Creating a Cohesive Human Capital System

10:30 AM – 11:30 AM
Seth Gerson, Program Director, Education Division, NGA Center
Creating a Cohesive Human Capital System

Moderator

Seth Gerson
Program Director, Education Division, NGA Center

Panelists

Dr. Bryan Hassel
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Deputy Secretary of Education, Office of Governor Terry McAuliffe, Virginia
Going Bold with Talent Systems

Bryan C. Hassel
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National Governors Association
Governors’ Education Policy Advisors Institute
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Educator Talent Systems: The Big Elements

Attract & Prepare

Develop & Support

Retain & Extend

Source: Center on Great Teachers and Leaders, *Time for Action*
## Attract & Prepare

### Attract
- Pathways into profession
- Elevating status of profession
- Recruitment & selection
- Addressing specific educator shortages
- Making education workforce more diverse

### Prepare
- Prep program approval
- Seed innovative new prep
- Spread full-time paid residencies; no more true “first year educators”
Develop & Support

• Time & structures for on-the-job learning opportunities
• Evaluation systems that support development
• Robust curriculum with aligned lesson plans, materials, assessments, and data system
Retain & Extend

Retain

• Competitive compensation
• Advancement opportunities
• Daily, on-the-job support & collaboration
• Strong retention practices by school principals

Extend

• Roles and career pathways that “extend reach” of top talent
• Redesign roles and schedules to enable excellent teachers to reach more students….and excellent principals to lead multiple schools
Qualities of Strong Talent Strategies

Comprehensive and Coherent

Ambitious

High-Leverage

Source: Center on Great Teachers and Leaders, *Time for Action*
Examples of Strong Strategies

Spread high-paid, high-impact teacher leadership statewide

• Select excellent teachers to lead teams, reach more students
• Pay them substantially more
• Boost the entire talent system:
  – Attract with prospect of pay, advancement
  – Develop & support all teachers in teams
  – Retain high-performers with pay, advancement
  – Extend impact of great teachers
Examples of Strong Strategies

Make “an excellent principal for every school” a reality

- Project need, set goal
- Recruit, select, train and coach top candidates
- Make high-need school leadership vastly more rewarding: help LEAs reallocate $$ for pay, create career paths
- Seed future pipeline with teacher leadership & paid leader residencies
- Boost the entire talent system:
  - Attract with prospect of pay, advancement
  - Develop & support current and future principals
  - Retain high-performers with pay, advancement
  - Extend impact of best principals to more schools
Examples of Strong Strategies

Harness data to drive statewide talent improvement

• Gather rich statewide data on talent flows – recruitment, retention, improvement, reach
• Provide data access & robust benchmarking reports to principals, LEAs and state officials
• Continuously pipe learnings back to schools & LEAs via publications, training and coaching
• Boost the entire talent system: enable leaders at each level to understand challenges and focus their efforts
Pivotal Role of Governor

• Setting a clear vision & ambitious goals (monitoring progress)
• Devoting resources – dollars, political capital – to systemic investments
• Bringing multiple entities together to get the job done – (convenings, partnerships)
• Using “bully pulpit” to promote & enlist support