

Agenda

Seattle, WA • August 12–14

Wednesday, August 12

6:30–8:00 a.m.	Registration	x
	Continental Breakfast	x
8:00–9:45 a.m.	Keynote —Tim Brown <i>Setting the Stage: Understanding the Big Ideas and Foundational Blocks of the PLC at Work Process</i>	x
9:45–10:00 a.m.	Break	
10:00–11:30 a.m.	Breakouts	
11:30 a.m.–1:00 p.m.	Lunch (on your own)	x
1:00–2:30 p.m.	Breakouts	
2:30–2:45 p.m.	Break	
2:45–3:45 p.m.	Panel Discussion —Presenters provide practical answers to your most pressing questions.	x

Thursday, August 13

7:00–8:00 a.m.	Registration	x
	Continental Breakfast	x
8:00–9:45 a.m.	Keynote —Mike Mattos <i>The Litmus Test of a PLC: Making Decisions Through the Lens of Learning</i>	x
9:45–10:00 a.m.	Break	
10:00–11:30 a.m.	Breakouts	
11:30 a.m.–1:00 p.m.	Lunch (on your own)	x
1:00–2:30 p.m.	Breakouts	
2:30–2:45 p.m.	Break	
2:45–3:45 p.m.	Team Time —Presenters are available to aid in your collaborative team discussions.	x

Friday, August 14

7:00–8:00 a.m.	Continental Breakfast	x
8:00–9:30 a.m.	Breakouts	
9:30–9:45 a.m.	Break	
9:45–11:45 a.m.	Keynote —Anthony Muhammad <i>Moving Beyond “PLC Lite”: Nurturing Full Commitment to the PLC Process</i>	x

Agenda is subject to change.

Breakouts at a Glance

Presenters & Titles	Wednesday, August 12		Thursday, August 13		Friday, August 14
	10:00–11:30 a.m.	1:00–2:30 p.m.	10:00–11:30 a.m.	1:00–2:30 p.m.	8:00–9:30 a.m.
Michael D. Bayewitz					
Leading PLCs in High-Poverty Elementary Schools: Proven Practices for Eliminating the Achievement Gap	x				x
Collegiality Versus Congeniality: Engaging in the Difficult Conversations of a PLC		x		x	
Help Your Team: Overcoming Common Collaborative Challenges in a PLC			x		
Tim Brown					
Student Data Notebooks: Developing Ownership, Motivation, and a Growth Mindset	x			x	
Raising Questions and Finding Answers in Our Grading Practices		x			x
Getting on the Same Page: Establishing Collective Commitments About Learning and Collaboration			x		
Brian K. Butler					
What About Us? The PLC at Work Process in Early Childhood	x				
Let's Celebrate!		x		x	
Ensuring Teams Engage in the Right Work			x		x

Luis F. Cruz					
English Learners and PLCs	x				
I Like What I'm Hearing! So How Do We Initiate Our PLC Journey?		x			
Remembering Rick DuFour: Embracing the "Tight and Loose" of the PLC Process			x		
Taping Before Painting: Taking the Critical Steps to Respond Collectively When Students Don't Learn				x	
I Am Sold on PLCs: Practical Tools and Directions to Be Successful					x
Aaron Hansen					
Commitment, Persistence, and Reinspiration	x				
Owning Their Learning: Students as Partners in Reaching Next-Generation Rigor		x			x
Raising the Bar and Closing the Gap: Whatever It Takes in Secondary Schools			x		
How to Develop PLCs for Singletons and Small Schools				x	
Timothy D. Kanold					
Heart and Soul: Living a Fully Engaged, High-Energy, Well-Balanced Professional Life!	x				x
The PLC Life of Central Office and School-Site Leadership!		x			
Your K-12 PLC Mathematics Focus: Great Instruction and Tasks!			x		
Your K-12 PLC Mathematics Focus: Assessment, Homework, and Grading!				x	

Sharon V. Kramer

How to Leverage PLCs to Improve Your School	x				
Learning Is Not a Spectator Sport. So How Do We Involve Students?		x		x	
Learning for All Requires Differentiation			x		x

Mike Mattos

Are We a Group or a Team?	x				
Personalized Learning in a PLC at Work: Developing Student Agency Through the Four Critical Questions		x			
Raising the Bar and Closing the Gap: Whatever It Takes in Elementary Schools			x		
It's About Time: Planning Interventions and Extensions in Secondary School				x	
Guiding Principles for Principals: Tips and Tools for Leading the PLC Process					x

Anthony Muhammad

Bringing the Four PLC Questions to Life: Systems That Ensure All Students Learn	x				
Overcoming the Achievement Gap Trap: Liberating Mindsets to Effect Change		x			
Building Culture, Creating Purpose, and Overcoming Frustration on Your PLC Journey			x		
Collaboration Is a Lifestyle, Not a Meeting!				x	
Getting Started: Building Consensus and Responding to Resisters					x

Maria Nielsen

The 15-Day Challenge: Win Quick, Win Often!	x				x
Show Me What Ya Got: Student Engagement Strategies to Keep the Pulse on Learning		x	x		
Common Assessments: The Key to Uncommon Results for Student and Teacher Learning				x	

Agenda is subject to change.

Session Descriptions

Michael D. Bayewitz

Help Your Team: Overcoming Common Collaborative Challenges in a PLC

What should happen when a team starts to struggle? As teachers move toward becoming interdependent teams, challenges inevitably arise. Ensuring high levels of learning for every student requires a change in thinking and practice. Participants briefly review the work of highly effective teams, consider scenarios showing common team challenges, and work collaboratively to identify strategies for moving a team forward. This session is based on a book of the same title (Solution Tree Press, 2019), coauthored by Michael D. Bayewitz and other educators who possess a wide range of backgrounds and experiences in all levels of education.

Participants in this session:

- Identify common challenges that limit a team's efficacy.
- Collaboratively resolve specific challenges and share strategies to help teams progress.
- Practice specific coaching strategies designed to assist teams in their critical work.

Collegiality Versus Congeniality: Engaging in the Difficult Conversations of a PLC

Creating a collaborative culture is an essential characteristic of a successful PLC. To do so, educators must build trust and invest in developing personal relationships. How do educators maintain congeniality and still confront difficult facts when results fall short? Participants leave this session with a toolkit for effective communication and coaching strategies on how to engage in difficult collegial conversations within the context of a PLC.

Participants in this session:

- Gain appreciation for the importance of building a collaborative culture.
- Understand the difference between collegiality and congeniality in a PLC.
- Leave with a toolkit for facilitating effective communication and coaching strategies.

Leading PLCs in High-Poverty Elementary Schools: Proven Practices for Eliminating the Achievement Gap

Most educators would agree with the statement, *All children can learn*. Unfortunately, many schools fall short of making this a reality. Successful schools have built high-functioning PLCs with proven results for narrowing—even eliminating—the achievement gap despite high poverty and mobility rates. Using real-life examples, artifacts, and tools, Michael D. Bayewitz reveals how some Title I schools have built and maintained a consistent track record of success despite the ever-changing landscape in education.

Participants in this session:

- Hear about the unique PLC journey of a high-performing Title I elementary school.
- See concrete examples of interventions and practices that ensure student success at Title I schools.
- Obtain ideas and strategies, supported by practice and research, to implement at their K–6 schools.

Tim Brown

[KEYNOTE] Setting the Stage: Understanding the Big Ideas and Foundational Blocks of the PLC at Work Process

This keynote is a call to action to energize individual and collective efforts to create schools of high expectations through the PLC process. In 1997, University of Tennessee researchers S. Paul Wright, Sandra P. Horn, and William L. Sanders reported, “As a result of analyzing the achievement scores of more than 100,000 students across hundreds of schools, the conclusion is that the most important factor affecting student learning is the teacher.” More recent studies by Dr. John Hattie have concluded that not only are teachers the key contributors to student learning, but their impact is most profound when they work together to evaluate their effect on student learning. To attain high achievement in every classroom, unsurpassed collaboration must become a school’s priority.

Tim Brown sets the stage for the next two and a half days of learning by discussing the three big ideas of the PLC at Work process, their connection to beliefs and practices, and what it means to commit to a focus on learning, to work collaboratively, and to be accountable for a school’s mission, vision, values, and goals.

Student Data Notebooks: Developing Ownership, Motivation, and a Growth Mindset

Educators in schools with a focus on learning promote a strong sense of self-efficacy in their students. Several recent studies show this is one of the greatest factors of student motivation and engagement. Participants examine the essential characteristics for building student self-efficacy and a growth mindset through data notebooks. Tim Brown shares products teams have developed to engage and empower students in self-reporting and reflection.

This session addresses these questions:

- What are the key components of a highly motivated and engaged classroom?
- What products do teams create to improve student learning and ensure self-efficacy in the PLC process?
- How can teachers effectively use these products to help students own their learning?

Raising Questions and Finding Answers in Our Grading Practices

Talking about grading practices is often a touchy subject, full of emotions, opinions, and personal beliefs. However, when schools make the shift from a focus on teaching to a focus on learning, they must be willing to examine policies, practices, and guidelines to see if they support the principles of learning. Tim Brown shows how a staff can engage educators in a collaborative process committed to grading practices that are aligned with learning outcomes.

Participants discuss these essential questions:

- What do principles of learning, student motivation, and grading have in common?
- What are the reasons and rationale behind changes in grading practices?
- What grading practices and guidelines do successful teams and schools implement?

Getting on the Same Page: Establishing Collective Commitments About Learning and Collaboration

Daniel Goleman, author of *Emotional Intelligence: Why It Can Matter More Than IQ* (2005), argues that explicitly stated values are one of the most powerful steps teams can take toward becoming

exemplary. Developing a common vision of instruction, assessment, and interventions at the classroom, team, and schoolwide levels are critical steps in the PLC process. Tim Brown shares strategies and provides helpful examples for developing collective commitments and common vision.

Outcomes from this session include:

- Understanding the importance of developing explicit commitments with members of a team
- Participating in strategies for developing collective commitments as a team
- Exploring processes and protocols that make values more than a one-time event

Brian K. Butler

What About Us? The PLC at Work Process in Early Childhood

For years, schools have focused on implementing the PLC at Work process in their K–12 systems, and many preschool programs want to know how to make this process work for their schools and children, too. Brian K. Butler, former principal of the 2016 DuFour Award-winning Mason Crest Elementary, discusses how his former school adapted the PLC model for its preschool students. Mason Crest Elementary implemented collaborative and data-driven PLC processes and combined a preschool special education class with a general education preschool Head Start class. The result dispelled the myth that students with early learning challenges could not only achieve developmental milestones but exceed them.

Outcomes from this session include:

- Learning the administrative team’s role in supporting the preschool collaborative team
- Experiencing the power of common assessments and acquiring the preschool team data analysis protocol used to assess effective practices and to flexibly and seamlessly group students during their play activities to provide appropriate support and challenge
- Understanding how shifting teacher mindsets and teacher talk ensures high expectations for all
- Exploring how children still learn through play and how teachers can maximize their use of that time

Ensuring Teams Engage in the Right Work

Taking a page from *School Improvement for All: A How-To Guide for Doing the Right Work* (Solution Tree Press, 2017) by Sharon Kramer and Sarah Schuhl, participants delve deep into the “right work” of teacher teams. Kramer and Schuhl write, “The best way to describe, clarify, and monitor the task of teams is to delineate the products that they would create from answering the four questions” that drive the work of collaborative teams. Participants gain absolute clarity on what this looks, feels, and sounds like at the team level.

Outcomes for this session include:

- Gaining an understanding of the impact that doing the right work has on culture and student achievement
- Acquiring a team protocol for complementing defined tasks, products, and artifacts that come out of answering the four critical questions of a PLC
- Assessing team progress on each task
- Observing a team using artifacts and products to complete a task

Let's Celebrate!

"Recognition provides opportunities to say, 'Let us all be reminded and let us all know again what is important, what we value, and what we are committed to do'" (DuFour, DuFour, Eaker, et al., *Learning by Doing*, 2016). In this session, Brian Butler focuses on how celebrations are an important tool for sustaining the PLC at Work process and how celebrations build and maintain a positive school culture. He shares his own experiences of celebrating at Mason Crest Elementary School and explores various ways schools can recognize and celebrate improvement, effort, and achievement. Additionally, participants share their ideas and learn from one another.

Participants in this session:

- Examine the vital importance of celebrations.
- Explore various ways to make celebrations everyone's responsibility and ensure that there are many winners.
- Gain practical and enjoyable ideas for celebrations in their schools.

Luis F. Cruz

English Learners and PLCs

Luis F. Cruz shares how schools use PLC strategies to help English learner populations flourish. This session details PLC components administrative and teacher leaders use to close the achievement gap for students learning English as a second language. Dr. Cruz shows how task force leadership can reculture and restructure, while introducing best practices to increase learning outcomes for all students. Learn the seven steps an EL task force can initiate to ensure that students learning English as a second language are included in the "all means all" mantra that defines a school's fundamental purpose of learning for every student.

Participants in this session discover how:

- Teacher-led task forces increase academic performance for English learners.
- PLC practices highlight stark realities when English learners are not learning.
- Adults change their expectations and behaviors when listening to the needs of English learners, resulting in significant improvements in student achievement.

I Like What I'm Hearing! So How Do We Initiate Our PLC Journey?

Research from academia and accounts from educators worldwide confirm that PLCs, when implemented effectively, lead to high levels of learning for every student. However, questions remain. Who is responsible for initiating a PLC? How does a team establish the foundational pillars of a PLC? How does this process take shape? Is it normal to expect staff resistance to this process and is there a difference between rational and irrational forms of resistance? Luis F. Cruz explains in practical terms the *who*, *why*, and *how* associated with the PLC process.

Participants in this session learn:

- How to initiate a PLC process
- The role of a guiding coalition
- How to establish the foundation of a PLC

Remembering Rick DuFour: Embracing the “Tight and Loose” of the PLC Process

Throughout his professional life, Richard DuFour shared important insights aimed at guiding educators in their quest to continuously strengthen implementation of the PLC process. One of his most notable keynotes captured the essence of which aspects of the PLC process must be tight and which could be loose. Luis F. Cruz honors the life of Dr. Rick DuFour by reminding audiences of Rick’s message and his purpose of ensuring learning for *all* students.

Outcomes from this session include:

- Understanding why adopting a collaborative culture is a “must do” in a successful PLC
- Learning why ensuring a guaranteed and viable curriculum is essential to the PLC process
- Exploring why allowing teachers the “defined autonomy” to teach in the manner they feel most effective is a loose aspect of the PLC process

Taping Before Painting: Taking the Critical Steps to Respond Collectively When Students Don’t Learn

The third critical question of a PLC, What do we do when students don’t learn?, often stumps teachers and administrators. Luis F. Cruz showcases methods that schools across the country use to guarantee effective collaboration (taping the room) to ensure an effective collective response when students do not learn (painting the room). Participants learn how the PLC and RTI processes complement each other in increasing academic achievement for all students.

Participants in this session learn:

- How teacher teams effectively collaborate and respond when students do not learn
- Ways to ensure a guaranteed and viable curriculum
- The critical role of common assessments

I Am Sold on PLCs: Practical Tools and Directions to Be Successful

As educators initiate an effective PLC process, they need practical tools to begin and enhance their journey. After leaving this institute, educators may discover that staff back at their site need to be convinced that the PLC process is the most practical path to take in the collective quest to accelerate learning for all students. Luis F. Cruz shares articles, templates, activities, and videos to provide administrative and teacher leaders the necessary tools to amplify improvement at their site.

Participants in this session learn:

- The difference between rational and irrational forms of adult resistance and how to address each
- The art *and* science of effective leadership and how to maneuver in both directions
- Practical actions to accelerate the PLC process

Aaron Hansen

Commitment, Persistence, and Reinspiration

Author and educator Mike Schmoker calls it *the press*—the daily avalanche of reports, lesson plans, grading, parent inquiries, emails, and meetings that add to the enormous pressure teachers and leaders face. It is no wonder that educators often feel frustrated and are distracted from what is important. Aaron Hansen motivates participants through structured activities and stories that reiterate

what is crucial: all students learning at high levels. Participants are reinspired as they develop ways to keep staff members committed, persistent, and motivated.

Participants can expect to:

- Learn how to connect each staff member's personal purpose to the organization's vision.
- Help staff members establish and sustain commitment and persistence to achieve high levels of learning for all students.
- Become reinspired to make a difference at their sites and in their districts.

How to Develop PLCs for Singletons and Small Schools

PLC concepts resonate with most educators, but making collaborative learning work in small schools or for singleton teachers can be challenging. Participants explore five models for creating meaningful professional learning teams: 1) changing schedules to allow teachers to teach the same subjects, 2) vertical teaming, 3) cross-curricular teaming, 4) supporting roles, and 5) using electronic tools to pair teachers with peers in the same subject area.

Participants discuss common structural barriers that prevent singletons from joining collaborative teams and develop an action plan to incorporate singletons into the PLC process.

Owning Their Learning: Students as Partners in Reaching Next-Generation Rigor

Let's aspire to more than merely leading students to pass the state test. Students who own their learning and know that it is meaningful will exceed expectations on high-stakes tests and be empowered to do more. Participants are challenged to get serious about what they really want students to learn to be successful in school and life instead of just on tests. They will learn how to supercharge their PLC practices—the most powerful model for changing schools—to blow through the low levels of thinking on most tests while enabling students to gain attributes, skills, and hope for an even more important test—the test of life.

Outcomes from this session include:

- Using PLC practices to empower kids to own their learning
- Helping kids develop metacognition and self-efficacy for passing the state test and much more
- Being reminded of the "moral purpose" of giving hope to students

Raising the Bar and Closing the Gap: Whatever It Takes in Secondary Schools

Identifying which students need help is not the biggest obstacle most secondary schools face in providing interventions; it is how to schedule the time needed to provide that help during the school day. This breakout provides real examples from a high-performing school on how it creates time for supplemental and intensive interventions.

Participants learn specific steps to implement a flexible secondary intervention period, including how to:

- Determine what interventions to offer each week.
- Require students to attend specific interventions.
- Monitor student attendance.
- Allocate staff.

- Extend student learning.
- Address potential obstacles.
- Do all this within teachers' contractual obligations.

Timothy D. Kanold

Heart and Soul: Living a Fully Engaged, High-Energy, Well-Balanced Professional Life!

Within the culture of a PLC school, the relational expectations, give and take, and sometimes chaotic noise of daily interactions can be overwhelming and exhausting. By understanding one's daily heartprint, educators are better able to inspire, engage with, and influence students and colleagues season after season.

Timothy D. Kanold draws from the wisdom of his book *HEART! Fully Forming Your Professional Life as a Teacher and Leader* (2018 IPPY Gold Medal winner) to provide research, insights, and tools from thought leaders inside and outside education. He examines ways for all educators to lead high-energy, happy, and well-balanced PLC professional lives each and every day.

Participants can expect to:

- Examine the H and the E elements of their HEART: their relational happiness and how to become fully engaged in their work life.
- Discover ways to improve their relational intelligence and impact (heartprint) on others as part of the PLC culture.
- Learn ways to reflect upon, pursue, and sustain a well-balanced, high-energy personal and professional life that can positively affect students and colleagues.

The PLC Life of Central Office and School-Site Leadership!

School-site, guiding coalition, or central office leaders face the challenge of leading others into the great adventure of the PLC life. Yet, they also must overcome obstacles that prevent full, ongoing, and sustained implementation of the PLC life in their programs, schools, or districts.

Timothy D. Kanold bases this session on chapters 21–25 from his best-selling, award-winning book *HEART! Fully Forming Your Professional Life as a Teacher and Leader* (2018). He reveals how administrators, program leaders, and instructional coaches can become dynamic decision makers that others follow. As participants identify primary barriers to the PLC life, Dr. Kanold facilitates dialogue to find meaningful solutions based on what is “loose” and “tight” in a PLC at Work culture.

Dr. Kanold indicates, “As we become professionals, we tie our workplace heartprint and decision making to the *vision* for our work life actions and the results of our leadership wisdom, in order to promote coherence—and celebrate the difficult daily actions of others.”

Participants learn how to:

- Use vision to lead, create, and inspire a sustainable, successful PLC life.
- Help others eliminate districtwide barriers to PLC process implementation by connecting daily actions to measurable outcomes.
- Commit to a simple leadership heuristic to avoid randomness, chaos, and incoherence when implementing the PLC culture.

Your K–12 PLC Mathematics Focus: Great Instruction and Tasks!

Timothy D. Kanold explores how collaborative teams can improve student achievement in mathematics through the balanced use of lower-level- and higher-level-cognitive-demand tasks and classroom discourse combined with meaningful formative feedback during instruction. This session is based on his book *Mathematics Instruction and Tasks in a PLC at Work* from Solution Tree's *Every Student Can Learn Mathematics* series (2018).

Dr. Kanold shares six research-affirmed lesson-design criteria essential to student perseverance and sustained effort in mathematics class every day. He shares sample mathematics tasks and online resources for teacher support.

Participants use the PLC mathematics lesson-design model to:

- Define the difference between relevant and meaningful mathematics.
- Consider the effective use of prior knowledge and academic vocabulary activities.
- Examine the balanced use of lower-level- and higher-level-cognitive-demand tasks during class.
- Consider the balanced use of in-class student discourse as part of formative assessment feedback when students get stuck during the lesson.

Your K–12 PLC Mathematics Focus: Assessment, Homework, and Grading!

Timothy D. Kanold explores how mathematics assessment and grading can either inspire or destroy student learning. This session is based on *Mathematics Assessment and Intervention in a PLC at Work* and *Mathematics Homework and Grading in a PLC at Work* (2018). Both are from Solution Tree's *Every Student Can Learn Mathematics* series.

Dr. Kanold reveals eight research-affirmed criteria for creating high-quality unit assessments (quizzes and tests) and the accurate scoring of those assessments. Participants also reflect on and answer the formative question “Now what?” when an assessment is returned to students. The session ends with a brief discussion about research-affirmed criteria for high-quality mathematics homework routines and practices.

Participants in this session:

- Use high-quality mathematics assessment-design criteria for evaluating the quality of current math quizzes and tests.
- Consider using a protocol for the accurate scoring (grading) of all quizzes and tests.
- Develop formative strategies for student response, intervention, and ownership of learning during and at the end of a mathematics unit of study.
- Explore research and discussion tools to design highly effective mathematics homework routines and practices.

Sharon V. Kramer

How to Leverage PLCs to Improve Your School

This session outlines proven strategies that ensure learning for all. Sharon V. Kramer uses the PLC model to highlight and deconstruct the five challenges—or greatest opportunities—to successful and sustainable school-improvement results. Educators who face the unique challenges of serving at-risk youth gain practical solutions to these real-world issues.

Participants examine ways to:

- Support a culture of success.
- Engage everyone in the right work.
- Establish a shift from what all students need to what each student needs.
- Develop leadership for learning.
- Engage students in owning their learning.

Learning for *All* Requires Differentiation

To ensure *all* students learn at high levels, teachers need to respond to the needs of *each* student. Differentiation is a way to reach all students, but it is difficult for any teacher to do this alone. Sharon V. Kramer demonstrates a collaborative team process for meeting the needs of all learners in a proactive, rather than reactive, manner.

Participants in this session:

- Learn the difference between proactive and reactive differentiation.
- Understand how a team develops a learning plan that includes differentiation before, during, and after instruction.
- Identify tools and strategies for differentiation.

Learning Is Not a Spectator Sport. So How Do We Involve Students?

The research is clear: When students are engaged in the assessment process, they become more motivated and focused on learning. Students today are poised to take ownership of their learning. However, in some classrooms, student involvement in the learning process is limited. Using practical examples of student work, Sharon V. Kramer illustrates ways to engage students in learning and assessment.

Outcomes from this session include:

- Examining research related to student involvement in the assessment process
- Reviewing best practices that motivate and empower students to improve their learning
- Identifying strategies that engage students in understanding targets, monitoring their own learning, and communicating progress

Mike Mattos

[KEYNOTE] The Litmus Test of a PLC: Making Decisions Through the Lens of Learning

The fundamental purpose of a professional learning community is to ensure high levels of learning for all students. To best achieve this mission, educators within the organization commit to making decisions based on a critical question: Will doing this lead to higher levels of learning? Practices and policies that improve learning are embraced and those that fall short are abandoned. In this keynote, Mike Mattos examines how professionals would apply this “learning litmus test” and identifies the actions proven to best serve our students.

Are We a Group or a Team?

Collaborative teacher teams are the engine that drives a professional learning community. When these teams are highly engaged in the right work, student learning accelerates ... and when they are not,

learning sputters and stalls. Because teachers have traditionally been required to attend grade-level or departmental team meetings, schools often mistakenly assume that merely renaming these gatherings “PLC time” represents teacher collaboration. The act of meeting together does not make a team, but instead, merely a group.

Participants in this session:

- Assess if they are currently part of a group or a team.
- Review the essential work of teacher teams in a PLC.
- Learn how to successfully navigate team disagreements.
- Leave with specific action steps to improve your teacher team.

Personalized Learning in a PLC at Work: Developing Student Agency Through the Four Critical Questions

Many schools and districts state in their mission the objective of creating lifelong learners. Because today’s average high school graduate will change careers at least four times by the age of 40, ensuring that all students master the skills and behaviors needed to guide their future learning is essential to ensuring their future success. A study of highly effective, learning-progressive schools across the world has found that these schools share two common elements: they operate as high-functioning professional learning communities with well-implemented RTI structures, and they promote student agency in the learning process.

Mike Mattos discusses how to build a highly effective school where students are engaged in personalized learning experiences and empowered to take ownership of the four critical questions of the PLC at Work process.

Outcomes from this session include:

- Discussing the essential knowledge, skills, and behaviors required to “future proof” our students
- Defining how to create collaborative teacher teams within the PLC at Work framework and foster teacher transdisciplinary skills and behaviors
- Discovering how to use the four critical questions of a PLC to form pathways and progressions for personalized learning in the classroom
- Learning how schools utilize the RTI process to ensure every student develops agency and personalized learning opportunities required to thrive in a global economy

Raising the Bar and Closing the Gap: Whatever It Takes in Elementary Schools

Schools that function as PLCs must ultimately do two things: 1) build a collaborative culture to promote continuous adult learning, and 2) create structures and systems that provide students with additional time and support for learning. After examining the key ingredients of systematic intervention and enrichment, participants receive criteria to assess their own schools’ responses and an action-planning template for next steps in raising the bar and closing the gap.

Participants examine strategies and structures to collaboratively:

- Examine core beliefs.
- Utilize resources (human, material, and temporal) to meet the needs of all learners, including developing a schedule to ensure that intervention is timely, systematic, and directive.
- Utilize data to drive intervention, with a focus on progress monitoring to drive actions.
- Examine the most common RTI mistakes.
- Review a tool for assessing the progress and opportunities for the district, school, or team in considering interventions.

It's About Time: Planning Interventions and Extensions in Secondary School

What does an effective secondary school intervention process look like? Mike Mattos provides participants with practical, proven intervention ideas, including how to create a schoolwide process to identify students for extra help and how to create time for intervention and extension within the master schedule.

Guiding Principles for Principals: Tips and Tools for Leading the PLC Process

The principal has an essential role in creating a PLC. Without effective support and leadership, achieving this outcome is virtually impossible. Specifically targeted to site administrators, this session provides proven practices and examples of how to lead and support the work of collaborative teacher teams.

Participants are called on to:

- Learn how to create an effective site leadership team.
- Effectively address violations to a school's collective commitments.
- Monitor and support the work of collaborative teams.

Anthony Muhammad

[KEYNOTE] Moving Beyond "PLC Lite": Nurturing Full Commitment to the PLC Process

More than twenty years ago, the first book on PLC at Work was published by Richard DuFour and Robert Eaker. The PLC at Work model has been celebrated and validated as the most promising way to improve student learning, yet so many schools remain stalled at the beginning stages of implementation. Why does this reality of "PLC lite" still plague our profession 20-plus years later? Without exception, schools that use this model to transform their practice have one thing in common: effective leadership. This session explores the keys to effectively transitioning a school or district into a model PLC.

Outcomes from this session include:

- Understanding leadership challenges and lessons learned from more than 20 years of PLC practice
- Learning the difference between leadership behaviors that undermine and those that promote the purpose of a PLC
- Exploring practical strategies that improve participants' ability to lead others through the change process and build consensus

Bringing the Four PLC Questions to Life: Systems That Ensure All Students Learn

This session focuses on systemic implementation of the four critical questions of a PLC. Participants gain a powerful understanding of what it takes to move from theory to practical, systemic implementation. The strategies Anthony Muhammad presents can be immediately applied when participants return to their schools.

Participants in this session:

- Practice developing essential standards and student outcomes.
- Learn the process for creating useful and valid common assessments.
- Discover how to methodically create an effective academic intervention system that meets each student's needs.

Overcoming the Achievement Gap Trap: Liberating Mindsets to Effect Change

This session explores the connection among personal and institutional mindsets and academic achievement gaps. The issue of inequality in student learning outcomes has been studied and debated for years and commonly holds that the primary culprit in the fight to overcome the achievement gap is our individual and collective thinking.

As a result of this session, participants understand:

- The true meaning and value of school culture
- The power of mindsets and their influence on educator effectiveness
- How to shift from damaging mindsets (superiority and inferiority) to high levels of efficacy (liberation mindset)

Building Culture, Creating Purpose, and Overcoming Frustration on Your PLC Journey

This session addresses two vital stages in the process of creating a PLC culture: 1) establishing philosophical agreement and building shared purpose, and 2) addressing staff frustration and reluctance to change. Anthony Muhammad leads an exploration of the theories linking school culture and student learning, and participants leave with practical strategies to start the process of transforming the culture at their schools and districts.

Learning targets include:

- Addressing counterproductive belief systems and forming a cohesive team of student advocates
- Analyzing and managing staff frustration
- Understanding the balance between support and accountability

Collaboration Is a Lifestyle, Not a Meeting!

How is a culture of collaboration created? How can an environment be implemented in which people embrace collective responsibility? This session addresses the collaborative characteristics of a high-performing PLC. Participants learn how teachers, support staff, school administrators, and central offices work together to improve school performance. Anthony Muhammad also discusses staff resistance to change and the leader's role in building consensus.

Participants in this session:

- Construct and protect productive collaborative relationships.
- Create organizational coherence and ensure collaboration at all levels of the school community.
- Understand the balance between support and accountability.

Getting Started: Building Consensus and Responding to Resisters

Privatizing practice, isolation, and individual autonomy that have traditionally characterized teaching are the most significant barriers to building a school culture focused on continuous improvement.

Anthony Muhammad addresses these questions: How can a faculty build consensus to effect significant change? and What are the most effective ways to respond to the concerns of those who resist even when the staff have decided to move forward?

Outcomes from this session include:

- Defining consensus
- Applying the most effective strategies for building consensus
- Learning seven research-based strategies for addressing resistance

Maria Nielsen

The 15-Day Challenge: Win Quick, Win Often!

This interactive session establishes, reboots, or re-energizes the work of collaborative teams. Schools across the country are using this simple learning–assessing process to connect the dots of a PLC. Maria Nielsen helps teams see the big picture of a PLC and put it all together in a recurring cycle of collective inquiry. The 15-day challenge is a practical way to bring the PLC process to life.

Participants in this session:

- Clarify the work of collaborative teams.
- Establish steps for a guaranteed and viable curriculum.
- Explore the learning–assessing cycle in a unit of study.

Show Me What Ya Got: Student Engagement Strategies to Keep the Pulse on Learning

Maria Nielsen helps teachers move past “sit and get” in the classroom to a place where all students actively participate in learning. She shares engagement strategies to assess student understanding throughout a lesson or unit of study.

Participants can expect to:

- Explore the *nifty nine* best teaching strategies.
- Learn how to assess student learning by implementing engagement strategies.
- Identify the differences among assessment questions, open questions, and engagement questions.

Common Assessments: The Key to Uncommon Results for Student and Teacher Learning

The secret is out: Common formative assessments are the key to improving student learning!

Formative assessments are powerful when teams of teachers create assessments in common then

share and discuss the results. This collaborative process leads to a dramatic increase in student learning and improved teaching practices. Maria Nielsen provides proven tools to effectively use common assessments across grade levels and departments and illustrates practical strategies for implementing and using assessments to substantially improve student and adult learning.

Participants in this session:

- Examine the benefits of using common assessment as a grade level or department.
- Understand the balance between formative and summative assessments.
- Gain formative assessment tools to increase student and adult learning.
- Discover quick and easy ways to look at data and drill down to individual students.