



A Guide to Building the Transformation Work Team

It is crucial for educator preparation programs (EPPs) embarking on the transformation journey with BranchED to create a team that is specifically dedicated to this work. The team should consist of representatives who are highly regarded, influential, and committed to working collaboratively with EPP faculty, leadership, and staff, as well as with diverse stakeholders and BranchED staff to advance progress toward a shared vision for transformation.

This document is intended to guide the EPP in developing a strong team to lead the transformation effort. In the table below, we provide the recommended team composition and encourage EPPs to identify a structure that works best for them.

Essential Core Team Members	Suggested Additions to the Core Team
• Co-Leads • EPP and district/school leaders (e.g., Dean, Chair, Superintendent, principal, or proxy) • Data Facilitator/Lead • Program faculty • Liaison(s) from the MOU district/school partner(s)	• Additional faculty (EPP and Arts & Sciences) • Additional district partners • Community representatives • Alumni • Student representatives

Attributes of Core Team Members

Based on our observations and learnings, we have identified the following attributes essential to being an effective core team member.

An effective Core Team Member:

- Commits to advancing a vision of high-quality educator preparation that values a range of perspectives and experiences.
- Commits to fostering a culture where all individuals feel valued and supported..
- Understands continuous improvement.
- Understands closing the loop.
- Understands data empowerment.
- Views change through the lens of improvement rather than compliance or extra work.
- Approaches collaborative relationships with openness and honesty.

Role of the Co-Leads:

Co-Leads play a pivotal role in the transformation work. They are responsible for guiding and coordinating much of the effort but are not expected to do all the work themselves. For this grant, Co-Leads are considered equivalent to Co-Principal Investigators (Co-PIs), the primary individuals responsible for the preparation, conduct, and administration of the grant.

Typically, there are two Co-Leads. They are expected to:

- Guide the transformation work to ensure commitment targets are met.
- Serve as the main contact for BranchED coaches.
- Participate in coaching calls.
- Facilitate BranchED site visits (e.g., identify needs and logistics).
- Participate in BranchED Fall and Spring Convenings.

- Participate in professional development specific to the Co-Lead/Co-PI role.
- Work with faculty and key stakeholders from within and beyond the institution to further the transformation work.
- Communicate the vision for the work to faculty and key stakeholders.
- Participate in the completion of annual reports to be submitted to BranchED.
- Ensure that any reports to BranchED are submitted on time.

Attributes of an Effective Co-Lead

Based on our observations and learnings, we have identified the following attributes essential to being an effective Co-Lead.

An effective Co-Lead:

- Possesses a deep knowledge of the EPP's structure, programs, policies, and culture.
- Is highly respected among colleagues and stakeholders.
- Has a proven track record of collaboration and group facilitation.
- Can build and nurture relationships between stakeholders.
- Can influence, energize, and/or motivate others to support new initiatives and deliver on commitments.
- Can maintain and build inspiration and momentum for the transformation work.
- Recovers quickly from setbacks and finds alternative ways to reach targets.
- Can challenge the status quo in pursuit of a more effective solution.

Role of the Data Facilitator/Lead

This is the person who identifies and engages with the data owners for the various data points (see list below) pertaining to candidates, completers, and the program.

- Candidate enrollment demographics
- Candidate performance on content and pedagogical certification exams
- Completer effectiveness
- Completer employment and retention
- Completer certification areas
- District high-need areas

The Data Facilitator/Lead is expected to:

- Aid Co-Leads in their efforts to access, analyze, interpret, visualize, and use data.
- Connect with data owners to facilitate the collection and analysis of data.
- Serve as the main contact for data-related communications from BranchED (This individual may participate in coaching calls).
- Make sure that data required for annual reports is provided to BranchED, as needed.

Attributes of an Effective Data Facilitator/Lead

An effective Data Facilitator:

- Understands the data needed for the transformation work.
- Possesses a deep knowledge of the EPP's data collection and management system (i.e., knowledge of who has access to which data).
- Has the ability to analyze and present data and engage internal and external stakeholders in data dialogues for program improvement.

Role of the EPP Leader (Dean, Chair, etc.)

EPP leaders lead the transformation work. They are expected to:

- Articulate the vision for the transformation work and how it connects to the mission, vision, and success of the EPP.
- Assemble a team to lead the transformation work.
- Use every vehicle possible to communicate the vision and invite key stakeholders (EPP and Arts & Sciences faculty, upper administration, district members, students, community organizations, etc.) to develop strategies for realizing the vision.
- Empower faculty and other key stakeholders to act on the vision.

- Partner with the Core Team and other stakeholders to confront and remove policy and practice barriers that inhibit the work.
- Partner with the Core Team and other stakeholders to anchor changes in the EPP's culture.
- Partner with the district leaders in integrating efforts to ensure the EPP and the district work together towards the same goals.

Role of the Program Faculty

Program faculty are key implementers. In this role, they will:

- Support the Co-Leads and leadership in realizing the vision for the transformation work.
- Identify how, as a collective, the EPP can institute the desired changes through policy changes, process redesign, resource allocation/reallocation, and professional development.
- Engage in brave conversations to confront and remove policy and practice barriers that inhibit the work.
- Participate in efforts to reinforce and codify new and improved practices so that they become the common way of doing things.

Role of the District/School Leader

District/school leaders (e.g., the Superintendent and/or proxy, a district office lead, school principal, etc.) are key implementers who commit to actively participating in the transformation journey of partner EPP. In this role, they will:

- Articulate the vision for the transformation work.
- Assist in overcoming barriers that inhibit a mutually beneficial EPP and district/school partnership.
- Partner with the EPP leaders in integrating efforts to ensure the EPP and the district/school work together towards the same goals.
- Contribute to thought partnership, share practices and evidence of impact.
- Scale promising practices, systems, and structures resulting from the transformation work across the district/school.

Role of the Liaison(s) from the District/School Partner(s)

Liaison(s) from the district/school partner(s) are key implementers who will partner regularly with the Co-Lead and the EPP to advance the goal of cultivating a mutually beneficial partnership. In this role, they will:

- Maintain regular communication with core team members.
- Contribute to thought partnership around major components of the transformation: recruitment planning; practice-based experience design; data sharing and progress monitoring; and teacher candidate competency development and alignment.
- Aid the core team in engaging school-based teachers and staff in support of the transformation work.
- Serve as the main contact for BranchED coaches.
- Participate in coaching calls (as needed).
- Participate in BranchED Fall and Spring Convenings.
- Assist with logistics pertaining to BranchED visits.
- Provide data as required for annual reports.
- Ensure that any data reports to BranchED are submitted on time.