

FLORIDA ATLANTIC UNIVERSITY



**FLORIDA EDUCATOR PREPARATION
AND LEADERSHIP NETWORK (FEPLN)
*NOVEMBER MEETING***

***Building Organizational Coherence: From Theory of Action to
Systemic Monitoring***

OFFICE OF EDUCATIONAL LEADERSHIP LEARNING

November 5, 2025

1:00 PM

Network Vision

To build a collaborative learning community that empowers educational leaders across Florida to grow, innovate, and share expertise.





FEPLN Mission Statement

Amplify educator voices through collaborative partnerships to strengthen preparation programs, leadership pipelines, and professional learning opportunities for educators.

FEPLN Meeting Logistics and Professional Learning Norms



1st Wednesday of each month at 1pm
via Zoom



Participation of all members on the
call



Active listening



Respect for all perspectives

Today's Agenda

- Welcome and Logistics
- Building Organizational Coherence: From Theory of Action to Systemic Monitoring
- Breakout Discussion and Debrief
- FDOE Q&A
- Session Feedback
- What to Expect Next
- Optimistic Closure



Welcoming Ritual

Drop in the chat:

- What's your favorite school tradition or spirit event?



CLAY COUNTY DISTRICT SCHOOLS

Building Organizational Coherence: From Theory of Action to Systemic Monitoring

November 5, 2025



Learning Targets



- I can describe how coherence aligns vision, strategy, and action across the system.
- I can create or refine a clear theory of action that links practices to outcomes.
- I can identify and monitor systems and processes that sustain coherence and continuous learning.

Start with a Theory of Action



01:00

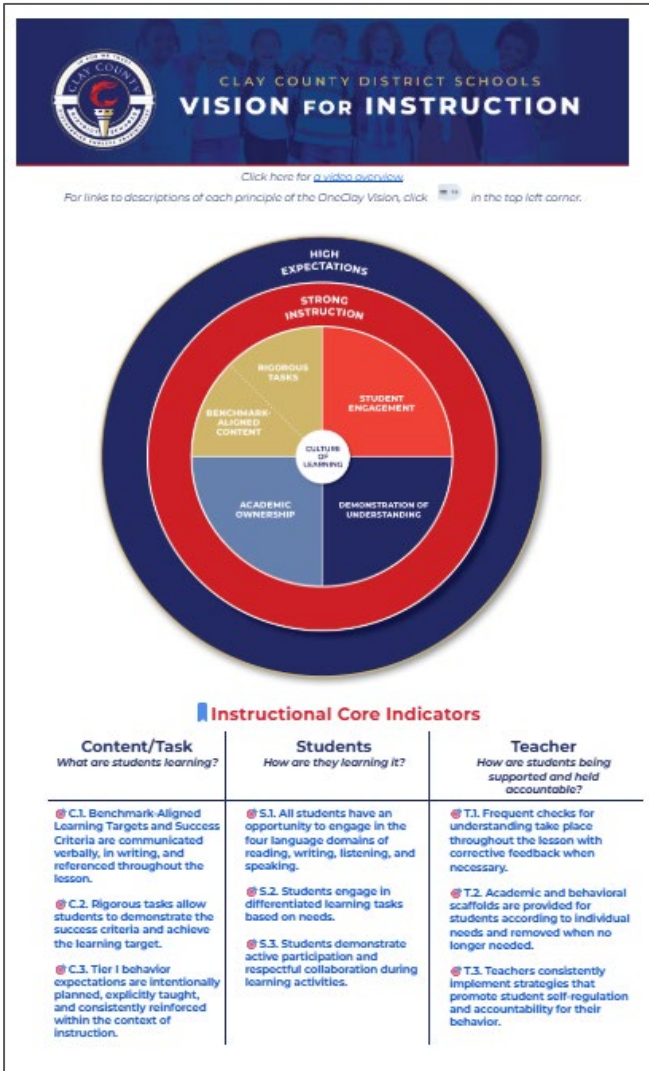


If..... [the actions that will take place]



Then.... [the changes you expect to see as a result of the actions]

CCDS Coaching System Theory of Action



If..... all CCDS coaches work alongside teachers in classrooms, using evidence-based coaching practices to support the implementation of the OneClay Vision instructional practices

Then.... student learning will increase.



Breaking Down the Theory of Action

If...



all CCDS coaches

Reading, ESOL, Content Teams, Beginning Teacher Coaches, ESE

work alongside teachers in classrooms

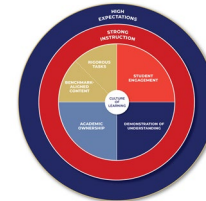
80% of their time in schools

using evidence-based coaching practices

Knight's Partnership Principles
Aguilar's Art of Coaching
Sweeney's Student Centered Coaching

to support the implementation of the OneClay Vision instructional practices

- Explicit Instruction
- Systematic Instruction
- Scaffolded Instruction
- Differentiated Instruction
- Corrective Feedback



Then...

student Learning will increase.



The Challenge of Fragmentation



District

School

Classroom

How do we create conditions that lead to everyone in the system working together towards a common theory of action?

Establishing Coherence



District

Two types of Coherence:

School

1. Vertical Coherence
2. Horizontal Coherence

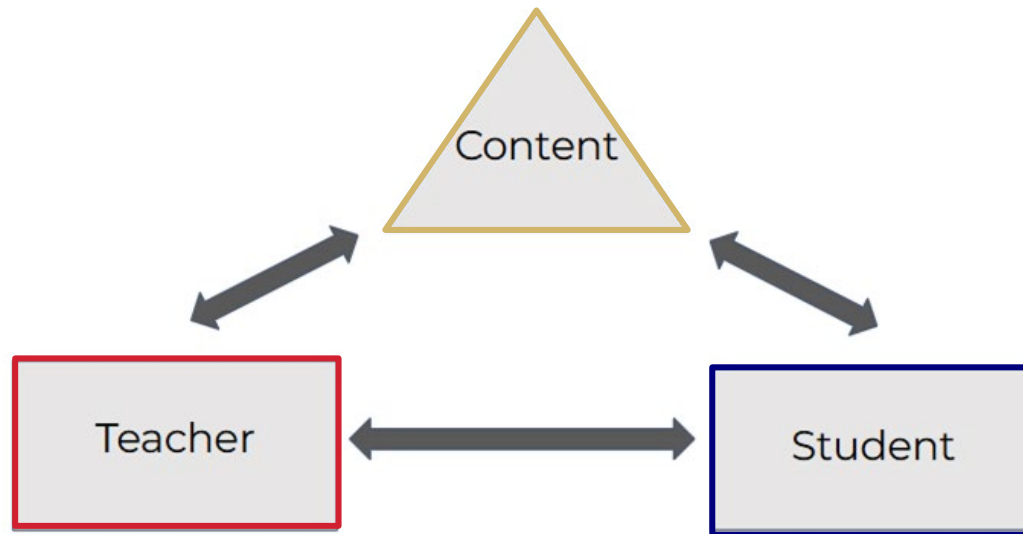
Classroom

Expanding the Instructional Core



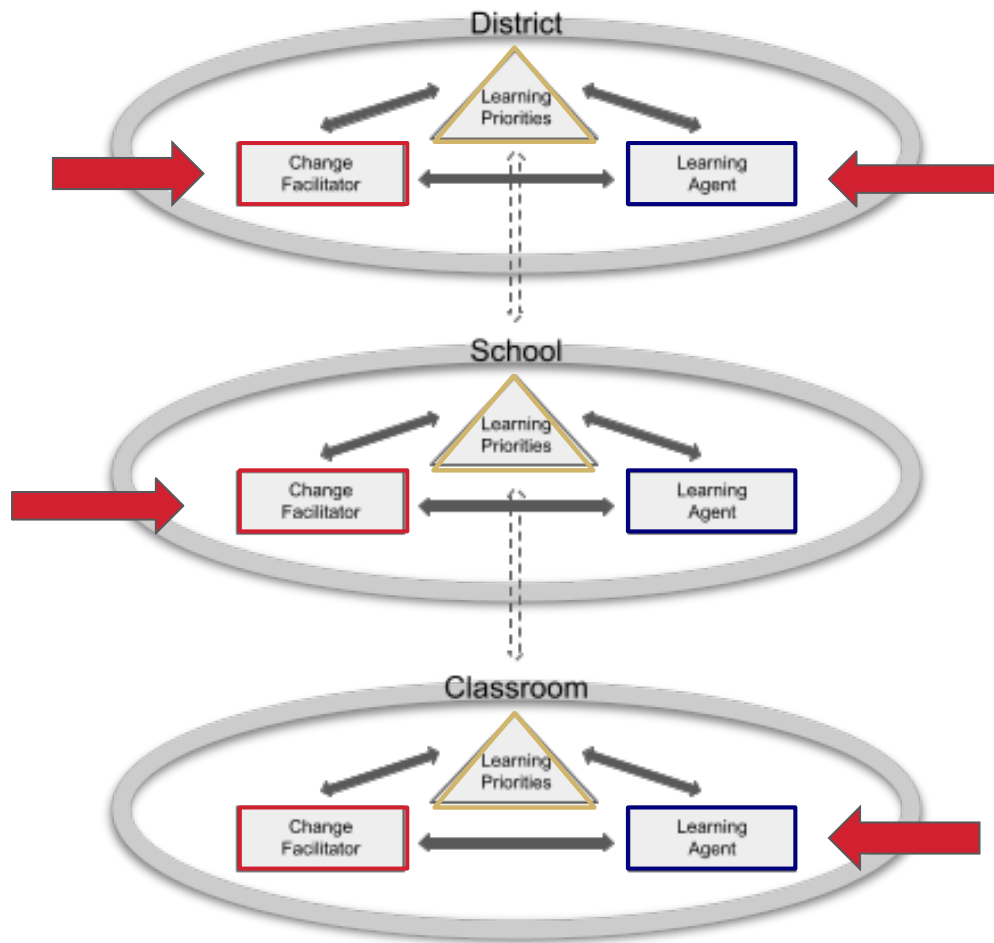
The level of content, skill and knowledge of teachers, and level of student engagement define a school's instructional core.

-Richard Elmore, 2008



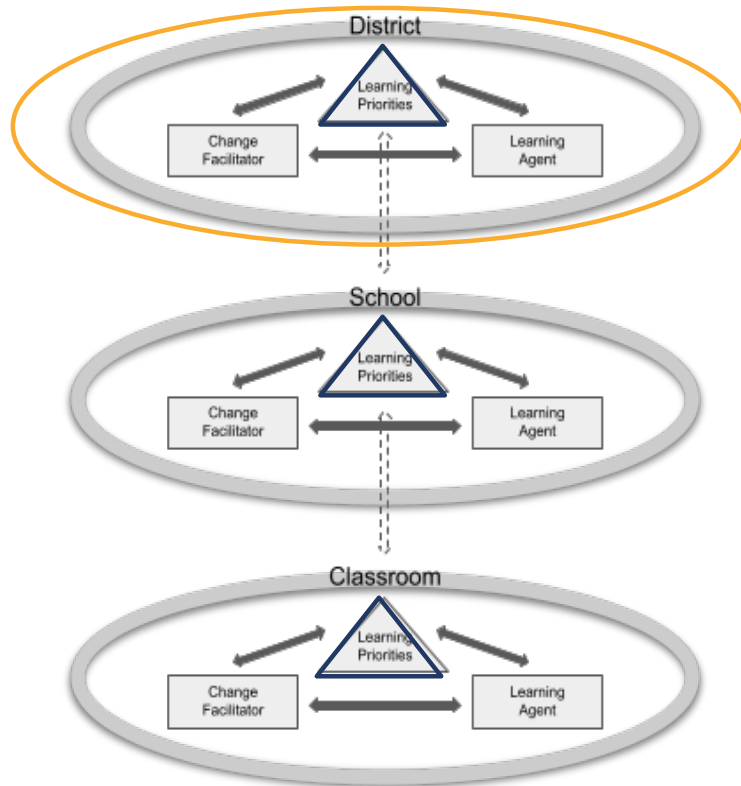


Organizational Learning Core- Vertical Coherence

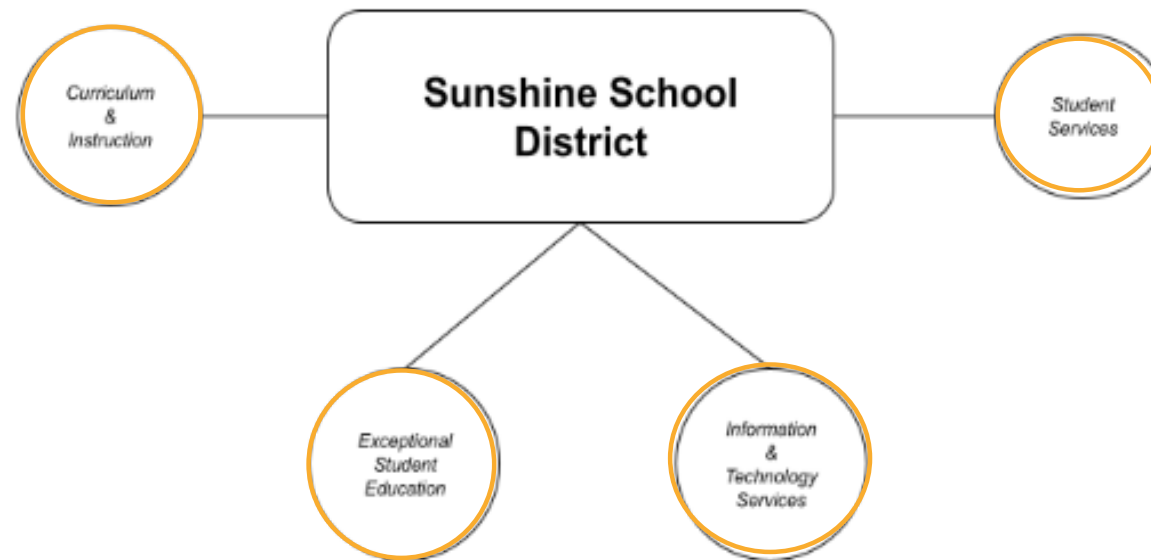


- Aligned **learning priorities** across multiple levels aligned to the theory of action
- **Change facilitators** championing these learning priorities at all levels
- **Learning agents** engaging with the learning priorities at all levels.
- Prioritize **Role Duality** across levels
 - Ex: change facilitator at the district level and learning agent at the classroom level
 - Ex: learning agent at the district level and change facilitator at the school level

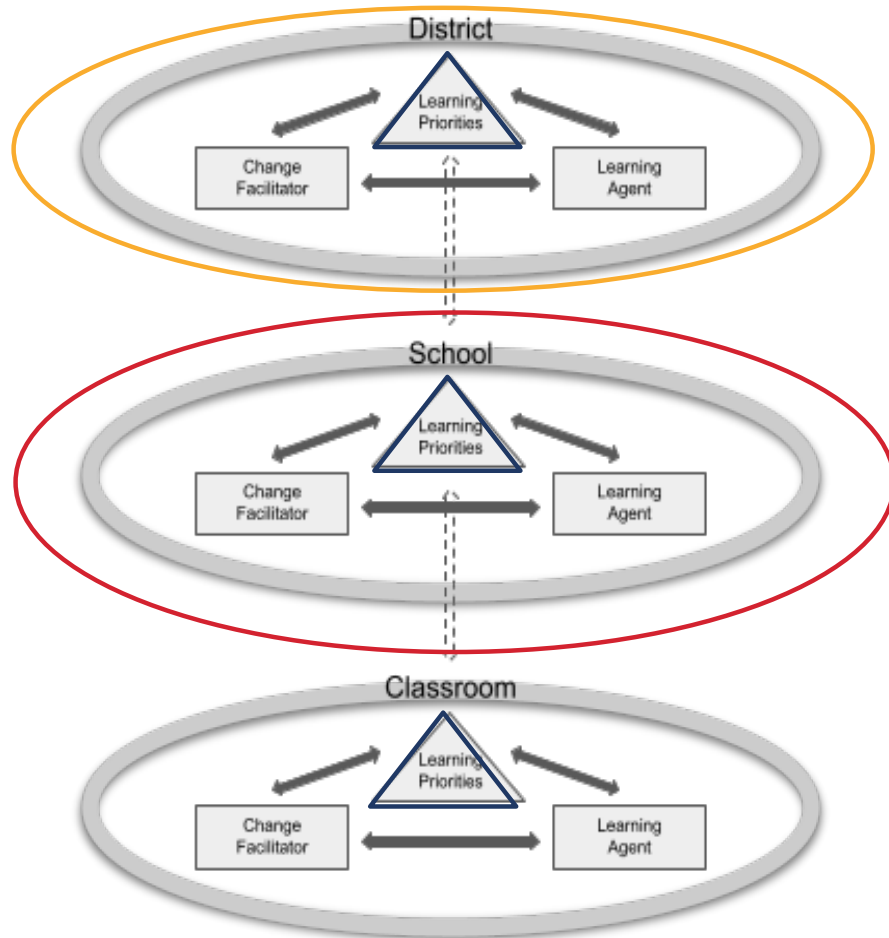
Horizontal Coherence- District Level



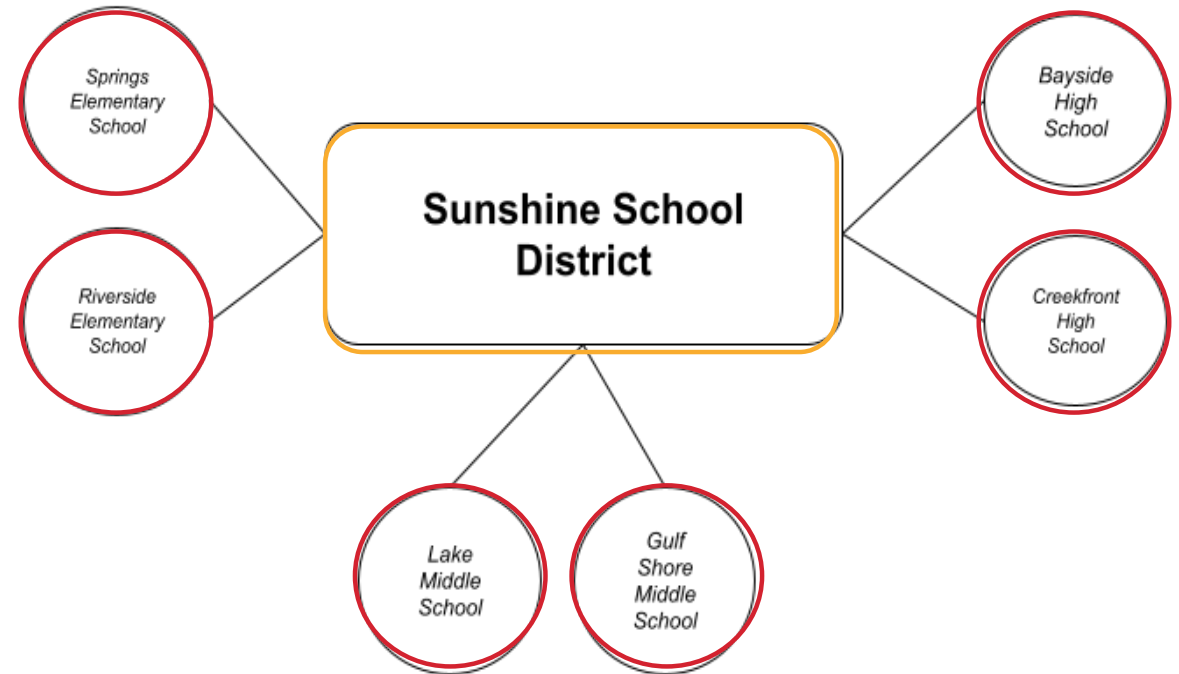
Learning Priorities:
Evidence-based Coaching Practices
OneClay Vision Instructional Practices

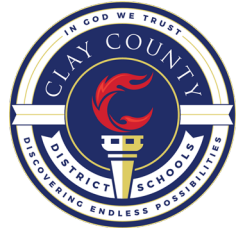


Horizontal Coherence- School Level

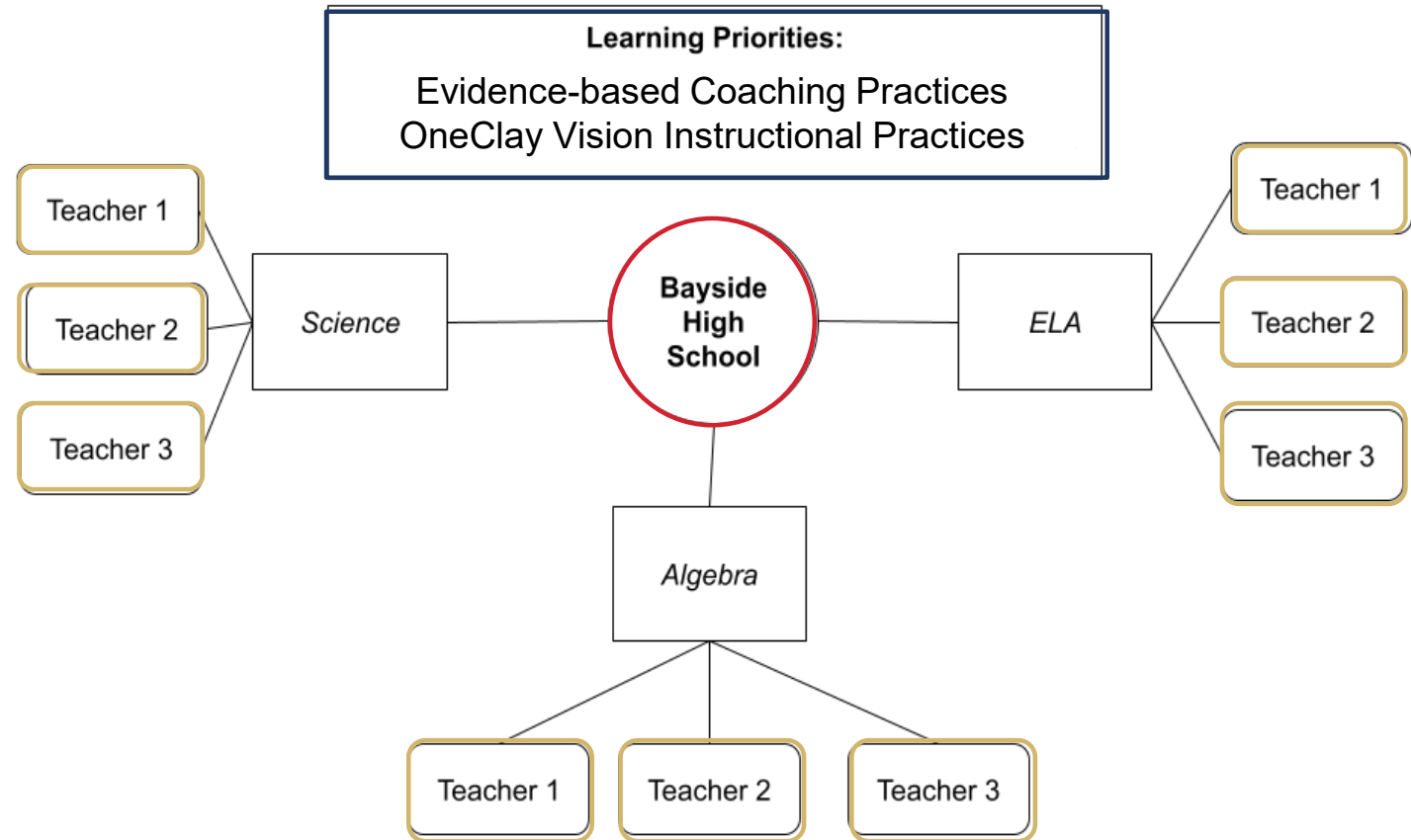
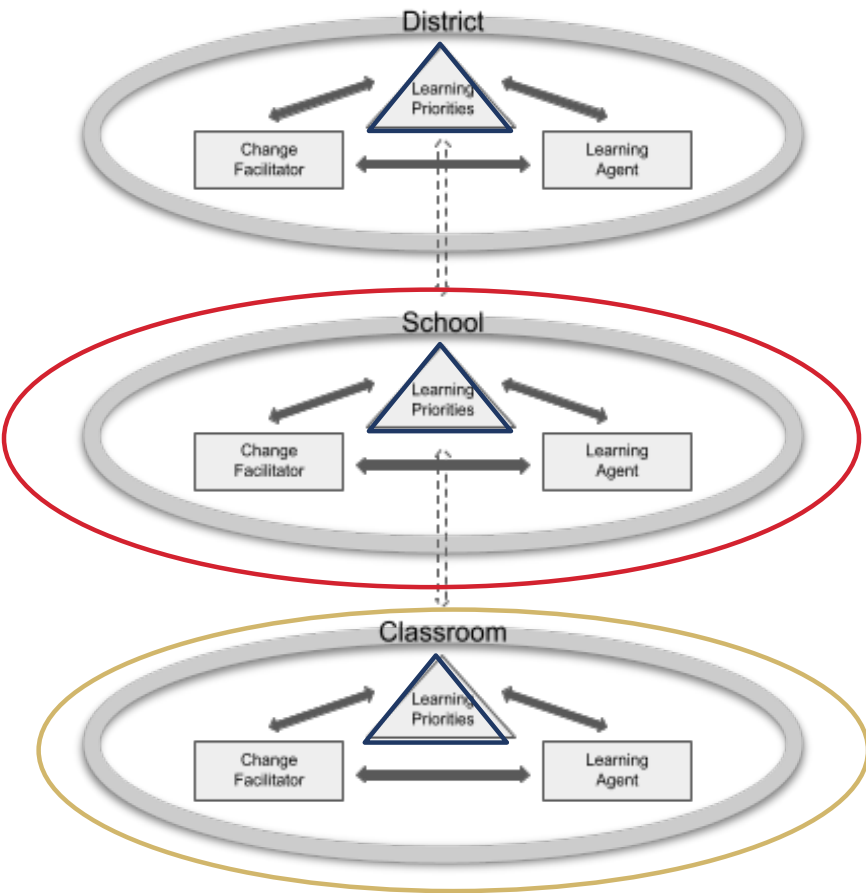


Learning Priorities:
Evidence-based Coaching Practices
OneClay Vision Instructional Practices





Horizontal Coherence- Classroom Level



CCDS Coaching System Theory of Action



If..... all CCDS coaches work alongside teachers in classrooms, using evidence-based coaching practices to support the implementation of the OneClay Vision instructional practices

Then.... student learning will increase.

Addressing Barriers



Barrier	Solution
Lack of Focus	<ul style="list-style-type: none">Establishing a task force of educators at all levels to define (and refine) the OneClay Instructional Vision in a user friendly formatDefine a common CCDS coaching approachAligned Meeting Schedules for:<ul style="list-style-type: none">District Specialists and CoachesSchool LeadersSchool-based PLCs
Lack of Knowledge and Understanding	<ul style="list-style-type: none">Developed OneClay Vision Look-Fors for each indicator
Lack of Resources	<ul style="list-style-type: none">Curated aligned Data Collection ToolsHyperdoc in our Portal for Coaching Resources

Monitoring our Theory of Action



**Theory of
Action**



**Monitoring
Impact**



Monitoring our Theory of Action



If.....



all CCDS coaches	<u>Coaching Log & Dashboard</u>
work alongside teachers in classrooms	
using evidence-based coaching practices	
to support the implementation of the OneClay Vision instructional practices	<u>School Walkthrough Dashboards</u> <u>School Improvement Walks</u>

Then...student learning will increase.



Student Achievement Data:

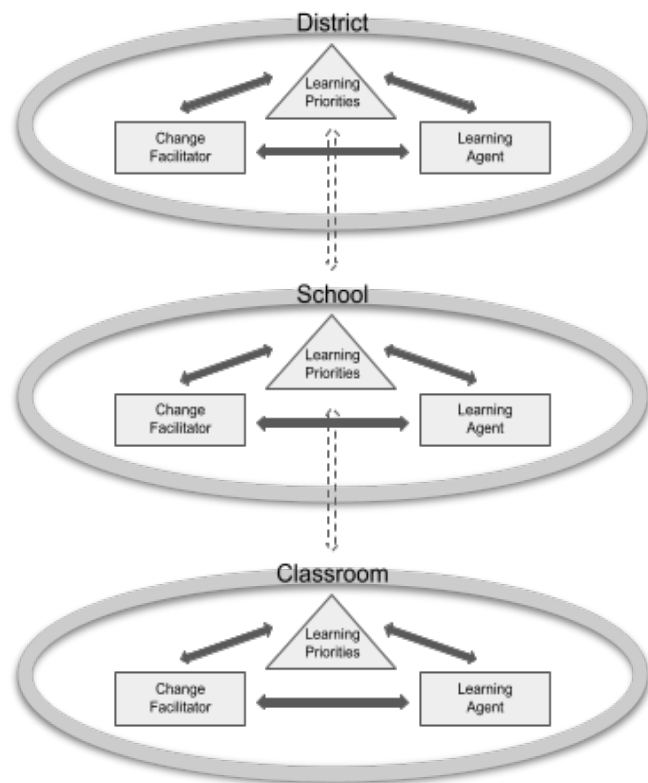
- PM1: Beginning-of-Year
- PM2: Mid-Year
- PM3: End-of-Year

Learning Targets



- I can describe how coherence aligns vision, strategy, and action across the system.
- I can create or refine a clear theory of action that links practices to outcomes.
- I can identify and monitor systems and processes that sustain coherence and continuous learning.

Guiding Questions:



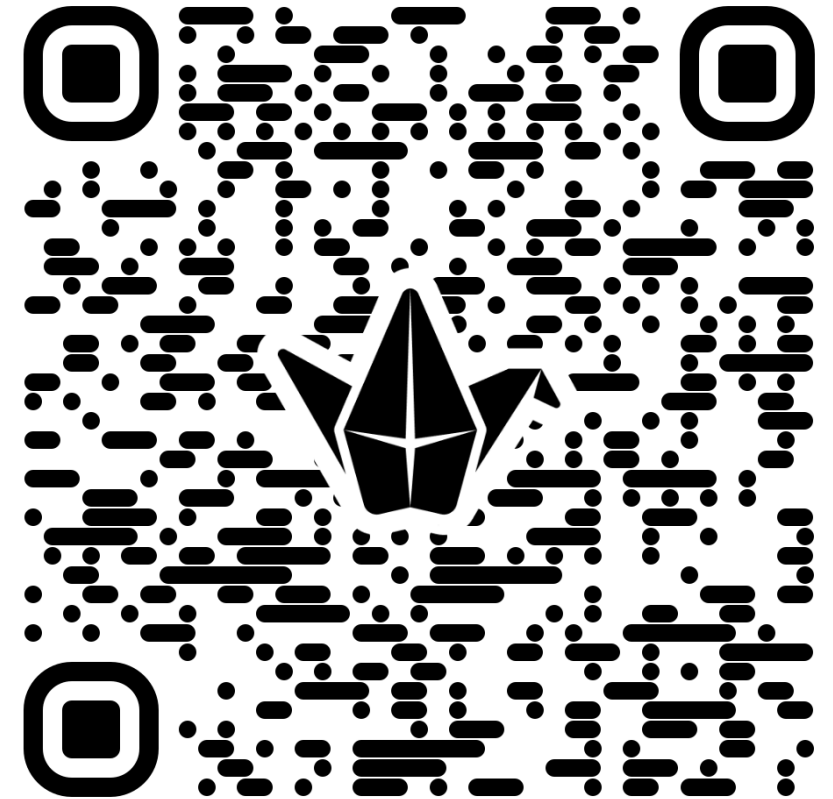
- Where do you see coherence in your system right now?
- What's your theory of action ("if-then" story) for how your work leads to better outcomes?
- How do you know your systems are working, and what helps you stay aligned?

Building Organizational Coherence

Breakout Discussion

Where do you see coherence in your system right now?
What's your theory of action ("if-then" story) for how your work leads to better outcomes?
How do you know your systems are working, and what helps you stay aligned?

Record highlights from your discussion in the Padlet and be prepared to share out.



Whole Group Share Out

Where do you see coherence in your system right now?

What's your theory of action ("if-then" story) for how your work leads to better outcomes?

How do you know your systems are working, and what helps you stay aligned?

Department of Education, Division of Public
Schools Leadership



Dr. Paul Burns
Senior Chancellor



Dr. Josey McDaniel
Deputy Chancellor

Bureau of Educator Recruitment,
Development and Retention



Dr. Sarah Hall
Chief



Ashley Harvey
Director
Retention Team



Katarina Humphrey
Grants Manager and
Add-Ons Specialist



Katherine Parish
Evaluations and
Leadership Program
Specialist



Tiani Snelling
Policy and Professional
Learning Specialist

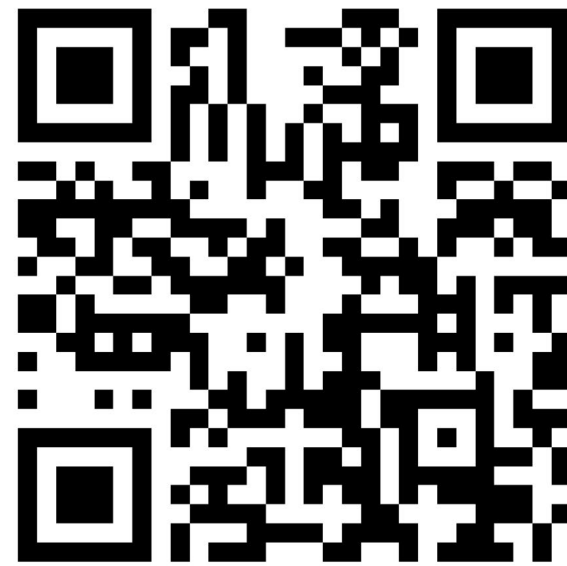
FDOE: Q&A

- Use the QR Code or link in chat to record additional questions that were not addressed during this Q&A
- Have a more direct question for us? Email: professionallearning@fldoe.org



Session Feedback

Florida Educator Preparation and
Leadership Network (FEPLN) Nov
2025 Session Feedback



What to Expect Next Meeting

Next Meeting Meeting Topic

- **Elevating School-Based Professional Learning: Strengthening Support Teams for Systemwide Impact**, Dr. Milagros Gonzalez & Dr. Regina Wimberly, *Miami-Dade County Schools*
- Presentation topics determined by YOU!
- Please complete the survey!

Upcoming Meeting Dates

- Next Meeting: December 3, 2025, at 1 PM
- Future Meetings: 1st Wednesday of each month

Meeting Details

- A calendar invite with the meeting link will be sent in advance

FEPLN Meeting Topics Survey

FEPLN SY26 Professional Learning
and Meeting Topics Survey



Optimistic Closure

What is one thing you're excited to bring back to your team from today's discussion?



Drop your response in the chat! ✨

A close-up photograph of a red pen with its tip pointing towards a calendar grid. The calendar shows dates 10, 11, 16, 17, 18, 24, and 25. Overlaid on the calendar is the text "Thank you! See you on December 3rd!".

Thank you!
See you on December 3rd !