Simple Rules and Priority Planning: 
Coherence in System-wide Change

Cupertino Union School District and Human Systems Dynamics: 
A journey of learning, partnership, and change

Today’s Presenters

Wendy Gudalewicz, Superintendent 
Cupertino Union School District

Phyllis Vogel, Board Member 
Cupertino Union School District

Jeremy Nishihara, Chief Information Officer 
Cupertino Union School District

Royce Holladay, Director of Services 
Human Systems Dynamics Institute

The journey begins
Wendy Gudalewicz

What did we know we needed?

System-wide coherence
Instructional focus
- Instruction
- Business
- Board
- Community

Adaptive capacity
- Individuals
- Groups
- System
How did we arrange for this?

**System-wide training**
- Fundamentals of Human Systems Dynamics
- All administrators in the district
- Principals and Directors took training to their schools and buildings

**Shared decision making**
- CUSD Simple Rules
- Structure of All-Management meetings
- Engaging Board as partners
- Engaging community and parents as partners
- Transparency of roles and decision making

- Teach and learn in every interaction
- Search for the true and the useful
- Engage in joyful practice
- Act with courage
- Build on assets of self and others
- See, understand, and influence patterns in the whole, the part, and the greater whole
The map emerges
Phyllis Vogel

Board sets priorities for moving forward

► Students prepared to live & work in the 21st Century
  - Master algebra
  - Express themselves
  - Use technology every day

► Support learning, creativity, safety, & engagement
  - Hire and support staff to ensure all student achievement
  - Align budget decisions with outcomes
  - Fund priorities with bond dollars
  - Engage families and the greater community
The trip is planned
Jeremy Nishihara
System-Wide Adaptive Strategic Planning

Organizational Purpose and Priorities
System-wide indicators of productivity and growth across time

System-Wide Strategic Accountability and Reporting
Organizational Purpose and Priorities
System-wide indicators of productivity and growth across time

District
Q1 Q2 Q3 Q4
Building
Q1 Q2 Q3 Q4
Classroom
Q1 Q2 Q3 Q4
The Journey Continues
Jeremy Nishihara

Learner Focused Classroom
“Making meaning and sharing the meaning we make”
A learner focused classroom is a community where ALL students experience authentic tasks that provide opportunities for collaboration, innovation, and self-assessment.
- Opportunity for Innovation
- Voice
- Choice
- Problem Solvers
- Critical Thinkers
- Self-Assessment

Tools along the way
Royce Holladay
Pattern Logic

**Pattern Logic is an approach to reasoned insights:**
- Understand patterns of decision making and action emerge at all levels of the system
- Analyze patterns using knowledge of conditions for self-organizing

**Pattern Logic builds adaptive capacity**
- See patterns that shape environments and experiences
- Understand conditions that shape those patterns
- Influence patterns by shifting conditions in their environment
- Builds resilience and adaptability

Complex Adaptive Systems

Agents in the system interact in interdependent ways, such that system-wide patterns emerge. Those patterns subsequently influence future behavior in the system.
Patterns

Patterns are similarities, differences and connections that have meaning across space and time.

Adaptive Action

Individuals and groups take Adaptive Action in iterative cycles of seeing, understanding and influencing those patterns.
Interactions between the individuals are informed by agreed-upon **Simple Rules**. This sustains the patterns and increases resilience.

For more information

Read

- **Radical Rules for Schools: Adaptive Action in Complex Times**
  by Leslie Patterson, Royce Holladay, Glenda Eoyang
- **Simple Rules: Radical Inquiry into Self**
  by Royce Holladay and Mallary Tytel

Contact us

- gudalewicz_wendy@cusdk8.org
- vogel_phyllis@cusdk8.org
- nishihara_jeremy@cusdk8.org
- rholladay@hsd institute.org