

# Goodlad Institute for Educational Renewal

Annual Report  
October 2011



UNIVERSITY *of* WASHINGTON | BOTHELL  
GOODLAD INSTITUTE FOR EDUCATIONAL RENEWAL

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## PREFACE

The Goodlad Institute for Educational Renewal honors the remarkable seventy-year career of John Goodlad and structures a collaborative framework within which his work can continue. Perhaps best known for celebrating the central importance of education in a social and political democracy, Dr. Goodlad has been equally concerned with practical implementation, showing how actual school practices fall short of democratic ideals and then recommending how those gaps might be bridged.

After conducting influential studies of public schools and the education of educators, Dr. Goodlad initiated a national effort to support educational quality and renewal. Looking beyond high test scores as quality indicators, Dr. Goodlad grounded his efforts in the essential role of education in sustaining the social and institutional underpinnings of democratic life, as reflected in a four-part mission for schools: (a) providing equal access to quality, school-based learning for the young, (b) giving students the knowledge, skills, and dispositions to become fully engaged participants in a democratic society, (c) improving teaching and learning through pedagogy that nurtures and challenges all learners; and (d) promoting responsible stewardship of schools and universities.

His ensuing pursuit of education's democratic public goals have encouraged simultaneous renewal in schools and the education of educators, supported ongoing local renewal in

educational institutions, and developed a national cadre of educational leaders who share intellectual and moral perspectives on school renewal. The work has grown into a collaboration among 25 school-university partnerships, the National Network for Educational Renewal (NNER), and an independent research organization, the Institute for Educational Inquiry (IEI), which supports educational renewal through research, leadership development, and external communication.

Impact is evident in widespread local innovations that illustrate how schools and universities can serve democratic purposes. These changes, in turn, have framed new ways of thinking about schooling, including the importance of partnerships in the preparation of educators, the centrality of equitable learning opportunities as schools become more diverse, the impact of the university's general education program on teacher education, and the potential for more democratic educational institutions.

***To continue this work, the Goodlad Institute for Educational Renewal serves as a center of support, inquiry, and information regarding renewal of educational institutions, collaborating with the NNER to advance the public democratic purposes of education.***

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# PURPOSE

This third annual report provides the annual narrative and financial report pursuant to the Memorandum of Agreement between the Institute for Educational Inquiry and the University of Washington and the Charter of the Goodlad Institute for Educational Renewal. **The report describes the Institute's major activities and fundraising from October 1, 2010 through September 30, 2011.**

## **Organization and Location of the Institute**

Launched on April 8, 2008, the Goodlad Institute for Educational Renewal is chartered as a University-wide program that is initially administered by UW Bothell and has been housed in the Office of the Vice Chancellor for Academic Affairs. In February 2011, the Institute relocated from its small office on the UWB campus to an 860-square foot multi-office space in Bothell. The new space is within walking distance of the campus and downtown Bothell, and provides work and meeting space for the Institute's personnel and graduate students. Dr. Tom Bellamy serves as the founding director of the Goodlad Institute, Kellie Holden serves as the part-time Institute Administrator, and Laraine Hong joined the Institute in July 2011 as the Grants Editor/Coordinator.

## **History of the Institute's Program**

Although relatively new, the Goodlad Institute began its work with significant capabilities and intellectual resources. It grows out of and assumes responsibility for continuing and expanding over two decades of work by the Institute for Educational Inquiry (IEI). Established and led by Dr. John Goodlad, the IEI articulated an enduring vision of the mission of public education in a democracy. It then successfully pursued that agenda through an integrated strategy of coordinated local demonstrations, critical inquiry, leadership development, and professional communications. Based on the belief that educational excellence ultimately depends on ongoing local educational renewal, the National Network for Educational Renewal (NNER) was established as a related organization in 1986 to contribute collegial support and national visibility to the simultaneous renewal of P-12 schools and the education of educators. The NNER currently includes 24 partnerships across North America, each connecting local P-12 schools with university colleges of education and colleges of arts and sciences. As components of a planned initial period of leadership transition and coordination and transfer of functions, the Goodlad Institute and the NNER function as partners in sustaining and advancing the work of the IEI, jointly building on its strong infrastructure, national reputation, and professional visibility.

The Institute's mission, vision, and initial priorities emerged from a series of conversations between the Institute's director and Dr. Goodlad, with consultation from leaders across the IEI and NNER helping to identify where shared interests across NNER partnerships might provide a basis for significant contributions to current debates about what quality education is and how to achieve it.

## MISSION

*The Goodlad Institute for Educational Renewal exists to promote the public democratic purposes of education by supporting and studying processes for continuous renewal in public schools, universities, and their communities.*

Democratic societies depend on education to prepare each new generation to assume the responsibilities of citizenship and to safeguard the principles and institutions that support democratic life. Helping students achieve ambitious learning in core subjects is one goal, but full participation in democratic life requires education to do much more—to balance learning across a wide range of academic subjects, ensure that all students have equitable access to learning, and support the social and emotional development that caring educators can foster. The Goodlad Institute promotes the ambitious, balanced, and equitable student learning on which our democratic society depends by supporting and studying continuous renewal in schools, the education of educators, and the communities on which both depend.

Further, although much learning happens outside school, democracies depend on educational institutions at all levels to ensure that the needed student learning occurs. But, like other institutions in a democratic society, schools are subject to constant remaking through advocacy of many different groups and action at each level of government. And, as is

inevitable in a diverse society, one group's improvement is often another's crisis; school quality is never "fixed" once and for all by any program or policy. Sustaining school excellence requires continuous renewal in professional work, as new challenges are addressed with innovative approaches, and in civic processes, as competing interests are negotiated and balanced within the public missions of educational institutions.

## VISION

*By developing examples, ideas, leaders, and networks that highlight the public democratic purposes of education, the Goodlad Institute aims to energize a new national conversation about what high-quality education means in a democracy and how it can be achieved.*

Because educational institutions are constantly shaped through democratic processes, sustaining ambitious and equitable learning requires simultaneous action by many groups who influence what happens in schools—policy makers, professional organizations, businesses that market products and services to schools, local communities that provide tax support, universities that prepare teachers, families who choose schools and advocate for priorities, and individual educators who make hundreds of daily decisions that affect student learning. Widespread change occurs only when compelling new ideas enter the public conversation and find expression in each group's actions. Successfully promoting the public democratic purposes of education, then, means contributing to and changing the public conversation about education in ways that influence many different groups.

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## OPERATING PRINCIPLES

**Leading by Example.** The core of the Institute’s strategy is a belief in the power of positive examples to spread ideas and shape strategy. Big ideas first must be translated into daily action, and tested in the rush of practice and the crosscurrents of local priorities. Once imbued with the credibility of positive results, they can then be brought to the national conversation.

**Focus on Simultaneous Renewal of Educational Institutions.** The local examples of excellence at the center of the Institute’s strategy seldom develop in isolation and are rarely sustained without corresponding changes in other parts of the education system. Consequently, the Institute’s work reflects a belief that powerful local examples involve boundary-spanning partnerships and leadership. This is true within the education profession, because PK-12 schools, community colleges, and universities are mutually dependent. And beyond the profession, deliberations about quality schooling necessarily involve policy makers, families, and community groups as well as education professionals. The Institute’s strategy, then, is to support local educational renewal in the context of local partnerships in which institutions support and challenge each other to constantly improve results for children and youth.

**Collaboration with NNER Settings.** The Institute makes particular effort to develop projects that advance the local work of various NNER settings while at the same time creating opportunities for the Institute to pursue its own broader mission of inquiry and advocacy. This involves, for example, seeking topic areas that are of interest to a cluster of NNER settings and other partners where Institute participation and cross-setting collaboration can add value to local efforts. Topic areas where new approaches offer opportunities for significant renewal will be of particular interest.

**Emphasis on Communication and Dissemination.** In order to create a conducive national context for pursuing the public democratic purposes of education, the Institute emphasizes dissemination of information that supports, informs, and encourages collaboration among professional, policy, and local civic leadership for school renewal. Sustainable changes occur in education only when new ways of thinking become a part of the public conversation and begin to create a willingness to change established patterns. Local demonstrations provide the foundation for new ways of thinking, but these must then be translated into news stories, books, articles, presentations, and media that show others what is possible. The Institute will provide leadership for communicating the intellectual basis for a focus on democratic purposes and local renewal processes as critical elements of the effort to achieve high-quality schools. To make our communications more useful, a particular emphasis will be on external dissemination of information important to policy, public, and professional groups and partnerships with these groups.

**Engagement of Faculty from the Three University of Washington Campuses.** With a charter that emphasizes university-wide participation, the Institute is engaging faculty from education, arts and sciences, and other disciplines from the entire University, based on faculty interests and consistent with the mission and strategy of the Institute.

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# PRIORITY AREAS AND PROGRAM DEVELOPMENT

Five broad areas for initial exploration and program development have structured the Institute's initial work. While planning and exploration continue in all five areas, program development has naturally depended on availability of funding for related grants.

**1. Supporting Teacher Leadership for Curriculum Renewal.** Curriculum and instruction are at the forefront of many current concerns—how to broaden the school curriculum beyond the narrow focus of state tests, how to increase achievement in mathematics and science, how to make learning more equitable, and so on. While such renewal involves simultaneous change in many different organizations and cultures that affect schooling, actual implementation depends most centrally on teachers changing their daily practices. Teachers are particularly effective leaders when they are actively engaged in improving their own practice, interested in supporting colleagues as they try new approaches, and able to describe reasons for change that connect with their colleagues' professional commitments. Support for teacher leaders, then, provides an important leverage point for stimulating local school renewal and influencing the national conversation about school quality. The IEI and NNER have built strong capabilities in leadership development in over 15 years of leadership associates programs. New efforts to support teacher leadership for curriculum renewal will build on previous successes in stimulating dialog about education's public democratic missions, a history of helping leadership associates form successful learning communities, and pedagogy that links learning with daily professional practice.

**During the current reporting period, the Goodlad Institute continued work on two previously funded projects and submitted two new grant applications associated with this priority topic area.**

- The “Math 2.0: Teaching Math in a Technical World” project is funded by the Washington Higher Education Coordinating Board for a three-year period (with flow-through funds from the U.S. Department of Education). A partnership with the North Central Washington Educational Service District and Central Washington University, this project continues to provide professional development for teachers of mathematics in several of Washington's most rural and diverse school districts. The project completed its second year in June 2011, and will continue operations throughout the coming year.
- The project, “Different Drumbeats: Art, Principled Dissent, and Democratic Practice,” was funded by the National Endowment for the Humanities in April 2010 and was completed in March 2011. Led by Dr. Linda Watts, UW Bothell Professor of Interdisciplinary Arts and Sciences, this successful project provided professional development for teachers of history in the Puget Sound region through two full-day teacher sessions and an interactive online follow-up program.
- As part of a continuing effort to establish coordinated programs in teaching American history across NNER settings, the Institute supported preparation of a

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“Teaching American History” grant application by the Tacoma School District in partnership with the University of Washington Tacoma. However, Congress so significantly reduced funding for the program that no applications were funded under the program this year.

- In conjunction with her professional development programs for mathematics teachers in North Central Washington, PI Professor Robin Angotti continues to develop technology applications that assist teachers in making mathematics instruction accessible to all students. A gift of \$145,000 from the Microsoft Corporation allows her to continue her work in this area with a particular emphasis on using Microsoft’s new Kinect system to develop alternative representations in mathematics instruction.

**2. Preparing and Supporting School Principals.** Working at the nexus of community demographics, local expectations for schools, professional priorities, and public policy requirements, principals have experienced perhaps the most rapid changes among education professionals. An increasing number of children with limited English proficiency live in poverty or experience disabilities; they create learning challenges at the same time that public policies and district practices hold administrators accountable for immediate results on state tests. School-choice models intensify pressures for principals to focus on external marketing while they are also expected to spend more time directly engaged with teaching and learning in their schools. A rush of recommendations for reform and replacement of principal preparation programs has followed, highlighting the critical role that principals play in any effort to improve school quality. The NNER and Goodlad Institute can bring an important and largely missing perspective to this cacophony of reform proposals. Our commitment to the public democratic purposes of education encourages changes in a comprehensive way that balances immediate test scores with other public education missions. Our long history of school-university partnerships opens possibilities for investigation and collaboration that are difficult to accomplish elsewhere.

**During the current reporting period, the Institute’s work related to this priority topic has involved development of proposals for a district-led principal preparation program that is fully integrated with the school-based supports for instructional coaches and other instructional leaders. Letters of Intent for projects to support this effort are under review by foundations with interests in school leadership.**

**3. Renewing the Education of Teacher Educators.** This priority area focuses on preparation and support of teacher educators who are skilled contributors to inquiry and practice in both PK-12 schools and university programs. Partnerships are so central to the preparation of new teachers that high-quality teacher education depends on university faculty who can work across P-12 and university boundaries, stimulating changes in each institution with the knowledge and challenges of the other. University teacher education faculty members assume roles such as student-teaching supervisor, director of the teacher education program, teacher of a school-based methods course or practicum, leader of a teacher action-research project, or researcher on a critical question related to teacher education or PK-12 learning. In each case, renewal in PK-12

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and higher education is supported when the teacher educator can work effectively in the cultures of both schools and universities, modeling and fostering an inquiry stance that supports continuous improvement. Fulfilling these roles successfully requires skills and knowledge not often emphasized in education doctoral programs. The Goodlad Institute will focus on program renewal efforts that help current and prospective faculty develop “hybrid competencies” that cross boundaries among specializations within the university and between the cultures of universities and P-12 schools.

**During the current reporting period, the Institute’s work related to this priority topic has included one continuing and one new project supporting renewal in the preparation of special education teachers:**

- “Project RTI: Restructuring, Transforming, Implementing a Dual-Track RTI Teacher Preparation Program” completed the first of its five years in the University of Washington Tacoma’s Education Program. Funded by the U. S. Department of Education’s Office of Special Education Programs, the project supports faculty and program development associated with a new dual-certification program in elementary and special education. The Institute supports the UW Tacoma faculty in program design, with particular focus on the development of partner schools that serve as the context for clinical experiences in the new program.
- The second special education program improvement project, newly funded this year, was awarded to Montclair State University’s project, “Restructuring Preservice Preparation for Innovative Special Education.” The grant supports the development of a secondary-level dual-certification program linking special education with certification in mathematics and science. A sub-award allows the Goodlad Institute to coordinate annual “critical friend” visits that engage faculties from across the NNER in cross-setting program reviews. Total funding for the Institute over the project’s five years is \$74,796.

**4. Promoting Civic-Professional Collaboration for School Renewal.** In broad terms, the need for local civic-professional collaboration for school renewal arises from the limitations of external efforts to impel educational reform through policies and funding. While external efforts do have their place in governance of public education, schooling is also a very local endeavor that must constantly adjust to the aspirations and priorities of students and their families and communities, while still accommodating local differences. When reform efforts ignore or try to overpower local priorities and differences, implementation is, at best, tenuous, and often lasts only until the next issue or group takes the spotlight. But with so many competing local needs, it is often difficult to focus collective attention on young people’s learning, much less to reach agreement on what is needed and to take action toward improvement. Local conflicts about educational goals often undermine school renewal, as priorities shift with new board members or administrators. The Institute will build on the long-standing school-university partnerships of the IEI and NNER and their initial work in engaging communities in deliberations about school renewal. The goal is to create new structures and prepare leaders for local civic and professional collaboration for educational renewal.

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There were no new developments in the Institute's efforts to secure funding for projects related to this priority area during the current reporting period.

**5. Supporting Renewal in P-12 Schools.** Public policies that emphasize achievement in core academic subjects for all children are juxtaposed with high levels of childhood poverty, limited English proficiency, and disabilities, which creates a challenging context for school renewal. And the process of continuing renewal becomes even more difficult when educators and their publics are committed to the broader purposes of education in a democracy. While all NNER partnerships are deeply engaged in local educational renewal efforts, the Goodlad Institute seeks to support this work with related inquiry into the most relevant strategies and processes.

**During the current reporting period, the Institute's work related to this priority topic included:**

- With Professor Tony Smith taking the lead as journal editor, we were successful this year in our proposal to house the *Washington State Kappan* journal in the Goodlad Institute. A total of \$30,000 was committed from various University sources to support the journal's operation during its initial two years.
- Submission of a letter of intent to three private foundations to support Professor Tony Smith's research project on "Washington State Oral Histories." The proposed research will collect and analyze in-depth oral histories from disengaged youth about their school experiences. The program examines the serious issue of school dropouts by placing student perspectives at the center of investigation, yielding a detailed understanding of factors leading to dropping out and suggesting pragmatic institutional responses to help youth remain in school. While none of these proposals has been successful to date, efforts to find funding for the project continue.

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## GOODLAD INSTITUTE PRODUCTS

Bellamy, T., & Goodlad, J. (2008, April). Continuity and change in pursuit of a democratic public mission for our schools. *Phi Delta Kappan*, 89(8), 565-570.

Bier, M., Foster, A., Bellamy, T., & Clark, R. (2008). Professional development school principals: Challenges, experiences, and craft knowledge. *School-University Partnerships*, 2(2), 77-89.

Bellamy, T. (2008). The crowd in the principal's office: Strengthening a collaborative profession for contentious times. In R. Papa, C. M. Achilles & Alford, B. (Eds.), *Leadership on the frontlines: Changes in preparation and practice*. The 2008 Yearbook of the National Council of Professors of Educational Administration (p. 29-48). Lancaster, PA: Pro-Active Publications.

Bellamy, T. (2009). Renewing professional education for special educators: Challenges and future directions. Invited Keynote Address to the Annual Meeting of the U. S. Office of Special Education Program's Personnel Preparation Project Directors Conference. Washington, D. C., July 20, 2009. Text of this presentation is published electronically at <https://www.osep-meeting.org/archives.aspx>

Bellamy, T. (Ed.). (2009). Annual Cases of School Leadership. Technical Report No. 1, Goodlad Institute for Educational Renewal. Seattle: University of Washington.

Foster, A. (2009). Leadership Development in High-needs Schools: A case study. Technical Report No. 2, Goodlad Institute for Educational Renewal. Seattle: University of Washington. Republished in 2010 in *Education in a Democracy: A Journal of the NNER*, 2,763-92.

Wilson, C. (Ed.). (2009). Narrative Cases of First-year principals. Technical Report No. 3, Goodlad Institute for Educational Renewal. Seattle: University of Washington.

Bellamy, T., & Cobb, B. (2009). Logic Models in Design and Evaluation of Principal Professional Development. Technical Report No. 4, Goodlad Institute for Educational Renewal. Seattle: University of Washington.

Bellamy, T. (2011). High Reliability & Leadership for Educational Change. Noteworthy Perspectives: High Reliability Organizations in Education (p. 24-35). Denver, CO: Mid-continent Research for Education and Learning (McREL).

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# FINANCIAL REPORT

## Background

The Institute for Educational Inquiry provided initial funding for the Goodlad Institute for Educational Renewal through a Memorandum of Agreement with the University of Washington. The Memorandum provided for an allocation of \$500,000 to be provided to the University to support the Institute's operation, with the condition that these funds would be allocated only when they have been matched (on a 1:2 ration) by funds raised from other sources to support the Institute's work. This portion of the report details the Institute funding that was received from other sources during this report period, October 1, 2010 through September 30, 2011.

## Funding from Grants

Funding from two new grant projects contributed support for the Institute's work during the current reporting year. These are:

- A one-time gift of **\$145,000** from the Microsoft Corporation for a project titled "UWB Kinect for Education."
- The Institute will be a sub-contractor on Montclair State University's project titled "Restructuring Preservice Preparation for Innovative Special Education", funded by the U.S. Department of Education's Special Education Program. The total award to the Institute was \$74,796. Of this amount, **\$69,256** will specifically contribute to Goodlad Institute salaries, activities, and travel, while \$5,540 will support university indirect costs. We are requesting matching funds only for the portion of the grant that directly supports personnel in the Institute.

## Funding from the University

University of Washington support for the Goodlad Institute during this reporting period included:

- Funding of **\$30,000** to support the editing of the Washington State Kappan Journal provided by the Office of the Vice Chancellor for Academic Affairs and research cost recovery accounts in the Education program.
- Returned indirect costs associated with the Institute's administration of grants, **\$10,327**.

## Total Fundraising

The total funding raised by the Institute to support its priorities and activities (excluding indirect costs retained by the University and subcontracts) during this reporting period year was **\$254,583**.