Microsoft

Teacher and Leader Capacity

What does success look like and how do you get there?

The goal

Teacher effectiveness is the largest factor influencing student outcomes, outside family background.[1] So in order to unleash a successful transformation, you need to build teacher and leader capacity.

How do you build up teachers and staff?

Foster a collegiate sense of community. Professional learning is more likely to be effective when it promotes collaboration with peers, classroom observation and teacher feedback on the job.
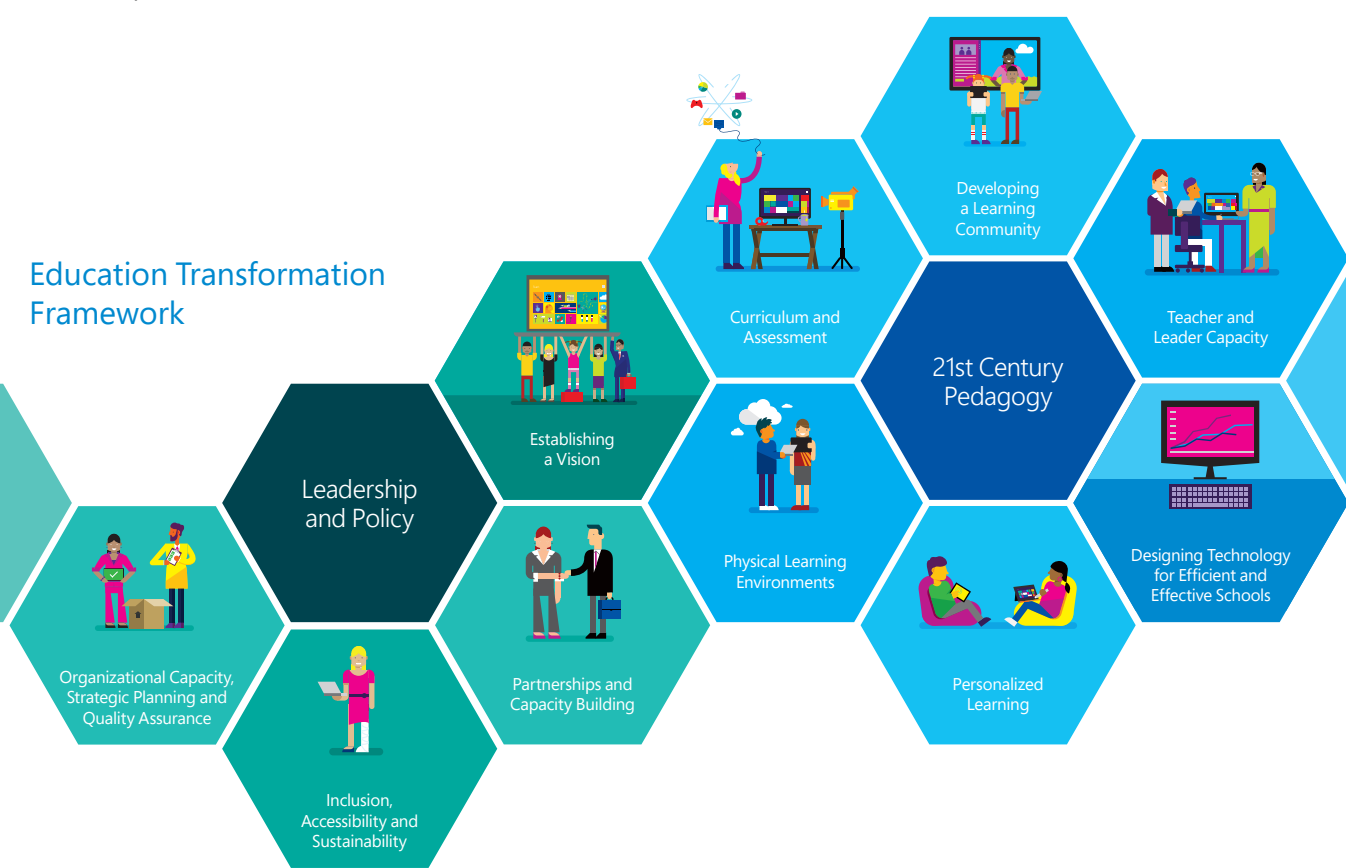
Next, choose leaders who will steer the project forward. Leaders need to have the skills and incentives to continually assess student progress, how teaching needs to change, and then to apply new ways of working.[2] And finally, allow ongoing opportunities for change. As adults often learn iteratively – needing to see evidence of something working several times before changing practice – there must be multiple opportunities to apply new ways of working over a sustained period of time.[3]

How do the top schools do it?

Research reveals that top schools place an intensive focus on training, mentoring and collaborative working groups.[4] This promotes discussions on student learning relevant to teachers' everyday work, with feedback and opportunities to learn from peers.[5]

- Teacher mentoring and coaching needs to be intensive, involving regular observation and feedback[6]

- Coaching helps teachers diagnose students' learning needs, and develop classroom management skills and pedagogy[7]

- Teachers often prefer working collaboratively in lesson and grade groups. This helps develop leadership skills and prevent stress and burnout[8]

- To evolve teaching, create teacher research groups that pick a practice, develop it, then trial it in a real classroom. The result is evaluated and put into practice, shelved or sent back for re-development.

Education Transformation Framework

Developing a Learning Community

Curriculum and Assessment

Teacher and Leader Capacity

Establishing a Vision

21st Century Pedagogy

Leadership and Policy

Physical Learning Environments

Designing Technology for Efficient and Effective Schools

Organizational Capacity, Strategic Planning and Quality Assurance

Partnerships and Capacity Building

Personalized Learning

Inclusion, Accessibility and Sustainability

Guiding questions

How engaging and motivating is the current working environment?
Does it enable, support and celebrate innovation?

What professional learning will be delivered?

Does the professional learning cover administrative, technical, faculty based, pedagogical and leadership skills?

What incentives, certificates, university course credits and/or credentials will be available?

How does policy enable or inhibit desired professional learning approaches?

How will change management occur and who will manage the transition?

How can technology help build capacity?

Because building leadership is primarily a collaborative, iterative process that will be undertaken by groups of teachers, there is no limit to the technology that could be used. It is more down to individual teacher or school preference, than an overall educational trend. However, some suggested technologies include:

- The Microsoft Partners in Learning program together with Microsoft-initiated webinars, helps expose teachers to a wide range of resources and professional development opportunities

- Various combinations of Microsoft solutions, such as Office 365 Education, SkyDrive and Surface, help support the pedagogy used by teachers in the classroom

- Microsoft Surface devices and accessories are being used to support 1-to-1 learning environments.

Resources

Whitepaper: Building Leader and Educator Capacity for Transformation

Written by Chief Executive Officer of Learning First, Ben Jensen, this whitepaper explores the evidence around building teacher capacity and outlines best practice in leadership development.

The complete version is available at **microsoft.com/education/leaders**

Workshops

- 21st Century Learning Design
- Teaching with Technology
- School Leadership Academies
- Redefining Learning Conferences

Additional Support Materials

- Expert Zone
- Redefining Learning Conference Guide
- 21st Century Professional Learning Conversation Guide

To organize a workshop or for resource materials, contact your Microsoft Education Specialist.

References

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4. OECD (2010) "Strong Performers and Successful Reformers in Education: Lessons from PISA for the United States", Paris, France.
5. Fuchs, L. S. and Fuchs, D. (1985) "A quantitative synthesis of effects of formative evaluation on achievement", 69th Annual Meeting of the American Educational Research Association.
6. Smith, T. and Ingersoll, R. (2004) "What are the Effects of Induction and Mentoring on Beginning Teacher Turnover?", American Educational Research Journal, 41, p 681-714.
7. Barber, M. and Mourshed, M. (2007) "How the World's Best-Performing Schools Come Out on Top", McKinsey & Company.
8. Sargent, T. C. and Hannum, E. (2009) "Doing More with Less: Teacher Professional Learning Communities in Resource-Constrained Primary Schools in Rural China", Journal of Teacher Education, 60(3), p 258-276.

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