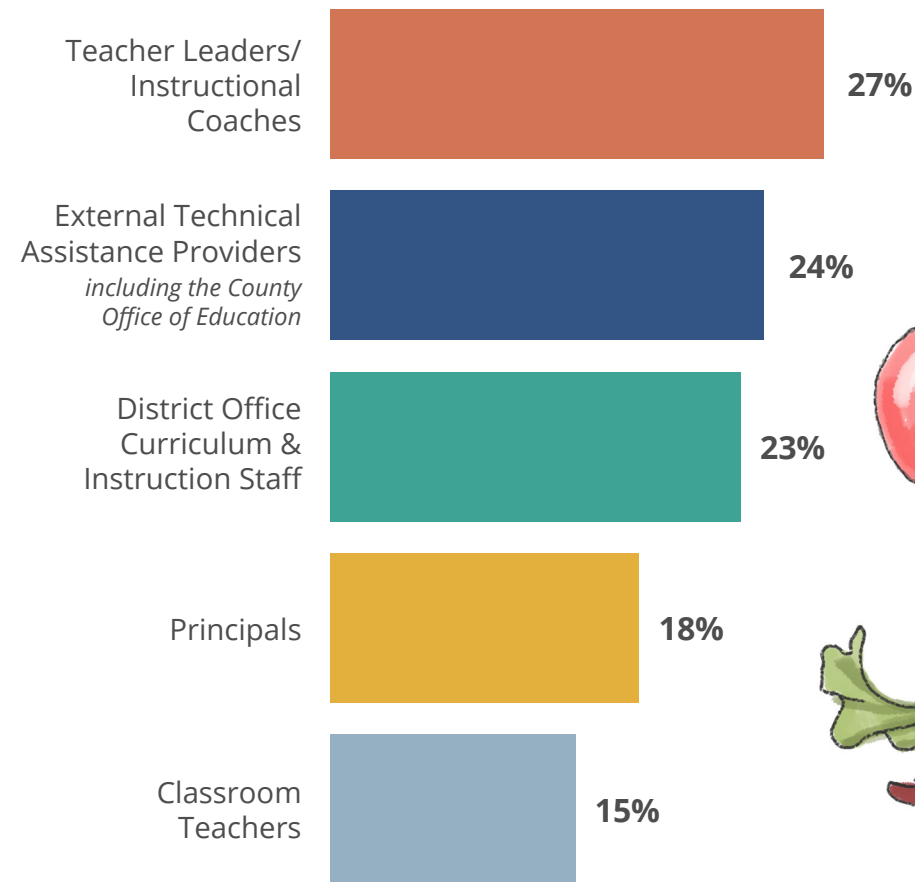


Districts see teacher leaders as the top support for improving standards-aligned instruction in California.

For more of *The Center's CA Insights* on LEADERS OF CHANGE IN SCHOOLS, visit us at TheCenter.WestEd.org/key/

Managing the change process in schools — moving from “business as usual” to site-wide buy-in of new standards — requires complex shifts in pedagogy and mindset. Leaders understand that schools cannot be expected to do it alone. But how do educators feel about the support they receive? The KEY STATE AND DISTRICT SUPPORTS domain explores how district leaders, principals, and teacher leaders perceive supports from all levels of the system.

WHO ARE THE PEOPLE (INTERNAL AND EXTERNAL TO YOUR STAFF) THAT YOU RELY UPON TO IMPROVE STANDARDS-ALIGNED INSTRUCTION?



N=38. Source: 2017 District Interviews

TEACHER LEADERS CONTINUE TO DRIVE IMPLEMENTATION

- Most districts enlist a mix of district- or site-based teacher leaders, external technical assistance providers, and other internal and external staff to improve standards-aligned instruction in schools.
- The most frequently cited source, however, was teacher leaders, with 27 of 38 district leaders reporting that they rely on them.
- These findings are consistent with The Center’s research on teacher leaders, who are routinely cited as the backbone of standards implementation strategies in California.
- The local County Office of Education was the most frequently mentioned example of an external technical assistance provider.



WHAT PRINCIPALS AND DISTRICT LEADERS SAY ABOUT THE PEOPLE DRIVING DISTRICT SUPPORT

*“The coaches [teacher leaders] are in place. They’re out at the sites. They work very closely with their administrators. They’re in staff meetings. They meet with teachers. **They are regularly coming together so they’re aligning their work.**”*



– District Leader

*“From the high school point of view, there are network leads... at the county office. There is a great math lead, a great history lead, a great science lead. **They run regular monthly meetings.** Generally, anybody is invited. I know **when I called the county and said I needed to hire somebody to come out and do some strategic staff development, they said, ‘Sure. We’ve got that covered.’**”*



– Principal

*“Right now, we have the ability to be meeting with and talking to principals, sharing information with principals on a weekly basis... **We see each other all the time, so we’re always talking.** It’s very informal here... [and we also do] cross-site meetings. There is an opportunity for [the principals] to cross-pollinate between schools and share information and discuss things that are of importance. **I think when you’ve got folks coming together frequently, it’s more likely you’re going to be aligned.**”*



– District Leader