Amplifying Our Voice: Leading Boldly for Our Students, Our Professions, and Our Union

Collaborating for Educator Voice, Association Strength, and Student Success

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with special guests from

The New Jersey Public School Labor-Management Collaborative
COMPETENCY: GOVERNANCE and LEADERSHIP

• Leadership Competency Levels:
  - Level 1: Foundational
  - Level 2: Power-Building
  - Level 3: Agenda-Driving

• Governance theme:
  - Establishes and maintains collaborative and effective relationships
• NEA Strategic Goal

- advancing opportunities that will identify, organize, and engage new and early career educators; amplify the voices of all educators, support our members’ professional growth, and promote social justice for our students, communities and our nation;

- securing a pro-public education environment for students, educators, and families; and

- building the capacity of the local, state and national union to ensure the success of public education.

• NEA Organizational Priorities

- Early Career Educator
- Racial Justice in Education
- My School, My Voice
- Supporting Professional Excellence
Session Overview

- THE RATIONALE: Why collaborate?
- THE RESEARCH: What happens when you build a system of collaboration?
- COLLABORATIVE PARTNERSHIPS: What are they, exactly?
- THE PRACTICE: State, district, and school collaboration
- GETTING STARTED: A framework for collaboration
What We Need From You

Energy and Participation

Make Your Own Connections

Seek Growth

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#NEASummit
Educator Involvement at District & School Levels Strengthens the Profession.

98% WANT GREATER PARTICIPATION IN DISTRICT DECISION-MAKING

97% WANT GREATER PARTICIPATION IN SCHOOL DECISION-MAKING

National Center for Education Information: Profiles of Teachers in the U.S. 2011
Responses of 2,500 randomly selected K-12 public school teachers in 2011:
“To what degree do you agree that the following changes would strengthen teaching as a profession? “
Educators Want More Say in Decision-Making with Administrators.

- Of educators believe they have a lot of say in school decisions. 31%
- Of educators believe they should have a lot of say in school decisions. 93%

Educators don’t want to decrease administrators’ level of input over school decisions. Educators simply want to share in those decisions.

Gallup, 2018. Survey of K-12 teachers. Nationally representative sample, n=497. Comparison between teachers marking “a lot” as the response to each stakeholder’s current and desired level of input into school decision-making.
INSTITUTION FOR CONFLICTING INTERESTS:
COLLECTIVE BARGAINING
INSTITUTION FOR COMMON INTERESTS?

LABOR MANAGEMENT PARTNERSHIP FOR
TEACHING QUALITY AND STUDENT ACHIEVEMENT
An education partnership is...

A choice to collaborate

and Collaboration is...

Stakeholder Voice & Influence

Shared Decision Making

Working together for student success
What do we know about these partnerships?
NATIONAL Labor-Management Collaboration Study

Dr. Saul Rubinstein (Rutgers University) and Dr. John McCarthy (Cornell University)

Longitudinal study

6 States: California, Illinois, Maine, Mass, Minnesota, New Jersey

25 Districts
400 Schools
4900 Educators

Testing the relationships between a labor-management partnership, collaboration in schools, and outcomes for students and staff
VARIABLES

• **Partnership (District):** Union leaders and district administration working together to improve teaching and learning. District initiatives are developed collaboratively.

• **Collaboration (School):** Teachers and administration working together on innovations to improve teaching and learning, engaging in significant problem-solving activity, and developing school initiatives collaboratively.

• % of Students **Performing at or above Standards**
  • English Language Arts (ELA) and Math

• Teacher turnover, school climate, and other variables
COMPONENTS OF COLLABORATION

- Shared Decision-Making
- Aligned Goals
- Teacher Discretion
- Psychological Safety
THE FINDINGS: A Pathway for SUCCESSFUL COLLABORATION

Formal Labor Management Partnership

Collaboration

Educational Impacts: Student Outcomes & Teacher Retention
What are educators **COLLABORATING** around?

**Student Performance Data**

Almost 2x More Educator Collaboration on these topics in High Quality Partnerships than in Low Quality Partnerships

**Instructional Practices**

**Curriculum Development**

**Mentoring**
Benefits of Collaboration

Association Rep and Principal both seen as a Resource to Educators

(McCarthy and Rubinstein, 2017)
Fill out the brainstorming sheet on page 3 in your workbook.

Then turn to an elbow partner at your table and share your responses.
A NATIONAL CALL FOR COLLABORATION

National Labor Management Partnership

A Union of Professionals

Great Public Schools for Every Student
What do we mean by Collaborative Partnership?

SHARED LEADERSHIP. SHARED DECISION-MAKING. AT ALL LEVELS.

- National Level
- State Level
- District Level
- School Level
SO, HOW DO WE GET STARTED?
THE LABOR MANAGEMENT COLLABORATION FRAMEWORK

**PREPARE**
- Learn the Case for Collaboration
- Identify Partners
- Discover Shared Goals
- Commit to Collaborate

**ACT**
- Identify Collaborative Teams & Functions
- Establish Support Resources
- Define Content for Collaboration
- Define Process for Collaboration
- Implement Collaboration

**REFLECT**
- Evaluate Outcomes, Process & Content

Sustain the Effort & Expand Effort to Collaborate!
• LEARN THE CASE:
  WHO, WHAT & HOW TO SHARE WITH OTHERS
• IDENTIFY PARTNERS:
  JOINING UP WITH OTHERS
• DISCOVER SHARED GOALS:
  SETTING A STUDENT-CENTERED FOCUS
• COMMIT TO COLLABORATE:
  CREATING AGREEMENTS TO WORK TOGETHER
WHO, WHAT & HOW TO SHARE WITH OTHERS

WHO (AUDIENCE):

WHAT (MOST COMPELLING INFO):

- Student Outcomes!
- Recruitment & Retention!
- Educator Voice!
- Association Strength!
- Transformed Role Of Leadership!

WHAT (DELIVERY MECHANISM):

- Presentation
- One-on-one
- Email
- Video
- Research Documents
JOINING UP WITH OTHERS

ASSOCIATION

ADMINISTRATION

SCHOOL BOARDS
PARENTS & STUDENTS
COMMUNITY GROUPS
UNIVERSITIES
PROCESS CONSULTANTS
SETTING A STUDENT-CENTERED FOCUS

1. What school improvement issues do stakeholders in my system care about?
2. What data are available to determine our goals?
3. How do we figure out what to work on first?
As we share ideas, fill out the brainstorming sheet on page 5 in your workbook.
CREATING AGREEMENTS FOR SUCCESS

What do we need and want from each other to be successful in our collaborative partnership?

What principles and guidelines do we want to hold ourselves and each other to for building lasting trust?
ABC UNIFIED: GUIDING PRINCIPLES FOR THE PARTNERSHIP

1. All students can succeed and we will not accept any excuse that prevents that from happening in ABC. We will work together to promote student success.

2. All needed support will be made available to schools to ensure every student succeeds. We will work together to ensure that happens.

3. The top 5% of teachers in our profession should teach our students. We will work together to hire, train, and retain these professionals.

4. All employees contribute to student success.

5. All negotiations support conditions that sustain successful teaching and student learning. This is the MAIN THING!

6. We won't let each other fail!
Prepare: Delran New Jersey

**NEED**

- Align goals with clear and common language
- Global awareness
- We are nimble and responsive to change (locally and globally)
- It is an uncontracted time for Delran Schools

Challenge: rapidly-changing demographic perceptions

The system in Delran does not hinder the creative citizens we are nurturing.

**PURPOSE**

- Create a uniformly-agreed upon structure regardless of roles and common goals

- Vision + Respect for each other’s perspectives

- Some common goal

- Focus on our Clear concise, child-focused, and inspiring vision statements to drive our work... Our current vision statement - learning for life - a picture of learning.

- What is best for our individual students so they can maximize potential throughout life.

- What is best for the whole child?

- Decide what is best for kids

- Various contributions from stakeholders can lead to maximized student potential
Prepare: Delran New Jersey

Principles

People need to be valued and supported.

It's important to understand the work that others do.

Collaborate and learn together.

Embrace every new unique role.

What we need to do is...
- collaborate
- communicate
- trust each other
- Take time.

People

All of our stakeholders will be involved in the open dialogue.

Building Trust of Relationships

Open dialogues will improve climate and culture.

Debrief:
- All students need a voice.
- We are more than what we are as a group.

How do we bring in those who are NOT in the room?

What is best for children?

What can we control?

People, processes, and structures. How decisions are made.

What's the impact of strategies that we've implemented?

Learning relationships of trust are key.

Stakeholder expectations are important.

Do the right thing.

Why's in the room?

Supervisors

COE members: parent representation.
Prepare: Delran New Jersey

The organization's communication structure is pivotal to bringing everyone into the process. Communication is a process that involves...
- Identify Collaborative Teams and Functions
  Set up the structures
- Establish Support Resources
  Where to go for help
- Define Content for Collaboration
  Pick your project(s)
- Define Process for Collaboration
  Use collaborative process tools
- Implement Collaboration
Identify Collaborative Teams & Functions
Establish Support Resources
Define Content for Collaboration
Define Process for Collaboration
Implement Collaboration

POSSIBLE TEAMS

• State Leadership Team
• District Leadership Teams
• School/Worksite Leadership Teams
• Working Committees (issue-based)
ABC Unified: Structure Begets Process

Partnership Standing Meetings

Superintendent  ↔ Union President
Chief Financial Officer  ↔ Chief Negotiator
Asst. Supt. HR  ↔ Union President and Chief Negotiator
Asst. Supt. Academic  ↔ PASS Coordinator and VP Elem.
Curriculum and P.D.  ↔ VP HS and VP MS
Special Education  ↔ VP Special Education
Special Ed Advisory Committee
Information Technology  ↔ Union President
Coordinator of Child Dev  ↔ VP-Child Development
Director of Schools  ↔ Recording Secretary
ABC Management  ↔ All Labor Unions
District Cabinet  ↔ ABCFT Executive Board
Principals  ↔ Site Reps
Systemic Collaborative Decision-Making

1. Superintendent and Union President
2. Administrative Cabinet
3. PAL Council
4. Union Executive Board
5. Focus Groups: Ongoing Problem Solving (Building Reps and Principals)
   - Child Development
   - Special Education
   - Adult Education
   - Elementary Schools
   - Middle Schools
   - High Schools
6. Building Representatives
7. COPE and State Committees
8. Union Social Committee
9. District Committees and other Union committees or task forces
10. School Site Principals
11. Academic Services: PAL partners: Elementary, Middle Schools, High Schools, Child Development, Special Education

Union Membership
As we share ideas, fill out the brainstorming sheet on page 7 in your workbook.
Sustain the Effort & Expand Effort to Collaborate!

Evaluate Outcomes, Process & Content

Identify Collaborative Teams & Functions

Define Content for Collaboration

Define Process for Collaboration

POSSIBLE SUPPORT RESOURCES

- State Collaborative
- District Office/Professional Development
- TURN/CEC
- Online Resources
- Content Experts
- Universities
THE WHAT: PROJECTS

- New Teacher Induction
- Peer Assistance
- Social-emotional Learning
- Professional Development
- Energy Conservation
- 9th Grade Math Scores

- Scheduling
- Homework & Curriculum
- Technology
- Mentoring & Peer Assistance
- Cross-disciplinary Integration
- Exam Coordination
- ESL
- Strategic Planning
THE HOW: PROCESSES

- Decision-Making
- Communication Structures
- Conflict Management
- Agenda Building
METUCHEN:
START ON ISSUES EVERYONE CARES ABOUT!

- Established District Leadership Team to Support School Leadership Teams
- Focus on Priorities (What) & Process (HOW) using Data from National Survey
- Culture Change through Collaborative Committees

“I used to think that if a problem came to me, I had to solve it on my own. I have been changed to now first ask, ‘Do we have a Committee for this? If so, let’s give it to them. If not, let’s create a committee to address this collaboratively.’ It has changed our culture.”

Dr. Vince Caputo, District Superintendent
It’s a good thing to have your best teachers working alongside of you. It’s a great thing to have them alongside of you also wearing their union hats.”

Corey Delgado, Principal Montgomery Upper Middle School

- Established Guiding Principles committing to shared success
- Involved Entire School in Two Projects: Scheduling & Advisory Program
- Set up School Leadership Team to institutionalize collaborative processes

“Everyone - and especially our younger generation of education professionals - wants a voice, and this process invites us all to the table. Once there, we become vested in successful outcomes, and our students, our colleagues, our administrators, our parents and our public can recognize and respect our efforts.”

Karen Kevorkian, Vice President Montgomery Education Association
Evaluate Outcomes, Process & Content

Measure Success
Monitor progress toward your objectives. Monitor the health of the collaborative relationship.

Celebrate
Share your progress with key stakeholders in your community, and beyond.

Grow & Share
Understand your challenges and share your lessons learned.

Sustain the Effort & Expand Effort to Collaborate!
GET STARTED @
myschoolmyvoice.nea.org/collaborating-for-student-success
FINAL BRAINSTORM: Start Somewhere!

1. Identify the first thing you will do to get started in developing your partnership/collaboration.
2. Identify the one area you want to learn more about.
3. Tweet your biggest insight from this session!

#Collab4Students
Session Outcomes

By attending this session, it is our hope that you:

• Understand the value of education partnerships as a strategy association leaders can use to increase educator voice and student success

• Have a framework to guide you in developing or promoting an education partnership in your own setting

• Know where to go for more information about education partnerships and collaboration
Closing

• Please complete the evaluation for this breakout session by using the NEA Summit Mobile App!

• Please visit the Leadership Development Resources website at www.nea.org/leadershipdevelopment