Examining AMSP Partnerships: Increasing Capacity for Distributed (Teacher) Leadership

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Characteristics of Leadership

- ownership/authority
- risk taking, experimentation
- collaboration
- communication
- organization or role clarity
- environment or distraction management

Characteristics of Distributed Leadership

Leadership Criteria	Distributed Model
ownership/authority	high degree of ownership by non leaders/leader plays down his or her role
risk taking, experimentation	sufficient experimentation and risk taking
collaboration	high levels of interconnected and voluntary collaboration
communication	communication is frequent, rich (from both leaders and followers)
organization or role clarity	clear organization but overlapping roles
environment or distraction management	distractions are minimized due to strong networks and cooperative participation strategies

Characteristics of Loosely Coupled

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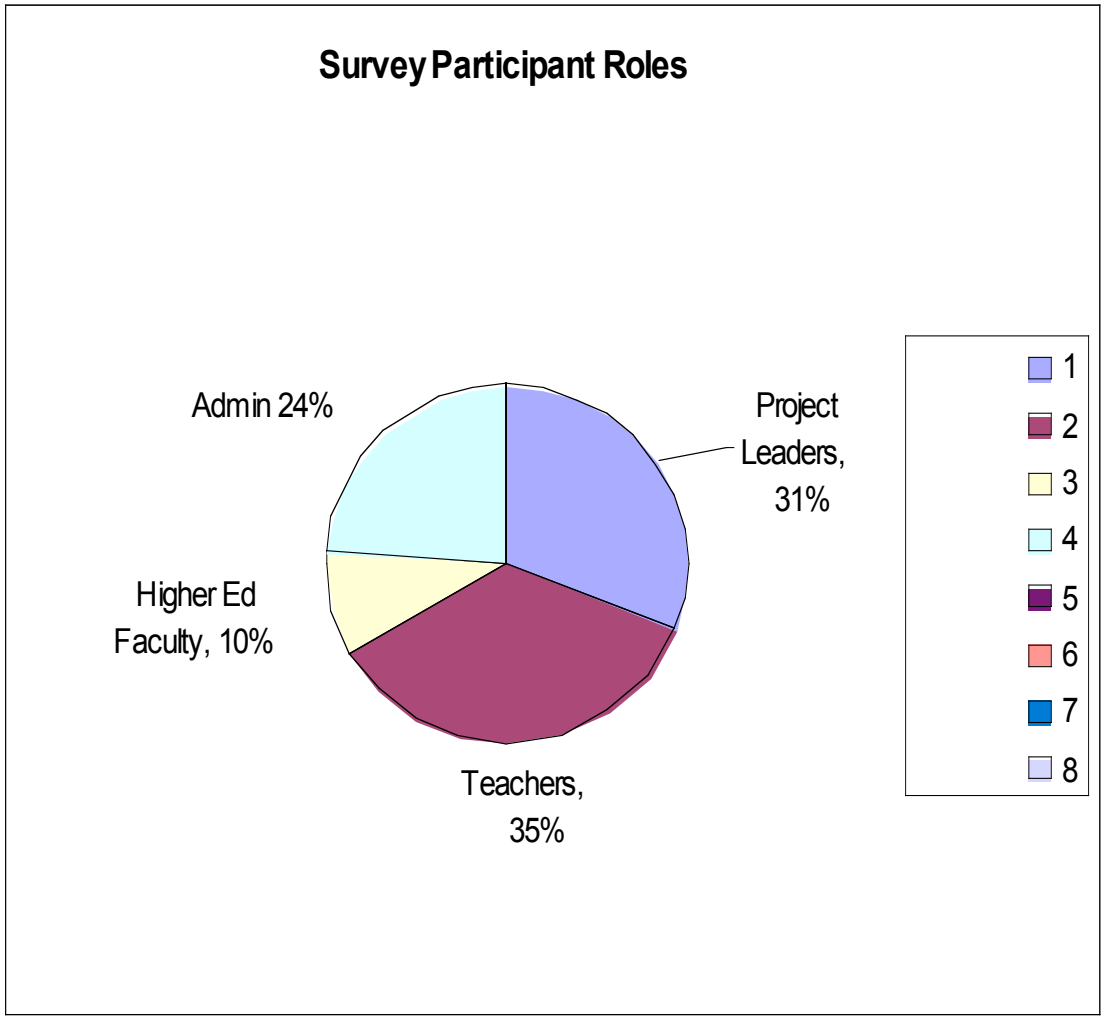
Leadership Criteria	Loosely Coupled Model
ownership/authority	not one clear leader or set of leaders
risk taking, experimentation	risk taking is extreme, no oversight
collaboration	collaborations are sporadic and disorganized
communication	communication is confused and infrequent (from both leaders and followers)
organization or role clarity	no clear organization, no overlapping of roles, factionalization (egg carton analogy)
environment or distraction management	high level of unmanaged or unmanageable distractions (e.g., turnover, testing)

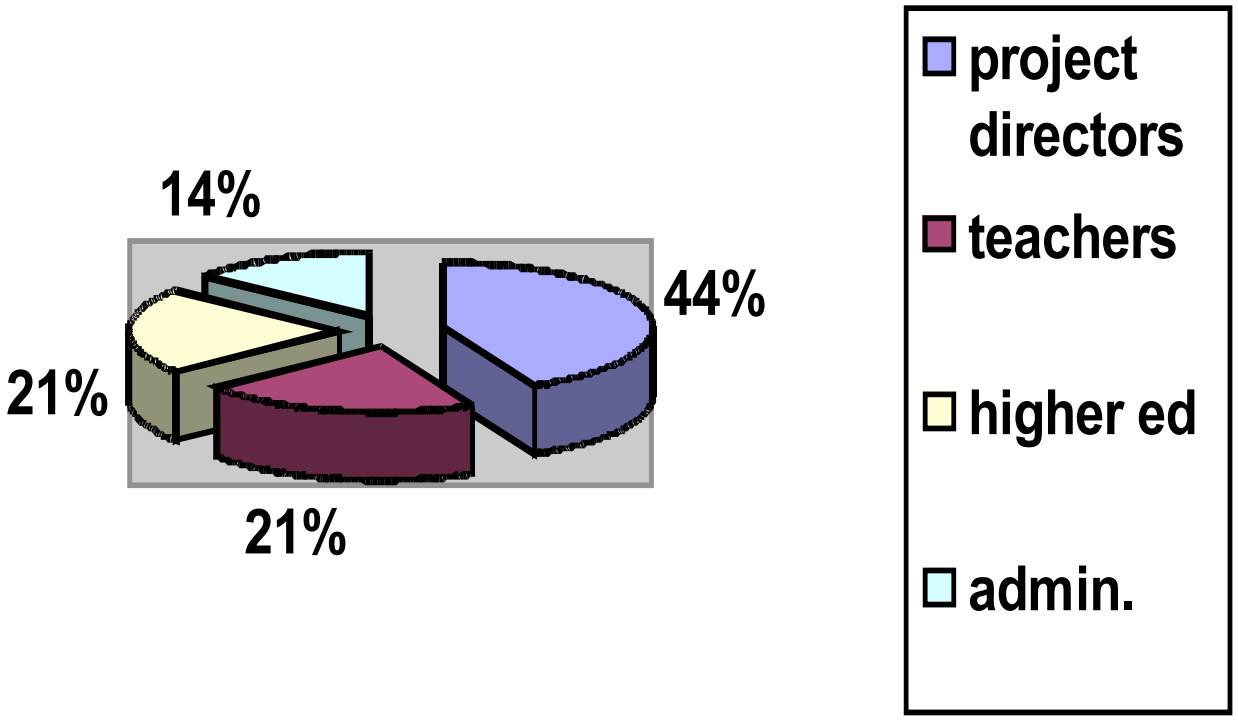
Characteristics of Centralized Leadership

Leadership Criteria	Centralized Model
ownership/authority	one/few person making all decisions, initiating action
risk taking, experimentation	minimal risk taking or experimentation
collaboration	collaboration is minimal and prescribed
communication	communication is infrequent and mostly top down
organization or role clarity	clear organization and leader/follower roles
environment or distraction management	distractions are minimized by leader/authority

Survey Participants

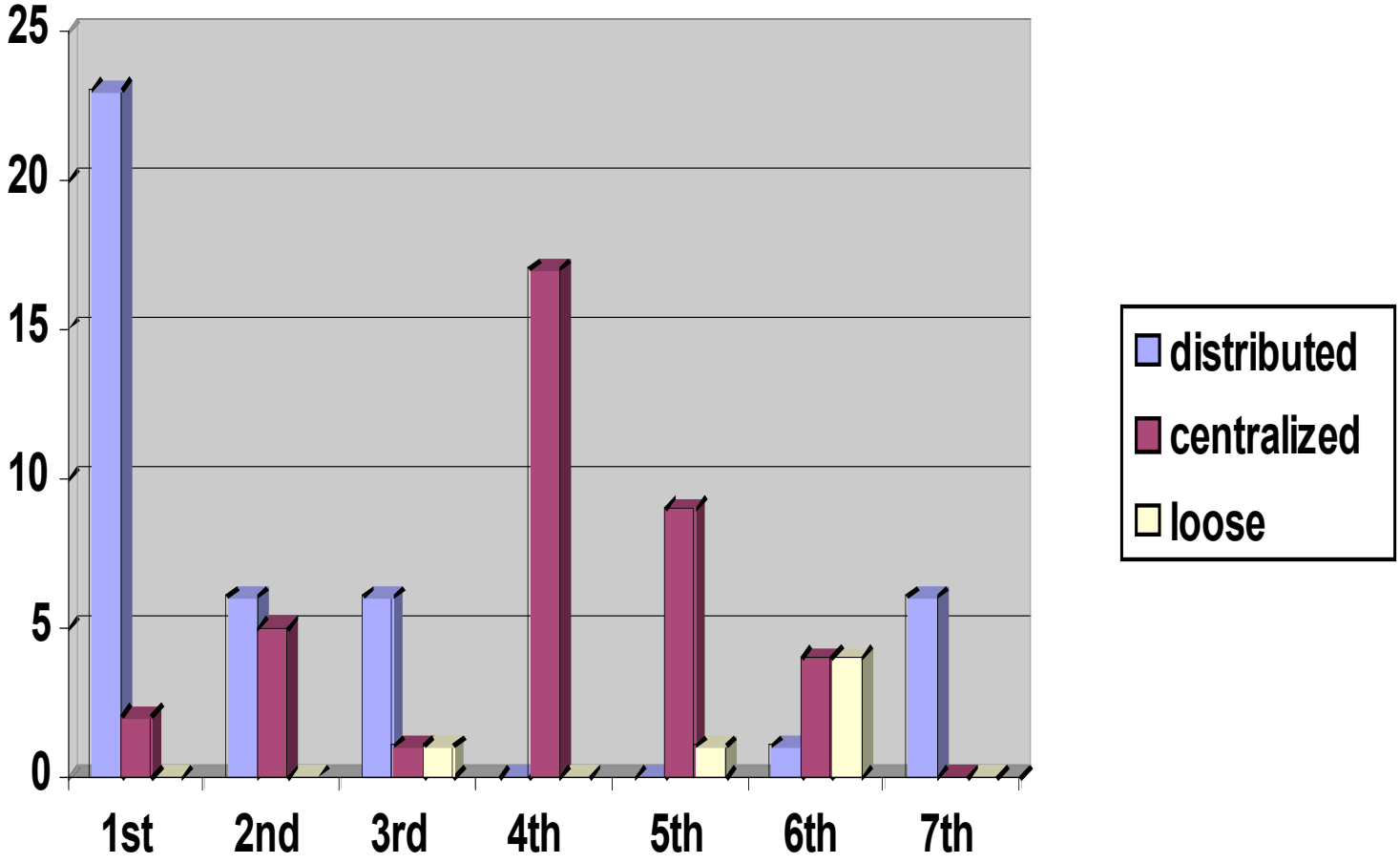


Interview Participants

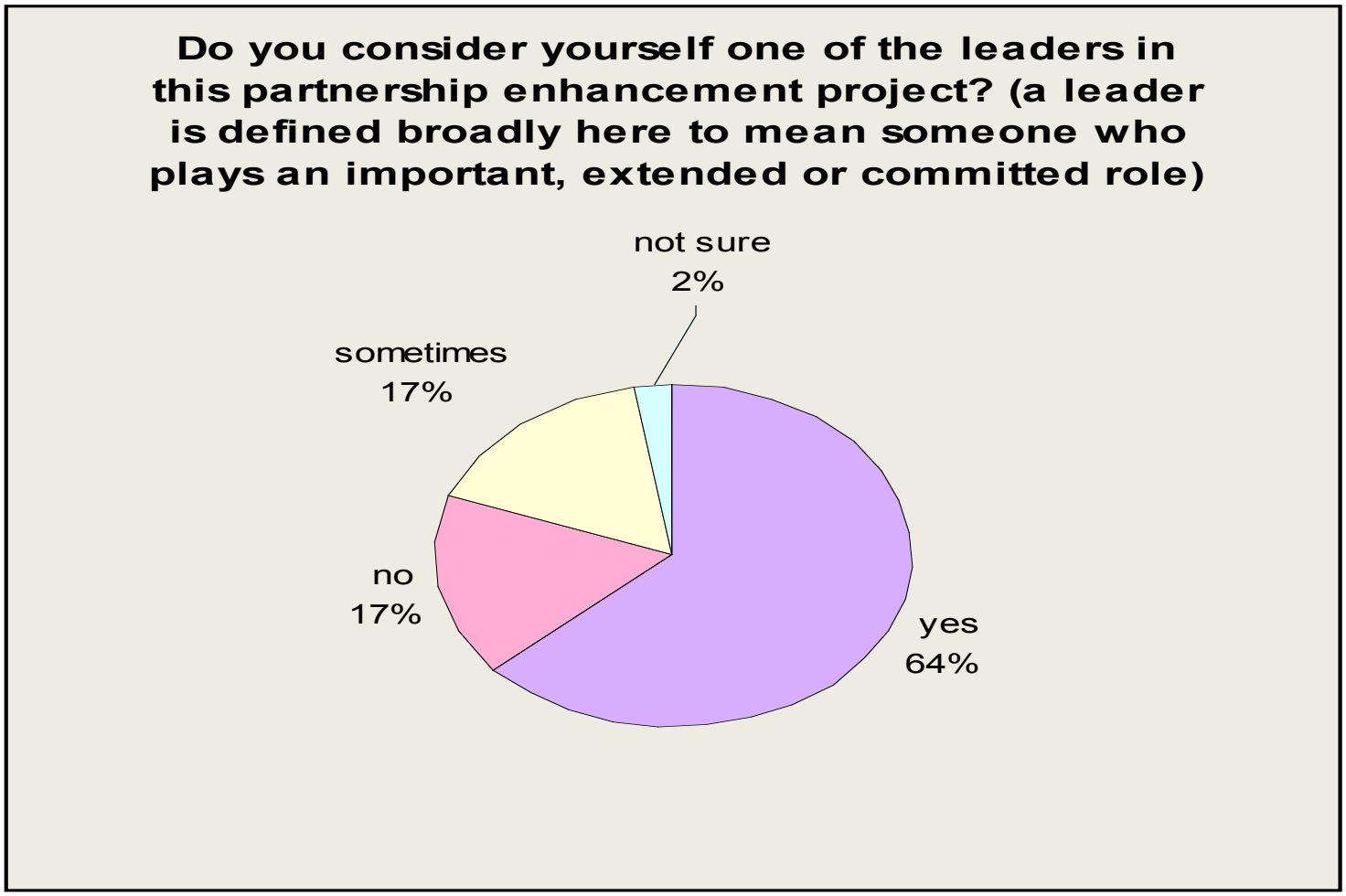


Overview of Leadership Characteristics

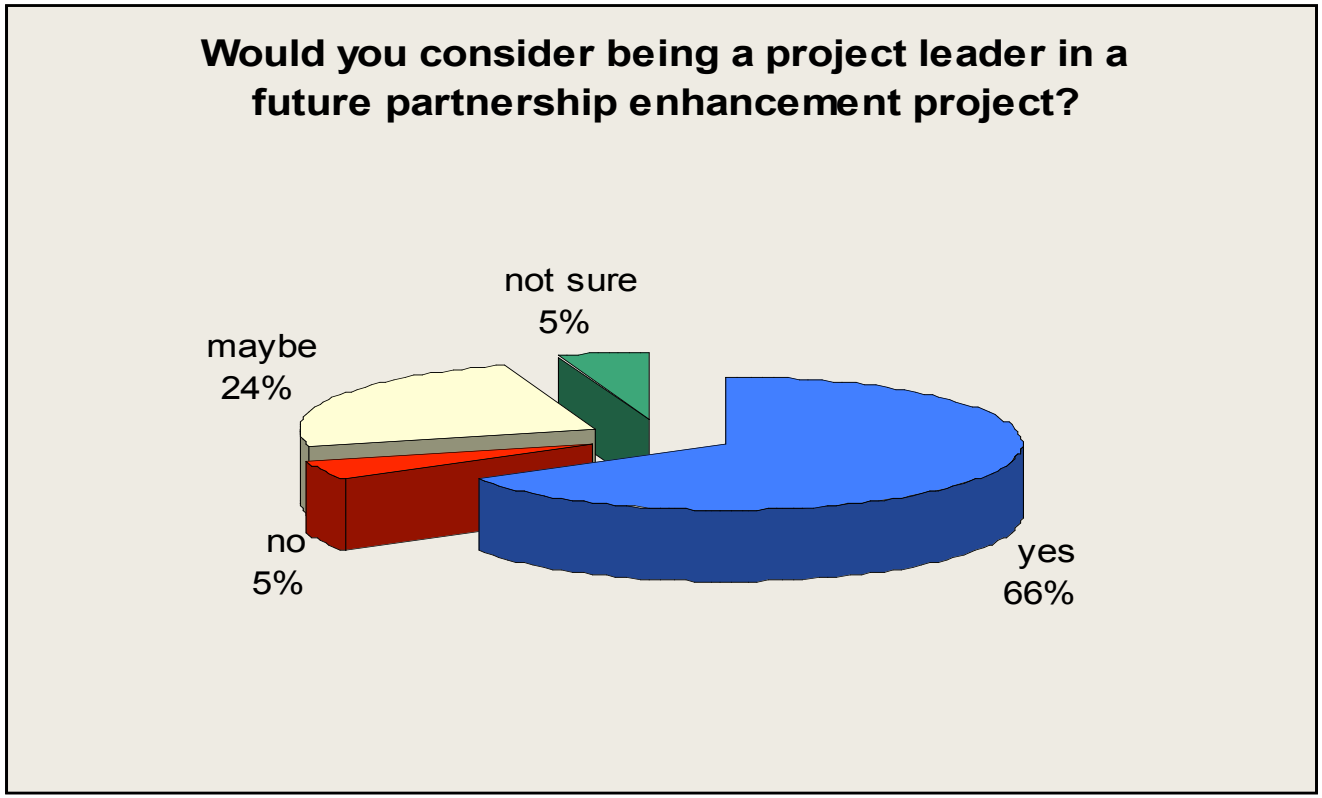
Leadership Characteristics by Partnership



Survey question – leadership identification

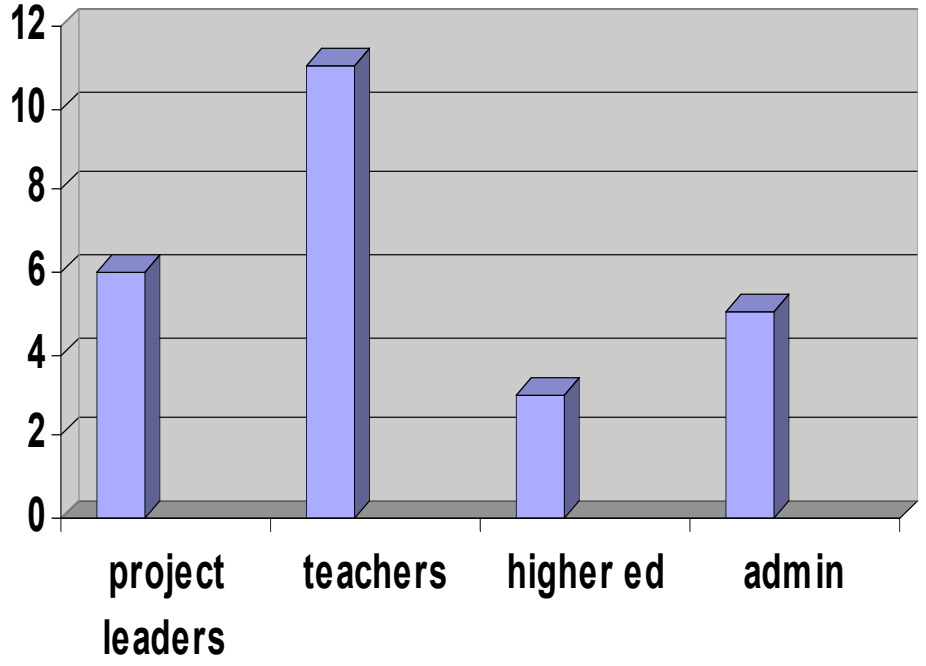


Survey question – future leader potential



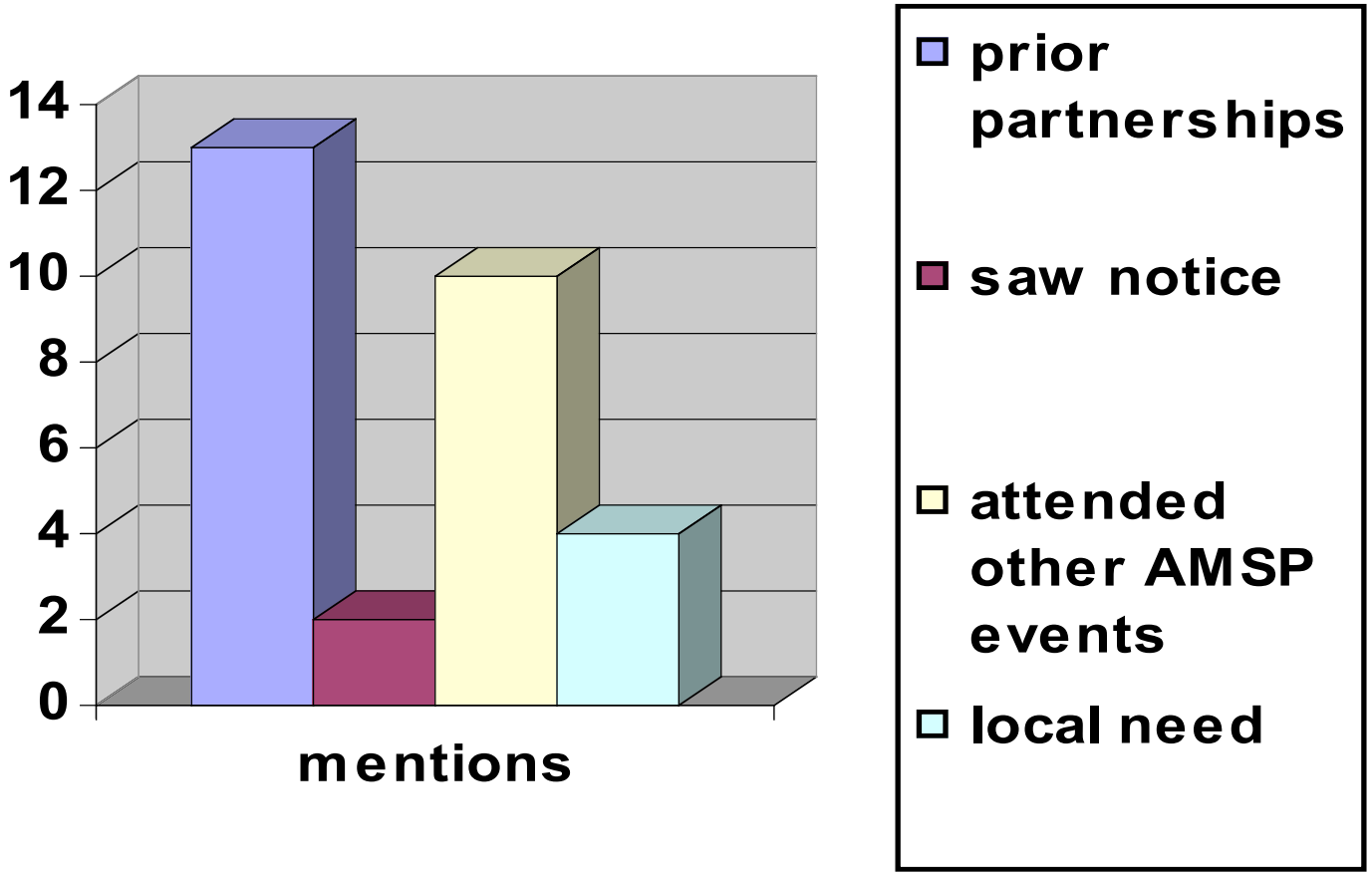
Survey Question on future leaders – continued (“yes”)

- 71% from distributed partnerships
- 66% teachers from distributed partnerships

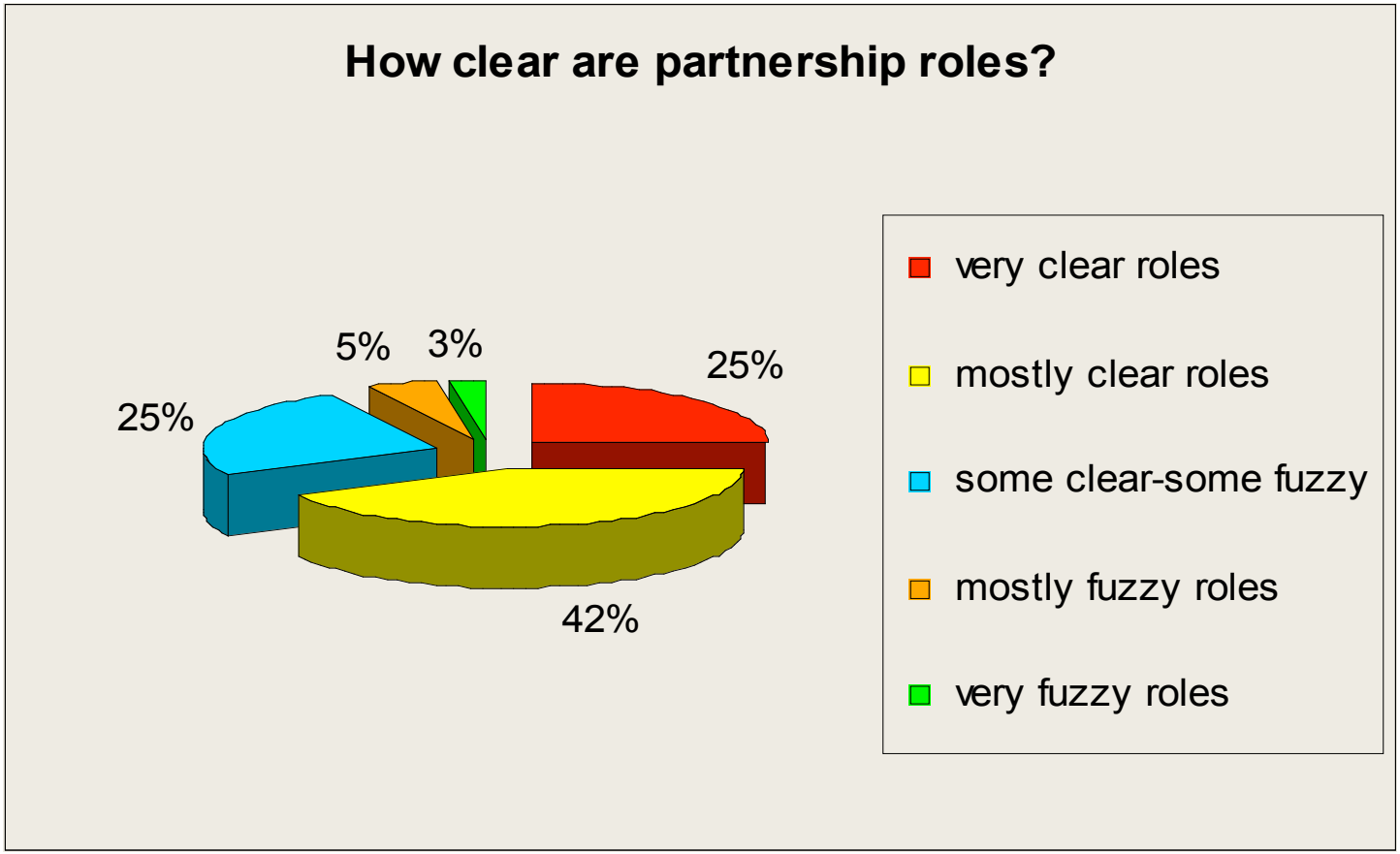


Structural Conditions

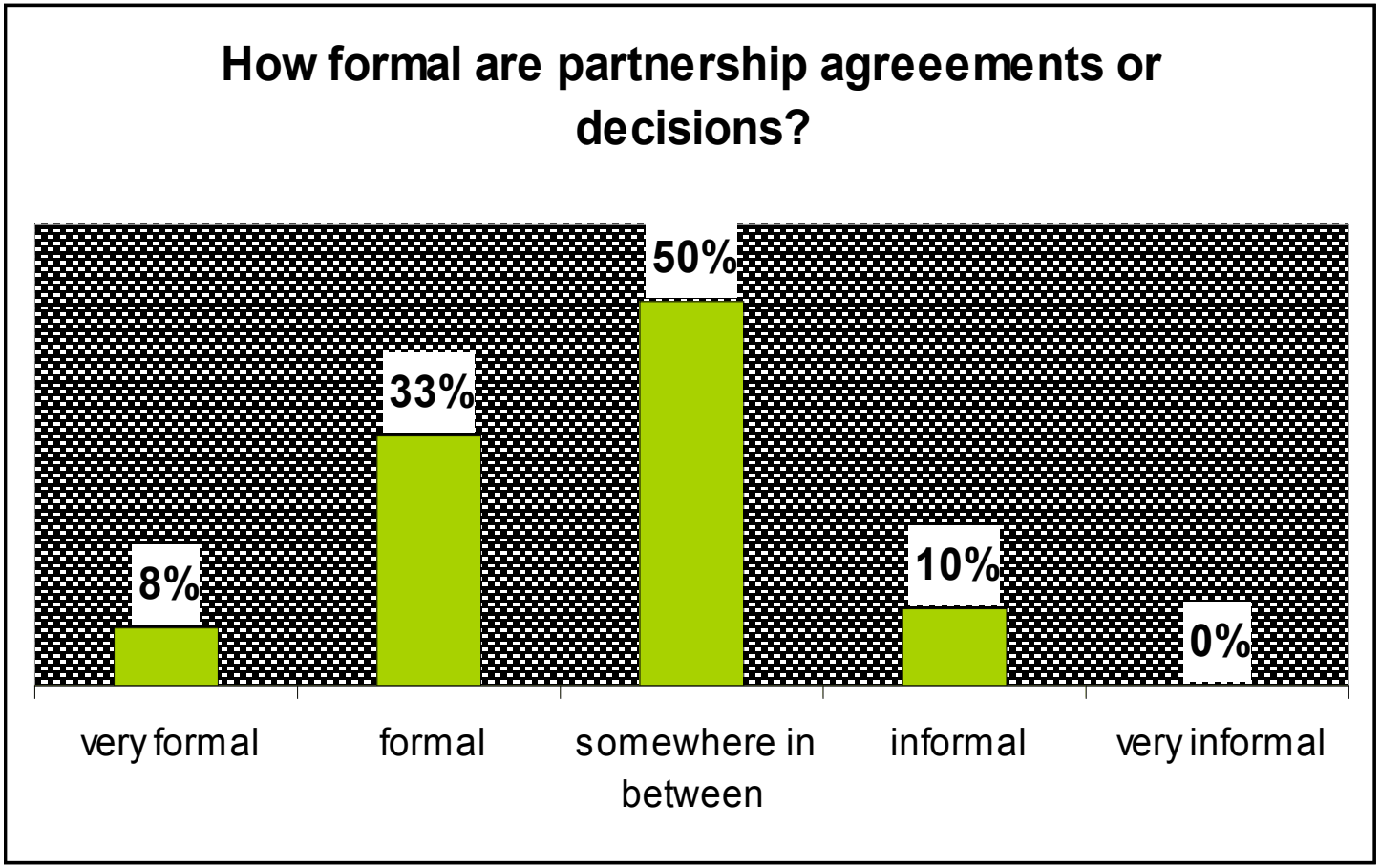
Patterns of Developing Partnerships



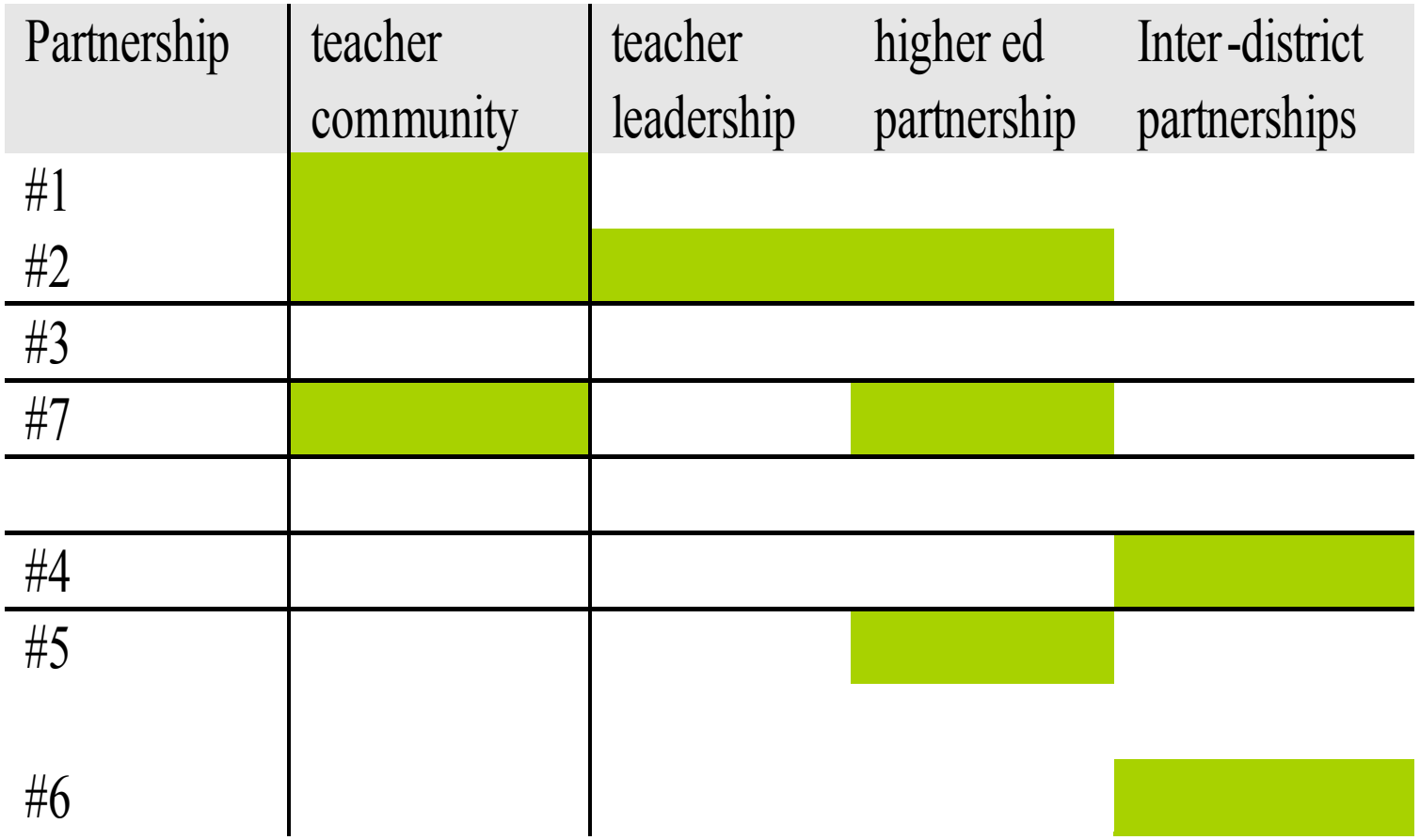
Role Clarity



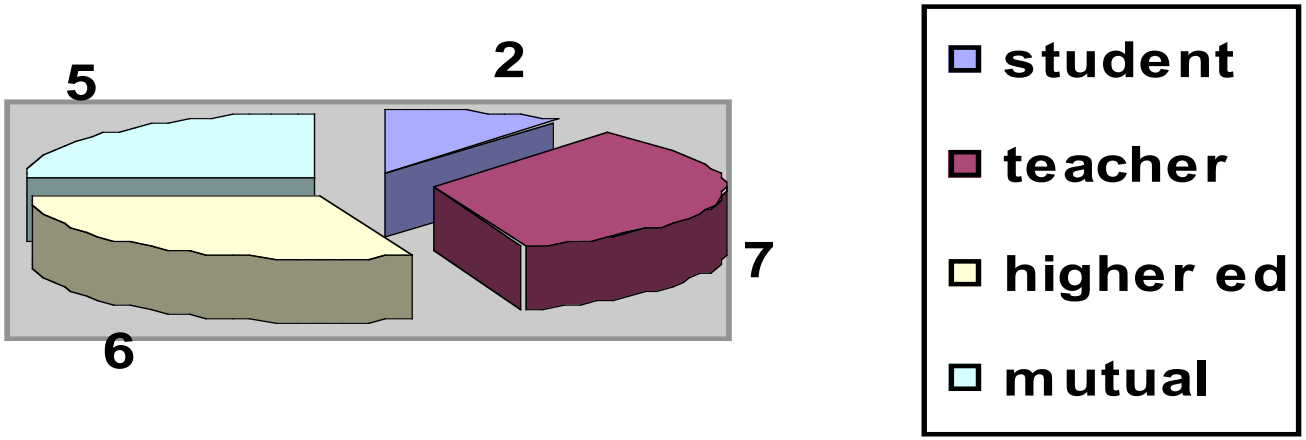
Partnership Agreements



Goal Assessment

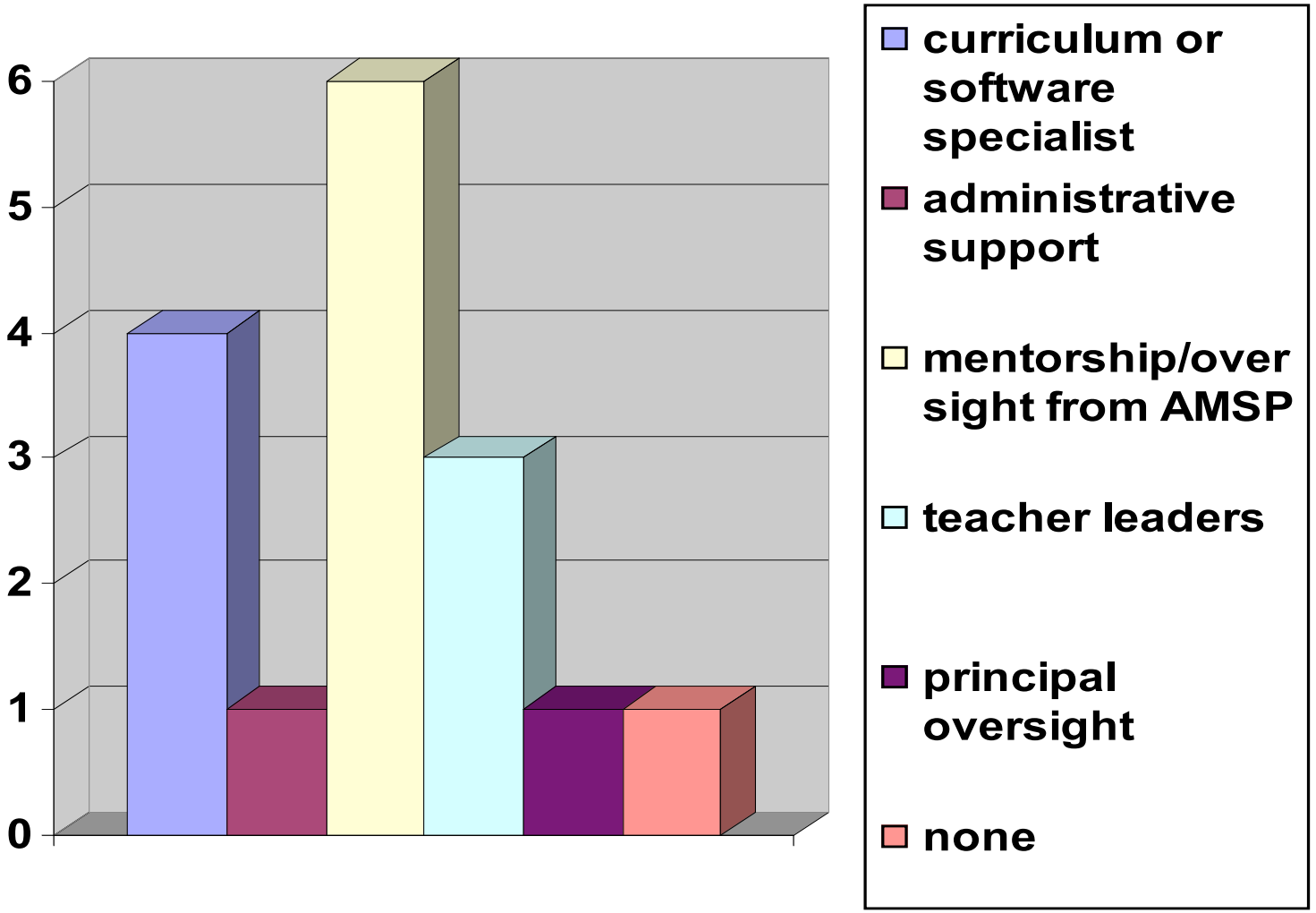


Need Assessment

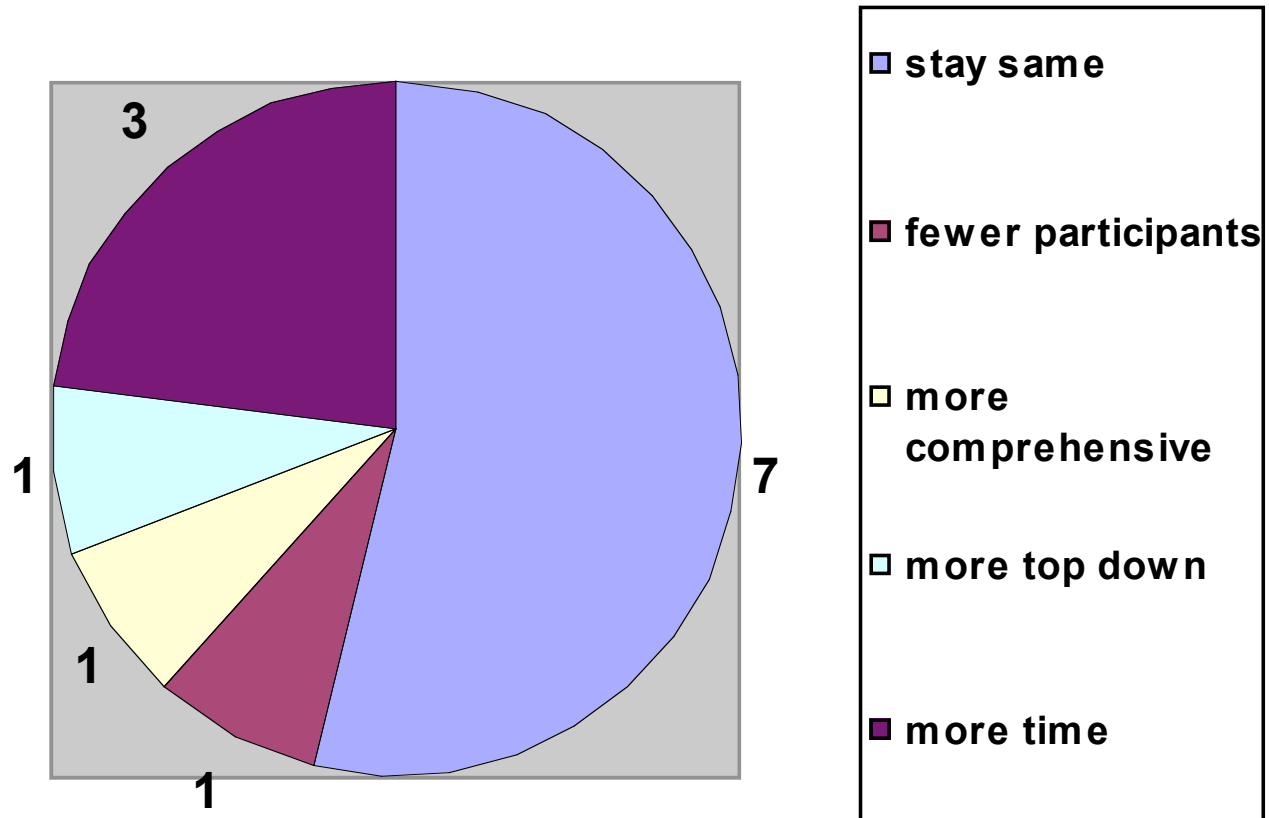


Partnership Outcomes

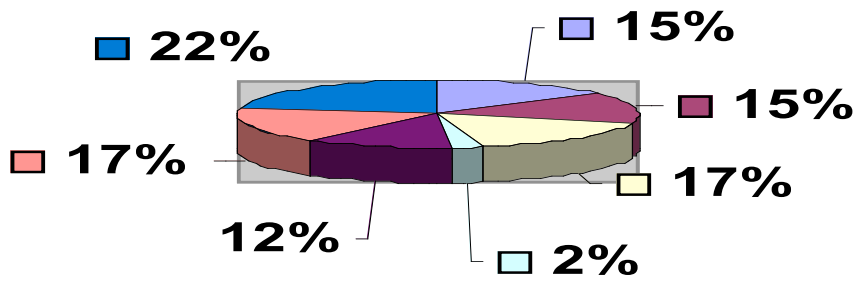
Additional Expertise Desired



Partnership Goals

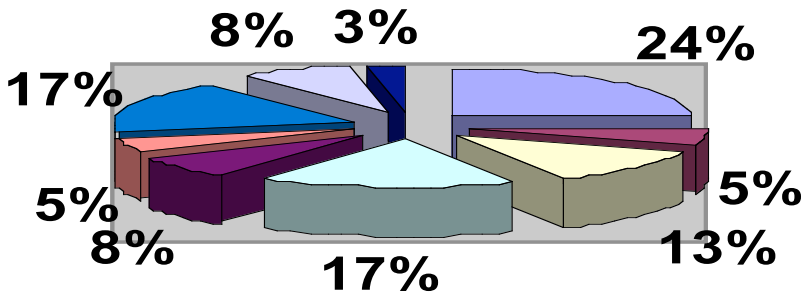


General Outcomes



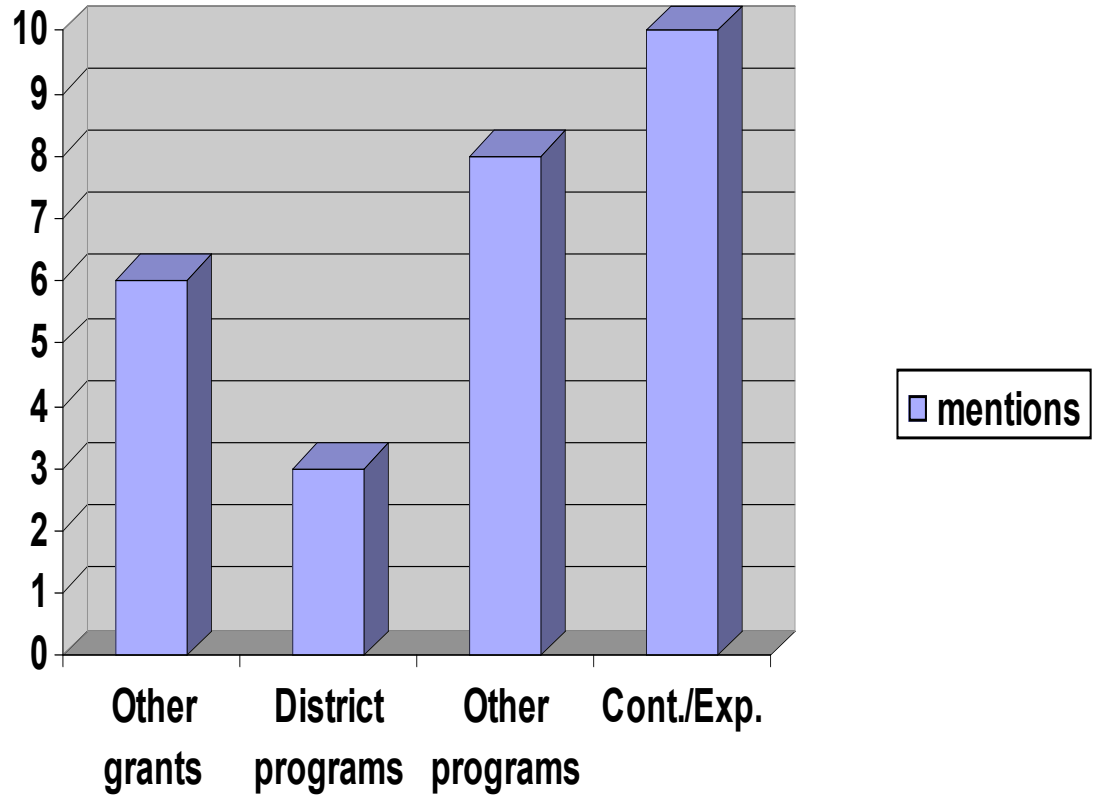
- achieved goals
- better student education
- better teacher preparation
- learned how to lead
- higher ed partnership developed
- higher ed partner seeing classrooms
- teachers are collaborating and talking

General Partnership Obstacles



- no time
- testing/state standards
- admin not involved
- not enough money
- distance issues
- life issues
- higher ed involvement
- resistance to change
- turnover

Sustainability



- Pursuing another grant – 83% from distributed partnerships
- Continuation or expansion – 90% from distributed partnerships

Conclusions and Preliminary Observations

Distributed partnerships:

- Improve teacher community
- Develop teacher leadership
- Increase innovation
- Allow for flexible structures and roles
- Increase potential for sustainability

Centralized partnerships:

Facilitate bonds between institutions