



Georgia Association of Educational Leaders



GAEL Literacy Leadership Institute I Day One



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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.

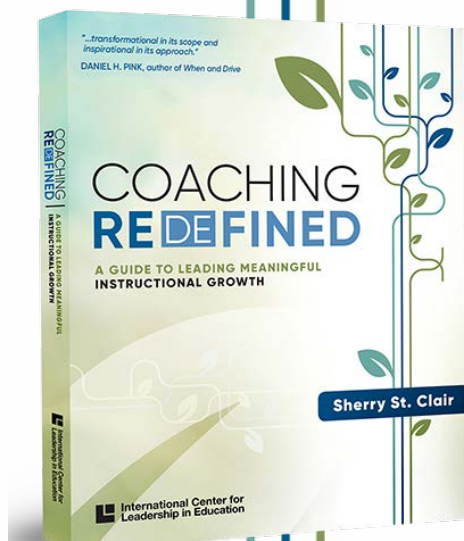
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Day One Agenda

9:00-9:20-Welcome and Introduction

9:20-9:45-Where We Are

9:45-10:45-The Power of a Listening Tour

10:45-11:00-Break

11:00-11:30-Real Values

11:30-12:00-Understanding the Big Picture

12:00-1:00-Lunch

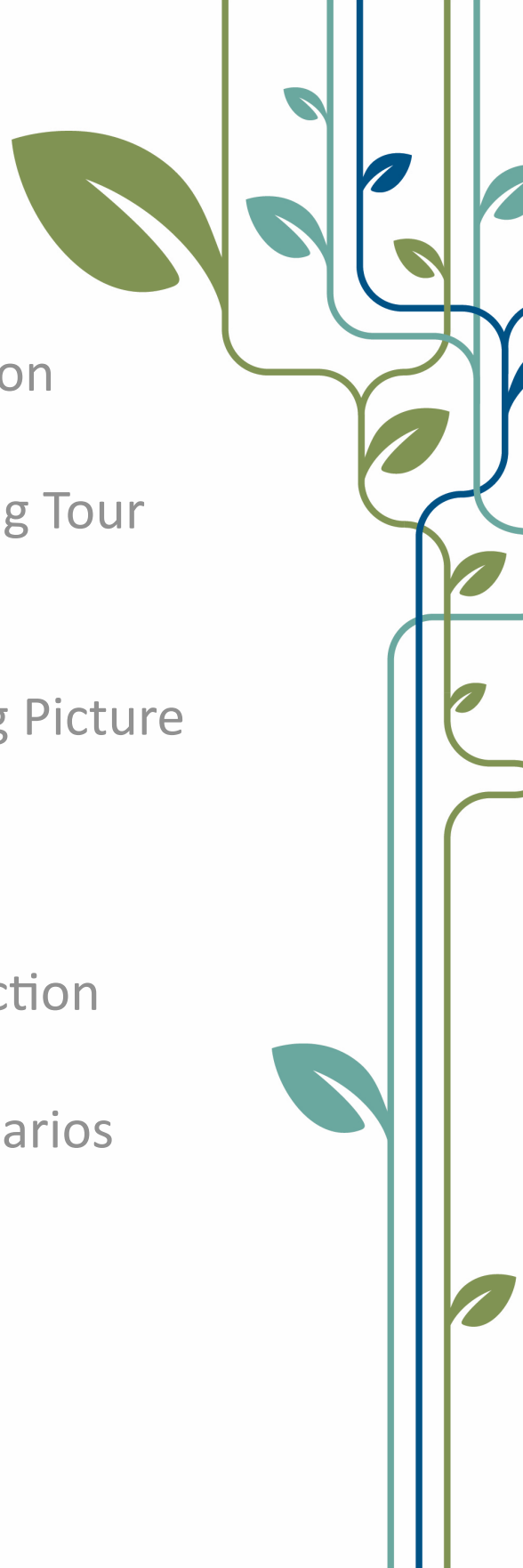
1:00-1:20-Georgia Department of
Education Update

1:20-2:00-Engaging Literacy Instruction

2:00-2:15-Break

2:15-2:45-Literacy Instruction Scenarios

2:45-3:00-Closing/Questions



Most Valuable Career Skills by 2025

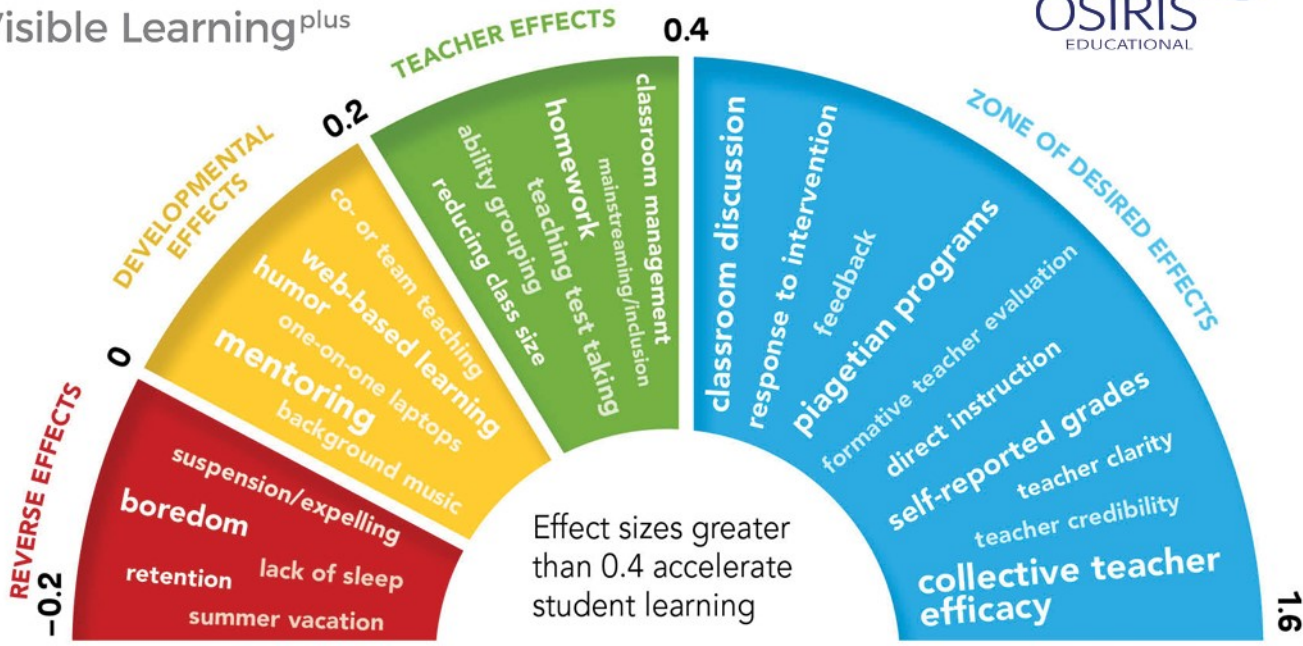
Per the annual World Economic Forum report, the most valuable career skills by 2025 will be the following 10 skills:

- 1. Analytical thinking and innovation:** In order to find creative solutions, you review new and possibly complicated information, examine that information to ensure it's factual, use reasoning skills to determine if the information follows a logical pattern and determine causes and effects.
- 2. Active learning and learning strategies:** Utilizing strategies that work best for you, active learning requires you to evaluate what you know, understand what you need to know and have the initiative to learn that information through various means.
- 3. 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.
- 4. Critical thinking and analysis:** 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.
- 5. Resilience, stress tolerance and flexibility:** Through self-management, you are able to develop coping mechanisms to overcome and adapt to challenges in a healthy manner. By strengthening the five pillars of resistance- self-awareness, mindfulness, self-care, positive relationship and purpose -you can be more emotionally, mentally and behaviorally flexible and adjust to both the internal and external demands.

6. **Creativity, originality and initiative:** 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. With your creative skills, you take the initiative to make something original.
7. **Leadership and social influence:** Through the use of leadership skills-trustworthiness, reliability, organization skills, interpersonal and social skills- you are able to maximize the efforts of those around you towards the accomplishment of a common goal.
8. **Reasoning, problem-solving and ideation:** In a logical way, you are able to understand the problem and move from a hypothesis to a conclusion. You use information to solve complex problems and generate logical and potential solutions.
9. **Technology, design and programming:** Utilizing a combination of text, graphics and style elements, you are able to logically and purposefully create new technologies.
10. **Technology use, monitoring, and control:** technologies Remotely, you are able to monitor and manage technology to ensure it is working properly at all times. If it is not working properly, you are able to utilize problem-solving skills in order to fix it.

World Economic Forum Skills

Skill	Strategy	Effect Size	Justification
Analytical Thinking and Innovation			
Resilience, Stress Tolerance and Flexibility			
Reasoning, Problem-Solving and Ideation			
Technology Use, Monitoring and Control			
Technology Design and Programming			
Leadership and Social Influence			
Active Learning and Learning Strategies			
Creativity, Originality and Initiative			
Critical Thinking and Analysis			
Complex Problem-Solving			



Desired Effects

Collective teacher efficacy	1.57	Classroom discussion	.82
Self-reported grades	1.33	Teacher clarity	.75
Response to intervention	1.29	Feedback	.70
Piagetian programs	1.28	Direct instructions	.60
Teacher credibility	.90	Formative teacher evaluation	.48

Typical Teacher Effects

Classroom management	.35	Homework	.29
Ability grouping	.30	Mainstreaming/inclusion	.27
Teaching test taking	.30	Class size	.21

Developmental Effects

Co-/team teaching	.19	Mentoring	.12
Web-based learning	.18	Background music	.10
One-on-one laptops	.16	Humor	.04

Reverse Effects

Summer vacations	-.02	Suspension/expelling	-.20
Lack of sleep	-.05	Moving Between Schools	-.34
Retention	-.32	Boredom	-.49

Visible Learning™ 250+ Influences on Student Achievement

STUDENT	ES	CURRICULA	ES	HOME	ES	SCHOOL	ES
Prior knowledge and background							
Field independence	0.94	Comprehensive instructional programs for teachers	0.72	Adopted vs non-adopted care	0.25	Collective teacher efficacy	1.39
Non-standard dialect use	-0.29	Comprehension programs	0.55	Engaged vs disengaged fathers	0.21	Principals/school leaders	0.37
Piagetian programs	1.28	Drama/arts programs	0.42	Intact (two-parent) families	0.22	School climate	0.43
Prior ability	0.98	Exposure to reading	0.43	Other family structure	0.16	School resourcing	
Prior achievement	0.59	Music programs	0.30	Home environment		External accountability systems	0.20
Relating creativity to achievement	0.35	Phonics instruction	0.60	Corporal punishment in the home	-0.33	Finances	0.21
Relating high school to university achievement	0.60	Repeated reading programs	0.75	Early years' interventions	0.44	Types of school	
Relating high school achievement to career performance	0.38	Reading Recovery	0.53	Home visiting	0.29	Charter schools	0.04
Self-reported grades	1.33	Sentence combining programs	0.15	Moving between schools	-0.30	Religious schools	0.24
Working memory strength	0.66	Spelling programs	0.58	Parental autonomy support	0.12	Single-sex schools	0.08
Beliefs, attitudes and dispositions		Visual-perception programs	0.55	Parental involvement	0.45	Summer school	0.19
Attitude to content domains	0.46	Vocabulary programs	0.63	Parental military deployment	-0.16	Summer vacation effect	0.02
Concentration/persistence/engagement	0.54	Whole language approach	0.06	Positive family/home dynamics	0.52	School compositional effects	
Grit/incremental vs. entity thinking	0.25	Writing programs	0.46	Television	-0.18	College halls of residence	0.05
Mindfulness	0.28	Math and sciences		Family resources		Desegregation	0.28
Morning vs. evening	0.12	Manipulative materials on math	0.30	Family on welfare/state aid	-0.12	Diverse student body	0.10
Perceived task value	0.46	Mathematics programs	0.59	Non-immigrant background	0.01	Middle school interventions	0.18
Positive ethnic self-identity	0.12	Science programs	0.56	Parental employment	0.03	Out-of-school curricula experiences	0.07
Positive self-concept	0.47	Use of calculators	0.27	Socio-economic status	0.52	School choice programs	0.12
Self-efficacy	0.71	Other curricula programs				School size (600-900 students at secondary)	0.43
Stereotype threat	-0.33	Bilingual programs	0.36			Other school factors	
Student personality	0.30	Career interventions	0.38			Counseling effects	0.35
Motivational approach, orientation		Chess instruction	0.34			Modifying school calendars/timetables	0.09
Achieving motivation and approach	0.42	Conceptual change programs	0.99			Pre-school programs	0.28
Boredom	-0.47	Creativity programs	0.64			Suspension/expelling students	-0.20
Deep motivation and approach	0.57	Diversity courses	0.09				
Depression	-0.26	Extra-curricula programs	0.20				
Lack of stress	0.17	Integrated curricula programs	0.47				
Mastery goals	0.06	Juvenile delinquent programs	0.12				
Motivation	0.38	Motivation/character programs	0.35				
Performance goals	-0.01	Outdoor/adventure programs	0.43				
Anxiety	-0.44	Perceptual-motor programs	0.08				
Surface motivation and approach	-0.14	Play programs	0.50				
Physical influences		Social skills programs	0.37				
ADHD	-0.90	Tactile stimulation programs	0.58				
ADHD – treatment with drugs	0.32						
Breastfeeding	0.04						
Deafness	-0.61						
Exercise/relaxation	0.21						
Gender on achievement	0.08						
Illness	-0.44						
Lack of sleep	-0.05						
Full compared to pre-term/low birth weight	0.57						
Relative age within a class	0.45						
Bullying	-0.20						

The Visible Learning™ research synthesises findings from **1,600+** meta-analyses of **95,000+** studies involving **300** million students, into what works best in education.

Key for rating

- Potential to considerably accelerate student achievement
- Potential to accelerate student achievement
- Likely to have positive impact on student achievement
- Likely to have small positive impact on student achievement
- Likely to have a negative impact on student achievement

ES Cohen's d
Effect size calculated using



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Visible Learning™ 250+ Influences on Student Achievement

CLASSROOM	ES
Classroom composition effects	
Detracking	0.09
Mainstreaming/inclusion	0.25
Multi-grade/age classes	0.04
Open vs. traditional classrooms	0.01
Reducing class size	0.15
Retention (holding students back)	-0.32
Small group learning	0.47
Tracking/streaming	0.12
Within class grouping	0.18
School curricula for gifted students	
Ability grouping for gifted students	0.30
Acceleration programs	0.68
Enrichment programs	0.48
Classroom influences	
Background music	0.10
Behavioral intervention programs	0.62
Classroom management	0.35
Cognitive behavioral programs	0.29
Decreasing disruptive behavior	0.34
Mentoring	0.12
Positive peer influences	0.53
Strong classroom cohesion	0.53
Students feeling disliked	-0.19

TEACHER	ES
Teacher attributes	
Average teacher effects	0.32
Teacher clarity	0.75
Teacher credibility	1.09
Teacher estimates of achievement	1.29
Teacher expectations	0.43
Teacher personality attributes	0.24
Teacher performance pay	0.05
Teacher verbal ability	0.22
Teacher-student interactions	
Student rating of quality of teaching	0.45
Teachers not labeling students	0.44
Teacher-student relationships	0.48
Teacher education	
Initial teacher training programs	0.10
Micro-teaching/video review of lessons	0.88
Professional development programs	0.37
Teacher subject matter knowledge	0.23

STUDENT LEARNING STRATEGIES	ES
Strategies emphasizing student meta-cognitive/ self-regulated learning	
Elaboration and organization	0.75
Elaborative interrogation	0.56
Evaluation and reflection	0.75
Meta-cognitive strategies	0.55
Help seeking	0.72
Self-regulation strategies	0.52
Self-verbalization and self-questioning	0.59
Strategy monitoring	0.58
Transfer strategies	0.86
Student-focused interventions	
Aptitude/treatment interactions	0.11
Individualized instruction	0.23
Matching style of learning	0.32
Student-centered teaching	0.36
Student control over learning	0.02
Strategies emphasizing student perspectives in learning	
Peer tutoring	0.51
Volunteer tutors	0.51
Learning strategies	
Deliberate practice	0.79
Effort	0.77
Imagery	0.51
Interleaved practice	0.47
Mnemonics	0.80
Note taking	0.51
Outlining and transforming	0.66
Practice testing	0.46
Record keeping	0.52
Rehearsal and memorization	0.73
Spaced vs. mass practice	0.65
Strategy to integrate with prior knowledge	0.93
Study skills	0.45
Summarization	0.74
Teaching test taking and coaching	0.30
Time on task	0.44
Underlining and highlighting	0.44

TEACHING STRATEGIES	ES
Strategies emphasizing learning intentions	
Appropriately challenging goals	0.59
Behavioral organizers	0.42
Clear goal intentions	0.51
Cognitive task analysis	1.29
Concept mapping	0.64
Goal commitment	0.40
Learning goals vs. no goals	0.51
Learning hierarchies-based approach	0.19
Planning and prediction	0.76
Setting standards for self-judgement	0.75
Strategies emphasizing success criteria	
Mastery learning	0.61
Worked examples	0.37
Strategies emphasizing feedback	
Classroom discussion	0.82
Different types of testing	0.12
Feedback	0.66
Formative evaluation	0.34
Questioning	0.48
Response to intervention	1.09
Teaching/instructional strategies	
Adjunct aids	0.35
Collaborative learning	0.34
Competitive vs. individualistic learning	0.24
Cooperative learning	0.40
Cooperative vs. competitive learning	0.53
Cooperative vs. individualistic learning	0.55
Direct instruction	0.59
Discovery-based teaching	0.21
Explicit teaching strategies	0.57
Humor	0.04
Inductive teaching	0.44
Inquiry-based teaching	0.46
Jigsaw method	1.20
Philosophy in schools	0.43
Problem-based learning	0.35
Problem-solving teaching	0.67
Reciprocal teaching	0.74
Scaffolding	0.58
Teaching communication skills and strategies	0.43

TECHNOLOGY, SCHOOL, & OUT-OF-SCHOOL STRATEGIES	ES
Implementations using technologies	
Clickers	0.22
Gaming/simulations	0.34
Information communications technology (ICT)	0.48
Intelligent tutoring systems	0.51
Interactive video methods	0.54
Mobile phones	0.43
One-on-one laptops	0.16
Online and digital tools	0.26
Programmed instruction	0.23
Technology in distance education	0.01
Technology in mathematics	0.33
Technology in other subjects	0.55
Technology in reading/literacy	0.29
Technology in science	0.23
Technology in small groups	0.21
Technology in writing	0.42
Technology with college students	0.42
Technology with elementary students	0.44
Technology with high school students	0.30
Technology with learning needs students	0.57
Use of PowerPoint	0.26
Visual/audio-visual methods	0.22
Web-based learning	0.33
Implementations using out-of-school learning	
After-school programs	0.40
Distance education	0.14
Home-school programs	0.16
Homework	0.29
Service learning	0.58
Implementations that emphasize school-wide teaching strategies	
Co- or team teaching	0.19
Interventions for students with learning needs	0.77
Student support programs – college	0.21
Teaching creative thinking	0.37
Whole-school improvement programs	0.28

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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		

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

Continued from previous page

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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Teacher Visitation Form

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



Engagement Strategies

Strategy	Effect Size	Virtual Learning





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>