

Talent & Training

How can schools identify, attract, develop, and retain the very best people?

2
EDITION



**A diverse
team of
knowledgeable,
skilled, and
committed
educators
is the heart
and soul of an
effective school.**

**Recruiting
the right staff
is the first step
in building an
excellent team.**

**Great schools
establish strong,
ongoing systems
to help educators
work together,
learn together,
and continuously
get better at what
they do.**

THINGS TO THINK ABOUT



01

How can teachers, leaders, and other professionals work together to make an excellent school? What specialized knowledge and skills do they need?



02

What skills and qualifications should schools seek in teachers and school leaders? How can a school attract staff who share its philosophy and ambition?



03

What do nontraditional educators—mentors, artists, youth workers, business people—have to offer? How can they be meaningfully involved?



04

Are some positions particularly difficult to recruit for and hire in your locality because of teacher shortages or other challenges?



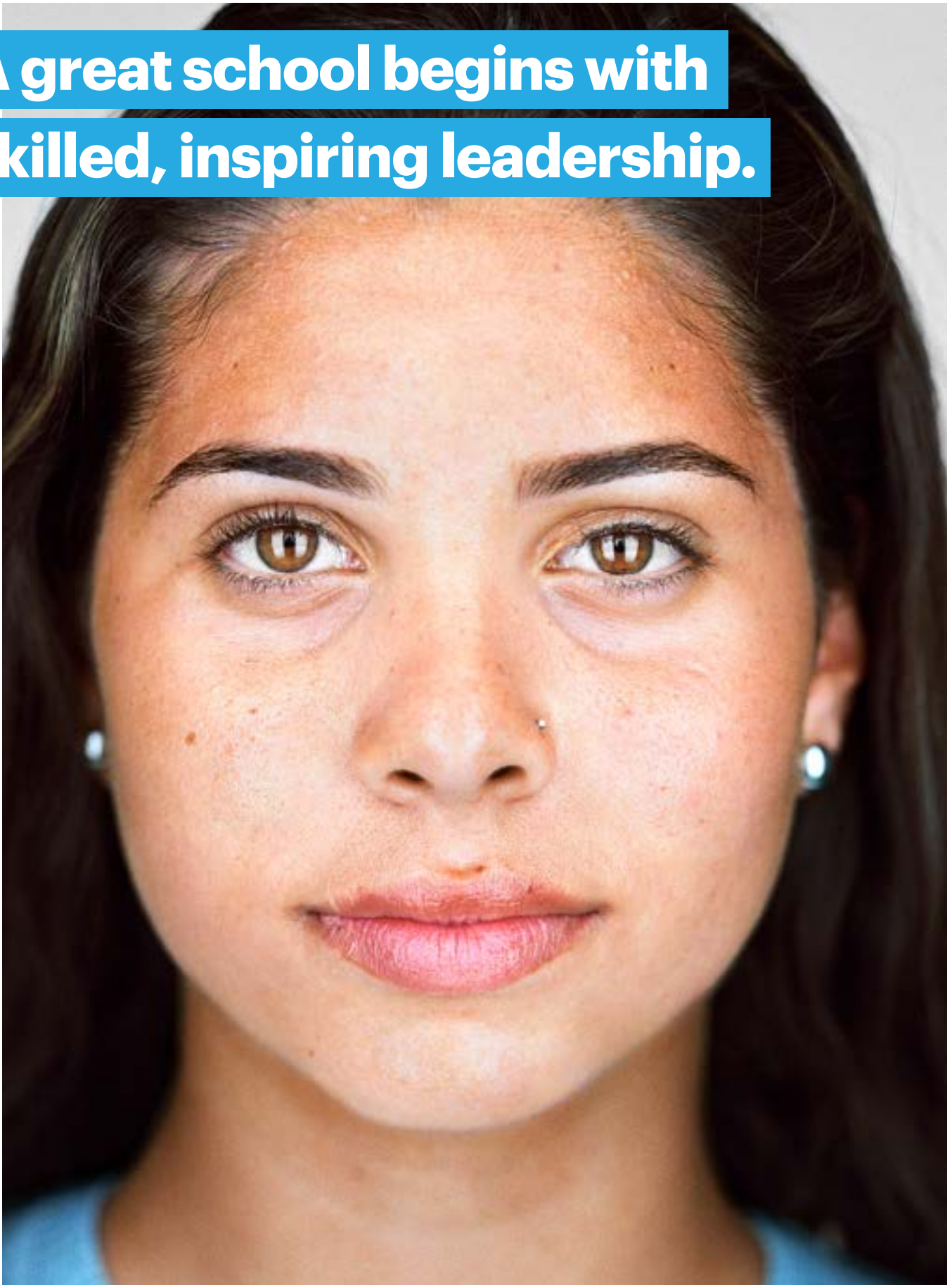
05

How can a school foster a strong professional learning community that promotes continuous learning and improvement?

**LET'S
EXPAND
THE
DEFINITIONS
OF
TEACHER
AND
PRINCIPAL.**

FACT 22

A great school begins with skilled, inspiring leadership.



An effective leader brings thoughtful innovation to a school.

Effective leadership is the single most important element in a healthy, vibrant, well-run school. The best school leaders wear many hats and work collaboratively with other staff members to create sustained success.

Great school leaders establish a strong vision to undertake ambitious goals while maintaining quality instruction. They are also skilled managers, making sure all the pieces of the operational puzzle—schedule, staffing, space, and money—fit together, while also setting a positive and constructive tone. On top of that, if the school is new, they implement the school’s design and vision.

School leaders are ambassadors who secure resources, forge alliances, and reach out to potential partners while engaging families, caregivers, and neighbors. They have a deep understanding of instruction and an educational vision that responds to the diverse needs, goals, interests, and experiences of students. They also use their knowledge of adult learning to create a rich community of growth for teachers and staff.

When a school runs smoothly, everyone thrives. An effective leader motivates others to step into leadership roles and inspires everyone to do their best work. The job of the school leader is never a solo mission.

Think About →

What personal and professional qualities are most important in a school leader? How does a leader create a culture of shared responsibility and success?

The five key responsibilities of strong school leaders, according to the Wallace Foundation, are:

1. **Shaping a vision of academic success** for all students, based on high standards.
2. Creating a climate of **safety, cooperation, and fruitful interaction.**
3. **Cultivating leadership in others** so that teachers and other adults assume their part in realizing the school’s vision.
4. Improving instruction to **enable teachers to teach and students to learn at their best.**
5. Managing people, data, and processes to **foster school improvement.**

The Transformative Effect of a Great Principal

The New Leaders website is full of inspiring and helpful resources, such as its highly informative Transformational Leadership Framework.



The School Principal as Leader

This report by the Wallace Foundation culls more than a decade of research on school leadership to distill the five key practices of effective school leaders.



Teachers as Learning Leaders

How do you maximize teachers’ knowledge and help them become leaders of their own development? See this piece from *Edutopia* for some helpful ideas.



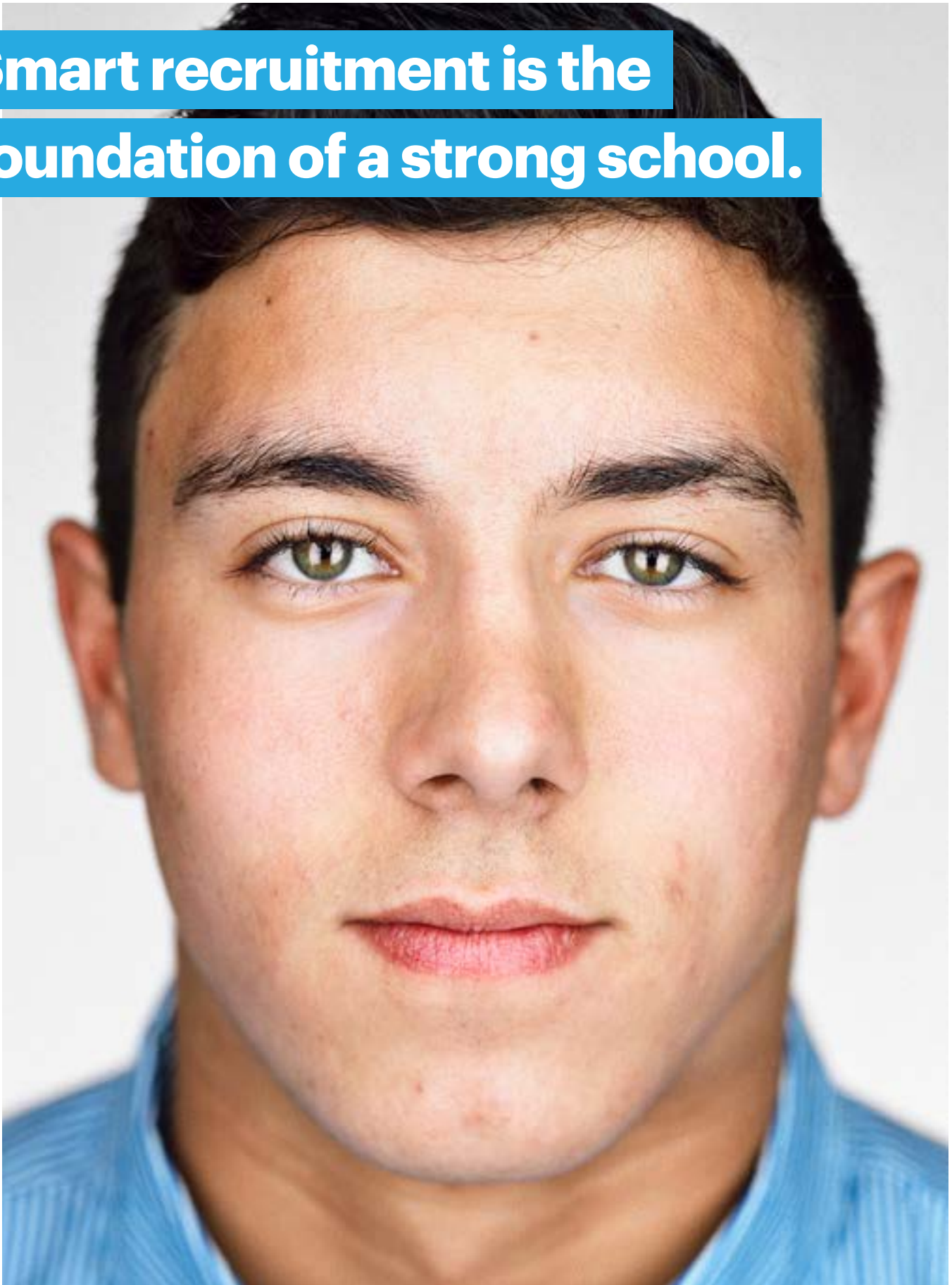
Teacher-Powered Schools

In some places, teacher teams are taking full responsibility for the design, management, and overall success of their schools. Learn more about the five stages of becoming a teacher-powered school.



FACT 23

**Smart recruitment is the
foundation of a strong school.**



Schools need to seek out, develop, and retain the best talent.

Within every great school, there are committed educators who are deeply connected to the school's mission and work. Attracting and hiring these talented teachers is no easy task, and smart school leaders don't leave recruitment to chance. They actively cultivate a pool of high-quality candidates from teacher residency programs, schools of education, and informal local teacher networks. Some schools even create their own teacher training programs, or pipelines, to nurture rising talent and develop a teacher workforce. Innovative strategies are especially important in areas where qualified teachers are commonly in short supply, including science, math, special education, and English language learning.

What makes a candidate high quality? Great educators are curious, innovative, and bold. They have a deep knowledge of the content they're teaching, exhibit well-honed instructional skills, and are open to learning new things from their students and colleagues.

Recruitment isn't the end of the story. Retaining great teachers is ultimately what sustains the coherence and momentum of great schools. Research shows that teachers are more likely to leave a school because of adverse working conditions than low salaries or poor benefits. The biggest challenge teachers often mention is lack of voice in decisions affecting their work.

A well-rounded team often includes counselors, social workers, and nontraditional educators, such as career mentors, youth workers, artists, scientists, and other community members, whose expertise and engagement expand the capacity of a school and enrich student learning. They all need both onboarding and ongoing training in order to fully contribute to fulfilling the mission of the school.

Think About →

How does a school recruit a team of skilled, knowledgeable people who are eager to collaborate with and learn from each other? How can schools integrate nontraditional educators into the professional community of the school?



For more than 20 years, Citizen Schools has demonstrated how nontraditional educators play a powerful role in expanding the educational experiences of young people. Citizen Schools recruits volunteers from a wide range of fields—science, law, architecture, business—to apply their expertise to education. These volunteer teachers lead students through semester-long, hands-on learning projects. Students meet role models in their community and are exposed to new areas of knowledge, which helps them identify life goals and understand the value of education in achieving them.

Teacher Competencies For Student-Centered Learning

The Educator Competencies framework details the skills and attributes teachers need to foster personalized, competency-based learning.



Talent Development Toolkit

How do we actually nurture and develop teacher talent? TNTP's toolkit will get you started, from technology-based solutions to training agendas and assessment rubrics.



Human Capital Management Roundup

This National School Boards Association report lays out the challenges of recruiting, developing, and retaining high-quality teachers and poses important questions districts and school boards should be asking themselves to build a robust teacher corps.



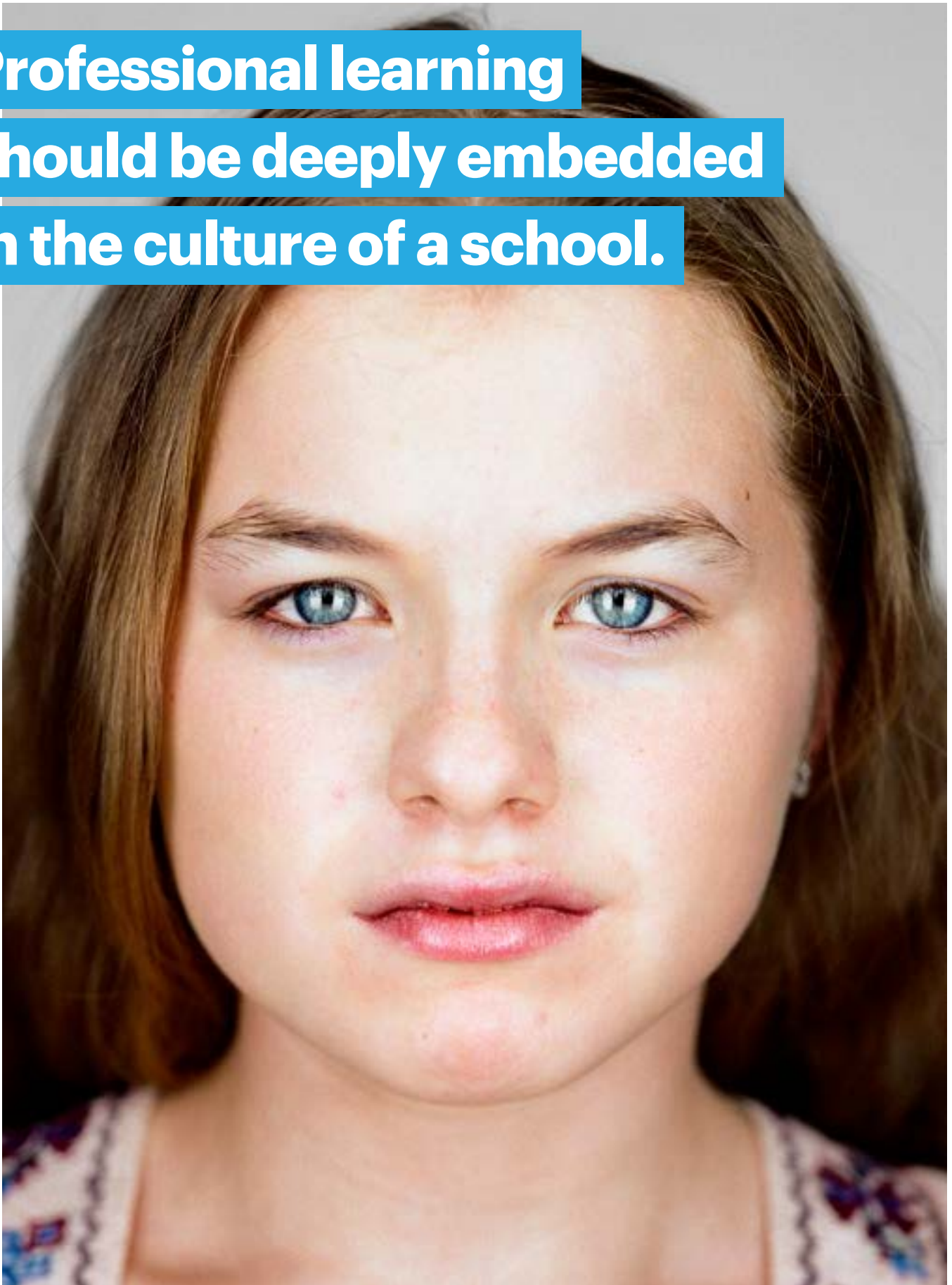
Hiring For Next-Gen Learning

How can human resources departments within school districts foster next-generation teaching techniques? *Getting Smart* highlights 10 HR practices that can help you find the teachers you need now and build a pipeline for the future.



FACT 24

**Professional learning
should be deeply embedded
in the culture of a school.**



Educators who work and learn together have a powerful effect on students.

Teachers are learners, too. Great schools ensure that all educators have opportunities to learn and grow, from early-career teachers who need mentorship to hone their craft and build confidence to master teachers deepening their knowledge and experimenting with new techniques. Educators also grow professionally when they are given opportunities to play an active part in school decision making or take on roles as mentors, coaches, or teacher leaders.

Educators need regular opportunities to share techniques and teaching methods that help them develop strong curricula. Through cooperative practice, educators develop a deep camaraderie based on the shared belief that teaching is a “public science” open to discussion and improvement.

Think About →

How can you activate collaboration and shared professional learning in your school? How can you build a positive professional culture that motivates great teachers to stay?

What makes teachers stay? Researcher Richard Ingersoll looked closely at the national problem of “teacher churn” and identified factors that influence teachers’ decisions to remain at their schools:

- + Teacher voice, or the expectation that **teachers have a say in what happens** in their schools and classrooms
- + A **proactive, collaborative approach** to student discipline and behavior
- + **Support for beginning teachers**, including mentoring, time to meet with colleagues, and opportunities to learn together

What Allows Educators to Work Together?

In a foundational piece, Richard DuFour explains that, to be worthwhile and sustainable, a professional learning community needs to be organized around three “big ideas”: ensuring that students learn, a culture of collaboration, and a focus on results. →

Inducting New Teachers

When new teachers get targeted support, students gain. Rigorous research on the work of the New Teacher Center explains why. →

Teacher Satisfaction and Retention

Richard Ingersoll explains what research shows about why some teachers leave and others stay. →

Supporting Male Teachers of Color

Male teachers of color can feel isolated in their schools. Read more about Travis J. Bristol’s work in Boston to create a new kind of professional community. →

Every school needs an intentional human capital strategy

Educators have a profound impact on the future of our young people and our society. They deserve respect, recognition, and support.

To reach their highest potential, educators—including school leaders, classroom teachers, and nontraditional teachers—need to be supported to do their absolute best to ensure each student’s success. Schools need systems designed to recruit stellar individuals, build their skills, enable them to work together collaboratively, and develop their leadership capacity.

GET INSPIRED



Creating a Teacher Pipeline

Brooklyn LAB High School, an XQ Super School, has developed a distinctive fellowship and residency program to build its own teacher pipeline.



How a High School Teaches Teachers

High Tech High is a high school that has created its own Graduate School of Education to support the professional growth of its teachers.



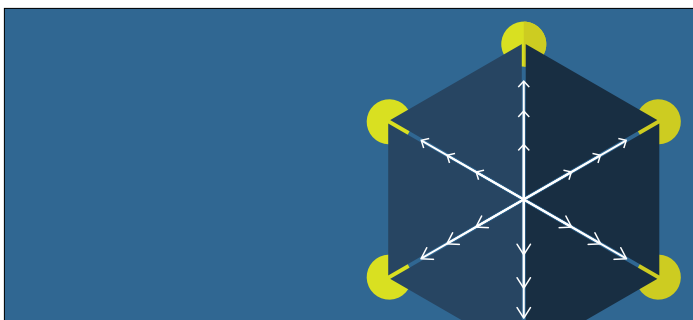
School Leadership Is a Marathon, Not a Sprint

Principal David O'Hara talks about building leadership among staff in this "day in the life" video from New Leaders.



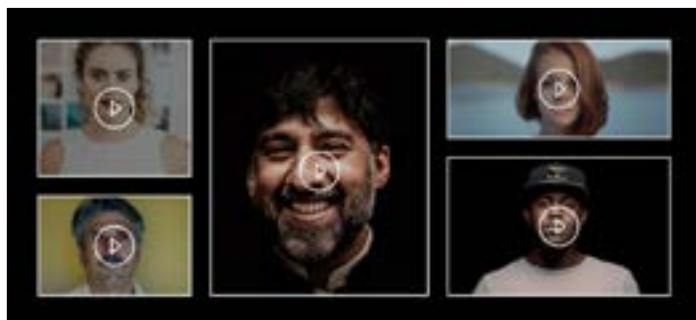
What Does It Mean to Be a Teacher-Designer?

What does it look like when teachers incorporate design thinking into the classroom? Read reflections from a duo of teachers on how design has transformed their role.



PBS TeacherLine

PBS TeacherLine provides educators with virtual and flexible professional development, as well as a network of teachers to connect to.



The Teaching Channel

Dive into this video-enabled platform that allows educators to collaborate in order to improve teaching effectiveness.



GET INSPIRED



Supply, Demand, and Equity

Check out this interactive map from the Learning Policy Institute to see how supportive your state appears to be for attracting and retaining great teachers.



Getting Ideas Into Action

The challenges of education are complex. This essay from the Carnegie Foundation for the Advancement of Teaching explores the idea of creating networked improvement communities to stimulate collective action.



Unconscious Bias Resources from Re:Work

Google's re:Work website shares tools and ideas for improving the workplace, including hiring, management, and data. This resources on unconscious bias have many dimensions of applicability for education.



Inside Mathematics

This virtual professional learning community offers resources for teachers, coaches, and principals who are passionate about providing the best possible math instruction for their students.



Reinventing the Definition of a Teacher

Find out how some schools have redefined faculty to include artists, coaches, and other community educators.



Blow Minds, Teach STEM

Watch this video from 100Kin10 for ideas on pulling in the super educators who can really communicate the power of STEM learning.



GET INSPIRED



How a Brooklyn Principal Inspired a \$1.2M Fundraiser

What educators can learn from Mott Hall Bridges Academy, straight from its star principal Nadia Lopez.



Teacher Leader Competency

What are the building blocks for teacher effectiveness and student success? This framework from Leading Educators, created by analyzing research and studying high-performing school leaders, will help you get started. ©



Hidden in Plain Sight

EdFuel and the Bridgespan Group, engaged people from public school districts, charter schools, nonprofits, and philanthropies to answer the question: What will it take to recruit, develop, and retain a diverse generation of education sector leaders?



A

POWERFUL.

TEAM CAN

BUILD A

POWERFUL.

SCHOOL.