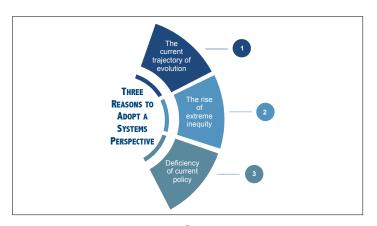


Excellence, and Student Well-Being

2

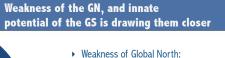


Beyond Complexity Successful complex strategy can work until society serves up so much dynamic interaction that it cannot be controlled. > The art of system change is to help people access how the system operates so that they can behave differently to stave off bad outcomes and obtain good ones.

4

Partial Successes

3



- - -hierarchical
 - -formal
 - -failure to draw on the local for solutions
 - ▶ Strength of Global South:
 - -innovation
 - -hands-on
 - -community

• Ontario (2003-2017)

- ► California (2013-present)
- Victoria, AU (2015-present)

5

6

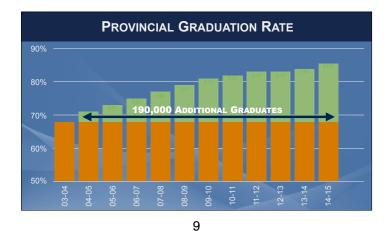
Factors Related to Success

- 1. Small number of ambitious goals
- 2. Focus on leadership and capacity building for effective pedagogy
- 3. Establishing a dedicated leadership unit at the provincial level
- 4. Mobilizing data and intervention in a non-punitive manner
- 5. Strategic action to engage every level in coherent implementation
- 6. Using multiple overlapping strategies to learn from and refine implementation

7

- 7. The emergence of leadership from the middle (LftM)
- 8. Investment of resources attacking equity with excellence

MOBILIZING DATA AND EFFECTIVE PRACTICES 100 **Provincial Results for Junior Writing** 28 28 31 36 40 43



GENERAL PRINCIPLES:

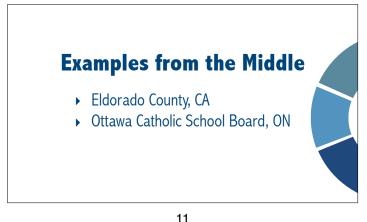
EXPLOIT UPWARD; LIBERATE DOWNWARD; LATERALIZE EVERYWHERE

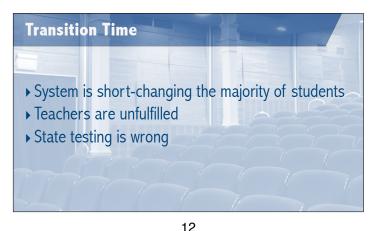
Shapes,
Messaging,
Invests, Interacts,
Intervenes

MIDDLE STRENGTHENS
Capacity, Trusts and Interacts

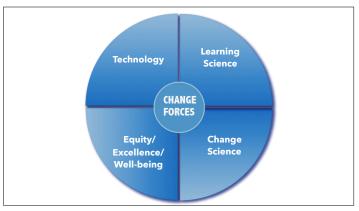
Liberates as it interacts laterally and vertically

10





1





13 14

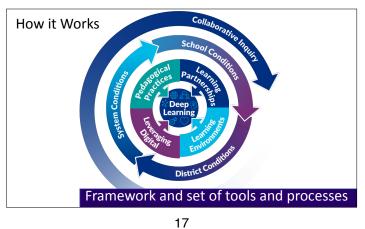


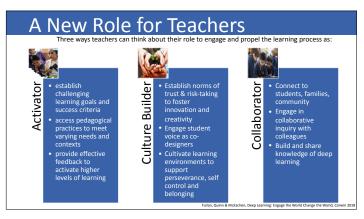
 Quality learning that sticks with you the rest of your life

 Learning that Engages the World Changes the World









18





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