

EnTere Ed Genius Hour Design Sprint Workshop (Registration Required)	11:00 a.m. - 1:00 p.m.	Register here to join EnTere Ed Collective for their Genius Hour Grand Finale, where we'll combine our collective genius to explore potential impact projects inspired by EnTere Ed's Genius Hour Spring Series.
Authorizing 101 Workshop [Registration Required]	1:00 p.m. - 4:30 p.m.	NACSA's 2024 Authorizing 101 Workshop is designed for NACSACon attendees looking to gain a high-level understanding of authorizing best practices. Registrants will gain a thorough grounding in the fundamentals of quality authorizing practices through asynchronous learning modules that are assigned as pre-work before the in-person workshop. On-site, learners will engage in scenario-based activities to reinforce their learnings alongside others in the field. The in-person workshop will take place before the 2024 NACSACon kickoff, so that learners may maximize their conference experience through the duration of the event. This program offers a unique opportunity for participants to network with NACSA staff and other new and novice authorizers.
Welcome Reception	5:00 p.m. - 7:00 p.m.	Celebrate the start of NACSACon 2024 at the Welcome Reception! Connect with colleagues and enjoy light bites and refreshments. Thank you to our Welcome Reception Sponsor, ReportWell!.

Tuesday, October 22, 2024

Breakfast	8:00 a.m. - 9:30 a.m.	
Keynote Presentation: Designing and Cultivating a Thriving Education Ecosystem	9:30 a.m. - 10:30 a.m.	While some may argue that innovation, community-centeredness, and accountability are at odds with one another, NACSACon's 2024 keynote will challenge you to rethink this. Come hear how these elements of public education can actually fuel each other to create exceptional learning environments. Aylon Samouha, CEO of Transcend, takes the stage for our keynote using a new, engaging session format. Hear Samouha describe how innovation, community-centeredness, and accountability can fuel each other to create exceptional learning environments. Then join us for a meaningful Q&A featuring Samouha, M. Karega Rausch, Ph.D. (NACSA), and Anirban Bhattacharyya (Transcend). Thank you to our Keynote Presentation sponsor, City Fund.

Morning Break	10:30 a.m. - 11:00 a.m.	
BREAKOUT BLOCK	11:00 a.m. - 12:00 p.m.	
The “How”: Revamping a Performance Framework while Balancing Stakeholder Perspectives		There has been robust conversation about revising performance frameworks to better consider factors such as community, school accountability, and autonomy. However, authorizers need to know how to meaningfully revise performance frameworks while balancing differing perspectives from a diverse portfolio of schools. Hear how the Tennessee Public Charter School Commission accomplished this by examining the “how” behind revising a performance framework with collaboration and buy-in from school operators and other key stakeholders.
Local Voices, Stronger Schools: The Impact of Community-Focused Authorizing		UNCF and the National Charter Collaborative will facilitate an engaging and insightful session on the importance of community-centered authorizing. In today's evolving educational landscape, it is crucial to ensure that charter schools not only meet academic standards but also align with the needs and aspirations of their communities. This session will feature leaders from HBCUs and charter schools who will share their experiences and strategies for fostering strong community connections.
Authorizers’ Voting Board Members and Staff: Building Alignment and Leveraging Roles		This workshop helps authorizing staff and board members understand how their roles can complement each other to make defensible, student-focused decisions. Explore ways to enhance staff analysis and leverage board expertise in synthesizing information for critical resolutions, all while staying within legal and policy boundaries. Gain practical strategies for fostering stronger collaboration and more effective governance.
Coming Together to Tackle Fraud: Lessons and Solutions for Everyone		In response to California's \$400 million A3 Schools fraud case, a volunteer anti-fraud task force brought together authorizers, charter advocates, lawyers, auditors, fraud investigators, prosecutors, vendors, and others to identify the vulnerabilities the case revealed and develop consensus recommendations to address them. Learn what they found and proposed, implications for other states, how the sector came together to tackle a problem collaboratively, and how implementation is going so far.

<p>Charter Boards and Authorizers: An Essential Relationship for School Success</p>		<p>A charter school's board of trustees has the responsibility to ensure that the school is fulfilling its mission, achieving academic and financial goals and meeting its obligations under its charter agreement with the school's authorizer. The authorizer is tasked with making sure that all of the schools in its portfolio are staying on track and achieving well enough to earn renewal. These layers of oversight should align and foster school success, which demands a strong working relationship between an authorizer and charter school.</p>
<p>An Intimate Conversation with Aylon Samouha: Designing and Cultivating a Thriving Education Ecosystem Pt. 2</p>		<p>Join an intimate conversation and Q&A with NACSACon's keynote speaker, Aylon Samouha, to extend and explore the ideas discussed for Designing and Cultivating a Thriving Education Ecosystem.</p>
<p>Lunch</p>	<p>12:00 p.m. - 1:30 p.m.</p>	
<p>BREAKOUT BLOCK</p>	<p>1:30 p.m. - 2:30 p.m.</p>	
<p>What makes a founding team that will be ready to open?</p>		<p>This workshop helps authorizing staff and board members understand how their roles can complement each other to make defensible, student-focused decisions. Explore ways to enhance staff analysis anThrough this interactive and generative session we will reflect on successful school launches to identify the knowledge, skills, abilities, and behaviors of founding teams that lead schools to be "Ready to Open." Content generated through this session can be used to inform the evaluation of charter applications and year zero training and support. This session sits at the intersection of two critical authorizing priorities: evaluating the capacities of founding teams and ensuring readiness to open.d leverage board expertise in synthesizing information for critical resolutions, all while staying within legal and policy boundaries. Gain practical strategies for fostering stronger collaboration and more effective governance.</p>
<p>Design vs. Delivery: Do Innovative Schools Deliver on their Promises?</p>		<p>Young people need both a strong academic foundation and the habits, mindsets, and skills to succeed in life, yet choosing where to focus in pursuit of these outcomes is challenging. At New Schools, we invest in leaders who create innovative schools that help students thrive as whole people. Join us to learn more about the design choices our leaders prioritize in applications, the consistency of implementation, and considerations for authorizers as they develop innovation portfolios.</p>

Let's ASPIRE: Shining a Light on Invisible Students		Despite our best intentions, many students remain invisible within our academic accountability systems. In our quest for educational excellence, it's imperative to ensure that every student, regardless of background or circumstance, receives a quality education. However, historically accountability systems often fall short in addressing the needs of diverse student groups. This panel seeks to redefine accountability in education.
Authorizer Shopping: What's the Deal?		The practice of authorizer shopping, which originated as the practice of seeking to switch to authorizers with less stringent oversight and/or more favorable terms, has seen a resurgence. This session will delve into the reasons behind this trend, its impact on charter school quality and accountability, and the strategies authorizers are employing to respond effectively. By bringing together a diverse panel of authorizers from across the country, we will illuminate multiple perspectives.
Empowering Authorizers with the Whole Child Report Card: Enhancing Accountability and Equity in Educ	12:00 p.m. - 1:30 p.m.	The Whole Child Report Card (WCRC) is crucial for authorizers, providing real-time insights into student development through customizable data filters. It enhances accountability, improves school performance, and supports historically under-resourced students, aligning with quality authorizing goals. This session explores how WCRC fosters accountability, informs strategic planning, and promotes equity through tailored interventions. Participants will gain insights into implementing WCRC, overcoming challenges, and enhancing charter school oversight and renewals with practical strategies.
Effective Practice in Financial Oversight		Financial oversight is a critical responsibility of authorizers, helping ensure that schools appropriately and effectively use public resources to get great outcomes for students. This session will explore effective financial oversight practices through case studies and scenarios. Attendees will grapple with real-life financial oversight situations, learning from one another and experts in the field to determine appropriate courses of action for the authorizer. The session will also include an overview and invitation to NACSA's ongoing Financial Oversight Community.
Personal Narratives in Authorizing		This session will include 4 "mini-talks": personal stories that captivate, motivate, or challenge ideas. Join us to hear first-hand accounts of the experiences, insights, and lessons learned from your colleagues in the field.

Afternoon Break	2:30 p.m. - 3:00 p.m.	
BREAKOUT BLOCK	3:00 p.m. - 4:30 p.m.	
To Approve or Not Approve: A Problem of Practice for New School Applications		<p>First, this session will explore a past New School Application in Denver Public Schools and the difficulties we faced in providing our Superintendent with a final recommendation. Throughout the process, our authorizing team was swayed philosophically through varying pillars of authorizing (and ethical) considerations. Second, this session will provide teams of authorizers with similar hypotheticals and encourage them to apply their own practice, statutes, considerations, and policies to the exercise.</p>
Aligning the Mandate of Community Needs Analysis with Strong Authorizing		<p>Authorizers and grant administrators will lead this workshop, where they will discuss how to leverage the applicant and authorizers' sense community needs thorough tools to assess an applicants' knowledge of and connection to the community. Learn about efforts in Wisconsin and other states to leverage the federally mandated community needs analysis to strengthen authorizing and support school opening. Explore tools and strategies converting this requirement into a school and authorizer asset.</p>
A Series of Little Bets: Recentring Community Based Schooling for Indigenous Communities		<p>Over a series of 2 years the NACA Inspired Schools Network (NISN) has been making a series of cumulative, "little bets" in Indigenous education that have resulted in new understandings of what it means to be a mission driven community school. Authorizers will have an opportunity to reflect on how their processes and protocols make space for community-led design which is a core tenet of Indigenous Education. Attendees are encouraged to bring one school mission from their portfolio in order to unpack where community lives within the mission.</p>
Budgeting Is Super Fun: How Does Your Spending Compare to Other Authorizers?		<p>We all know that authorizing costs money. But do you know whether your spending is similar to other authorizers? This engaging session will: share research on authorizer spending, include analysis and discussions of the research, and share a case study of how New Orleans used the research to more effectively fulfill their authorizing responsibilities. Whether you are experienced or just starting out, you'll leave with practical insights and ideas for how you can budget for quality authorizing.</p>

<p>Choosing Diversity, Practicing Justice: Authorizing Quality, Intentionally Diverse Charter Schools</p>		<p>In this session, participants will workshop DCSC’s nascent High-Quality Intentionally Diverse (HQID) Charter School Framework, examine ways authorizers promote the launch of community led, high-quality diverse charter schools, and collaborate to create recommended best practices for authorizers keen to authorize more excellent, diverse schools for their communities.</p>
<p>Exploring Past Insights to Forge Future Pathways: Crafting Special Population Accountability Framework</p>		<p>This session will explore the collaborative relationship between authorizers and the schools in their portfolio by analyzing a case study that illustrates goal-setting dynamics among the Arizona State Board for Charter Schools, A-GAME, and the Arizona Autism Charter Schools. We’ll discuss the significance of selecting pertinent data for special population schools and strategies to empower authorizers in effectively supporting special population school teams.</p>
<p>Recent Research in Authorizing: What We’ve Learned and What We Want to Learn</p>		<p>Research on the effectiveness of charter schools have evolved significantly in recent years. This session highlights recent research from three organizations (Center for Learner Equity; Thomas B. Fordham Institute; MIT Blueprint Labs Charter School Research Collaborative) before delving into the broader state of charter school research and opportunities to grow what we know about the sector.</p>
<p>INFORMAL MEETUPS</p>	<p>4:45 p.m. - 5:30 p.m.</p>	
<p>Reception hosted by Entere Ed Collective</p>	<p>7:30 p.m.</p>	
<p>Wednesday, October 23, 2024</p>		
<p>Breakfast</p>	<p>8:00 a.m. - 9:30 a.m.</p>	

BREAKOUT BLOCK	9:30 a.m. - 10:30 a.m.	
<p>Transforming Compliance Checklists into Quality Assurance Tools: Enhancing Organizational Performance Frameworks</p>		<p>When's the last time your office updated its Organizational Performance Framework? Is it still a basic compliance checklist, or does it integrate quality assurance? If you've been contemplating updates, this is the session for you. Anchored in NACSA's 2023 Guide to Performance Frameworks and WestEd's Indicators of Distress research, we will delve into how two authorizers - the DC Public Charter School Board and the Washington State Charter School Commission - are rethinking their approaches. Discover how incorporating an organizational effectiveness lens in review and renewal decisions can significantly enhance your framework. Join us to transform your compliance checklist into a robust quality assurance tool. Performance Framework.</p>
<p>How Do You Know When Schools Are Ready to Grow?</p>		<p>Time and time again, successful charters open new campuses, only to see quality decline and a new campus that is weaker than the original. Authorizers can help ensure that successful schools make smart decisions about growth and expansion. Learn the most common risks and pitfalls schools face as they contemplate growth, and demo tools Bellwether uses with school leaders and boards to accurately assess a school's "readiness" to grow with quality.</p>
<p>Unlocking Green Funding for Equitable Charter School Facilities</p>		<p>Too often, charter schools lack adequate facilities funding, forcing difficult trade-offs between investing in energy-efficient upgrades or directing limited per-pupil funds to classroom learning. Moderated by Alan Washington of the Charter Schools Development Corporation, this panel explores how charter school authorizers can help their schools access new funding streams to create sustainable, climate-resilient learning environments that foster better outcomes, especially in underserved and under-resourced communities. Join us for an informative panel discussion!</p>
<p>Innovative Authorizing Practices for HEI Authorizers</p>		<p>Higher Education Institution (HEI) Authorizers vary in structure, authorizing priorities, and methodology, but with their unique HEI connections, they have the opportunity to be at the forefront of innovation in authorizing. From broadening the K-16 pipeline to leveraging HEI resources at the charter school level, HEI Authorizers are continuing to pave the way in supporting quality authorizing practices, improving student outcomes, and creating lifelong learners.</p>

<p>Metrics That Matter: Highlighting Indicators that Drive School Success</p>		<p>This session empowers charter school authorizers and school leaders to use governance and performance metrics that foster successful, sustainable schools. For those who seek not just to educate but to thrive holistically, this session will help you find the right metrics to guide your path. Designed for authorizers and school leaders who value innovation but struggle with balancing accountability and autonomy, and for those who want to streamline oversight processes but face the complexity of diverse educational models, this session provides practical tools to improve school outcomes. Discover how to leverage smart metrics to foster strong, thriving charter schools by bridging the gap from data to actionable knowledge and enabling confident, strategic decision-making. We'll cover 12 essential metrics keys for School Structure and School Performance and look at strategies for Early Warning Systems, how to balance Global and Local Data, and explore real-world case studies.</p>
<p>Community Conversations with NACSA LIVE!</p>		<p>One of the most important goals of quality authorizing is to create more transparency and access for families to truly understand and engage in the education their children receive. Parents are an integral part of improving our nation's education system. They play a vital role in their child's education—and their voices should be heard by those making decisions that have direct implications on their communities and children. When thinking about your role as an authorizer and as a parent, where do you see overlap? How can authorizers and parents work together to ensure students are receiving a high-quality education that prepares them for success in college, career, and life?</p>
<p>Morning Break</p>	<p>10:30 a.m. - 11:00 a.m.</p>	
<p>BREAKOUT BLOCK</p>	<p>11:00 a.m. - 12:00 p.m.</p>	
<p>Do They Have What It Takes? New Ways to Assess Founding Team Capacities in the New School Application Process</p>		<p>It is imperative to ensure only the most qualified and prepared applicants are awarded an initial contract. However, application processes often focus heavily on the written application, rather than the people that will implement the plan. In this session, you will hear one authorizer's story of piloting a process to evaluate capacity through multiple touchpoints. Participants will engage in discussion and activities, considering ways to identify the applicants that truly have what it takes.</p>

<p>Affirming the Value of Assessment & Accountability: Is the Pendulum Swinging Back?</p>		<p>In recent years, the value of standardized assessments has been challenged, but recent research shows us that, when used thoughtfully, standardized assessments are an incredibly valuable and powerful tool. This session dives into the importance of assessment and accountability, including background and context about assessment and accountability policy, where advocates see down the road for assessment and accountability policy, and how the authorizing sector may be impacted by potential shifts and changes, but also can lead the conversation on the importance of assessments and accountability.</p>
<p>The Challenges and Opportunities of Short-term Contracts</p>		<p>As authorizers increasingly use or contemplate the use of short-term renewals (which is allowed in more than two-thirds of states), it is important to discuss both the constructive uses and potential limitations of short-term renewal. Through interactive discussions, brainstorming activities, and panelist insights, attendees will gain actionable ideas and considerations to apply in their local contexts, enhancing their approach to charter renewal applications and evaluations.</p>
<p>Adopting Policies for Provider Agreements: Costs and Benefits</p>		<p>To thrive as an authorizer, it is critical to have tools that set clear expectations. One tool we utilize is a set of policies governing the agreements between charter boards and management organizations. Developed and amended over decades, the policies encourage a level playing field in negotiations, and establish the parties' roles and responsibilities. Come hear the lessons we have learned, how the policies help our partners, and why adopting a similar concept can make an impact for you.</p>
<p>Snapshot 2024: A Year in Review of K-12 Digital Learning</p>		<p>The COVID-19 pandemic transformed K-12 education, especially in online & hybrid learning. This session will provide an overview of the Digital Learning Collaborative's (DLC) report, "Snapshot 2024", and the policy shifts, practice trends, and enrollment patterns present in K-12 digital learning for the 2022-2023 school year. We will highlight key findings and insights to help charter school authorizers navigate this evolving landscape. Join us to discuss the trends, field experiences, & the future of digital learning.</p>
<p>Relationship Matters: Building a Strong Relationship Between School Leaders and Authorizers</p>		<p>Using the real-life experiences of a charter school leader and the charter authorizer navigating formal probation processes in two different single-site charter schools as a backdrop, this session will delve into the importance of a strong charter leader/charter authorizer relationship and the nuances of striking the right chord between building trust, maintaining accountability and ensuring student outcomes.</p>

Chartering a Path to Turnaround, Not Closure		<p>Discover an alternative pathway or middle ground before having to revoke a charter or close a school when an authorizer is legally required to take disciplinary action.</p> <p>Learn about the origins and impact it has for the Arizona charter schools.</p> <p>Explore how these practices can apply to varied contexts through thoughtful discussions with your peers.</p>
Lunch	12:00 p.m. - 1:30 p.m.	
BREAKOUT BLOCK	1:30 p.m. - 2:30 p.m.	
Mergers: One Path to Sustainability and Impact		<p>Economic instability, philanthropic belt-tightening, and a looming fiscal cliff means that many charter schools face an uncertain path to sustainability or scaled impact.</p> <p>Authorizers can play a pivotal role in normalizing mergers as a way to deliver higher quality education for students while reducing spending on overhead. In this session, authorizers will learn the factors that make a merger more likely to succeed and how to help promote strategic mergers across their portfolios and the sector.</p>
Engaging Charter Leaders - Crafting and Delivering Quality Training Sessions		<p>Since 2022, our office has worked to better support charter school leaders by crafting engaging and informative professional learning series. We have hosted events on topics including, but not limited to, fire safety, emergency management, ESSER funding, and addressing bullying. In this session, I will share how we created ongoing PLC sessions and engaged over half the charter sector in Philadelphia throughout these sessions.</p>
Building a Systemic Waiver Process for Charter School Autonomy and Accountability		<p>This proposal advocates for the implementation of a systemic waiver process tailored for charter schools, focusing on enhancing both autonomy and accountability. The session will explore how a systemic waiver process can strike a balance between autonomy and accountability. It will discuss the rationale behind empowering charter schools with the ability to seek waivers from regulations that impede their mission and vision, while ensuring Boards of Education feel confident in authorizer practices</p>

<p>Quality Focused Oversight for Emerging Multilingual Learners: Balancing School Support and Accountability</p>		<p>As the emerging multilingual learner (EML) population grows in the District of Columbia, the DC Public Charter School Board (DC PCSB) is creating an avenue to balance support and accountability for schools by engaging them through the EML Audit and Monitoring Policy. During this session, you will learn how DC PCSB uses this policy to increase school leaders' awareness of academic and school climate indicators related to programs serving EMLs. You will also have the opportunity to understand the different components of an audit and monitoring cycle and how it builds steps for school leaders to reflect and take action toward improving their programming for EMLs. The session will culminate by discussing the policy's impact and how it may foster trusting and transparent partnerships between authorizers and school leaders.</p>
<p>Authorizer and Schools Co-Creating a Community-Based Performance Framework</p>		<p>PUC-OPCS has learned valuable lessons on what it truly means to not be just student-centered, but youth-driven, and community-driven in our work as authorizers. From September 2022- May 2023, PUC-OPCS piloted our first ever Student Advocacy Program leading to the creation of the equity framework. In 2022 we shared our work with authorizers at NACSA in Minneapolis. We are now ready to share what we have learned, and we are joined by 2 of the 8 schools.</p>
<p>How Could CSP Be Reauthorized to Strengthen Charter Authorizing?</p>		<p>The Charter Schools Program is the largest federal investment in the charter school sector, investing \$440 million annually into starting new and expanding existing charter schools. Only a small portion of these funds can be used to improve the quality of the existing charter sector, including strengthening authorizing. With reauthorization of the Elementary and Secondary Education Act on the horizon, how could CSP be rethought to meet the needs of today's charter sector?</p>
<p>Afternoon Break</p>	<p>2:30 p.m. - 3:00 p.m.</p>	
<p>BREAKOUT BLOCK</p>	<p>3:00 p.m. - 4:00 p.m.</p>	
<p>Collaborating for Capacity: How District Authorizers can Build Relationships with State Entities and Beyond</p>		<p>This session will focus on building a positive relationship between school district authorizers and state entities, which is essential to enhancing the capacity for effective oversight. During this session, we will address challenges and establish clear, consistent standards and collaborative frameworks that promote accountability and high educational outcomes across all authorizing bodies.</p>

Strategic community-centered authorizing in the context of declining enrollment		This session will equip district authorizers facing declining enrollment with practical tools and resources for community-centered authorizing. The session will draw from Jeffco Public Schools' (CO) experience with creating an expedited and community-driven authorizing process for a community facing school consolidation. Participants will learn how to effectively uplift community voices and forge innovative partnerships in the pursuit of sustainable, high-quality educational options.
Student-Centered Closure		This session explores impacts of school closures on students and communities, aiming to foster more critical thinking about systemic supports and decision-making when schools close, beyond closure prevention measures. Participants, including authorizers and school leaders, will reflect on closure practices, understand the full longitudinal costs on students, and develop strategies for true student supports. All authorizers, but especially non-LEAs, will benefit from the longitudinal context.
One Authorizer's Story: Connecting the Dots Between Onsite Reviews and Academic Growth		As authorizers, one of the primary goals is to ensure high quality learning opportunities for all students (dot #1). Our belief is that this is accomplished through onsite program reviews (dot #2) and assessment data (dot #3). Find out how one authorizer has connected all three dots through research. Learn about the onsite review process and the relationship between classroom observation data and indicators of academic growth.
Performance Frameworks and Special Education: Compliance AND Quality		As key figures overseeing the quality of education, authorizers are crucial in ensuring schools provide exceptional services to all students. This session is an opportunity to assess our performance frameworks, ensuring that every student, especially those with disabilities, receives the highest quality of education. We will share a national scan of special education indicators within performance frameworks, assessing how authorizers use these frameworks to conduct oversight of services for students with disabilities and discuss innovative approaches that move beyond compliance.
Redefining Authorizing: Embracing Complexity and Innovation		Authorizing is fundamentally shaped by state statutes, political contexts, and the professionals that oversee the work. Authorizers face the critical challenge of being the primary external body accountable for failing charter schools, often with limited tools to address issues before closure becomes inevitable. Despite these constraints, the responsibility remains significant. Join us as we redefine authorizing, exploring its dilemmas and complexities through a leadership model that embraces innovative solutions and responsive mindsets to better meet the demands of this challenging role.

NACSACon 2024 Reception	4:30 p.m. - 7:30 p.m.	
Thursday, October 24, 2024		
Breakfast	8:00 a.m. - 9:00 a.m.	
BREAKOUT BLOCK	9:30 a.m. - 11:30 a.m.	
[WORKSHOP] Exploring AI's Transformative Impact on Authorizing		Join us for an enlightening session on the transformative impact of Artificial Intelligence (AI) in education, presenting challenges and opportunities far beyond those of previous ed tech innovations. This session will provide authorizers with the latest updates on AI developments, shedding light on their implications for sector-wide policy and practice. Additionally, we'll explore specific, actionable ways authorizers can leverage AI to address current challenges. Hear from distinguished presenters Alex Spurrier; Anne Spear, and Jacob Allen.
[WORKSHOP] Crafting Your Organization's Identity and Mission-Aligned Elevator Pitch: An Interactive Workshop		Join Matterlab for an engaging workshop that helps participants uncover their organization's identity and develop a mission-aligned elevator pitch in real time. This interactive session features peer-to-peer discussions, individual reflections, and facilitator feedback, utilizing Matterlab's "Who is Your Organization as a Friend" exercise and the Know, Feel, Do framework. We will explore internal organizational identity, key audience engagement, and the core reasons behind your work. The session concludes with crafting and presenting elevator pitches, peer feedback, and a Q&A recap.
[WORKSHOP] When Teamwork Doesn't Work: The Path to High Performing Teams		Participants will interrogate the factors that lead teams to talk about the right stuff and solve the most critical problems. Participants will understand the roadblocks that prevent their staff from performing at high levels with consistency. Participants will reflect on their leadership styles and identify opportunities to enhance team dynamics.