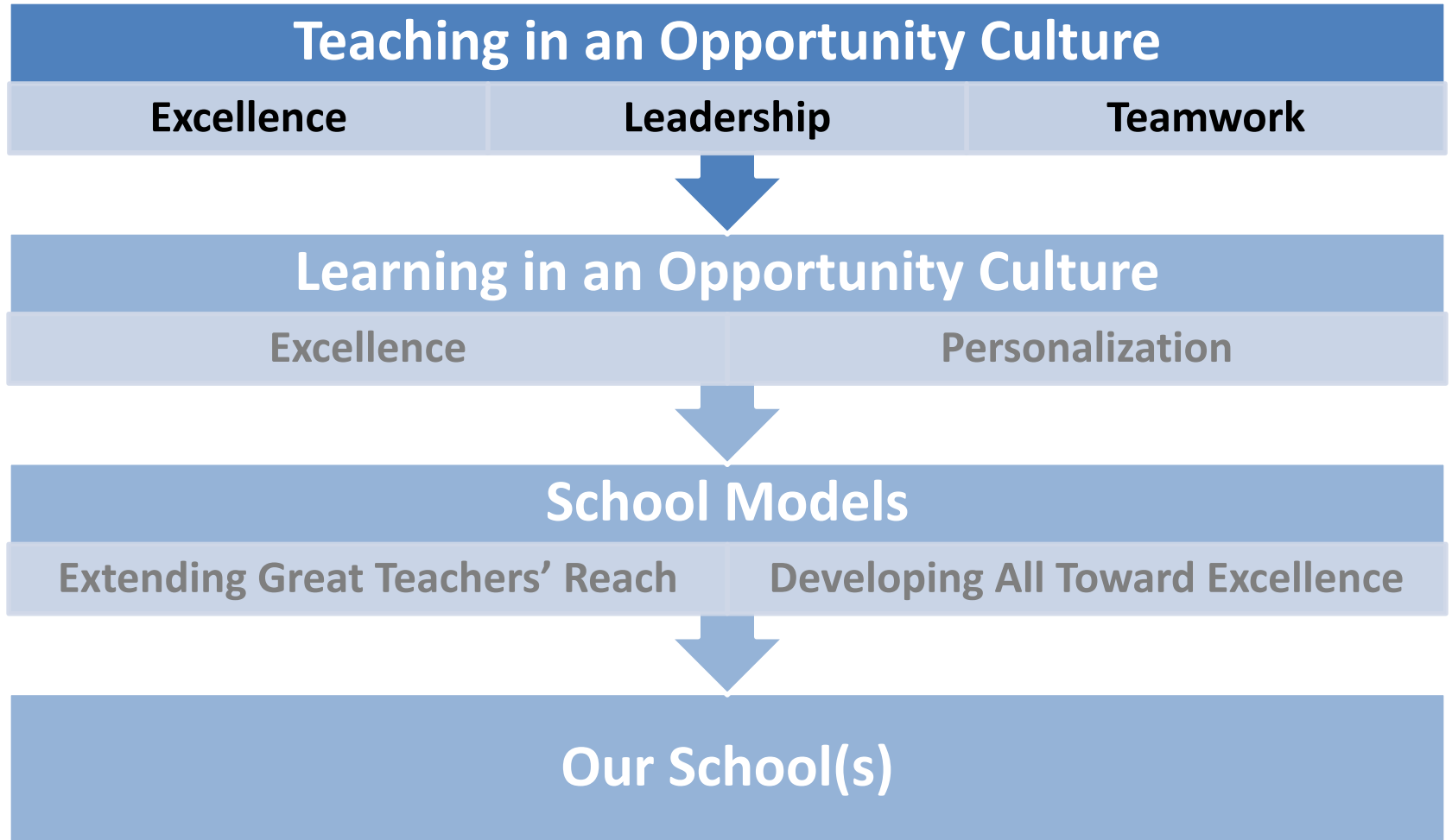


Opportunity Culture Initiative

An Opportunity Culture for Teaching & Learning



Today's Agenda



(See appendices for more resources)

Teaching in an Opportunity Culture

Great Teachers Matter

- ✓ We know that great teachers make huge differences in students' lives
- ✓ We all agree that excellent teachers are essential, because they help students close achievement gaps and leap further ahead
- ✓ But the profession still lacks opportunities that celebrate teachers' importance, respect teachers' time, and expand great teachers' impact

Teaching in an Opportunity Culture

Rather than being burdened with conditions that sometimes make you wonder why you became a teacher . . .

. . . what if teaching were so full of opportunities and outstanding peers that you enjoyed the challenge and always felt proud to teach?

Teaching in an Opportunity Culture

Imagine working in a school where ...

- ✓ All teachers can improve their teaching and be rewarded for getting better
- ✓ Teachers focus on their strengths and interests
- ✓ Teachers have time during their work day to plan and collaborate in teams

Teaching in an Opportunity Culture

Imagine working in a school where ...

- ✓ Teachers who achieve excellence can multiply their impact by giving more students access to their teaching
- ✓ Excellent teachers are offered leadership roles while they continue to teach

Teaching in an Opportunity Culture

And imagine being part of a profession that ...

- ✓ Attracts the best and the brightest to be your colleagues
- ✓ Offers salaries competitive with highly paid professions
- ✓ Has a reputation for developing and retaining great teachers through multiple opportunities

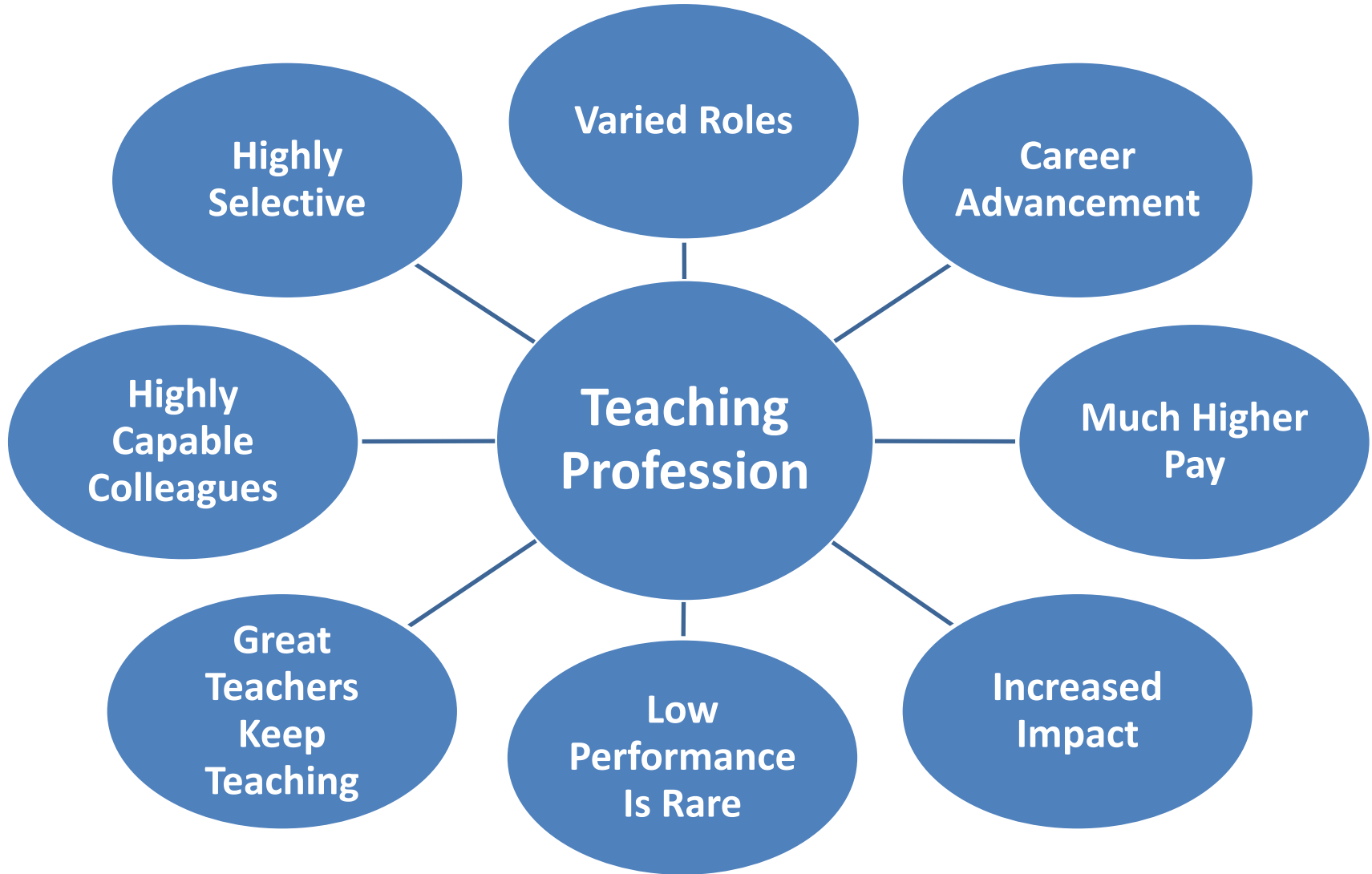
Teaching in an Opportunity Culture

This profession can, and must, change.

- ✓ Let's invest in the ingredient that has always made the difference, through endless reforms that focused on everything else: **excellent teachers**
- ✓ Let's create a **culture of opportunity** that will rapidly make teachers—our nation's greatest asset—more effective, and dramatically increase their impact

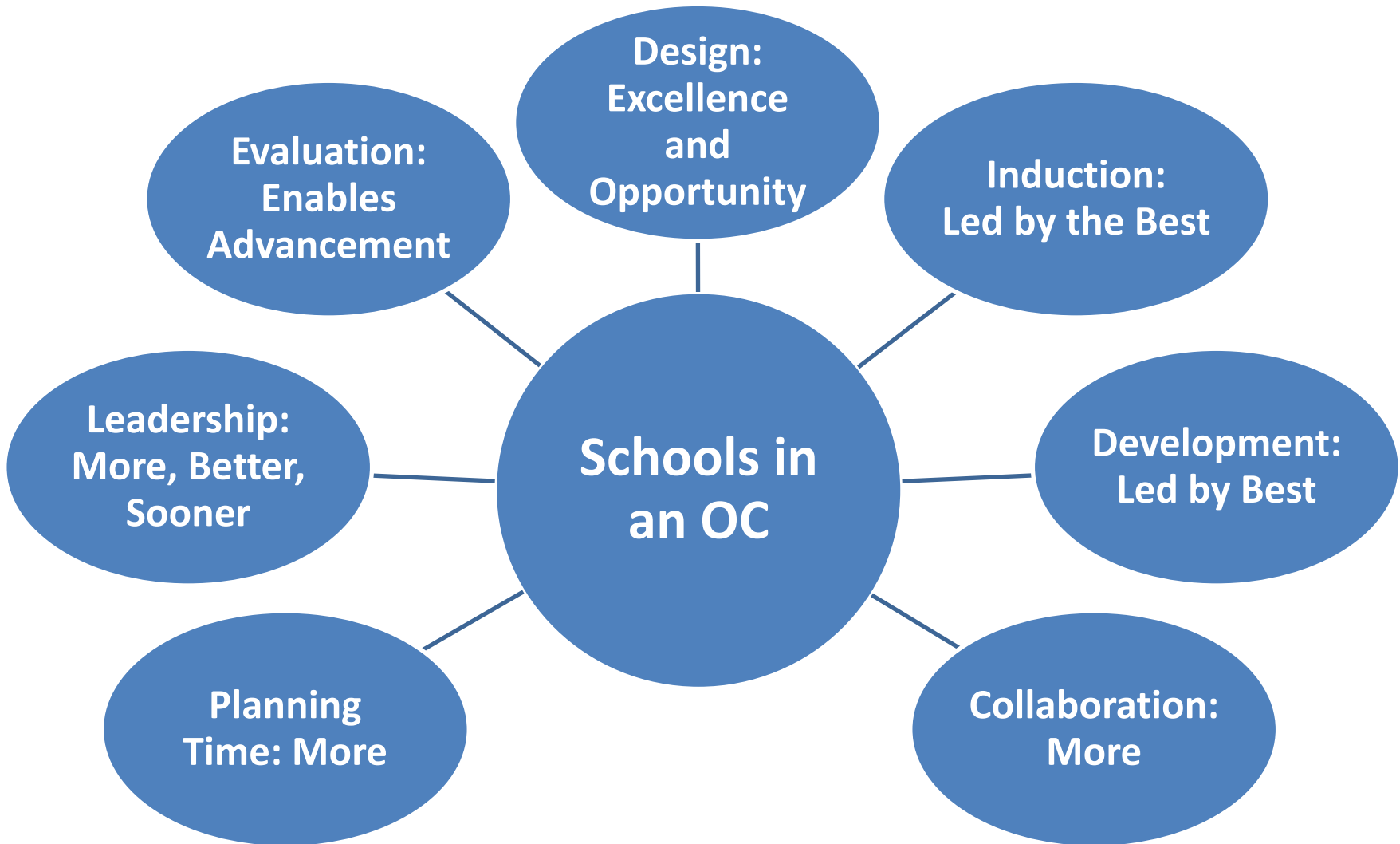
Teaching in an Opportunity Culture

The Teaching Profession: Outstanding Opportunities and Peers



Teaching in an Opportunity Culture

Schools: Maximize the Number and Impact of Great Teachers



Teaching in an Opportunity Culture

Teachers' Reputation:

Enhanced by being part of a selective,
well-paid, high-performing profession
critical to our nation's success

Teaching in an Opportunity Culture

In an **Opportunity Culture**, all teachers have career opportunities dependent upon their excellence, leadership, and student impact. Advancement allows more pay and greater reach. New school models make development toward excellence possible for all staff, in every role.



Teaching in an Opportunity Culture

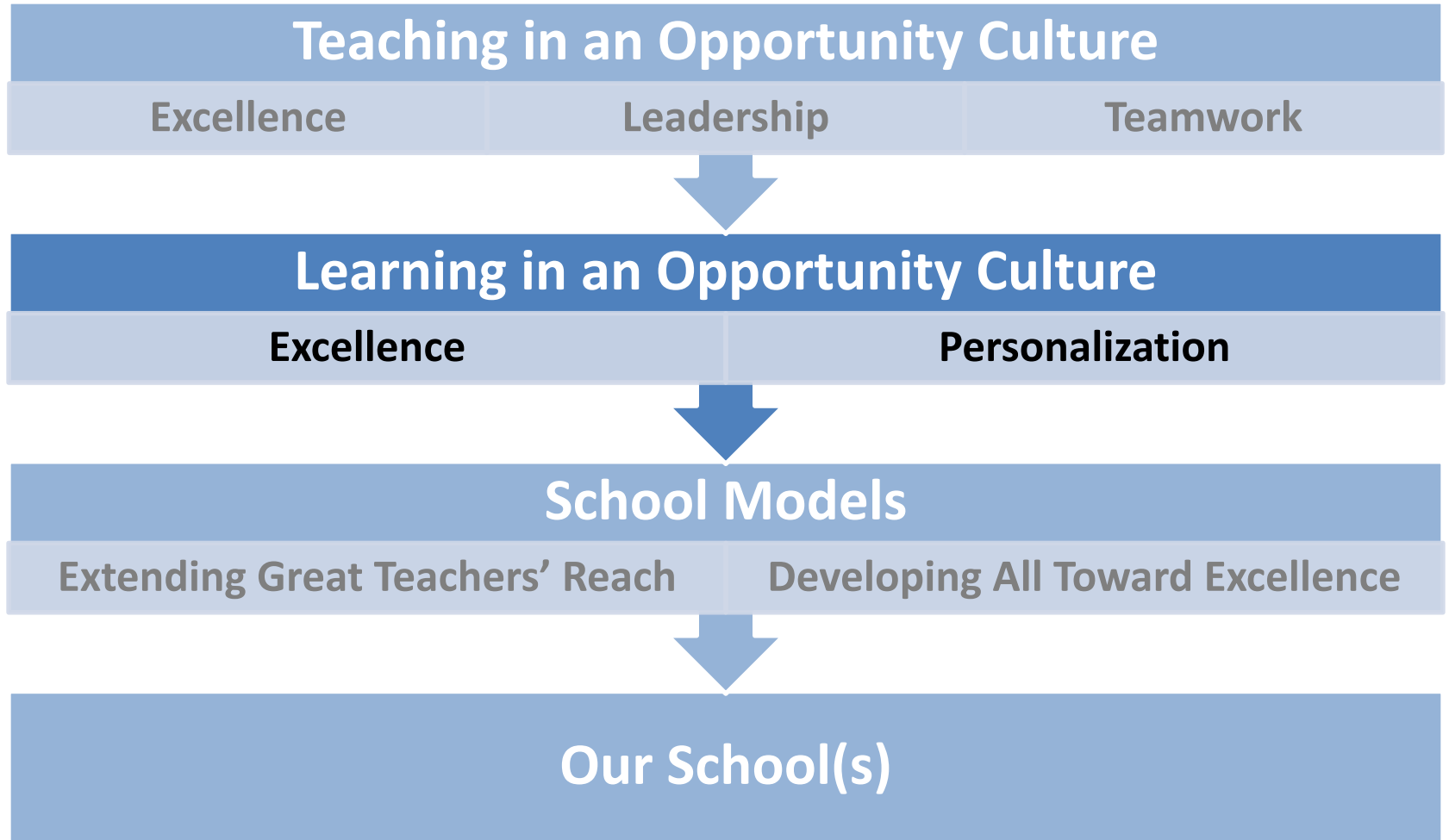
Excellent teachers have opportunities to ...

- Reach more students
- Lead and develop peers—with school-hour time for collaboration
- Earn more pay for their contributions
- Focus time on aspects of instruction in which they excel
- Have more power over school policies, teachers' practices, and cultural attitudes

New and solid teachers pursuing excellence have opportunities to ...

- Identify and focus on their strengths
- Learn from and collaborate with excellent peers
- Develop and improve their practice to move toward excellence
- Contribute to excellent student learning *immediately* in teams

Today's Agenda



(See appendices for more resources)

Learning in an Opportunity Culture

Imagine schools where all students ...

- ✓ Make enormous progress every year
- ✓ Learn to think—to solve the world's problems, and create new solutions and ideas
- ✓ Develop not just academic prowess, but social, emotional, and organizational skills
- ✓ Feel supported in learning difficult content, and valued as individuals
- ✓ Feel engaged and excited about learning

Learning in an Opportunity Culture

Today's good teachers produce about a year of student growth,
not enough to close achievement gaps
or help students leap ahead

With excellent teachers, students make *well over* today's "year of growth" and develop higher-order thinking skills

Students with *consistent* access to excellent teachers close
achievement gaps

With excellent teaching, students already doing well can leap ahead to higher, international standards

Learning in an Opportunity Culture

Extending Teachers' Reach

How *can* schools put excellent teachers in charge of every student's learning? And help more teachers achieve excellence?



By “**extending the reach**” of great teachers, and by providing career pathways that allow all teachers to excel.

Redesign jobs, roles, and schedules

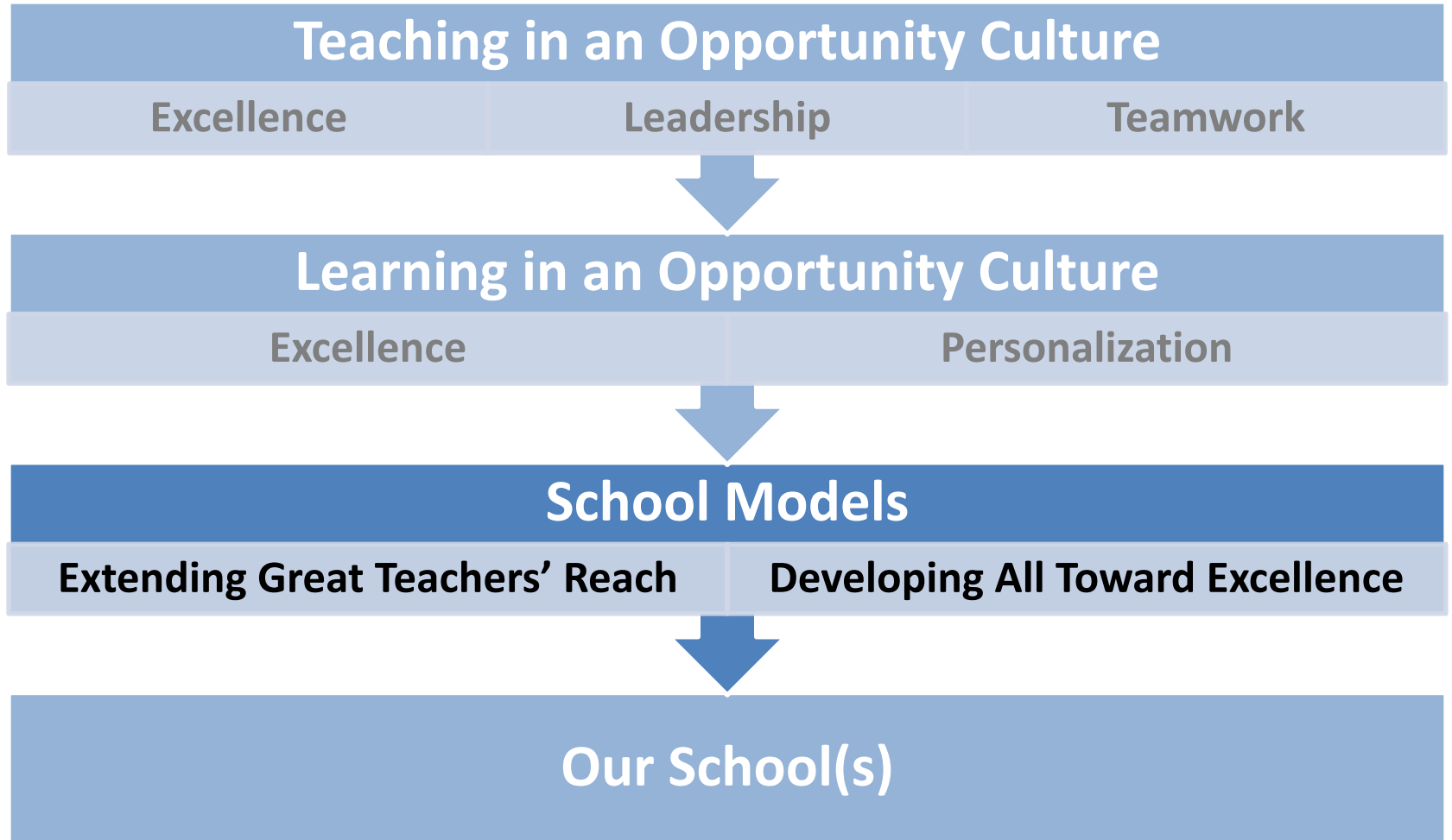
Use technology to teach *and* save time

Learning in an Opportunity Culture

Students will have opportunities to ...

- ✓ Learn from excellent teachers in every class
- ✓ Learn from excellent teaching teams
- ✓ Improve their learning outcomes at a much faster pace
- ✓ Spend more time on higher-order thinking skills in small groups with excellent teachers
- ✓ Increase engagement through more personalized learning
- ✓ Develop their social and emotional health and organizational skills in a more focused way, with the help of excellent teachers and their teammates

Today's Agenda



(See appendices for more resources)

School Models

←≡ EXTENDING THE REACH OF ≡→
EXCELLENT TEACHERS

brought to you by

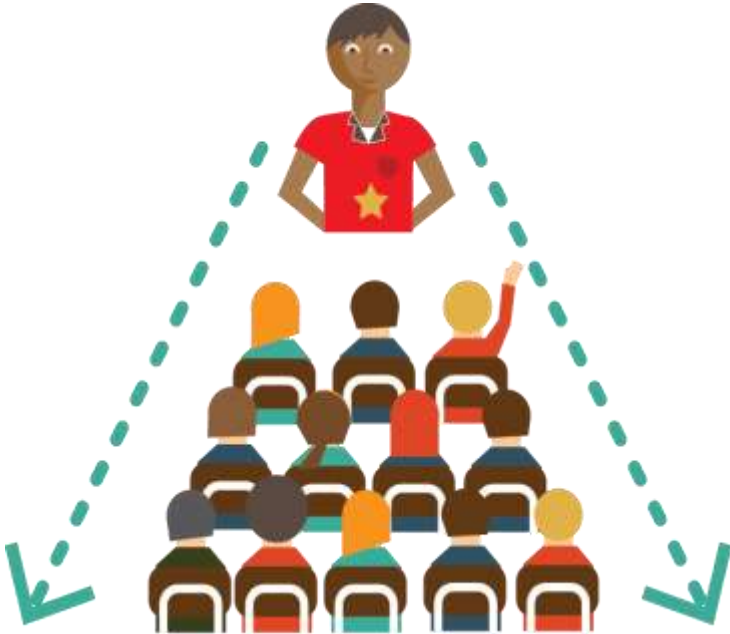


Learn more at OpportunityCulture.org

Click on the image above to watch the video on OpportunityCulture.org.

School Models

Model: Class-Size Changes



Excellent teachers choose to teach larger classes, for more pay, within limits appropriate for each teacher, the students, and each school.

Schools could increase class sizes for willing, excellent teachers without reducing other class sizes.

Another option is to *shift students* from some teachers' classrooms into classes of willing, excellent teachers. Some schools do this today, but without paying teachers more.

Based on [Models for Extending the Reach of Excellent Teachers](#)

School Models

Model: Elementary Specialization



Excellent teachers specialize in high-priority subjects and the most crucial, challenging roles.

Teammates take care of students during lunch, recess, and transitions—developing their social and behavioral skills, and doing paperwork.

Specializing teachers instruct up to three times the students, earn more, and gain time for planning, development, and collaboration.

Based on [Models for Extending the Reach of Excellent Teachers](#)

School Models

Model: Multi-Classroom Leadership



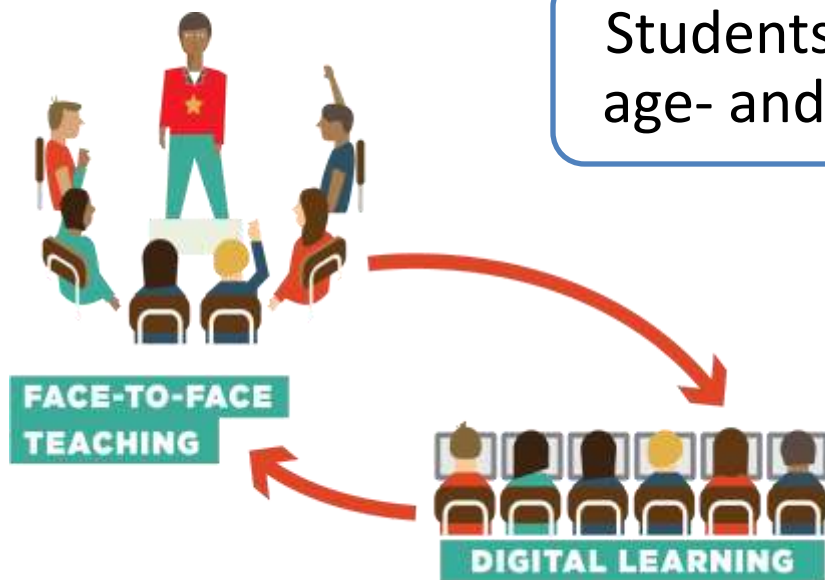
Teachers with leadership skills both teach and lead teams of other teachers, sharing strategies and best practices.

The teacher-leader determines how students spend time and tailors teachers' roles according to strengths. Accountable for the results of all students in her "pod," she earns more.

Based on [Models for Extending the Reach of Excellent Teachers](#)

School Models

Model: Time-Technology Swaps



Students spend part of the day engaged in age- and child-appropriate digital learning.

Digital instruction—as little as an hour daily per student—replaces enough of top teachers' time that they can teach more students and earn more.

Teachers use face-to-face teaching time for higher-order learning and personalized follow-up.

School Models



In-Person

Remote

Class-Size Changes

Excellent teachers teach larger classes, within limits and by choice.

- Class-Size Increases
- Class-Size Shifting

- Class-Size Increases
- Class-Size Shifting

Specialization

Excellent teachers specialize in high-priority subjects and roles.

- Subject Specialization
- Role Specialization

- Subject Specialization
- Role Specialization

Multi-Classroom Leadership

School-based or remote instructional teams report to an excellent teacher.

- Multi-Class Leadership (Pods)

- Multi-Teacher Leaders (Remote Pods)

Time-Technology Swaps

25% or more of digital instruction allows excellent teachers to teach more students.

- Rotation
- Flex

- Rotation
- Flex

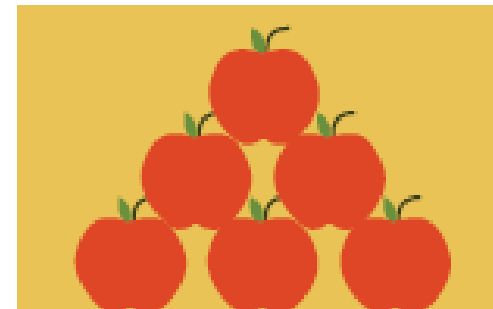
Likely Combinations

- ❖ Any of the models combined with **Specialization** or **Multi-Class Leadership**
- ❖ Schools committed to reaching every student in every subject with excellent teachers will use **Multi-Combinations**

School Models

All reach models aim to ...

1. **Reach more children successfully** with excellent teachers.
2. **Pay excellent teachers more** for reaching more students.
3. **Stay within budget**, so pay increases are not temporary.
4. **Include roles and opportunities for advancement** that let great teachers lead, develop, and collaborate with good teachers—while giving many more students great teaching.
5. **Give great teachers credit for helping other teachers** achieve excellent outcomes, and empower great teachers within their schools.



School Models

Career Pathways when Extending Reach

Reach-Extended Role	<i>How is Reach Extended?</i>
<p>Large-Class Teacher (Class-Size Change)</p>	<p><i>Increasing or shifting class sizes, within limits, by choice</i></p>
<p>Blended-Learning Teacher (Time-Technology Swap)</p>	<p><i>Swapping portion of teaching time with digital instruction to teach more students</i></p>
<p>Elementary Specialized Teacher (Specialization)</p>	<p><i>Teaching best subject to more classes, while reducing other duties</i></p>
<p>Teacher-Leader (Multi-Classroom Leadership)</p>	<p><i>Leading multiple classrooms with a team of teachers for whom leader is responsible</i></p>

Source: Public Impact, www.opportunityculture.org.

Today's Agenda

Teaching in an Opportunity Culture

Excellence

Leadership

Teamwork



Learning in an Opportunity Culture

Excellence

Personalization



School Models

Extending Great Teachers' Reach

Developing All Toward Excellence



Our School(s)

(See appendices for more resources)

Our School

- ✓ **Our vision**—the school we must become
- ✓ **Why do this?** student needs, teacher needs
- ✓ **Process** of choosing model elements
- ✓ **Critical model details**—role changes, which classes, pay changes, schedule changes, other
- ✓ **Timing** of implementation
- ✓ **Benefit to *all* teachers**—development, collaboration/planning time, pay, other
- ✓ **Paid advancement opportunities** for teachers who achieve excellence and “extend their reach”
- ✓ What does this mean for ***you***?

Appendix

- ✓ **Additional Resources**
- ✓ **What Excellent Teachers Say They Need: Survey Findings**
- ✓ **Transitioning Roles and Pay**
- ✓ **The Teaching Profession in an Opportunity Culture**
- ✓ **Schools in an Opportunity Culture**

Additional Resources

For more information on school models that extend the reach of excellent teachers, please visit

www.opportunityculture.org

- [Infographic](#) and [Videos](#)—quick looks at reach and Opportunity Culture
- [Redesigning Schools](#)—summarizes reach model options
- [School Models](#)—model details and schedules
- [How to Pay Teachers More](#)—up to 130 percent more—within available budgets by making the best use of great teachers' time
- [New Career Paths](#)—sustainable, paid career advancement using reach school models
- [Tools for School Design Teams](#)—regularly updated list of all available reach materials
- [Selection, Development, & Evaluation Tools](#)

What Retains Excellent Teachers

Feedback and Development

- Frequent, constructive, and supportive feedback
- Help identifying areas for development

Recognition

- Public recognition for their accomplishments
- Being informed by their supervisors that they are high-performing

Responsibility and Advancement

- Opportunities for paths to teacher leadership positions
- Being put in charge of something important

Resources

- Access to additional resources for their classroom
- Higher pay

Source: TNTP, *The Irreplaceables: Understanding the Real Retention Crisis in America's Urban Schools* (2012)

Speed: Pros and Cons of a Slow Transition

- **Pros:**
 - Can be done with natural staff attrition (and usual dismissal of clearly ineffective teachers)
 - Lessons from early changes could be applied later schoolwide
 - Having no teacher “buyouts” limits transition costs
- **Cons:**
 - Limits number of current students who benefit
 - School results won't improve much overall in first year
 - Lowers pay increases for remaining teachers, which may affect recruiting and retention
 - Limits scheduling changes that would allow collaboration and planning during school day
- **Possible solution:** Philanthropy covers temporary transition costs

Teaching in an Opportunity Culture

The Teaching Profession: Outstanding opportunities and peers

- ✓ **Selection:** New teachers chosen through *highly* selective process—academic success and competencies enabling great teaching
- ✓ **Teaching Roles:** Varied roles use teachers' strengths, develop teachers, and increase the # of students reached with excellence
- ✓ **Career Advancement:** Available without leaving teaching, with higher pay funded sustainably from regular budgets rather than temporary grants
- ✓ **Teachers' Impact:** Impact on students and a teacher's peers increases with demonstrated teaching excellence and leadership
- ✓ **Teacher Retention:** Your best colleagues remain in teaching
- ✓ **Your Colleagues:** Highly capable, committed to excellence
- ✓ **Dismissal:** Low performance and dismissal are rare because few teachers not geared towards excellence *enter* the profession, not because few *exit*
- ✓ **Teacher Power:** More for great teachers, in schools and profession
- ✓ **Your Reputation:** Enhanced by being part of a selective, well-paid, high-performing profession critical to our nation's success

Teaching in an Opportunity Culture

Schools: Maximize the number and impact of excellent teachers

- ✓ **Design:** Promotes excellence, leadership, teamwork—opportunity
- ✓ **Induction:** Delivered by proven, excellent, accountable teachers
- ✓ **Development:** Part of daily teaching, led by teacher-leaders accountable for student outcomes, and customized to individual teachers, their roles, and their students
- ✓ **Collaboration and Teamwork:** Built into school day, with open recognition of teachers' outcomes that gives great teachers license to lead and good teachers license to learn
- ✓ **Planning Time:** Built into school day, with co-planning time for teaching teams
- ✓ **Leadership:** Well-paid, fully accountable positions earlier in careers while continuing to teach, developing more great education leaders
- ✓ **Evaluation:** Helps teachers know how to pursue excellence, and helps schools know what career advancement opportunities to offer
- ✓ **Pay:** Much higher on average, and much, much higher at the top—more than double today's pay; commensurate with excellence, reach, and leadership

About Public Impact

Public Impact's mission is to dramatically improve learning outcomes for all children in the U.S., with a special focus on students who are not served well.

We are a team of professionals from many backgrounds, including former teachers. We are researchers, thought leaders, tool-builders, and on-the-ground consultants who work with leading education reformers nationwide.





This publication was made possible in part by support from The Joyce Foundation, Carnegie Corporation of New York, and the Bill & Melinda Gates Foundation. The statements made and views expressed are solely the responsibility of Public Impact. Learn more at OpportunityCulture.org.

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