REIMAGINING EDUCATION DURING COVID-19 and BEYOND

2020 Fall Virtual Instructional Leadership Conference Office of School Improvement Division of School and District Effectiveness

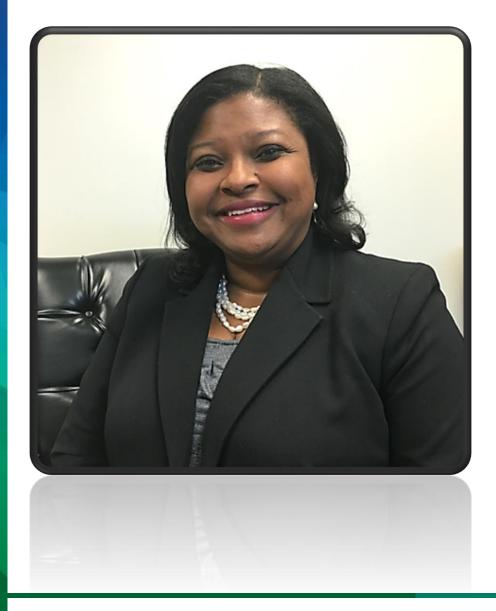
> **Opening Plenary October 6, 2020**



Session Logistics

- Handouts: Session handouts are available for download in the handouts section on your screen and at <u>www.gadoe.org/sdeevents</u>
- **Questions:** Use the question box to type questions or comments throughout the presentation
- Feedback: We ask all participants complete the pop-up feedback survey after the close of the session
- **Recording:** A link to the session recording and certificate of attendance will be emailed in 24-hours
- On Demand: All sessions will be available on-demand following the conference on the <u>SDE Events and Conference webpage</u>





Stephanie Johnson Deputy Superintendent Office of School Improvement

Welcome to the Fall Virtual Instructional Leadership Conference





Richard Woods Georgia's School Superintendent

Reimagining Education – with a focus on compassion over compliance

Our Focus Since Day One

- Provided comprehensive package of state-level waivers to school districts
- Sought federal flexibility to extend free school meals
- Applied for waivers of federal testing requirements in 2019-20 and 2020-21
- Encouraged districts to focus on student mental health and wellness/recovering together

"Our focus during this time should be on compassion over compliance. To be clear, we must continue to be vigilant in support of our students. But our focus during this time should not be on test scores, accountability or percentiles. Our marker for success should be that our children got through this time healthy, safe, and nurtured. It is not a time to be rigid or inflexible – it is a time to extend grace to each other."



State Testing in 2020-2021

- Submitted USED waiver request on July 13, 2020
 - the first state to do so
- USED has denied Georgia's request – however this does not mean business as usual for 2020-21 testing
- Georgia will follow federal law but we are issuing a set of directives to reduce high-stakes impact

Reducing High-Stakes Pressure

- Proposed reducing 20% EOC weight to .01% -- public comment link on GaDOE website
- Waiving promotion/retention consequences tied to Georgia Milestones
- Providing flexible options for administering the 2020 winter End-of-Course assessments



Support for Teaching & Learning

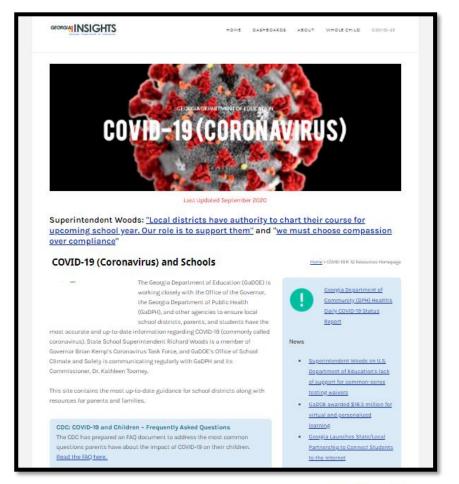
- DRC BEACON available at no cost to every Georgia district
- Free trainings for virtual/ distance learning: <u>https://gavirtualpd.catalog.infrastructure.com/</u>
- Comprehensive learning resources, remote learning plans & more available in partnership with GPB: <u>gpb.org/learn</u>





Other Key Areas of Focus

- **Safety:** Guidance with DPH and through working groups, PPE distributed to every district in the state
- **Connectivity:** Wi-Fi rangers, digital learning grants, discounted mobile internet options
- Food security: Seeking USDA waivers – free meals just extended through December





My Charge to You

- Focus on students' safety, mental health and wellness before data points and metrics
- Do not focus on test prepping or cramming remember that every student and every teacher is more than a test score
- Every child in Georgia has experienced unprecedented isolation – many have experienced isolation and loss. Let's enter the gap for these children and provide an nurturing, positive, safe environment where they can learn and grow.







Matt Jones Chief of Staff

From Restart to Reimagine



Doing the (Im)possible

Since March, we've rapidly changed traditional educational structures:

- How we prepared and delivered school meals
- How we prepared and delivered instruction
- How we *met the needs of SWD, ELs, and at-risk learners*
- How we implemented and used technology
- · How we communicated and engaged with families and communities
- How we gained a deeper understanding of the critical roles of schools and teachers
- How we GaDOE, districts, and schools grew closer together around a common cause



"...our focus during this time should

-- Superintendent Woods, March 2020

be on compassion over compliance."

Responding to a Crisis and Reflecting on Ourselves

- A crisis only amplifies inequities that existed *before* the crisis began...
 - Connectivity
 - Access to resources, services, and supports
 - Engagement and communication with communities
 - Academic and non-academic gaps
- How we respond to a crisis shows who we really are the good and the bad.
- The response to a crisis takes on two paths...
 - division & blame

-0*r*--

collaboration & compassion

"...our focus during this time should be on **compassion over compliance."** -- Superintendent Woods, March 2020



Choosing Compassion Over Compliance



Extending grace instead of more mandates...

For the 2019-2020 school year: GaDOE immediately went to work to suspend requirements (testing as well as evaluation and accountability systems) and eliminate or extend due dates, monitoring, and other 'paperwork' processes.

...by clearing the plates for schools so they can focus on the safety and wellbeing of students and staff.



Not Going Back to 'Normal'

As educators, we all want to go back to some normalcy:

- Back to handshakes and hugs
- · Back to kids in our classrooms and our hallways

But COVID-19 will have a lasting impact on our educational system:

- Used as a catalyst for reform. NCLB -> Race to the Top -> ESSA -> COVID-19
- We can't go back to hyper-accountability, high-stakes testing, and mistrust of teachers and school leaders – public education, our profession, and our students are at stake.
- We must reimagine what our education system can and must become, cast a clear vision, and be bold.



Keith Osburn Chief Information Officer





GEORGIA VIRTUAL SCHOOL



Free Teacher Resources

http://www.gavirtuallearning.org/Resources.aspx



Shared Resources

Shared Course Catalog New Courses - Fall 2019

eSources Resources eSource Course Catalog New Courses - Fall 2019

Georgia Virtual Shared Content

Subject

Language Arts

Math

Middle School

Science

Social Studies

World Language

CTAE/Electives

Fine Arts

Student/Teacher Resources



Georgia Credit Recovery creditrecovery@gavirtualschool.org

www.gacreditrecovery.org





ABOUT COURSE INFO GUIDELINES



CONTACT US

LOG IN TO CREDIT RECOVERY

COURSES 7 DAYS A WEEK 24 HOURS A DAY 365 DAYS A YEAR

Welcome to Georgia Credit Recovery

The GA DOE Credit Recovery Program provides students, who did not initially succeed in obtaining course credit, with the opportunity to retake a course to earn credit towards graduation.

- · Credit Recovery courses have flexible schedules and are not facilitated by a teacher.
- The Credit Recovery Program allows students, who have completed seat time and calendar requirements, to earn credit based on competency of the content standards.
- Credit Recovery courses are complete courses, aligned to state standards, for which the student will
 demonstrate mastery before receiving a grade.
- The Credit Recovery Program offers core courses, and limited electives, required for graduation from a Georgia public high school.
- While the program is provided free to participating Georgia public high school students for all first time enrollments, the local school will incur a fee for re-enrollments, which may, in turn, be passed on to students.
- The Georgia Credit Recovery Program is also available to Georgia private high school students for a fee. For more information on course fees, click here.

If you have questions or would like additional information about The Georgia Credit Recovery Program, please email creditrecovery@gavirtualschool.org

Student Quick Link

Log In to Credit Recovery

Announcements





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Georgia Department of Education





https://gavirtualpd.catalog. instructure.com/



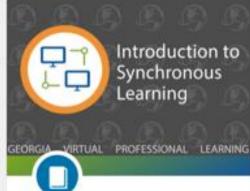
Welcome to Georgia Virtual Professional Learning!

Georgia Virtual Professional Learning is a service of the Georgia Department of Education. If you need help please contact us here: https://bit.ly/GAVS-get-help



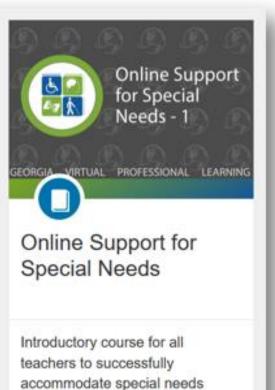
Just in Time for Teachers: Digital Learning Days

The Just in Time for Teachers: Digital Learning Days microcourse will introduce educators to digital learning basics and help plan for digital learning days. 1-2...



Introduction to Synchronous Learning

This course provides introductory information about best practices for teachers using synchronous learning tools. 1-2 hours



students online, 3-5 hours



Effective Online Teaching: Professional Responsibilities

Effective Online Teaching Course: Professional...

EORGIA VIRTUAL PROFESSIONAL LEARNING

The Effective Online Teaching course, the teacher training course for the Georgia Virtual School, has been revised to align with the National Standards for...

tective Op

eachin⁸

Time limit: 180 days \$20

Effective Online Teaching: Digital Pedagogy

Effective Online Teaching Course: Digital Pedagogy

Online educators are well versed in utilizing a variety of learning tools to deliver digital material and promote a supportive learning environment. 3-5 hours. Verified.

>

Time limit: 180 days \$20

FALL 2020 GEORGIA VIRTUAL PROFESSIONAL LEARNING Effective Online

Effective Online

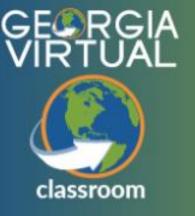
Teaching Course: Standard C...

Often students and teachers feel isolated when first transitioning to online. A sense of community increases a student success in an online classroom. Finding ways...

Time limit: 180 days \$20

GEBRGIA

REGISTRATION INFORMATION



Fall 2020 - First Date to Access is 8-3-2020 Registration open through September 24th

Fall 2020 & Spring 2021 Registration is Open







https://case.georgiastandards.org



Competency Frameworks

- Georgia Department of Education
 - Computer Science Georgia Standards of Excellence
 - English Language Arts Georgia Standards of Excellence
 - Fine Arts Georgia Standards of Excellence
 - Health Georgia Performance Standards
 - Mathematics Georgia Standards of Excellence
 - Official Georgia Department of Education Course Codes
 - Physical Education Georgia Standards of Excellence
 - Science Georgia Standards of Excellence
 - Social Studies Georgia Standards of Excellence
- 🔻 🏛 National Standards for Quality (NSQ) Online Learning
 - National Standards for Quality Online Courses
 - National Standards for Quality Online Programs
 - National Standards for Quality Online Teaching

Georgia Standards of Excellence are available in a digital format and can be downloaded for use in your Learning Management System





- 7 new SLDS training webinars for teachers
- All current SLDS trainings can be delivered via Microsoft Teams.
- Almost 2,000 updates to resources in Teacher Resource Link - Essential Toolkit this summer.
- Teacher Resource Link My Boards was released in July.
- Adding the 6th grade Snippet assessment to Counselor Companion aggregate reports. Student instructions being updated in My Career Plan.
- PL over 70 courses available. Fall catalog (with course descriptions)



- Course Numbers added
- National Standards for Quality Online Learning available
- Recent updates to ELA, Math, Science, Social Studies, Health, and Fine Arts to resolve errors
- Coming soon! Crosswalk between WIDA standards and Georgia Standards of Excellence



Coming soon!
 Collaborative space for LEAs and SEAs.





Allison Timberlake Deputy Superintendent Assessment and Accountability

> Assessment and Accountability Updates

Summative Assessment Updates

- Reducing the high-stakes nature of 2020-2021 testing:
 - The Georgia Milestones EOC weight to be included in a student's final grade in the course assessed by the EOC may be reduced for the 2020-2021 school year.
 - Charter System and SWSS school districts are directed to use input from teachers and parents, placement committees, class performance, and formative tools to determine the need to promote or retain their students at the end of the 2020-2021 school year. Student promotion/retention decisions should not be based on 2020-2021 Georgia Milestones performance.
 - The Assessment Division will work with districts to provide as much flexibility as possible to assist with the appropriate and safe administration of Georgia Milestones and other required assessments.



Summative Assessment Updates

Accountability for 2020-2021:

• The U.S. Department of Education has indicated that they will provide states with an opportunity to modify and/or waive accountability requirements for the 2020-2021 school year. As soon as more information is provided, we will seek all flexibility afforded to us. We will provide additional information as it becomes available.

Grade 5 Social Studies:

- Grade 5 social studies will no longer be a tested subject.
- EOCs beginning in 2020-2021:
 - EOCs beginning in 2020-2021 include: Algebra/Coordinate Algebra, American Literature, Biology, U.S. History



Summative Assessment Updates

Middle school students in EOC courses:

- The Physical Science EOC will remain available for middle school students enrolled in high school Physical Science. These students will take the EOC and not the EOG. Middle school students enrolled in high school Biology will also take the EOC and not the EOG.
- At this time, middle school students enrolled in Algebra/Coordinate Algebra are required to take both the EOG and EOC. However, we will be submitting a federal waiver request seeking flexibility from this requirement.

• AP/IB/DE American Literature students:

- Amendments to the SBOE Testing Rule are being held to address concerns regarding the EOC requirement for students currently enrolled in AP/IB/DE American Literature.
- Until the amended Testing Rule has been adopted, the current Testing Rule is still in place and includes the EOC exemption for AP/IB/DE American Literature students.
- Therefore, AP/IB/DE American Literature students should not participate in the EOC until the rulemaking process is complete. Additional guidance will be provided at that time.

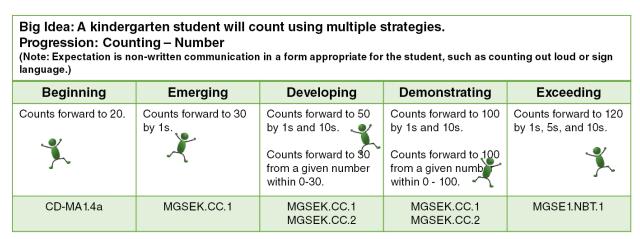


GKIDS 2.0



A progression-based formative assessment

- A **big idea** describes the integration of concepts and skills from the kindergarten standards that are most important for success in first grade.
- A learning progression shows where the student is in the learning continuum of content and reasoning development. Each progression
 - provides the big picture of what is to be learned across the year; and
 - provides teachers with one source of real-time information to adjust instruction by identifying what a student already knows, what the student needs next, and allowing teachers to monitor growth.

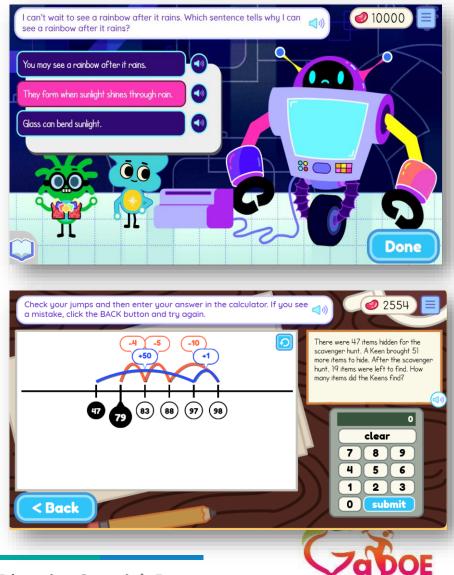


https://www.gadoe.org/Curriculum-Instruction-and-Assessment/Assessment/Pages/GKIDS-2.0.aspx



Keenville A game-based formative assessment

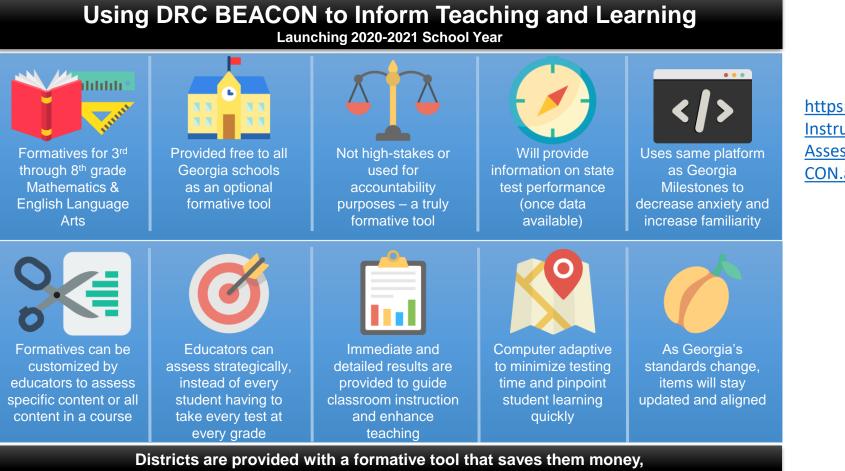
- Assesses literacy and mathematics skills for first and second grade students.
- Accessible via the Statewide Longitudinal Data System (SLDS).
- Can be administered to students remotely.



Georgia Department of Education

DRC BEACON

A through-year, computer adaptive formative assessment



honors local control, and allows for assessing student needs more strategically.

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https://www.gadoe.org/Curriculum-Instruction-and-Assessment/Assessment/Pages/BEA CON.aspx



Formative Instructional Practices (FIP) Online and Blended Professional Learning



Develop educators' knowledge and use of lesson-based formative assessment

	FIP Training Series
6/4/2020	FIP - How Schools Can Improve Professional Capacity and Student Achievement
7/23/2020	Using Georgia FIP Web Page Resources for Improvement Planning
8/20/2020	Using FIP Courses to Design Better Classroom-based Formative Assessments
9/17/2020	Creating Optimal Opportunities to Lead FIP Professional Learning
10/22/2020	FIP - Leading Teachers to help Students Revise their Thinking Using Formative Assessment
12/3/2020	FIP - Organizing to Help Teachers Facilitate Student Ownership of Learning

https://www.gadoe.org/Curriculum-Instruction-and-Assessment/Assessment/Pages/GeorgiaFIP.aspx



Evaluating & Improving Student Writing Professional Learning Series

Georgia Milestones Assessment System: Evaluating and Improving Student Writing

Learning Expectations and Best Practices for Narrative Writing

- Identify student expectations related to narrative writing
- Develop understanding around the practice of narrative writing
- Explore best practices in teaching and assessing narrative writing

Examining the Georgia Milestones Extended Constructed-Response Item & Resources

- Explore characteristics of the narrative item on the Georgia Milestones ELA assessment
- Review the scoring philosophy for narrative items on Georgia Milestones
- Navigate Georgia Milestones narrative writing resources
- Coming Soon! Using Description to Develop Characters, Events, and Experiences
 - Identify student expectations for using description in narrative writing
 - Explain why and how to effectively use description in narrative writing
 - Explore the use of description in authentic mentor texts and student exemplars

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Grades 3-5
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Grades 6-8

Narrative Writing Resources

- Assessment Guides
- Study Guides
 - Comprehensive Writing Unit inclusive of Narrative Writing
- Item & Scoring Samplers
 - Stand-alone Narrative Item & Scoring Sampler
- Writing Rubrics
- Writer's Checklists
 - Narrative Genre



High School

Caitlin Dooley Deputy Superintendent Teaching and Learning





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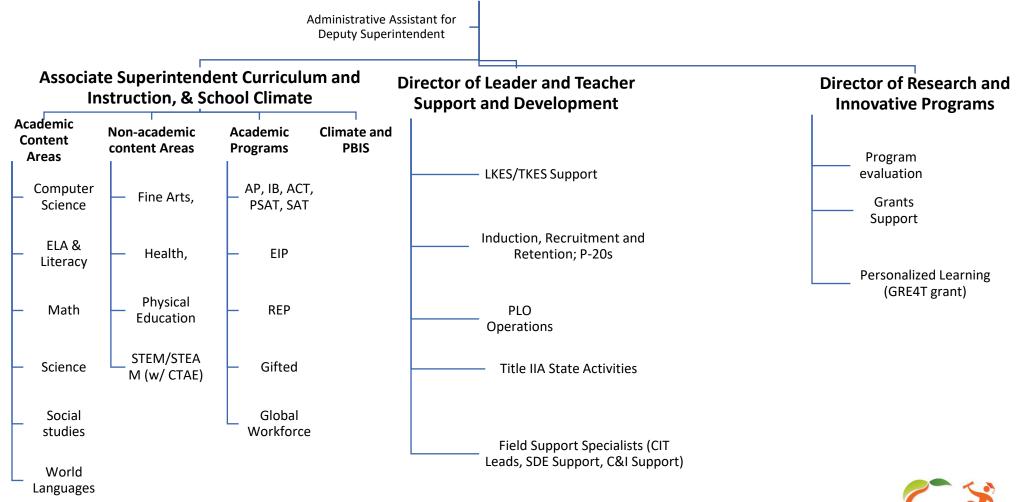
How do you feel...?





Teaching and Learning

Deputy Superintendent of Teaching and Learning









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https://www.georgiainsights.com/recovery.html



HOME DASHBOARDS ABOUT WHOLE CHILD COVID-19



Last updated August 1, 2020

COVID-19 (Coronavirus) and Schools

COVID-19 K-12 Resource Homepage > K-12

Recovery

Georgia's K-12 Restart and Recovery



Remote/Distance Learning Guidance

- Georgia Home Classroom
- Georgia Virtual Learning
- <u>Professional Learning Catalog</u> (Fall 2020)

Parent-Teacher Association's <u>Be</u> <u>a Learning Hero</u>guide

CEEDAR <u>Family Guide to At-</u> <u>Home Learning</u>

American Academy of Pediatrics screentime guidelines

• Local Public Libraries

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Parent Mentors for students with disabilities



Personalized Learning

Relationship-focused Child-centered Place-based



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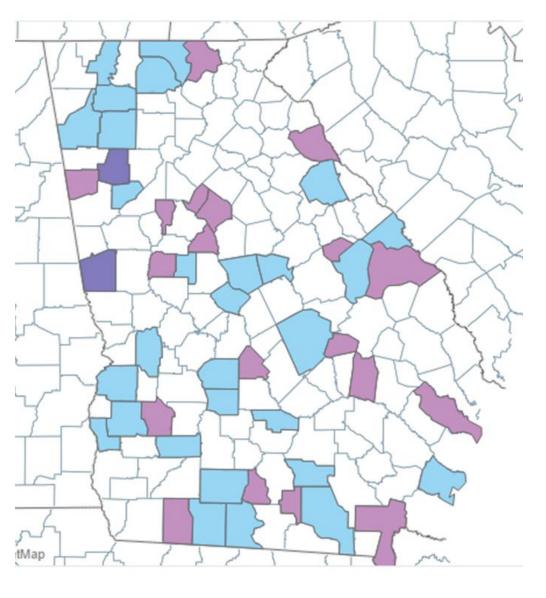
Georgia Department of Edu

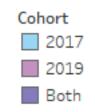
GRE4T! Personalized Learning Grant

- \$18.5M over 3 years
- Competitive grant awarded to the State Education Agency through "Rethinking Education Models" grants from US Dept. of Ed
- Funds the GaDOE to support leaders as they take on the challenge of personalizing learning
- Funds the development of interoperable systems for technologies to "talk" to local Student information Systems and provide real-time information on student progress



L4GA Districts







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Our Whole Child Team (x50) English Language Arts L4GA World Languages **College Readiness Social Studies Science** AP Climate/PBIS **STEM-STEAM Mathematics** Gifted Fine Arts Computer Science Health/PE

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Georgia Home Classroom is a collaboration between GPB Education and **Georgia Department of Education** (GaDOE) to support at-home learning for students in Pre-K through 12th grade, including digital learning resources and an instructional broadcast schedule.



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Video Lesson Plans: July-September

Support Us Events Kids & Family



More From GPB Education



Georgia Home Classroom

HOME SSROOM K-12 Remote Learning Plans

K-12 Remote Learning Plans

These Georgia Standards of Excellence-aligned learning plans are easy-to-use and include both "plugged and unplugged" activities.



Let's Learn GA!

Get ready to learn with these video lessons that were created by Georgia teachers and aligned to Standards of Excellence for K-5.

WATCH NOW



Broadcast Schedules

GPB's instructional broadcast schedules for PreK through 12th grade support remote or in-person learning.

VIEW SCHEDULE



LEARN MORE

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FUTURE Georgia Department of Education





Mrs. Seides

Decatur.

GSE Aligned Lessons



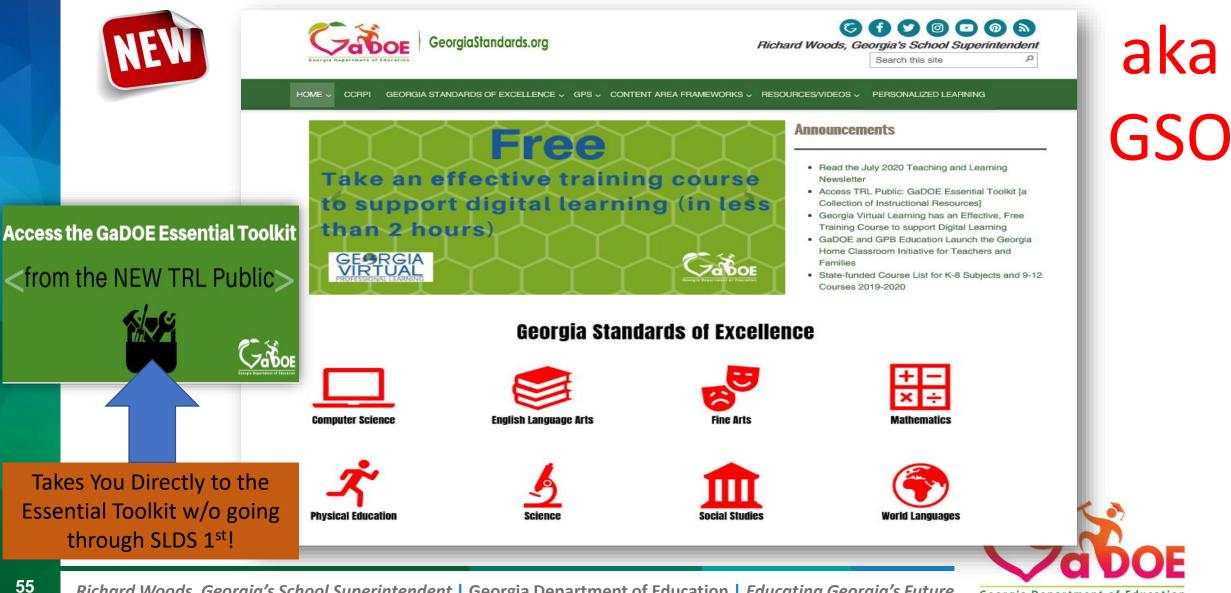
Georgia Teachers

Video Lesson Plans

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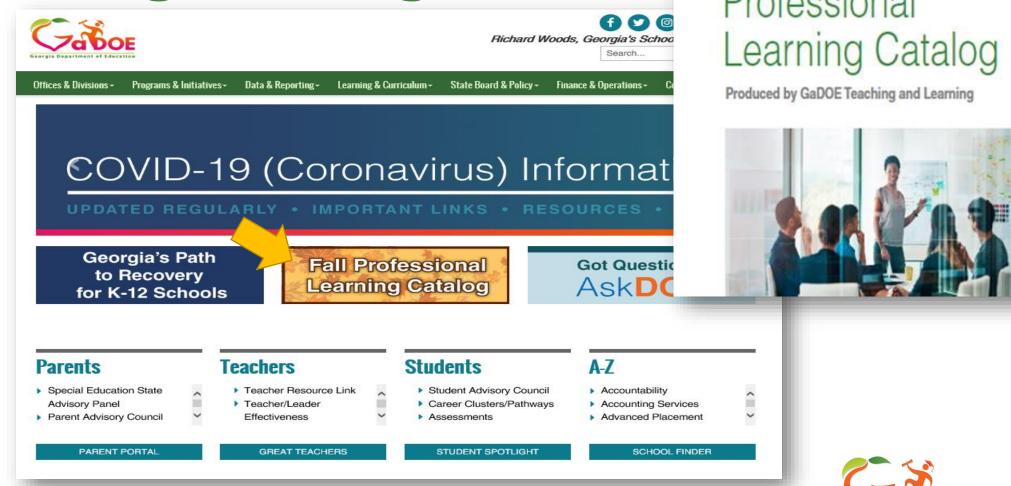
Mrs. Bolds McDonough, Georgia, Superinternet, Secondia Department of Education | Education

GeorgiaStandards.Org: Reboot



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Teaching and Learning Profession Learning Catalog: FY21





Shaun Owen

Deputy Superintendent Federal Programs

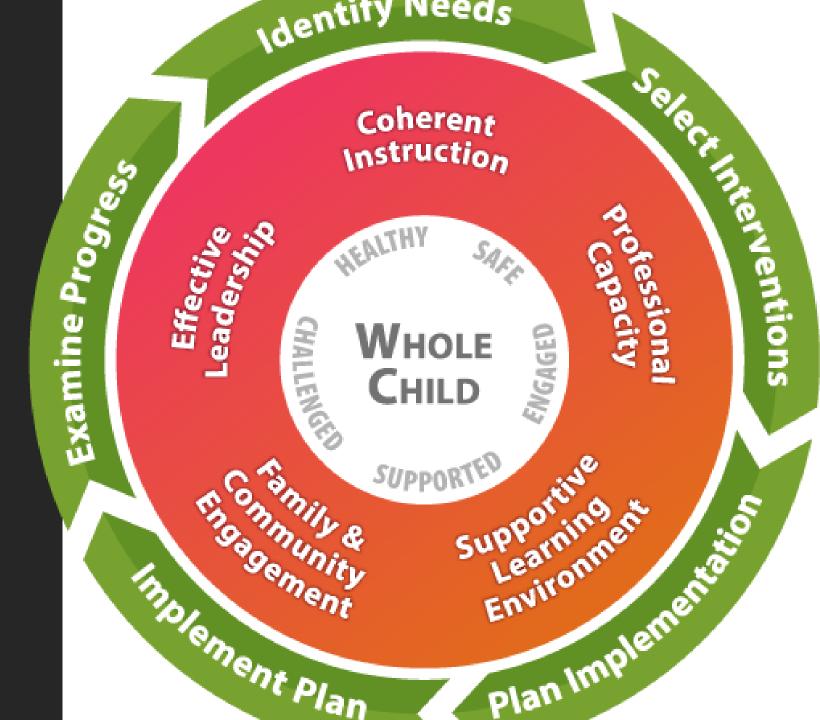
Supplemental Learning and Federal Programs Update

Ashley Harris Director Office of Whole Child Supports

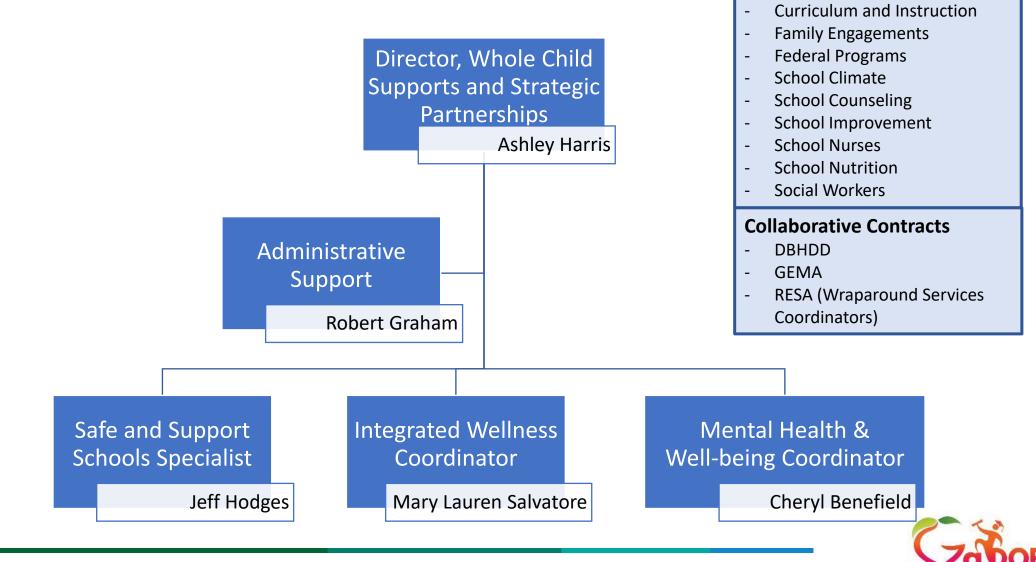


Purpose Statement:

The Office of Whole Child Supports assists districts/schools and communities in identifying and addressing student non-academic barriers to success while expanding learning opportunities.



Office of Whole Child Supports



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Georgia Department of Education

Interagency Connections

Association for Supervision and Curriculum Development (ASCD) and U.S. Centers for Disease Control and Prevention (CDC) Framework

Whole Child Tenet #1: HEALTHY

• Each student enters school healthy and learns about and practices healthy lifestyle.

Whole Child Tenet #2: SAFE

• Each student learns in an environment that is physically and emotionally safe for students and adults.

Whole Child Tenet #3: ENGAGED

• Each student is actively engaged in learning and is connected to the school and broader community.

Whole Child Tenet #4: SUPPORTED

• Each student has access to personalized learning and is supported by qualified, caring adults.

Whole Child Tenet #5: CHALLENGED

• Each student is challenged academically and prepared for success in college or further study and for employment and participation in a global environment.

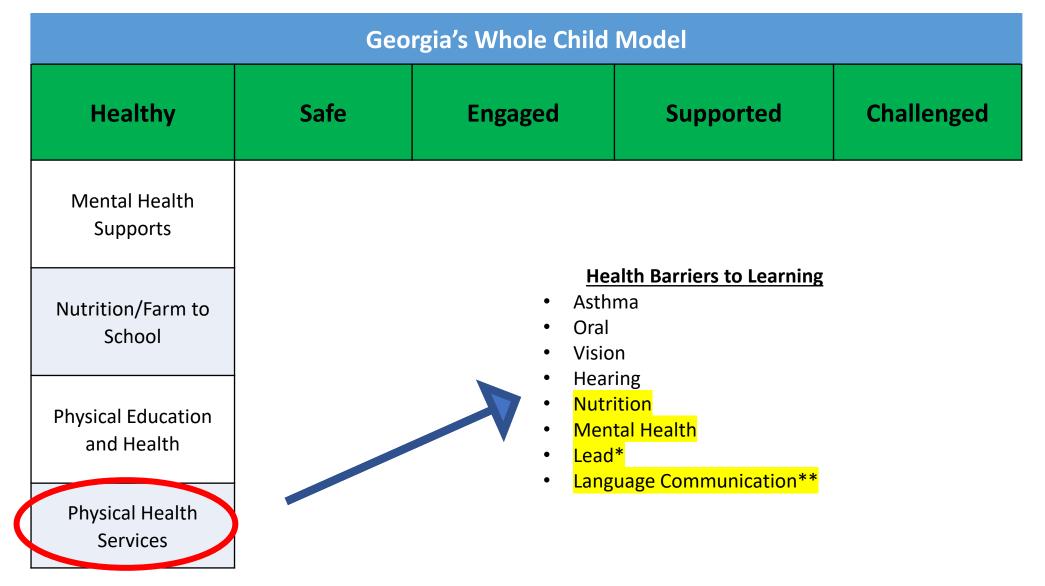




Georgia's Whole Child Model				
Healthy	Safe	Engaged	Supported	Challenged
Mental Health Supports	School Climate	Fine Arts	Afterschool/Summer Programs	AP/Dual Enrollment
Nutrition/Farm to School	School Safety	Literacy and Media/ Library	Dual Language Immersion	Computer Science
Physical Education and Health	Student Safety	Social Studies and Civics	Early Childhood, Pre-K & Kindergarten	Gifted
Physical Health Services		STEAM/STEM		Technology Integration

DE

Georgia Department of Education



Sources for this slide: The Children's Health Fund publication: *Health Barriers to Learning*, 2017; Tremblay, et al, 2018; Chow et al, 2019; Hollo et al, 2014; Law et al, 2017.



GaDOE Whole Child Toolkit



Organized by the tenets of the WSCC model

 Healthy, Safe, Engaged, Supported and Challenged

7 Categories of information for each area

- Research & Data
- Leveraging Funds
- Programs & Initiatives
- Partners in the Work
- Tools & Resources
- School/District Best Practices
- Professional Development Opportunities



Our Approach

Working with partners and districts, the Georgia Department of Education is developing a roadmap for schools that:

- Engages the community (business and industry, parents, faith based/civic organizations, nonprofits) in a meaningful way
- Aligns the goals of both the community and the school with a community-school needs assessment and asset map
- Brings together the voices of students, parents, and educators to drive the direction of the school
- Coordinates academic and non-academic supports around the individual needs of students
- Expands access to academic opportunities (AP, IB, STEM/STEAM, fine arts, computer science, etc.) and non-academic supports (nutritional, physical, mental/behavioral health)
- Transforms schools into community hubs where facilities, resources, and services are harnessed throughout and outside of a traditional school day



Whole Child Model School Certification

A Georgia grown concept that interweaves:

- The ASCD/CDC Whole School Whole Community, Whole Child framework
- The Learning Policy Institute's summary findings of community school foundation
- Get Georgia Reading- 4 pillars and lessons learned



Our Approach

State recognized, School-level Whole Child Model (WCM) School Certification

- Past success: STEM/STEAM certification
- Clearly defines and sets expectations for the common elements of a WCM School (i.e. rubrics, evaluators, etc.)
- Multiple pathways to earn WCM School certification
 - Ex: Communities in Schools; Wraparound Centers

Email: wholechild@doe.k12.ga.us for any needs regarding Whole Child Supports



Dr. Linette Dodson Director School Nutrition



Fueling Georgia's Future









SCHOOL MEALS CONNECT WITH STUDENTS

Students thrive in structured environments and school meals are a familiar part of their routine. The accessibility of school meals for both virtual and in-person learners is among the things that have remained constant during a time marked by increasing change. School meals connect students to their school, peers and school staff.

MEALS FOR YOUR CHILD AT NO COST.





Chef Megan and Chef Ian: your apple crisp cups look amazing you for participating in BC Chopped Junior Chef. O #KeepGAFed #trojanpride





Stacey Lutz

Director Governors School Leadership Academy

GSLA/GaDOE Partnership 2020-2021





Governor's School Leadership Academy Learning, Leading, Serving

Participation Options for 2020-2021

- Continuation of Traditional Cohorts
- Individual Engagement Opportunities
 for Non-Cohort Members
 - Self-select as Needed
 - Content-based
 - Cohort-based
- District Pilot





GSLA Continuation of 2019-2020 Cohorts



- Participants from 2019-2020 can participate in a regularly scheduled session designed for their current role
- Sessions will begin in November 2020
- 1 virtual meeting per month on an established synchronous schedule (approximately 2-2.5 hours)
- Interactive sessions based on established learning outcomes and criteria
- Includes development and completion of a participant-driven action research project relevant to individual goals and context



GSLA Potential Sub-Cohorts for 2020-2021



Individual Topic-Based Sessions

- Self-selected, open participation
- Facilitative coaching and dialogue around a current problem of practice
- Role-oriented
- 20-25 participant limit
- Scheduled based on interest and need



GSLA Potential Sub-Cohorts for 2020-2021



Multi-Session, Topic-Based Opportunities

- Role-driven
- Invitation-based
- 4-8 scheduled content sessions
 - Blended Coaching (district leaders)
 - Crucial Conversations (2019-2020 participants)



Next Steps

- Previous Cohort Members
 - Will continue to receive notifications of upcoming sessions
 - Will be invited mid-October to sign-up for continuation of cohort
- Non-Cohort Principals
 - Contact your SES or DES to be added to the mailout list for upcoming opportunities
- Interested Districts
 - Contact Stacey Lutz for additional information on pilot options (<u>stacey.lutz@gosa.ga.gov</u> of (404) 640-9667)



Stephanie Johnson

Deputy Superintendent Office of School Improvement

Improving Outcomes for Students During COVID-19 and Beyond



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"We must truly lead, and when we are faced with unbelievable challenges, we must stop and ask ourselves, so what, now what. What are we going to about it?

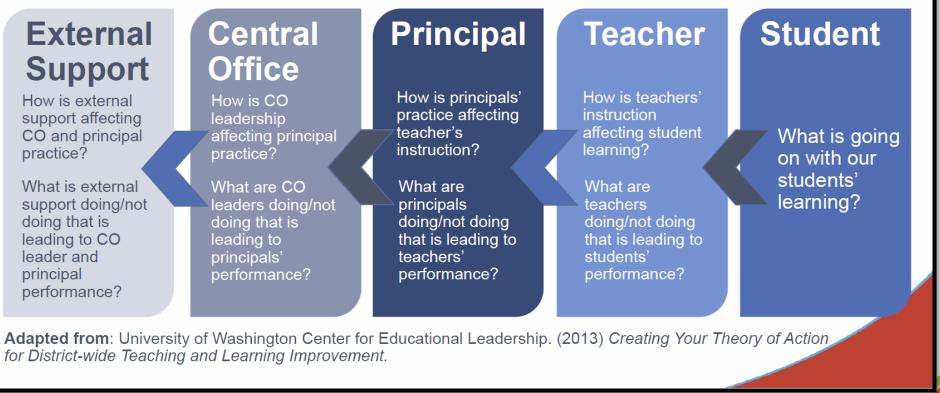
- Linda Cliatt-Wayman, Education Leader



Educating Georgia's Future by graduating students who are ready to learn, ready to live, and ready to lead.

Theory of Action to Improve Outcomes for Students During COVID-19 and Beyond

Developing a theory of action starts with analyzing performance from right to left...





Theory of Action to Improve Outcomes for Students During COVID-19 and Beyond

...then planning action from left to right **External** Central Principal Teacher **Student** Office Support If we do W... Then CO leaders will Which will help be able to do Which will principals do X... support Y... Which will make teachers a substantial doing Z... difference in students' learning.

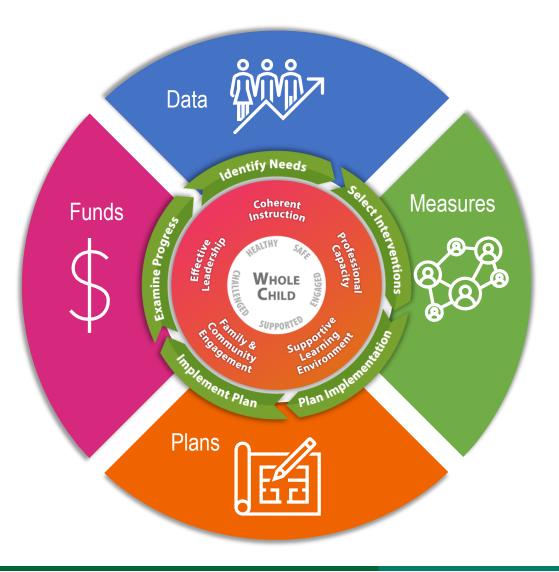
Adapted from: University of Washington Center for Educational Leadership. (2013) Creating Your Theory of Action for District-wide Teaching and Learning Improvement.





How do we shift our practices to become forward thinking in the use of data, accountability metrics, planning, and funding in support of the Whole Child?

Structures for Supporting the Whole Child



Data Practices

Achievement, Instructional, Operational, Sociological

Accountability Community, District, State, Federal

Action Planning School and District Improvement Plans

Educational Funding Local, State, and Federal Funds





Key job of district leaders: Reduce the variability among schools to "ensure that each student has equitable access to learning opportunities."

National Policy Board for Educational Administration. (2015). Professional Standards for Educational Leaders 2015. Reston, VA: Author.



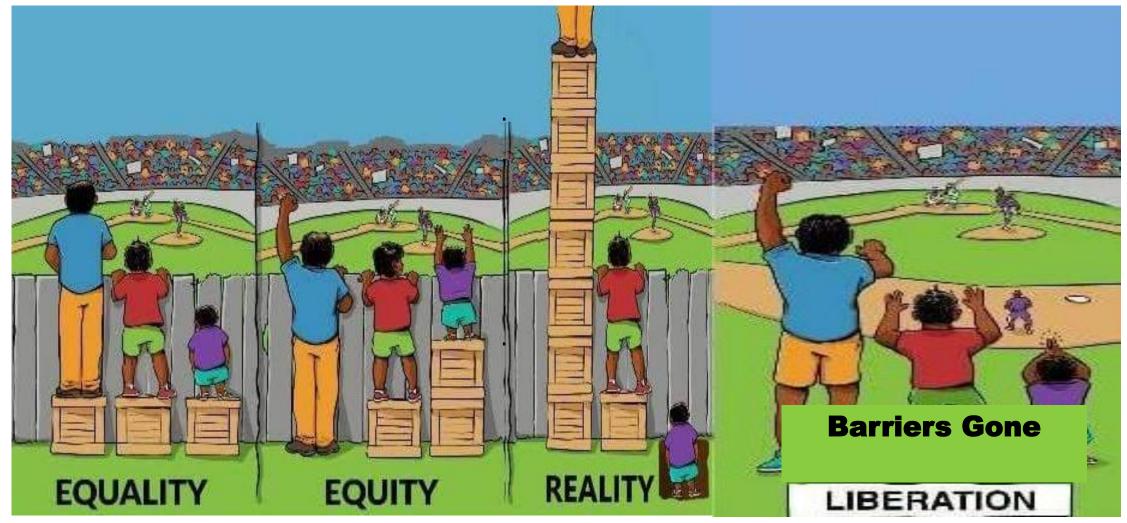


Figure 1. #The4thBox (Center for Story-Based Strategy et al.)

The goal should be to eliminate barriers to learning for ALL students



Reflective Questions

- What is our current reality and what is our desired state?
- Who is involved in our work? Who should be involved?
- How can we maximize our resources to better support our staff and students?
- What is our current reality and what is our desired state?
- How is my leadership helping?



Lead fearlessly, love hard, and believe in students' possibilities, unconditionally

- Linda Cliatt-Wayman, Education Leader



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