

Collaborative Leadership and the Worcester Public Schools

*Collaborative Leadership brings together the essence of
how leaders maximize impact.*

Peter Dewitt

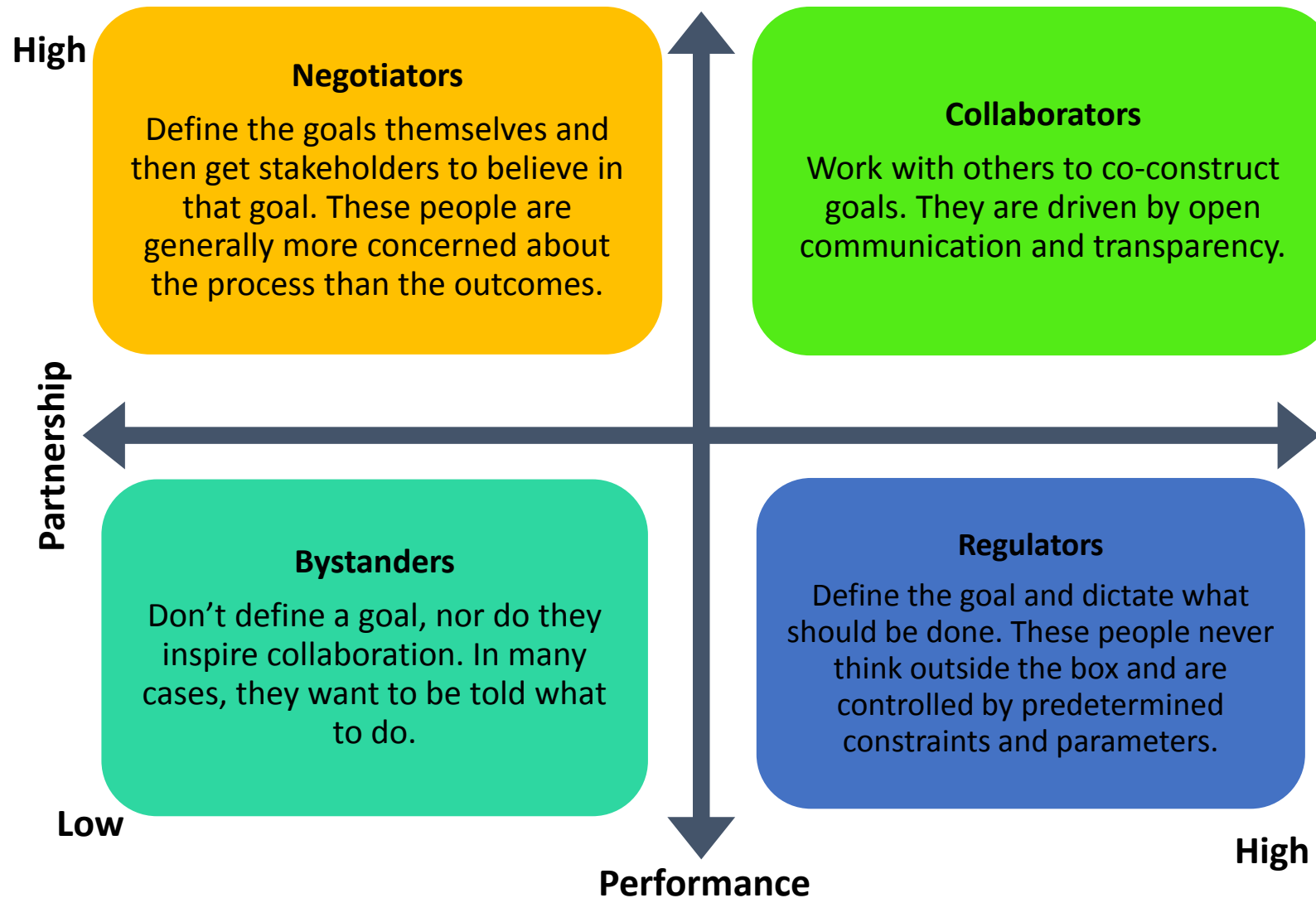
Report of the Superintendent
September 7, 2017

Collaborative Leadership

Collaborative leadership includes the purposeful actions we take as leaders to enhance the instruction of teachers, build deep relationships with all stakeholders and deepen our learning together

- Peter Dewitt

Collaborative Leadership Framework



Bystanders – teachers work in silos and principals remain in their office

Regulators – although they have high performance, they control the whole environment; creates hostile school climate

Negotiators – defines goals behind closed doors; creates coalitions

Collaborators – inspire stakeholders to collaborate and co-constructing building- and classroom- level goals; highly transparent

Influences on Learning

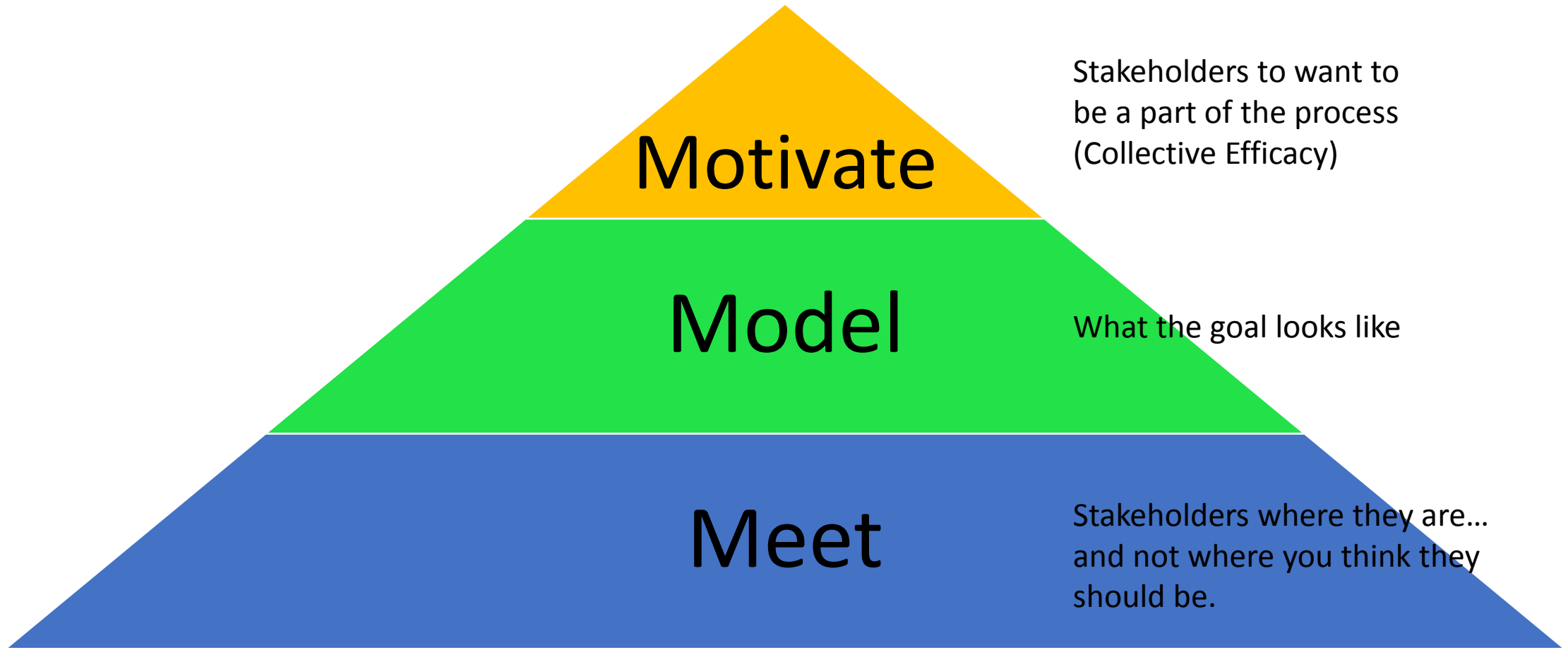
- **Instructional Leadership**
 - Keeps focus on learning, brings stakeholders together, evidence based
- **Collective Teacher Efficacy**
 - Fosters a strong focus on learning and collaborative expertise
- **Assessment-capable learning**
 - Builds relationships with students, meets them where they are, and brings them to a new level
- **Professional development**
 - Fosters and inspires professional learning that is ongoing and focuses on student learning, the goals of teachers, and school community
- **Feedback**
 - Fosters growth in stakeholders and leaders
- **Family engagement**
 - Fosters a collaborative relationship between staff and parents with students at the center

These influences work to collaboratively bring stakeholders together to foster growth through maximizing strengths and contributions.

Are we in front of our staff or working side by side – or both?

Meet, Model, & Motivate

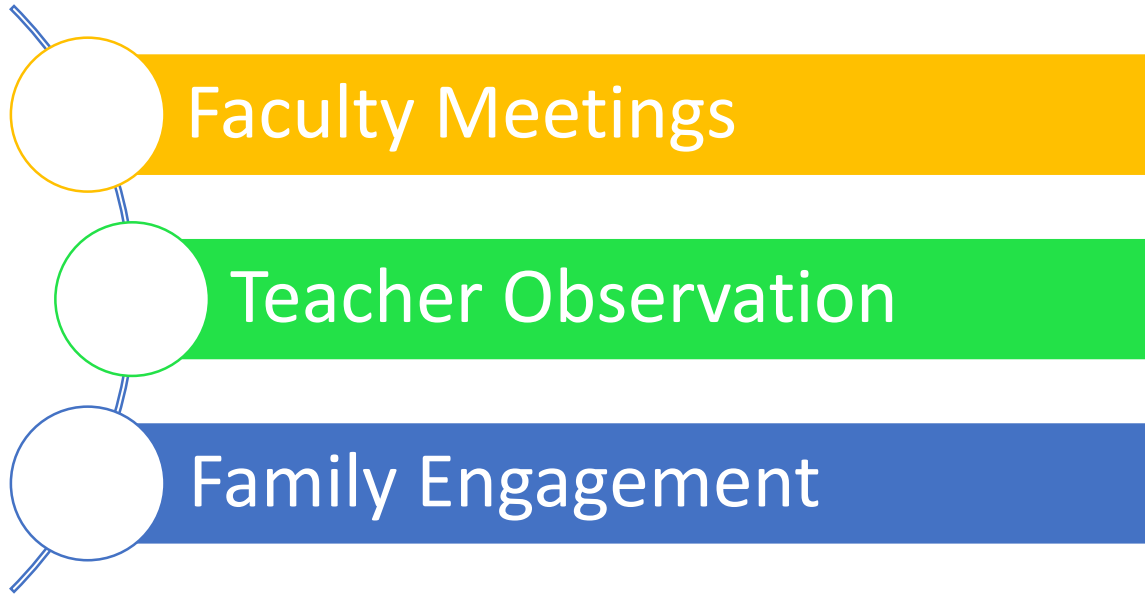
Collaborative Leadership



What does leadership mean to us as individuals? What are we willing to learn?

WPS Leadership Institute: Peter Dewitt

3 Areas That Matter



Addressing within School Variance

- Shift the Narrative
- Agree what a year's progress looks like
- Expect a year's worth of progress
- Develop new assessment and evaluation tools to provide teacher feedback
- Ensure teachers have expertise in diagnosis, interventions and evaluation
- Meet, model, motivate to scale up success
- Link autonomy to a year's progress

“Collaborative leadership comes into play when we define the dispositions and communicate them to all stakeholders”

Instructional Leadership

School Climate: The Plate Everything Lies On

- Creating an inclusive, safe and engaging school climate
- Being visible & engaging
- Collaborative Leader/Instructional Coach
- Exploring data collaboratively
- Focusing on learning
- Communication high & appropriate academic expectations for all

The role of the leader is not to come up with all the great ideas. The role of the leader is to create an environment in which great ideas happen.

Simon Sinek

Collective Teacher Efficacy

- Provide PD that is co-constructed with staff
- Create building level stakeholder group
- Co-construct, or encourage staff, to create their own professional goal (feedback, PD)
- Encourage & require staff to share best practices

There is extensive research that shows school climate having a profound impact on students' mental and physical health.

Thapa et al. 2012

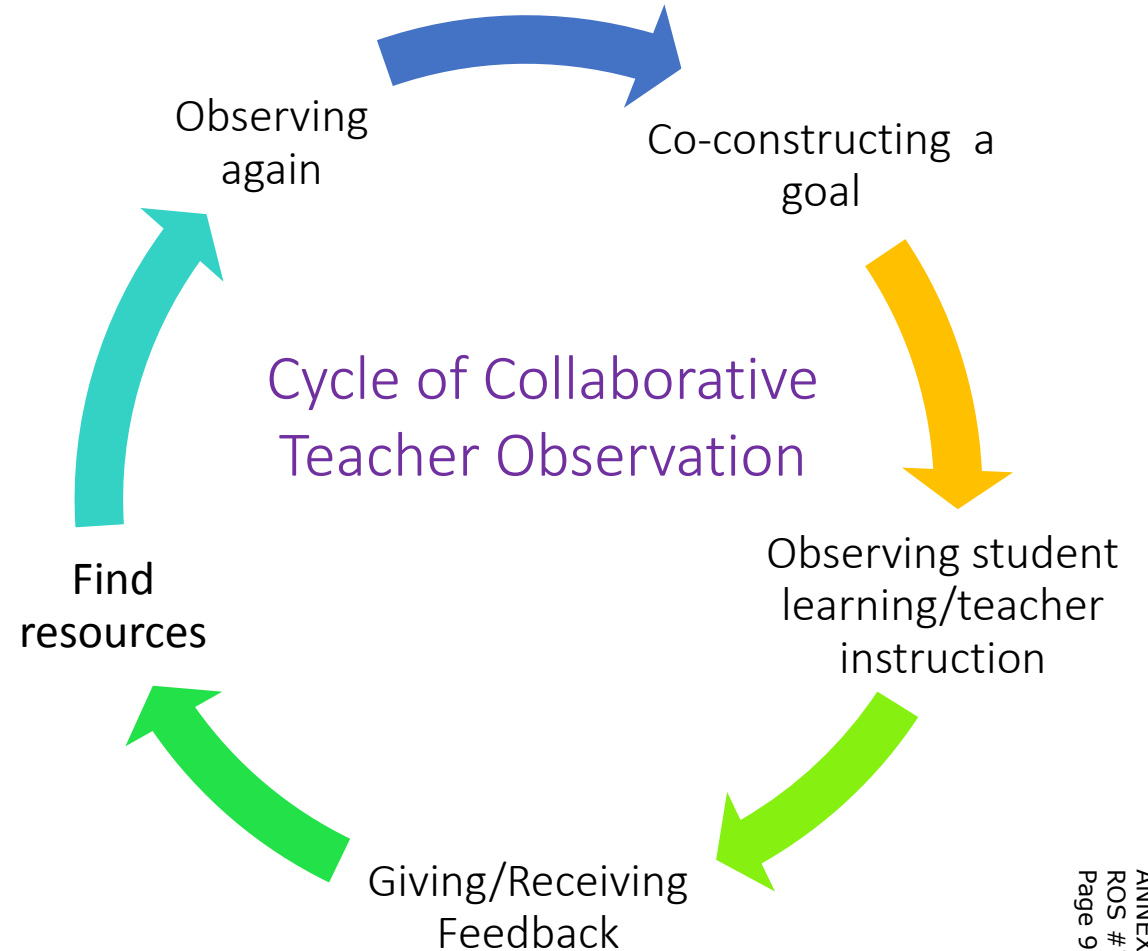
Fostering teacher efficacy leads to more inclusive and supportive school climate, which leads to teachers who encourage more efficacy to their students.

Professional Development

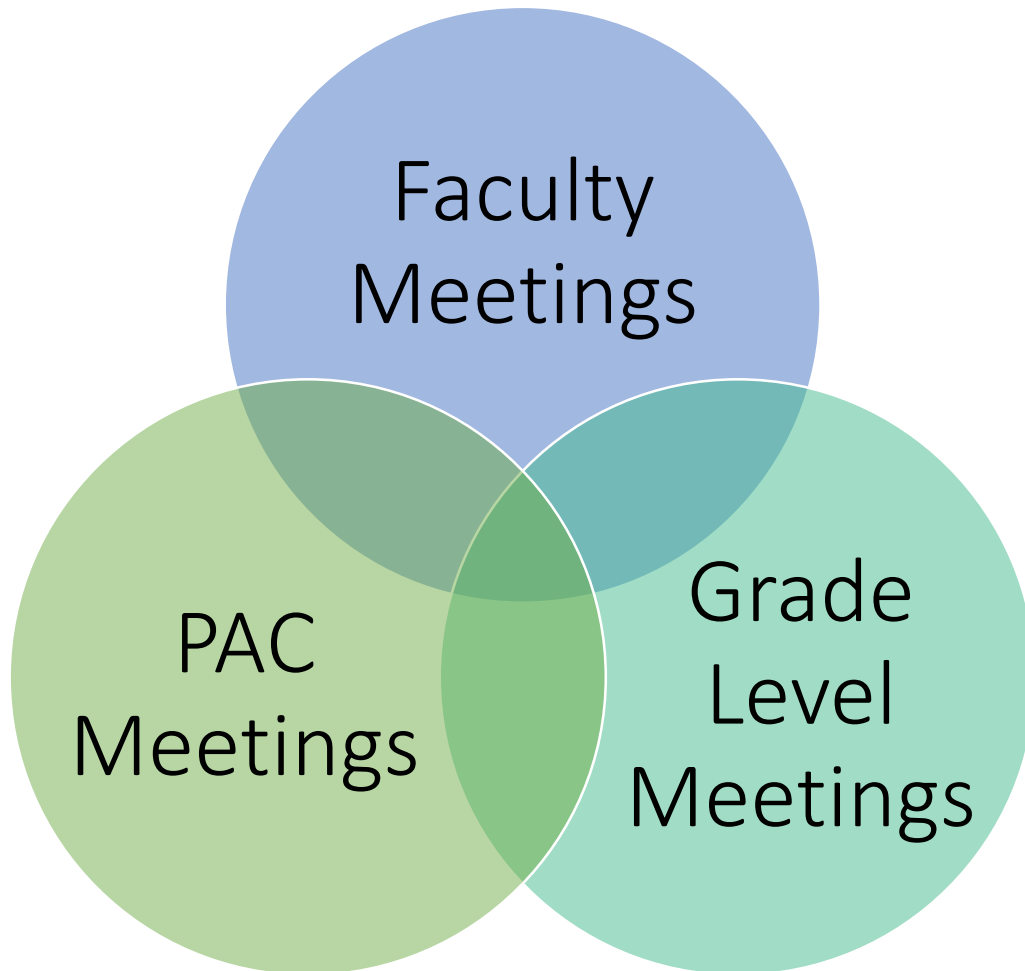
- Surface level vs. Deep level questions
- Growth vs. Fixed Mindset
- Negative vs. Positive interactions
- Non-Instructional vs. Instructional conversations

School Leaders and teachers need to create schools, staff rooms, and classroom environments in which error is welcomed as a learning opportunity.

John Hattie



Family Engagement



Parents are vitally important to the school community.

Parents highly involved with their children's education averaged overall higher educational outcomes, grades, and academic achievement.

Family engagement is about a relationship between staff and parents with students at the center.

Ongoing WPS Evaluation



Future Peter Dewitt Sessions

- November 20, 2017 webinar
- February 5, 2018 Leadership Meeting
- Follow-up meeting: TBA