



Great Public Schools for Every Student

Policy Implementation

Educator deepens their understanding of how their strengths in teacher leadership impact the policy making process.

Key Method

The educator uses the Learn-Design-Do-Reflect cycle to conduct a needs assessment and engage stakeholders in a policy implementation meeting or activity. The educator deepens their understanding of the policy implementation process and how their own biases, experiences of privilege, and personal values impact this competency.

Method Components

Smart education policy should be shaped and guided by what accomplished teachers know about teaching and learning. Too often, individuals with little to no classroom experience are in charge of making policy decisions. Teacher leaders are willing to step up and step out of their classrooms to serve in school, district, state, or national policy leadership capacities to help to shape and, eventually, implement the policies that support student learning.

Policy Competencies for Teacher Leaders

- Policy Implementation
- Policy Advocacy
- Policy Making
- Policy Engagement and Relationships

Learn-Design-Do-Reflect Cycle

The Learn-Design-Do-Reflect cycle is a tool used in the NEA Teacher Leadership Institute to support the development of teacher leadership. The following descriptors will help you understand your participation in each step of the process.

- Learn: Delve into resources, explore the needs of your school, district, or state, and self-assess in order to gain a deep understanding of research, best practice, the needs of your educational setting, and your own professional learning needs
- Design: Design an action plan that addresses at least one of the needs of your school, district, or state.
- Do: Implement your plan and collect information and evidence about the challenges and successes of your implementation.
- Reflect: Take time to reflect on the outcomes and the process of implementation of your action plan and consider next steps.

Policy Implementation and Teacher Leadership

According to the NEA Teacher Leadership Competencies (2018), developing your teacher leadership in the area of Policy Implementation includes the following: (See Resources section for link to the complete guide.)

Emerging Level

- Demonstrate awareness that policy impacts school environment.
- Engage in inquiry to learn the policies of their school.
- Understand the effects of policies on their school environment.

Developing Level

- Discern information to gain a meaningful understanding of the intent of policy at the school level.
- Implement mandated policies.

Performing Level

- Engage and include policy into practice.
- Create and utilize a culture of research and inquiry in regard to policy.

Transforming Level

- Lead collaboration with diverse stakeholders about effective and innovative policy implementation.
- Evaluate policy impact at many levels as a result of inquiry and research.
- Implement policies through innovative strategies to minimize the harm of inequitable policy while maximizing the benefit of equitable policy.

Types of Policy Implementation Leadership Plans

- Identify the process stages for policy adoption and implementation.
- Identify methods for involvement in the process.
- Identify the intent of school policy.
- Inform others about policy through various communication methods.
- Implement policies with equity through a variety of narrative methods.
- Analyze policy impact at many levels as a result of research and/or data analysis.
- Establish a culture of research through inquiry about policy issues by collaboratively engaging colleagues.
- Implement policies by designing decision-making frameworks that promote equity and fairness.
- Lead collaboration among diverse stakeholder on effective and innovative policy implementation as a committee and/or PLC member to implement goals for specific policies.
- Conduct a focus group, survey, or data analysis to evaluate the policy impact at many levels.
- Create an action plan and/or innovative strategy for policies to minimize the harm of inequitable policy while maximizing the benefit of equitable policy.

Supporting Research

Hackman, J. R., & Oldham, G. R. (1980). Work redesign. Reading, MA: Addison-Wesley.

This seminal book examines the characteristics of designing work around organizational goals and mission. This research comes from the organizational sciences and has direct application for how work is organized for those involved in policy implementation.

Hattie, J. (2015). What works best in education: The politics of collaborative expertise (Open Ideas). Pearson. Retrieved from https://www.pearson.com/content/dam/corporate/global/pearson-dot-com/files/hattie/150526_ExpertiseWEB_V1.pdf

Hattie makes a strong case for collaborative expertise based on his meta-analyses of effective teaching practices and builds on his visible learning work.

Kraft, M. A., & Papay, J. P. (2016). Developing workplaces where teachers stay, improve, and succeed. The Albert Shanker Institute. Retrieved from [http://distributedleadership.org/assets/asi-\(2016\).pdf](http://distributedleadership.org/assets/asi-(2016).pdf)

“Teachers working in schools with strong professional environments improved, over 10 years, 38% more than teachers in schools with weak professional environments.”

Leithwood, K., Seashore-Louis, K., Anderson, S., & Wahlstrom, K. (2010). Learning from leadership: Investigating the links to improved student learning. New York, NY: The Wallace Foundation.

In this study commissioned by the Wallace Foundation, researchers from the University of Toronto and University of Minnesota concluded that collective leadership has a stronger influence on student achievement than individual leadership—and higher-performing schools award greater influence to teacher teams, parents, and students. Further, the study found that principals and district leaders do not lose influence as others gain influence.

Resources

Templates

Teacher Leadership Context Circle Map (Word doc) for Artifact 1

To use this, click the download icon in the top-right corner and save to your computer

https://docs.google.com/document/d/1ly5pUKQt_T-_mfJIK2fB-h3oObQDSwJ7MYpyizsw7Ec/edit?usp=sharing

2018-Current Teacher Leadership Institute Fellows Action Plan Template for Artifact 3

<https://docs.google.com/document/d/1FDD3iyqAS3PA4LJcZpWzIPsPBuSwRPZsbfr2C546Xzw/edit>

TLI fellows from 2018 to present should have completed this template as part of the institute. Please upload your action plan as evidence for this micro-credential.

Action/Design Plan Template for non-Teacher Leadership Institute Fellows for Artifact 3

<https://docs.google.com/document/d/1NrRa4G1iG7FNeoKSWUvRg7SoEDk-VPb-fzyn3QN1Y4c/edit?usp=sharing>

Any one NOT in the Teacher Leadership Institute should use this template.

Resources

7 Steps to Create a Policy Study

<https://www.youtube.com/watch?v=aLUbviQoef8>

Engaging Stakeholders

<https://www2.ed.gov/programs/readingfirst/support/stakeholderlores.pdf> (16 pages)

She Should Run <http://www.sheshouldrun.org/mission>

Activities vs. Outcomes: The Difference Makes All the Difference

Learning Forward, October 2015, Vol. 36 No. 5

<https://learningforward.org/docs/default-source/jsd-october-2015/activities-vs--outcomes.pdf>

Embarking on Action Research Educational Leadership, April 2009

<http://www.ascd.org/publications/educational-leadership/feb09/vol66/num05/Embarking-on-Action-Research.aspx>

Department of Education Comprehensive Needs Assessment Document: A U.S. Department of Education guide to developing a needs assessment tool <https://www2.ed.gov/admins/lead/account/compneedsassessment.pdf>

Design Thinking for Educators

<https://designthinkingforeducators.com/>

Power Mapping

<http://greenlining.org/wp-content/uploads/2013/02/PowerMapping.pdf>

Submission Guidelines & Evaluation Criteria

To earn the micro-credential, you must receive a passing evaluation for Parts 1 and 3 and a score of "Proficient" in all components for Part 2.

Part 1. Overview Questions

300-500-word limit

Please answer the following contextual questions to help our assessor understand your current situation. Please do not include any information that will make you identifiable to your reviewers.

What is your professional mission and vision for teacher leadership?

Describe your professional learning goals for completing this micro-credential.

Describe the professional context for earning this micro-credential.

Number of years in education, subject area, etc.

School/community, e.g., rural, urban, suburban, school level, student/community demographics, socioeconomic data, etc.

Share any additional information that may help someone understand your context.

Describe your current roles and general experience teacher leadership at the school, district, and/or state level.

Who are the stakeholders in your community?

- **Passing:** Professional mission and vision clearly states what the educator hopes to achieve in their career and what success will look like when achieved. Professional context is reasonable and accurate and includes specific professional learning goals as an outcome of completing this micro-credential.

Part 2. Work Examples / Artifacts

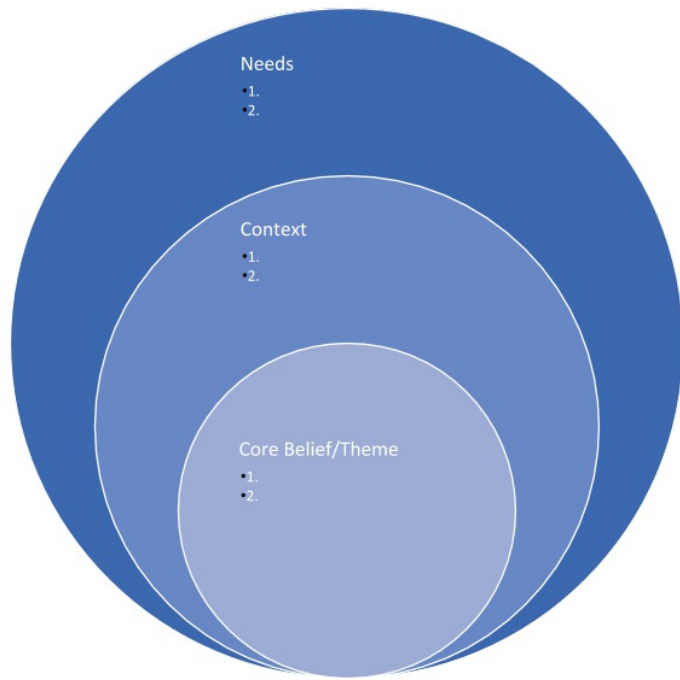
To earn this micro-credential, please submit the following five artifacts as evidence of your learning. Please do not include any information that will make you or your students identifiable to your reviewers.

Artifact 1: Teacher Leadership Circle Map

(See template in Resources section.)

Fill in the circle map using the template in the Resources section or draw your own on chart paper.

Teacher Leadership Context Circle Map



Directions for Circle Map

Center Circle: Core Belief/Theme

Use page 5 of the NEA Teacher Leadership Competencies Booklet (see Resources section) to identify the core belief/theme that resonates with you.

Middle Circle: Context

Synthesize the information you gathered in Part 1. You may include any other relevant contextual information to guide your thinking and recording for the middle circle:

- District (Suburban/Rural/Urban)
- Colleagues
- Site/District Administration
- Teacher Leadership Culture
- Demographics (School, Community)
- Who are the stakeholders in your school/district?

Outer Circle: Needs

After identifying your teacher leadership context, identify and record the needs of your school and/or district in relationship to policy implementation in the outer circle. Consider the following guiding questions as you identify your contextual needs:

- Is there a stakeholder group that is not represented in decision-making?
- What inequities currently exist in your school/district?
- What resources are needed to address these inequities?
- What are the needs of the community?
- How does the school address the needs of the community?
- What are the needs of my school/district?
- What are the needs of my colleagues/my association?
- How do the needs of my colleagues affect the classroom, school, and district?
- What are the needs of my local association?

- How do the needs of my association affect me and my colleagues?

Artifact 2: Review

Connect your teacher leadership circle map to policy implementation by answering the following questions (50-150 words or three to five bullet points each):

1. What might your role be as a teacher leader to positively impact the identified policy implementation needs of your stakeholders (students, school, district, association), based on your context and grounded in your core belief/theme?
2. What might your role be as a teacher leader to inspire and support other potential teacher leaders in effective policy implementation, based on your context and grounded in your core belief/theme?

Artifact 3: Design

Use the Teacher Leadership Policy Implementation competency to design an activity or action that you can perform to address an identified need from your leadership circle map.

Complete and upload one of the following design templates

- Option 1: 2018-Current Teacher Leadership Institute Fellows Action Plan Template (see template in Resources section or use the one you created in your state cohort)
- Option 2: Action/Design Plan Template for non-Teacher Leadership Institute Fellows (see template in Resource section)

Artifact 4: Evidence of Implementation -Do(Part 1)

Upload three different artifacts that show evidence of implementation of your action plan annotated with descriptions (20-50 words each).

These artifacts may include:

- Websites
- Newsletter
- Emails
- Recorded webinars
- Presentations
- Emails to and from participants
- Online forums (screenshots of conversations)
- Completed websites
- Products developed during the process
- Artifacts from tools like Remind or Huddle
- Voice recorded messages for phone lists
- Group chats/text messages

Description should include:

- Time/date
- Number of participants
- Purpose of artifact and how it was used.

Artifact 5: Feedback from Participants – Do (Part 2)

Obtain feedback from at least two stakeholders in attendance.

Use these prompts to obtain necessary feedback to serve as evidence. Your chosen participants should respond to each prompt in two to three sentences or bulleted points.

- How did the teacher leader engage you in policy implementation?
- What were the intended outcomes, and to what degree were the outcomes achieved?
- What did you gain from participating in this experience?
- If the teacher leader were to implement this plan again, what could be done differently? Why?
- How did the teacher leader address diversity, equity, and cultural competence during this activity?

	Proficient	Basic	Developing
Artifact 1: Teacher Leadership Circle Map	<div>Circle map is complete, and directions were followed closely</div> <div>Core belief/theme is from the Teacher Leadership Book</div> <div>The context section is complete with enough context to be useful in understanding the full picture</div> <div>Needs are listed and realistic and within your sphere of influence</div> <div>Needs are identified using a positive proactive, professional voice and are facts, not opinions</div>	<div>Circle map is missing important information</div> <div>Core belief/theme is not from the Teacher Leadership Book</div> <div>The context is missing some important information</div> <div>The needs may be too broad and out of your realm of influence</div> <div>Needs are based on opinion and not fact</div> <div>Professional or proactive voice is not used</div>	<div>Circle map is incomplete</div> <div>Core belief/theme not identified</div> <div>Very little context given</div> <div>Needs are not identified or not based on facts</div> <div>Needs are stated in a negative tone that is not proactive</div>
Artifact 2: Review	<div>Template is completely filled out</div> <div>Professional goals are measurable, actionable, and relevant to policy implementation</div> <div>Needs and current reality are based on actual evidence, NOT opinion</div> <div>Results are realistic and focus on affecting the practice of others</div> <div>Description is clear, and activity directly relates</div>	<div>Template is incomplete or not thoughtfully done</div> <div>Professional goals may not be measurable, actionable, and/or relevant to policy implementation</div> <div>Needs may be based partially on opinion and/or evidence is not substantial</div> <div>Results may not be realistic and/or do not focus on affecting the practice of others</div>	<div>Template is not complete, or it is incorrectly filled out</div> <div>Professional goals are missing</div> <div>Needs are missing or based on opinion and/or personal biases</div> <div>Unrealistic results</div> <div>Description missing or not understandable</div>

	to professional goals, needs, desired results, and policy implementation	Description not clear and/or the activity does not directly relate to professional goals, needs, desired results, and policy implementation	
Artifact 3: Design	<p>Activity design template is completely filled out</p> <p>Activity design aligns to your identified needs</p> <p>Activity design is actionable</p>	<p>Activity design template is not completely filled out</p> <p>Activity design loosely aligns to your identified needs</p> <p>Activity design is not actionable</p>	<p>Activity design template is not used</p> <p>Activity design does not align to your identified needs</p> <p>Activity design is not actionable</p>
Artifact 4: Evidence of Implementation	<p>Three artifacts are submitted</p> <p>Artifacts are from implementation of plan</p> <p>All artifacts contain a description that includes: Time/Date Number of Participants Purpose of artifact and how it was used</p>	<p>Less than three artifacts are submitted</p> <p>Artifacts are not related to implementation</p> <p>Artifact descriptions are missing key components</p>	<p>Less than three artifacts are submitted</p> <p>Artifacts are not related to implementation</p> <p>Artifact descriptions are not included</p>
Artifact 5: Feedback from Participants	<p>Two participants provided feedback</p> <p>Feedback is thoughtful and useful for self-reflection</p>	<p>Only one participant provides feedback</p> <p>Feedback may not be useful for self-reflection</p>	<p>No feedback provided</p>

Reflection

400-500-word limit

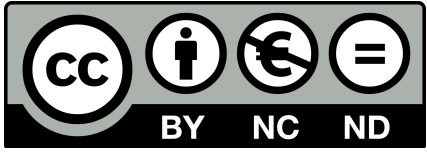
Please answer the following reflective questions. Please do not include any information that will make you identifiable to your reviewers.

How will your knowledge of policy implementation impact your leadership work with others?

How will you continue to lead learning activities to enhance the practice of others at various levels of leadership?

What are your next steps to continue your growth as a teacher leader?

- Passing:** Reflection provides evidence that this activity has had a positive impact on the teacher leaders as well as on others in the professional context of earning this micro-credential. Specific examples are cited directly from personal or work-related experiences to support claims. Also included are specific actionable steps that demonstrate how new learning will be integrated into future practices.



Except where otherwise noted, this work is licensed under:
Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0)
<http://creativecommons.org/licenses/by-nc-nd/4.0/>