



# School Development and the ANSN

**Schools need to develop and evolve to meet the learning needs and interests of their students. The world in which our young folk are growing up is changing and changing fast. A school community that is developing will be reviewing aspects of its focus and ways of working, exploring and researching new ideas and implementing new teaching practices that have been shown to be effective.**

**Doing this work is neither quick nor easy, and will not go to formula. As the context changes so will our goals and roles. It helps for schools to seek support for this work – the external support of a critical friend, consultant or coach; connection to a network; sensible and appropriate timelines for change; and processes and framework for moving beyond a trial' through to implementation and then to ensuring it becomes an integral feature of the school.**

**The ANSN can provide such support.**

**Interested? Keep reading...**

# The ANSN offers...

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**Development:** *to bring out capabilities or possibilities of*<sup>1</sup>

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1. The MacQuarie Dictionary

# Why the ANSN?

The ANSN offers a set of generic design principles to use as a lens for developing a school. It has developed a set of processes for working together and reflecting on practice. It has identified a range of new ideas for schools to explore and implement. The ANSN has a process designed to engage a school community in this work over the long haul. The ANSN team has a deep understanding of the demands of changing teacher practice, and creating the necessary culture and structuring to support the change. The team has extensive experience in sustaining this work by building leadership, building sustainability and building coherence.

The ANSN has a set of ideas that will help people get better at what they are doing. They can help people to see more of what is going on, make better sense of things, generate more possibilities for action, and further research. The ANSN team encourages doing these things together and over enough time and through enough cycles for people to develop the critical skills of building the safe spaces for exploration, questioning, researching, and critical reflection.

The ANSN has developed a long-term process for school and system leaders who recognise the benefits of working together on real work. Through working with the ANSN you'll get to talk about your work and your issues and your possibilities. The ANSN team will work with you on your 'wicked problems' - the sorts of situations that require multiple ways of understanding and interpreting experience. The ANSN acknowledge that schools are part of complex human systems where there are no blueprints or quick fixes. Underpinning the work of the ANSN is a belief that what is required instead are processes that bring people together for the purpose of learning from each other to create the path more effectively.

Change work is exciting, energizing, exhilarating, rewarding and satisfying. It is also scary, hard, messy, complex and depressing. Working with the ANSN helps you celebrate and keep your feet grounded when things are going well. Working with the ANSN will help you keep your spirits up when times are hard and it feels like your efforts are not working. Working with the ANSN will help you keep perspective and it will help keep you connected to your vision, purpose and principles



***Development:*** bring to a more advanced or effective state; to grow into a more mature or advanced state: advance; expand <sup>2</sup>

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2. The MacQuarie Dictionary

# Our assumptions

1. Student learning is the focus for everyone.
2. If we keep doing the same things then we will get the same result.
3. Change to student learning will require a change in teacher practice.
4. Change to teacher practice takes time, support, persistence, exploration and reflection.
5. Everyone matters, so everyone is involved.
6. There are no quick fixes problems are complex; the future unclear.
7. There is no one right way.
8. Our work is vital; our solutions are critical.
9. We need to value the learning from 'having a go'.

**Development:** *to bring into being or activity; generate; evolve<sup>3</sup>*

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3. The MacQuarie Dictionary

# A long-term view of development<sup>4</sup>

## **Reviewing and rethinking...**

... reflecting, reviewing, exploring, trying out, learning...

## **Rethinking and redesigning...**

...designing...developing...planning...

## **Implementing...**

...the first attempt at implementation across the whole school...action learning along the way...

## **Working it through...**

...tweaking...tuning...adjusting...renegotiating... reviewing...learning as you go...

## **'this is how we do this here...and this is why...'**

...working to embed the new culture...the new practices...reflecting on intentions...making new plans and developing new ideas...

*Change is a journey, not a blueprint. Change is non-linear, dynamic and loaded with uncertainty and excitement, sometimes travelling through unexpected places.<sup>5</sup>*

M. Fullan

4. Different aspects of the school will be at different stages of development.

5. Fullan, M. 1993 *Change Forces* London, The Falmer Press

# The Educational Design Principles for an ANSN School<sup>6</sup>

**The design principles of the school need to be shaped by each school to suit their particular context. The design helps define purpose, process and structure. It describes the what, the why, the how, the when, and the where. It describes the curriculum, assessment, pedagogy, pastoral care and structure. It shapes the staff professional learning needs**

1. Academic rigour
2. Social justice and learning through personalisation
3. Family engagement with student learning
4. Adult world connection
5. Flexible, responsive and comprehensive pedagogy
6. Authentic performance based assessment
7. A good place to work and learn – inclusive, democratic, and safe
8. Teachers as learners too
9. Thoughtful and collaborative decision making
10. Everyone is accountable

**Development:** *To be disclosed; become evident or manifest<sup>7</sup>*

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6. *The Educational Design Principles for an ANSN School* are more fully described in soon to be published booklet.  
7. The MacQuarie Dictionary

# A Comprehensive Support Structure

## THE ANSN TEAM

The ANSN will appoint an experienced school consultant to lead the work with the school. Where possible, particularly in large schools, a school can also choose to have members of their existing staff to be trained as school development consultants. These people will work with the ANSN consultant and participate in ANSN development course for consultants.

## ON-SITE CONSULTING AND COACHING

At least 5 x 2 days plus online support

The ANSN will provide consultancy support throughout to work with the school. The school consultant will help review and reflect on current situation and seek understanding of issues, help those in the school identify and explore new ideas and new fields for exploration, help school identify ideas that you will adopt and develop and hence plan, support the school through implementation and action and reflection stages of new work, and help the school reflect and embed ideas that work.

This work will include a range of activities like:

- One on one leadership conversations with school leaders
- One on one teacher coaching conversations
- Small team workshops and observations
- Observing and giving feedback
- Informal conversations
- Leadership group development activities
- Feedback from interactions
- On-line coaching and support for school leaders

*NOTE: As each year unfolds the school will determine how it wants this support provided and where the emphasis should be.*

**This aspect of the work from our perspective is compulsory to the agreement between the ANSN and the school. 10 days is the minimum. Large schools may require more time.**

## WORKSHOPS

At least 4 x 2 days per year per school

These are times to work away from the school action but within the school context. The focus of the work is the school's work that is about student learning and teaching at their school. It is not about something else or some other input that may or may not be related. It is about staff looking at their work - really looking - action learning, planning, reviewing, implementing, evaluating etc. Through the workshops over time participants will be skilled in action learning and leading action learning, leadership, planning, research and evaluation, and group and community development. School staff will be introduced to the ANSN norms and protocols for structured conversations.

There may be relevant specific topics related to where the school is 'at' that could also be covered in these workshop times (eg assessment of student work by exhibition).

**Initially we recommend that these workshops be co-lead by the ANSN consultant and the school leaders. Costs for this work to be negotiated. Over time the school staff would take increasing control of these workshops with the support of the ANSN consultant.**

# Processes to support school development

Optional professional learning opportunities to support school development all of which can be developed to suit each school's unique context and staff interests and needs. The following can be offered as introductory workshops, over time action learning courses and/or built into the school practices. Costs for this work to be negotiated to suit the context and requirements.

<b>SCHOOL</b>	<ul style="list-style-type: none"> <li>Developing your education design principles</li> <li>Seeking alignment</li> </ul>
<b>PLANNING</b>	<ul style="list-style-type: none"> <li>Whole school planning</li> <li>Faculty and project planning</li> <li>Following through...from idea to beyond implementation</li> </ul>
<b>PROCESSES TO SUPPORT PRACTICE</b>	<ul style="list-style-type: none"> <li>Using structured conversations (protocols) for looking at student work and teacher work.</li> <li>Classroom (and Leadership) Observation and Peer Support Program</li> <li>Being a coach/critical friend</li> </ul>
<b>WAYS of WORKING WITH GROUPS</b>	<ul style="list-style-type: none"> <li>Action learning and action research</li> <li>Leading action learning</li> <li>Facilitating groups</li> <li>Developing teams</li> </ul>
<b>FOCUS ON INDIVIDUAL DEVELOPMENT IN A COMMUNITY</b>	<ul style="list-style-type: none"> <li>Developing your reflective practice as a teacher</li> <li>Developing your leadership</li> </ul>

*We transform dysfunctional relationships into functional ones, not by continuing to do what we already know how to do more intensively and with greater enthusiasm, but by learning how to do new things and perhaps more importantly, learning how to attach positive value to the learning and the doing of new things. Richard F. Elmore<sup>8</sup>*

8. Elmore, R.F., 2000 *Building a New Structure for School Leadership* The Albert Shanker Institute

## RESEARCH

The ANSN will work with you to help you document your work and connect you with academics and accreditation for the work you do if you want further support. Multiple sources of evidence about the learning progress of the school and the learning outcomes of the students will be identified and documented. Evidence about change and improvement through student and teacher work samples. The ANSN approach to research includes using other media like film that will help us share what we learn together with others and to be more accountable.

**Documenting and researching the work comes at a cost. Adopting an action learning approach helps those within the school document the story. External research assistance would require extra resources.**

## DEVELOPING In-school (or local district) CONSULTANTS AND COACHES

We recommend that the school invite staff to participate in accessing training as a school development consultant. School (and or district/regional) staff can participate in ANSN School Consultants training course and process. This is a 2.5 year process and involves participation in a course of 5 3-day modules, on site supervision, and community of practice groups of others involved in this work. Our intention is to build capacity within the school.

**The on site supervision and working with school consultants will be part of the school visit work of the ANSN consultant. The course participation will come at a cost. That is approx. 5000 per person each year depending on precise travel costs.**

## A NATIONAL NETWORK

The ANSN will bring together and connect the schools around Australia that are doing this work. We will host a national event at least once per year for leaders, teachers and students. ANSN schools will access these at discount.

The ANSN will provide the school with networking opportunities to connect with others on a similar journey to you and we will facilitate school visits in and between each other.

The ANSN will help connect the school to others around the world who might inspire, support and challenge your thinking.

We will bring school and reform leaders to Australia to stimulate and encourage our work.

*The understanding that real learning comes slowly, through the construction of meaning, the recognition of patterns and the creation of relationships.<sup>9</sup>*

Stephanie Pace Marshall

<sup>9</sup> Pace Marshall, S (1999) A possible new story for learning and schooling – Enabling a ‘new mind’ for the new millennium in *The School Administrator* December 1999, AASA.

# A set of ideas for interested people to explore in action

## RESOURCES

Schools will be provided with one set of ANSN resources to help them with their work. Extra copies will be available at discounted prices. Currently these include:

- Connected Lives and Learning Web Resource
- Using protocols to look at student work kit
- Assessment by Exhibition kit
- The Reflective Teacher Kit
- Numeracy Across the Curriculum: Action Learning Guide
- Habits of Mind Kit

In development are:

- The ANSN Principles of Education Design for Schools
- The ANSN School Change Guide
- The ANSN School Self-Assessment Guide

Schools who join with the ANSN to do this work will also get a discount to Big Picture school membership. This will enable teacher access to all Big Picture resources and discounted BP courses.

## ANSN PROFESSIONAL LEARNING

The ANSN runs a host of other professional learning activities – from one day to multi-day research circles around a range of topics – from exploring new ideas to implementing tried evidence based methods. These will be available to participating ‘rethinking’ schools at a discount. We can also bring any of these ideas to the school and create a unique experience to suit your context. These will generally be led by other ANSN networkers.

- Connecting Lives And Learning.
- Assessment By Exhibition.
- Using Technology Eg IWBs, computers in the classroom
- Literacy Development Of Refugee Students.
- Numeracy Across The Curriculum.
- Dimensions Of Learning.
- Habits of Mind
- Scientific Literacy
- Classrooms without Walls
- Cognitive Coaching

Access at discounted prices to Big Picture Education courses will be possible. Currently these include things like:

- Personalisation of Learning
- Student Project Development
- Student Internships And Using Mentors.

The ANSN will also connect you to other courses run by tertiary friends of the network.

**Costs as per advertised schedules refer [www.ansn.edu.au](http://www.ansn.edu.au) and [www.bigpicture.org.au](http://www.bigpicture.org.au)**

# Guide to costs

Each school will have a unique contract with the ANSN to suit the context, the available resources, and the extent of the support being sought/required. Once past the 'getting started' phase a minimum 3-year commitment is required contracting the ANSN's support for school development. Each school will agree to become an affiliated school of the ANSN.

## GETTING STARTED PACKAGE

It will take time and conversation to negotiate the work. It is likely to include: a series of 1-1 meetings with the Principal, small group meetings with key staff, conversations with other interested people, and planning meetings with the school executive. Two school visits by the ANSN team are envisaged. Emails and phone advice will be provided along the way. It will take time to draft a plan. This work will itself help the 'school' clarify its approach and getting started.

**The cost of this work is \$5000 (exc GST but including travel) for ANSN consultant and provided the school is a member of the ANSN. If not an ANSN school member then full daily rates for consultant apply and fee becomes \$8000 (exc GST but including travel).**

## SCHOOL DEVELOPMENT SUPPORT

The onsite consulting, coaching support process described on page 7 is the non-negotiable core of the support offered by the ANSN. The way that support is provided can be re-negotiated (ie 10 x 1 day school visits instead of 5 x 2 days) but not the quantity of support. This includes support for school leadership of workshops as suggested. It also includes all preparation, feedback and online support between school visits. If ANSN consultant is required to attend and lead the workshop process described extra costs would be incurred.

**The cost of this work each year is \$18 000 (excluding GST and travel and accommodation costs)**

## MEMBERSHIP OF THE ANSN

It is expected that schools working with the ANSN school development process will pay for affiliation with the ANSN for three years to show willing to the ANSN principles and commitment to change over the long haul.

**The cost of this would be \$1500 plus GST (\$1200 plus GST if system is also a member)**

**Costs of additional professional learning opportunities will vary and be negotiated according to school context.**

**Costs of existing ANSN professional learning hubs are as advertised when available. Extra discounts will be available for you.**

## Guide for costs for further ANSN consultancy support

Affiliated ANSN schools \$1200 per day or \$1000 for long-term contracts (exc GST and travel costs).

Small schools or schools with minimal resources can negotiate fees to suit their budget.

All fees shown are excluding GST and travel costs

The Australian National Schools Network (ANSN) is a not-for-profit national network of teachers, researchers, schools, systems, sectors, unions, universities, and community and business partners. Our focus is on rethinking schools and schooling for a changing world. As a dynamic learning organisation, the network continually seeks ideas and identifies concerns expressed by teachers, principals, and educational leaders at all levels of the educational system across Australia, in both urban and regional areas. Through the network, we have learned much about the contexts and conditions required to sustain a passion for learning and promote student achievement.

The ANSN has a long, successful history in school reform and improvement. The network is at the forefront of new thinking about learning, pedagogy, curriculum and school organisation. The ANSN believes that all students are entitled to an education that is engaging and develops their capacity to access powerful knowledge.

## **Join the ANSN**

### **Affiliated school member**

**\$660 per year**  
**(\$550 if system is also a member)**

### **Ordinary school member**

**\$275 per year**  
**(\$220 if system is also a member)**

### **Individual membership**

**\$55 per year**

**[www.ansn.edu.au](http://www.ansn.edu.au) for further details and flyer.**

### **See also:**

- **Becoming an affiliated ANSN member school**
- **ANSN School Consulting**
- **Reviewing, Rethinking and Redesigning your school**



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