

Building Sustainable Math Instructional Leadership in Network of Elementary Schools

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Four Year Research-Practice Partnership



❖ Development Goals:

- Increase the capacity of school-based mathematics instructional leaders in a network of 14 public elementary schools
- Develop tools and routines to support instructional improvement
- Build a networked improvement community

❖ Research Goals:

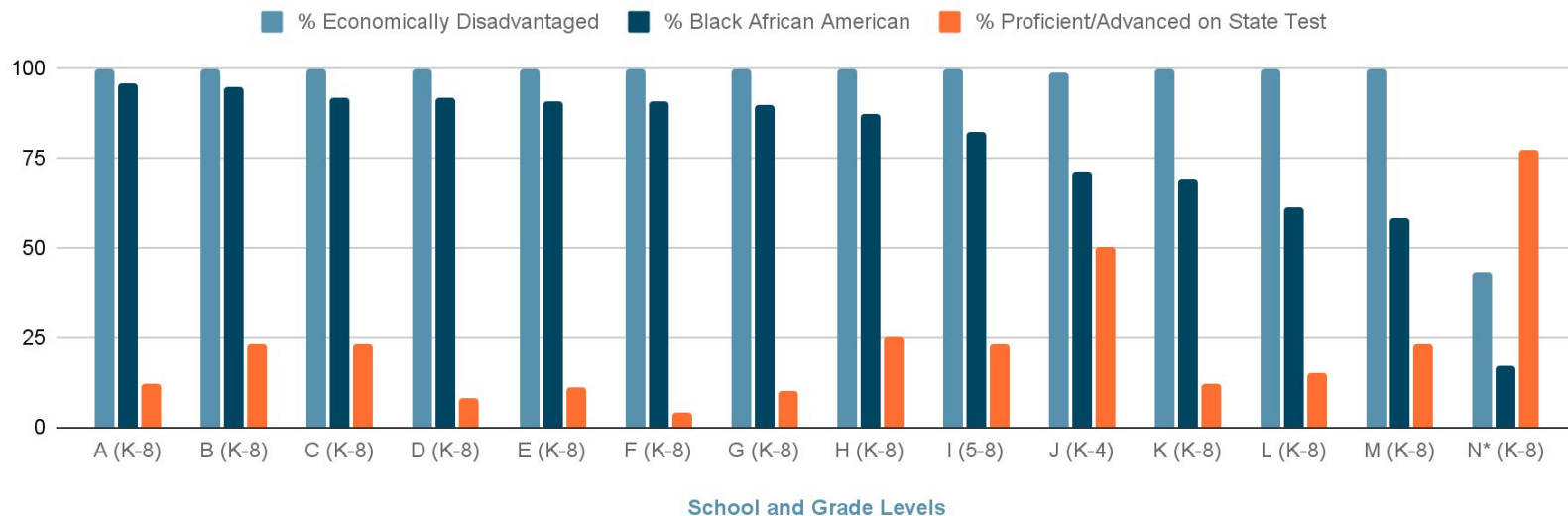
- Understand how teachers learn to take on instructional leadership roles
- Test and improve a model for sustainable networked instructional leadership



Context: Network of 14 Elementary Schools

13 out of 14 in economically disadvantaged neighborhoods

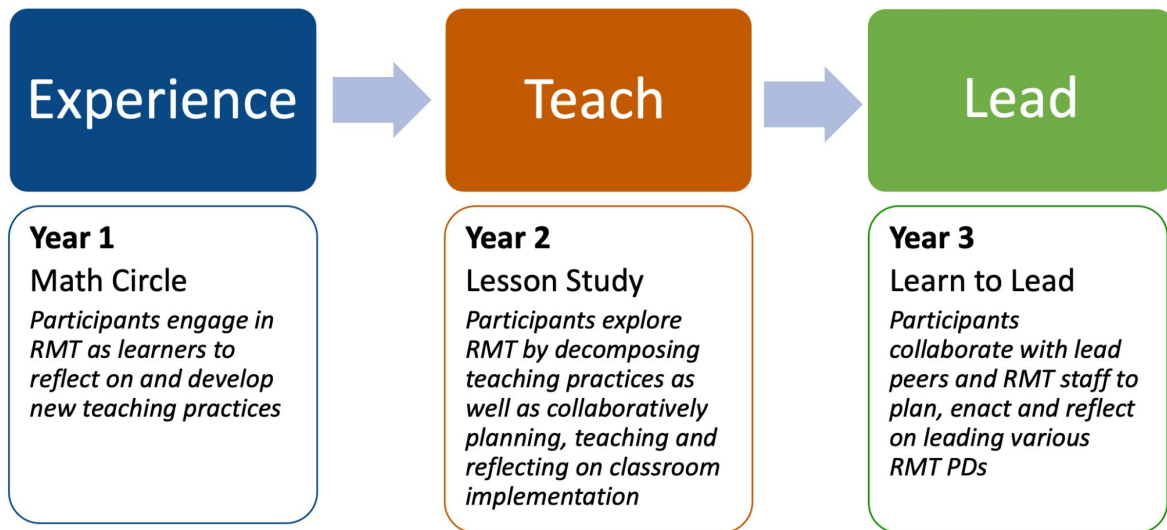
Student Demographics and Math Performance Data for Network Schools



**School N is a university-assisted school benefitting from 20 yrs of investment in the neighborhood and school*

Capacity Building Model

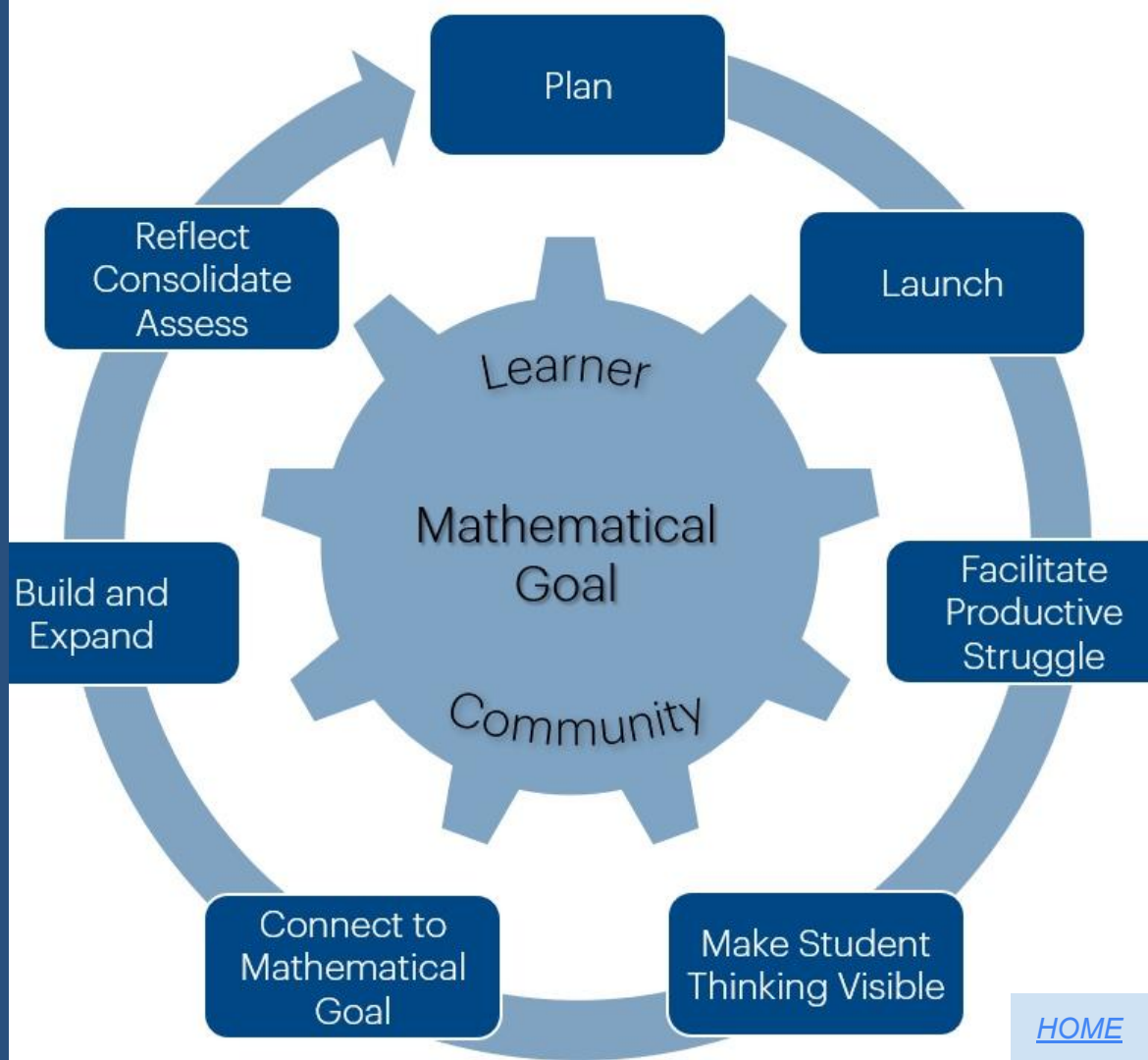
- Developing a shared vision of [high quality math instruction](#)
- Providing ongoing [professional development](#)
- Support for [classroom implementation](#)
- Building a culture of instructional improvement
- Planning for [sustainability](#)



A Shared Vision

Responsive math teaching (RMT) is instruction where the teacher continuously elicits information about what students currently know and understand and responds in ways that move them forward in relation to developmental and grade-level mathematical goals.

This model serves as an anchor and provides common language for professional development, lesson design, coaching, and research.



Research Questions

- What do teacher leaders learn through experiencing and reflecting on responsive math teaching?
- What do teacher leaders learn through engaging in collaborative lesson design, implementation, and reflection?
- How does the instructional leadership capacity of math lead teachers change over time?

Data Sources

- End of year interviews
- Video recordings of PD sessions
- Analytic memos/reflections
- Surveys

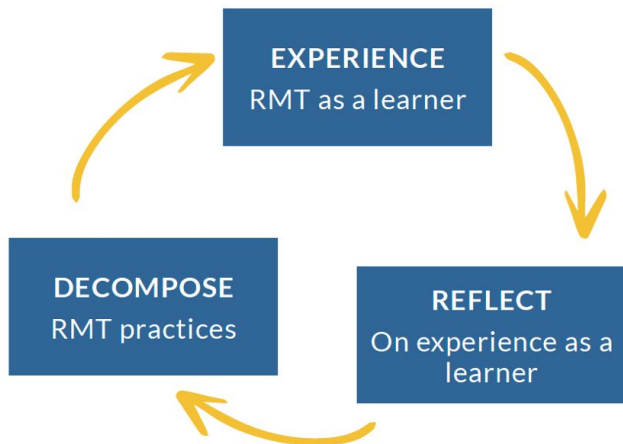
Data Analysis

- Ongoing process of deductive and inductive coding
- Triangulation between interviews, video observations, and written reflections
- Identification of emergent themes
- Looking for disconfirming evidence

Year 1: Experiencing RMT as a Learner

When teachers experience responsive math teaching as learners, they develop an instructional vision that centers the students' learning experience

Experience PD Model



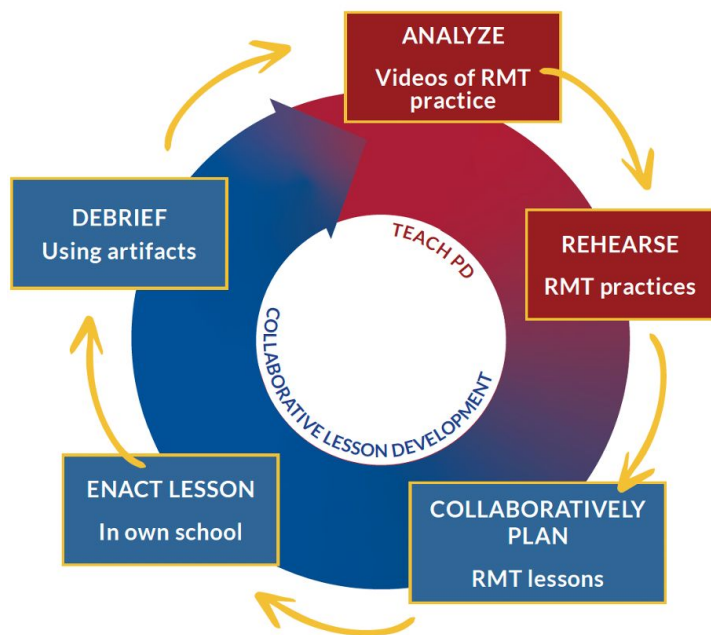
Shifts in Instructional Vision

- **Classroom Environment:** The classroom environment needs to allow students to feel comfortable taking risks and making mistakes
- **Nature of the Task:** Tasks should be open to multiple solution strategies and have multiple entry points
- **Teacher's Role:** Teachers can support students by facilitating productive struggle through monitoring, questioning, and supporting learners
- **Student Experience:** Students should take on the cognitive load, have opportunities for collaboration and engage in mathematical reasoning and argumentation
- **Equity:** We need to ensure that all students have opportunity to participate mathematically

Year 2: Growth in Capacity for Classroom Implementation

When teachers engage in decomposition, rehearsal, and collaborative lesson design, it leads to an iterative cycle of building knowledge and utilizing it in their classrooms.

Teach PD & Collaborative Lesson Design



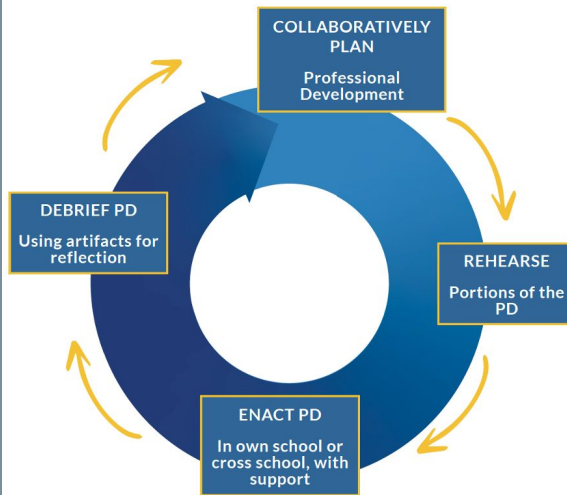
Implementation Growth

- **Adapting lessons to specific contexts:** Adjusting task parameters, lesson pacing, student work conditions, and lesson format to meet the needs of specific groups of students
- **Making sense of student thinking in real time:** Unpacking unanticipated, unclear, and/or incomplete student strategies, particularly strategies different from the teacher's own.
- **Finding the boundaries of productive struggle:** Providing just enough scaffolding to avoid fostering "learned helplessness" or frustration in students.
- **Structuring discussions around student work and the mathematical goal:** Crafting an accessible starting point and logical progression that moves towards the mathematics

Year 3: Developing Leadership Visions

Teacher leaders who have participated in the project for multiple years have developed and refined their vision of how to best support teacher learning and growth—their vision of instructional leadership. This development occurs along the growth trajectory shown below.

Lead PD Model



Growth Trajectory in the Development of Instructional Leadership

Expertise

Leader perceives themselves as having knowledge to pass along to teachers

Rapport

Leader recognizes the importance of building trust with teachers

Partnership

Leader designs learning opportunities around individual teacher's strengths and needs

Learning Community

Leader cultivates a supportive community of learners to address member's strengths and needs.

Products



- ★ [RMT Instructional Model](#)
- ★ [Planning and Coaching Protocol](#)
- ★ Bank of high-quality tasks (not public)

❖ Working Papers:

- [*“Teaching Them How to Fish”: Learning to Learn and Teach Responsively*](#)
- [*A Model for Developing Sustainable Math Instructional Leadership*](#)

- Professional development needs to be a sustained commitment over time, a process that can be built upon each year (not one-off)
- Focusing on vision development first then providing scaffolded opportunities for enactment (gradual implementation) leads to change in practice.
- Building leadership capacity and a networked community with varying levels of expertise within and across schools supports sustainability



Year 3

11 school-based teacher leaders are facilitating professional development or collaborative lesson design sessions for teachers across schools, allowing the project to continue expanding its reach to over 100 educators



4 Network Leaders



7 Apprentice Leaders



112 teachers and leaders from 14 schools



Scale-Up

- *Expansion in Year 4
- *Instantiation of cross school collaborative lesson design
- *Refinement of task bank

Research Analysis

- *Learning from “TEACH” (year 2) and “LEAD” (year 3)
- *Case studies of leader development
- *Coherence within schools and across network