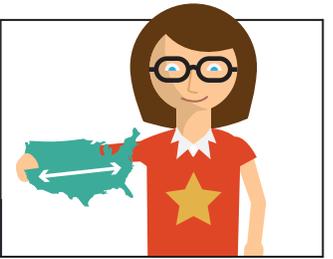


TEACHER-LED PROFESSIONAL LEARNING

TO REACH EVERY STUDENT WITH EXCELLENT TEACHERS

FUNDING FOR TEACHER-LEADERSHIP



Despite significant spending on other forms of professional development, funding for on-the-job leadership and learning remains rare in education. An Opportunity Culture addresses this by making such leadership and learning a fundamental part of its staffing models—including, for example, in the pay for **multi-classroom leaders**.

In an era of increased accountability for student results, improving teachers' daily instructional and classroom management practice is critical to success. In other sectors, organizational leaders work with and through a leadership team that helps employees at all levels continue to improve and adopt new behaviors and actions when goals change. An Opportunity Culture creates the cadre of teacher-leaders with the authority, training, support, and higher pay to lead change at the classroom level.

Many districts and schools fail to adequately track how much they invest in professional learning in general, much less whether those investments lead to improved instructional practice and student learning. This is in part because of the complexity of current funding streams, and because schools and districts struggle to determine what counts as a professional learning cost. Should teacher evaluation, for example, be included? What about teacher substitute time for professional learning days?

Therefore, **schools and districts that want to invest in teacher-led professional learning need to determine what their goals are, then clarify what they are spending and whether that can and should be reallocated to better support these professional learning goals**. One clear consideration is matching the nature of the funding source with the goal. A short-term grant should not be used to fund an intended long-term salary increase for leading professional learning on the job, for example, if a sustainable, long-term source is available. In an Opportunity Culture, short-term, transition funding may be needed to train multi-classroom leaders in their new roles, so they can take on the long-term work of leading on-the-job professional learning for their teams.

The **chart on the following page offers an overview of funding sources** for teacher-led professional learning, as well as a description of some broad **and specific cost categories**. Districts and schools will almost certainly need to tap several funding sources to design, pilot, implement, and sustain a well-developed teacher-led professional learning initiative.

Districts and schools that want to **fully and sustainably fund teacher-led professional learning** can use this chart as a guide to considering how different funding sources might be used to support a range of professional learning activities.

See also:

- * **Redesigning Schools to Reach Every Student with Excellent Teachers: Financial Planning Summary:** http://opportunityculture.org/wp-content/uploads/2012/05/Financial_Planning_Summary-Public_Impact.pdf
- * **Teacher Pay and Career Advancement: A Leader's Guide to Sustainably Funded Excellence:** http://opportunityculture.org/wp-content/uploads/2012/10/Teacher_Pay_and_Career_Advancement-Public_Impact.pdf
- * **Financial Planning for Multi-Classroom Leadership:** http://opportunityculture.org/wp-content/uploads/2012/07/Financial_Planning_Multi-Classroom_Leadership-Public_Impact.pdf
- * **Giving Every Student Access to Excellent Teachers:** <http://www.americanprogress.org/wp-content/uploads/2013/11/BetterLearning-report-1.pdf>

Matching Teacher-Led Professional Learning Costs With Sustainable Funding Sources*

Funding Sources for Teacher-Led Professional Learning	Start-Up Costs		Periodic, Short-Term Cost	Consistent, Long-Term Costs				
	External Assistance with TLPL Design	New Technology	Teacher-Leader Training	Salary Stipends	Long-Term Salary Increases	Time Coverage by Other Staff	Technology Maintenance	Materials
School Budget Reallocation				X Full Coverage	X Full Coverage	X Full Coverage	X Coverage May Vary	X Coverage May Vary
School Professional Development Funds			X	X Partial Only	X Partial Only	X Partial Only		X Partial Only
District Budget Reallocation: Professional Development and Other Funds	X	X	X	X Partial Only	X Partial Only	X Partial Only	X	X Partial Only
Stable Federal Funds (e.g., Title I, Title II, and IDEA)	X	X	X	X	X	X	X	X
Non-Stable Federal Funds (e.g., ARRA, SIG, and RT3)	X	X	X					
Philanthropic/Private Grant Funds	X	X	X					

*There may be exceptions. For example, some wealthier schools may be able to fund a portion of start-up costs.

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