

Unpacking the Implementation of Danielson: Questions, Tensions and Dilemmas

Holly Z. Carruthers
Cynthia L. Carver
Beth A. Feiten
Catherine A. Wigent

OAKLAND
UNIVERSITY™

The Problem



Student Teacher Evaluation Tools

- Midterm using a modified Danielson
- End of term using a narrative evaluation that doubled as a letter of recommendation

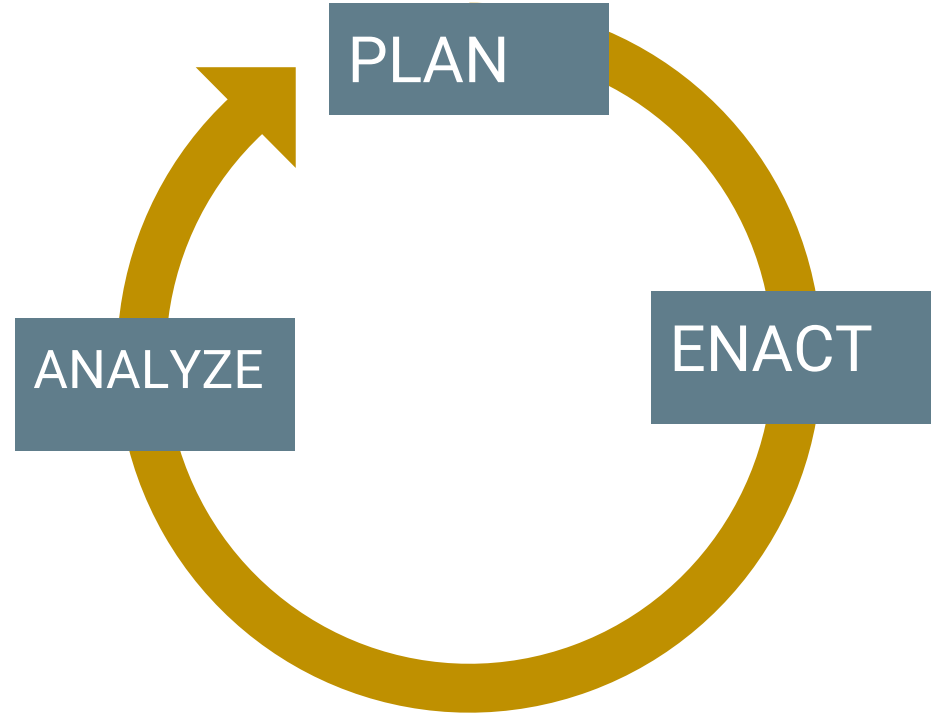
Emerging Concerns

- Accreditation (tool not valid or reliable)
- Data collected (not actionable)
- Lack of supervisor training (technical only)
- Lack of shared vocabulary
- Too many silos to make change

Theory of Action

If we select a valid and reliable instrument that has strong regional support and pedagogical value, then we will collect valid and reliable data that is useful for continuous improvement and accreditation.

Cycle of Implementation



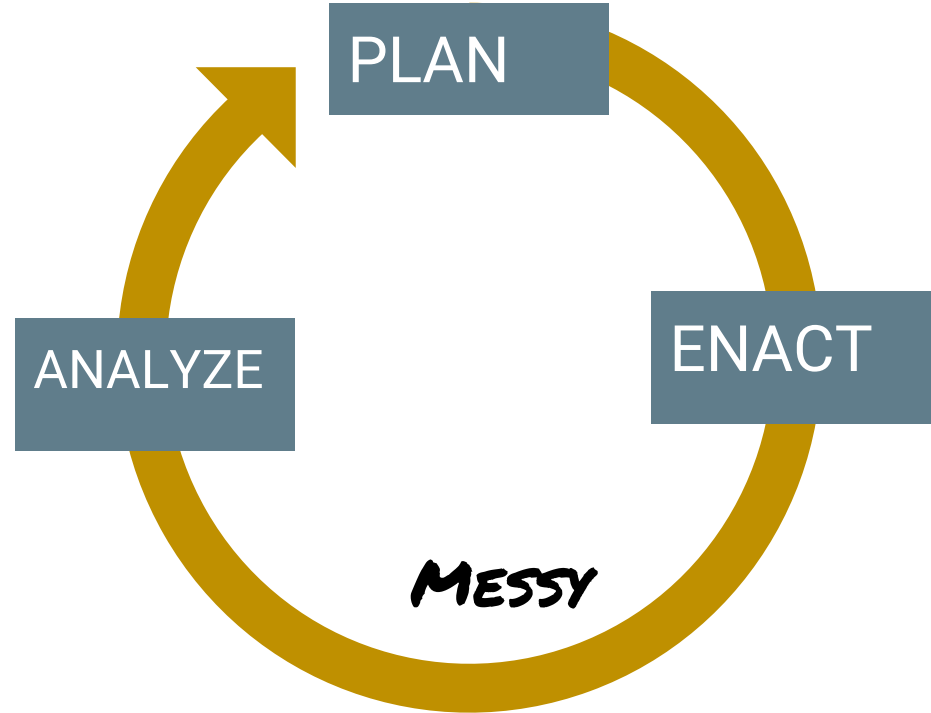
Implementation Plan

1. Research MDE approved teacher evaluation frameworks
 2. Collect data on tools used by hiring districts and partnership districts
 3. Organize faculty forums for feedback
 4. Provide faculty and supervisors with training before and during implementation:
 - Staff training through local ISD (Summer 2017)
 - Faculty-led syllabus revision (Summer 2017)
 - Initial supervisor training (Summer 2017)
 - Ongoing training during seminars (2017/2018 Academic Year)
-
-

Tensions of Enactment

- Appropriateness of tool for novices
- Levels of performance (Distinguished?)
- Candidates' expectations to perform at top level
- Domains: use, priority, limited time
- Candidates' lack of control over environment
- Supervisors as holistic support vs. component coaches and evaluators
- Lack of alignment between Danielson and program expectations
- Purpose of the tool:
 - Formative and/or summative?
 - Individual vs programmatic?

Cycle of Implementation



NEW Continuous Improvement Structure

PURPOSE:

- Place and space for programmatic decision-making
- Aim to cast a wide net

REPRESENTATIVE COMMITTEE STRUCTURE:

- All departments
- All programs
- Support staff

Moving Pieces & Players

SUMMER 2017	FALL 2017	WINTER 2018
<ul style="list-style-type: none">→ CI leads process to select new evaluation tool and process.→ New CI committee structure is approved→ <i>ATE proposal submitted</i> <p>CI: Continuous Improvement SFS: School & Field Services ATE: Assoc. of Teacher Educators</p>	<ul style="list-style-type: none">→ SFS Implements new evaluation tool and process→ CI collects data→ Content & Pedagogy committee begins to work with questions of what and how→ <i>ATE team reviews implementation; discovered tensions and dilemmas</i>	<ul style="list-style-type: none">→ SFS expands implementation→ CI collects data→ Content & Pedagogy committee examines tool and purpose; explores other options→ <i>ATE team reports tensions and dilemmas</i>

Analyze

Review of Fall Pilot

- Student feedback
- Supervisor survey
- Observation data

[Content and Pedagogy Committee]

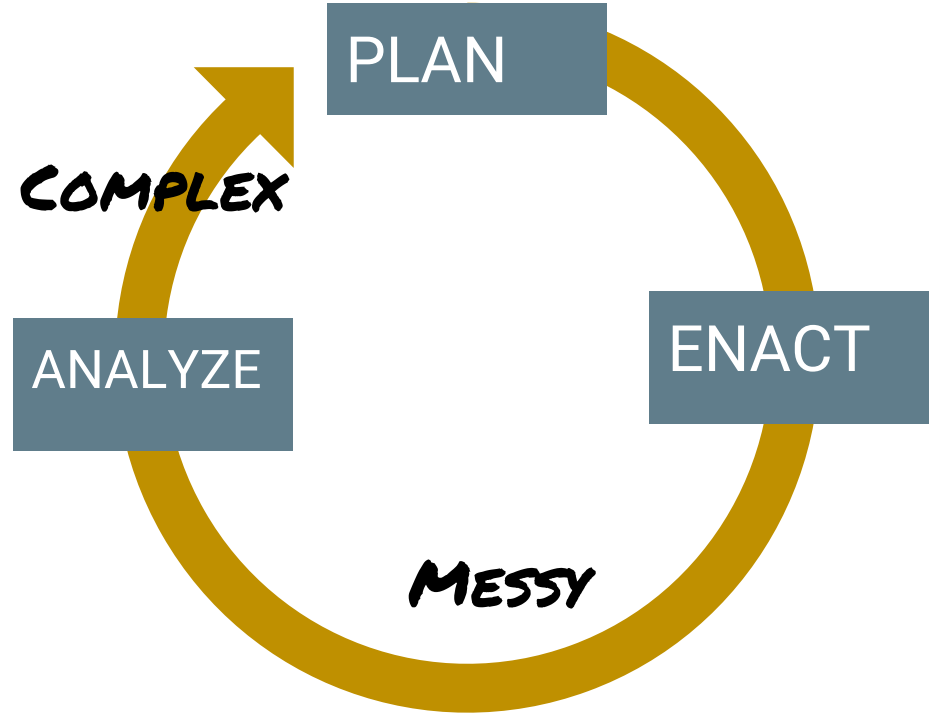
[ATE Team Discussion]

Emerging Questions

- Learning tool vs. assessment tool?
 - *Individual vs. programmatic*
 - *Formative vs. summative*
- Does Danielson measure the outcomes we value?
- Who is responsible for decision making?
- Who is responsible for implementation?
- Who is responsible for analyzing the data? What data?



Cycle of Implementation



Wrestling with Complexity

Assessment Providers

VS.

Assessment Leaders

Linda Suskie [Blog Post](#) March 28, 2018

Pair & Share

In your program:

- *Who are the assessment providers?*
- *Who are the assessment leaders?*
- *Who are the assessment bystanders?*

“Invention may still be an individual enterprise, but selecting among inventions is a collective one.”



Surowiecki, 2005
The Wisdom of Crowds

Thank You!

Holly Z. Carruthers, (hzcarruthers@oakland.edu)
Field Placement Coordinator, School & Field Services

Cynthia L. Carver (carver2@oakland.edu)
Associate Professor & Chair, Department of Teacher Development & Educational Studies

Beth A. Feiten (bafeiten@oakland.edu)
Director, School & Field Services

Catherine A. Wigent (wigent@oakland.edu)
Director, Accreditation and Continuous Improvement