Future-Focused Schools – Literacy Across the Curriculum

Bill Daggett
Founder and Chairman
June 20, 2017

On Going Research
CCSSO/SPN/Gates/AASA/HMH

1. Good to Great
2. High Poverty/High Performance
Nation’s Most Rapidly Improving Schools

Source: Publicly available performance and enrollment data
The Nation’s Most Rapidly Improving Schools

Culture Trumps Strategy

Source: Publicly available performance and enrollment data
Standards Test Teacher Evaluation

Rate of Change
The Nation’s Most Rapidly Improving Schools

- Culture Trumps Strategy
- Are Future-Focused

WHY – WHAT - HOW
WHY

Winds of Change
Culture Trumps Strategy

iPhone
The Winds Of Change

1. Accelerating Impact of Technology

1st Industrial Revolution
1\textsuperscript{st} Industrial Revolution
2\textsuperscript{nd} Industrial Revolution

Industrial Revolution transformed both the expectations and model of public education
1st Industrial Revolution
2nd Industrial Revolution
3rd Industrial Revolution

Harvard rescinds admission offers to freshman because of Facebook posts

Source: Fortune, June 5, 2017
“Harvard Yanks 10 Acceptance Letters Over Offensive Facebook Posts” - Fortune

“Colleges Eyeing Social Media—Big Time”
-South Coast Today
“Harvard Yanks 10 Acceptance Letters Over Offensive Facebook Posts” —Fortune

“Colleges Eyeing Social Media—Big Time” —South Coast Today

“They Loved Your G.P.A. Then They Saw Your Tweets.” —The New York Times

“One in Ten Young People Have Been Rejected For Jobs Because of Their Social Media History” —Business Insider

Source: Fortune, June 5, 2017

International Center for Leadership in Education

Source: Fortune, June 5, 2017

International Center for Leadership in Education

HMH
5 Largest Companies

2007
1. Exxon Mobil ($540B)
2. General Electric ($463B)
3. Microsoft ($355B)
4. Citigroup ($331B)
5. Bank of America ($290B)

2017
1. Apple ($794B)
2. Google ($593B)
3. Microsoft ($506B)
4. Amazon ($429B)
5. Facebook ($414B)

Source: S&P Dow Jones Indices

Fundamentally altered how we live, work, and interact

3rd Industrial Revolution
3rd Industrial Revolution

Fundamentally altered how we live, work, and interact
BUT NOT HOW WE EDUCATE

1st Industrial Revolution
2nd Industrial Revolution
3rd Industrial Revolution
4th Industrial Revolution
4th Industrial Revolution

3rd Revolution

4th Industrial Revolution

PHYSICAL
Nanotech
1/100th
10 times
Jell-O

3rd Revolution
G.E. Schenectady R.D. Center

- **Engine Part**

1. Concept
G.E. Schenectady R.D. Center

**Engine Part**

1. Concept
2. Design Team
3. Build Machine Tool
G.E. Schenectady R.D. Center

**Engine Part**

1. Concept
2. Design Team
3. Build Machine Tool
4. Build Prototype

5. Test
G.E. Schenectady R.D. Center

**Engine Part**

1. Concept
2. Design Team
3. Build Machine Tool
4. Build Prototype
5. Test

2 years

---

G.E. Schenectady R.D. Center

**Engine Part**

2 years

**Now**

- 3-D computer-aided software
- 3-D printer using steel chips
G.E. Schenectady R.D. Center

- **Engine Part**
- **2 years**
- **Now**
  - 3-D computer-aided software
  - 3-D printer using steel chips

*From 2 years to 2 days*

---

Driverless Cars
40% of cost of a car today is electronics. It will soon be 60%

4th Industrial Revolution

PHYSYCAL
Nanotech
- 1/100th
- 10 times
- Jell-O

3rd Revolution

#leadered
4th Industrial Revolution

PHYSICAL
Nanotech
- 1/100th
- 10 times
- Jell-O

BIOLOGICAL

3rd Revolution

4th Industrial Revolution

PHYSICAL
Nanotech
- 1/100th
- 10 times
- Jell-O

BIOLOGICAL
Bio Tech
4th Industrial Revolution

PHYSICAL
Nanotech
- 1/100th
- 10 times
- Jell-O

3rd Revolution

DIGITAL

BIOLOGICAL
Bio Tech

Health Care
Precision Medicine

Customization of healthcare with medical decisions, practices and products Tailored to the individual patient

- Sequencing of the human genome
- Improved technologies for biomedical analysis
- New tools for using large datasets
Precision Medicine

Bio/Nano-Tech Micro Processors

Internet of Things

*Microprocessors* traverse the digestive tract and circulatory system to pinpoint and later *treat* medical issues.
If you can write an algorithm for a task—the job is gone

Middle-Level Skilled Jobs
1980 - 2040

<table>
<thead>
<tr>
<th>1980</th>
<th>2010</th>
<th>2040</th>
</tr>
</thead>
</table>

70%

Source: NY Fed Calculations, U.S. Census Bureau
Middle-Level Skilled Jobs
1980 - 2040

1980 | 2010 | 2040
---|---|---

Source: NY Fed Calculations, U.S. Census Bureau
Middle-Level Skilled Jobs 1980 - 2040

Source: NY Fed Calculations, U.S. Census Bureau

-30%

Paid for Unique Knowledge

» Lawyers
» Accountants
» Stock Brokers
» Doctors

In the immediate future…
5 Largest Companies

<table>
<thead>
<tr>
<th>2007</th>
<th>2017</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Exxon Mobil</td>
<td>1. Apple</td>
<td>Bio/Nano/Info</td>
</tr>
<tr>
<td>2. General Electric</td>
<td>2. Google</td>
<td>Technology</td>
</tr>
<tr>
<td>3. Microsoft</td>
<td>3. Microsoft</td>
<td></td>
</tr>
<tr>
<td>4. Citigroup</td>
<td>4. Amazon</td>
<td></td>
</tr>
<tr>
<td>5. Bank of America</td>
<td>5. Facebook</td>
<td></td>
</tr>
</tbody>
</table>

The rate of change caused by technology is faster than larger organizations can adapt to.
Entrepreneurs are more effective in this changing environment than large/bureaucratic organizations

Work to Worker
Six billion of the 7 billion people on earth have a mobile phone. More than have access to toilets.

Source: *Industries of the Future*
Developing nations do not need to be freed from the structures of the past

The internet has reduced the barriers of time and distance
The internet has reduced the barriers of time and distance everywhere except education

The Winds Of Change

1. Accelerating Impact of Technology
2. Higher Education Challenges
### College Dropout Rate 2015
First to Second Year

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four-Year Colleges</td>
<td>34.8%</td>
</tr>
<tr>
<td>Two-Year Colleges</td>
<td>44.5%</td>
</tr>
</tbody>
</table>


### Average Graduation Rate 2015
1983 - 2015

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four-Year Colleges in 5 years</td>
<td>36.6%</td>
</tr>
<tr>
<td>Two-Year Colleges in 3 years</td>
<td>29.1%</td>
</tr>
</tbody>
</table>

Texas Four-Year Public College

- 24.4% graduate in four years
- 49.0% graduate in six years

Texas Two-Year Public College

- 6.1% graduate in 100% time
- 13.1% graduate in 150% time
Your Major Matters
A LOT

2 Year College Graduates

<table>
<thead>
<tr>
<th>OCCUPATION</th>
<th>STARTING</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Info Systems</td>
<td>$45,100</td>
<td>$72,100</td>
</tr>
<tr>
<td>Electrical and Chemical Engineers</td>
<td>$45,100</td>
<td>$69,800</td>
</tr>
<tr>
<td>Occ. Health and Safety</td>
<td>$50,300</td>
<td>$68,200</td>
</tr>
<tr>
<td>Diagnostic Medical Specialist</td>
<td>$50,200</td>
<td>$66,800</td>
</tr>
<tr>
<td>Computer Programmer</td>
<td>$42,300</td>
<td>$65,300</td>
</tr>
</tbody>
</table>

Payscale.com
### 4 Year College Graduates

<table>
<thead>
<tr>
<th>OCCUPATION</th>
<th>STARTING</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Development</td>
<td>$35,900</td>
<td>$48,000</td>
</tr>
<tr>
<td>Athletic Trainer</td>
<td>$34,800</td>
<td>$46,900</td>
</tr>
<tr>
<td>Social Worker</td>
<td>$33,000</td>
<td>$46,600</td>
</tr>
<tr>
<td>Recreation and Leisure</td>
<td>$32,200</td>
<td>$45,300</td>
</tr>
<tr>
<td>Child and Family Studies</td>
<td>$30,300</td>
<td>$37,200</td>
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</tbody>
</table>

Payscale.com

### 4 Year College Graduates

<table>
<thead>
<tr>
<th>OCCUPATION</th>
<th>STARTING</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petroleum Engineer</td>
<td>$103,000</td>
<td>$160,000</td>
</tr>
<tr>
<td>Actuarial Math</td>
<td>$58,700</td>
<td>$120,000</td>
</tr>
<tr>
<td>Nuclear Engineer</td>
<td>$67,600</td>
<td>$117,000</td>
</tr>
<tr>
<td>Chemical Engineer</td>
<td>$68,200</td>
<td>$117,000</td>
</tr>
<tr>
<td>Aerospace Engineer</td>
<td>$62,800</td>
<td>$109,000</td>
</tr>
</tbody>
</table>

Payscale.com
The Winds Of Change

1. Accelerating Impact of Technology
2. Higher Education Challenge
3. College and Career Ready

Key Skills

Data Analytics
Key Skills

Data Analytics
System Skills

Complex Problem Solving
Key Skills

Data Analytics
System Skills
Complex Problem Solving
Personal Skills

Personal Skills

- Responsibility
- Contemplation
- Initiative
- Perseverance
- Optimism
- Courage

- Respect
- Compassion
- Adaptability
- Honesty
- Trustworthiness
- Loyalty
Top 10 Skills

1. Complex Problem Solving

Source: Future of Jobs Report, World Economic Forum

2. Critical Thinking

Source: Future of Jobs Report, World Economic Forum
Top 10 Skills

1. Complex Problem Solving
2. Critical Thinking
3. Creativity

Source: Future of Jobs Report, World Economic Forum
Top 10 Skills

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others

Source: Future of Jobs Report, World Economic Forum

Top 10 Skills

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence

Source: Future of Jobs Report, World Economic Forum

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International Center for Leadership in Education

HMH
Top 10 Skills

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Active Listening

Source: Future of Jobs Report, World Economic Forum

Top 10 Skills

1. Complex Problem Solving
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6. Emotional Intelligence
7. Active Listening
8. Service Orientation

Source: Future of Jobs Report, World Economic Forum
### Top 10 Skills

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Active Listening
8. Service Orientation
9. Negotiation

**Source:** Future of Jobs Report, World Economic Forum
WHAT

Make every child all they are capable of being

Have a Growth Mindset
Make every child all they are capable of being

Have a Growth Mindset

But good at what?
Application Model

1. Knowledge in one discipline
2. Application within discipline
3. Application across disciplines
4. Application to real-world predictable situations
5. Application to real-world unpredictable situations

Knowledge Taxonomy

1. Remembering
2. Understanding
3. Applying
4. Analyzing
5. Evaluating
6. Creating
Rigor/Relevance Framework

Levels
Career Ready

Rigor

6 5 4 3 2 1

A B C D

Relevance

1 2 3 4 5

Key Skills

Data Analytics
System Skills
Complex Problem Solving
Personal Skills
#### Top 10 Skills

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Active Listening
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

Source: Future of Jobs Report, World Economic Forum

#### Levels

<table>
<thead>
<tr>
<th>Rigor</th>
<th>Relevance</th>
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<tbody>
<tr>
<td>1</td>
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<tr>
<td>2</td>
<td>2</td>
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<tr>
<td>3</td>
<td>3</td>
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<tr>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

- **A**
- **B**
- **C**
- **D**
A and C were Needed Pre-Internet

B and D are Required in the Internet Age
Regulated, Certified, Tenured and Contracted

Levels
HOW

Begin With The End In Mind
Learning Criteria

• **Foundation Learning** (Achievement in the core subjects of English language arts, math and science, and others identified by the school)

• **Stretch Learning** (Demonstration of rigorous and relevant learning beyond the minimum requirements)
Learning Criteria

• **Foundation Learning** (Achievement in the core subjects of English language arts, math and science, and others identified by the school)

• **Stretch Learning** (Demonstration of rigorous and relevant learning beyond the minimum requirements)

• **Learner Engagement** (The extent to which students are motivated and committed to learning; have a sense of belonging and accomplishment; and have relationships with adults, peers, and parents that support learning)

• **Personal Skill Development** (Measures of personal, social, service, and leadership skills and demonstrations of positive behaviors and attitudes)
Personal Skills

- Responsibility
- Contemplation
- Initiative
- Perseverance
- Optimism
- Courage
- Respect
- Compassion
- Adaptability
- Honesty
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- Loyalty

Learning Criteria

- **Foundation Learning** (Achievement in the core subjects of English language arts, math and science, and others identified by the school)
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- **Learner Engagement** (The extent to which students are motivated and committed to learning; have a sense of belonging and accomplishment; and have relationships with adults, peers, and parents that support learning)
- **Personal Skill Development** (Measures of personal, social, service, and leadership skills and demonstrations of positive behaviors and attitudes)
TRADITIONAL

- Foundation Learning
- Stretch
- Student Engagement
- Personal Skill Development

#leadersed

International Center for Leadership in Education

#leadersed

International Center for Leadership in Education
TRADITIONAL

FUTURE-FOCUSED

#leadered
Seven Interrelated Fundamental Shifts

1. From A/C to B/D
Levels

Rigor

Relevance

1  2  3  4  5

1  2  3  4  5

Seven Interrelated Fundamental Shifts

From A/C to B/D

Reading, Writing, and Mathematics
Reading Study Summary

Interquartile Ranges Shown (25% - 75%)

Text Lexile Measure (L)

<table>
<thead>
<tr>
<th>Category</th>
<th>600</th>
<th>800</th>
<th>1000</th>
<th>1200</th>
<th>1400</th>
<th>1600</th>
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<tr>
<td>High School Literature</td>
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<tr>
<td>College Literature</td>
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<tr>
<td>High School Textbooks</td>
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<tr>
<td>College Textbooks</td>
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<tr>
<td>Military</td>
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<tr>
<td>Personal Use</td>
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<tr>
<td>Entry-Level Occupations</td>
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<tr>
<td>SAT 1, ACT, AP*</td>
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</tr>
</tbody>
</table>

Source: National Test Data, MetaMetrics
Student Profile

Lexile® Framework - Student Profile
Matt - Age 15, Grade 10, Lexile 1090, GPA 3.0

Source: National Test Data, MetaMetrics
Lexile® Framework - Student Profile

Text Lexile Measure (L)

High School Literature
College Literature
High School Textbooks
College Textbooks
Military Personal Use
Entry-Level Occupations
SAT 1, ACT, AP

1st Quarter
2nd Quarter
3rd Quarter
4th Quarter

Source: National Test Data, MetaMetrics
Student Report Card
Literacy Profile Across Grades (Lexiles®)
Student Name: Jane Smith (Grade 11)
Student Report Card
Literacy Profile Across Grades (Lexiles®)

Student Name: Jane Smith (Grade 11)

Interquartile Ranges Shown in RED (25th to 75th percentile)

High School Literature (Grade 11 / 12)

High School Textbooks (Grade 11 / 12)
Student Report Card
Literacy Profile Across Grades (Lexiles®)
Student Name: Jane Smith (Grade 11)

Lexile Measure (Lexiles®)

Interquartile Ranges Shown in RED (25th to 75th percentile)

1st Year College Textbooks

1st Year College Literature

Personal Use Texts

Interquartile Ranges Shown in RED (25th to 75th percentile)
Student Report Card
Literacy Profile Across Grades (Lexiles®)
Student Name: Jane Smith (Grade 11)

Entry-Level Jobs

Interquartile Ranges Shown in RED (25th to 75th percentile)

College and Career Ready
Required Mathematics

Existing Curriculum
College and Career Ready
Required Mathematics

Existing Curriculum

- Algebra I

- Geometry
College and Career Ready Required Mathematics

Existing Curriculum

• Algebra I
• Geometry
• Algebra II

• Algebra I
• Geometry
• Algebra II
• Pre-Calculus
College and Career Ready Required Mathematics

Existing Curriculum

• Algebra I
• Geometry
• Algebra II
• Pre-Calculus
• Calculus

5% of the U.S. Workforce
## College and Career Ready Required Mathematics

<table>
<thead>
<tr>
<th>Existing Curriculum</th>
<th>Workplace Ready</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Algebra I</td>
<td></td>
</tr>
<tr>
<td>• Geometry</td>
<td></td>
</tr>
<tr>
<td>• Algebra II</td>
<td></td>
</tr>
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<td>• Pre-Calculus</td>
<td></td>
</tr>
<tr>
<td>• Calculus</td>
<td></td>
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5% of the U.S. Workforce

### Workplace Ready

- Proportional Relationships

5% of the U.S. Workforce
## College and Career Ready: Required Mathematics

<table>
<thead>
<tr>
<th>Existing Curriculum</th>
<th>Workplace Ready</th>
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</thead>
<tbody>
<tr>
<td>Algebra I</td>
<td>Proportional Relationships</td>
</tr>
<tr>
<td>Geometry</td>
<td>• Percentages</td>
</tr>
<tr>
<td>Algebra II</td>
<td>• Graphical Representations</td>
</tr>
<tr>
<td>Pre-Calculus</td>
<td></td>
</tr>
<tr>
<td>Calculus</td>
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### 5% of the U.S. Workforce
### College and Career Ready Required Mathematics

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<td>• Algebra II</td>
<td>• Graphical Representations</td>
</tr>
<tr>
<td>• Pre-Calculus</td>
<td>• Functions</td>
</tr>
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<td>• Calculus</td>
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5% of the U.S. Workforce

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### College and Career Ready Required Mathematics

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5% of the U.S. Workforce

---
## College and Career Ready

### Required Mathematics

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<tr>
<td>• Pre-Calculus</td>
<td>• Functions</td>
</tr>
<tr>
<td>• Calculus</td>
<td>• Expressions</td>
</tr>
</tbody>
</table>

### 5% of the U.S. Workforce

### Mastery of middle school math at the Quad B/D levels

<table>
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</table>

### 5% of the U.S. Workforce
Seven Interrelated Fundamental Shifts

1. From A/C to B/D
2. Reading, Writing, and Mathematics
3. Data Analytics

Data is growing at a 40 percent compound annual rate, reaching nearly 45 ZB by 2020

Source: Osterle, 2013
Data analytics requires you to reduce, refine and manage information.

Data Analytics

Like a Microscope: Examine smaller details than we can quickly observe (your personal shopping habits).

AND

Like a Telescope: See things in large scale showing connections not recognized before (people who buy one product and then buy another).
Data Analytics

Tables

Charts

Graphs

3-D Surface

Total Revenue by Month


$0 $50,000 $100,000 $150,000

$0-$50,000 $50,000-$100,000 $100,000-$150,000
Radar

A graphic visualization of the mobile industry.

DATA ANALYTICS IS INTERDISCIPLINARY

But that is not how we are organized, certified, tenured or contracted

Seven Interrelated Fundamental Shifts

1. From A/C to B/D
2. Reading, Writing, and Mathematics
3. Data Analytics
4. Innovation and Creativity
Seven Interrelated Fundamental Shifts

1. From A/C to B/D
2. Reading, Writing, and Mathematics
3. Data Analytics
4. Innovation and Creativity
5. Technology Tools

The Order of Things Have Changed

Uber- The world’s largest taxi company, owns no vehicles

Source: Better and Faster, Jeremy Gutsche
The Order of Things Have Changed

Uber- The world’s largest taxi company, owns no vehicles
Facebook- The world’s most popular media owner, creates no content

Alibaba- The world’s most valuable retailer, has no merchandise
The Order of Things Have Changed

Uber- The world’s largest taxi company, owns no vehicles
Facebook- The world’s most popular media owner, creates no content
Alibaba- The world’s most valuable retailer, has no merchandise
Airbnb- The world’s largest accommodation provider, owns no real estate

Seven Interrelated Fundamental Shifts

1. From A/C to B/D
2. Reading, Writing, and Mathematics
3. Data Analytics
4. Innovation and Creativity
5. Technology Tools
6. Social Media
Social Issues

Sex Education  Drug Addiction  Social Media Education

Seven Interrelated Fundamental Shifts

1. From A/C to B/D
2. Reading, Writing, and Mathematics
3. Data Analytics
4. Innovation and Creativity
5. Technology Tools
6. Social Media
7. Non-cognitive
Guiding Principles

- Responsibility
- Contemplation
- Initiative
- Perseverance
- Optimism
- Courage

- Respect
- Compassion
- Adaptability
- Honesty
- Trustworthiness
- Loyalty

Survey Tools for Measuring What Matters

- We Learn
  - Student Survey
- We Teach
  - Instructional Staff Survey
- We Lead
  - Whole Staff Survey

- We Succeed
  - Student Survey
- We Inspire
  - Instructional Staff Survey
- We Support
  - Parent/Community Survey
Teacher vs. Student Comparison

Students can apply what I am teaching to their everyday lives.

Teacher 92%  
Student 58%

I can apply what I learn to my everyday life.

Teacher vs. Student Comparison

Students in my classroom engage in hands-on activities.

Teacher 88%  
Student 45%

We do lots of hands-on activities in my classes.
Teacher vs. Student Comparison

I make learning exciting for my students.  84%

Teacher

My teachers make learning exciting.  40%

Student

Teacher vs. Student Comparison

I recognize students when they demonstrate positive behavior in school.  95%

Teacher

Good citizenship is rewarded in this school.  40%

Student
Fundamental Shift in Instruction

Open Educational Resources
Open Educational Resources

Teachers Pay Teachers

Scope and Sequence
Fundamental Shift in Instruction

- Open Educational Resources
- Text to Digital
- Virtual to Augmented Reality
Google Cardboard

Augmented Reality
Fundamental Shift in Instruction

- Open Educational Resources
- Text to Digital
- Virtual to Augmented Reality
- Gamification

Gamification
Gamification

- Engaging
- Personalized

Built on Growth Model
Gamification

- Engaging
- Personalized
- Built on Growth Model
- Tied to Standards

Fundamental Shift in Instruction

- Open Educational Resources
- Text to Digital
- Virtual to Augmented Reality
- Gamification
Florida, Michigan, Virginia and Alabama require one online course as a graduation requirement. Idaho requires two.

Fundamental Shift in Instruction

- Open Educational Resources
- Text to Digital
- Virtual to Augmented Reality
- Gamification
Systemwide Plan and Strategies
Institutional Effectiveness

Rigorous Learning for ALL Students

Teaching

#leadered
20 Day Plan

Culture Trumps Strategy
Create a Culture

1. Make it personal
2. Keep it simple
3. It is a journey, not an event

Communications
Technology’s Influence on Communication, Relationships and the Education System

Closest Relationships
Homogenization of America

Technology’s Influence on Communication, Relationships and the Education System
Social Media Impact

Closest Relationships

Single Issue Acquaintances

Community

Politics, Work, and Education

Children's Activities

Faith-Based Institutions

Sports

Children's Acquaintances

Colleagues

Closest Family

Neighbors

#leadered
Let’s help every teacher become successfully at making every student all they are capable of being
Let’s help every teacher become successfully at making every student all they are capable of being.

Kids – Standards - Future
Zero Based Budgeting
Zero Based Scheduling

Nation’s Most Rapidly Improving Schools

KEYNOTE – The WHY and WHAT of Successful Innovation
BREAKOUT – The HOW of Successful Innovation
(Monday - )
BREAKOUT – Data Driven – both Formative and Summative
(Tuesday - )
BREAKOUT – A Systems Approach – from classroom to boardroom
(Wednesday - )
CLOSING SESSION – Putting the Tools, Supports and Systems in Place
### Key Sessions by Focus Area

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<td><em>Purpose</em></td>
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<td><em>Build a Support System</em></td>
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<td><em>Maximize Impact</em></td>
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<td><em>Redefine Success</em></td>
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### Leave the Conference With a Plan

- Identify Your Challenges
Leave the Conference With a Plan

- Identify Your Challenges
- Find Best Practices (Back of Program)

Back Cover of Program
Leave the Conference With a Plan

- Identify Your Challenges
- Find Best Practices (Back of Program)
- Compare Your Present State to Your Desired State

Program – Page 76

Guide for Keynote Session

[Graphic of a guide or schedule page]

International Center for Leadership in Education

HMH
Leave the Conference With a Plan

- Identify Your Challenges
- Find Best Practices (Back of Program)
- Compare Your Present State to Your Desired State
- Map Out A Plan of Action (Solution Center and Closing Session)
WHY

WHY – WHAT
Levels

Rigor

Relevance

45321

WHY - WHAT - HOW