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An Implementation Evaluation of the Let Me Learn[®] Process: Leadership Practices and Cultural Conditions That Support Implementation and Sustainability

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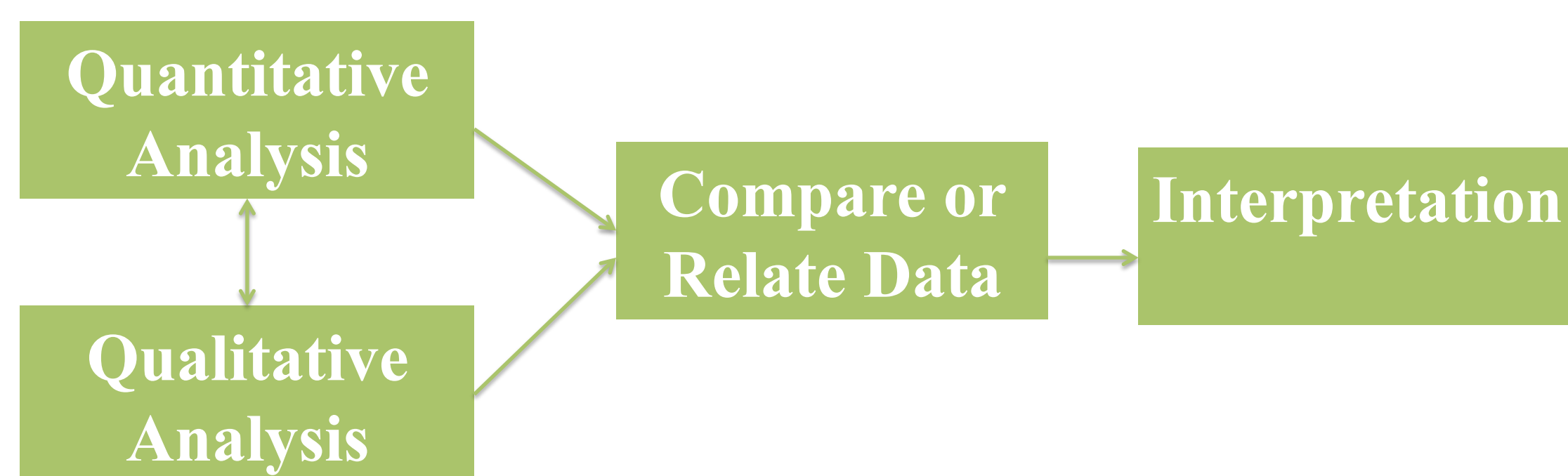
Evaluation Purpose

The purpose of this implementation evaluation was to determine the **leadership practices** and **cultural conditions** of those school districts in which the Let Me Learn Process has been implemented and sustained.

The following evaluation questions were addressed:

1. What leadership practices are in place at the four school districts in this evaluation that support:
 - a. implementation of the Let Me Learn Process?
 - b. sustainability of the Let Me Learn Process?
2. To what extent have the cultural conditions in the four school districts in this evaluation influenced:
 - a. implementation of the Let Me Learn Process?
 - b. sustainability of the Let Me Learn Process?

Methodology



Evaluation Questions and Corresponding Data Analysis

Research Question	Data that answered the research question	How the data was analyzed
1. What leadership practices are in place at the four school districts in this evaluation that support: <ol style="list-style-type: none"> a. implementation of the LML Process? b. sustainability of the LML Process? 	Transcribed interviews with district leaders, administrators and teachers; Document review	Coding by category of major themes in the interview transcriptions and analysis of frequency of categories. Review of documents provided to identify leadership practice.
2. To what extent have the cultural conditions in the four school districts in this evaluation influenced: <ol style="list-style-type: none"> a. implementation of the LML Process? b. sustainability of the LML Process? 	School Cultural Elements Questionnaires survey responses Document Review	Descriptive statistics: mean score of survey responses, MANOVA Review of documents provided and/or requested to identify cultural conditions evident.

Findings

Frequency of Interview Response Rates for All School Districts for the Theme Effective Leadership Practices

Subcategories	School District 1	School District 2	School District 3	School District 4
Professional Development	11%	35%	52%	19%
Shared Leadership	22%	22%	46%	26%
Building Trust	28%	9%	52%	9%
Systems Thinking	36%	9%	50%	4%
Evaluation	33%	24%	36%	6%
Communication	0%	18%	45%	36%

Frequency of Interview Response Rates for All School Districts for the Subcategory Professional Development

Subcategories	School District 1	School District 2	School District 3	School District 4
Modeling	25%	5%	60%	11%
Time for Professional Development during the Instructional Day	22%	9%	40%	27%
Time for Reflection	3%	17%	46%	34%

Frequency of Interview Response Rates for All School Districts for the Theme Barriers to Effective Leadership Practices for Implementation and Sustainability

Subcategories	School District 1	School District 2	School District 3	School District 4
Challenges to Stakeholder Commitment	25%	22%	52%	0%
Changes in Leadership	35%	35%	29%	0%
Insufficient Resources	71%	0%	29%	0%
Limited Professional Development	57%	43%	0%	0%

Mean Scores for Survey Responses

	Emphasis on Learning	Collegiality	Teacher Efficacy	Transformational Leadership	Shared Planning	Collaboration
Overall Mean Score	4.71	4.32	4.21	4.08	3.95	3.65

Recommendations

The recommendations provided by the evaluators were based on an analysis of the leadership practices and cultural conditions within the four school districts in this evaluation. The client was specifically interested in essential information required to assess the capacity of new school districts to implement and sustain the Let Me Learn Process. The recommendations from the evaluators incorporated best practices based on the evaluation findings, themes from the literature review, interviews, document review, and survey included in this evaluation.

The recommendations include the following:

Create a comprehensive and long-term professional development plan

Develop both internal and external evaluation plans

Consult with school districts that have achieved institutionalization of Let Me Learn

Assess the culture of the school or school district

By taking these steps to ensure a comprehensive approach to implementation of the Let Me Learn Process, school districts are likely to achieve long-term sustainability of Let Me Learn within their systems. **The leadership practices that support these recommendations are a commitment to professional development, shared leadership, building trust, evaluation and effective communication. Challenges to implementation may arise. Schools who have a strong culture exhibit a continuation of new initiatives during periods of change within their school systems** (Cavanaugh & Dellar, 1998). The use of effective leadership practices for implementation and sustainability within a strong school culture is likely to achieve institutionalization of processes and programs.

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