INSIDE:
The New Classroom Instruction That Works

McREL
INTERNATIONAL

Products & Services 2023

About McREL
INTERNATIONAL

McREL International is a 501(c)(3) nonprofit education research, development, and service organization that turns knowledge about what works in education into practical, effective guidance to transform teaching, learning, and leading.

For more information about how we help schools and educators across the U.S. and around the world, please contact us at:

4601 DTC Boulevard, Suite 500
Denver, CO 80237
www.mcrel.org
800.858.6830
info@mcrel.org

© 2023 McREL International

Welcome

At McREL, we've distilled decades of research in the science of learning into practical tools and strategies to create learning experiences that are both engaging and effective. Over the years, we've found there's no better place to start than best first instruction.

Our new model for best first instruction involves a thoughtful blending of the science of teaching—using proven instructional strategies and techniques — with the science of learning— knowing how students absorb and process new information and form long-lasting, applicable memory and knowledge.

The result? A robust set of practical, proven classroom strategies that make learning easier and more joyful for students. This intentional framework for best first instruction models how educators can tap into student curiosity and work smarter, not harder.

Bryan Goodwin

Bryan Goodwin, President & CEO
McREL International
www.mcrel.org

We're here to help!

When your school, district, or agency partners with us, we'll deliver a collaborative approach, working with you to:

- Identify and address the root causes of challenges.
- Build staff capacities for improving student outcomes.
- Discover under-used bright spots that can be scaled up.

Start the conversation!

800.858.6830

info@mcrel.org

mcrel.org/contact

Contents

New and Notable!

The New Classroom Instruction That Works

By Bryan Goodwin, Kristin Rouleau

Softcover: $29.95

Buy now at https://store.mcrel.org/catalog/book/new-classroom-instruction-works

The book that inspired millions of educators to refine their approach to teaching returns for an all-new edition. Built on a more rigorous research base and updated to emphasize student diversity, equity, and inclusion, *The New Classroom Instruction That Works* reveals 14 instructional strategies proven to promote deep, meaningful, and lasting learning. Learn what each strategy is, and when, how, and why to use each one for maximum positive impact on student learning and achievement:

- Cognitive interest cues
- Student goal setting and monitoring
- Vocabulary instruction
- Strategy instruction and modeling
- Visualizations and concrete examples
- High-level questions and student explanations
- Guided initial application with formative feedback
- Peer-assisted consolidation of learning
- Retrieval practice
- Spaced and mixed independent practice
- Targeted support
- Cognitive writing
- Guided investigations
- Structured problem solving

These strategies—all of which are effective and complementary—are presented within a framework geared toward instructional planning and aligned with how the brain learns. For each strategy, you'll get the key research findings, the important principles of classroom practice, and recommended approaches for using the strategy with today's learners.

Using Brain Science to Make Learning Stick (Quick Reference Guide)

By Bryan Goodwin, Kristin Rouleau

Laminated, fold-out guide: $12.95

Buy now at https://store.mcrel.org/catalog/book/research-based-instructional-strategies-work-quick-reference-guide

Learn the *what, why*, and *how* of 14 learning strategies with this laminated, fold-out guide for teachers that gives quick insights and tips on how to merge the instructional strategies from *The New Classroom Instruction That Works* with the learning phases from *Learning That Sticks* in the classroom.
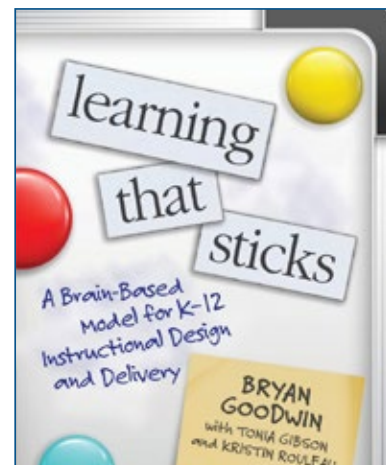
Learning That Sticks

Get the book!

In *Learning That Sticks*, we unpack the cognitive science underlying research-supported learning strategies, so you can sequence them into experiences that challenge, inspire, and engage your students.

As a result, you'll learn to teach with more intentionality— understanding not just what to do, but also when and why to do it.

By Bryan Goodwin, Tonia Gibson

Softcover: $29.95

Buy now at https://store.mcrel.org/catalog/book/learning-sticks

Professional Development Options

In-Person Learning & Coaching

Designed for: Teachers, instructional coaches and mentors, and PD leaders

Session focus: Practical strategies, techniques, and tools for each of the six phases of student learning

These in-person professional learning and coaching services give teachers key insights from neuroscience on how students' brains receive new information, store it as memories, and then recall and apply it in the future. We combine this knowledge with proven practices from learning sciences in a unique and practical **Six-Phase Model for Student Learning** to maximize student interest and deep, authentic learning.

Online Courses

Curiosity, Memory, and Learning | $39 | 1–2 hours of PD content

Designed for: Teachers, instructional coaches and mentors, and PD leaders

Session focus: Effective lesson design and teaching strategies

This course explains the basics about what sparks people's curiosity to learn and how our brains create memories and store knowledge. The course also gives an overview of how to design and present classroom lessons in a way that will better capture student interest in learning and strengthen their memory and application of new knowledge.

Six-Phase Model for Student Learning That Sticks | $129 | 15 hours of PD content

Designed for: Teachers, instructional coaches, and mentors

Session focus: Teaching strategies and instructional design

Using insights from research on memory and learning, this course presents a phased student-learning model and shows how to sequence and present lessons in a way that best aligns with what's happening inside students' brains when they're learning and applying new academic content. Key content includes: Basic Science of Memory Formation and Recall; **Six-Phase Model for Student Learning**; Lesson Planning Aligned to the Six-Phase Model; and The Role of Curiosity in Engaging and Deepening Learning

Best First Instruction

A Better, Brain-Based Model for K–12 Instructional Design and Delivery

Based on recent breakthroughs in memory and brain science (as shown in the previous The New Classroom Instruction That Works section), our research shows that learning is most effective when students are supported across the six phases of learning.

TEACHING STRATEGIES

- Guided initial application with formative feedback
- High-level questions & student explanations
- Visualizations & concrete examples
- Strategy instruction & modeling
- Vocabulary instruction
- Student goal setting & monitoring
- Cognitive interest cues

- Peer-assisted consolidation of learning
- Retrieval practice (quizzing to remember)
- Spaced, mixed independent practice
- Targeted support (scaffolded practice)
- Cognitive writing
- Guided investigations
- Structured problem solving

LEARNING PHASES

- Become interested
- Commit to learning
- Focus on new learning
- Make sense of learning
- Practice and reflect
- Extend and apply

McREL's Framework for Best First Instruction

Interested in learning more?

Call or email us today to talk with our school partnership team about how we can support your school or district goals for teacher professional growth and increases in student achievement.

mcrel.org | 800.858.6830 | info@mcrel.org

Teaching and Learning

How can I spark **students' curiosity** and motivate them to learn more?

How can I help **students make sense of their learning** and apply it to new situations?

Don't miss these benefits!

You've got goals and plans. We've got the resources to help you achieve your vision. Together, we can help advance your professional expertise and give your students the learning environment they need to soar.

Contact us at info@mcrel.org to start the conversation and get a flexible, customized PD solution to meet your exact goals, timeline, and budget.

mcrel.org/contact

McREL helps teachers, instructional coaches, principals, and other school leaders develop and hone their ability to engage, motivate, and challenge every student at every level, consistently delivering high-quality instruction and deep learning. We're a research-based organization, which means the strategies, guidance, and resources we provide are based on evidence and analysis of what really works in classrooms to increase student success.

Our instructional support services are customizable to meet your school's local context. Our conversations are grounded in and inspired by research and real-world best practices, but we'll take the time to learn about your local strengths, needs, goals, and community. This is a genuine mission-driven partnership with your team designed to deliver customized studies that meet your specified timeline, budget, and vision. It's a level of care and service you'll be hard-pressed to find anywhere else.

Classroom Instruction That Works®

Designed for: Classroom teachers, instructional coaches, teacher mentors, principals and assistant principals, and central office PD leaders

About: Improving instruction for better student learning is about science, not guesswork. McREL's research and analysis of hundreds of instructional strategies used in thousands of classrooms has revealed which ones work best. These 14 instructional strategies paired with our six phases of learning model form the heart of **McREL's Classroom Instruction That Works (CITW)** books, resources, and professional learning services used by teachers, instructional coaches, and school leaders worldwide.

Our CITW professional learning sessions help participants understand the "what, why, how, and when" of using each of the instructional strategies for maximum effect on student learning. CITW gives educators a clear, consistent approach to instruction, providing recommendations and tools for developing stronger lesson plans and effective classroom delivery. You will leave the session with tools, resources, and a better understanding of how, when, and why to use the 14 CITW strategies in your classroom, with your students.

Delivery options:

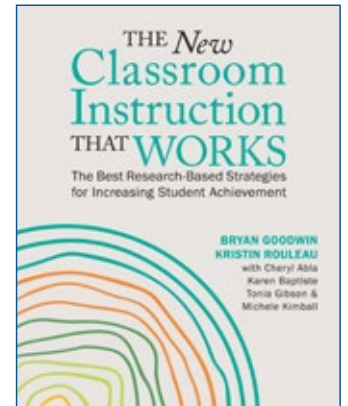**On-site:** 2–3 days throughout the school year

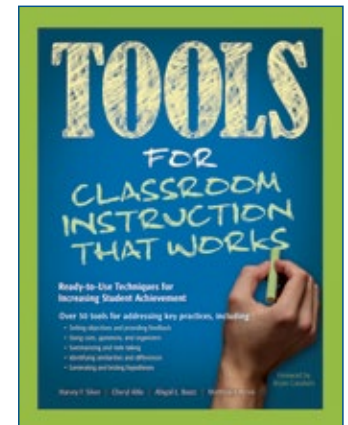**Online:** 3–9 live webinars throughout the year, exclusively for your participants

Hybrid: 3–5 days on site, spread throughout the year, with additional online check-ins and coaching between visits

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision. Also consider our online learning experience: See pp. 10–11.

Related Resources

Softcover: $29.95

Softcover: $38.95

> **“**Having highly effective instructional tools in the hands of our educators has paved a pathway for collaborative and engaging instruction in each classroom! Our educators wouldn't have had exposure to these effective instructional tools if it were not for this incredible training opportunity.**”**
>
> —Anthonya Kahrs, Director of Instruction, Accountability, and Learning Northeast Colorado BOCES

Classroom Instruction That Works with English Learners

Designed for: Classroom teachers with EL students in their class, EL specialists, principals, and central office EL leaders

About: The **Classroom Instruction That Works with English Learners** professional learning sessions give teachers knowledge and applicable strategies regarding the five distinct stages of second language acquisition all language learners go through and help teachers recognize what stage their EL students are in, so they can better support their progress toward oral and written fluency. The sessions demonstrate how to engage English learners in the classroom and cover the importance of teaching the academic language associated with content.

This session is highly customizable based on your school or district's goals and context. Variations include:

- **Teaching Reading in the Content Areas with an EL Lens**. Experience hands-on practice with reading strategies, while viewing them through an EL lens to see what is different about teaching EL students.
- **Academic Conversations in the Content Areas.** Practice academic talk aligned with content to fully appreciate its powerful connection to the oracy-literacy relationship.

Delivery options:

On-site: 2–3 consecutive days

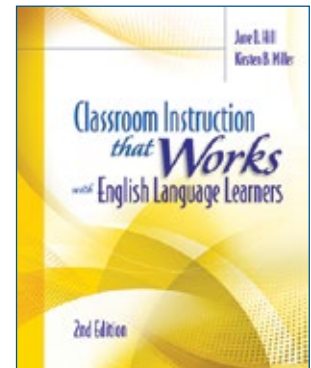**Online:** 3–9 live webinars throughout the year, exclusively for your participants

Hybrid: 3–5 days on site, spread throughout the year, with additional online check-ins and coaching between visits
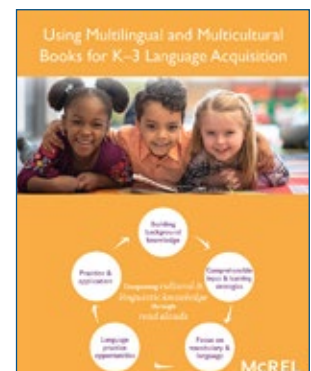
Trainers: 1 additional day of training. Become authorized to deliver Classroom Instruction That Works with English Learners workshops in your district or service area.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision. Also consider our new online learning experience: See pp. 10–11.

Related Resources

Softcover: $29.95

Laminated Guide: $12.95

Instructional Coaching That Works

Designed for: Principals, assistant principals, instructional coaches, teacher mentors, and central office PD leaders

About: Understanding best practices for adult learning and, specifically, how teacher expertise develops throughout a career, can help principals, PD leaders, instructional coaches, and teacher mentors better support their teachers.

In our **Instructional Coaching That Works** professional learning sessions, we explore best practices for helping educators adopt better routines, develop their expert mental models, and engage in shared innovation. Participants learn how to differentiate their coaching strategies for novice, mid-career, and expert-level teachers, and to guide teachers in a self-reflective growth cycle. At the heart of the workshop will be the exploration and application of a model for student learning that employs cognitive science to help teachers design deep learning experiences for students.

Delivery options:

On-site: 2–3 consecutive days

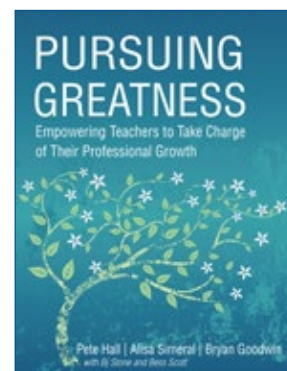**Online:** 3–9 live webinars throughout the year, exclusively for your participants

Hybrid: 3–5 days spread throughout the year, with additional online check-ins and coaching between on-site visits

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision. Also consider our new online learning experience: See pp. 10–11.
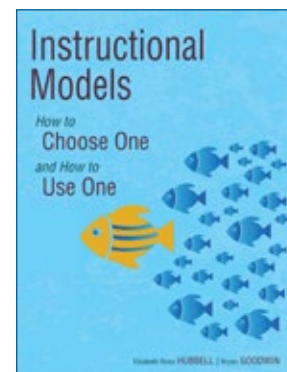
> **❝** *The comprehensive, customized wrap-around support has been the driving force in our efforts to design a coherent Tier I Learning System.* **❞**
> —Karol Gates, Curriculum and Instruction Director, Colorado Springs SD 11
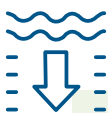
Related Resources

Softcover: $32.95

Softcover: $23.95

Self-Paced Online Professional Learning

Our online PD courses will give you inspiration, guidance, and practical strategies—all grounded in extensive research and evidence—to make your classroom a lively place of curiosity and achievement.

Choose from: **In-Depth Courses** that have up to 15 hours of learning, or **Quick Courses** with 3–5 hours of content.

Customizable: You can register as an individual or as a team. For assistance with team registrations and payment by purchase orders, please contact us directly. If you prefer a blended professional learning experience that combines on-site sessions at your school with synchronous and asynchronous online sessions, we can collaborate with you to design a just-right solution for your team.

In-Depth Courses $129 | 15 hours per course

Quality Questioning for Student Learning

Designed for: Teachers, instructional coaches, and mentors

Session focus: Teaching strategies and instructional design

Learn how to better promote your students' curiosity and deepen their understanding by asking classroom questions that are matched to their learning needs. Key content includes: Characteristics of quality questions; cognitive demand and questioning; questions to support learning different kinds of knowledge; matching questions to the stages of learning; and using questioning to support a community of learners.

Six-Phase Model for Student Learning That Sticks

Designed for: Teachers, instructional coaches, and mentors

Session focus: Teaching strategies and instructional design

Using insights from research on memory and learning, this course presents a six-phase model for student learning and shows how to sequence and present lessons in a way that best aligns with what's happening inside students' brains when they're learning and applying new academic content. Key content includes: Basic science of memory formation and recall; a six-phase model for student learning; lesson planning aligned to the six-phase model; and the role of curiosity in engaging and deepening learning.

Classroom Instruction That Works with English Learners: Student Learning Strategies

Designed for: Classroom teachers and EL specialists

Session focus: EL teaching strategies and instructional design

This course gives practical information about the five stages of language acquisition and the instructional strategies that can be used at each stage to help students progress toward fluency. Key content includes: How to use an academic language framework to support EL students as they learn vocabulary; language structures associated with academic content areas; and in-depth examples provided for math, English language arts, and science teachers.

Nurturing a Positive Learning Environment

Designed for: Teachers, instructional coaches, and PD leaders

Session focus: Instructional strategies and professional self-reflection

Learn key insights, reflections, and strategies for creating a positive, empowering classroom environment that supports higher levels of student learning. Using a process of self-reflection from the McREL book *Pursuing Greatness*, key content includes: Addressing four common challenges related to creating a positive learning environment and empowering students to fully engage in and own their learning experiences.

mcrel.org/pd/online-courses

Quick Courses $39 | 3 hours per course

Creating a Classroom Environment That Supports Student Learning

Designed for: Teachers, instructional coaches and mentors, and PD leaders

Session focus: Teaching strategies and classroom management

Get practical tips and research-based strategies that can help you establish a classroom environment that supports engaged student learning, drawing on key concepts from **Classroom Instruction That Works**®. At the end of the course, you'll have knowledge and tools to engage students in their learning; help students set high expectations; set quality learning objectives and intentional structures; provide student feedback that reinforces effort and nurtures growth; and create positive relationships with students and families.

Managing Change at Schools

Designed for: Principals, district administrators, and school leadership teams

Session focus: Leadership strategies and change management

Learn key concepts and strategies for successfully initiating, managing, and sustaining important changes in your school or system in order to drive continuous improvement and innovation. This overview course covers the important principles school leaders should know that apply during change processes, such as implementing new policies, procedures, or programs. The course also provides insights on why and how staff can respond differently to change, and it gives strategies to help your team process change productively.

Developing Collective Efficacy

Designed for: Principals, district administrators, school leadership teams, and instructional coaches

Session focus: Leadership, school improvement, and high-performance school culture

The course teaches how to create and strengthen collective efficacy at your school—a shared belief among staff that the work they do together will have a positive impact on students. As you learn more about what collective efficacy is and why it's important to student learning, you'll learn how to cultivate trust, empowerment, and collaboration among the teachers and support staff at your school.

Monitoring Implementation of School Initiatives

Designed for: Principals, district administrators, school leadership teams, instructional coaches, and data teams

Session focus: Leadership, change, school improvement, and data process

This course provides an opportunity to reflect on and assess your practices for managing, monitoring, and supporting the implementation of school improvement efforts. You'll learn about the differences between monitoring effectiveness and monitoring implementation, how monitoring implementation supports goal attainment, and the types of data you can collect to track the progress of your initiatives.

Curiosity, Memory, and Learning

Designed for: Teachers, instructional coaches and mentors, and PD leaders

Session focus: Effective lesson design and teaching strategies

This course explains the basics about what sparks people's curiosity to learn and how our brains create memories and store knowledge. The course also gives an overview of how to design and present classroom lessons in a way that will better capture student interest in learning and strengthen their memory and application of new knowledge.

mcrel.org/pd/online-courses

Creating a Positive and Engaging Classroom Culture

Designed for: Principals, assistant principals, instructional coaches, and teachers

About: In addition to the cognitive needs of students, it is also critical for educators in today's world to be cognizant of the social and emotional well-being of their students to move them onward and upward. This can be done by creating a supportive and culturally responsive environment that fosters a risk-free climate for students to take on academic challenges and view struggle as part of the learning process.

In our **Creating a Positive and Engaging Classroom Culture** PD workshop, participants will learn:

- What an engaging classroom—with relevant, hands-on learning for students—looks, feels, and sounds like.
- Discover instructional strategies to support students' social and emotional learning.

Delivery options:

On-site: 1–2 consecutive days

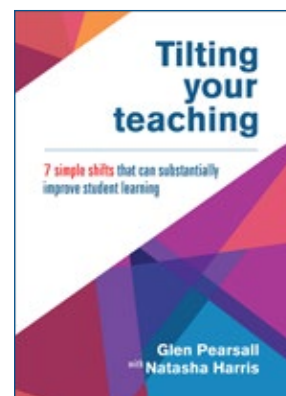**Online:** 3–6 live webinars throughout the year, exclusively for your participants

Hybrid: 3–5 days on site, spread throughout the year, with additional online check-ins and coaching between on-site visits
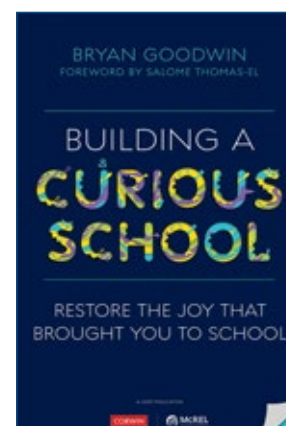
Trainers: 2 additional days of training. Become authorized to deliver **Creating Positive and Engaging Classroom Culture** workshops in your district or ESA area.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision. Also consider our new online learning experience: See pp. 10–11.

Power Walkthrough®

Designed for: Instructional coaches, principals, and assistant principals

About: McREL's Power Walkthrough online app has been used in more than 1.4 million classrooms around the world. Designed to support coaching and PD conversations—not formal evaluations—the software contains practice-proven observation templates on effective instructional strategies, including *Classroom Instruction That Works* and *The 12 Touchstones of Good Teaching.*

The user-friendly software allows principals and instructional coaches to quickly record data from multiple walkthroughs, generate easy-to-read dashboard reports to help guide coaching conversations, and prioritize PD needs and opportunities.

Customizable: "Look for" templates can be contextualized to address your specific goals, needs, and areas of focus.

Trainers: Required training can be delivered as 3–7 one-hour webinars for teachers, instructional coaches, school leaders, and district leaders; or a two-day on-site workshop for up to 40 participants. Training webinar topics include an overview of instructional strategies from *Classroom Instruction That Works*, practice walkthroughs using video vignettes, and tips on looking at the data and generating reports. The on-site option adds actual walkthroughs and debriefs at a school.

Cost: $450 per year, per user

Schedule a demo now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact. Visit youtu.be/_gwNPCtVKK0 to see a demo.

> " *McREL tailored the Power Walkthrough tool to meet our school's needs. We get real-time, meaningful, actionable data that celebrates our strengths and guides our next steps.* "
>
> —Denise Espania, School Director, Malama Honua Charter School

curiosity works®

McREL's *Curiosity Works* combines resources, professional development, and coaching to provide the tools and methods to support curiosity among teachers, leaders, and learners in all kinds of communities and at every level of learning.
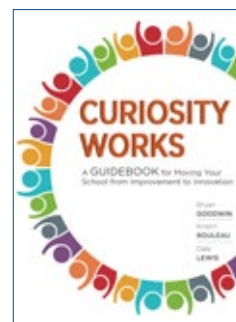
Curiosity Works: A Guidebook for Moving Your School from Improvement to Innovation

By Bryan Goodwin, Kristin Rouleau, and Dale Lewis

Softcover: $24.95
ePub/Kindle: $23.95

Curiosity Works guides school leadership teams through a six-phase journey toward powerful, continuous improvement and innovation, with 17 tools you can use to reflect on where you are as a school, where you want to go, and how to get there.
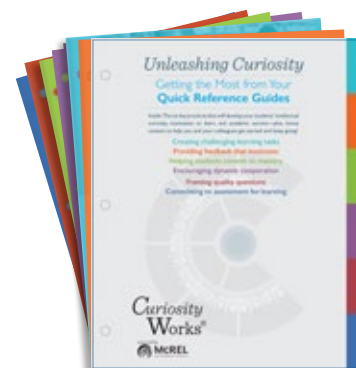
The *Unleashing Curiosity* Quick Guide Series

Complete set: $69.95 | Individual Quick Guides: $12.95

This series of six 8-page instructional guides provides key ideas, strategies, and tips for developing your students' intellectual curiosity, motivation to learn, and academic success— plus guidance for professional collaboration and growth. Instructional guides include:

Unleashing Curiosity with Challenging Learning Tasks
Unleashing Curiosity with Feedback that Motivates
Unleashing Curiosity by Helping Students Commit to Mastery
Unleashing Curiosity with Dynamic Cooperation
Unleashing Curiosity with Quality Questioning
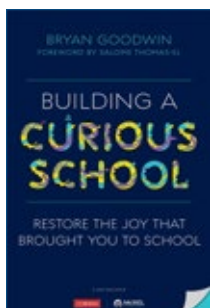Unleashing Curiosity by Assessing for Learning

Building a Curious School: Restore the Joy That Brought You to School

By Bryan Goodwin

Softcover: $28.95

Learn about the many subtle ways formal education seems to hinder our natural curiosity and how rekindling a sense of wonder in schools can prime the pump for learning, foster a culture of engagement, grow better educational leaders, and prepare students and staff to lead more fulfilling lives.
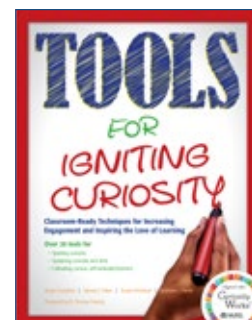
Tools for Igniting Curiosity

By Bryan Goodwin, Harvey F. Silver, Susan Kreisman, and Matthew J. Perini

Softcover: $29.95

As educators, we all wish for our students to become more self-motivated and to show a greater passion for learning. But how can we turn this universal wish into classroom reality? By tapping into the most basic and powerful learning drive of all—*curiosity*.

Curiosity and Powerful Learning Series

By David Hopkins, John Munro, and Wayne Craig with Oil Knight
Complete set: $97.76 | Individual manuals: $19.95 each

These manuals, originally for Australian educators, are designed to help teachers, instructional coaches, school leaders, and system administrators around the world with recommended activities and proven practices to lift student literacy, numeracy, and curiosity in their classrooms.

Leadership for Powerful Learning
Curiosity and Powerful Learning
The System and Powerful Learning
Curiouser and Curiouser
Models of Practice 1 & 2: Cooperative Group Work and Synectics
Models of Practice 3 & 4: Whole Class Teaching and Concept Attainment
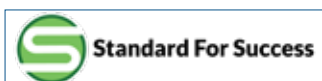Models of Practice 5 & 6: Inductive Teaching and Mnemonics

Our comprehensive personnel evaluation systems use sound research on educator effectiveness and present clear, easy-to-use rubrics and descriptions to evaluate teachers, principals, and superintendents on what matters most to student achievement, helping them reach their full professional potential. Available frameworks include:

- **CUES Teacher Evaluation.** The CUES (Content, Understanding, Environment, Support) framework contains 23 rating elements based on McREL's research into effective instruction and professional teacher practice. It aligns with our **Classroom Instruction That Works** research, publications, and professional development.

- **Balanced Leadership Principal Evaluation.** Based on our **Balanced Leadership** research, publications, and professional development, this 21-element framework aligns with analysis on effective school-level leadership practices that correlate to higher levels of student achievement and school performance.

- **Balanced Leadership Central Office and Superintendent Evaluation.** Based on McREL's extensive research on the effects of superintendent and central office instructional leadership on student achievement and aligned with our **Balanced Leadership** body of knowledge, this 16-element framework provides a coherent approach to leadership evaluation and support.

Delivery options:

Framework only: Use the written version of the evaluation framework in your district through direct annual license with McREL.

Online: McREL partners with several third-party vendors of online human resources and evaluation management systems, who offer their clients access to McREL's frameworks.

Partners:

HARRIS School Solutions

PowerSchool
Powering Brighter Futures

Standard For Success

SuperEval

USATLE

Schedule a demo now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision.

Teacher and Leader
Evaluation Services

How can we invest in the growth and performance of schoolteachers and leaders?

How can we establish a common language and methodology amongst teams of educators?

Leadership Services and Professional Learning

What leadership efforts will have the biggest impact on **student success?**

How can I inspire our teachers, support staff, students, parents, and community with **a shared vision and purpose?**

What makes a high-quality principal or administrator? McREL's analysis of research on effective education leadership has identified a set of specific actions, behaviors, processes, and responsibilities that—when enacted well by principals, district administrators, superintendents, and other system leaders—can increase student learning, educator effectiveness, and school performance.

The good news: These actions can be learned. We've worked with more than 20,000 school leaders to:

- Strengthen their knowledge of these actions and their skill implementing them in everyday practice.

- Help them understand how to use key insights from improvement science and the process of change to elevate their schools' performance.

- Help them discover and leverage the "bright spots" that already exist within their schools and systems.

- Help create leadership pipeline systems to support the identification and development of future leaders from within their own educator ranks—leaders who will have the contextual knowledge of their communities, families, and students needed to address inequities.

leadership coaching

Do you need every leader in your school or district to work together toward a shared vision of effectiveness? We're here to help.

With customized coaching and support from McREL, you'll benefit from our experience working with thousands of educators, and get a plan that is completely inspired by and geared to your unique situation. Our consultants work with you to find the root causes of your challenges—and develop an affordable plan of action that will meet your needs head-on.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact for a proposal that fits your needs, budget, and vision.

Balanced Leadership for Student Learning™

Designed for: Principals, assistant principals, teacher leaders, and central office staff who supervise principals

About: What makes an effective principal and school leader? What's the best leadership style to help make schools better for all students? McREL's research and analysis on effective schools discovered a set of specific leadership behaviors and actions that help students learn more and help teachers and staff increase their collective efficacy. We used this evidence base to create Balanced Leadership® and have helped more than 20,000 principals across the U.S. and around the world gain this knowledge and improve their leadership skills.

Now thoroughly updated and redesigned, the new Balanced Leadership for Student Learning helps leaders learn the key actions and responsibilities of school leadership— and, more importantly, how, when, and why to enact them in their schools to increase student learning and school success.

Our **Balanced Leadership for Student Learning** professional learning experiences help school leaders:

- **Establish a clear focus for school improvement**—keeping the work and the conversations at your school targeted on the issues that matter most for student learning, and uniting your school community with a shared vision of school success.
- **Manage change well**—understanding how to create positive demand for change and skillfully steer through the challenges associated with making changes to procedures, programs, and policies for improvement.
- **Develop a purposeful school community**—creating a sense of collective efficacy among your teachers and staff, which is a shared belief that, together, they can make a difference for students.
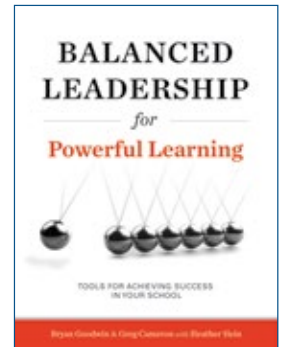
Delivery:

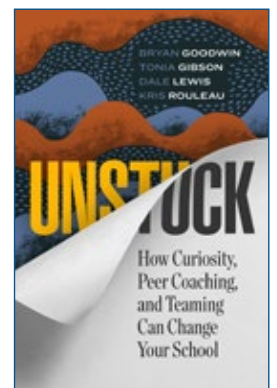**Hybrid**: 4 days on site spread throughout the school year, plus virtual check-ins and coaching

Trainers: Obtain additional training to become authorized to deliver Balanced Leadership workshops in your district or ESA area.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision. Also consider our new online facilitator renewal.

Related Resources

BALANCED LEADERSHIP *for* **Powerful Learning**

TOOLS FOR ACHIEVING SUCCESS IN YOUR SCHOOL

Bryan Goodwin & Greg Cameron with Heather Hein

Softcover: $23.95

BRYAN GOODWIN
TONIA GIBSON
DALE LEWIS
KRIS ROULEAU

UNSTUCK

How Curiosity, Peer Coaching, and Teaming Can Change Your School

Softcover: $29.95

> *"Balanced Leadership has provided our campus and district leaders with common vocabulary, evidence-based strategies, and effective tools for gaining focus, leading change, and building a purposeful community committed to positive outcomes for each and every student in our system."*
>
> —Dr. Malinda Golden, Deputy Superintendent, Belton Independent School District

District Leadership That Works®

Designed for: Superintendents, assistant superintendents, directors, and department heads

About: McREL's analysis of district-level research has revealed that certain actions and behaviors by superintendents, central office leaders, and school board members have a positive effect on student achievement and staff success—and that all school leaders can learn these practices and ways to implement them with efficacy.

Through comprehensive **District Leadership That Works** consulting, professional learning, and coaching, we help district-level leaders find the delicate balance between specific leadership actions—when to emphasize which actions and why—to become true instructional leaders and lift the performance of all students and staff.

Using our **What Matters Most**® framework, you'll learn how to set nonnegotiable, district-defined goals for achievement and instruction through a collaborative process with stakeholders, align district resources to support those goals, and monitor progress. You'll also discover keys to overcoming performance plateaus by moving from a compliance-oriented approach to improvement to a more effective culture of inside-out innovation, empowering school leadership teams with the defined autonomy they need to craft strategies and solutions to help their students succeed. Our expert facilitators will also help you:

- Establish district-level supports that help principals enact our powerful **Balanced Leadership** guidance and protocols for effective school leadership.

- Guide staff through necessary second-order change processes, pushing past the status quo.

- Apply characteristics of high-reliability organizations in your district and assess the operation of your district as a high-performing school system.

Delivery options:

On-site: 2–3 consecutive days

Online: 3–9 live webinars throughout the year, exclusively for your participants

Hybrid: 3–5 days on site spread throughout the school year, with online check-ins and coaching between visits

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision.

> **"** *We get frequent feedback from McREL. If we need to change direction or we're not getting what we want, they're very responsive and supportive.* **"**
>
> —Jessica O'Muireadhaigh, director of mental health and counseling, Aurora Public Schools, Colorado

Over the decades, McREL has successfully executed thousands of grants and contracts for research and evaluation work on topics, including enhancing teachers' use of formative assessment; increasing science, technology, engineering, and mathematics (STEM) workforce readiness; and expanding social equity and awareness. We help schools and systems to examine and improve processes and to measure the effectiveness of school programs, interventions, and services.

Our designs and methods highlight the importance of examining what's working for educators, students, and other stakeholders in the education system. With a broad range of quantitative and qualitative methods at our disposal, we can help stakeholders document what's at stake, what works, and how successful (or not) an intervention has been.

Needs Assessment and Logic Models

Needs assessment is the process of identifying gaps between the current and the desired situation or state, and it's one of the key learning tools in evaluation and improvement planning. McREL has extensive experience identifying and understanding the unique needs of schools, districts, and other education systems through both formal needs assessments (including scans of existing information) and conversations with stakeholders. Needs assessments point the way to potential policy changes or other next steps.

McREL staff also have extensive experience articulating program elements and their presumed connections to intended outcomes. We collaboratively develop logic models or theories of change with key stakeholders that depict how the context, assumptions, and critical ingredients of a policy, program, or intervention are logically connected to short- and long-term outcomes. These logic models can then be used to consider changes to the policy, program, or intervention to strengthen the connections to the outcomes, and to guide research or evaluation about the policy, program, or intervention.

Schedule a free initial consultation now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact for a proposal that fits your needs.

> **"***McREL actually could see and guide us through some problems of practice even before we did!***"**
>
> —Rachel Belin, managing partner, Kentucky Student Voice Team

What's at stake, what works, and how successful (or unsuccessful) has an intervention been?

How can we refine methods and processes to maintain integrity and viability and ensure accurate and useful reporting?

Literature Reviews, Document Reviews, and Syntheses

Need the lay of the land on a research topic that could influence your organization's strategy? McREL's researchers can put together a synthesis that explores the issues you care about, while saving your team dozens of hours of reading. Past topics have included formal classroom practices and instruction, out-of-school practices and student supports, practices to improve the achievement of at-risk and disadvantaged students, formative assessment, college readiness, leadership, and systems for tracking and diagnosing student successes and areas of growth.

Schedule a free initial consultation now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact for a proposal that fits your needs.

Research Design and Delivery

Through a collaborative process with our clients and their stakeholders, McREL's researchers and evaluators create detailed plans that include identifying study questions, specifying and executing data collection (methods, informants, analytic approach), articulating appropriate analytic approaches, and creating timelines for reporting findings. Senior-level McREL staff have advanced training in, and a deep understanding of, research design and how to use different inquiry approaches to best address the research questions at hand.

We help clients assess whether they need a "gold standard" randomized controlled trial or some other design. Likelier than not, we'll customize an approach exclusively for the particular research need—one that has the greatest chance of detecting impacts on the outcomes of interest (such as teacher and student performance) and that meets the evidence requirements of the client.

Schedule a free initial consultation now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss your research study needs.

Data Collection, Analysis, and Reporting

McREL has created surveys for state education departments and for districts as large as 90,000 students. Examples include a statewide school climate survey, a districtwide survey regarding use and comfort with technology, and an early warning indicators system assessment for an urban district with more than 40,000 students. We also conduct interviews, focus groups, and classroom observations that help school systems gain insight into programs, practices, or processes.

Our staff are skilled in presenting key findings clearly and concisely to diverse stakeholders. We are adept at conveying technical content to policymakers, educational leaders, educators, and community members by providing conclusions and recommendations designed for practical understanding, ease of decision-making, and real-world implementation.

Schedule a free consultation now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss your data collection and analysis needs.

Instrument or Test Development

McREL has assisted education agencies in the U.S., Australia, and the Pacific in developing complex measurement and evaluation frameworks.

Published evaluation instruments have the advantage of established validity and reliability—but they aren't always applicable to every situation a client may want to assess. So, for the duration of every assignment, McREL evaluators scrutinize each research question that requires an assessment instrument and may propose the creation of study-specific instruments. As a result, we have built an extensive portfolio of data collection tools, including observation, interview, and focus group protocols; paper and online surveys; and implementation tracking logs.

Schedule a free initial consultation now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss your instrument needs and goals.

Ed-Tech Evaluation

Schools and districts searching for improved outcomes often turn to ed-tech products and programs that promise to personalize learning, better engage students, and improve academic outcomes; educators are often looking for evidence that these products make a difference for students before they make a purchasing decision.

McREL bridges the gaps between educators, research, and ed-tech products. Our mission is to help educators flourish by researching what works and what matters most in improving teaching, learning, and leading.

As part of that mission, we work with ed-tech developers and educators to analyze ed-tech products to see how well they really perform, giving valuable answers to these important questions:

- Does this ed-tech product work in the classroom the way you expect? Does it improve K–12 teaching and learning outcomes? Which students benefit the most from this technology?
- Does this product have the evidence base needed to meet federal Every Student Succeeds Act (ESSA) requirements?
- Is this ed-tech product easy for teachers and students to use? Are the available training and support sufficient to ensure quality implementation?
- How well does this ed-tech product align with local and national academic standards?

If you don't have answers to these questions, contact McREL.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use our new ed-tech contact form at mcreleval.tech for a proposal that fits your needs.

Research and Evaluation Coaching

Do you need support in understanding how you can assess the outcomes of policy decisions or interventions? Or to simply be better informed consumers of research? We're here to help.

With customized coaching and support from McREL, you'll benefit from our experience coaching educators on methods of inquiry that will allow them to not only identify the critical ingredients that underlie their policies and programs, but also conduct their own evaluations of their policies or interventions. Armed with this knowledge, educators gain improved capacity to conduct studies and achieve understanding of the research or evaluation work they encounter.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to request a proposal that fits your needs.

Whatever your school or district's unique challenges, we can help you develop a high-performance culture and put in place the systems and processes to ensure that each and every student receives a great school experience.

Our expert consultants—who are former principals and administrators themselves—help your school, district, and agency clients think strategically about continuous improvement and innovation, finding the root causes of challenges and identifying areas for quick wins and long-term growth. We take an assets-based, bright-spots approach, identifying and building on what your school or system already does well, while developing your team's internal capacity to sustain improvement.

Drawing on insights from proven principles of improvement science and change management, we'll collaborate with your team to contextualize strategies and resources, listen to your challenges and needs, and understand your vision for success. From there, we'll fine-tune a plan to support your specific goals.

Curiosity Works® for School Improvement and Innovation: Overview

Designed for: PreK–12 school and district leadership teams

About: This one-day introduction session provides school leaders with an overview of our Curiosity Works School Improvement and Innovation approach. In this session, participants will:

- Learn about what makes a Curiosity Works approach to school improvement and innovation different from other approaches, and why it is worth considering for their school(s).
- Learn why curiosity is an important lever for learning and how to cultivate it in teachers, leaders, and learners.
- Understand the differences between an inside-out, curiosity-driven approach to school improvement and an outside-in or top-down approach.
- Learn to look for and leverage bright spots through an instructional rounds process.
- Learn about and explore one of the Curiosity Works Improvement Pathways.
- Discover the power of peer coaching for school improvement.
- Practice using an initiative planning template to articulate next steps for improvement.

Delivery: 1 day of face-to-face professional learning. Each participant will need the text, *Curiosity Works: A Guidebook for Moving Your School from Improvement to Innovation*, which can be purchased directly from McREL at a 20% discount off list price.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision

School and System Improvement Services

How can we build capacity by tapping into in-district expertise?

How can we develop sustainable, inside-out improvement initiatives to improve student outcomes?

Curiosity Works for School Improvement and Innovation: Getting Started

Designed for: PreK–12 school and district leadership teams

About: Two days of professional learning to support school and district leadership teams as they learn about and plan for action using a Curiosity Works approach to school improvement.
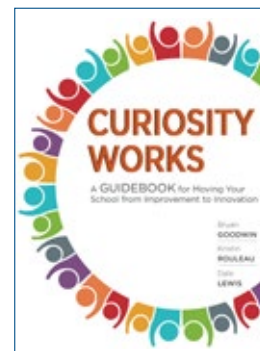
Through this professional learning, teams will:

- Learn why curiosity is an important lever for learning and how to cultivate it in teachers, leaders, and learners.
- Understand the differences between an inside-out, curiosity-driven approach to school improvement and an outside-in or top-down approach.
- Return to their core purpose, articulating and strengthening their school's core values, mission, and vision.
- Engage in a data review process that focuses on bright spots as well as areas for growth, resulting in a self-assessment of a school's position along the five Curiosity Works Improvement Pathways that are grounded in our What Matters Most Framework.
- Establish a focus for improvement or innovation and identify high-leverage strategies for action.
- Draft a plan to support peer coaching as a professional learning structure.
- Identify leadership actions to support implementation of a school's change initiatives.
- Create a plan of action to begin a Curiosity Works approach to school improvement.
- Learn about and practice using 16 different tools to support their school improvement journey.
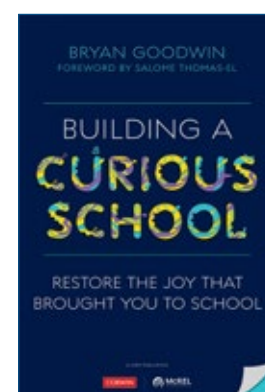
Delivery: 2 consecutive days of face-to-face professional learning. Each participant will need the text, *Curiosity Works: A Guidebook for Moving Your School from Improvement to Innovation*, which can be purchased directly from McREL at a 20% discount off list price.

Softcover: $24.95

Softcover: $28.95

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision
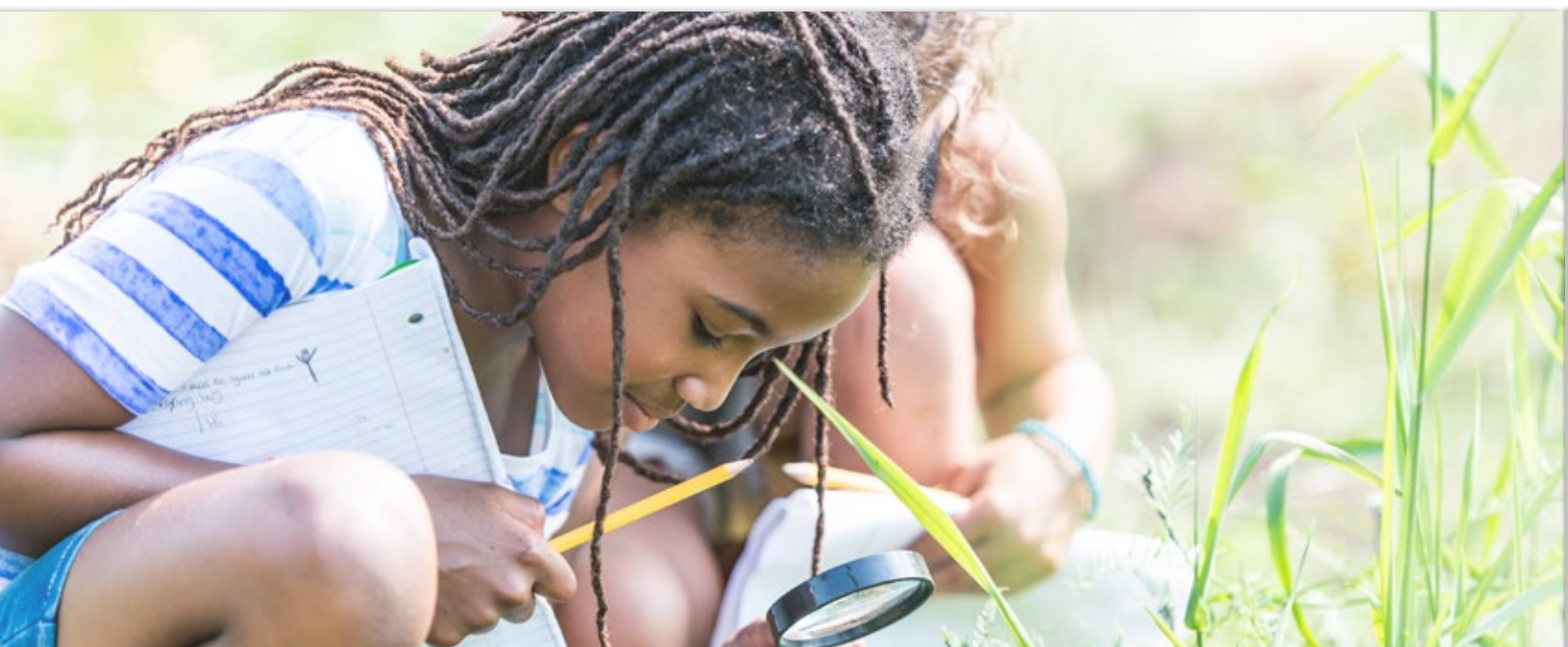
Diagnostic Reviews and Improvement Planning

Designed for: Schools, school districts, and ESAs

About: Just as a medical diagnosis focuses on a specific part rather than the whole body, a school or system diagnostic review helps educators identify and address a specific issue hindering student success. McREL's process includes:

- Pre-visit orientation and planning.
- A site visit to observe classroom instruction.
- A review of school documentation/artifacts related to school improvement efforts.
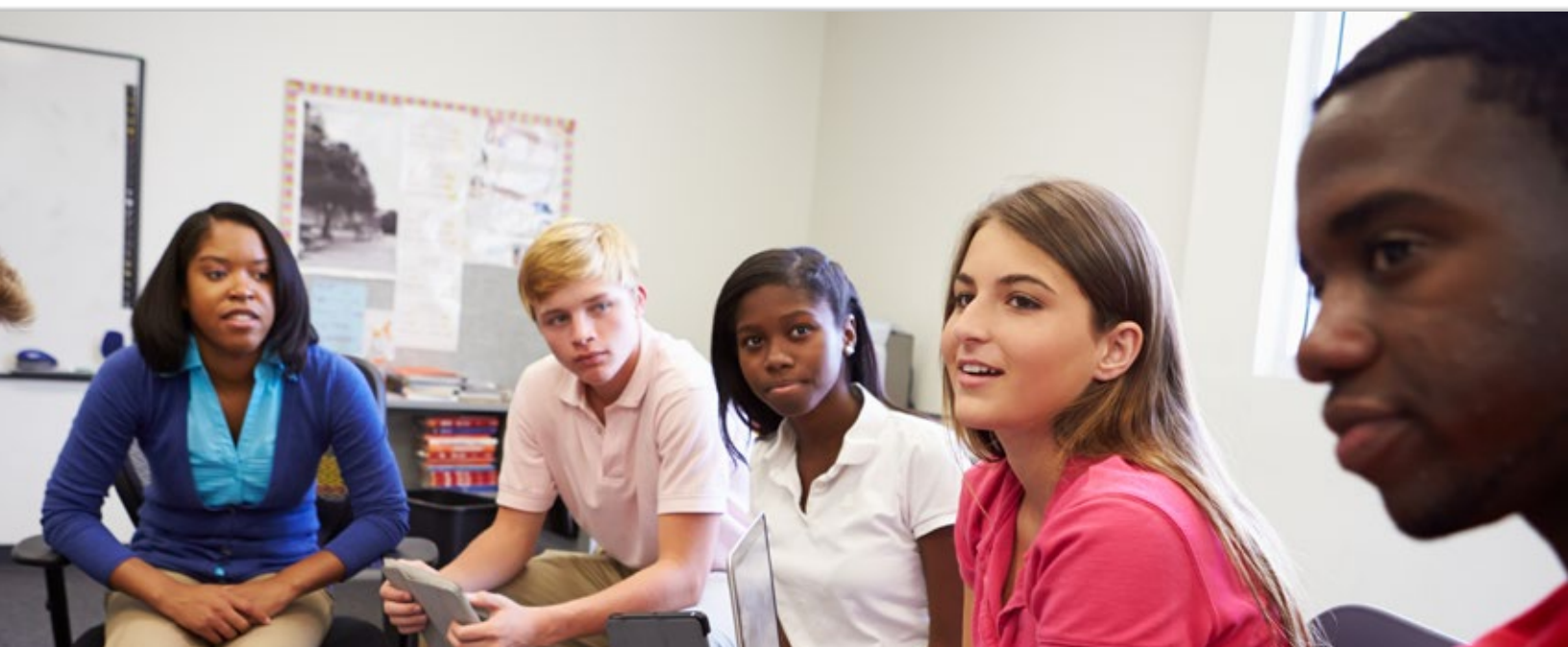- Management of focus groups and interviews with key stakeholders.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss the duration, format, and cost for diagnostic reviews and improvement planning services that work best for your specified timeline, budget, and vision.

Implementation Support and Monitoring for Action Plans

Designed for: Schools and districts

About: Following a diagnostic review, a school or district has the information required to develop an improvement plan. Implementation capacity may be lacking, however. McREL can create data collection tools to monitor progress on implementation and intended goals/outcomes.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a proposal addressing the duration, format, and cost for implementation support and monitoring for action plans that works best for your specified timeline, budget, and vision.

Data-Driven Decision-Making Through Collaborative Teaming

Designed for: PreK–12 teachers and leaders

About: Collaborative teacher teams, such as professional learning communities, offer a structure to promote shared leadership in a school and a process for establishing a schoolwide culture based on a common vision of collaboration, collective inquiry, learning, and mutual trust. Use of collaborative teams as a strategy for improvement is built on the premise that collaborative team members increase their individual capacity for improving instruction through their work on the team. In this series of workshops, school-based collaborative teams will focus on developing and implementing the structures, data-use processes, and research-based practices that are characteristic of highly effective teams focused on improving outcomes for students.

Delivery: 2–6 face-to-face sessions for one or two school sites, and six 1-hour virtual sessions for ongoing support.

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision.

Developing Collaborative Team Structures and Processes

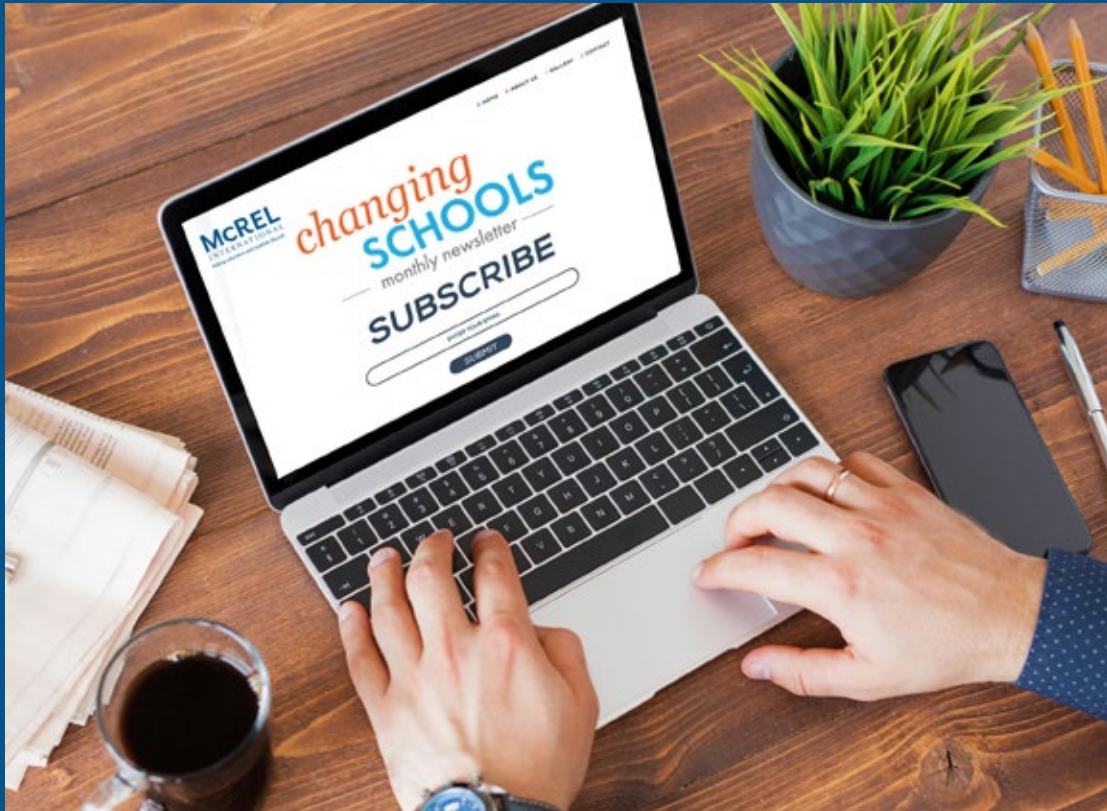**Designed for**: School leaders and teacher leaders

About: When undertaking the implementation of any initiative involving team collaboration, team structures and processes play a key role in the overall efficacy of the framework. These often-overlooked structures are the flywheel that ensures a cohesive, seamless system of support can be developed. It is crucial that leaders establish a vision for each team, in addition to how they function and communicate, ensuring that roles are clearly defined. To function at their best, teams need agreed-upon norms, decision-making processes, schedules, and documentation procedures. This workshop sets in motion the development of these structures and processes to establish a solid foundation for collaborative teams and work.

Delivery: 1 day of face-to-face professional learning

Schedule now: Call 800.858.6830, email info@mcrel.org, or use McREL's contact form at mcrel.org/contact to discuss a customized plan to meet your specified timeline, budget, and vision.

Are you staying up to date with Changing Schools?

When you sign up for McREL's free monthly newsletter, you can expect to learn about the latest **RESEARCH-BASED INFORMATION** on a variety of topics for teachers, school leaders, and administers; **NEW AND NOTEWORTHY CONTENT** created in-house or through our partnerships with local, national, and international communities; upcoming **GRANT OPPORTUNITIES**; McREL in-person and online **TRAINING COURSES**; and much more!

Visit our Free Resources page to sign up!

There you'll also learn about our other free content, including downloadable papers on best practices in instruction and leadership, research reports, client success stories, excerpts from our books, and signups for several other newsletters.

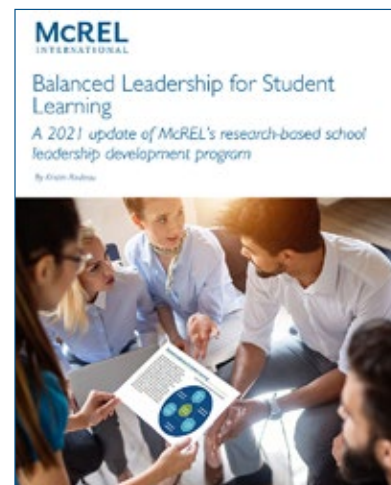# mcrel.org/sign-up-for-free-resources
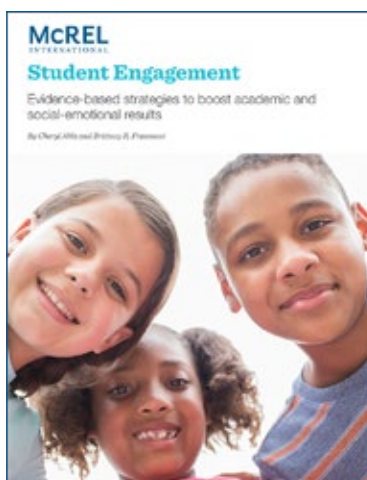
Free Papers and Reports

McREL's consultants and researchers love to share what they've learned through their research and work in the field. One way they do it is through our series of free white papers and reports. See them all at mcrel.org/whitepapers. Here's a sampling:

Unleashing the Power of Best First Instruction

Download at https://www.mcrel.org/unleashing-the-power-of-best-first-instruction

Balanced Leadership for Student Learning: *A 2021 Update of McREL's Research-Based School Leadership Development Program*

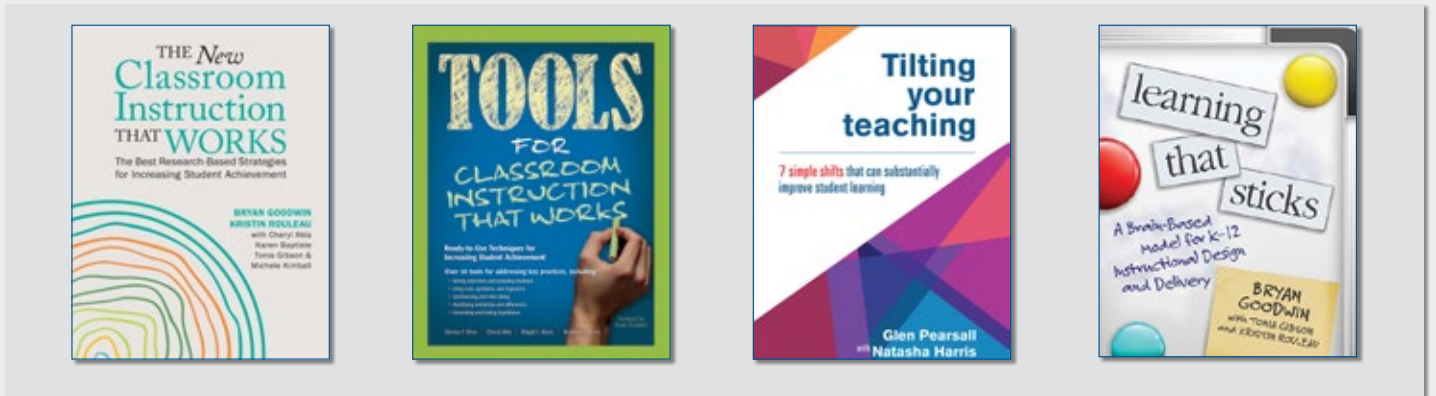Download at mcrel.org/balanced-leadership-for-student-learning

Student Engagement: *Evidence-Based Strategies to Boost Academic and Social-Emotional Results*

Download at mcrel.org/student-engagement-wp

Classroom Walkthroughs: *Where Data-Gathering and Relationship-Building Meet for School Improvement*

Download at mcrel.org/classroom-walkthroughs

Sharpen your skills with these books from McREL!

Get the best books for teachers in your hands, with research-based insights, inspiring ideas, and practical strategies for increasing student learning:

Advance your leadership skills with the most popular books for principals and district leaders:

Available at:

McREL Bookstore   **McREL on Amazon**   **Send purchase order**

mcrel.org/bookstore

McREL
INTERNATIONAL

800.858.6830 | mcrel.org | info@mcrel.org