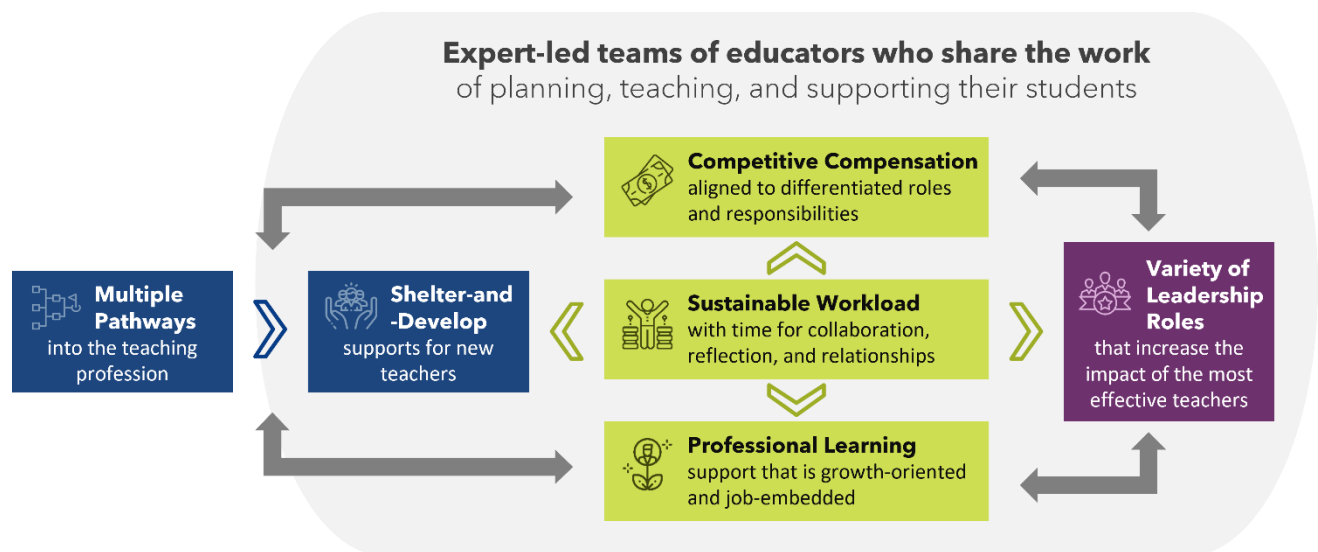




Organizing Resources to Reimagine the Teaching Job

A framework for action



Incoming teachers would benefit from **multiple pathways** into the profession and **shelter-and-develop** supports that smooth their transition. The most effective experienced teachers would be able to take on a mix of **leadership roles** that enable them to increase and extend their impact. All teachers would earn **competitive compensation** aligned to their differentiated roles and responsibilities. Importantly, teachers' day-to-day experience would look significantly different with **sustainable workloads**; time for **team collaboration**, reflection, and relationships; and **professional learning** support that is growth-oriented and job-embedded.



		From	To
Leveraging Teams	Expert-led teams of educators who share the work	A one-size-fits all teaching role and isolating job in which each teacher works alone and owns the full burden of planning and leading instruction	A team-based, expert-led structure in which educators share the work of planning and of educating and supporting students
Expanding On-Ramps	Multiple pathways into the teaching profession	Limited pathways into teaching with high costs, little flexibility, and few opportunities for meaningful practice	Plentiful, varied, and easily accessible on-ramps to teaching that enable recruitment and development of high potential candidates of all backgrounds and experiences and that build in opportunities for hands-on teaching experience with significant expert support
	Shelter-and-develop supports for new teachers	Heavy teaching loads for new teachers, largely independent planning time disconnected from curricular content, and infrequent observation with limited feedback	Reduced workloads (“shelter”) and opportunities to learn and practice (“development”) for new teachers, gradually ramping up to full teaching responsibilities
Improving the Core Job	Competitive compensation aligned to differentiated roles and responsibilities	Uncompetitive compensation and rigid salary structures not aligned with educators’ responsibility or impact	Highly competitive compensation that is differentiated by role and that grows based on contribution and role
	Sustainable workload with time for team collaboration, reflection, and relationships	Back-to-back teaching days with limited breaks, short planning periods without deep peer collaboration, and few opportunities to build authentic relationships with individual students	Workdays and student loads that allow time for reflection, collaboration, and student connections
	Professional learning support that is growth-oriented and job-embedded	Curricula that lack rigor and alignment across grade levels, team planning time that is disconnected from curriculum, and coaching that is limited to occasional visits and formal annual observations	A cohesive professional learning strategy that includes rigorous, comprehensive curricula and assessments; content-focused, expert-led collaboration; and frequent, growth-oriented feedback
Deepening Impact	A mix of leadership roles that increase the impact of the most effective educators	Limited student-facing career options for strong, experienced teachers, with leadership roles that provide little additional pay, time, or instructional impact	Meaningful leadership opportunities for effective, experienced teachers to grow in their careers, extend their impact, and increase their compensation