



# **Equity and Excellence Focusing on What Matters Most**

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# My priorities:



- **Practical application**
- **2020 Research - What's New? What's True?**
- **Short-term wins –100-day success**
- **Equity and Excellence**
- **Experiment – not major policy change**
- **Continue the Conversation: 781 710 9633**

**Free Resources: Videos, Articles,  
Research, Tools, All of Today's Slides**



- **[CreativeLeadership.net](http://CreativeLeadership.net)**
- **[FinishTheDissertation.org](http://FinishTheDissertation.org)**
- **[MarshWriters.org](http://MarshWriters.org)**

**Text or call 781710 9633**

# LEARNING PROTOCOLS



- **Stop any time with questions and challenges – OK to interrupt or text 781 710 9633**
- **Represent the people who are not in the room**

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# 2020 RESEARCH UPDATE



# DECREASING FAILURES IN 100 DAYS

- Traditional A,B,C,D,F system
- No average, no 100-point scale
- Zero weighting of homework.
- 80-100% reduction in Ds and Fs.
- Improved discipline, culture, and focus on learning.

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# How Grading Reform Helps High Achieving Students



- **More electives**
- **A's have more meaning**
- **Closer to college experience**

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**\$5000 FUEL GIVEAWAY**  
**FILL UP ON US! ENTRY FORM PAGE 8**

THE VOICE OF TASMANIA



AUSTRALIAN OLYMPIC  
TEAM PARTNER

# MERCURY

www.themercury.com.au

TUESDAY, JULY 19, 2016

## Homework piles up for school kids

**ELISSA DOHERTY  
and ALEXANDRA HUMPHRIES**

AUSTRALIAN children are spending more time slugging away at their homework than students a decade ago — and girls are leading the way.

Schoolkids aged 10-13 are committing 40 more minutes a week to hitting the books than in 2007, toiling away for an average of four hours.

Hobart siblings Katia, 14, and Lucas Howell, 12, pictured, attend Sacred Heart College and regularly have homework assigned.

Katia completes about two hours of homework a week for her Year 9 classes, which she tries to fit in around school and club netball.

Lucas does slightly less homework than his sister and said it was primarily for work he had been assigned in class but had not completed.

"I think sometimes it's a bit too much," Katia said.

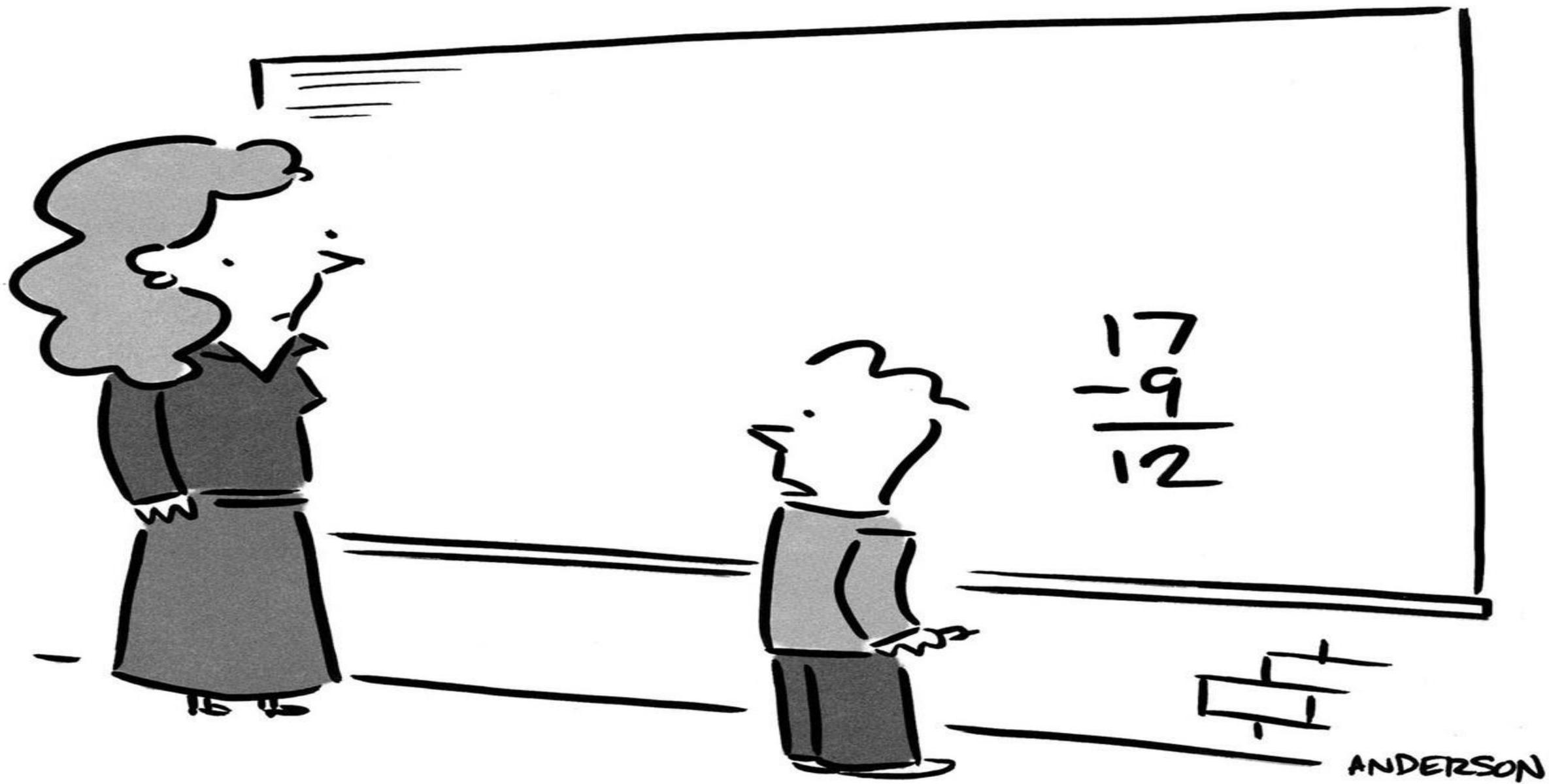
The pair's mother, Teresa, said her children

**CONTINUED PAGE 6**



**WITNESSES TELL COURTS**





"I know it's wrong, I'm just waiting for the autocorrect."

# HOMework AND PRACTICE

- Students DO need practice.
- What is “gold standard” practice?
  - Coaching
  - Feedback
  - Differentiation
- In-class practice promotes honest conversations
- Don't grade practice
- 37 studies: The impact of homework is zero

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# THE OPPORTUNITY MYTH

- 94% of high school students aspire to college.
- More than half earn As and Bs.
- 17% mastered grade-level content.
- 40% of classes with a majority of low-income and minority students never received a single grade-level assignment.

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# STAGGERING INCREASE IN TEEN DEPRESSION AND ANXIETY



- 70% of teenagers saw mental health –anxiety and depression – as a big issue. Fewer teenagers cited bullying, drug addiction or gangs as major problems; those from low-income households were more likely to do so.

*New York Times*, February 20, 2019

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# WHAT COLLEGES NEED NOW

- Take and seek critical feedback
- Advocate for yourself
- Nonfiction writing
- Close the computer and have human time
- Exploration and curiosity – not just passion

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# CHEATING OUR DAUGHTERS – FOUR TOXIC MESSAGES

- Good girls get it right the first time.
- Good girls know that if A is good, A+ is better.
- Good girls know that if you can't say anything nice, don't say anything at all.
- Good girls know that you have to be better than a man to do the job.

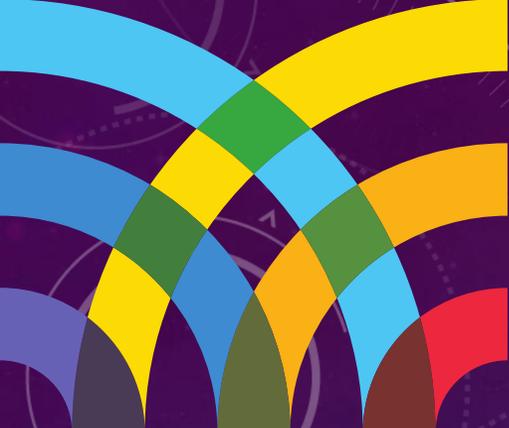
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# The Reading Wars Continue – Back to the 1960's



- **Only 59% of reading teachers require students to sound out words - the best way proficient readers learn to read**
- **22% of teachers use explicit systematic phonics instruction**
- **50% of education professors believe that students can understand texts without an explicit grasp of phonics**



# Reflections on Research?



# Core Competences of Equity and Excellence Systems

# Five Core Competences of Equity and Excellence Systems

- Leadership
- Efficacy
- Focus
- Feedback
- Instruction



***“SUCCESS IS  
STUMBLING FROM  
FAILURE TO  
FAILURE WITH NO  
LOSS OF  
ENTHUSIASM.”  
— WINSTON S.  
CHURCHILL***



*• “You may write  
me down in history  
With your bitter,  
twisted lies,  
You may tread me  
in the very dirt  
But still, like dust,  
I'll rise.”*

*• - Maya Angelou*









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CAN I REALLY MAKE A DIFFERENCE?

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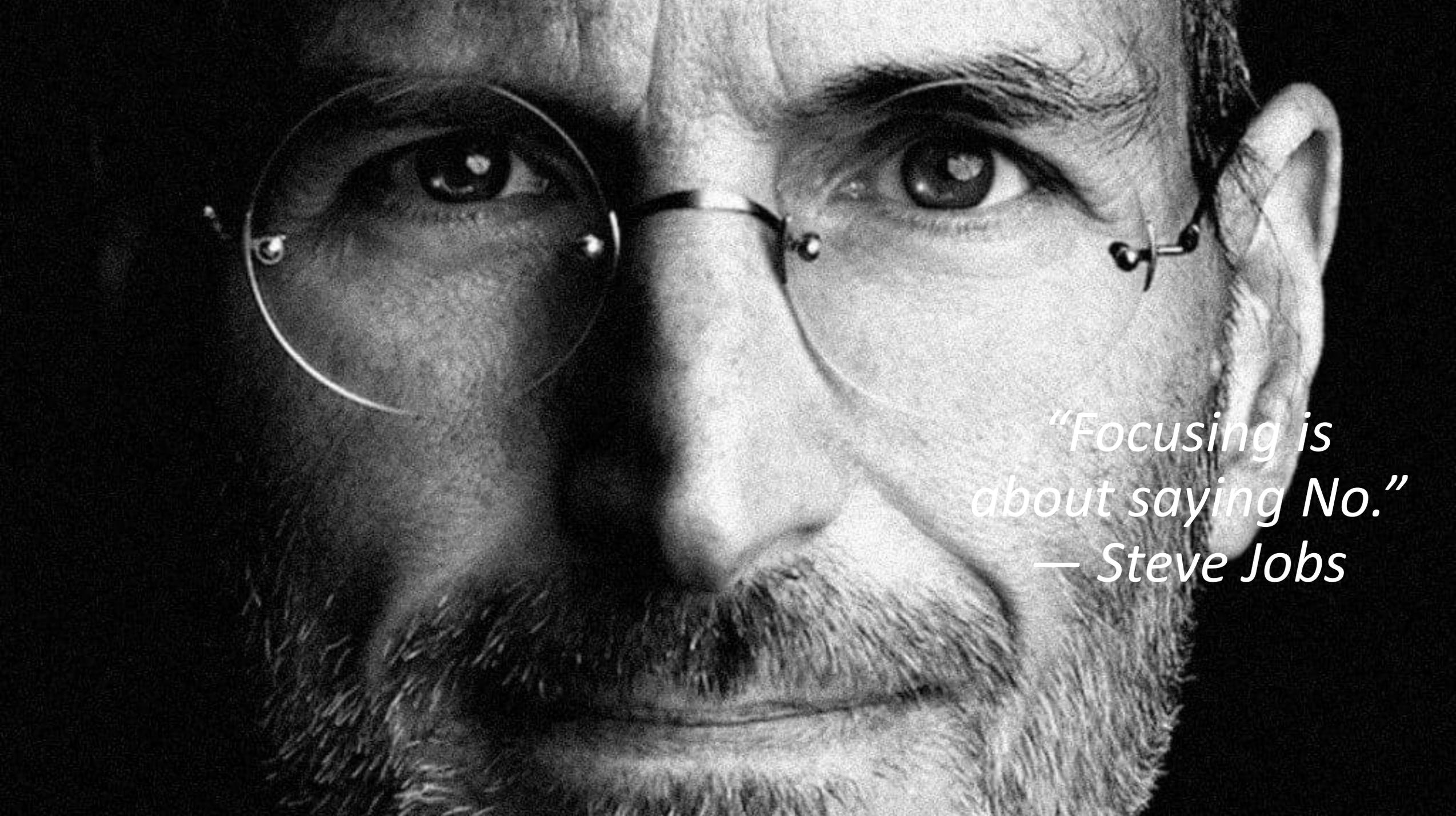




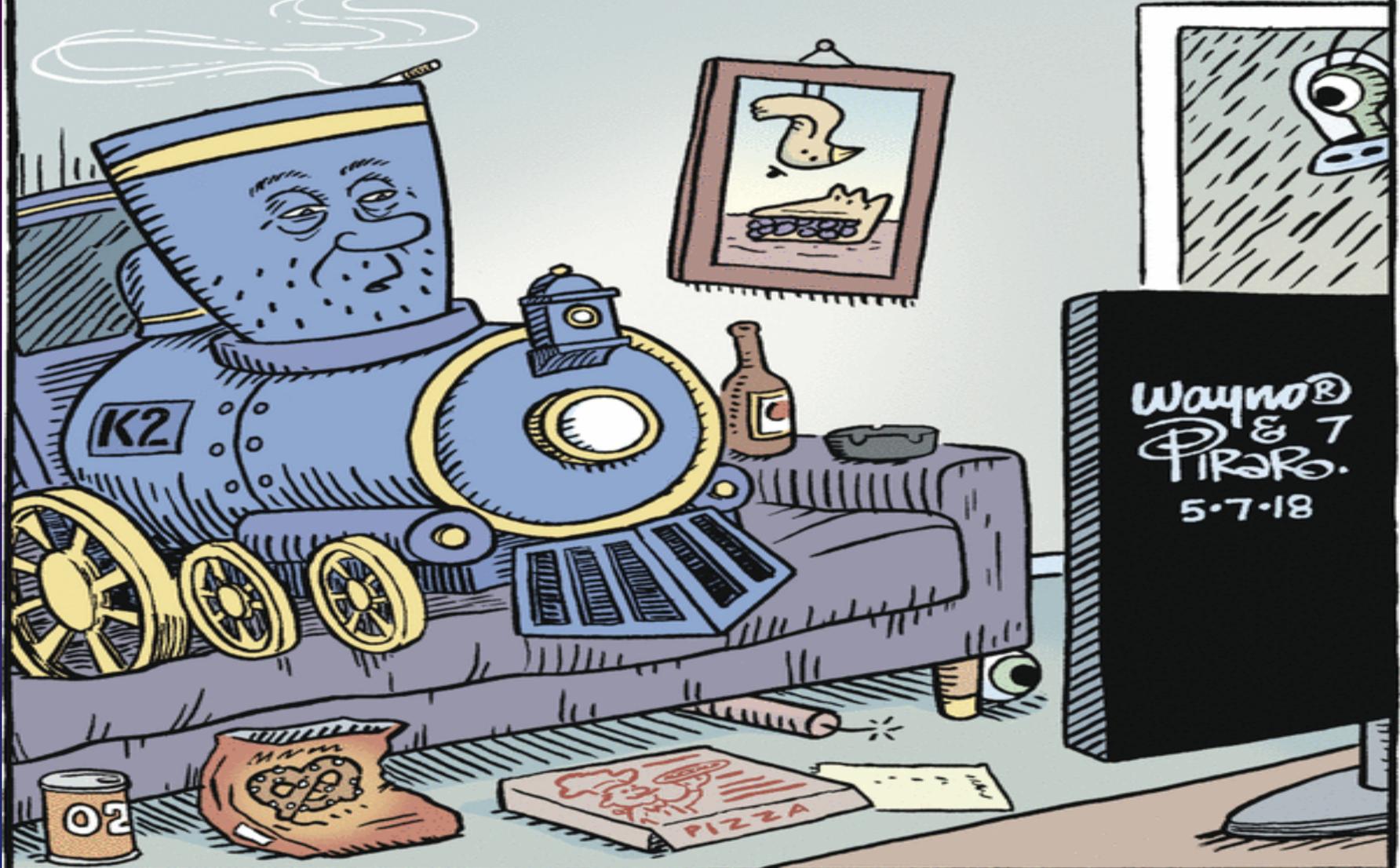
# **Efficacy:**

**From Rhetoric to Essential Question;  
*What are the Causes of Student  
Achievement?***





*“Focusing is  
about saying No.”  
— Steve Jobs*



THE LITTLE ENGINE THAT COULD  
IF ONLY HE'D APPLY HIMSELF





ALS



HEEP



$$\begin{aligned} 2+2 &= 4 \\ 3+3 &= \\ 4+4 &= \\ 5+5 &= 10 \\ 6+6 &= \\ 7+7 &= \end{aligned}$$

$$\begin{aligned} 2 \times 2 &= \\ 3 \times 3 &= \\ 4 \times 4 &= \\ 5 \times 5 &= \\ 6 \times 6 &= 36 \\ 7 \times 7 &= \end{aligned}$$

EUROPE



# In Every Ten Minute Observation



- Equity sticks – no raised
- Evidence of learning by accurate feedback
- Nonfiction writing in every class, every grade
- Reflection – alone, then in pairs
- Effective checks for understanding
- Students answer, “what are we doing?” and “What comes next?”

# Why 100 Days?

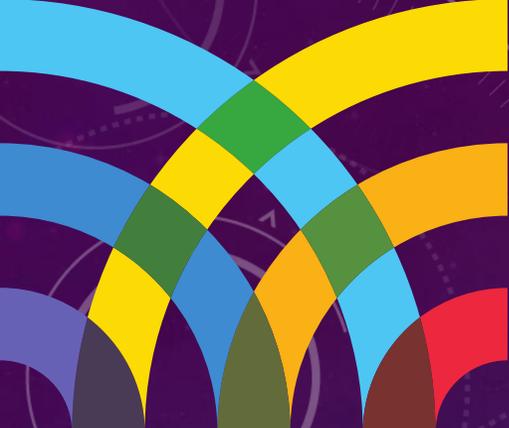


- Long-term success depends upon short-term wins (Amabile and Kramer; Kotter)
- “Gold Standard” Practice (Ericsson) requires incremental progress and work slightly outside the comfort zone

# What Can Be Done in 100 Days?



- Dostoyevsky's greatest novels
- The Constitution of the United States
- Governmental acts that began recovery from worldwide depression in 1932
- Schools in 2019 reduced failure by more than 95%, cut behavior problems in half, increased attendance, and improved faculty morale – in 90 days



# The Essentials of 100-Day Leadership



# Essential #1: Moral Imperative



- Safety
- Freedom

# How Moral Imperatives Are Authentic



- **Passion and Persistence – the cornerstone of every gathering**
- **The guide to what you will NOT do**
- **Credibility – “promises made and promises kept”**

## Essential #2: Culture



- *“Culture is a set of living relationships working toward a shared goal. It’s not something you are. It’s something you do.”*
- Daniel Coyle, *The Culture Code*, 2018

# The Elements of Positive Culture



- **Safety** – belonging and identity
- **Vulnerability** – mutual risk-taking
- **Purpose** – shared goals and values

# Essential #3: Learning



- **Context** – How does my work fit in with the goals and values of the organization?
- **Skills** – What do I need to learn in order to make progress?
- **Relationships** – What do I need to learn about my teammates in order to contribute more?

# Essential #4: Resilience



- What happens when things (inevitably) go wrong?
- Start right
- Start again
- Start together

# Start Again



- Conduct a “pre-mortem” – and consider what would go wrong if your plan is a failure
- Beware the “What the heck?” effect
- Fresh starts are invigorating – don’t wait until New Year’s Day



## Essential #5: Collaboration

- Collaboration is strongly associated with creative work – the “lone genius” is a myth
- Super papers – six times more likely to be written by a team than an individual
- International sample of school assessments – only 9% were in top two levels of scores for collaborative work, zero at the top level of collaboration
- *The Myth of the Muse* (Reeves & Reeves, 2017)

## Essential #6: Accountability



- **What are your best experiences in receiving feedback?**
- **What are your worst experiences in receiving feedback?**

# Effective Feedback is FAST

- **F**air
- **A**ccurate
- **S**pecific
- **T**imely



# Components of Accountability for 100-Day Leaders



- **Process – civil discourse, honest feedback, respect for people and time**
- **Product – clearly defined work products for individuals and teams**
- **Weekly progress monitoring (20 five-day weeks = 100 days)**

# Essential #7: Disciplined Decision-Making



- Clearly defined roles
- Mutually exclusive decision alternatives

# Demand Mutually Exclusive Decision Alternatives for the High-Risk Decisions

- Money, Technology, and People
- At least two options
- Detailed advantages and disadvantages for each option
- Assigned roles
- “No disadvantages” = no homework
- No individual winners and losers



# Essential #8: Communication



- **Internal communication – real-time record of decisions, confirmed before any meeting ends**
- **Progress against benchmarks at least weekly – 20 times in any 100-day plan**
- **Information by e-mail; deliberation in person**
  - **Enrichment**

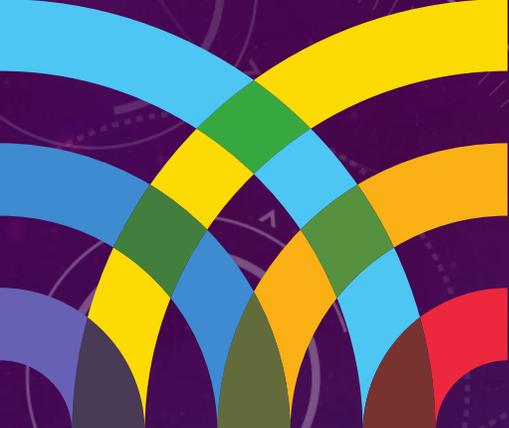
# Equity and Excellence Practices – What is ONE

## Next Step?

- Laser-like focus on achievement
- Collaboration imperative
- Nonfiction writing
- Frequent formative assessment
- Constructive data analysis
- Collaborative scoring
- Cross-disciplinary instruction
- Professional learning communities (PLCs)

Text: 781 710 9633





**Which Equity and Excellence practices will be most challenging to implement in your schools?  
Please text 781.710.9633.**



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