The Improvement Framework

Brian McNulty and Laura Besser (2011, p. 36) identified six components for school and district improvement:

1. Use data well and in an ongoing way.
2. Limit the number of goals and strategies, and focus on them.
3. Develop shared instructional practices.
4. Implement deeply.
5. Monitor, provide feedback, and give support.
6. Create supportive learning environments for everyone in the "school system."

Based on the Improvement Framework, the following is a comparison between past practices and best practices.

Element	Past Practice	Best Practice
Use data well	• Used only summative assessment data • Used for accountability only • Used one to two times per year	• Use formative assessment data • Use multiple data points • Use for changing practice responsively • Use frequently, on an ongoing basis
Focus on limited number of goals and strategies	• Multiple goals and strategies over a short period of time	• Limited number of goals and strategies sustained over an extended period of time
Develop shared instructional practices	• Autonomous practice	• Common agreement on high-quality instruction
Implement deeply	• Superficial and inconsistent implementation	• Shared learning of a few high-leverage strategies • Provide for active and sustained teacher learning
Monitor and provide feedback	• Inconsistent • Accountability based	• For continuous improvement • Ongoing data collection on the level and quality of implementation • Provide timely, specific, and constructive feedback
Create supportive learning environments	• Isolated practice • Inconsistent and idiosyncratic	• Collaborative practice • Professional development specific to focus • Team learning