50 The solution is in the room: Teacher voices power conversation protocol.

By Donna Spangler The professional learning committee at Hershey Middle School in Pennsylvania created a conversation protocol that exemplifies teacher voice and shows the importance of evaluation to the learning process.



Photo by KATELYN HARLEY Katie Weaver, special education teacher, lends her voice. See article on p. 50.

56 Let's *really* talk about

data: How to infuse meaningful data into daily decisions and conversations. *By Robby Champion*

A paradigm shift about professional learning and data is overdue. Learning leaders need to take the lead with three important steps: Rethink the work, engage co-workers, and embed student learning into conversations.

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62 The promise of microcredentials.

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of Learning Forward's Standards for Professional Learning.

<mark>I SAY</mark> Ulrich Boser

FINNISH EDUCATOR, AUTHOR, SCHOLAR, AND SCHOOL IMPROVEMENT ACTIVIST



On how professional learning should incorporate lessons from memory research:

C Then we think about what makes for good teaching and learning, memory is really key for information, not just because you want to know the facts but so you are able to apply it in some way. ... The issue in working memory is that it's so narrow. It's short-term. It's very easy to overload working memory. This explains why PowerPoints with all sorts of writing are so hard to decipher. Or why, when you're trying to read something and someone's talking to you, you're like, wait, I can't pay attention to these things."

> Find the full Q&A with Ulrich Boser at **www.** learningforward.org/ learningprofessional.