



# 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**

Co-President,  
Public Impact



### **Holly Coy**

Deputy Secretary of Education,  
Office of Governor Terry McAuliffe, Virginia

# Going Bold with Talent Systems

Bryan C. Hassel  
Public Impact

National Governors Association  
Governors' Education Policy Advisors Institute  
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# Educator Talent Systems: The Big Elements

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**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

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- 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

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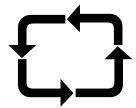
## Retain

- 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**

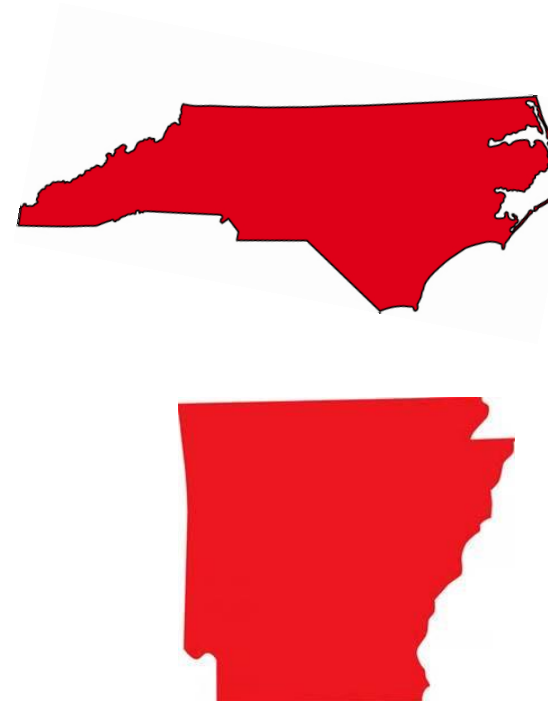
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# Examples of Strong Strategies

## *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

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- 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