



**Key Question 4: What does it take to  
create a Literacy Culture at your  
school?**

## What does ACT ask our students to do?

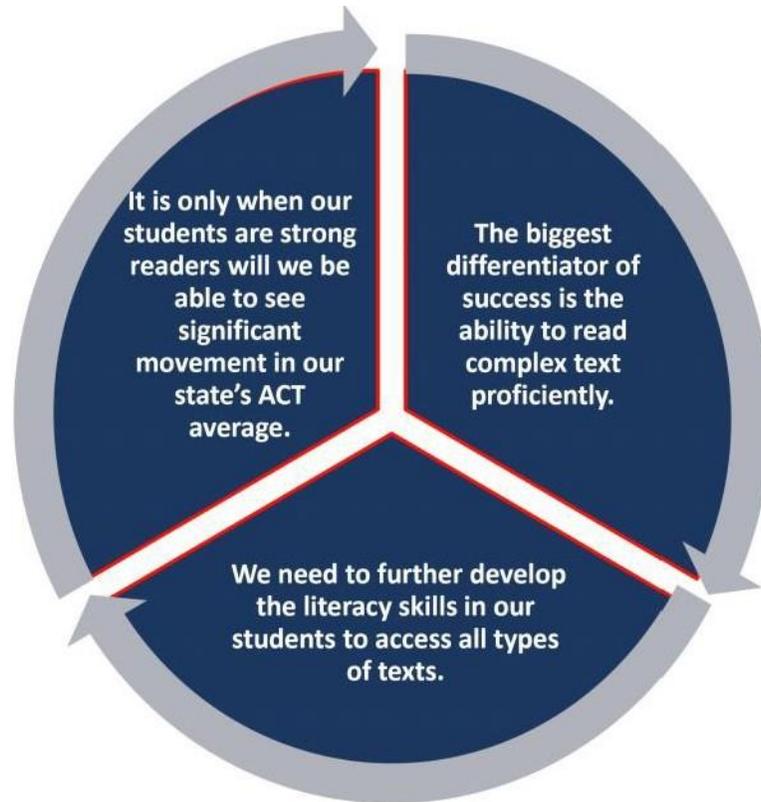
*"The biggest differentiator of success for our students on the ACT, is **the ability to read complex text proficiently**. We know that the majority of passages on the ACT are nonfiction/informational texts. Because of this, we need to **further develop the literacy skills in our students to access all types of texts**. Strong reading, fluency, comprehension, and stamina should be encompassed in our classrooms every day. **It is only when our students are strong readers will we be able to see significant movement in our state's ACT average**, signaling that Tennessee students are ready for the challenges of college and the workforce. "*

-Commissioner Candice McQueen

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# The impact of literacy-The Urgency



I

# TDOE has set three goals for all children in Tennessee.

## OUR GOALS.

Tennessee will continue rapid improvement and rank in the top half of states on the Report Card.

**MEASUREMENT**  
Tennessee will rank in top half of states on 4th and 8th grade NAEP in 2019.

The average ACT score in Tennessee will be a 21, allowing more students to earn HOPE scholarships.

**MEASUREMENT**  
Tennessee will have an average public ACT composite score of 21 by 2020.

The majority of Tennessee high school graduates will earn a certificate, diploma, or degree.

**MEASUREMENT**  
The class of 2020 will be on track to achieve 55% postsecondary completion in six years.



## **ACT Ready - Make the SWITCH**

- As educators, we set goals for our students to attain a score of 21 or higher, what are we really saying to students, to families, to their post secondary opportunities?
- We are really saying that we are committing to presenting students with appropriately-complex informational and literary texts at each grade level.
- Students can successfully interact with complex texts to discern meaning, make inferences, and synthesize information.



## How do we create actionable change?

*A Vision without  
a Plan is just a  
Hallucination –*  
Will Rogers



II

## What are your goals?

- Where are you now?
- Where are you going?
- How will you get there?

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# HOW TO MAKE A SWITCH

*For things to change, somebody somewhere has to start acting differently. Maybe it's you, maybe it's your team.*

*Picture that person (or people).*

*Each has an emotional Elephant side and a rational Rider side. You've got to reach both. And you've also got to clear the way for them to succeed. In short, you must do three things:*

## ➔ DIRECT the Rider

**FOLLOW THE BRIGHT SPOTS.** Investigate what's working and clone it. [Jerry Sternin in Vietnam, solutions-focused therapy]

**SCRIPT THE CRITICAL MOVES.** Don't think big picture, think in terms of specific behaviors. [1% milk, four rules at the Brazilian railroad]

**POINT TO THE DESTINATION.** Change is easier when you know where you're going and why it's worth it. ["You'll be third graders soon," "No dry holes" at BP]

## ➔ MOTIVATE the Elephant

**FIND THE FEELING.** Knowing something isn't enough to cause change. Make people feel something. [Piling gloves on the table, the chemotherapy video game, Robyn Waters's demos at Target]

**SHRINK THE CHANGE.** Break down the change until it no longer spooks the Elephant. [The 5-Minute Room Rescue, procurement reform]

**GROW YOUR PEOPLE.** Cultivate a sense of identity and instill the growth mindset. [Brasilata's "inventors," junior-high math kids' turnaround]

## ➔ SHAPE the Path

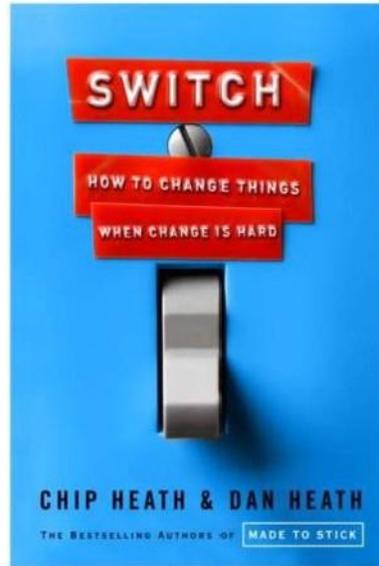
**TWEAK THE ENVIRONMENT.** When the situation changes, the behavior changes. So change the situation. [Throwing out the phone system at Rackspace, 1-Click ordering, simplifying the online time sheet]

**BUILD HABITS.** When behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits. [Setting "action triggers," eating two bowls of soup while dieting, using checklists]

**RALLY THE HERD.** Behavior is contagious. Help it spread. ["Fataki" in Tanzania, "free spaces" in hospitals, seeding the tip jar]

# How to Make a SWITCH

*Switch: How to Change Things When Change is Hard*  
by Chip and Dan Heath

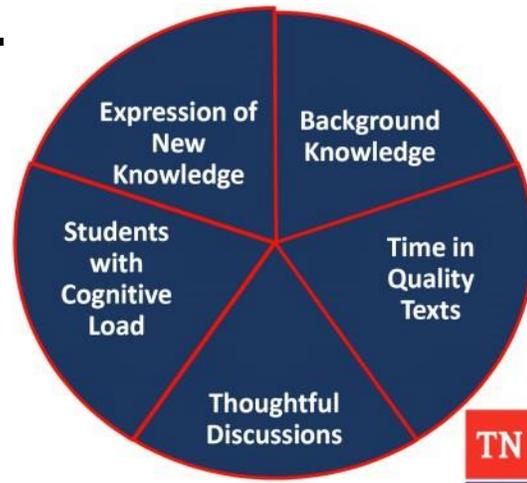


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# How to Make a SWITCH

## How?

- Follow the bright spots.
- **Script the critical moves.**
- **Point to the destination.**



# How to Make a SWITCH

## Tapping into emotion:

- Find the feeling.
- Shrink the change.
- **Grow your people.**



# How to Make a SWITCH

## Shaping the Path

- Tweak the environment.
- **Build habits.**
- Rally the herd.

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# Goal Setting Activity

Key Focus Areas

Who will lead those areas?

Where are your models?

What are the critical moves?

How will you tap into emotion

How will you build habits?

# Switch Literacy Action Plan

Key Focus Areas



Who will lead those areas?



Where are your models?



What are the critical moves?



How will you tap into emotion



How will you build habits?

**What leader actions are necessary to support teachers to get students ready?**

Leaders  
Actions

Support  
Teachers

to Ensure  
Student  
Readiness

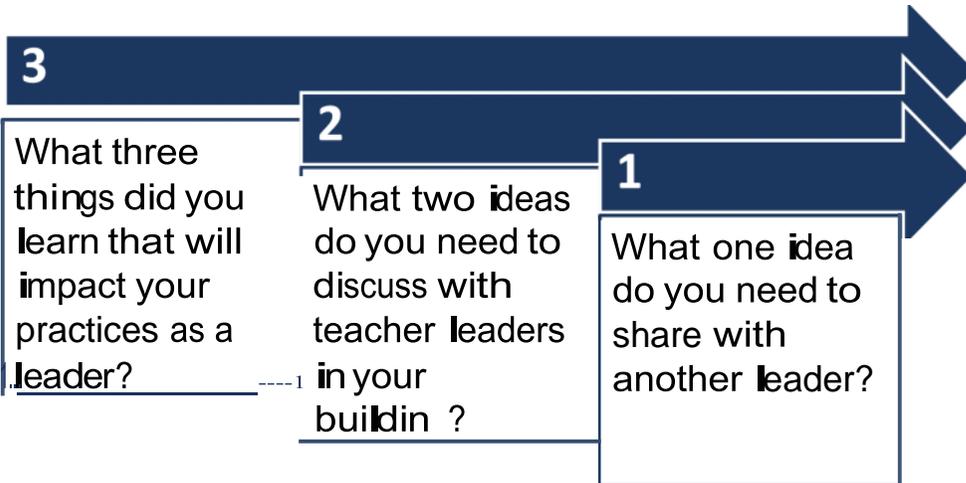


# What is your plan? When do you begin?

Alice came to a fork in the road.  
"Which road do I take?" she asked.  
"Where do you want to go?" responded the Cheshire cat.  
"I don't know," Alice answered.  
"Then," said the cat, "It doesn't matter."



## 3-2-1 reflection



III

## Bridge to Practice

The Bridge to Practice will ask you to complete an in-depth action plan. (Detailed reminders will be emailed in May).

**Please return to your district and work with your leadership team to complete your literacy action plan in preparation for course four.**

This activity will be a part of our opening for Course Four and is an opportunity for you to extend the learning from Course Three into your current leadership practices.



[Survey Link](#)

## Survey

- To receive TASL credit, you must complete the survey.
- Your survey link is:  
<https://www.questionpro.com/t/ALbGhZUd2d>

Your facilitator names were:

- It is also in your **digital packet**.
- Your survey information and your name are separated by our surveying software and ensure that your survey responses are anonymous.

The logo consists of the letters 'TN' in white, centered within a red square. A thin blue horizontal line is positioned directly below the red square.