

Supporting Teachers through Professional Standards and Labor-Management Collaboration

RI Senate Commission Testimony
John Papay
November 14, 2023



ANNENBERG
BROWN UNIVERSITY

Three main topics

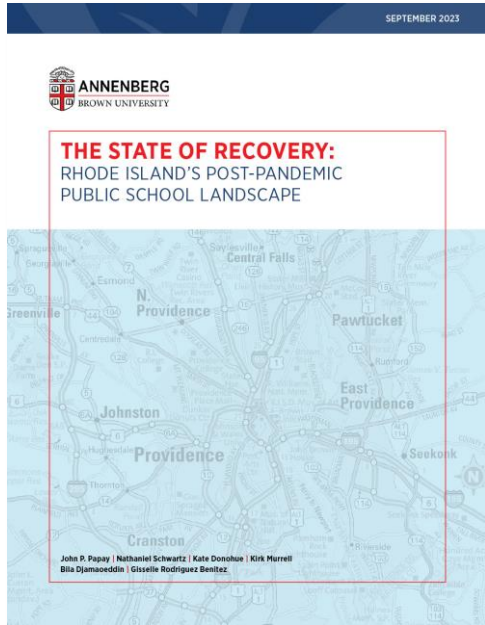
- Current moment in RI education
- Building professional standards for a highly effective teacher workforce
- Promoting stronger labor-management relationships

Key recommendations

- Possible legislative changes
 - Tenure law
 - Evaluation law
- Capacity-building support
 - Principal leadership
 - Professional learning
 - Interest-based bargaining
- Incentives and inducements
 - Compensation structures/levels
 - Teacher time and collaboration
 - Hiring
 - Seed joint labor-management collaboration

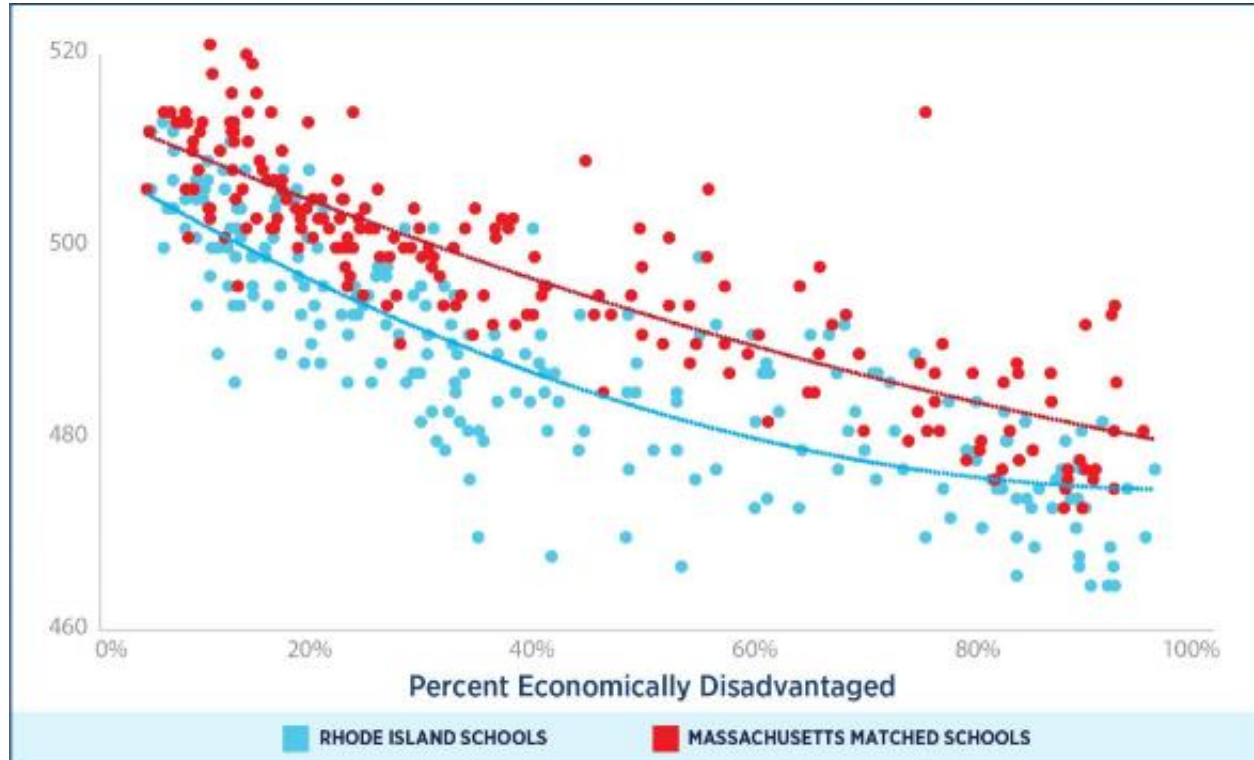
Current moment in Rhode Island education

Leveraging COVID to create opportunities for dramatic improvement in RI education

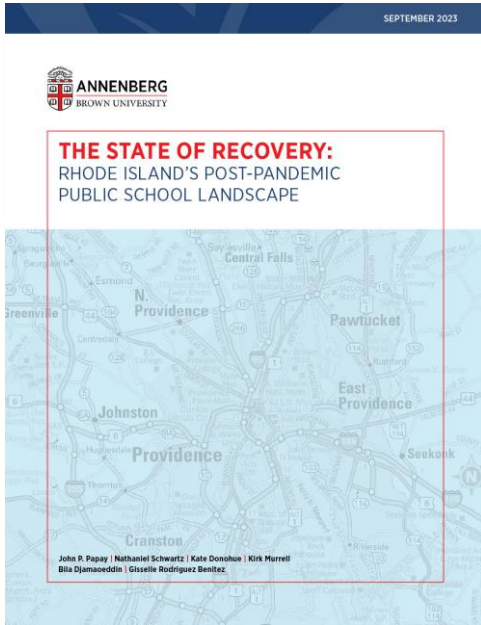


- ▶ Dramatic disruptions across the whole system
- ▶ Longer-standing trends
- ▶ Collective responsibility
- ▶ Statewide challenges

We compare schools serving similar students. RI schools are behind MA peers across the state.



Leveraging COVID to create opportunities for dramatic improvement in RI education



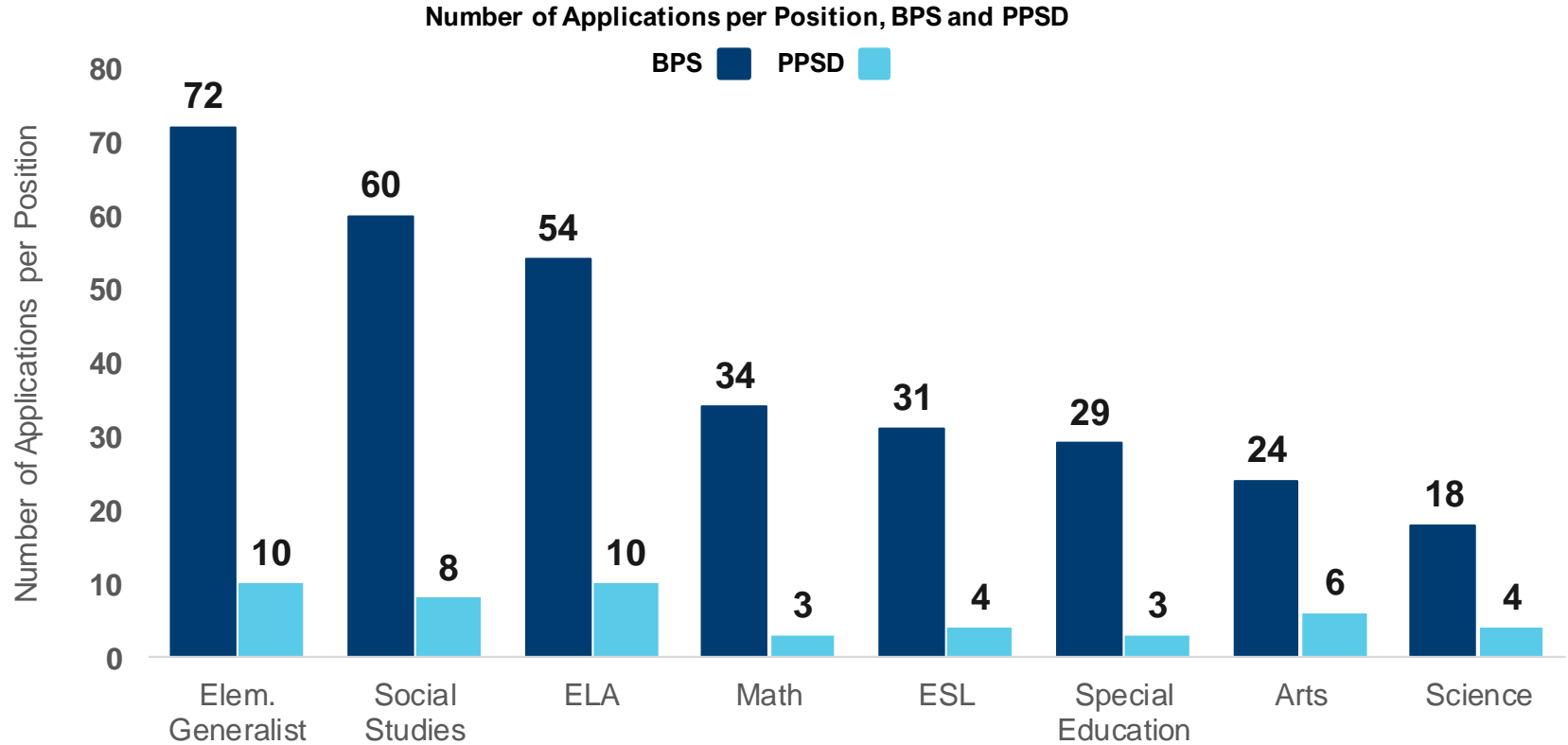
- ▶ Dramatic disruptions across the whole system
- ▶ Longer-standing trends
- ▶ Collective responsibility
- ▶ Statewide challenges
- ▶ System-wide approaches
- ▶ Coherence and stability

Key Theme

**Investing in educators is critical.
Teachers are the most important
school-based factor in students'
learning and development.**

Building professional standards for a highly effective teacher workforce

The teacher applicant pool is particularly thin in Providence

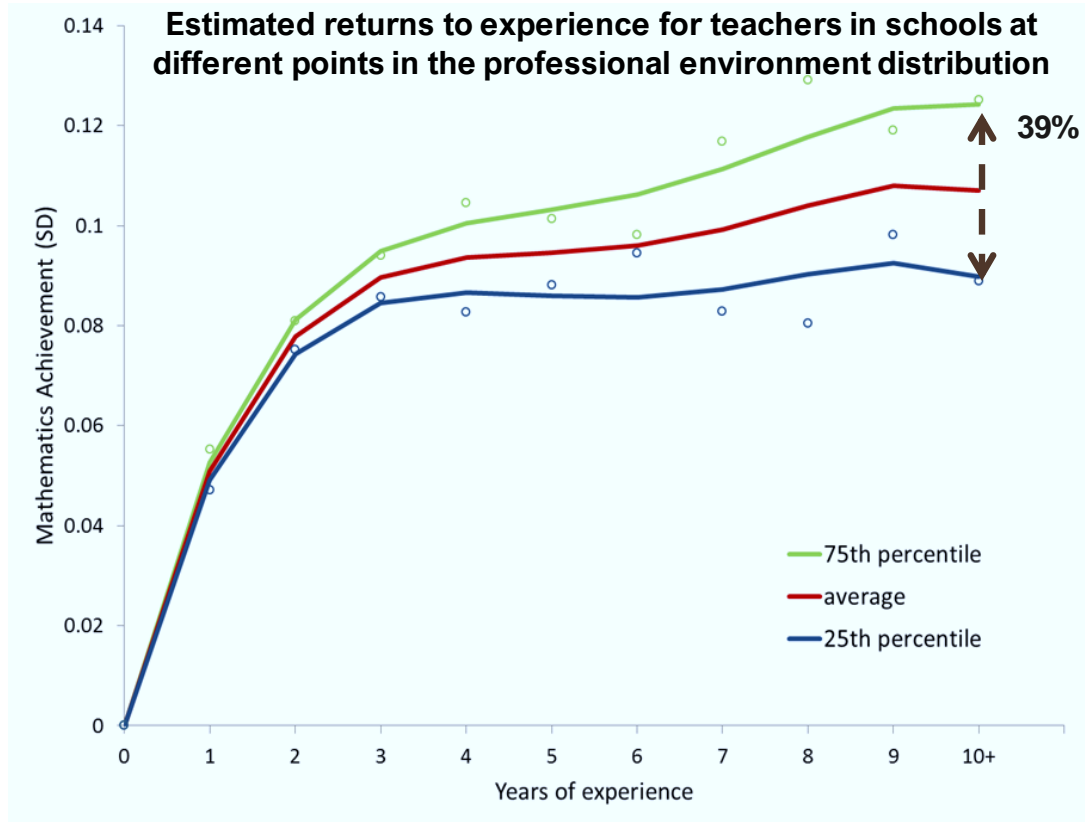


Boston: James, Kraft, & Papay, 2023 (*Journal of Policy Analysis and Management*)

PPSP: Donohue, Papay, Schwartz, & Murrell, 2023 (Annenberg Research Brief)

**Improving instructional quality
at scale requires organizational,
not individual, responses.**

Teachers improve more in supportive work environments



Kraft & Papay, 2014 (*Educational Evaluation and Policy Analysis*)

WHERE TEACHERS THRIVE

Organizing Schools
for Success

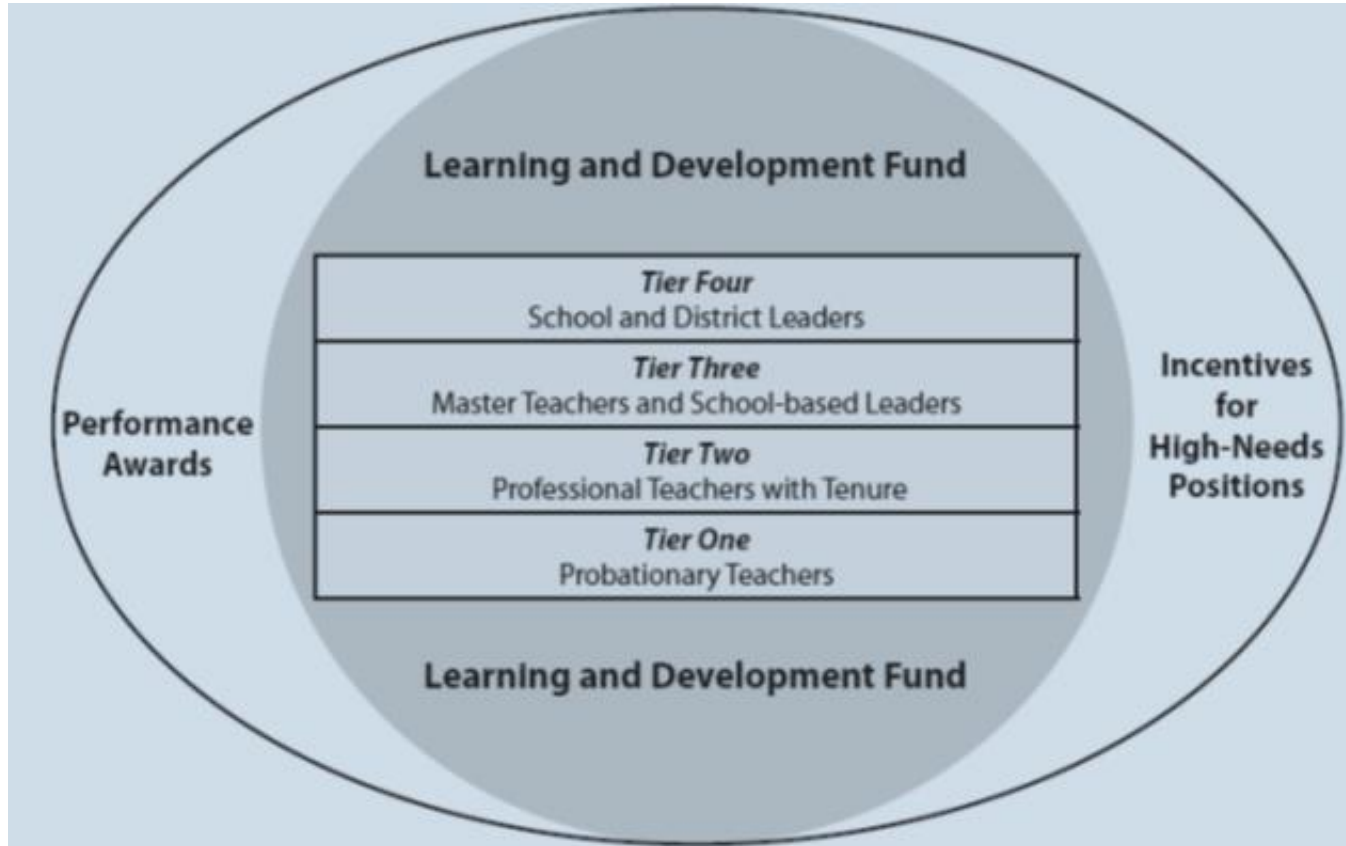
SUSAN MOORE JOHNSON

“In no other field is the basic organization of professional work as spare and rudimentary as in the school. Professionals working in other large-scale enterprises ... are not left on their own to develop their skills, devise their strategies, and serve their clients as they see fit.”

Seven key levers

- 1) Early, open, and school-based hiring
- 2) High-quality curriculum
- 3) Collaboration (and teacher time)
- 4) Strong evaluation system that centers accountability & feedback
- 5) Robust efforts to develop talent
- 6) Career opportunities and compensation

Tiered Pay-and-Career Structure



Seven key levers

- 1) Early, open, and school-based hiring
- 2) High-quality curriculum
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- 5) Robust efforts to develop talent
- 6) Career opportunities and compensation
- 7) **Supportive and inclusive leadership**

Opportunities for legislative involvement

Creating policy



- High-quality curriculum
- Tenure law
- Evaluation reform

Capacity-building support



- Leadership development
- Professional learning
- No unfunded mandates

Inducements and incentives



- Compensation levels and structures
- Teacher time and collaboration
- Hiring

Promoting stronger labor-management relationships

Better bargaining processes can help promote collaboration

- Move from industrial to interest-based bargaining
- Bargain on a broader set of issues (expand scope)
- More community engagement in bargaining, either directly or via joint subcommittees to do work outside of bargaining sessions

Collaboration is easiest around common areas of agreement

- High-quality equitable instruction
- Supportive work environments
- Teacher leadership

“If they’re going to come and teach in my district for 5 years, I want to make sure they’re really good. I want to make sure that, if I have to go to the mat for them, I can say this is someone who has given her heart and soul to the kids in Montgomery County.... But I’m not going to do that for just anybody.”

- Montgomery County Union President

Collaboration can be created by working together

- Peer Assistance and Review

“The union, without batting an eye, says, ‘If you’re not doing the kids any good and we can’t help you come up to that level, then you’re not doing the rest of us any good.’”

- Rochester Union President

Collaboration is easier when funding is more plentiful

“You can only move in these progressive ways when you’ve taken care of the old-fashioned bread-and-butter issues. So you’ve got to be delivering raises. You’ve got to be delivering good old-fashioned due process. You’ve got to be delivering and making sure that they’re not paying \$500 a month health care out of their pockets. You’ve really got to be delivering on bread-and-butter issues. Then you can move in a progressive way.”

– San Juan (CA) union president

Opportunities for legislative involvement

Creating policy



- Center effectiveness not seniority in personnel decisions
- Community engagement

Capacity-building support



- Training for IBB
- Funding to support PD

Inducements and incentives



- Substantial grants for joint labor-management initiatives across the state (including PAR)

Limits of (and opportunities in) state law

- **Implementation**
- **Culture**
- **Discourse**

Questions?

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