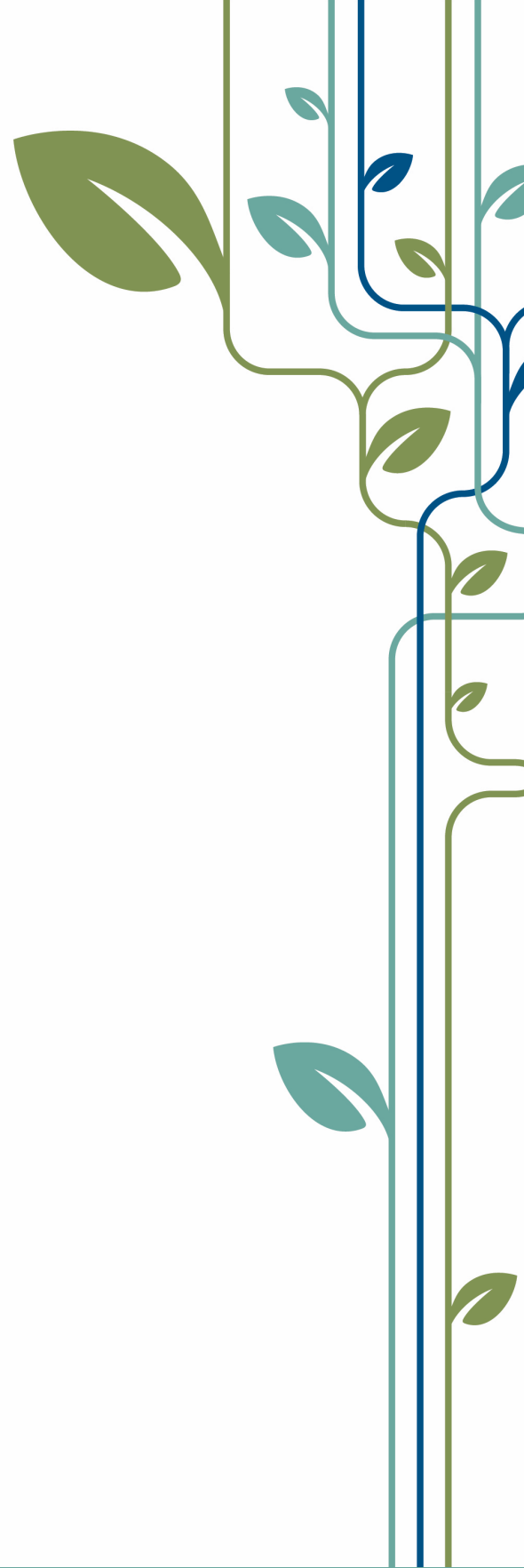




Georgia Association of Educational Leaders

GAEL L4GA Leadership Institute II Day One



Sherry St. Clair
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Georgia Association of Educational Leaders

Getting the Most Out of Your Literacy Leadership Institute

1 Be engaged! Be an active participant. Sherry will provide time for discussion throughout the professional learning experience. Be willing to share and learn with others. One of the greatest parts of the Literacy Leadership Institute is meeting new people who are trying innovative practices in their schools.

2 We would love to have you participate face-to-face. However, if part of your group is in-person and part is participating via LiveStream, your team will get more out of the discussion time if in-person participants can reach out via phone to include LiveStream team members. If your entire group is meeting virtually, it is recommended that participants try to be in close proximity so they can have the most meaningful discussions during group time.

3 Read or re-read the book, Coaching Redefined and visit the accompanying website. Both are full of resources that will benefit your instructional leadership efforts. You may even consider signing up for Sherry's monthly email, which will have additional free resources for you.

4 After each learning session, plan next steps for your team. GAEL has set up Zoom meetings between the sessions with Sherry. During these focus group sessions, be prepared to share what you have tried, what went well, what you might do differently next time, and in what areas do you still need support.

5 Get to know others in our group, work to build a network of professionals across the state who have the same desire as you to put literacy leadership and building the capacity of others through coaching as a priority.

6 We know what a challenge it is trying to teach, run a school/district during a pandemic! We applaud your efforts to keep the "main thing the main thing" (student literacy learning)! As much as you are able, try to keep the distractions during our learning time at a minimum so you can focus on the work of literacy leadership.

Thank you for joining us. We can't wait to learn with you this year!



Sherry St. Clair is the founder of Reflective Learning LLC, an educational consulting agency based in Kentucky. Her organization works with schools around the world, creating specialized training and coaching services for school administrators and educators. Additionally, Sherry serves as a Senior Consultant for the International Center for Leadership in Education and Houghton Mifflin Harcourt. She holds a master's degree in Instructional Leadership, as well as a Rank I in Instructional Supervision.

As an international consultant, Sherry draws from her rich experience at various levels of public education—teaching elementary school, being an administrator in a high school of 1,300 students, working as a state consultant, and creating and facilitating virtual courses. Sherry is a highly regarded national speaker and consultant, providing educational agencies with expertise in the areas of instructional leadership, effective classroom practices, classroom walkthroughs, effective use of data and guidance on how to create structures for successful classroom coaching. Coaching schools to best meet the needs of all students is Sherry's passion.

Sherry is a contributing author to Effective Instructional Strategies Volume 2 published by the International Center for Leadership in Education and 100 No-Nonsense Things that All Teachers Should Stop Doing. She has published numerous professional learning activity guides and facilitated webinar series focused on leadership and effective instructional practices. Additionally, Sherry developed virtual instructional workshops for the CTE Technical Assistance Center of New York. In partnership with the Successful Practices Network, Houghton Mifflin Harcourt, and The School Superintendent Association (AASA), Sherry has recently been a part of bringing innovative practices to scale. Her publication, Coaching Redefined: A Guide to Leading Meaningful Instructional Growth, was released in June of 2019.

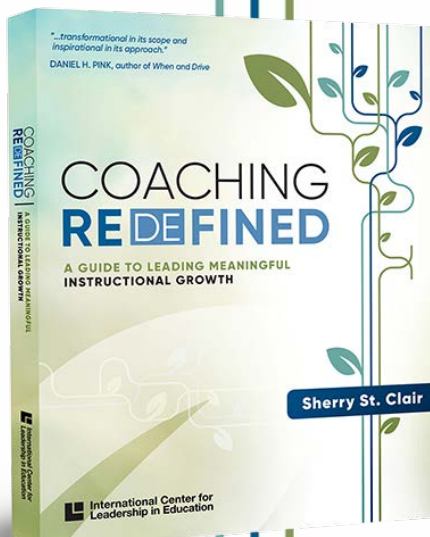
Connect with Sherry:

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Day One Agenda

9:00-9:20-Welcome and Introduction

9:20-9:45-Where We Are

9:45-10:15-Review of Listening Tour/
Change Readiness

10:15-10:45-Real Values

10:45-11:00-Break

11:00-11:30-Career Skills

11:30-12:00-Relevant Learning

12:00-1:00-Lunch

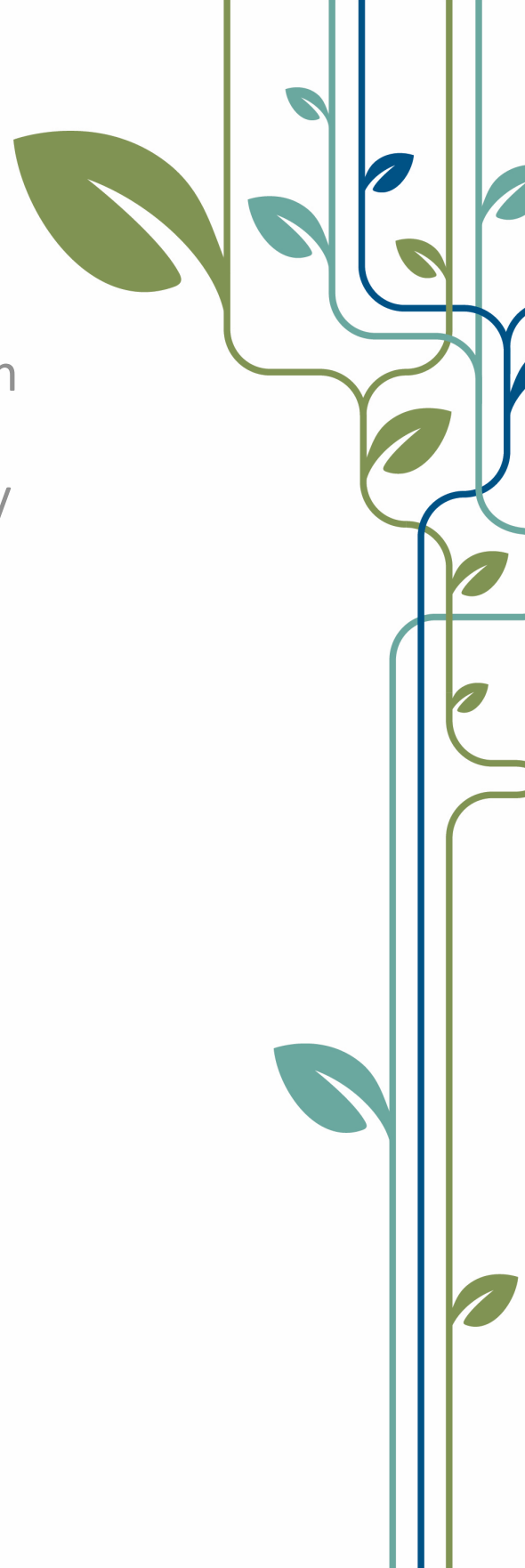
1:00-1:20-Georgia Department of
Education Update

1:20-2:00-Engaged Learning

2:00-2:15-Break

2:15-2:45-Rigorous Instruction

2:45-3:00-Closing/Questions



Most Valuable Career Skills by 2020

Per the annual World Economic Forum report, the most valuable career skills by 2020 will be the following 10 skills:

1. **Complex problem solving:** To solve complex problems requires being able to identify the problem, evaluate all pertinent information and factors, consider a range of possible solutions, think critically through different solution options and their potential outcomes, and then make a judgment as to which solution to select. A series of skills go into complex problem solving, including observation skills, analysis, creativity, innovative thinking, evaluation, perseverance, and resilience, to name some.
2. **Critical thinking:** To think critically is to think deeply. Critical thinking requires that you first suspend judgment to evaluate all related factors and perspectives as objectively as possible. It entails taking time to think through what you might not be considering or yet seeing. Reason, logic, and judgment are all used to analyze and evaluate information to, ultimately, probe far beyond the surface of the matter at hand.
3. **Creativity:** To be creative is to imagine something new from the information and data available. Creativity emerges from a capacity to view the world differently, connect seemingly disconnected dots, and unearth unseen patterns to conceive something new. To be creative is to apply critical thinking and empathy to imagine experiences, ideas, and things from other perspectives.
4. **People management:** To manage people effectively is to see their strengths and weaknesses, guide them to develop their skills, help them grow, and motivate them through setting and reaching goals. Successful people management rests heavily on emotional intelligence, particularly empathy; to manage each individual effectively requires imagining her circumstances from her point of view and making decisions and recommendations accordingly.
5. **Coordinating with others:** To coordinate with others well requires strong collaboration skills. Productive coordination can only happen when you can empathize with those with whom you are coordinating to discern their needs, assess how they can and cannot contribute, and understand their values. From there, you must adapt your thinking, responses, and behaviors accordingly if coordination is to be productive.



Most Valuable Career Skills by 2020

Continued from previous page

6. **Emotional intelligence:** In most distilled terms, emotional intelligence is empathy; it is your capacity to stand in the shoes of another person and imagine her experience. The application of emotional intelligence is taking this imagined experience and using it to adjust decisions, behaviors, and actions appropriately. To be emotionally intelligent is to adapt your actions for each person based on your empathetic analysis of their perspectives and needs. Emotional intelligence also includes your ability to recognize, understand, and manage your own emotions.
7. **Judgment and decision making:** Sound decision-making skills rest first on sound judgment skills. To judge smartly is first to analyze and evaluate information or a circumstance as objectively as possible. Then you analyze and evaluate it from a perspective of emotional intelligence to consider all human components at play. Taking this full appraisal, you make the most reasonable and justifiable decision. The final factor of effective judgment and decision-making skills is knowing how to get buy-in and from whom.
8. **Service orientation:** To have a service orientation is to proactively seek ways to help others and be of value to them. It is to become known as someone who is available to assist others, think together, and grow together. It is also to become known as someone who adjusts her contribution and deliverables based on the needs and preferences of others. However, a service orientation requires a boundary of not sacrificing one's own values and principles.
9. **Negotiation:** Strong negotiation skills require a range of skills, including creativity, to see new potential ideas and possibilities; emotional intelligence, to imagine the needs, values, and priorities of all those at play and anticipate their actions; and judgment and decision making to keep negotiations moving forward. It also takes strong communication skills and the ability to listen actively to those involved. Negotiations require emotional control and interpersonal skills so that they can remain respectful and productive. Ultimately, to negotiate is to problem solve; it is to find a way for all involved parties to be included and advantaged in a reasonable solution.
10. **Cognitive flexibility:** To show cognitive flexibility is to be able, swiftly, to switch thinking between and among multiple concepts, topics, or ideas, such that you ultimately can process all factors simultaneously. Those with strong cognitive flexibility can quickly adapt their thinking and comprehension as circumstances and information change around them.

Listening Tour Questions



Questions to ask teachers about themselves:

- What are your strengths as a teacher?
- In what ways would you like to grow professionally? What, if anything, has stood in the way of your professional growth and ability to meet goals?
- How can we improve learning for your students?
- How do you hear the voices of your students in your classroom?
- How do you know students are learning in your classroom?
- What has been the most meaningful professional learning experience you've had? Why was it so meaningful to you? How did it help you change instruction?
- Have you been involved in coaching before, and how did you come to get involved in it? What did you think of the experience? How do you feel about having a coach now? (This series of questions will require extra reassurance that the more honest teachers are in their answers, the more they will get out of their experience with you.)
- Is there anything else you feel I should know to help me serve you best as your coach?

Questions to ask teachers about school culture:

- What do you feel is the greatest strength of the school?
- Do you feel your school is growing, evolving, and improving?
- What aspect of the school needs to grow the most and why?
- How do you hear the voices of students in the school?
- How do you hear the voices of parents and the community in the school?
- Is equity important in your school? If so, how is it addressed?
- How do you feel the school prepares students for careers and college?
- How do you feel supported in your professional growth and development? Who or what is most supportive?
- How do you feel about the demands currently placed on you and your colleagues? Are they reasonable or do they feel impossible to meet? Please explain.
- Would you describe the school as one that sticks with a few initiatives or one that cycles through many initiatives? Please explain.
- What resources are you most grateful to have? What resources do you wish you had?

Listening Tour Questions

Continued from previous page

Questions to ask students about their learning:

- Do your classes feel hard to you? If they are hard, what makes them hard? If they are easy, what makes them easy?
- Do you know why you're learning what you're learning?
- Do you think what you are learning will be helpful to you in your future, while you're still in school, and after you've graduated?
- Do you feel that your school values and rewards academics or sports or both? Or something else?
- Are your learning successes celebrated? If so, how?
- When you are in a class where you are having fun, being challenged, and learning a lot, what about the class makes it so engaging?
- When you are bored in school, why are you bored?

Questions to ask students about school culture:

- What makes you most proud to be a student at this school?
- If you could change something about the school, what would it be?
- Do you think that the school tries to give the same opportunities to all different kinds of students? Why?
- When students have ideas, do you feel that the adults in your school are open to hearing and considering them?

Questions to ask parents/guardians about their child's learning:

- Is your child's learning rigorous, where rigor can be defined as requiring complex and deep modes of thinking (e.g., analyzing, synthesizing, and/or evaluating information; creating new ideas, concepts, solutions, etc.)? If yes, what makes it rigorous?
- How relevant is your child's learning to her future? Please explain.
- How is your child academically supported at school?
- Is your child engaged in school?
- Is your child learning interpersonal/social-emotional skills and today's career skills? If yes, how are these skills taught, and which ones are taught?

Listening Tour Questions

Continued from previous page

Questions to ask parents/guardians about school culture:

- Do you feel that your voice and input are wanted, solicited, valued, and heard at the school, and how?
- Can you think of a time something at the school was changed because of parent feedback?
- Would you describe the school as one that is eager and open to changing instruction and programs as college, career, and technology demands change?
- How does the school communicate with you, and how often? What are they communicating? Are there ways they could communicate more effectively with you?
- Does the school give equal opportunity to all students? Does the school seem to value equity? If not, what makes you say this?
- Does the school show it cares about your child's emotional well-being? If yes, how do they show this?
- Do you feel the school values and rewards academics? Sports? Something else? How, and how often?
- What makes you most proud to send your child to this school?
- If you could improve one thing about the school, what would it be?
- Is there anything else you feel is important for me to know?

Questions to ask community members about the school:

- In your experience, are school graduates prepared for careers?
- Do graduates show the necessary academic and technical skills for success in careers? If yes, how?
- Do graduates possess the interpersonal/social-emotional and professional skills for success in careers? If not, what are they lacking?
- Are current and past students polite and well behaved in the community? Do they show a sense of social responsibility?
- In general, do you feel confident handing over your community to the school's next generation of graduates? If so, why? If not, why not?
- In your experience, does school leadership show a sincere concern for the achievement and wellbeing of its students and their capacity to be productive members of your community?
- If you have ever tried to engage with school leadership to bring forth improvement and change, do you generally find them open to ideas and collaboration?

	Real Value	Summary	Reflection
1	Listening to Learn		
2	Leadership and Lifelong Learning		
3	Deep Thinking		
4	Communication		
5	Honesty and Courage		
6	Realistic Optimism		
7	Compassion		
8	Professionalism		
9	Commitment to Instructional Skills		

Teacher Visitation Form

Goal of Visit:	
Teacher Visited:	Date/Time:
Teacher Actions:	Student Actions:
Resources Shared:	
Summary:	



Coaching & Observing Learning Engagement: Reflection Questions



<p>Active Participation</p>	<ul style="list-style-type: none"> • What evidence demonstrates that students stay on task and actively engaged during the entire lesson? • How do students take ownership of learning new content? • How do students demonstrate active listening during the lesson? • How do students exhibit respect for their classmates? • To what extent is class time utilized wisely with minimal disruptions or lost instructional time? • How do students seek to improve their own performance? • What evidence demonstrates that students monitor and adjust their own participation? • What evidence demonstrates that students collaborate with others to accomplish assignments? • What evidence demonstrates that students corrected each other respectfully when off task? • To what extent do students exhibit signs of valuing the content taught? • What evidence demonstrates that students are given opportunities to interact and collaborate with their peers? • In what ways is active participation creating opportunities for use of today's career skills, and which ones?
<p>Learning Environment</p>	<ul style="list-style-type: none"> • To what degree are the classroom learning procedures and routines well established yet remain flexible to adapt to the learning task as needed? • How are students participating in the development of classroom expectations? • What evidence demonstrates that students are provided with timely and effective feedback to help them guide their learning? • What evidence demonstrates that students persevere through productive struggle? • To what extent do students exhibit signs of feeling safe to make mistakes? • To what extent do students demonstrate care and respect for peers, the teacher, and the learning environment? • How effectively do students transition from one learning task to another? • To what extent do students pay attention to the details of their learning tasks? • What evidence demonstrates that high expectations are set for all students? • What evidence demonstrates that students exhibit pride in high-quality work? • How is the learning environment promoting use of today's career skills, and which ones?

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Coaching & Observing Learning Engagement: Reflection Questions

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Formative Processes and Tools	<ul style="list-style-type: none">• What evidence indicates that students demonstrate mastery of content through opportunities to self-reflect and set goals?• To what degree do students demonstrate the ability to share responsibility for their learning?• What evidence demonstrates that students understand and can articulate how their work is assessed?• How do assessment results indicate that students are exceeding expected outcomes?• To what extent are formative assessment results used to adjust instruction immediately?• How is differentiation utilized in the classroom and to what impact?• Are students aware of the criteria that will be used to assess their learning?• To what extent are students engaged in self-reflection?• How are formative processes and tools contributing to the use of today's career skills, and which ones?
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Engagement Strategies

Strategy	Effect Size	Virtual Learning



TOOL 1

HESS COGNITIVE RIGOR MATRIX (READING CRM):

Applying Webb's Depth-of-Knowledge Levels to Bloom's Cognitive Process Dimensions



Revised Bloom's Taxonomy	Webb's DOK Level 1 Recall & Reproduction	Webb's DOK Level 2 Skills & Concepts	Webb's DOK Level 3 Strategic Thinking/Reasoning	Webb's DOK Level 4 Extended Thinking
	Use these Hess CRM curricular examples with most close reading or listening assignments or assessments in any content area.			
Remember Retrieve knowledge from long-term memory, recognize, recall, locate, identify	<ul style="list-style-type: none"> Recall, recognize, or locate basic facts, terms, details, events, or ideas explicit in texts Read words orally in connected text with fluency & accuracy Identify or describe literary elements (characters, setting, sequence, etc.) Select appropriate words when intended meaning/definition is clearly evident Describe/explain who, what, where, when, or how Define/describe facts, details, terms, principles Write simple sentences 	<ul style="list-style-type: none"> Specify, explain, show relationships; explain why (e.g., cause-effect) Give non-examples/examples Summarize results, concepts, ideas Make basic inferences or logical predictions from data or texts Identify main ideas or accurate generalizations of texts Locate information to support explicit-implicit central ideas 	<ul style="list-style-type: none"> Explain, generalize, or connect ideas using supporting evidence (quote, example, text reference) Identify/ make inferences about explicit or implicit themes Describe how word choice, point of view, or bias may affect the readers' interpretation of a text Write multi-paragraph composition for specific purpose, focus, voice, tone, & audience 	<ul style="list-style-type: none"> Explain how concepts or ideas specifically relate to other content domains (e.g., social, political, historical) or concepts Develop generalizations of the results obtained or strategies used and apply them to new problem-based situations
Understand Construct meaning, clarify, paraphrase, represent, translate, illustrate, give examples, classify, categorize, summarize, generalize, infer a logical conclusion, predict, compare/contrast, match like ideas, explain, construct models	<ul style="list-style-type: none"> Use language structure (pre-/suffix) or word relationships (synonym/antonym) to determine meaning of words Apply rules or resources to edit spelling, grammar, punctuation, conventions, word use Apply basic formats for documenting sources 	<ul style="list-style-type: none"> Use context to identify the meaning of words/phrases Obtain and interpret information using text features Develop a text that may be limited to one paragraph Apply simple organizational structures (paragraph, sentence types) in writing 	<ul style="list-style-type: none"> Apply a concept in a new context Revise final draft for meaning or progression of ideas Apply internal consistency of text organization and structure to composing a full composition Apply word choice, point of view, style to impact readers' /viewers' interpretation of a text 	<ul style="list-style-type: none"> Illustrate how multiple themes (historical, geographic, social, artistic, literary) may be interrelated Select or devise an approach among many alternatives to research a novel problem
Apply Carry out or use a procedure in a given situation; carry out (apply) to a familiar task, or use (apply) to an unfamiliar task	<ul style="list-style-type: none"> Identify whether specific information is contained in graphic representations (e.g., map, chart, table, graph, T-chart, diagram) or text features (e.g., headings, subheadings, captions) Decide which text structure is appropriate to audience and purpose 	<ul style="list-style-type: none"> Categorize/compare literary elements, terms, facts/details, events Identify use of literary devices Analyze format, organization, & internal text structure (signal words, transitions, semantic cues) of different texts Distinguish: relevant-irrelevant information; fact/opinion Identify characteristic text features; distinguish between texts, genres 	<ul style="list-style-type: none"> Analyze information within data sets or texts Analyze interrelationships among concepts, issues, problems Analyze or interpret author's craft (literary devices, viewpoint, or potential bias) to create or critique a text Use reasoning, planning, and evidence to support inferences 	<ul style="list-style-type: none"> Analyze multiple sources of evidence, or multiple works by the same author, or across genres, time periods, themes Analyze complex/abstract themes, perspectives, concepts Gather, analyze, and organize multiple information sources Analyze discourse styles
Analyze Break into constituent parts, determine how parts relate, differentiate between relevant-irrelevant, distinguish, focus, select, organize, outline, find coherence, deconstruct (e.g., for bias or point of view)	<p>"UG" – unsubstantiated generalizations = stating an opinion without providing any support for it!</p> <ul style="list-style-type: none"> Brainstorm ideas, concepts, problems, or perspectives related to a topic, principle, or concept 	<ul style="list-style-type: none"> Generate conjectures or hypotheses based on observations or prior knowledge and experience 	<ul style="list-style-type: none"> Cite evidence and develop a logical argument for conjectures Describe, compare, and contrast solution methods Verify reasonableness of results Justify or critique conclusions drawn 	<ul style="list-style-type: none"> Evaluate relevancy, accuracy, & completeness of information from multiple sources Apply understanding in a novel way, provide argument or justification for the application
Evaluate Make judgments based on criteria, check, detect inconsistencies or fallacies, judge, critique	<ul style="list-style-type: none"> Reorganize elements into new patterns/structures, generate, hypothesize, design, plan, produce 	<ul style="list-style-type: none"> Synthesize information within one source or text Develop a complex model for a given situation Develop an alternative solution 	<ul style="list-style-type: none"> Synthesize information across multiple sources or texts Articulate a new voice, alternate theme, new knowledge or perspective 	
Create Reorganize elements into new patterns/structures, generate, hypothesize, design, plan, produce				

Coaching & Observing Rigor: Reflection Questions



<p>Thoughtful Work</p>	<ul style="list-style-type: none"> • What level of thinking is required for the work? • To what degree do students participate in learning tasks that require them to analyze, synthesize, evaluate, and/or create information? • How do the learning tasks give students the opportunity to adapt their knowledge to new activities? • What evidence demonstrates that students take responsibility for extending their learning beyond the task assigned? • How do students demonstrate an ability to pursue self-discovery? • To what extent do students take risks and self-select avenues to best represent their own thinking? • Specifically, how is the thoughtful work incorporating today's careers skills, and which ones?
<p>High-Level Questioning</p>	<ul style="list-style-type: none"> • To what extent are students exposed to questions that ascertain their ability to analyze, synthesize, evaluate, and/or create information? • What evidence do you find that students can create and respond to questions in ways that demonstrate their ability to analyze, synthesize, and/or evaluate information? • What evidence demonstrates that students are able to ask the teacher questions that show they are analyzing, synthesizing and/or evaluating information? • To what extent do students demonstrate independent thinking? • What evidence demonstrates that students are able to challenge the thinking of their peers? • What evidence demonstrates that students are able to ask classmates questions that probe for analysis, synthesis, and/or information evaluation? • To what degree do students respond to their classmates' rigorous questions without guidance from the teacher? • How do students explain their answers, using credible sources and reasoning, when responding to questions that require them to analyze, synthesize, and/or evaluate information? • How are high-rigor questions creating opportunities for students to apply today's career skills, and which ones?

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Coaching & Observing Rigor: Reflection Questions

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Academic Discussion	<ul style="list-style-type: none">• To what degree do students verbalize learned content through the correct use of content-rich academic vocabulary?• To what degree do students primarily drive the discussion?• What evidence demonstrates that students add value to the thoughts their classmates share?• How do students stay engaged in academic conversations with their peers?• What evidence demonstrates that students are able to justify their thinking with evidence?• How are students taking responsibility to make unsolicited contributions to class discussions?• To what degree do students make an effort to hear from all other students?• What evidence demonstrates that students' thoughts matter to and are respected by all in the room?• How do students ask for clarification when needed?• How are academic discussions creating opportunities for students to apply today's career skills, and which ones?
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Coaching & Observing Relevance: Reflection Questions



<p>Meaningful Work</p>	<ul style="list-style-type: none"> • To what degree are students engaged in tasks that require them to apply learned information in interdisciplinary tasks? • How do students create original content while engaged in interdisciplinary tasks? • How do students demonstrate cognitive flexibility when completing learning tasks? • To what degree do students exhibit the ability to select, organize, and present content through relevant products? • What evidence shows that there are multiple possible solutions to the task students are assigned? • How does the lesson encourage students to create their own relevant, real-world tasks? • Specifically, how is meaningful work incorporating today's careers skills, and which ones?
<p>Authentic Resources</p>	<ul style="list-style-type: none"> • What evidence demonstrates that students are engaging with multiple sources of information? • To what degree do students use a variety of sources of information, both primary and secondary? • What evidence demonstrates that students utilize real-world tools to complete the learning task? • What evidence demonstrates that students utilize digital tools to complete the learning task? • To what degree are multi-format resources utilized during the lesson? • What evidence demonstrates that students are able to select and use a variety of resources? • What evidence shows that students have an opportunity to solve both predictable and unpredictable real-world problems? • How is the lesson structured around an essential question that relies on students selecting multiple authentic texts and resources to engage in real-world problem solving? • How is the use of authentic resources creating opportunities for students to apply today's career skills, and which ones?

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Coaching & Observing Relevance: Reflection Questions

Continued from previous page

Learning Connections	<ul style="list-style-type: none">• How do students demonstrate an ability to apply learned content to their lives?• How do students demonstrate an ability to apply content to real-world applications?• How do students demonstrate the ability to connect learned content to real-world, unpredictable situations?• How is the lesson designed to give students an opportunity to create connections between the learned content and the real world?• What evidence demonstrates that time has been allotted for students to make personal connections as part of the lesson?• How are learning connections being used to create opportunities for students to apply today's career skills, and which ones?
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Awesome Applause Award

_____ **you earned my Awesome Applause because** _____



Awesome Applause Award

_____ **you earned my Awesome Applause because** _____



Awesome Applause Award

_____ **you earned my Awesome Applause because** _____

Reflecting on the Day



<p>Today I expected to learn...</p>	<p>What I learned...</p>
<p>What worked best for me...</p>	<p>What I need or need to know is...</p>