

# Agenda for Leadership Workshop

Putting All the Pieces Together  
in a Comprehensive Workshop

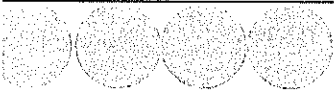
## COMPREHENSIVE LEADERSHIP WORKSHOP

Designed to form the foundation of data-driven leadership training, this comprehensive leadership workshop agenda organizes the activities from preceding chapters to provide a thorough introduction to the key principles of data-driven education and its practical application. Although it ideally serves as a preface to additional follow-up workshops, this workshop can also serve independently as a complete crash course on the theory and practice of making data work.

On the agenda, each session is labeled either “targeted” or “flexible.” For the “targeted” sessions, I recommend you use the activity precisely as presented in this book. For the “flexible” sessions, you should tailor and adapt to the particular needs and context of each school.

### Target Audience and Time Frame

This workshop is designed for school leaders of all types: principals, assistant principals, school leadership teams, coaches, department chairs, grade-level team leaders, and anyone else interested in schoolwide systems of data-driven instruction.



This workshop is designed to be delivered over the course of three four-hour sessions of professional development. This can be a day and a half straight or three half-days.

### Materials

To deliver this workshop effectively, you will need access to

- Laptop or other computer and DVD player (ideally built into laptop)
- LCD projector and screen
- Microsoft PowerPoint
- One large pad of poster paper and set of markers for every six to eight participants
- Method to put post chart paper where it can be widely viewed (Post-it paper, tape, tacks, or whatever will work in the room)
- Video of an actual Teacher-Principal Assessment Analysis Conference (from your own school or from another resource)
- Short film clip illustrating effective analysis, such as *Man on Fire*
- Short film clip illustrating effective action, such as *Mr. Holland's Opus*
- Short film clip illustrating hope and perseverance, such as *Shawshank Redemption*

### Handouts

*Note:* The best way to distribute handouts is to make packets for each audience member that include all handouts in a three-ring binder with corresponding tabs. This way, you will save time handing out copies and waiting for participants to shuffle through them. If copy resources are limited, participants can experience the workshop adequately without having a hard copy of the PowerPoint presentation. Materials for every participant:

- PowerPoint slide show
- Springsteen Charter School case study
- Selected interim assessments with accompanying results (selection criteria follow this list)

**Logistics** This workshop uses the “Comprehensive Leadership Workshop” PowerPoint from the attached CD-ROM. To deliver this workshop most effectively, you will need a room with tables that can accommodate six to eight people each. The room should have a central projector screen and, if needed for acoustics, a microphone.

- K–12 assessment materials:
  - Third-grade literacy assessment results
  - Fifth-grade literacy assessment
  - Fifth-grade literacy results
  - Sixth-grade math assessment
  - Sixth-grade math results
  - Ninth-grade algebra assessment
  - Ninth-grade algebra results
- Teacher One and Teacher Two Sheets (not for full group; make one for every four or five workshop participants)

Choose one case study per participant based on grade level and subject area that would be closest to their subject. When you have a diverse group or a set of school leaders who will be looking at all grade levels, choose fifth-grade literacy, sixth-grade math, and ninth-grade algebra. Each participant will analyze *only one assessment*, so they don't necessarily need to receive copies of every grade level you choose.

- Assessment analysis sheet
- Douglass Street case study
- Implementation calendar
- Implementation rubric
- North Star assessment calendar—elementary, middle school, or high school, depending on audience
- Results meeting protocol

# WORKSHOP OVERVIEW: FIRST HALF-DAY

Workshop Session:	Timing:	Format:
Activity 1 – Setting the Rationale:	0:00-0:15	Flexible
Introduction and Ground Rules	0:00-0:05	
Tales of Newark and Lemov Graph	0:05-0:15	
Activity 2 – Springsteen Charter School Case Study:	0:15-1:35	Targeted
Case Study Introduction	0:15-0:20	
Read and Review Case Study	0:20-0:35	
Marc Jones Role Play	0:35-0:50	
Small-Group Work	0:50-1:10	
Large-Group Presentations	1:10-1:30	
Big Ideas	1:30-1:35	
Activity 4 – Intro to Analysis:	1:35-1:50	Flexible
View Film Clip	1:35-1:40	
Pair-Share	1:40-1:50	
Break	1:50-2:05	–
Activity 5 – Teacher-Principal Role Play	2:05-3:50	Targeted
Introduction to Assessment Analysis Project	2:05-2:10	
Model Intern Assessment Results Analysis	2:10-2:25	
Small Groups: Complete Data Analysis (Presenter prepares for role play during this period)	2:25-3:05	
Role Play Introduction	3:05-3:10	
Role Play: Teacher 1	3:10-3:15	
Individual Reflection	3:10-3:15	
Role Play: Teacher 2	3:17-3:22	
Individual Reflection	3:22-3:25	
Small Groups: Observations and Reflections on Role Play	3:25-3:35	
Large-Group Sharing	3:35-3:45	
Video of Actual Teacher-Principal Conference	3:45-3:50	
Impact:	3:50-4:05	Flexible
Share North Star Story (or Other Data-Driven Success Story from book)	3:50-4:00	
Conclusions	4:00-4:05	

# WORKSHOP OVERVIEW: SECOND HALF-DAY

Workshop Session	Timing	Format
General Introduction:	0:00-0:10	Flexible
Introduction to the Framework:	0:10-0:20	Targeted
Quick-Write: Most important things needed to launch a data-driven instruction	0:10-0:12	
Large-Group Sharing	0:12-0:15	
Present the Framework for Data-Driven Instruction	0:15-0:20	
Activity 3—Principles of Assessment:	0:20-1:10	Flexible
Introduction to the Power of the Question: Math	0:20-0:25	
Think-Pair-Share	0:25-0:40	
Power of the Question: Reading	0:40-0:55	
Power of the Question: Differentiated	0:55-1:05	
<ul style="list-style-type: none"> <li>• K-5: Early Literacy Assessment questions</li> <li>• Middle School: Grammar questions</li> <li>• High School: Quadratic equations questions</li> </ul>		
Keys to Assessment	1:05-1:10	
Activity 9—Building a Data-Driven Culture	1:10-2:30	Targeted
Introduction to Douglas Street Case Study	1:10-1:15	
Individual Reading	1:15-1:35	
Share Predictions, Reveal Actual Results	1:35-1:40	
Small Groups: Real Drivers and Not Really Stumbling Blocks	1:40-2:00	
Break	2:00-2:15	
Case Study Conclusions: Keys to Data-Driven Culture	2:15-2:30	
Activity 7—Intro to Action (Part 1):	2:30-2:55	Flexible
View Film Clip	2:30-2:35	
Pair-Share	2:35-2:45	
Keys of Analysis	2:45-2:55	
Activity 6—Leading Effective Analysis Meetings:	2:55-3:45	Targeted
Role Play: Ineffective Analysis Meetings	2:55-3:05	
<ul style="list-style-type: none"> <li>• Large Group: Identify Leadership Errors</li> </ul>		
Principles to Leading Effective Analysis Meetings	3:05-3:20	
Role Play: Leading Effective Analysis Meetings	3:20-3:50	
Intro to Activity 9—Language of Leadership:	3:50-3:55	Targeted
Give preview for next day's activity		
Conclusions:	3:55-4:00	Flexible
Tales of success	3:55-4:00	

# WORKSHOP OVERVIEW: THIRD HALF-DAY

Workshop Session	Timing	Format
General Introduction: Recap learning from previous session	0:00-0:05	Flexible
Activity 7—Language of Leadership	0:05-0:20	Targeted
Introduction to Power of Language	0:05-0:10	
Practice Responses to Faculty	0:10-0:20	
Activity 7—Principles of Action (Part 2)	0:20-0:50	Flexible
View Film Clip	0:20-0:30	
Pair-Share	0:30-0:40	
Keys of Action	0:40-0:50	
Review the Entire Framework: Key Drivers for Assessment, Analysis, Action, and Culture	0:50-1:00	Targeted
Calendar, Entry Plan, and Rubric	1:00-1:45	Flexible
Present Sample Assessment Calendars—Differentiated by Elementary School, Middle School, or High School (depending on group)	1:00-1:10	
Tools for Launch: Implementation Calendar	1:10-1:20	
Tools for Evaluation: Implementation Rubric	1:20-1:30	
Break	1:30-1:45	—
Activity 8—Results Meeting Protocol	1:45-2:55	Targeted
Introduce Results Meeting Protocol—Model	1:45-2:00	
School Teams: Results Meetings	2:00-2:50	
Reflection on Use of Protocol	2:50-2:55	
Activity 10—Start-Up Scenarios—Confronting Obstacles: Present Case Studies and Pair-Share	2:55-3:20	Flexible
Answer Burning Questions from Participants	3:20-3:45	Flexible
Conclusions	3:45-4:00	Flexible
Move Clip	3:45-3:55	
Workshop Conclusions and Inspiring Stories	3:55-4:00	