

## Talent for Turnaround Leadership Academy: National Meeting 1 Agenda

Thursday, December 1–Friday, December 2, 2016

Location: Omni Shoreham Hotel, Washington, D.C.

**Purpose:** Build a shared understanding of how coherent and aligned systems of talent management can be leveraged to attract, support, and retain excellent educators in the highest need and lowest performing schools.

**Hosted by:** Center on Great Teachers and Leaders (GTL Center)  
Center on School Turnaround (CST)  
Northeast Comprehensive Center (NCC)  
West Comprehensive Center (WCC)

### Participant Outcomes:

- Develop a shared understanding of how to leverage coherent and aligned talent management systems to attract, support, and retain excellent educators in the highest need and lowest performing schools.
- Collaborate across state education agency (SEA) and (LEA) teams to better understand the strengths and limitations of the current talent management policies in place at each level of the education system.
- Build a collective vision for bold and innovative talent management strategies, and learn more about examples of these innovative strategies from the field.
- Build state capacity to inventory and interpret talent management data, identify key challenges, and explore the problems of practice at the root of these challenges.
- Complete an alignment review of state equity and improvement plans, considering what strategies are working and aligned to challenges found in the data, what strategies could be improved or streamlined, and ways to leverage the Every Student Succeeds Act (ESSA) funding to prioritize a bold and innovative talent management strategy for implementation.

**Event GroupSite:** <http://www.t4tla.groupsite.com/main/summary>

**Conference Preplanning:** With the support of the Regional Comprehensive Center (RCC), Cohort 1 will engage in the following preplanning in advance of the conference.

- District teams gather **talent management data** using the guidance provided to teams on the November 1 introductory webinar (see handout and worksheets on [GroupSite](#)).
- RCC, state, and district teams gather and review **strategic planning materials** related to educator quality, equity, and school improvement—for example: state- or district-level equitable access plans, school or district improvement plans, strategic plans related to educator quality, ESSA consolidated plans as available, and so on.
- RCC, state, and district teams **complete the suggested prereading** (available for download on [GroupSite](#) in advance of the conference).

Talent for Turnaround Leadership Academy: National Meeting 1

Day 1. Agenda	
7:00–8:00 a.m.	<b>Networking Breakfast and Registration</b>
8:00–8:15 a.m.	<p><b>Welcome and Introductions</b>  <i>Angela Minnici, Director of GTL Center</i>  <i>Carlos McCauley, Director of CST</i></p> <p><b>Opening Remarks</b>  <i>Dana Chambers, Deputy Director of GTL Center</i></p> <ul style="list-style-type: none"> <li>• Welcome and introductions</li> <li>• Goals of Talent for Turnaround Leadership Academy (T4TLA)</li> <li>• Vision for Year 1 and the first national meeting</li> <li>• Housekeeping items (GroupSite, etc.)</li> </ul>
8:15–8:55 a.m.	<p><b>Warm-Up: Been Through Any Changes Lately?</b>  <i>Facilitator: Kathy Dunne</i></p> <p><b>Session Description</b>            During this session, participants will learn about the Concerns-Based Adoption Model as a tool to use in navigating the change process when acting on stated problems of practice.</p>
8:55–9:45 a.m.	<p><b>Activity: Exploring Coherence and Alignment in State and District Talent Management Systems</b>  <i>Facilitator: Dana Chambers</i>  <i>RCC staff support SEA/LEA teams as table facilitators</i></p> <p><b>Session Goals:</b></p> <ul style="list-style-type: none"> <li>• Explore alignment and coherence of district and state talent management strategies, policies, and programs supporting the highest need and lowest performing schools.</li> <li>• Identify opportunities for cross-agency collaboration and strengthening alignment.</li> <li>• Consider how state policies and practices support district-level talent management efforts.</li> </ul> <p><b>Session Description:</b>            In these warm-up activities, participants are introduced to the Talent Development Framework (TDF) graphic and are oriented to the continuum of talent management from attract and prepare to develop, support, and retain. SEA/LEA teams engage in a warm-up activity using the TDF “placemat” to consider the extent to which their key equitable access and school improvement strategies are aligned, and how the state can support talent management efforts at the district level.</p>
9:45–10:00 a.m.	<b>Break</b>

Day 1. Agenda	
10:00–11:00 a.m.	<p><b>A Bold Vision for Talent Management: Presentation and Fireside Chat</b>  <b>Presenter &amp; Moderator: Bryan Hassel, Public Impact</b>  <b>Guest Speaker: Hanna Skandera, Secretary, New Mexico Public Education Department</b></p> <p>Participants will consider a set of T4TLA “Boldness Benchmarks” to gauge whether their suite of talent strategies is sufficiently bold to transform high-need schools and classrooms. Guest speaker Sec. Hanna Skandera will describe how efforts New Mexico has undertaken that align with these “T4TLA Boldness Benchmarks.” T4TLA teams will engage with the moderator and guest speaker to understand the benchmarks, which teams will apply in a subsequent work session.</p>
11:00 a.m.– 11:45 a.m. <i>Presentation</i>  11:45 a.m.– 12:15 p.m. <i>Participants Are Served Lunch</i>  12:15–12:45 p.m. <i>Q&amp;A During Lunch</i>	<p><b>Plenary Session and Lunchtime Q&amp;A: Why Schools Have Difficulty Staffing Their Classrooms With Effective Teachers</b>  <b>Introduce Speaker: Angela Minnici, Director of the GTL Center</b>  <b>Speaker: Richard Ingersoll, Senior Research Specialist, CPRE</b>  <i>Professor of Education and Sociology; Board of Overseers Chair of Education, Graduate School of Education, University of Pennsylvania</i></p> <p><b>Session Goals</b>  Participants will:</p> <ul style="list-style-type: none"> <li>• Learn about research related to attracting, hiring, supporting, and retaining effective educators in high-need schools.</li> <li>• Hear about state and local policies and proven and promising practices.</li> <li>• Apply knowledge of research and practice in designing and implementing bold talent management strategies through T4TLA.</li> </ul> <p><b>Session Description:</b>  In this plenary session, Dr. Richard Ingersoll will share findings from his decades of research on the teacher workforce. His extensive research helps us understand the teaching profession and illuminates findings related to teacher turnover and shortages; teacher induction and mentoring; teacher quality; teaching as a profession; and teacher workforce trends and working conditions. His talk will be directed to apply to the particular roles, responsibilities, and policy contexts in which state and local leaders work to improve the teacher workforce in high-need schools. In addition to presenting highlights from his research, Dr. Ingersoll will share what he and colleagues have learned about policies and practices known to have positive outcomes for teachers and the teacher workforce and for the students they serve.</p>
12:45–2:15 p.m.	<p><b>Step 1. Identifying Our Challenges</b>  <b>Analyzing Talent Management Data to Identify and Prioritize Our Key Challenge</b>  <b>Facilitators: Alex Berg-Jacobson (GTL Center) + Reino Makkonen (WCC)</b>  <i>RCC staff support SEA/LEA teams as table facilitators</i></p> <p><b>Session Goals:</b>  T4TLA teams will:</p>

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	<ul style="list-style-type: none"> <li>Review talent management data and develop a shared understanding of the implications of talent data in the highest need and lowest performing schools (challenges, areas of need, strengths, etc.)</li> <li>Considering the data and initial alignment exploration, identify a preliminary prioritized focus area in the talent management continuum (attract, support, or retain) in the highest need and lowest performing schools to focus your team’s work during T4TLA.</li> </ul> <p><b>Session Description:</b> During this session, participants will review and discuss the different data elements within each of these three issue areas (<i>attracting, retaining, and supporting</i> teachers) and identify one to two challenges illuminated by the data, including, for example, key gaps in the available data that might preclude a full understanding of teacher supply, for subsequent strategic planning.</p> <p><b>Session Prework:</b> Teams will gather key talent management data organized into three categories: attract, support, and retain. Details of prework are described in a separate handout available for download on GroupSite.</p>
2:15–2:30 p.m.	<b>Break</b>
2:30–4:00 p.m.	<p><b>Step 2: Understanding Our Challenge</b> <b>Diving Deeper to Explore the Reasons for Our Talent Management Challenge</b> <b>Facilitators: Karen Butterfield (WCC) + Kathy Dunne (NCC)</b> <i>RCC staff support SEA/LEA teams as table facilitators</i></p> <p><b>Session Goals:</b> T4TLA teams will:</p> <ul style="list-style-type: none"> <li>Reflect on challenges at both the district and state levels in attracting, supporting, and retaining excellent teachers (and leaders, as pertinent), based upon state/local data analyses accomplished in Step 1.</li> <li>Identify perceived reasons for these challenges, considering both state and district perspectives.</li> <li>Agree to a prioritized key reason for their talent management challenge.</li> </ul> <p><b>Session Description</b> Participants will review the district- and state-level data, and their analysis of challenges they face in attracting, supporting, and retaining excellent educators from the <b>Step 1. Identifying Our Challenge</b> session. They will begin to explore the perceived reasons for these challenges that were illuminated by the data.</p>
4:00–5:00 p.m.	<p><b>Team Share-Outs</b> <b>Introduce Sharing Protocol: Mary Peterson (WCC, CST) and Andrew Morrill (WCC)</b> <b>Facilitators: RCC team leads + T4TLA Planning Group Members</b></p>
5:00 p.m.	<p><b>Adjourn: Dinner on Your Own</b> <i>Optional social hour in Omni’s “Marquee Bar and Lounge” following meeting adjournment</i></p>
5:15–5:45 p.m.	<p><b>T4TLA Planning Group + RCC Team Lead Debrief</b> <b>Facilitators: Dana Chambers (GTL) and Mary Peterson (WCC, CST)</b></p>

Day 2. Agenda	
7:00–8:00 a.m.	<b>Networking Breakfast</b>
8:00–9:15 a.m.	<p><b>Leveraging the ESSA Consolidated Planning Process to Drive a Strategic and Bold Vision for Talent Management</b></p> <p><i>Introduction/Moderator:</i>  <b>David Hendrie, Council of Chief State School Officers</b></p> <p><i>Presenters:</i>  <b>Melissa Junge, Federal Education Group</b>  <b>Peter Zamora, Council of Chief State School Officers</b></p> <p><b>Session Goals:</b>  T4TLA teams will:</p> <ul style="list-style-type: none"> <li>• Develop an understanding of how states and districts can use potential changes in ESSA funding to deliver the best results for students.</li> <li>• Begin to realize the opportunities in ESSA to rethink how states administer ESSA programs.</li> <li>• Deep dive into specific federal funding sources, and how these sources can individually and collectively advance school improvement and equitable access initiatives.</li> </ul> <p><b>Session Description</b>  States will explore how policies, initiatives, and funding in the ESSA plan can complement, support, and interact with other sections and titles of the state plan. This session will include guidance for how funding flexibility in ESSA can be used to support a coherent talent management and school improvement strategy.</p>
9:15–10:45 a.m.	<p><b><i>Step 3. Addressing Our Challenge</i></b>  <b>Examining Our Current Talent Management Approach to Craft a Bold Vision for Attracting, Supporting, and Retaining Excellent Educators</b></p> <p><i>Facilitator: Dana Chambers (GTL Center)</i>  <i>RCC leads facilitate teams at tables</i></p> <p><b>Session Goals:</b>  T4TLA teams will:</p> <ul style="list-style-type: none"> <li>• Review existing strategies and policies to consider the extent to which they are aligned with identified talent management challenges (from <b><i>Step 1. Identifying Our Challenge</i></b>) and the causes of these challenges (from <b><i>Step 2. Understanding Our Challenge</i></b>).</li> <li>• Use the T4TLA Boldness Benchmarks to identify one to two initial ideas for a package of bold talent management strategies to explore further during interim regional work</li> </ul> <p><b>Session Description:</b>  Participants follow a guided process of reviewing the strategies in their equity and school improvement plans, considering which strategies are working, which are not working, and what may be missing. Teams consider the extent to which existing strategies and policies align to key challenges shown in the data (from the <b><i>Step 1. Identifying Our Challenge</i></b> session) and perceived reasons for these challenges (from the <b><i>Step 2. Understanding Our Challenge</i></b> session). By the end of</p>

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	<p>the session, teams aim to identify one to two preliminary ideas for bold talent management strategies (aligned to the T4TLA Boldness Benchmarks) or identified focus areas for implementation through T4TLA.</p> <p><b>Session Prework:</b> To prepare for this session, RCC, state, and district teams should gather and review <b>strategic planning materials</b> related to educator quality, equity, and school improvement—for example: state- or district-level equitable access plans, school or district improvement plans, strategic plans related to educator quality, ESSA consolidated plans as available, etc.</p>
10:45–11:00 a.m.	<i>Break</i>
11:00 a.m.–12:00 p.m.	<p><i>Team Time: Revisiting Steps 1–3 to Envision a Bold Talent Management Approach and Plan Next Steps</i></p> <p>Teams work together with RCC facilitators to revisit Steps 1–3 in the T4TLA planning process and consider their next steps back at home between national meetings. Teams may use optional planning template to synthesize their progress and plan next steps.</p>
12:00–1:15 p.m. (including time for Q&A following presentation)	<p><b>Lunch and Presentation</b></p> <p><b>Post-Election Forecasting: What to Expect During the New Presidential Administration</b></p> <p><i>Introduce Speaker: Carlas McCauley, Director of CST</i></p> <p><i>Presenter: Lindsay Frye, Penn Hill Group</i></p>
1:15–2:15 p.m.	<p><b>Team Share-Outs</b></p> <p><i>Introduce Sharing Protocol: Mary Peterson (WCC, CST) and Andrew Morrill (WCC)</i></p> <p><i>Facilitators: RCC team leads + T4TLA Planning Group Members</i></p>
2:15–2:30 p.m.	<b>Next Steps and Wrap-Up</b>
2:30 p.m.	<b>Adjourn</b>