Achieve Together

• Bring together three programmes in a school:
  – Teach First
  – Teaching Leaders
  – Future Leaders

• Intensive human capital investment

• Original motivation was also to encourage schools to work together and to engage the local community and organisation in school-improvement
  ➢ Cluster-design
  ➢ Difficult to evaluate quantitatively

• Evaluation and pilot funded by the Education Endowment Foundation (EEF)
Outline

• The original design of the evaluation
• What went wrong
  – Design of the pilot
  – Recruitment (round 1)
  – Recruitment (round 2)
• Final design of the evaluation
• Lessons for evaluators
Achieve Together

• Two pilots:
  1. Area-based design
  2. School-level human capital investment
Achieve Together

• Two pilots:
  1. Area-based design
     • One-cluster in Bournemouth
     • 4 primary schools and 6 secondary schools
     • Involvement of local community/organisations
     • Process evaluation
  2. School-level human capital investment
Achieve Together

- Two pilots:
  1. Area-based design
  2. School-level human capital investment
     - School-level intervention
     - No co-ordination within clusters or involvement of external organisations
     - Quantitative evaluation and process evaluation
Original evaluation design

- Randomised controlled trial
- Number of schools fixed by EEF: 24 treatment and 24 control
- Primary outcomes
  - Attainment at KS4
  - Attainment at Year 7 (focus of Achieve Together impact project)
- Secondary outcomes
  - Number of persistent absentees
  - Overall absence rate
Original evaluation design

- Randomised controlled trial
- Number of schools fixed by EEF: 24 treatment and 24 control
- Primary outcomes
  - Attainment at KS4
  - Attainment at Year 7 (focus of Achieve Together impact project)
- Secondary outcomes
  - Number of persistent absentees
  - Overall absence rate
- Subgroups
  - Pupils eligible for free school meals
  - Pupils with low prior attainment
- “Business as usual” in control schools
  - Able to access one programme element of Achieve Together
## Power calculations

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<td>0.259</td>
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<td>0.406</td>
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Note: These calculations represent the effect size that will be possible to detect using a two-sided hypothesis test with significance level of 5%, and with power against an alternative hypothesis of 80%. Model 1 reports the minimum detectable effect size when the variance of the outcome unexplained by attributes of the pupils (including prior attainment) is 60%. Model 2 reports a less optimistic scenario (70% unexplained), whilst Model 3 is more optimistic (50% unexplained).
What went wrong: design of the pilot

• School-level RCT began to look clustered...
  • Cluster based recruitment
  • Co-ordination between schools
• Complicates and creates risks for evaluation:
  1. What can we learn from the evaluation?
  2. How will the power calculations be affected?
What went wrong: design of the pilot

• School-level RCT began to look clustered...
  • Cluster based recruitment
  • Co-ordination between schools
• Complicates and creates risks for evaluation:
  1. What can we learn from the evaluation?
     • Is positive impact due to the human capital approach?
     • Or better co-ordination between schools?
     ➢ Our findings would be inconclusive
  2. How will the power calculations be affected?
What went wrong: design of the pilot

- School-level RCT began to look clustered...
  - Cluster based recruitment
  - Co-ordination between schools
- Complicates and creates risks for evaluation:
  1. What can we learn from the evaluation?
  2. How will the power calculations be affected?
  - At the extreme, we can think of the unit of treatment as the cluster
  - Uncertain risk for the minimum detectable effect size
  - Required treatment effect from power calculations with clustering at the school level already looked ambitious...
  - Clustering may increase the intra-cluster correlation and increase the challenge of detecting a significant effect
What went wrong: recruitment (round 1)

- Target: 48
- Recruited: 13
- Problems for recruitment:
  - Time available
  - Uncertainty about staff availability
  - Uncertainty about school budget (for costly programme)
  - Risk of being allocated to control group
  - Clarity about the pilot
- The recruited schools began Achieve Together in September 2013
What went wrong: recruitment (round 2)

- Target: 48
- Recruited: 15
- Problems for recruitment:
  - Time available
  - Uncertainty about staff availability
  - Uncertainty about school budget (for costly programme)
  - Risk of being allocated to control group
  - Clarity about the pilot
- The recruited schools will begin Achieve Together in September 2014
Final evaluation design

• Non-experimental
  • Matching (“well-matched comparison group”)
    1. Similar in terms of observable characteristics
    2. Expressed a strong interest in Achieve Together

• How credible are the non-experimental estimates?
  • Depends on the factors that determine take-up and growth in pupil attainment - observable or unobservable?

• Assess the credibility of the non-experimental matching estimates
  • Achieve Together round 1 schools: compare matching estimates to a “gold standard” comparison group - schools that are similar in both observable and unobservable characteristics
  • Achieve Together round 2 schools

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Final evaluation design

Matching likely to be credible

Matching unlikely to be credible

Effect size

Matching (1)  Matching (2)  AT round 2

Effect size

Matching (1)  Matching (2)  AT round 2
Lessons for evaluators (1)

• Evaluators must have good communication with the project team
  • How are plans for the pilot developing?
  • What are the implications for the evaluation design?
  • Why is the evaluation important?
• Evaluators should be clear about the necessary requirements for the evaluation
  • What is expected of control schools?
    • Restrictions on “business as usual”
  • What is expected of treatment schools?
    • Additional testing
    • Involvement with process evaluation
  • What are non-negotiable elements of the evaluation
Lessons for evaluators (2)

- Recruitment can be difficult!
  - What barriers does the evaluation impose and can these be reduced?
- Be creative
  - What evaluation design is feasible as circumstances change?
- Be selective!
  - What is the potential for a robust and informative evaluation?
  - What are the risks to the evaluation?