

Introduction to the Series

These are the demands on educators and school systems right now, among many others:

- They must fulfill the moral imperative of educating every child for tomorrow's world, regardless of background or status.
- They must be prepared to implement college- and career-ready standards and related assessments.
- They must implement educator evaluations tied to accountability systems.

A critical element in creating school systems that can meet these demands is building the capacity of the system's educators at all levels, from the classroom teacher to the instructional coach to the school principal to the central office administrator, and including those partners who work within and beyond districts. Building educator capacity in this context requires effective professional learning.

Learning Forward's Standards for Professional Learning define the essential elements of and conditions for professional learning that leads to changed educator practices and improved student results. They are grounded in the understanding that the ultimate purpose of professional learning is increasing student success. Educator effectiveness—and this includes all educators working in and with school systems, not just teachers—is linked closely to student learning. Therefore increasing the effectiveness of educators is a key lever to school improvement.

Effective professional learning happens in a culture of continuous improvement, informed by data about student and educator

performance and supported by leadership and sufficient resources. Educators learning daily have access to information about relevant instructional strategies and resources and, just as important, time for collaboration with colleagues, coaches, and school leaders. Education leaders and systems that value effective professional learning provide not only sufficient time and money but also create structures that reinforce monitoring and evaluation of that learning so they understand what is effective and have information to adjust and improve.

WHY STANDARDS?

Given that any system can—and must—develop expertise about professional learning, why are standards important? Among many reasons are these:

First, adherence to standards ensures equity. When learning leaders across schools and systems agree to follow a common set of guidelines, they are committing to equal opportunities for all the learners in those systems. If all learning is in alignment with the Standards for Professional Learning and tied to student and school improvement goals, then all educators have access to the best expertise available to improve their practice and monitor results.

Standards also provide a common language that allows for conversation, collaboration, and implementation planning that crosses state, regional, and national borders. This collaboration can leverage expertise from any corner of the world to change practice and results.

Finally, standards offer guidelines for accountability. While an endorsement of the standards doesn't in itself guarantee quality, they provide a framework within which systems can establish measures to monitor progress, alignment, and results.

FROM STANDARDS TO TRANSFORMATION

So a commitment to standards is a first critical step. Moving into deep understanding and sustained implementation of standards is another matter. Transforming practices, and indeed, whole systems, will require long-term study, planning, and evaluation.

Reach the Highest Standard in Professional Learning is created to be an essential set of tools to help school and system leaders take

those steps. As with the Standards for Professional Learning themselves, there will be seven volumes, one for each standard.

While the standards were created to work in synergy, we know that educators approach professional learning from a wide range of experiences, concerns, expertise, and passions. Perhaps a school leader may have started PLCs in his school to address a particular learning challenge, and thus has an abiding interest in how learning communities can foster teacher quality and better results. Maybe a central office administrator started her journey to standards-based professional learning through a study of how data informs changes, and she wants to learn more about the foundations of data use. This series was created to support such educators and to help them continue on their journey of understanding systemwide improvement and the pieces that make such transformation possible.

In developing this series of books on the Standards for Professional Learning, Corwin and Learning Forward envisioned that practitioners would enter this world of information through one particular book, and that their needs and interests would take them to all seven as the books are developed. The intention is to serve the range of needs practitioners bring and to support a full understanding of the elements critical to effective professional learning.

All seven volumes in *Reach the Highest Standard in Professional Learning* share a common structure, with components to support knowledge development, exploration of changes in practice, and a vision of each concept at work in real-world settings.

In each volume, readers will find

- A think piece developed by a leading voice in the professional learning field. These thought leaders represent both scholars and practitioners, and their work invites readers to consider the foundations of each standard and to push understanding of those seven standards.
- An implementation piece that helps readers put the think piece and related ideas into practice, with tools for both individuals and groups to use in reflection and discussion about the standards. Shirley M. Hord and Patricia Roy, long-standing Learning Forward standards leaders, created the implementation pieces across the entire series.
- A case study that illuminates what it looks like in schools and districts when education leaders prioritize the standards in

their improvement priorities. Valerie von Frank, with many years of writing about education in general and professional learning in particular, reported these pieces, highlighting insights specific to each standard.

MOVING TOWARD TRANSFORMATION

We know this about effective professional learning: Building awareness isn't enough to change practice. It's a critical first piece, and these volumes will help in knowledge development. But sustaining knowledge and implementing change require more.

Our intention is that the content and structure of the volumes can move readers from awareness to changes in practice to transformation of systems. And of course transformation requires much more. Commitment to a vision for change is an exciting place to start. A long-term informed investment of time, energy, and resources is non-negotiable, as is leadership that transcends one visionary leader who will inevitably move on.

Ultimately, it will be the development of a culture of collective responsibility for all students that sustains improvement. We invite you to begin your journey toward developing that culture through study of the Standards for Professional Learning and through Reach the Highest Standard in Professional Learning. Learning Forward will continue to support the development of knowledge, tools, and evidence that inform practitioners and the field. Next year's challenges may be new ones, and educators working at their full potential will always be at the core of reaching our goals for students.

Stephanie Hirsh
Executive Director, Learning Forward