



**Legislative Commission on Professional and Labor-Management
Standards in Providence Public Schools**

Rhode Island Senate

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Research Overview

- Research Evidence on Collaborative Partnerships
 - Benefits to Student Performance
 - Benefits to Teachers
 - Turnover, Attraction, Retention
- Collaborative Culture, Structures, Systems
- NJ Public School Collaborative

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?

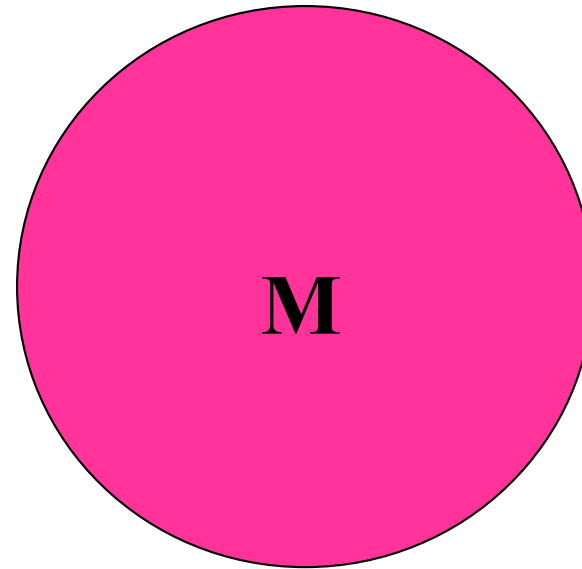
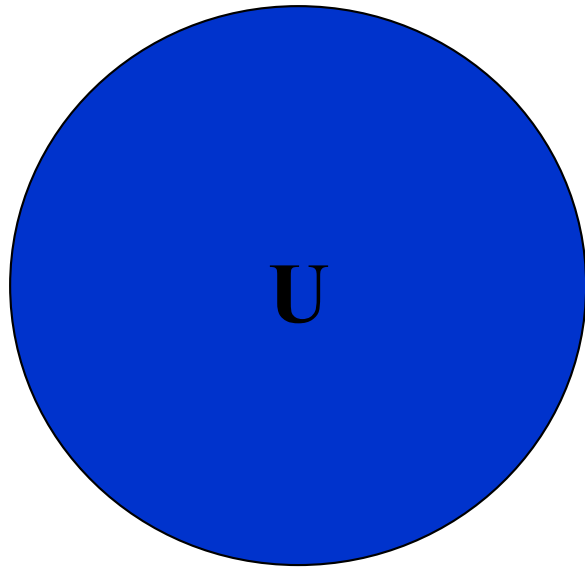
- Quality of Decisions
 - People Closest to the Problem

- Quantity of Solutions – More Resources Devoted to Improvement

- Quality of Implementation – More Support

- Quality through Educator Voice

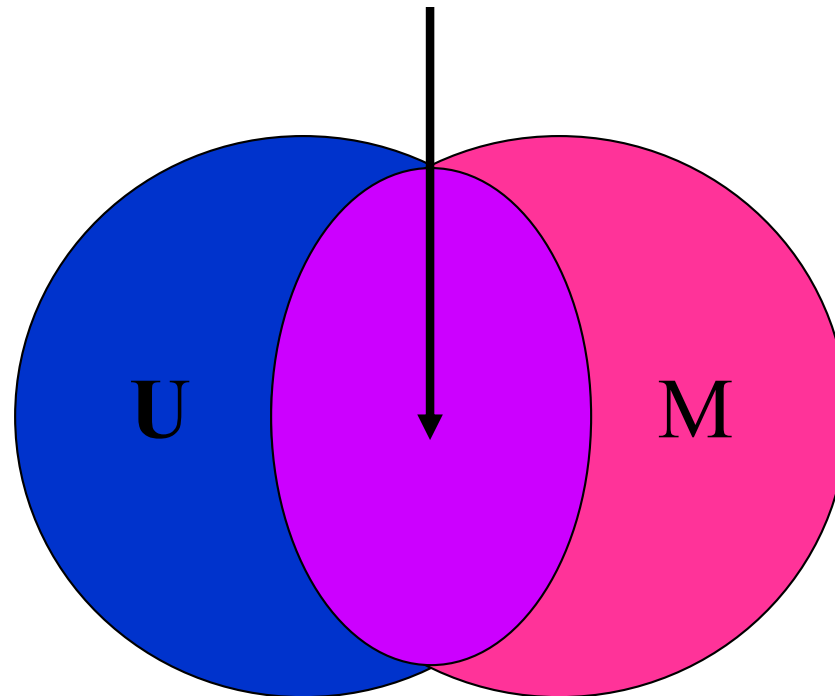
Institution for Conflicting Interests: Collective Bargaining



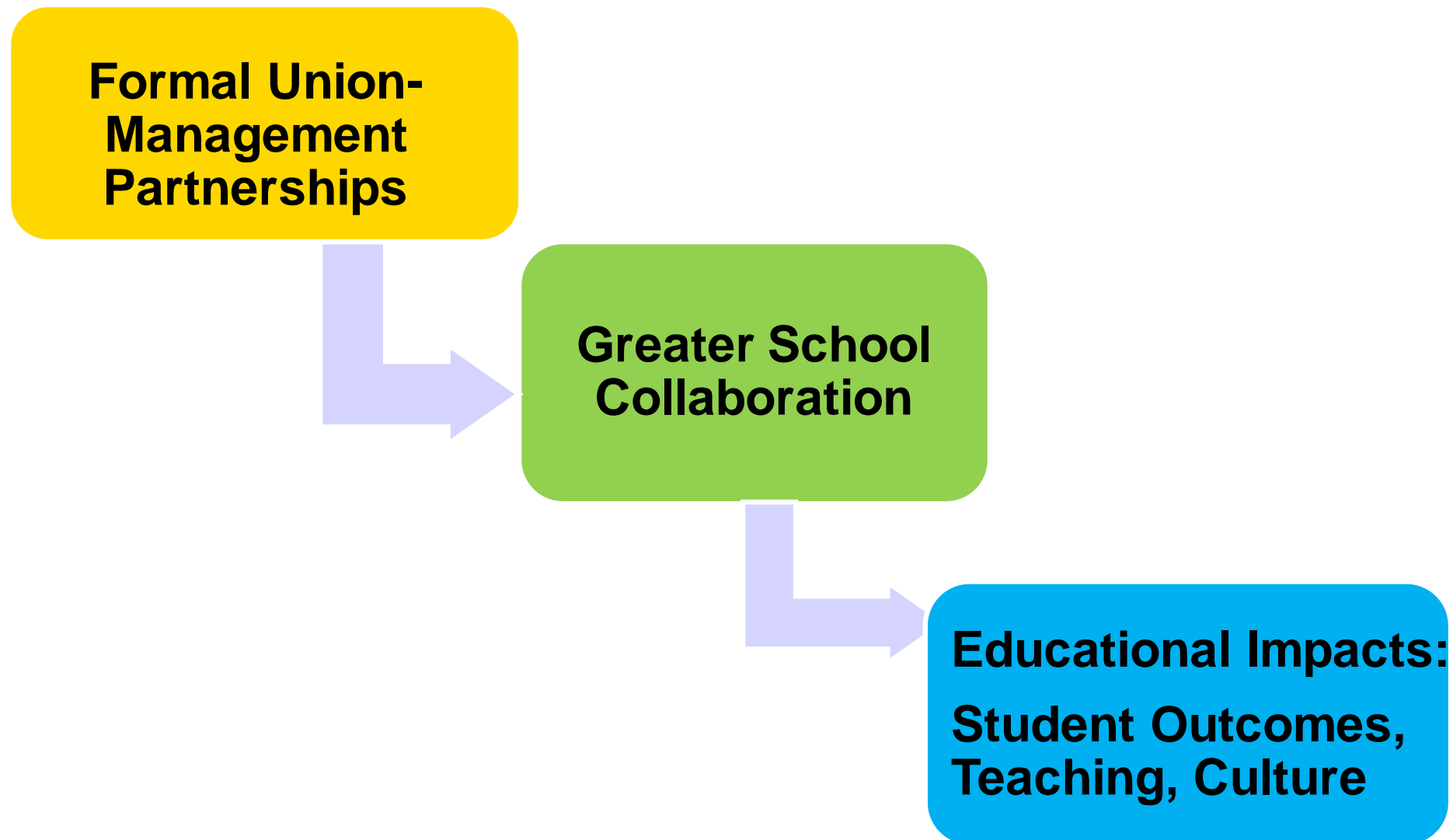
Institution for common interests?

Collaborative Partnerships

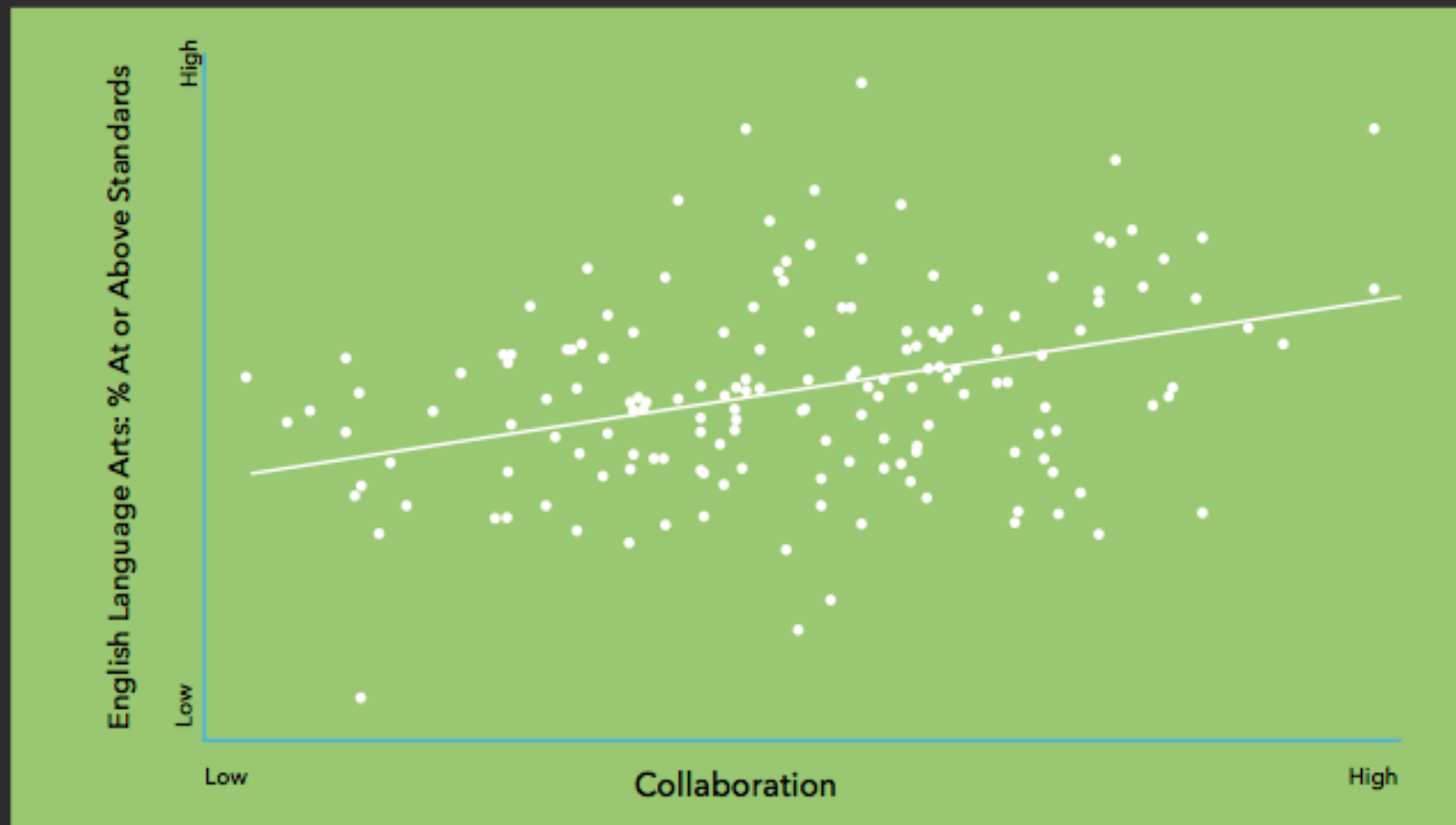
(Teaching Quality and Student Achievement)



Union-Management Partnerships as Antecedent to School Collaboration



Collaboration and Student Performance



(McCarthy and Rubinstein, 2017)

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

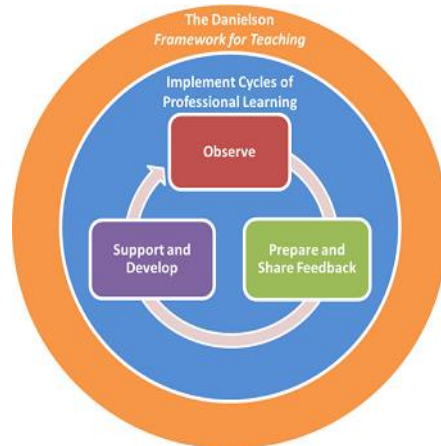
↓ indicates significantly behind peers

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

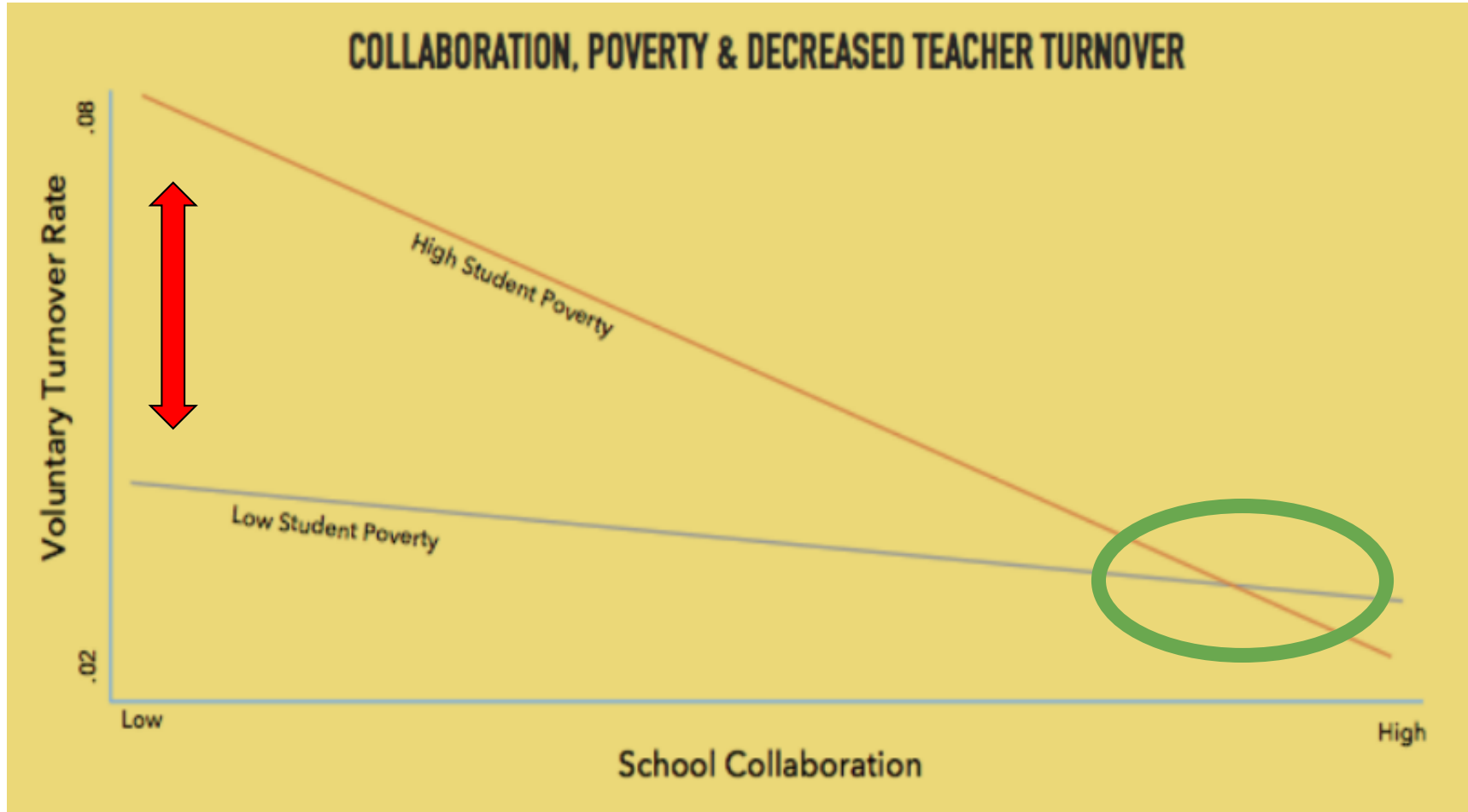


Instructional Practices

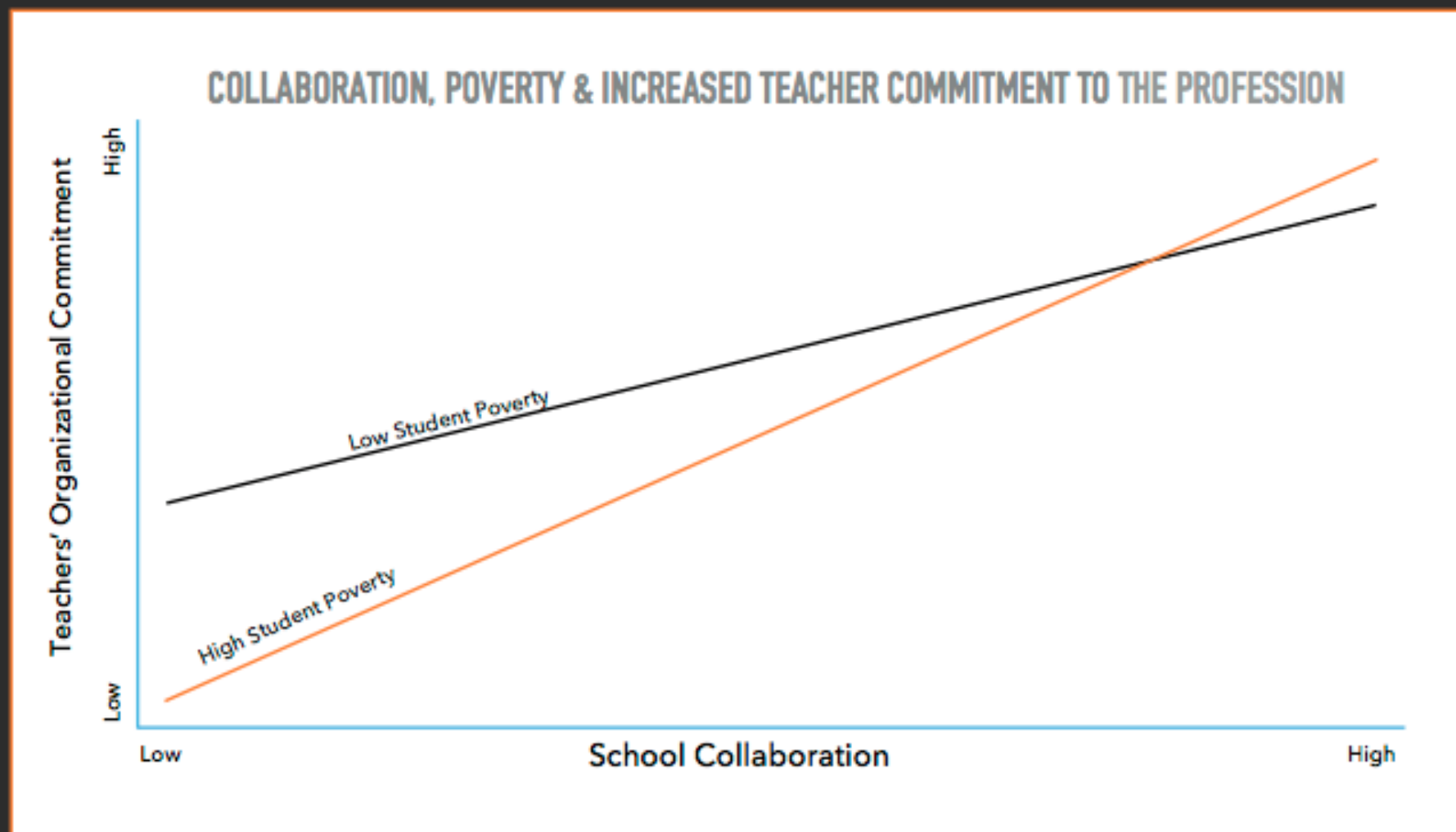


Mentoring





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

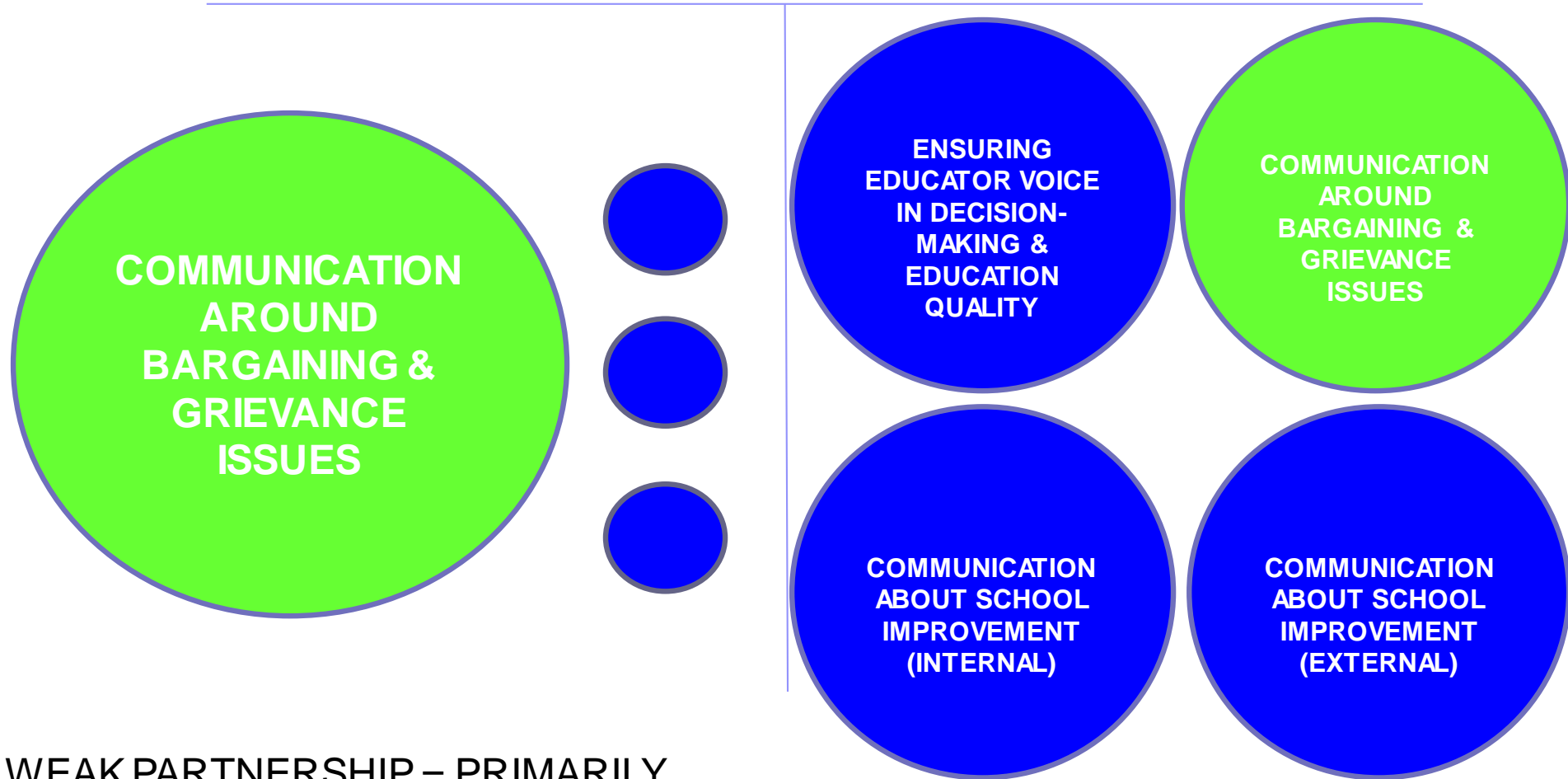


(McCarthy and Rubinstein, 2017)

Dimensions of Collaborative Culture:

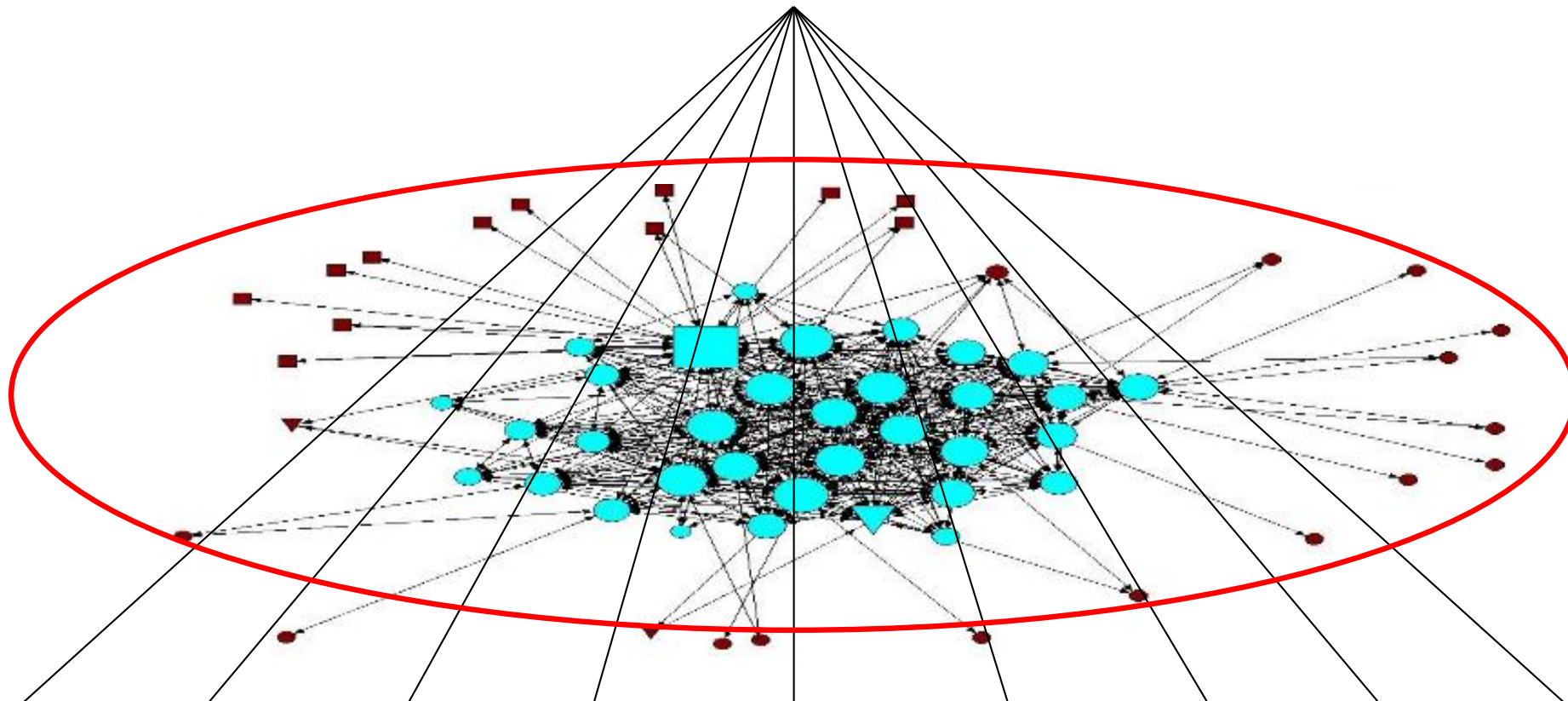
- Teachers' Efficacy
- Goal Alignment
- Shared Decision Making
- Discretion
- Principal as Resource
- Union Rep as Resource
- Psychological Safety
- Mentoring
- Problem Solving

ASSOCIATION REPS: CHANGING ROLE PERCEPTION



WEAK PARTNERSHIP = PRIMARILY
PERCEIVE ROLE AS FOCUSED ON
TRADITIONAL UNION ACTIVITIES

STRONG PARTNERSHIP = MORE
BALANCED ROLE



- New Curriculum
- Technology
- Sharing Instructional Practice
- Math & Language Performance
- Professional Development
- Energy Conservation
- K-12 Articulation
- Exam Coordination
- Mentoring
- Textbook Selection
- New Teacher Induction
- Peer Assistance
- Social-Emotional Learning
- Covid-19
- English as Second Language
- Student Advisory Periods
- New Courses
- Scheduling
- Homework Policy



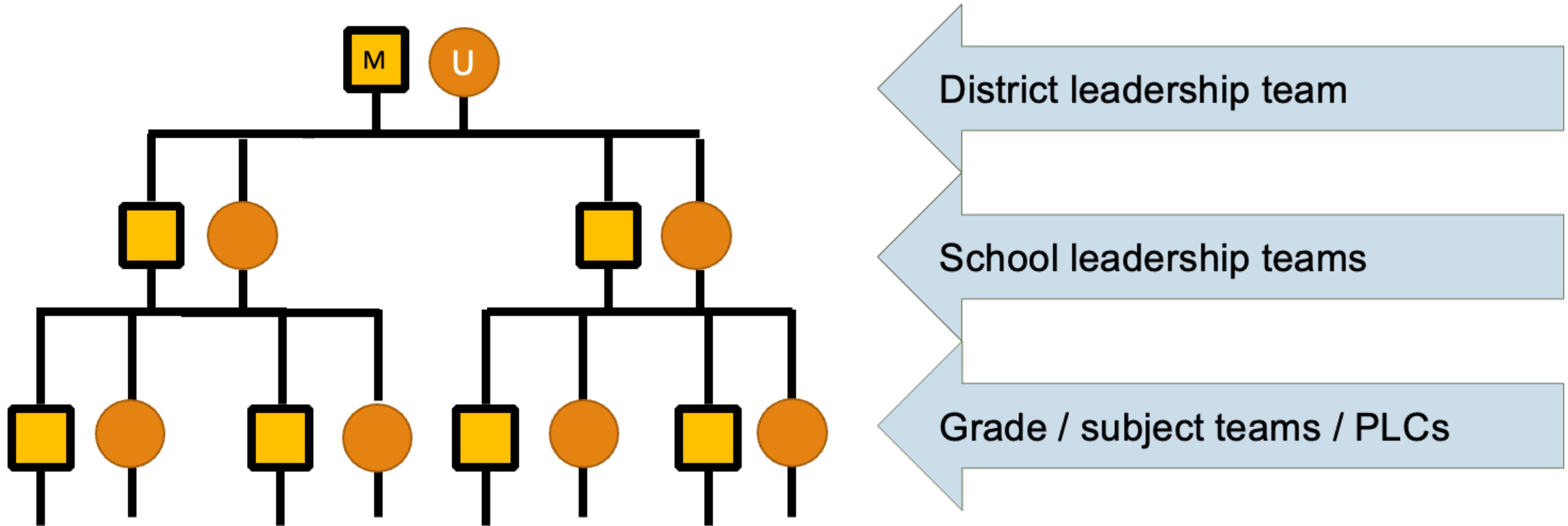
New Jersey Public School
**LABOR MANAGEMENT
COLLABORATIVE**



To Date:

- 25 Districts
- 158 Schools
- 475+ Administrators
- 9,241 Teachers
- 99,552 Students
- Adding 6-8 Districts 2023-24
- 10% of NJ Districts

Structures

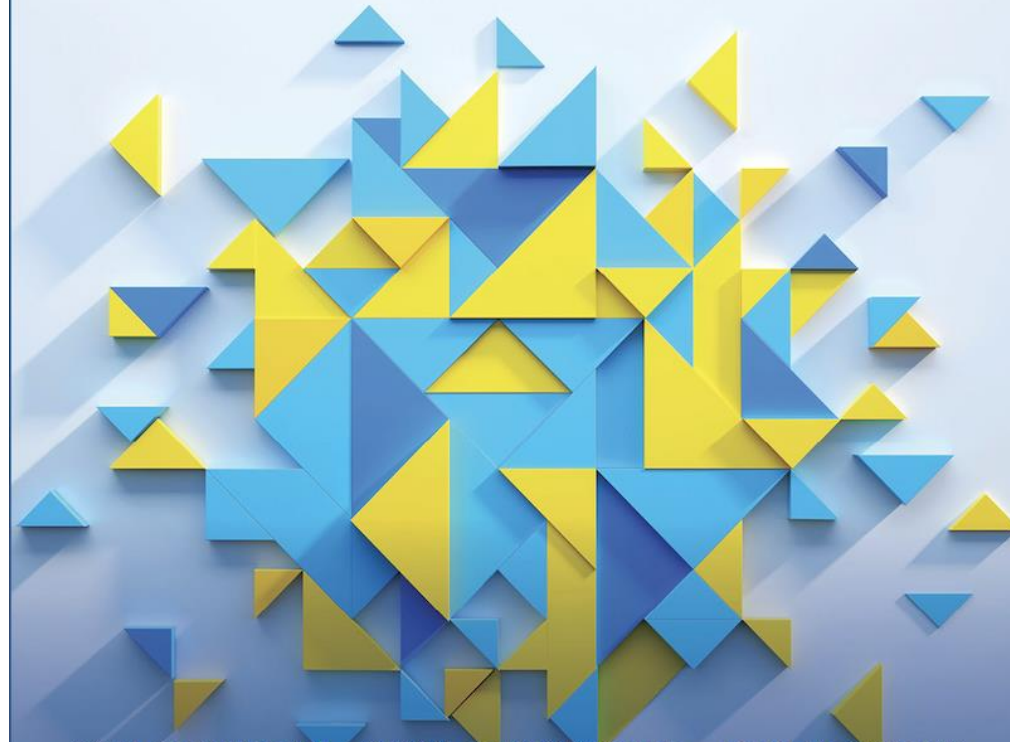


The Web of Support:

- Inter-District Learning Network
- Peer Facilitators
 - Capacity Building Workshops
- Role-alike Networks
 - (Boards, Superintendents, Union Leaders, Principals)

DEMOCRACY AND REFORM IN PUBLIC SCHOOLS

THE CASE FOR
COLLABORATIVE PARTNERSHIPS



SAUL RUBINSTEIN CHARLES HECKSCHER JOHN McCARTHY

Policy Recommendations:

- Promote/encourage Multi-stakeholder (State, School Boards, Superintendents, Principals & Supervisors, Union, Parents) Partnerships at each level:
 - State
 - District
 - School
- Capacity Building for Collaboration
- Study Tour of Best Practice (peer to peer starter yeast)
- Inter-district Networks
- Peer Facilitation Team