Talent for Turnaround Leadership Academy National Meeting 2

DoubleTree Resort, Scottsdale, Arizona

May 11–12, 2017

Participant Outcomes

State and district leaders will

- inform and learn from colleagues from other states and districts about work being done to identify and address talent management challenges in high-need schools;

- learn about and apply knowledge of developing the educator workforce needed for turning around our highest need schools;

- use boldness benchmarks to assess and strengthen plans; and

- develop and share action plans that incorporate monitoring benchmarks and relevant new information that will guide future work.

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

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

Agenda

Day 1: Thursday, May 11, 2017

Time	Session Title and Brief Overview	Presenter(s) and Location
7:00–8:00 a.m.	**Breakfast and Registration** During this time, each state team will display the team's breaking news poster on an easel in preparation for the Breaking News session (8:30–9:30 a.m.) and identify two docents. *Prework: Teams that submitted poster information in advance will have printed posters. Teams that were not able to submit poster content in advance will need to create posters on-site using chart paper.*	*Center Ballroom*
8:00–8:15 a.m.	**Welcome Back and Overview** *The Intersection of Talent Management and Turning Around Low-Performing Schools: Moving Beyond the Status Quo*	Lynn Holdheide, GTL Center Paul Koehler, WCC *North Ballroom*
8:15–8:30 a.m.	**Opening Remarks** • Review the long-term vision for the Talent for Turnaround Leadership Academy (T4TLA) • Preview the 2-day agenda • Housekeeping items • Seasonal learning buddies selection	Dana Chambers, GTL Center Kathy Dunne, NCC *North Ballroom*
8:30–9:30 a.m.	**Breaking News: Team Check-ins** Poster session/museum tour to provide teams an opportunity to share their successes, challenges, and next steps.	Andrew Morrill, CST Kathy Dunne, NCC *North Ballroom*
9:30–10:30 a.m.	**School Turnaround Framework: Four Domains of Rapid Improvement**	Lenay Dunn, CST

Time	Session Title and Brief Overview	Presenter(s) and Location
	This plenary session will offer participants an opportunity to delve more deeply into the *[School Turnaround Framework: Four Domains of Rapid Improvement](),* which was recently published by the Center on School Turnaround. Lenay Dunn, PhD, one of the lead authors of the publication, will briefly overview how the framework came to be, the rationale for its development, who was involved, and the process that was used. Participants will then explore the domains, practices, and reflection questions contained in the publication, using a structured jigsaw reading and discussion protocol.	Mary Peterson, CST *North Ballroom*
10:30–10:45 a.m.	**Break**	*Grand Ballroom Foyer*
10:45 a.m.–12:15 p.m.	**The Interactive Nature of the Domains "in Action": Practical Strategies to Consider** Participants will hear from district and school leaders from Avondale, Arizona, about their 2-year school turnaround journey and how they worked to bolster educator talent. Avondale has been engaged in a whole district school improvement effort that is showing gains in student achievement and working to build districtwide leadership capacity. Participants will have the opportunity to consider how the Avondale journey is reflected in the School Turnaround Framework and make connections to their own challenges and turnaround efforts.	Facilitator: Carol Keirstead, NCC Practitioner Copresenters from Avondale, Arizona: Betsy Hargrove, Superintendent Wendy Kubasco, Assistant Superintendent Lori Goslar, Principal *North Ballroom*
12:15–12:30 p.m.	**Action Planning: Introduction of the Action Planning Template** Teams are introduced to the action planning template, which will be completed during the 2-day meeting.	Dana Chambers, GTL Center Karen Butterfield, WCC *North Ballroom*
12:30–1:15 p.m.	**Lunch** *During the last 10 minutes of lunch, Karen Butterfield will share information about the four concurrent breakout sessions to inform participants' decisions about which breakout sessions to attend and give them time to transition.*	*Center Ballroom*
1:15–2:45 p.m.	**Concurrent Breakout Sessions:** Four 90-minute interactive, concurrent sessions will be conducted in this time frame. Teams are encouraged to deploy team members across all the sessions.	

Time	Session Title and Brief Overview	Presenter(s) and Location
	• *Session 1:* **Implementation and Monitoring to Drive Continuous Improvement** This session also will be offered on Day 2. In this breakout session, participants will explore Fixsen's stages of implementation and consider the level of implementation of one of their selected T4TLA strategies. They will spend time building a shared understanding of leading and lagging indicators of progress and begin to develop a plan for reflecting and monitoring progress on their T4TLA action plan to inform continuous improvement. Participants will leave the session with an early draft monitoring plan. **Note:** All teams should plan to send a small group of participants to the monitoring session on Day 1 or Day 2 to develop a monitoring plan.	**Session 1:** Dana Chambers, GTL Center *North Ballroom*
	• *Session 2:* **Turnaround Leader Competencies** In this professional learning module, participants will acknowledge the unique challenges of leading school turnaround, identify leader competencies and actions associated with turnaround success, and understand the importance of competencies in turnaround leader selection and development. Participants will analyze school leader behaviors to identify evidence of competencies.	**Session 2:** Catherine Barbour, GTL Center *Sedona Room*
	• *Session 3:* **Support for Principals and the Role of the Principal Supervisor** This session will focus on the conditions necessary for principal success and various ways for the principal supervisor to support the principal's work; provide appropriate feedback; stay focused on established short- and long-term objectives; and develop honest, data-driven, and reflective communication and action. The interactive discussion during the session will be used to both answer questions and offer reasonable alternatives to articulate the urgency of the teaching and leadership roles.	**Session 3:** McKell Withers, Retired Superintendent, Salt Lake City School District , Utah *Palomas Room*
	• *Session 4:* **Teacher Leadership and School Turnaround** In this professional learning module, participants will consider common talent challenges in turnaround schools and the potential for teacher leadership to address those. Participants will examine a framework for teacher leadership in turnarounds and will engage in activities and discussion to reflect on how they might take bold action to bring such teacher leadership roles to their own state and district.	**Session 4:** Julia Fisher and Shonaka Ellison, Public Impact *Coronado Room*

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2:45–3:00 p.m.	**Break**	*Grand Ballroom Foyer*
3:00–4:20 p.m.	**Team Time: Action Planning Session, Part I** Teams will disperse to interactive team work sessions where they will reflect on how to apply what they have learned during the conference and begin to work on their T4TLA Local Education Agency (LEA) Action Plan. The T4TLA LEA Action Plan includes each district's plan for implementing a suite of bold talent management strategies to address the district's identified challenges. Teams should plan to upload their T4TLA Action Planning Template to GroupSite at the end of Day 1 for shared access by their team.	Room Assignments for Team Time: • Arizona and Colorado: *North Ballroom* • District of Columbia: *Chaparral Room* • Georgia and Mississippi: *Sedona Room* • Illinois and Indiana: *Palomas Room* • New Hampshire and Rhode Island: *Coronado Room*
4:20–4:25 p.m.	**Transition Time**	
4:25–5:00 p.m.	**Report Out and Wrap Up** Reflection and report out by state team: • Priority issues identified • Reflections from the day's content • Planning progress thus far	Andrew Morrill, WCC *North Ballroom*
5:00–6:30 p.m.	**Optional Social Networking Event**	*Grand Ballroom Foyer*

Day 2: Friday, May 12, 2017

Time	Session Title and Brief Overview	Presenter(s) and Location
7:00–8:00 a.m.	**Breakfast**	*Center Ballroom*
8:00–8:20 a.m.	**Welcome Back and Framing the Day** Overview of purposes and agenda for Day 2. Review what (if anything) was changed/adapted in response to the feedback.	Kathy Dunne, NCC *North Ballroom*
8:20–8:25 a.m.	**Transition Time**	

Time	Session Title and Brief Overview	Presenter(s) and Location
8:25–9:55 a.m.	**Concurrent Breakout Sessions** Three 90-minute interactive, concurrent sessions will be conducted in this time frame. Teams are encouraged to deploy team members across all the sessions.	
	• *Session 1:* **Implementation and Monitoring to Drive Continuous Improvement** This session is a repeat from Day 1. In this breakout session, participants will explore Fixsen's stages of implementation and consider the level of implementation of one of their selected T4TLA strategies. They will spend time building a shared understanding of leading and lagging indicators of progress and begin to develop a plan for reflecting and monitoring progress on their T4TLA action plan to inform continuous improvement. Participants will leave the session with an early draft monitoring plan. **Note:** All teams should plan to send a small group of participants to the monitoring session on day 1 or day 2 to develop a monitoring plan.	**Session 1:** Dana Chambers, GTL Center *Sedona/Palomas Rooms*
	• *Session 2:* **Induction and Mentoring** This session will highlight a new series of professional learning modules developed by the GTL Center and focused on high-quality induction and mentoring for greater teacher retention and effective instruction. This session will highlight some valuable aspects of the modules, including the following: the components of a comprehensive induction program for beginning teachers, mentor recruitment and selection, and the use of data to inform the continuous improvement of the induction program. Presenters will introduce participants to tips, tools, and hands-on activities to support T4TLA teams in thinking strategically about the development or refinement of induction programs in their districts.	**Session 2:** Lisa Lachlan, GTL Center Lindsay Hayes, GTL Center Caitlin Beatson, Indiana Department of Education *North Ballroom*
	• *Session 3:* **Working Conditions** This session will provide participants an opportunity to develop an understanding of the relationship between educator retention, teaching conditions, and school effectiveness. Participants will explore resources to assess teaching conditions and root causes, identify areas in need of improvement, and learn about evidence-based practices for improving teaching conditions. District examples from Teaching Conditions implementation will be shared.	**Session 3:** Catherine Barbour, GTL Center Kathy Dunne, NCC *Coronado Room*
9:55–10:10 a.m.	**Break**	*Grand Ballroom Foyer*

Time	Session Title and Brief Overview	Presenter(s) and Location
10:10–10:55 a.m.	**Applying Bold Talent Management Indicators to T4TLA Key Challenges** During this session, participants will revisit the Boldness Benchmarks and why they matter in the context of school turnaround. Participants will review a brief case study and identify examples of boldness, and they will consider potential pitfalls to avoid when taking bold action. The session will end with time for teams to reflect on how they might incorporate the ideas into their own T4TLA plans.	Bryan Hassel and Shonaka Ellison, Public Impact *North Ballroom*
10:55–11:00 a.m.	**Transition Time**	
11:00–11:40 a.m.	**Action Planning Session: Part II** Teams will disperse to interactive team work sessions where they will continue reflect on how to apply what they have learned during the conference and continue to work on their T4TLA LEA Action Plan. The T4TLA LEA Action Plan includes each district's plan for implementing a suite of bold talent management strategies to address the district's identified challenges. Teams should plan to upload their T4TLA Action Planning Template to GroupSite at the end of Day 2 for shared access by the team and inform technical assistance needs sensing for additional support beyond the May meeting.	Room Assignments for Team Time: • Arizona and Colorado: *North Ballroom* • District of Columbia: *Chaparral Room* • Georgia and Mississippi: *Sedona Room* • Illinois and Indiana: *Palomas Room* • New Hampshire and Rhode Island: *Coronado Room*
11:40–11:45 a.m.	**Transition Time**	
11:45 a.m.–12:00 p.m.	**Talent for Turnaround: Moving Forward** • Reflection and next steps for Cohort 1 and beyond • Feedback survey • Adjourn formal meeting time with optional planning time to follow	Dana Chambers, GTL Center *North Ballroom*
12:00–12:45 p.m.	**Boxed Lunch** Participants may choose to stay and eat lunch in the ballroom, or they may take their boxed lunch on the road to the airport.	*Center Ballroom*
12:45–2:15 p.m.	**Optional Team Planning Time** Teams with later flight times are welcome to stay and use this time to continue their action planning.	Support from RCC leads or T4TLA planning group members may be available to teams on request.