

The background of the slide is a solid red color with a large, faint, circular watermark of the Rutgers University seal. The seal features a sunburst in the center and the text 'RUTGERS THE STATE UNIVERSITY OF NEW JERSEY' around the perimeter.

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OF NEW JERSEY

New Jersey Collaborative School Leadership Initiative

Montgomery Township School Board

January 3, 2023

Saul Rubinstein

- Professor, Rutgers School of Management & Labor Relations
- Former Associate Dean for Research
- Director, Rutgers Collaborative School Leadership Initiative
- PhD Massachusetts Institute of Technology (MIT)
- EdM Harvard Graduate School of Education
- MBA Harvard Business School
- Former School Board Member, Montgomery Township
- 2019 Outstanding Educator Award, NJ Principals and Supervisors Association
- Rutgers Provost Task Force on Publicly Engaged Scholarship

Research – Evidence Based

- Peer Reviewed

- 5 Academic Journal Articles
 - Best Paper Award LERA Conference

- 2 Book Chapters

- *Democracy and Reform in Public Schools: The Case for Collaborative Partnerships*, Harvard Education Press, 2023

- 2020 Outstanding Scholar – Practitioner Award

Three Topics:

- What is the NJ Public School Labor-Management Collaborative?
- South African National Workshop on Labour-Management Partnership?
- Benefits to Montgomery Township School District?

Union-Management Collaborative Partnerships and Educational Quality

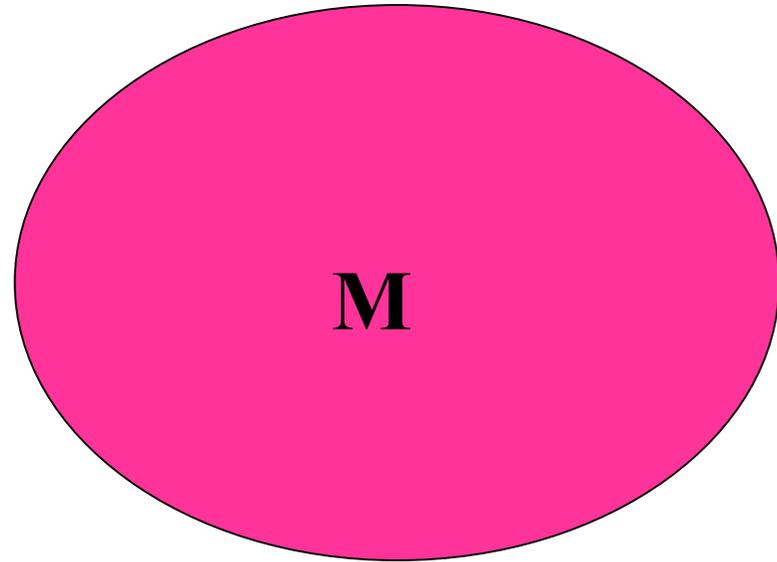
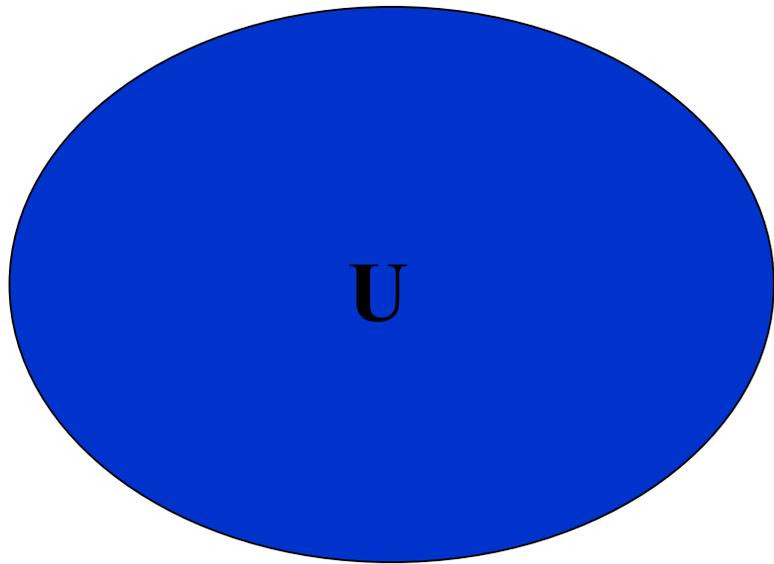
Public School Reform/Improvement based on:

- District-level, School-level, Faculty/Staff Union-Management Partnerships
- Empowering Educator Collaboration in Schools
- Shared Decision-Making, Goal Alignment, Discretion, Educator Voice
- Innovation from Educators within Districts & Schools
- With Focus on Teaching and Learning

Why Collaborative Partnerships?

- Quality of Decisions
 - People Closest to the Problem
- Quantity of Solutions – More Resources Devoted to Improvement
- Quality of Implementation – More Support
- Quality through Professional Educator Voice

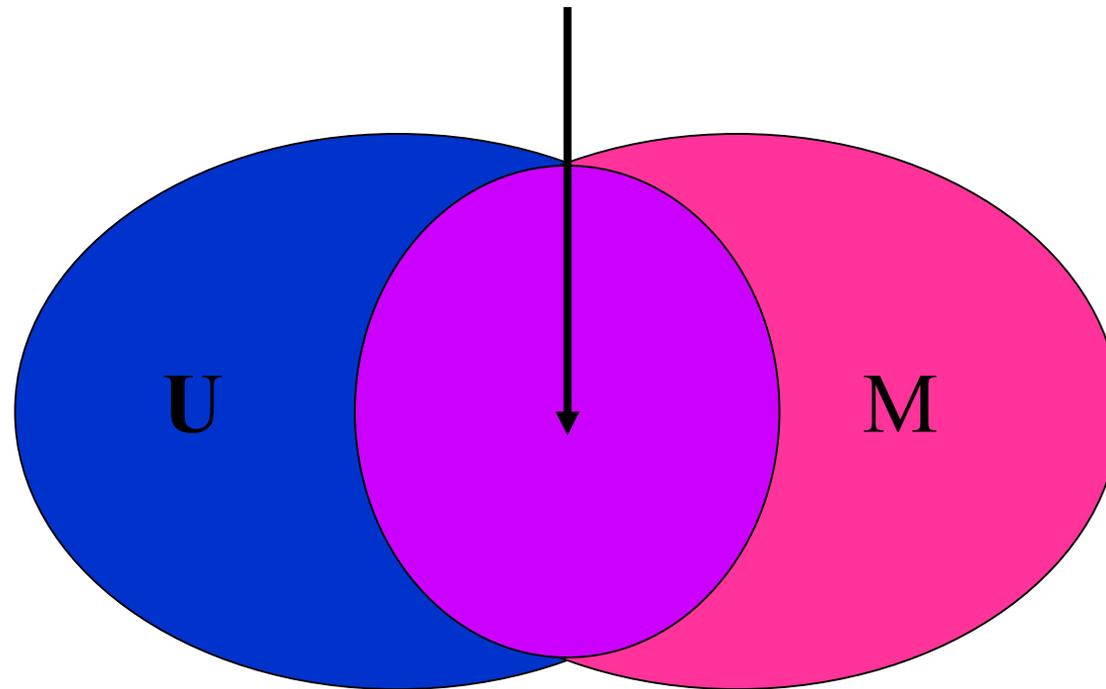
Institution for Conflicting Interests: Collective Bargaining



Institution for common interests?

Partnerships

(Teaching Quality and Student Achievement)



Union-Management Partnerships as Antecedent to School Collaboration

Formal Union- Management Partnerships

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graph TD; A[Formal Union- Management Partnerships] --> B[Greater School Collaboration]; B --> C[Educational Impacts: Student Outcomes, Teaching, Culture];
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The diagram is a flowchart with three main components. The first component is a yellow rounded rectangle containing the text 'Formal Union- Management Partnerships'. A light blue arrow points from this box down and then right to a second component, a green rounded rectangle containing the text 'Greater School Collaboration'. From the green box, another light blue arrow points down and then right to the final component, a blue rounded rectangle containing the text 'Educational Impacts: Student Outcomes, Teaching, Culture'.

Greater School Collaboration

**Educational Impacts:
Student Outcomes, Teaching,
Culture**

National Performance Data

- % of Students Performing at or above Standards
- English Language Arts (ELA) and Math
- District Partnership
- School Collaboration
- Controls for Poverty & School Type
- 5000 Educators
- 25 Districts
- 450 Schools
- 6 States: California, Illinois, Maine, Mass, Minn, NJ

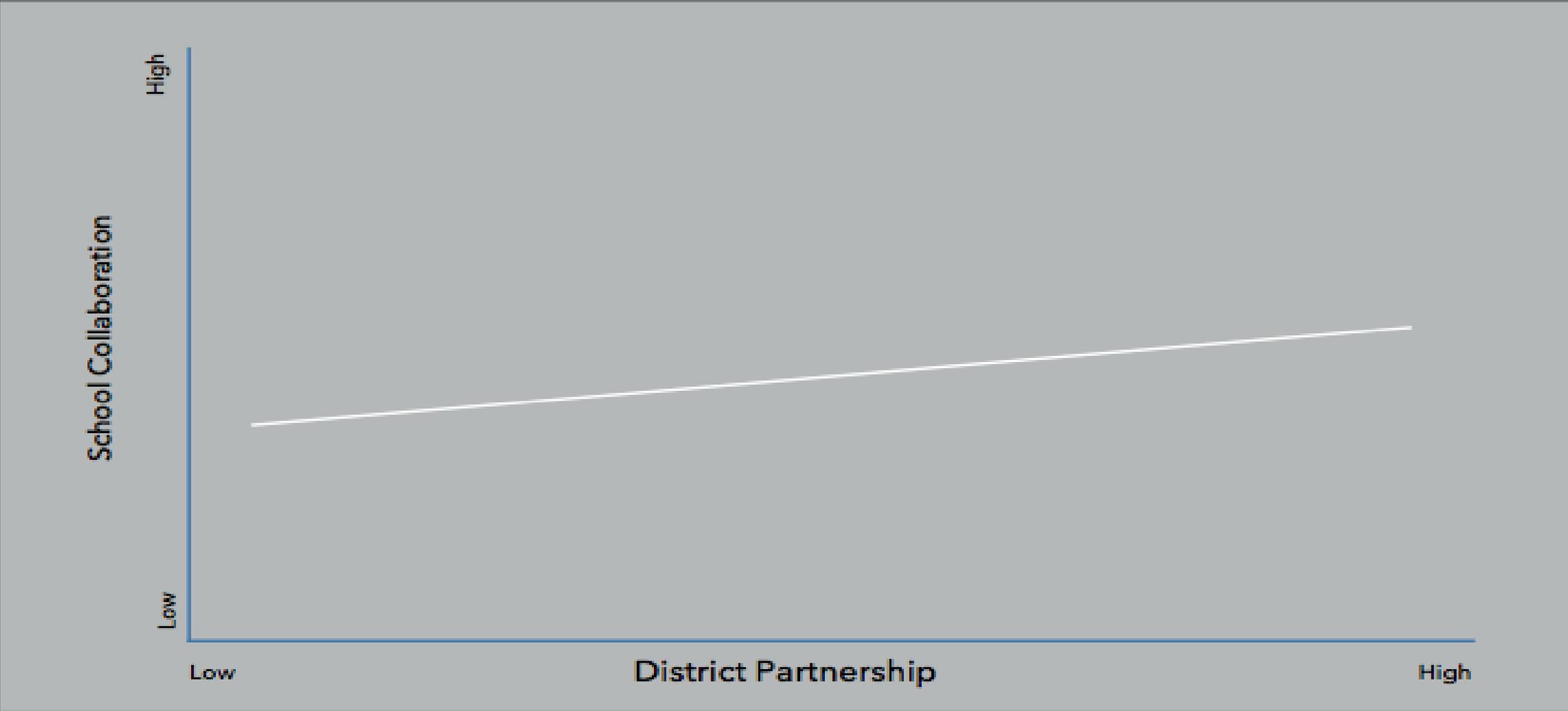
Variables:

- **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.

Collaboration and Student Performance



WHEN DISTRICT PARTNERSHIPS ARE STRONG, SO IS SCHOOL COLLABORATION



WHAT ARE EDUCATORS COLLABORATING AROUND?

Student Performance Data

Introduction	Develop Counterclaims	Textual Evidence / Inferences	Transitions/Links	Conclusion	Overall Organization
4.00	3.00	3.33	4.67	4.00	5.00
4.00	2.00	4.33	2.50	3.00	3.00
2.00	3.00	2.00 ↓	1.67 ↓	2.00	1.00
1.00 ↓	1.00 ↓	2.00 ↓	3.50	2.00	3.00
4.00	3.00	4.00	4.00	4.00	5.00
4.00	2.00	3.67	3.50	3.00	3.00
4.00	3.00	4.33	4.33	4.00	4.00
3.00	3.67	3.00	2.33	3.00	3.00

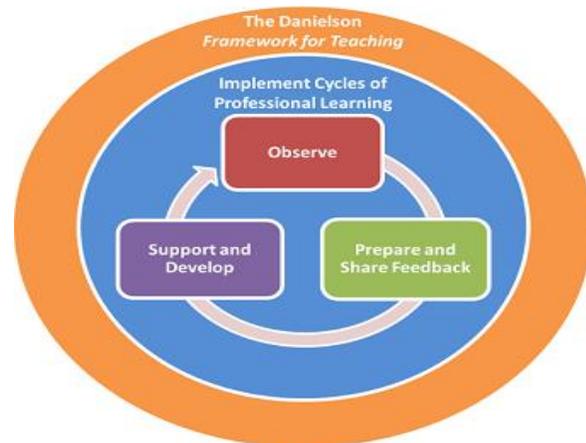
↓ indicates significantly behind peers

Below 11-12th (1.00)	Beginning 11-12th (2.00)	Emerging 11-12th (3.00)	Proficient 11-12th (4.00)	Above 11-12th (5.00)
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Curriculum Development



Instructional Practices



Mentoring



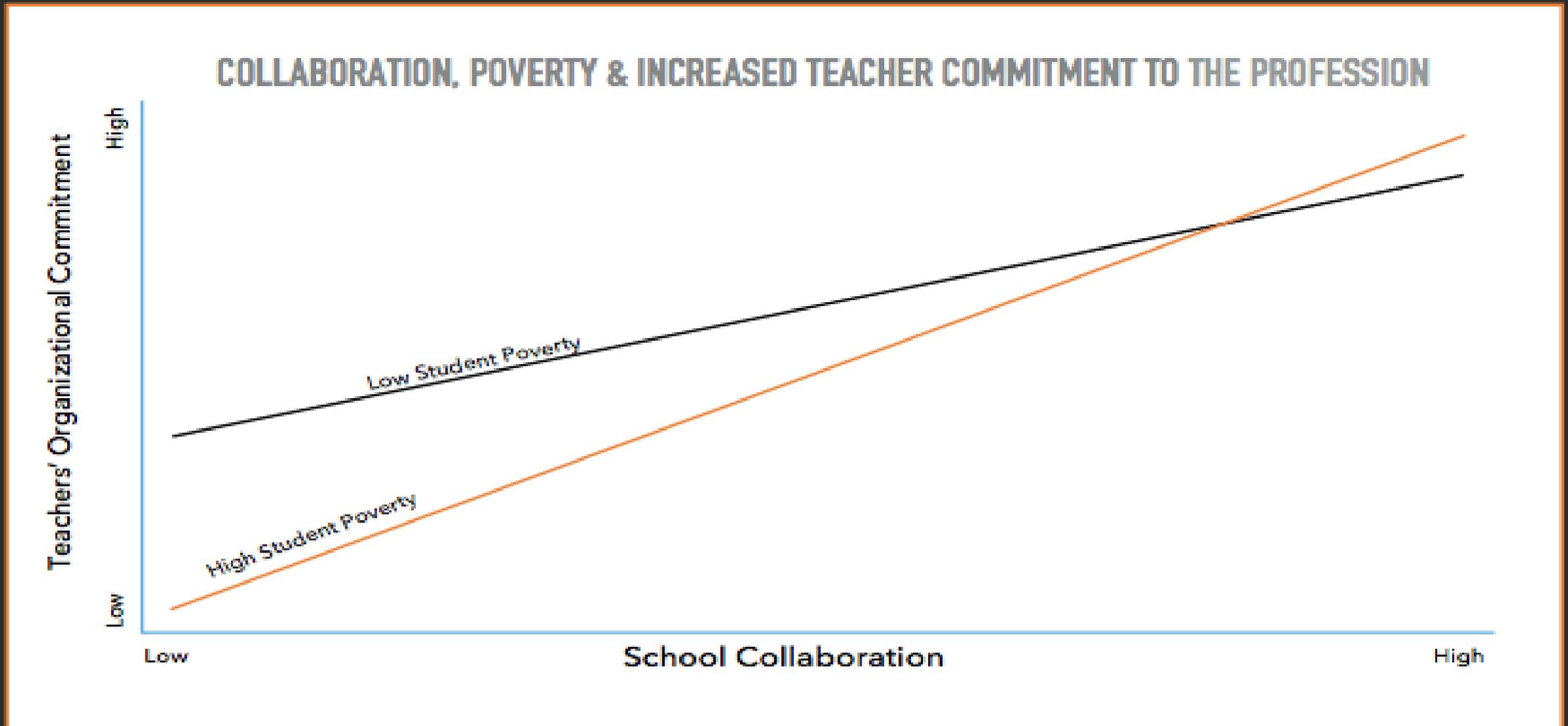
COLLABORATION MITIGATES THE NEGATIVE IMPACTS OF POVERTY ON TEACHER RETENTION

- **WHEN COLLABORATION IS LOW:** Teacher turnover is 3.5x greater in high-poverty schools than in low-poverty schools.
- **WHEN COLLABORATION IS HIGH:** There is no statistical difference in teacher turnover between high-poverty and low poverty schools.

COLLABORATION, POVERTY & DECREASED TEACHER TURNOVER



COLLABORATION MITIGATES THE NEGATIVE IMPACTS OF POVERTY ON TEACHER COMMITMENT TO THE PROFESSION



Dimensions of Collaborative Culture:

- **Goal alignment:** The extent to which teachers and administration are working towards common goals. High goal alignment is demonstrated by a common purpose and shared priorities.
- **Shared decision-making:** The extent to which school administration and teachers work together on important decisions. In environments high in shared decision-making, school administrators regularly consult with teachers for input on significant issues.

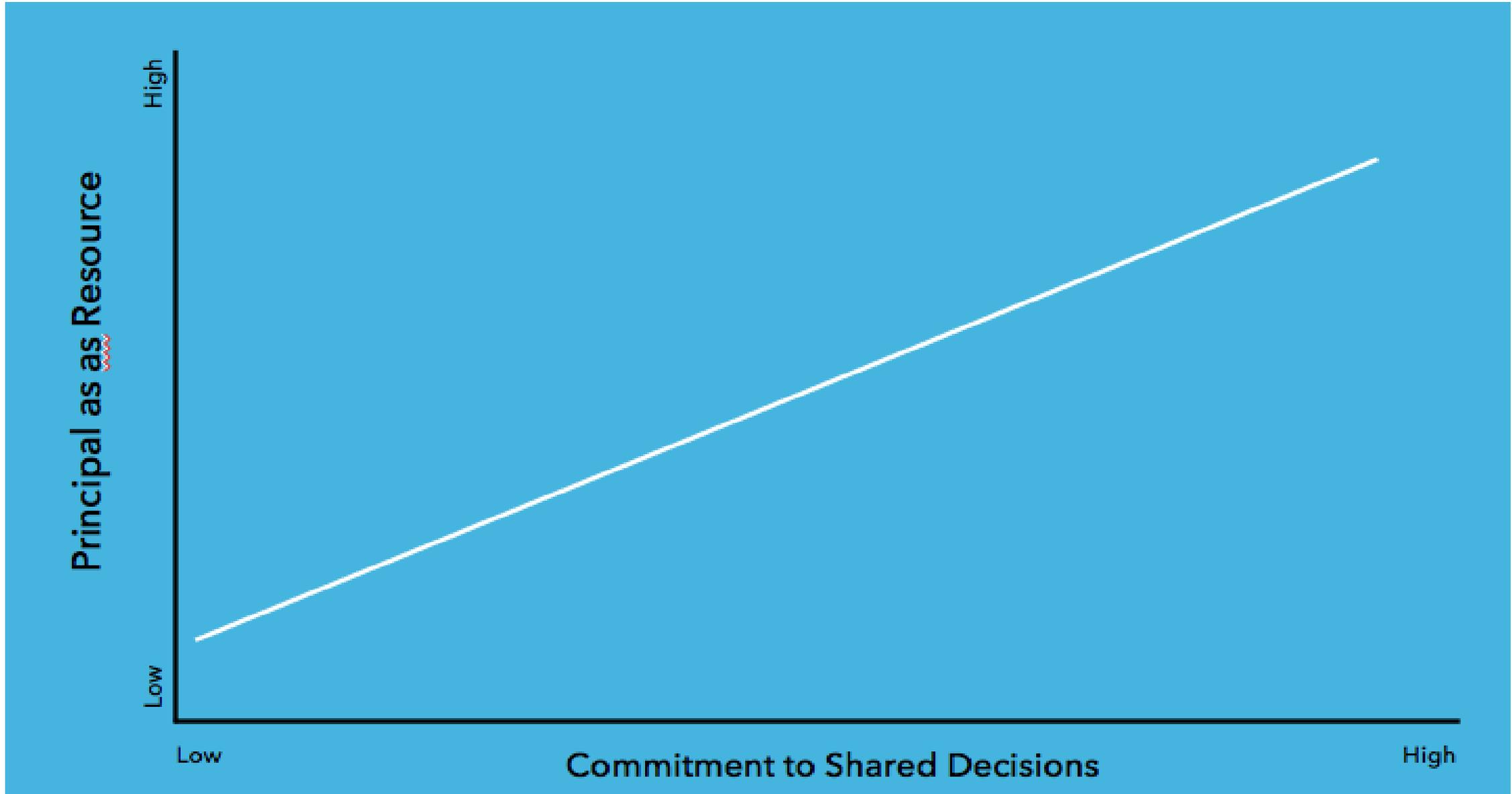
Dimensions of Collaborative Culture:

- **Teachers' Efficacy:** Teachers in this school have the skills needed to produce meaningful student learning.
- **Discretion:** The amount of autonomy afforded to faculty within a school. In high employee discretion settings, teachers have latitude to make classroom level decisions independently.
- **Principal as Resource:** My principal is a resource for me.
- **Union Rep as Resource:** My union rep is a resource for me.

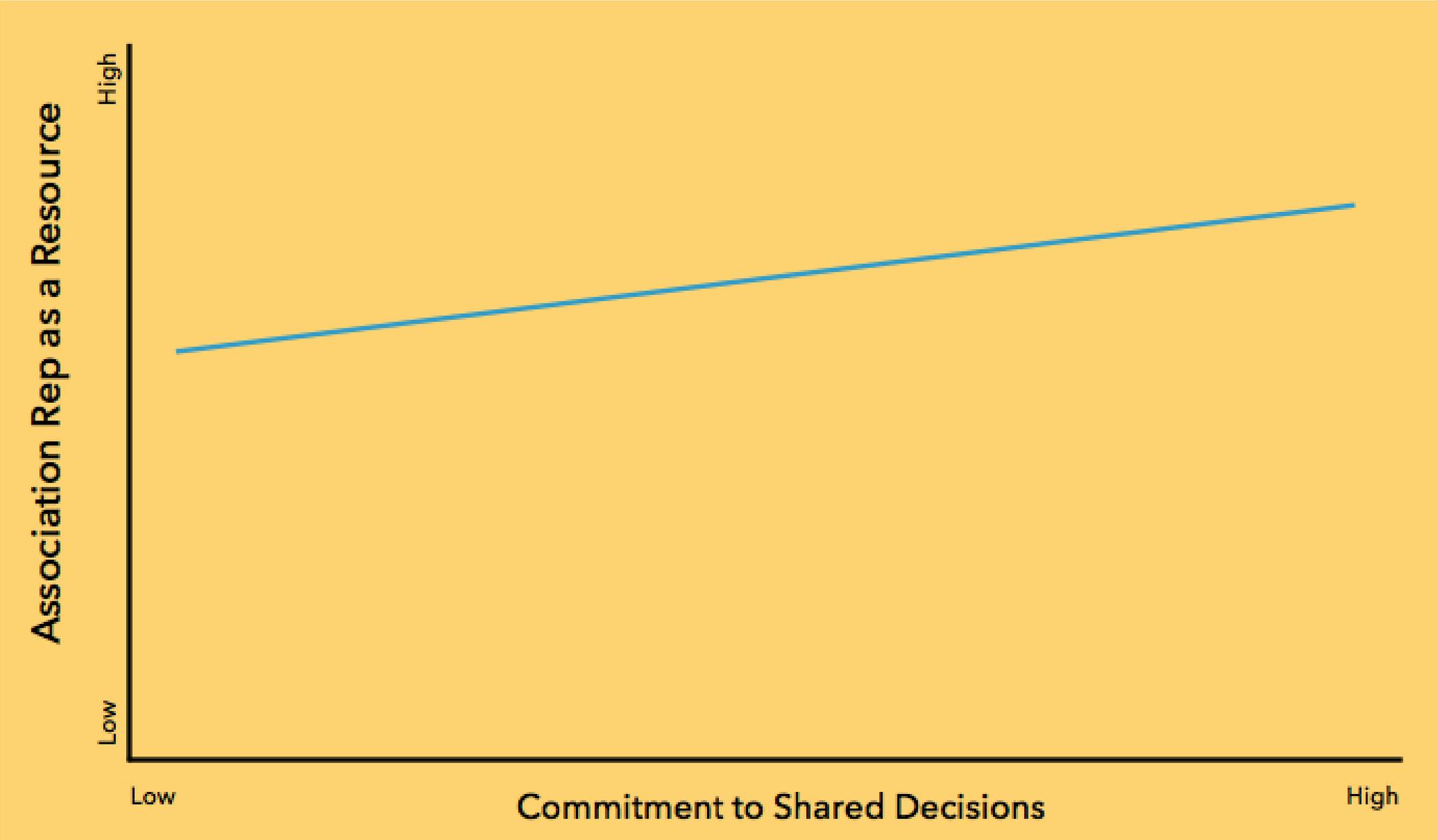
Dimensions of Collaborative Culture:

- **Psychological Safety:** The extent to which employees are comfortable voicing their concerns and sharing their opinions. Employees that experience psychological safety believe that they will not be harshly judged for making mistakes or voicing concerns about school policies. Psychologically safe environments allow for respectful discourse that includes all viewpoints.

Shared Decision-Making and Viewing Principal as a Resource



Shared Decision Making and Union Rep as Resource

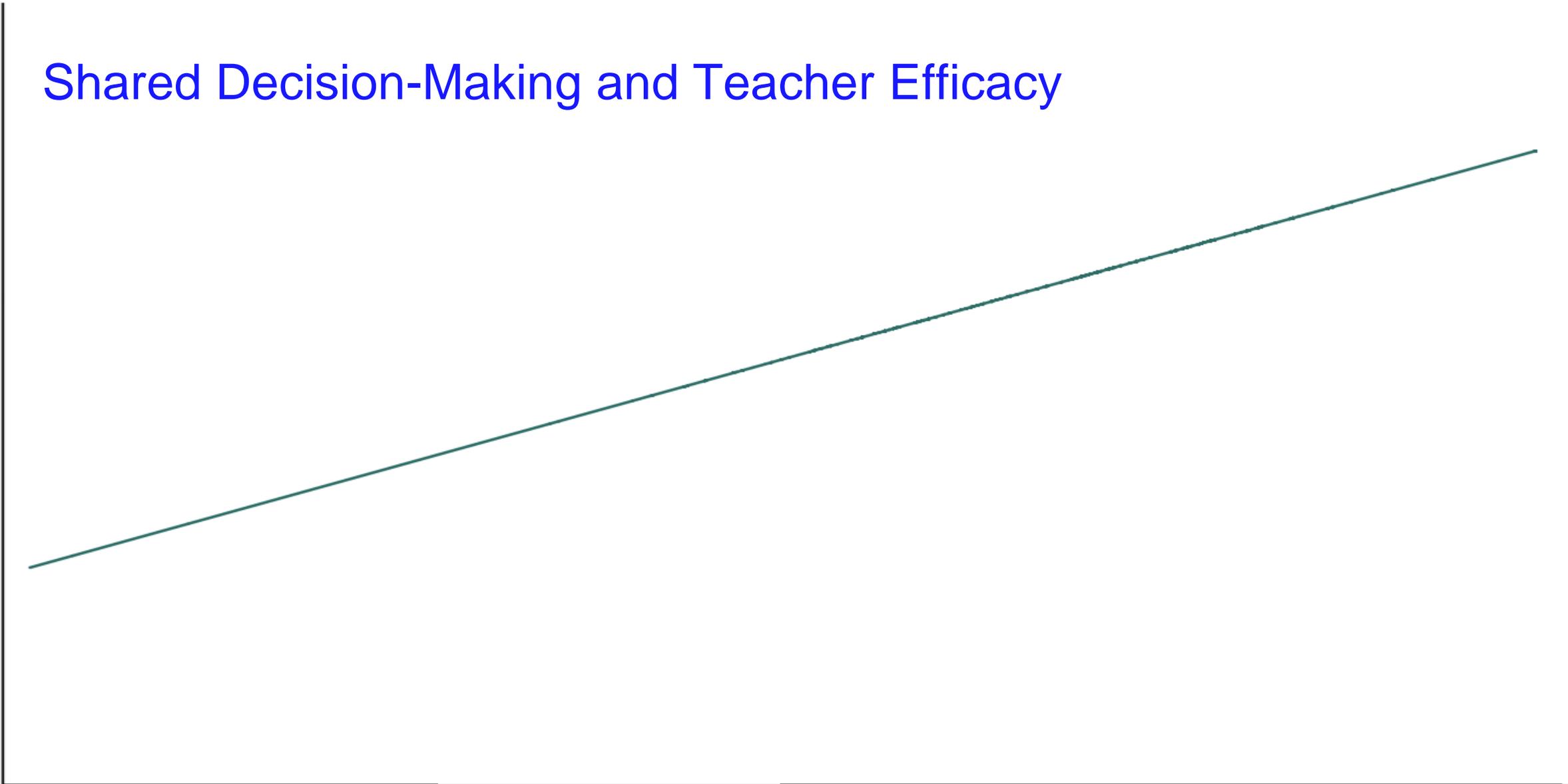


Shared Decision-Making and Teacher Efficacy

Shared Efficacy

Shared Decisions

coef = .70924669, se = .0404348, t = 17.54

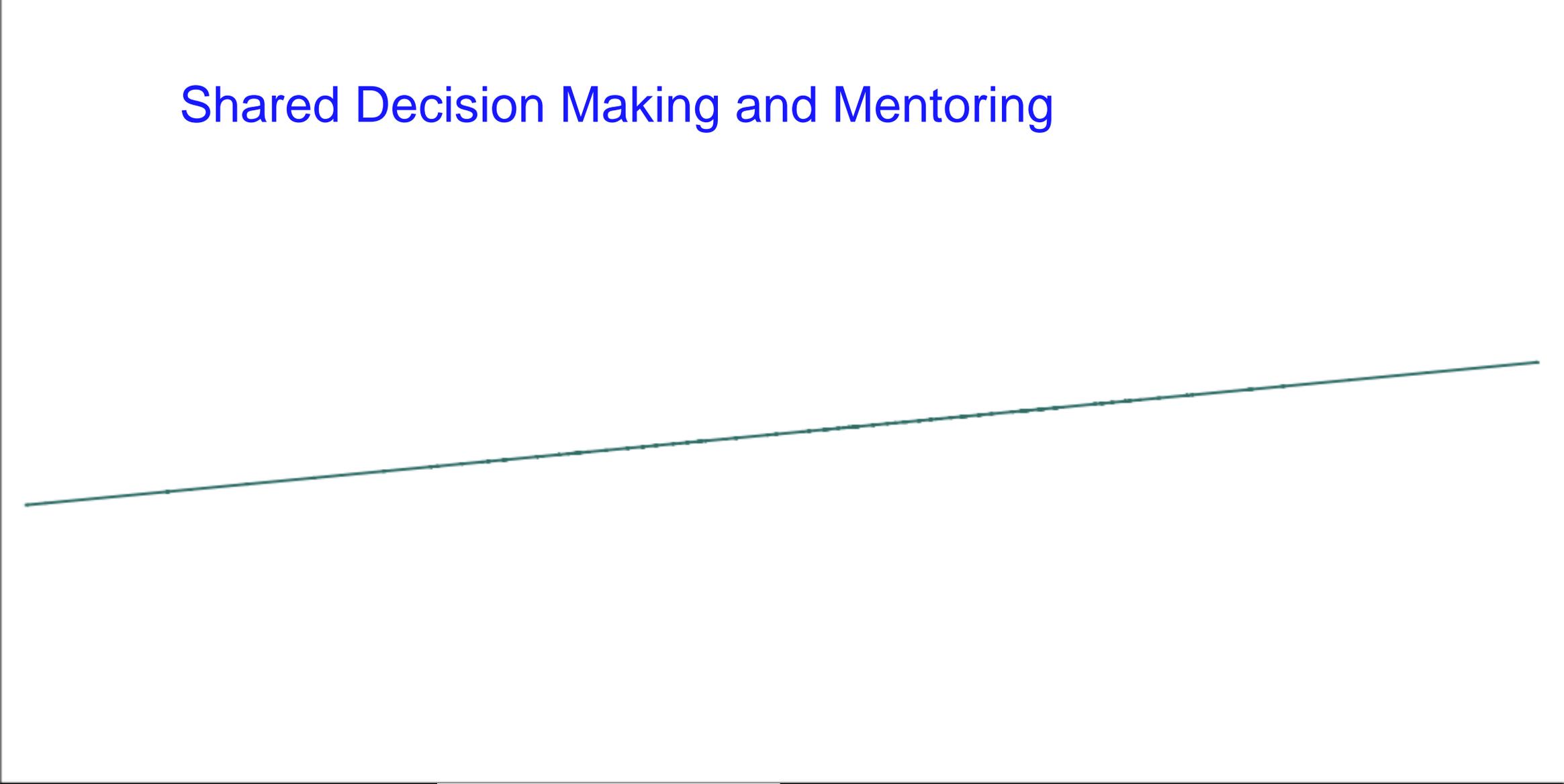


Shared Decision Making and Mentoring

Mentoring Communications

Shared Decisions

coef = .21486146, se = .0438958, t = 4.89

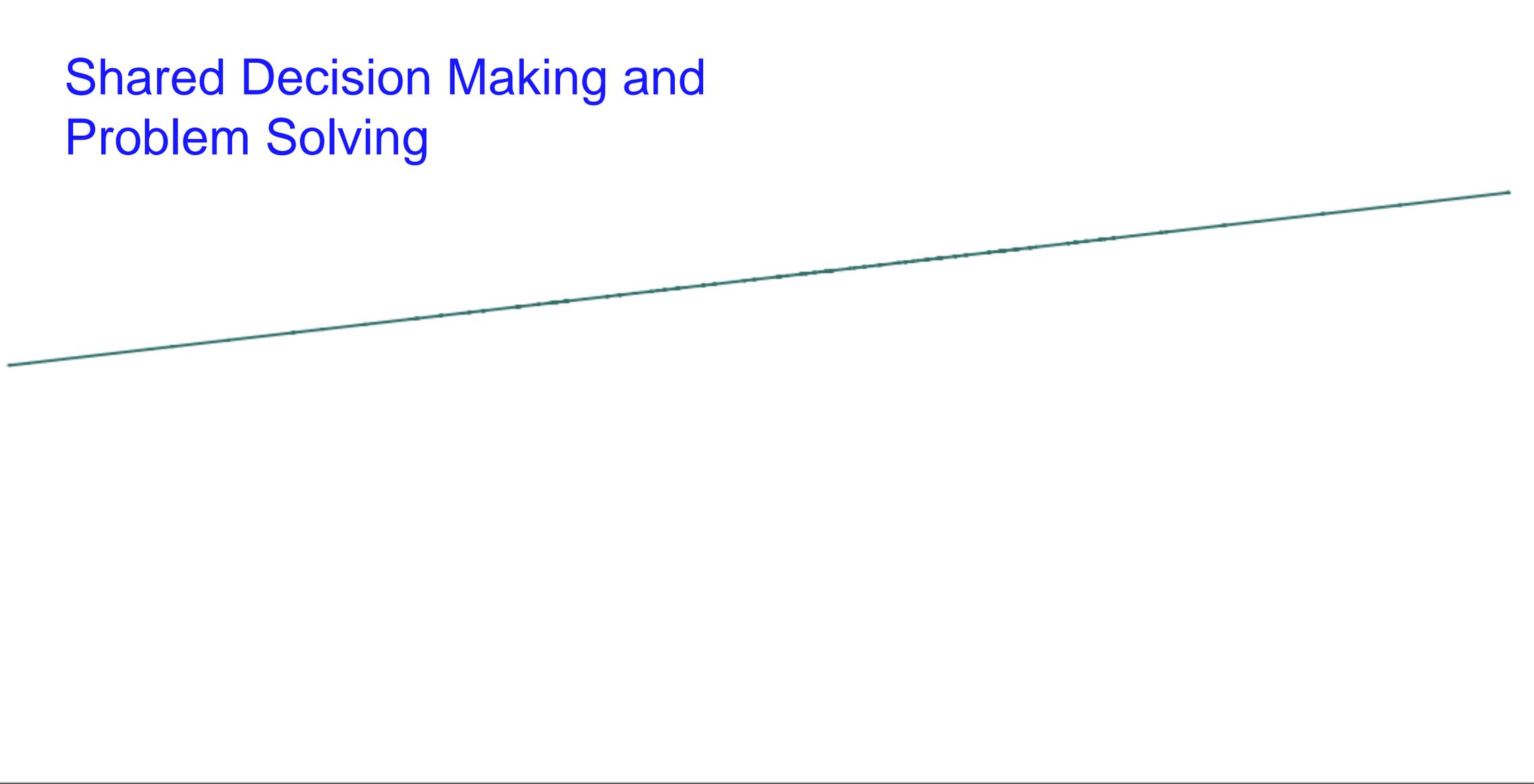


Shared Decision Making and Problem Solving

Problem-Solving Communications

Shared Decisions

coef = .27938562, se = .03672641, t = 7.61

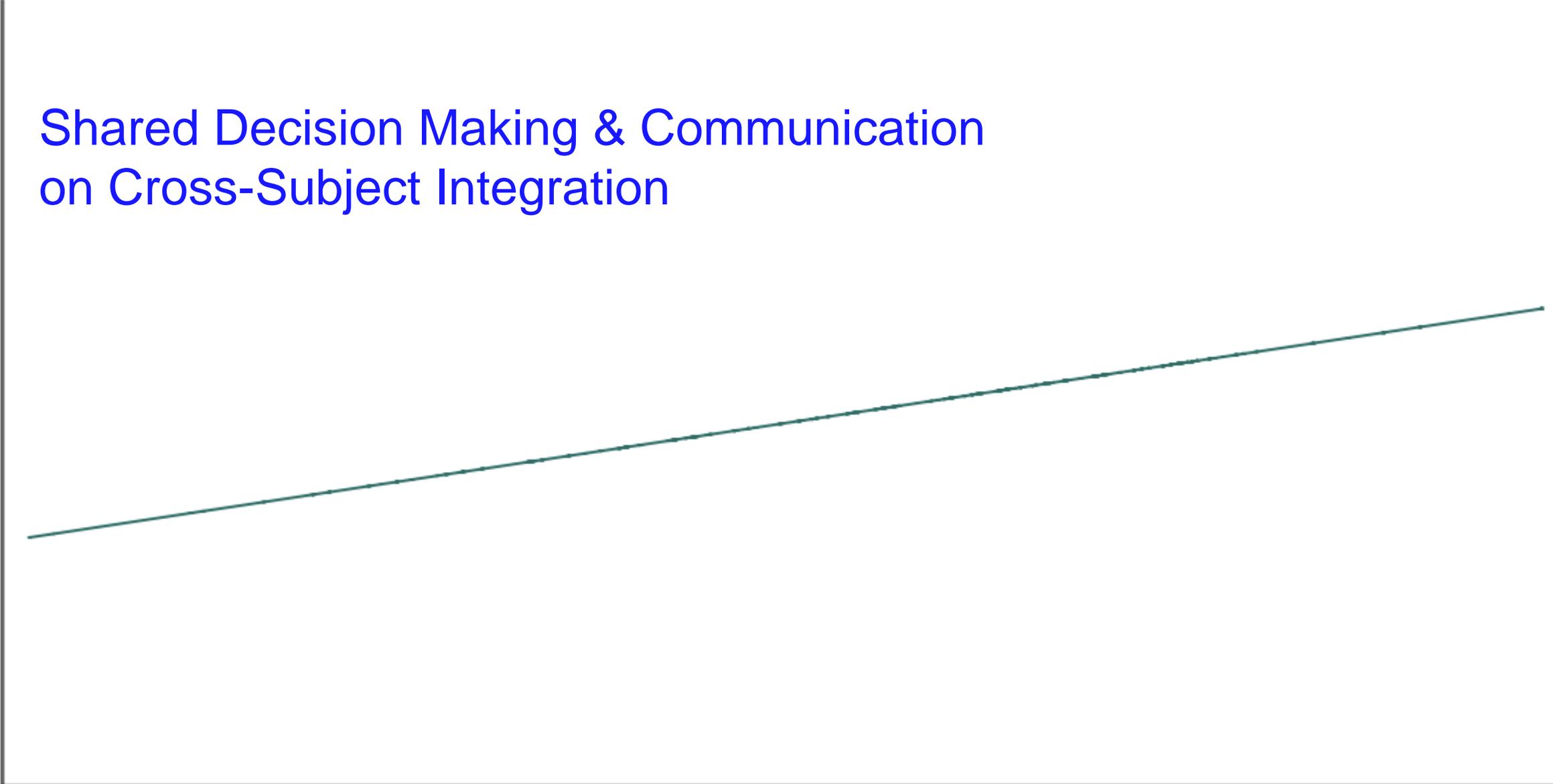


Shared Decision Making & Communication on Cross-Subject Integration

Integration Communications

Shared Decisions

coef = .60012975, se = .04567926, t = 13.14



Summary of Findings

- Union-Management Partnerships Lead to More Extensive Collaboration between Educators in Schools
- Collaboration Improves Student Performance (ELA and Math) even after controlling for Poverty
- Strong Collaboration Reduces the Impact of Poverty on Teacher Turnover & Increases Engagement
- Collaborative Climates Increase the Attractiveness of Schools to Teachers
- Grievance Rates

Examples of School Improvement Projects/Initiatives

- Articulation
- Cross-Disciplinary Integration
- New Teacher Induction
- Textbook Selection
- Peer Assistance
- Social-Emotional Learning
- Professional Development
- Energy Conservation
- Semester vs Marking Period
- 9th Grade Math Scores
- Sharing Instructional Practice/Classroom Visitation
- ESL
- Scheduling
- Advisory Period
- New Courses
- Technology
- Homework
- Curriculum
- Exam Coordination
- Mentoring



New Jersey Public School
**LABOR MANAGEMENT
COLLABORATIVE**



A Union of Progressives



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NJ Public School Labor Management Collaborative

- **I. State**

- State Associations:

NJEA, AFTNJ, NJSBA, NJASA, NJPSA, Rutgers University

- State-wide Summit

- **II. District/School**

- District/School Capacity Building Workshop

- **III. Scaffolding Support**

- Inter-District Learning Network (Twice a Year)

- District Facilitators

- Website, Online Community, Resources, Courses

- **IV. Research**

To Date:

- 25 Districts
- 158 Schools
- 475+ Administrators
- 9,241 Teachers
- 99,552 Students
- Adding 6-8 Districts 2022-23
- 10% of NJ Districts (60) in Next 3 Years

“Being in education for 20 something years I've seen examples of good collaboration. I've seen examples of poor collaboration, and at the end of the day I've never seen it connected to student outcome results the way I saw it today. So I love the fact that you are chronicling what's working and the impact that it has not only on our students but on our staff. Teacher retention. Teacher satisfaction leads to teacher efficacy, principal efficacy...”

You develop good processes built on trust, collaboration, respect, some of those basic things that we expect, right? And you embed that in your systems and the product will follow. Student outcomes most importantly.

So you're on to something really important and you're on to something that I feel if we're serious about going from urgency to agency in our country, we need to spend as much time talking about this as we do about some of those other things that are grabbing the headlines. We need to lead with this and talk about how we are one community for students.”

U.S. Secretary of Education Miquel Cardona 9/8/2021

South African National Workshop on Labour-Management Partnership:

- Organized by South African Labour Relations Council (ELRC)
- Co-sponsors:
 - South African Department of Basic Education
 - The Autonomous Teachers' Unions (ATU)
 - National Professional Teachers' Organization of South Africa (NAPTOSA)
 - National Teachers' Union (NATU)
 - Professional Educators' Union (PEU)
 - Public Service Association (PSA)
 - South African Democratic Teachers Union (SADTU)
 - SAOU South African Teachers' Union (SAOU)
 - South African Universities

Public Education in South Africa

- Broad-based Public Education for all began 1995 Post-Apartheid
- Anti-Apartheid Movement Throughout SA with Global Boycotts
 - U.S. Corporations; Universities (Mich State, Columbia, Harvard, UCalif); 22 Countries; States and 90 Cities (Nebraska, San Francisco)
- Prior 21 Different Education Systems Based on Race
 - ANC Dismantled this System in 1994 with (COSATU) Congress of South African Trade Unions (16 Unions)
- ELRC Looking for a Way to Improve South African Public Education
 - Statutory Council working with Dept of Basic Ed, Unions, Educators
 - 5 Visits to NJ over Past 6 Years
- Strongest Democracy in Africa; Same Tier as U.S. Democracy: Economist
 - SA Median Household Income 2021 was \$12,471

Benefits to Montgomery

- NJ Legislature Bill A1301 (Amistad Bill) 2002
 1. To infuse the history of Africans and African-Americans into the social studies curriculum in order to provide an accurate, complete, and inclusive history.
 2. To ensure that New Jersey teachers are equipped to effectively teach the revised social studies core curriculum content standards.
- Portrait of a Graduate
 - Civics Education; How to Serve Community
- Diversity, Equity, & Inclusion
 - MTSD is committed to improving the educational experiences of all students through fostering an culturally inclusive and responsive environment

Benefits to Montgomery (continued)

- Finding Common Ground, Understanding Each Other, Building Community: Model for Healing Differences; Transition to Democracy
 - Truth and Reconciliation Commission (TRC)
 - Nelson Mandela (Nobel Peace Prize, U.S. Presidential Medal of Freedom)
 - Archbishop Desmond Tutu (Nobel Peace Prize)
 - 52 other Countries Adopted TRC
- Montgomery Reputation
 - State Wide (Facilitation, Inter-District Conferences, Gov. Murphy)
 - Nationally (Dept of Ed Case, National Labor-Management Committee, Conferences)
 - Internationally (Hosting and Visiting South Africa)
 - College Admissions Offices
 - Real Estate Values
 - Teacher Recruitment and Retention