

Visioning for Collaborative Planning

Below is a sample process for how your team can develop a vision statement and shared values for collaborative planning. Leadership teams can use this process to create or strengthen the collaborative planning structure at their school.

Step 1: Gather stakeholders together

- A. Identify which members of the school community should contribute to the development of the shared vision; include a balance of roles such as school leader, assistant school leader, instructional leaders/coaches, department heads, and teachers.
- B. Schedule dedicated time for this group to meet for at least 90 minutes.
- C. Allow participants to share current experiences with collaborative planning to surface mindsets and issues.

Step 2: Norm on definition and criteria for success

- A. Read and discuss the definition of collaborative planning below:
 - a. What do you notice?
 - b. What do you wonder?
- B. Read and discuss the criteria for success below:
 - a. What is already true at your school?
 - b. Where are there opportunities?
 - c. What feels different or challenging?
- C. Make any additions or revisions to this definition and these criteria based on stakeholder input.
- D. Reach consensus on the group's commitment to this definition and these criteria for success.

Definition of collaborative planning

The process by which teachers come together to learn, share, reflect, and improve their practice by internalizing units, preparing lessons, and analyzing student work or data.

Criteria for success

- There is a clear, communicated **vision** for the purpose of collaborative planning.
- There is dedicated and consistent **time** for teachers to meet regularly.
- Protocols and **processes** are in place to ensure effective use of collaboration time.

- All staff members understand their **roles** and responsibilities in the collaborative planning structure.
- Facilitators are **trained** and well prepared to fulfill their responsibilities in alignment with the vision.
- Teachers and facilitators are **invested** in collaborative planning time.
- Interactions between facilitators and teachers **affirm** teachers' perspectives, efforts, and contributions.

Step 3: Brainstorm aspirations

- A. Set a timer for individual reflection on the following prompt: "Considering these big goals, what comes to mind when you picture effective collaborative planning? What is it? What is it not? What do you think is most important?"
- B. Ask each participant to share their answers, including what collaborative planning is, is not, and any priorities, images, or values that came up for them.
- C. List lists all of these in a collective brainstorm (see Part 1 of **Sample Answers: Collaborative Planning Visioning**).

Step 4: Identify trends

- A. Read the group brainstorm together.
- B. Use a key to highlight the major themes that emerge, such as common values, structures, or purposes (see Part 2 of **Sample Answers: Collaborative Planning Visioning**).

Step 5: Review criteria of a vision statement

- A. Read **New Leaders' criteria of a successful vision statement**. They say, a good vision statement:
 - reflects high standards of performance;
 - describes a unique attribute;
 - represents future accomplishments;
 - conjures up an image or picture;
 - presents a unifying theme (if multiple people are working toward the vision); and
 - appeals to personal/shared values (shared if multiple people are working toward the vision) (quoted from **The New Leaders Visioning Toolkit**, page 2).
- B. Review a sample vision statement (see below).

Sample vision statement

Every teacher will engage in consistent and ongoing collaborative planning time with their content-alike peers once a week that will develop the instructional skills, knowledge, and capacity to support all students to thrive. This will be achieved through three ongoing practices: unit internalization, lesson preparation, and student-work analysis.

Step 6: Write a concise vision statement

- A. Ask each person to individually write a vision statement that attempts to capture the group's aspirations and meets the criteria for a successful statement.
- B. Ask participants to share their statements with the group.
- C. Synthesize individual vision statements into one concise statement.
- D. Revise the synthesized statement as needed as a group.
- E. Reach consensus on the statement.

Step 7: Identify and discuss shared values

- A. Ask the group to discuss the following prompt: "What are the underlying shared values that we should name explicitly to reach this vision?"
- B. Review the values that emerged when you discussed aspirations in Step 3, adding additional values as needed.
- C. List and synthesize the values.
- D. Reach consensus on shared values.

Sample shared values

- All students can learn and deserve a high-quality education.
- Student learning is the focus of this time.
- Leaders support and guide internal learning.
- Mistakes and uncertainty within work are welcomed, shared, and discussed.
- Everyone on the team belongs and deserves respect and affirmation.
- Everyone on the team is committed to and responsible for improving personal and collective practice.

Step 8: Finalize and create a communication plan

- A. Review the final vision statement and shared values.
- B. Decide how to share them with other stakeholders at least three times in at least three ways (e.g., in email, at a team meeting, in one-on-one check-ins).