



Great Public Schools for Every Student

Facilitating Collaborative Relationships

Educator deepens their understanding and application of their abilities to facilitate collaborative relationships.

Key Method

The educator uses the Learn-Design-Do-Reflect cycle to deepen their understanding of strategies for facilitating effective collaborative relationships. They examine their own identity and role as a facilitator. The educator develops their skills through practice and reflection on their relationship to community stakeholders.

Method Components

Instruction is perhaps one of the most basic building blocks of teacher leadership. Leadership in instructional practice means something more than being the best possible teacher within the four walls of one classroom—it means reaching out and sharing great teaching with others, including fellow educators, but also extending to a broad range of stakeholders. Successful teacher leaders do not keep their effective practices to themselves; they share that knowledge with others in order to benefit all students.

Instructional Competencies for Teacher Leaders

- Coaching and Mentoring
- Community Awareness, Engagement, and Advocacy
- Facilitating Collaborative 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.

Facilitating Collaboration Relationships and Teacher Leadership

According to the NEA Teacher Leadership Competencies (2018), developing your teacher leadership in the area of

facilitating collaborative relationships includes the following: (See Resources section for link to the complete guide.)

Emerging Level

- Understand the importance of a collaborative culture, articulate the need for such a culture, and work with colleagues to create a productive environment.
- Show a willingness to work as part of a group to address and implement resolutions to needs and/or challenges.

Developing Level

- Collaborate about policies and initiatives that impact teaching and learning.
- Articulate how collaboration can improve teaching and learning.
- Know how to build consensus and peer capacity on issues related to student learning.

Performing Level

- Collaborate about policies and initiatives that impact teaching and learning.
- Articulate how collaboration can improve teaching and learning.
- Know how to build consensus and peer capacity on issues related to student learning.

Transforming Level

- Bring together diverse perspectives and contexts by uniting them in shared work and vision.
- Engage stakeholders to collaborate effectively regardless of time or place.
- Objectively evaluate and learn from decision-making processes and outcomes.

Types of Collaborating Purposefully Leadership Plans

- Develop a deep understanding of policies and initiatives that impact teaching and student learning.
- Engage in collaborative discussion with colleagues about learning and teaching.
- Establish data-based structures to engage with colleagues about their practice.
- Develop and/or participate in groups such as professional learning communities or teacher-based teams.
- Implement initiatives and/or policies through collaboration.
- Connect and support colleagues to meet their developmental needs.
- Facilitate collaboration that bridges gaps of time and place.
- Participate in a constructive, collaborative culture to make decisions and implement resolutions.
- Build a systemic collaborative structure among school districts and/or state programs.
- Evaluate and learn from decision-making processes and the decisions' impacts.
- Reflect on their leadership skills and impact on others in order to build a stronger collaborative environment.
- Develop a shared vision and ownership of work based on differing perspectives from diverse stakeholders regardless of place, background, or other factors.

Supporting Research

Ericsson, K. A., Krampe, R. T., & Tesch-Romer, C. (1993). The role of deliberate practice in the acquisition of expert performance. *Psychological Review*, 100(3), 363–406.

Deliberate practice requires feedback to lead to improvement. Cited by Gladwell in *Outliers*, Ericsson's research has been used to identify the need for feedback from experts or more advanced peers, which has obvious implications for teachers and administrators where feedback is typically limited.

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.

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.

Ronfeldt, M., Farmer, S. O., McQueen, K., & Grissom, J. A. (2015). Teacher collaboration in instructional teams and student achievement. American Educational Research Journal, 52(3), 475–514.

This study occurred in Miami-Dade with over 9,000 teachers. The researchers found that teachers and schools that engaged in better quality collaboration have better achievement gains in math and reading with teachers improving at greater rates.

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

Building Trusting Relationships for School Improvement
<http://educationnorthwest.org/sites/default/files/trust.pdf>

Collaboration and Collaborative Leadership <https://education.ohio.gov/getattachment/Topics/Other-Resources/Family-and-Community-Engagement/Models-for-Family-and-Community-Engagement/Collaboration-and-Collaborative-Leadership.pdf.aspx>

“The Power of Vulnerability” https://www.ted.com/talks/brene_brown_on_vulnerability

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” for each component in Part 2.

Part 1. Overview Questions

350-500-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.

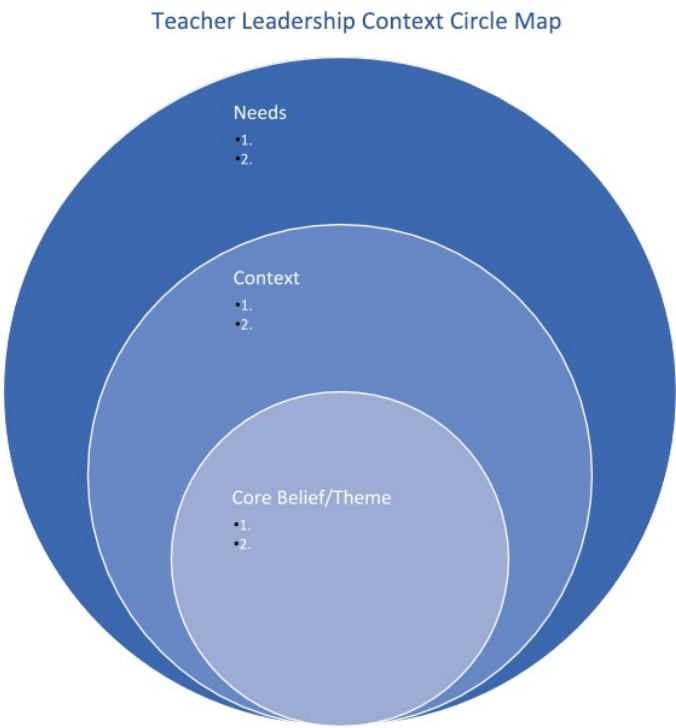
Part 2. Work Examples / Artifacts

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.



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 facilitating collaborative relationships 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 the facilitating collaborative relationships 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 needs of your stakeholders (students, school, district, association) in terms of facilitating collaborative relationships, 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 effectively facilitating collaborative relationships, based on your context and grounded in your core belief/theme?

Artifact 3: Design

Use the Teacher Leadership Facilitating Collaborative Relationships competency to design an activity or action that you can do 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 Resource 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 Resources 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 facilitating collaborative relationships?
- 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</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</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>

	<p>sphere of influence</p> <p>Needs are identified using a positive proactive, professional voice and are facts, not opinions</p>	<p>opinion and not fact</p> <p>Professional or proactive voice is not used</p>	
Artifact 2: Review	<p>Template is completely filled out</p> <p>Professional goals are measurable, actionable, and relevant to facilitating collaborative relationships</p> <p>Needs and current reality are based on actual evidence, NOT opinion</p> <p>Results are realistic and focus on affecting the practice of others</p> <p>Description is clear, and activity directly relates to professional goals, needs, desired results, and facilitating collaborative relationships</p>	<p>Template is incomplete or not thoughtfully done</p> <p>Professional goals may not be measurable, actionable, and/or relevant to facilitating collaborative relationships</p> <p>Needs may be based partially on opinion and/or evidence is not substantial</p> <p>Results may not be realistic and/or do not focus on affecting the practice of others</p> <p>Description not clear and/or the activity does not directly relate to professional goals, needs, desired results, and facilitating collaborative relationships</p>	<p>Template is not complete, or it is incorrectly filled out</p> <p>Professional goals are missing</p> <p>Needs are missing or based on opinion and/or personal biases</p> <p>Unrealistic results</p> <p>Description missing or not understandable</p>
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- Do (Part 1)	<p>Three artifacts are submitted</p> <p>Artifacts are from implementation of plan</p> <p>All artifacts contain a</p>	<p>Less than three artifacts are submitted</p> <p>Artifacts are not related to implementation</p> <p>Artifact descriptions are</p>	<p>Less than three artifacts are submitted</p> <p>Artifacts are not related to implementation</p> <p>Artifact descriptions are</p>

	description that includes: Time/Date Number of Participants Purpose of artifact and how it was used.	missing key components	not included
Artifact 5: Feedback from Participants – Do (Part 2)	Two participants provided feedback Feedback is thoughtful and useful for self-reflection	Only one participant provides feedback Feedback may not be useful for self-reflection	No feedback provided

Reflection

400-500 word limit

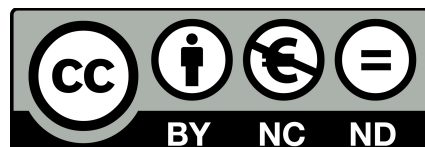
Please answer the following reflective questions. Please do not include any information that will make you identifiable to your reviewers.

How will your knowledge of facilitating collaborative relationships 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



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