



## Addendum to Management Competencies Self-Assessment

In 2017-18, CALPRO engaged adult education administrators in California to examine the current relevance of the management competencies, which resulted in endorsing the existing MCSA competencies as relevant, while also identifying 15 new field-recommended competencies and one additional field-recommended Domain, Equity. We are pleased to share the resulting *Addendum to Management Competencies Self-Assessment*, along with supplemental resources that are available through CALPRO and other sources, designed to increase knowledge and skills in each corresponding area.

Domain	Competency	CALPRO Resources	Other Resources
<b>Leadership Skills</b>	Consistently operates with a partnership mindset, and deliberately seeks and explores internal and external partnerships to establish and realize a common vision for students and broader community.	<p><a href="#">Partnering with employers to promote job advancement for low-skill individuals</a>            Martinson, K. (2010, September). Washington, DC: National Institute for Literacy.</p> <p><b>Adult Leadership Institute Collaborations and Partnerships</b>  <a href="https://www.calpro-online.org/adminPages/administrators.asp#leadership">https://www.calpro-online.org/adminPages/administrators.asp#leadership</a></p> <p><b>Administrator's Forum Developing Strategic Partnerships and Collaborations</b>            June 10, 2015  <b>Facilitators:</b> Dom Gagliardi, Principal, Adult and Career Technical Education, Escondido High School District; and Kathleen Porter, Executive Director, Career Technical and Adult Education, Poway Unified School District.            Multiple funding initiatives call for regional responses, so forming strategic partnerships and collaborations may be more important today than ever before. In this webinar, the facilitators reviewed some of those initiatives and identified partners either required or likely to support each initiative. They also examined elements of effective institutional relationships and outlined actions to take to create more effective alliances.            View the <a href="#">recording</a> of the webinar. (Duration: 54 min.)</p>	<p>Creating and Maintaining Partnerships [Toolkit] (University of Kansas)  <a href="https://ctb.ku.edu/en/creating-and-maintaining-partnerships">https://ctb.ku.edu/en/creating-and-maintaining-partnerships</a></p> <p>Reentry Education Toolkit [Toolkit] (RTI International and Office of Career Technical, and Adult Education [OCTAE])  <a href="https://lincs.ed.gov/reentryed/partnerships">https://lincs.ed.gov/reentryed/partnerships</a></p> <p>Tools for Building Employer–Educator Partnerships [Website] (NOVA Research Company and OCTAE)  <a href="https://lincs.ed.gov/employers/index.htm">https://lincs.ed.gov/employers/index.htm</a></p> <p>Building Strategic Partnerships [Online Learning Module] (LINCS)  <a href="https://courses.lincs.ed.gov/1/enrol/index.php?id=19">https://courses.lincs.ed.gov/1/enrol/index.php?id=19</a></p> <p>Partnering with Community-Based Organizations for More Broad-Based Public Engagement [Tip sheet] (Institute for Local Government)  <a href="http://www.ca-ilg.org/sites/main/files/file-attachments/partnering_with_comm_based_orgs_final.pdf">http://www.ca-ilg.org/sites/main/files/file-attachments/partnering_with_comm_based_orgs_final.pdf</a></p> <p>Taskforce on the Future of Urban Districts, Annenberg Institute for School Reform at Brown University. (2002). <i>Developing effective partnerships to support local education</i>. Retrieved from  <a href="http://www.communityschools.org/assets/1/AssetManager/Partnerships_LocalEd.pdf">http://www.communityschools.org/assets/1/AssetManager/Partnerships_LocalEd.pdf</a></p> <p>A Toolkit for Building Successful Community College–Employer Relationships [Toolkit] (Brookings Institution)  <a href="https://www.brookings.edu/research/a-toolkit-for-building-successful-community-college-employer-relationships/">https://www.brookings.edu/research/a-toolkit-for-building-successful-community-college-employer-relationships/</a></p>

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<b>Leadership Skills (Continued)</b>	Consistently operates with a partnership mindset, and deliberately seeks and explores internal and external partnerships to establish and realize a common vision for students and broader community. (Continued)	<p><b><u>Administrator’s Forum</u></b></p> <p><b>Building Strategic Community Partnerships</b></p> <p>December 13, 2010</p> <p><u>Facilitator:</u> Lori Strumpf, President, Strumpf Associates; Center for Strategic Change</p> <p>In this session the presenter addressed the principles and practices of strategic community partnership building, strategies for developing and maintaining effective partnerships with entities in the community, and the benefits and risks associated with partnership building.</p> <p>View the <a href="#">recording</a> of the webinar. (Duration: 54 min)</p>	<p>Steps to Building A Successful Partnership [Website] (The Learning Partnership)  <a href="http://www.thelearningpartnership.ca/businesseducation-partnerships-toolkit/businesses-looking-to-partner-with-schools">http://www.thelearningpartnership.ca/businesseducation-partnerships-toolkit/businesses-looking-to-partner-with-schools</a></p> <p>Center for Energy Workforce Development. (2016). <i>Strengthening education partnerships: A how-to guide for industry</i>. Retrieved from  <a href="http://www.cewd.org/toolkits/industry-education-partnership/StrengtheningEducationPartnerships-FNL.pdf">http://www.cewd.org/toolkits/industry-education-partnership/StrengtheningEducationPartnerships-FNL.pdf</a></p> <p>Workforce Partners [Resource List] (America’s Job Center of California)  <a href="http://www.americasjobcenter.ca.gov/Workforce_Partners.aspx">http://www.americasjobcenter.ca.gov/Workforce_Partners.aspx</a></p> <p>Information for Training Partners [Website] (Employment Development Department)  <a href="http://www.edd.ca.gov/jobs_and_training/Eligible_Training_Provider_List.htm">http://www.edd.ca.gov/jobs_and_training/Eligible_Training_Provider_List.htm</a></p> <p>Pathways to Careers: A Guide to Building Partnerships for Workforce Education and Training Guide [Website] (U.S. Department of Education)  <a href="https://www2.ed.gov/rschstat/eval/sectech/pathways2careers/index.html">https://www2.ed.gov/rschstat/eval/sectech/pathways2careers/index.html</a></p> <p>Building Partnerships: A Best Practices Guide [Guide] (Community Partnerships Interagency Policy Committee)  <a href="https://www.fs.fed.us/sites/default/files/building-partnerships-a-best-practices-guide.pdf">https://www.fs.fed.us/sites/default/files/building-partnerships-a-best-practices-guide.pdf</a></p> <p>School &amp; Community Partnership Toolkit [Toolkit] (Youth Development Executives of King County)  <a href="https://ydekc.org/resource-center/school-community-partnership-toolkit/">https://ydekc.org/resource-center/school-community-partnership-toolkit/</a></p>

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<b>Leadership Skills (Continued)</b>	Resolves conflicts by seeking clarification, eliciting patterns and links across ideas, and facilitating a methodical approach to reach a mutually agreed upon compromise or solution.		<p>Aguilar, E., (2016, March 22). Managing conflict in school leadership teams. <i>Edutopia</i>. Retrieved from <a href="https://www.edutopia.org/blog/managing-conflict-school-leadership-teams-elena-aguilar">https://www.edutopia.org/blog/managing-conflict-school-leadership-teams-elena-aguilar</a></p> <p>Scherer, M. (1992). Solving conflicts: Not just for children. <i>Building a Community for Learning</i>, 50(1), 14–18. Retrieved from <a href="http://www.ascd.org/publications/educational-leadership/sept92/vol50/num01/Solving-Conflicts@-Not-Just-for-Children.aspx">http://www.ascd.org/publications/educational-leadership/sept92/vol50/num01/Solving-Conflicts@-Not-Just-for-Children.aspx</a></p> <p>Suarez, E. (2016, May 4). Navigating conflict. <i>Inside Higher Ed</i>. Retrieved from <a href="https://www.insidehighered.com/advice/2016/05/04/how-navigate-conflict-higher-education-leader-essay">https://www.insidehighered.com/advice/2016/05/04/how-navigate-conflict-higher-education-leader-essay</a></p> <p>Adaptive Schools Study Guide. Chapter 12: Constructive Conflict—Guidebook (Thinking Collaborative) <a href="http://www.thinkingcollaborative.com/wp-content/uploads/2012/08/Study-Guide-FINAL-JAN-10-2017.pdf">http://www.thinkingcollaborative.com/wp-content/uploads/2012/08/Study-Guide-FINAL-JAN-10-2017.pdf</a></p> <p>Conflict Conversation Template [Template] (Thinking Collaborative) <a href="http://www.thinkingcollaborative.com/wp-content/uploads/2016/10/Conflict-Conversation-Template.pdf">http://www.thinkingcollaborative.com/wp-content/uploads/2016/10/Conflict-Conversation-Template.pdf</a></p> <p>Norms of Collaboration Toolkit [Toolkit] (Thinking Collaborative) <a href="http://www.thinkingcollaborative.com/norms-collaboration-toolkit/">http://www.thinkingcollaborative.com/norms-collaboration-toolkit/</a></p> <p>6 Skills to Resolve Conflicts With Teachers and Parents While Protecting Relationships [Article] (Educational Research Newsletter &amp; Webinars) <a href="https://www.ernweb.com/educational-research-articles/6-skills-resolve-conflicts-teachers-parents-buffering-relationships/">https://www.ernweb.com/educational-research-articles/6-skills-resolve-conflicts-teachers-parents-buffering-relationships/</a></p> <p>Berman, L. J. (n.d.). <i>13 tools for resolving conflict</i>. Retrieved from <a href="https://www.mediate.com/articles/bermanlj3.cfm">https://www.mediate.com/articles/bermanlj3.cfm</a></p>

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<b>Leadership Skills (Continued)</b>	Exercises effective negotiation skills to gain consensus and produce favorable outcomes during high-stakes decision making.		<p>Shonk, K. (2018, May 1). Top 10 negotiation skills you Must learn to succeed. (Web log post). Retrieved from <a href="https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/">https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/</a></p> <p>Negotiation Skills [Slide Presentation] (Williams College) <a href="https://www.slideshare.net/eph-hr/negotiation-skills-67191243">https://www.slideshare.net/eph-hr/negotiation-skills-67191243</a></p> <p>Feloni, R. (2014, October 23). The 4 most common negotiation mistakes—And how to avoid them. <i>Business Insider</i>. Retrieved from <a href="http://www.businessinsider.com/most-common-negotiation-mistakes-2014-10">http://www.businessinsider.com/most-common-negotiation-mistakes-2014-10</a></p> <p>Successful Negotiation: Essential Strategies and Skills [Online course] (Coursera) <a href="https://www.coursera.org/learn/negotiation-skills">https://www.coursera.org/learn/negotiation-skills</a></p> <p>Fisher, R., Ury, W., Patton, B. (1991). <i>Getting to yes: How to negotiate agreement without giving in</i> (2d ed.). New York, NY: Houghton Mifflin. Retrieved from <a href="https://www.amazon.com/Getting-Yes-Negotiate-Agreement-Without/dp/0743526937">https://www.amazon.com/Getting-Yes-Negotiate-Agreement-Without/dp/0743526937</a></p> <p>Negotiation Tutorial–Interest-Based Bargaining (Expanding The Pie, Integrative Negotiations) [Video] (365 Careers) <a href="https://www.youtube.com/watch?v=Wzimir2fAhrU">https://www.youtube.com/watch?v=Wzimir2fAhrU</a></p>

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<b>Leadership Skills (Continued)</b>	Practices a collaborative interest-based decision-making process that engages key stakeholders, honors diverse stakeholder interests, and results in solutions based on common interests.	<p><b><u>Administrator’s Forum</u></b></p> <p><b>Interest-Based Decision-Making</b></p> <p>May 22, 2018</p> <p><u>Facilitator:</u> Brigitte Marshall, Former Adult Education Administrator, Oakland Unified School District</p> <p>When presented with a problem or a challenge, we usually want to start working on identifying a solution as soon as possible. Strong emotional attachments can cause people to take entrenched positions on problems about which a decision must be made. Competing positions often mean that any given solution will require compromise and negotiation and generally involves winners and losers. When decision makers make the time to discover the interests and needs that are behind a position and then look for common interests to inform the decision, they create potential for a win-win outcome. In this webinar participants learn a simple, step-by-step process for interest-based decision making that can be applied to the full range of decisions that adult education professionals make.</p> <p>View the <a href="#">recording</a> of the webinar. (Duration: 56:09 min.)</p>	<p>Consensus Decision Making and Interest-Based Problem Solving - [Tips and Tools] (Labor Management Partnership) <a href="https://www.lmpartnership.org/sites/default/files/ibps-cdm_tips.pdf">https://www.lmpartnership.org/sites/default/files/ibps-cdm_tips.pdf</a></p> <p>Interest Based Bargaining Training [Handouts] (Montana Department of Labor and Industry) <a href="http://erd.dli.mt.gov/Portals/54/Documents/Labor-Standards/dli-erd-ls113.pdf">http://erd.dli.mt.gov/Portals/54/Documents/Labor-Standards/dli-erd-ls113.pdf</a></p> <p>Klingel, S. (2003). <i>Interest-based bargaining in education</i>. Retrieved from <a href="https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1015&amp;context=reports">https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1015&amp;context=reports</a></p> <p>Integrative Or Interest-Based Bargaining [Article] (Beyond Intractability) <a href="https://www.beyondintractability.org/essay/interest-based-bargaining">https://www.beyondintractability.org/essay/interest-based-bargaining</a></p> <p>Glaser, J. (2005). <i>Leading through collaboration: Guiding groups to productive solutions</i> –Thousand Oaks, CA: Corwin. Retrieved from <a href="https://www.amazon.com/Leading-Through-Collaboration-Productive-Solutions/Dp/0761938079">https://www.amazon.com/Leading-Through-Collaboration-Productive-Solutions/Dp/0761938079</a></p> <p>Interest-Based Problem Solving [Guide] (Restructuring Associates, Inc.) <a href="https://www.dublin.k12.ca.us/site/handlers/filedownload.ashx?moduleinstanceid=10563&amp;dataid=21685&amp;FileName=Intrest-Basted%20Problem%20Solving%20Model.pdf">https://www.dublin.k12.ca.us/site/handlers/filedownload.ashx?moduleinstanceid=10563&amp;dataid=21685&amp;FileName=Intrest-Basted%20Problem%20Solving%20Model.pdf</a></p> <p>CASA Guide to Managing Collaborative Processes [Guide/Toolkit] (Clean Air Strategic Alliance) <a href="https://www.casahome.org/uploads/source/PDF/11647_CASA_mcp%20Toolkit_28Oct2014.pdf">https://www.casahome.org/uploads/source/PDF/11647_CASA_mcp%20Toolkit_28Oct2014.pdf</a></p> <p>Tools for Complex Decision-Making [Toolkit] (Spark Policy Institute) <a href="#">Tools for Social Innovators – Tools for Complex Decision-Making</a></p>

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<b>Leadership Skills (Continued)</b>	Utilizes innovative marketing strategies to effectively promote mission, services, and distinguishing organizational attributes that benefit students and families.	<p><b><u>Adult Leadership Institute</u></b></p> <p><b>Public Relations and Program Marketing</b>  <a href="https://www.calpro-online.org/adminPages/administrators.asp#leadership">https://www.calpro-online.org/adminPages/administrators.asp#leadership</a></p> <p><b><u>Administrator’s Forum</u></b></p> <p><b>Build Your Brand!</b>            March 22, 2016</p> <p><u>Facilitator:</u> Karen Bautista, Inland Career Education Center</p> <p>Considering the focus on a regional approach to adult education, as well as the new WIOA regulations, adult education programs will have increased opportunities to partner with other agencies. It is important to identify the strengths of your program and the brand that you want your program to have. Learn how one agency battled against their existing brand to change it in the eyes of the students, the community, and potential partners.</p> <p>View the <a href="#">recording</a> of the webinar. (Duration: 47 min.)</p> <p><b><u>Download the slides from this presentation.</u></b></p>	<p>Marketing AEBG, September 8, 2017, “Building an Effective Outreach Plan for Adult Education.”  <a href="https://caladulthood.org/DownloadFile/383">https://caladulthood.org/DownloadFile/383</a></p> <p>Marketing AEBG, July 14, 2017, “Educate and Elevate California Campaigning–Support for AEBG.”  <a href="https://caladulthood.org/DownloadFile/265">https://caladulthood.org/DownloadFile/265</a></p> <p>Marketing AEBG, “AEBG Educate &amp; Elevate: Working with Key Influencer (marketing).”  <a href="https://caladulthood.org/DownloadFile/233">https://caladulthood.org/DownloadFile/233</a></p> <p>(2017, June 23). 5 steps to more unique &amp; impactful school branding. [Web log post]. Retrieved from  <a href="http://www.higher-education-marketing.com/blog/school-branding">http://www.higher-education-marketing.com/blog/school-branding</a></p> <p>LERN [Learning Resources Network]  <a href="https://lern.org/">https://lern.org/</a></p>

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Instructional Leadership	Establishes structures, expectations, and supports to cultivate high functioning professional learning communities (PLCs).	<p><b><u>PLC Institute</u></b></p> <p>CALPRO offers an intensive, multi-session PLC Institute for teams of program administrators and professional development specialists/lead teachers to learn to improve student learning outcomes by establishing professional learning communities. CALPRO typically accepts up to 8 programs a year for this institute. Each of the selected agencies may send a team of three to include its agency director and two teachers (and/or administrators designated to serve as professional development practitioners) to participate in the initiative.</p> <p><b><u>Administrator's Forum</u></b></p> <p><b>Implementing PLCs: An Administrative Perspective</b></p> <p>January 25, 2012</p> <p><u>Facilitator</u>: Nancy George, Director, Adult Education, New Haven Adult School</p> <p>In this session, the presenter discussed one school's successful effort to create a Professional Learning Community (PLC), how to manage time and resources, and what it really takes to implement a PLC successfully.</p> <p>View the <a href="#">recording</a> of the Webinar. (Duration: 56 min.)</p> <p>Webinar materials may be downloaded from this recording (download instructions appear at approximately the 55 min. marker).</p>	<p>Solution Tree: <a href="http://www.solutiontree.com">www.solutiontree.com</a></p> <p>Visible Learning: <a href="https://visible-learning.org/">https://visible-learning.org/</a></p> <p>All Things PLC: <a href="http://www.allthingsplc.info/">http://www.allthingsplc.info/</a></p> <p>Learning Forward, Standards for Professional Learning. <a href="https://learningforward.org/standards/learning-communities">https://learningforward.org/standards/learning-communities</a></p> <p>DuFour, R, DuFour, R., Eaker, R., Many, T. W., &amp; Mattos, M. (2016). <i>Learning by doing-a handbook for professional learning communities at work</i> (3rd ed.). Bloomington, IN: Solution Tree Press.</p> <p>Peery, A. (2011). <i>The data teams experience: A guide to effective meetings</i>. Englewood, CO: Lead + Learn Press.</p> <p>McNulty, B., &amp; Besser, L. (2011). <i>Leaders make it happen: An administrator's guide to data teams</i>. Lanham, MD: Lead + Learn Press.</p> <p>Allison, E., Besser, L. Campsen, L., &amp; Cordova, J. (2010). <i>Data teams: The big picture, looking at data teams through a collaborative lens</i>. Englewood, CO: Lead + Learn Press.</p> <p>Coyle, D (2018). <i>The culture code: The secrets of highly successful groups</i>. New York, NY: Bantam Books.</p> <p>Kotter, J. P. (2012). <i>Leading Change</i>. Boston, MA: Harvard Business Press.</p> <p>Gordon, J. (2016). <i>The energy bus: 10 rules to fuel your life, work and team with positive energy</i>. London, UK: Joosr Ltd.</p>

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<b>Resource Management and Allocation</b>	Understands and applies knowledge of financial best practices including short and long-term budget projections, need-based prioritization, and routine budget oversight and monitoring.		<p>Finance and Grants [Website] (California Department of Education)  <a href="https://www.cde.ca.gov/fg/">https://www.cde.ca.gov/fg/</a></p> <p>California Department of Education, School Fiscal Services Division. (2016). <i>California school accounting manual: 2016 edition</i>. Sacramento, CA: Author. Retrieved from  <a href="https://www.cde.ca.gov/fg/ac/sa/documents/csam2016complete.pdf">https://www.cde.ca.gov/fg/ac/sa/documents/csam2016complete.pdf</a></p> <p>University of the Pacific Westgate Center for Leadership &amp; Management Development [Website]  <a href="http://www.pacific.edu/Academics/Schools-and-Colleges/Eberhardt-School-of-Business/Centers-and-Institutes/Leadership-Development/Management-Certificate-Program.html">http://www.pacific.edu/Academics/Schools-and-Colleges/Eberhardt-School-of-Business/Centers-and-Institutes/Leadership-Development/Management-Certificate-Program.html</a></p>



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<b>Resource Management and Allocation (Continued)</b>	Leverages funding by employing strategic, unconventional approaches to cross-sector teaming and partnerships to maximize available funds and resources.		<p>Cushing, E., Therriault, S., &amp; English, D. (2017). <i>Developing a college- and career-ready workforce: An analysis of ESSA, Perkins, and WIOA</i>. Washington, DC: American Institutes for Research. Retrieved from <a href="https://www.air.org/resource/developing-college-and-career-ready-workforce-analysis-essa-perkins-and-wioa">https://www.air.org/resource/developing-college-and-career-ready-workforce-analysis-essa-perkins-and-wioa</a></p> <p>Implementing the Workforce Innovation and Opportunity Act [Article] (Workforce GPS) <a href="https://ion.workforcegps.org/resources/2015/12/07/20/24/Hallmarks_Program_Integration_Resource_Leveraging_and_Coalignment_Strategies">https://ion.workforcegps.org/resources/2015/12/07/20/24/Hallmarks_Program_Integration_Resource_Leveraging_and_Coalignment_Strategies</a></p> <p>Rosen, D. J., Demas, J., Espinosa, L., Lahurd, K., Suskin, A., Waite, P., . . . McCook, K. (2017, September). Why public libraries and adult basic education programs should advocate for and partner with each other. Retrieved from <a href="http://www.opendoorcollective.org/why-public-libraries-and-adult-basic-education-programs-should-advocate-for-and-partner-with-each-other.html">http://www.opendoorcollective.org/why-public-libraries-and-adult-basic-education-programs-should-advocate-for-and-partner-with-each-other.html</a></p> <p>Tools for Sustaining Funding for Local Programs [Toolkit] (Spark Policy Institute) <a href="http://tools.sparkpolicy.com/?toolkit=partnering">http://tools.sparkpolicy.com/?toolkit=partnering</a></p> <p>Leveraging Funding Opportunities to Serve Disadvantaged Populations: Strategies and Sources [Brief &amp; Guide] (Mathematica) <a href="https://www.mathematica-mpr.com/-/media/publications/pdfs/labor/wired_brief2.pdf">https://www.mathematica-mpr.com/-/media/publications/pdfs/labor/wired_brief2.pdf</a></p> <p>Leveraging Community Colleges and Adult Education [PowerPoint] (California Workforce Association) <a href="http://calworkforce.org/wp-content/uploads/2018/05/Leveraging-Community-Colleges-and-Adult-Education_PSV.pdf">http://calworkforce.org/wp-content/uploads/2018/05/Leveraging-Community-Colleges-and-Adult-Education_PSV.pdf</a></p> <p>Leveraging Funds [PowerPoint] (California Adult Education) <a href="https://caladulthood.org/DownloadFile/362">https://caladulthood.org/DownloadFile/362</a></p>

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<b>Resource Management and Allocation (Continued)</b>	Leverages funding by employing strategic, unconventional approaches to cross-sector teaming and partnerships to maximize available funds and resources.	<p><b><u>Administrator Forum</u></b></p> <p><b>Braided Funding in the New Adult Education World</b></p> <p>February 8, 2017</p> <p><u>Facilitator</u>: Steve Curiel, Huntington Beach Adult School</p> <p>Learn what braided funding is and is not. During this webinar, find out how to use braided funding to maximize your eligibility for and use of various streams of revenue that you might not be tapping into. It is recommended that teams of program administrators and school fiscal/accounting staff participate together in this webinar.</p> <p>View the <a href="#">recording</a> of the Webinar. (Duration: 1 hr.)</p>	<p>Blending and Braiding Toolkit [Toolkit] (Spark Policy Institute)  <a href="http://tools.sparkpolicy.com/overview-blending-braiding/">http://tools.sparkpolicy.com/overview-blending-braiding/</a></p> <p>Braided Funding Toolkit [Toolkit] (EdSurge)  <a href="https://www.edsurge.com/product-reviews/braided-funding-toolkit">https://www.edsurge.com/product-reviews/braided-funding-toolkit</a></p> <p>Braided Funds to Support Career Pathways [Resources] (Center for Postsecondary and Economic Success and CLASP)  <a href="https://www.nga.org/files/live/sites/NGA/files/pdf/2015/1506TalentAssetMappingResource1.pdf">https://www.nga.org/files/live/sites/NGA/files/pdf/2015/1506TalentAssetMappingResource1.pdf</a></p> <p>Leveraging/Braiding WIOA Funding to Support Registered Apprenticeship [Conference Handout] (U.S. Department of Labor)  <a href="http://www.meata.org/index.php/docs/2017-meata-spring-conference-docs/maria-brady-wioa-other-funding-to-support-ra-pdf/download">http://www.meata.org/index.php/docs/2017-meata-spring-conference-docs/maria-brady-wioa-other-funding-to-support-ra-pdf/download</a></p>

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<b>Professional Development Practices</b>	Supports peer-to-peer capacity building through job-embedded coaching and mentoring of novice teachers by more experienced peers.	<p><a href="#">Adult educators' guide to designing instructor mentoring</a></p> <p>Renee, S., Voight, J., Tibbetts, J., Dobbins, D., Evans, A., Weidler, D., &amp; Pelavin Research Institute. (2000, April).</p> <p><b>Video</b></p> <p><a href="https://www.calpro-online.org/onlinevideolibrary/mentoring.asp">https://www.calpro-online.org/onlinevideolibrary/mentoring.asp</a></p> <p><b><u>Administrator's Forum</u></b></p> <p><b>Adult Education New Teacher Induction Pilot: An Administrator Perspective</b></p> <p>January 28, 2015</p> <p><b>Facilitator:</b> Steve Curiel, Principal, Huntington Beach Adult School</p> <p>In 2014–15 the American Institutes for Research launched a field test program for an Adult Education New Teacher Induction Program. Similar to Beginning Teacher Support and Assessment programs provided to Grades K–12 teachers, this program provided a rigorous and relevant induction process for new Adult Education teachers. This field test, in which Huntington Beach Adult School participated, provided an extraordinary opportunity for a school to accelerate the effectiveness of its beginning teachers and to leverage the experience of its master teachers as mentors. The field test activities focused on improving the supports for and the effectiveness of their new and experienced teachers in providing high-quality, evidence-based instruction.</p> <p>View the <a href="#">recording</a> of the Webinar. (Duration: 58 min.)</p>	<p>Fullan, M., &amp; Hagen, D. (2016). <i>The principal three keys to maximizing impact</i> [Audiobook]. Ashland, OR: Gildan Audio.</p> <p>Sinek, S. (2017). <i>Leaders eat last: Why some teams pull together &amp; others don't</i>. New York, NY: Portfolio/Penguin.</p> <p>Simon, S. (2016). <i>Start with why: How great leaders inspire everyone to take action</i>. New York, NY: Portfolio/Penguin.</p> <p>Dweck, C. S. (2017). <i>Mindset</i>. London, UK: Robinson.</p> <p>Sanborn, M. (2007). <i>You don't need a title to be a leader: How anyone, anywhere can make a difference</i> [Audiobook]. Sana Ana, CA: Books on Tape.</p> <p>Mentoring Guide for Teacher Induction [Website] (LINCS) <a href="https://lincs.ed.gov/professional-development/resource-collections/profile-838">https://lincs.ed.gov/professional-development/resource-collections/profile-838</a></p> <p>Whitebook, M., &amp; Bellm, D. (2014). Mentors as teachers, learners and leaders. <i>Mentoring Programs Exchange</i>, (July/Aug). Retrieved from <a href="http://cscce.berkeley.edu/files/2014/FINAL-218-Whitebook-Bellm1.pdf">http://cscce.berkeley.edu/files/2014/FINAL-218-Whitebook-Bellm1.pdf</a></p>

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<b>Equity</b>	<p>Promotes an environment that values and appreciates linguistic differences (moved from existing Leadership Skills domain).</p> <p>Promotes organization wide, culturally responsive policies and practices.</p>	<p><a href="#">Culturally relevant practice</a>  Park, A. (2008, June). <i>Research Digest No. 9: Cultural Competency</i>.</p>	<p>The Cornerstone for Teachers Blog (Angela Watson Website)  <a href="https://thecornerstoneforteachers.com/blog/">https://thecornerstoneforteachers.com/blog/</a></p> <p>Equity Related Guides [Guides and Workshops] (W. K. Kellogg Foundation)  <a href="http://www.raciaequityresourceguide.org/guides/guides-and-workshops/&amp;issuefilterType=Education">http://www.raciaequityresourceguide.org/guides/guides-and-workshops/&amp;issuefilterType=Education</a></p> <p>Chiariello, E. (2015). Two heads are better than one. <i>Teaching Tolerance</i>, Fall(51). Retrieved from  <a href="https://www.tolerance.org/magazine/fall-2015/two-heads-are-better-than-one">https://www.tolerance.org/magazine/fall-2015/two-heads-are-better-than-one</a></p> <p>Social Justice Books [Resource List]  <a href="https://socialjusticebooks.org/">https://socialjusticebooks.org/</a></p> <p>Culturally Responsive Teaching [Website] (Brown University)  <a href="https://www.brown.edu/academics/education-alliance/teaching-diverse-learners/strategies-0/culturally-responsive-teaching-0">https://www.brown.edu/academics/education-alliance/teaching-diverse-learners/strategies-0/culturally-responsive-teaching-0</a></p> <p>Rethinking Schools [<i>Social Justice Magazine</i> and Book Publisher]  <a href="https://www.rethinkingschools.org/">https://www.rethinkingschools.org/</a></p> <p>Teaching for Change [Website]  <a href="http://www.teachingforchange.org/">http://www.teachingforchange.org/</a></p> <p>Edutopia [Website]  <a href="https://www.edutopia.org/blogs/tag/education-equity">https://www.edutopia.org/blogs/tag/education-equity</a></p> <p>The National Equity Project [Website]  <a href="http://nationalequityproject.org/events">http://nationalequityproject.org/events</a></p> <p>Organization for Economic Co-operation and Development. (2008, January). <i>Ten steps to equity in education</i> [Policy Brief] Retrieved from  <a href="https://www.oecd.org/education/school/39989494.pdf">https://www.oecd.org/education/school/39989494.pdf</a></p>

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<b>Equity (Continued)</b>	<p>Establishes systemic supports for historically underserved students, nontraditional students, students with disabilities (SWDs), English learners (ELs), and LGBTQs, to achieve access and success.</p> <p>Upholds and communicates an organizational belief that that all students are capable of success, and that their individual identity and agency is affirmed and valued.</p>		<p>Kyte, S. B. (2017, July). <i>Equity in work and learning among U.S. adults: Are there differences in opportunities, supports, and returns?</i> Retrieved from <a href="https://equityinlearning.act.org/wp-content/uploads/2017/08/EquityInWorkingAndLearning.pdf">https://equityinlearning.act.org/wp-content/uploads/2017/08/EquityInWorkingAndLearning.pdf</a></p> <p>Cameron, C. (1987, September 1). Adult education as a force toward social equity. [ <i>Adult Education Quarterly</i>, 37(3). Retrieved from <a href="http://journals.sagepub.com/doi/pdf/10.1177/0001848187037003005">http://journals.sagepub.com/doi/pdf/10.1177/0001848187037003005</a></p> <p>Infographics [Resources] (Education Trust) <a href="https://edtrust.org/our-resources/infographics/?q=">https://edtrust.org/our-resources/infographics/?q=</a></p> <p>Flom, J. (2012, December 19). Unpacking the basics of equity in education [Web blog post and Video] Retrieved from <a href="http://www.qedfoundation.org/?s=unpacking+the+basics+of">http://www.qedfoundation.org/?s=unpacking+the+basics+of</a></p> <p>Equity in Education: What It Is and Why It Matters [Article] (Thinking Maps) <a href="https://www.thinkingmaps.com/equity-education-matters/">https://www.thinkingmaps.com/equity-education-matters/</a></p> <p>Educational equity. [Web log]. (Stanford Center for Education Policy Analysis) <a href="https://cepa.stanford.edu/publications/educational-equity">https://cepa.stanford.edu/publications/educational-equity</a></p> <p>Equity of Opportunity [Article] (U.S. Department of Education) <a href="https://www.ed.gov/equity">https://www.ed.gov/equity</a></p> <p>Heick, T. (2015, January 21). Equity in education: Where to begin? <i>Edutopia</i>. Retrieved from <a href="https://www.edutopia.org/blog/equity-education-where-to-begin-terry-heick">https://www.edutopia.org/blog/equity-education-where-to-begin-terry-heick</a></p>

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<b>Equity (Continued)</b>	Analyzes structural aspects of curriculum, and identifies barriers to learning and opportunities to incorporate diverse perspectives and experiences.		<p>Dweck, C. S. (2010, January). Mind-sets and equitable education. <i>Principal Leadership</i>, 26–29. Retrieved from <a href="https://www.greatschoolspartnership.org/wp-content/uploads/2016/11/Mindsets-and-Equitable-Education.pdf">https://www.greatschoolspartnership.org/wp-content/uploads/2016/11/Mindsets-and-Equitable-Education.pdf</a></p> <p>Culturally Responsive Teaching Innovation Configuration [Resource] (CEEDAR Center) <a href="http://cedar.education.ufl.edu/portfolio/culturally-responsive-teaching/">http://cedar.education.ufl.edu/portfolio/culturally-responsive-teaching/</a></p> <p>Culturally Responsive Teaching Practices of Adult Education English for Speakers of Other Languages and English for Academic Purposes Teachers [Dissertation] (University of South Florida) <a href="http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.864.3452&amp;rep=rep1&amp;type=pdf">http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.864.3452&amp;rep=rep1&amp;type=pdf</a></p> <p>Lindsey, R. B., Robins, K. N., &amp; Terrell, R. D. (2009). <i>Cultural proficiency: A manual for school leaders</i>, (3rd ed.). Thousand Oaks, CA: Corwin. Retrieved from <a href="https://www.amazon.com/Cultural-Proficiency-Manual-School-Leaders/dp/141296363X/ref=sr_1_1?ie=UTF8&amp;qid=1525910088&amp;sr=8-1&amp;keywords=cultural+proficiency+a+manual+for+school+leaders">https://www.amazon.com/Cultural-Proficiency-Manual-School-Leaders/dp/141296363X/ref=sr_1_1?ie=UTF8&amp;qid=1525910088&amp;sr=8-1&amp;keywords=cultural+proficiency+a+manual+for+school+leaders</a></p> <p>Singleton, G. E. (2015). <i>Courageous conversations about race: A field guide for achieving equity in schools</i> (2d ed.). Thousand Oaks, CA: Corwin. Retrieved from <a href="https://www.amazon.com/Courageous-Conversations-About-Race-Achieving/dp/1483383741/ref=sr_1_2?ie=UTF8&amp;qid=1525910241&amp;sr=8-2&amp;keywords=courageous+conversations+about+race&amp;dpID=51ojOblxeXL&amp;preST=_SY291_BO1.204.203.200_QL40_&amp;dpSrc=srch">https://www.amazon.com/Courageous-Conversations-About-Race-Achieving/dp/1483383741/ref=sr_1_2?ie=UTF8&amp;qid=1525910241&amp;sr=8-2&amp;keywords=courageous+conversations+about+race&amp;dpID=51ojOblxeXL&amp;preST=_SY291_BO1.204.203.200_QL40_&amp;dpSrc=srch</a></p>

Domain	Competency	CALPRO Resources	Other Resources
Equity (Continued)			<p data-bbox="1199 188 1946 326">Kendall, F. E. (2002). <i>Understanding white privilege</i>. Retrieved from <a href="https://www.cpt.org/files/Undoing%20Racism%20-%20Understanding%20White%20Privilege%20-%20Kendall.pdf">https://www.cpt.org/files/Undoing%20Racism%20-%20Understanding%20White%20Privilege%20-%20Kendall.pdf</a></p> <p data-bbox="1199 345 1946 516">Hanover Research. (2017). <i>Closing the gap: Creating equity in the classroom</i>. Retrieved from <a href="https://www.hanoverresearch.com/wp-content/uploads/2017/06/Equity-in-Education_Research-Brief_FINAL.pdf">https://www.hanoverresearch.com/wp-content/uploads/2017/06/Equity-in-Education_Research-Brief_FINAL.pdf</a></p> <p data-bbox="1199 535 1946 638">Equity Toolkit for Administrators [Toolkit] (Colorado Dept. of Education) <a href="https://www.cde.state.co.us/postsecondary/equitytoolkit">https://www.cde.state.co.us/postsecondary/equitytoolkit</a></p>