

EXHIBIT A
STATEMENT OF WORK

INSTRUCTIONAL COACHING CERTIFICATION – COHORT 2

The Instructional Coaching Certification offers a powerful, effective strategy to develop highly effective teachers who can raise student achievement, as well to transition to the high-quality implementation of the Florida Standards. More specifically, the Instructional Coaching Certification will provide the SPONSOR the following:

- **A System for Developing and Certifying Instructional Coaches across the District:**
 - A rubric for evaluating the skills of instructional coaches' ability to focus an observation, collect and represent observational data to teacher participants, and engage teachers in coaching conversations that improve their instructional practice.
 - A training program that consists of a three-day summer institute, two-day fall institute and three follow-up training sessions throughout the school year to allow for sustained engagement with professional development within a community of instructional coaching candidates.
 - An online platform that allows for accessing and sharing resources, engaging with colleagues, and sharing videos of coaching conversations with fellow participants and trainers.
- **New Concepts, Tools, and Strategies:**
 - Deep participant understanding of the district's Marzano-based instructional framework and the related observation instrument, as well as indicators of the high-quality implementation of the Florida Standards.
 - A comprehensive, research-based framework for effective instruction that synthesizes elements from multiple teacher observation systems.
 - Practical application of adult learning principles within a coaching structure that supports and enhances teacher practice and student learning.
 - Collaborative peer coaching strategies that support dynamic, fluid learning by teachers who work to synthesize content concepts, explore themes across disciplines and demonstrate connections between academic theory and real world application and problem solving.
 - A common language of instruction that supports the development of the school and district's instructional leadership vision across curricula and roles within the school system.
- **Skilled Trainers:**
 - UF instructional specialists who will lead training sessions for district staff to foster internal capacity for developing a pipeline of instructional coaches for the future. All UF instructional specialists must themselves pass through a rigorous certification process to demonstrate their expertise in instructional effectiveness and coaching.
- **Certified Instructional Coaches:**
 - An eligible candidate roster of skilled and certified coaches within PreK-12 classrooms who have demonstrated their competence in observing and coaching teachers according to the district's

Marzano-based framework as well as college and career ready standards implementation guides. These coaches can work with school leaders to provide teachers with professional learning opportunities that increase their use of high-impact instructional practices.

- Instructional coaches who understand and utilize the foundational architecture of constructivist pedagogy and active learning embedded in the Florida Standards to enhance teaching practice and student learning.

PROGRAM PARTICIPANTS

Effective feedback based on classroom observation is key to improving teaching and learning. Effective instructional leadership has a positive impact on student achievement, teacher efficacy, instruction and school culture. Candidates for the Instructional Coaching Academy should therefore be master teachers in their discipline, interested in teacher leadership and committed to student achievement. Thus, all participants must demonstrate knowledge of classroom instruction and knowledge of the content area observed. Typically, these educators are team leaders, department chairs, existing coaches, administrative leaders or district-based professional learning facilitators. Participants will be separated into cohorts based on the training necessary.

PROGRAM COMPONENTS

UFL, in collaboration with the SPONSOR, will work to improve teacher effectiveness and student achievement by developing a cadre of Certified Coaches through collaborative peer coaching and rigorous, guided field practicums in instructional evaluation and peer coaching.

- **Initial Summer Institute - Intensive Induction into Effective Job-Embedded Professional Development:** During a three-day institute facilitated by UF Lastinger Instructional Specialists, participants will develop a shared understanding of the frameworks of effective teaching, explore high-impact instructional strategies, understand the principles of adult learning and the characteristics of high-quality, job-embedded professional development.
- **Fall Institute - Intensive Induction into Coaching as a Form of Job-Embedded Professional Development:** During a two-day institute facilitated by UF Lastinger Instructional Specialists, participants will reflect on the professional development they designed and led for teachers at the beginning of the school year, learn the philosophy and keys to effective collaborative peer coaching, and learn strategies for supporting principals and teachers through individualized job-embedded professional development.
- **Follow-up Observation Symposia:** Participants will attend three interactive, half-day sessions (dates and days to be coordinated with district calendar and cohort participants' schedules) with the UF Lastinger Instructional Specialists. In these sessions, participants will utilize an inquiry approach to identify focus areas for improving their coaching work. The UF Lastinger Instructional Specialists will provide support and constructive feedback to participants as they develop their skills in effective instruction, observation, collaborative planning and analysis, and peer coaching.
- **Online Platform:** Participants will establish online Communities of Practice on a customized, online platform. In these communities, they will work with colleagues across the district to analyze and review their evolving observation and coaching skills. Within the platform, participants will upload videos for analysis and to download resources to use with colleagues. They will have access to an interactive, online platform that will enhance participant learning and support cohort development into a cohesive district team.