and feedback
- Teacher evaluation
- Dismissal
- Career ladder

High-quality instruction

Improvement in student learning outcomes

District Culture Focused on Relationships, Trust and Empowerment, and Continuous Improvement
Two Approaches to Success

- Get the best teachers
  - Recruitment and student teaching
  - Hiring and placement
  - Induction
  - Tenure
  - Compensation

- Build the capacity of the teachers you have
  - Professional collaboration and learning
  - Instructional supervision and feedback
  - Teacher evaluation
  - Dismissal
  - Career ladder

- High-quality instruction
- Improvement in student learning outcomes

District Culture Focused on Relationships, Trust and Empowerment, and Continuous Improvement
Approach 1: Get the Best Teachers

- Recruitment and Student Teaching
- Hiring and Placement
- Induction
- Tenure
- Compensation
Two Approaches to Success

- Clearly articulated vision for effective instruction
- Get the best teachers
  - Recruitment and student teaching
  - Hiring and placement
  - Induction
  - Tenure
  - Compensation
- Build the capacity of the teachers you have
  - Professional collaboration and learning
  - Instructional supervision and feedback
  - Teacher evaluation
  - Dismissal
  - Career ladder
- High-quality instruction
- Improvement in student learning outcomes

District Culture Focused on Relationships, Trust and Empowerment, and Continuous Improvement
Approach 2: Build Teacher Capacity

- Professional Collaboration and Learning
- Instructional Supervision and Feedback
- Teacher Evaluation
- Dismissal
- Career Ladder
Two Approaches to Success

1. Clearly articulated vision for effective instruction
2. Get the best teachers
   - Recruitment and student teaching
   - Hiring and placement
   - Induction
   - Tenure
   - Compensation
3. Build the capacity of the teachers you have
   - Professional collaboration and learning
   - Instructional supervision and feedback
   - Teacher evaluation
   - Dismissal
   - Career ladder
4. High-quality instruction
5. Improvement in student learning outcomes

District Culture Focused on Relationships, Trust and Empowerment, and Continuous Improvement
Context: District Culture

- Centrality of students and teachers
- Coherence
- Emphasis on relationships
- Central office service mentality
- Trust and empowerment
- Orientation toward continuous improvement
Contact Information

Joel Knudson
Email: jknudson@air.org
Phone: 650-843-8179
Website: www.cacollaborative.org