

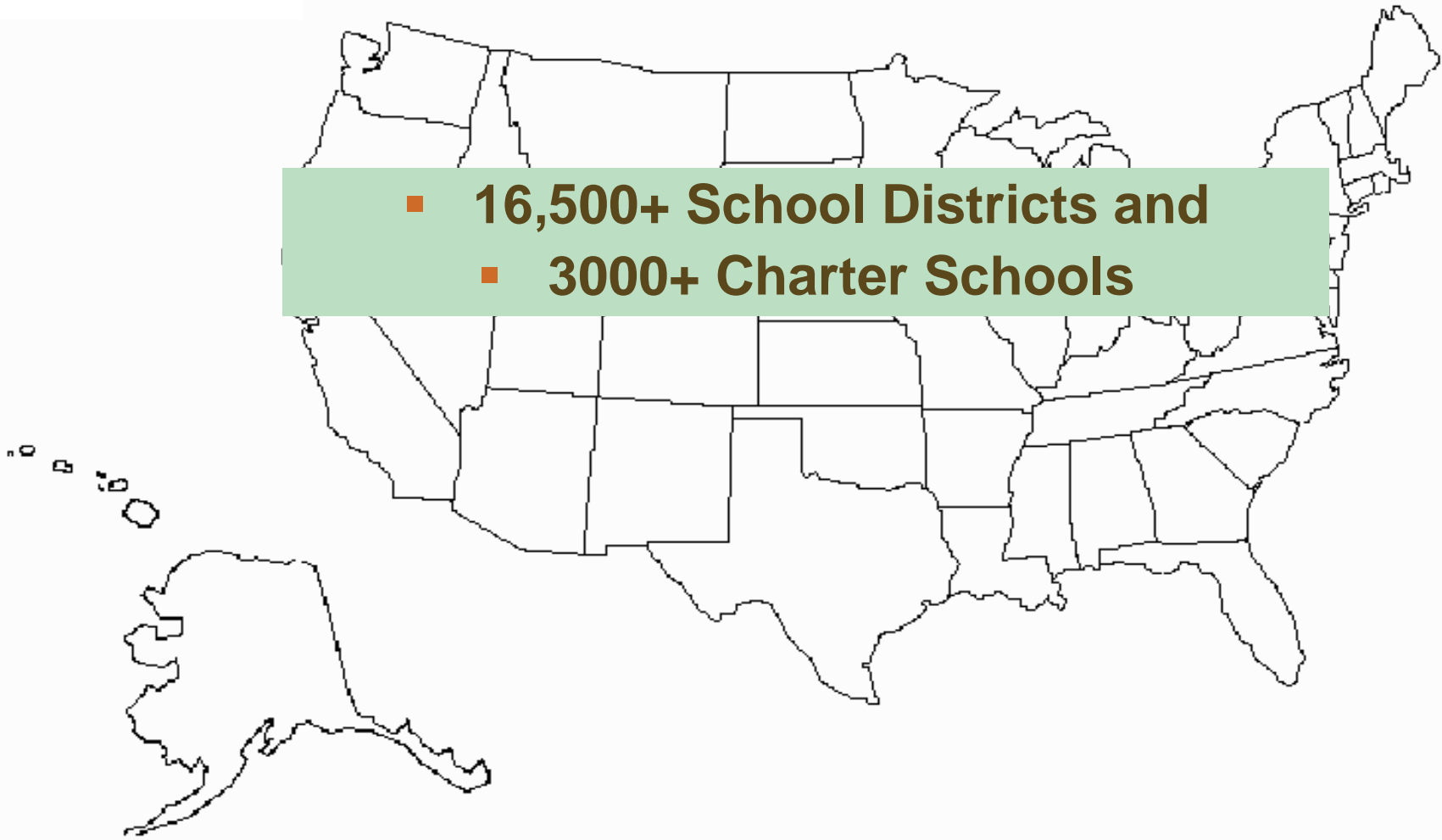
Empowering Effective Teachers



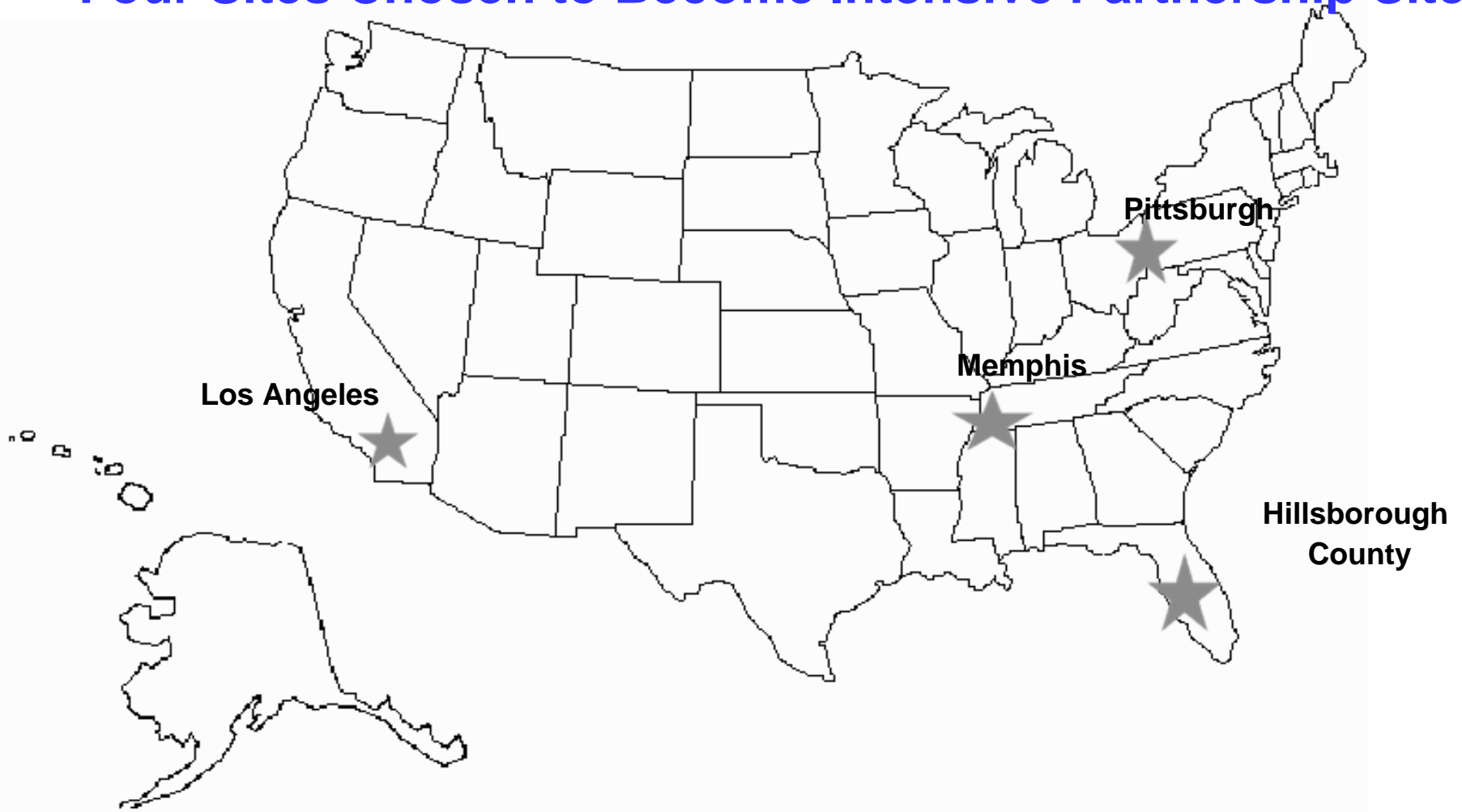
Hillsborough County
PUBLIC SCHOOLS
Excellence in Education

greatteachers@sdhc.k12.fl.us

National Landscape

- 
- An outline map of the United States, including Alaska and Hawaii, is shown in the background. A semi-transparent green rectangular box is overlaid on the map, containing two bullet points. The text is in a bold, dark brown font.
- **16,500+ School Districts and**
 - **3000+ Charter Schools**

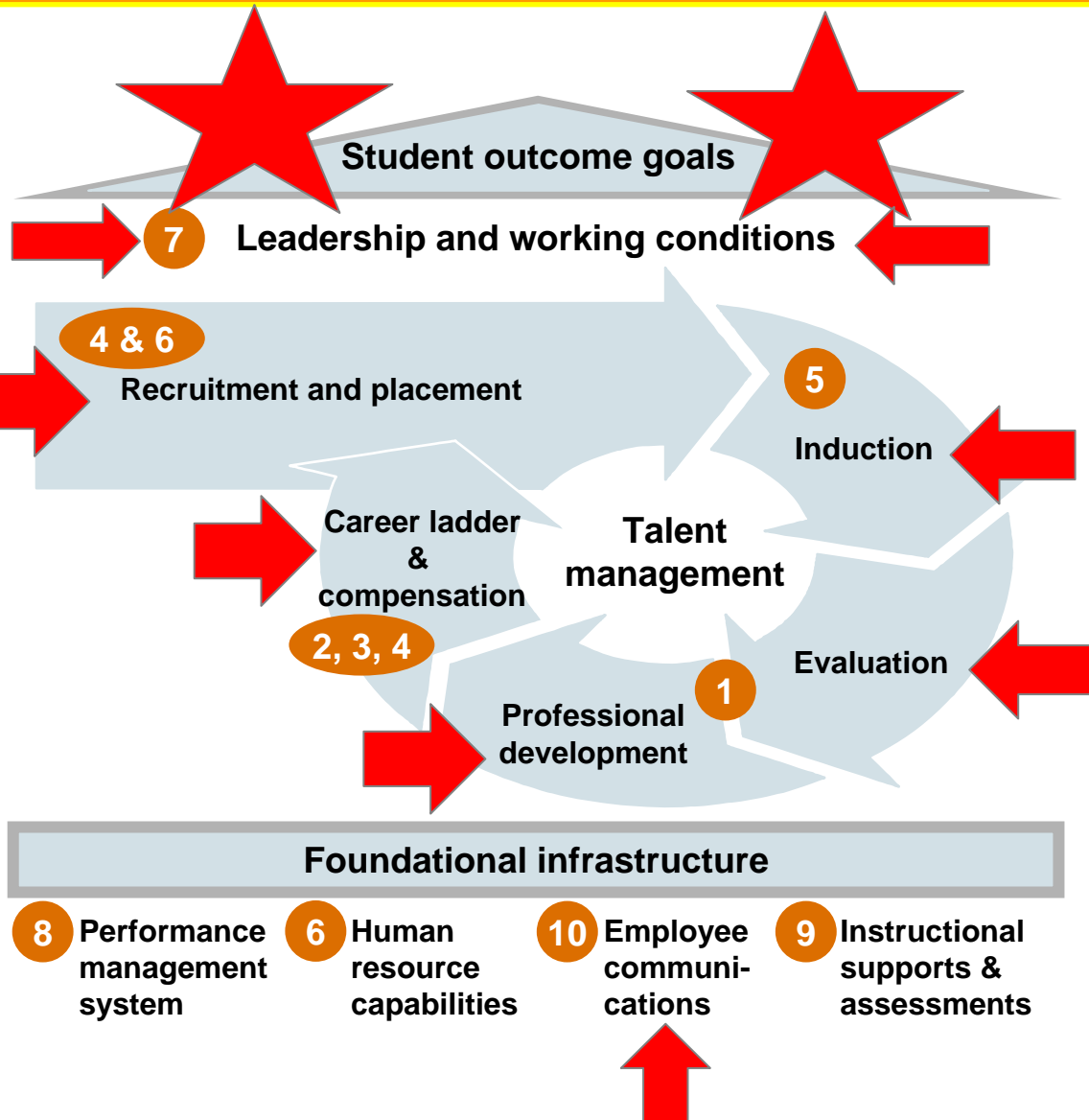
Four Sites Chosen to Become Intensive Partnership Sites



Gates Foundation Goals and Strategies Around Effective Teaching

- **To accelerate academic performance for low-income and minority students by increasing the concentration of effective teachers teaching the highest-need students**
- **To elevate teaching to a prestigious profession centered on improving student learning**
- **To increase the level and consistency of effective teaching**
- **Refine and validate test- and non-test-based measures of teacher effectiveness (Research)**
- **Support states in building data systems capable of yielding teacher effectiveness metrics**

Our project targets the key levers of teacher effectiveness



Strategic initiatives

Core initiatives

- 1
- 2
- 3
- 4
- 5

Enabling initiatives

- 6
- 7
- 8
- 9
- 10

What will teacher evaluation look like?

OBSERVATIONS BASED UPON
PERFORMANCE

Level	Admin Obs	Peer Obs
5	1	2
4	1	3
3	1	4
2	3	8
1	3	8

**Principal Written Evaluation Based
Upon Charlotte Danielson's
Frameworks
30%**

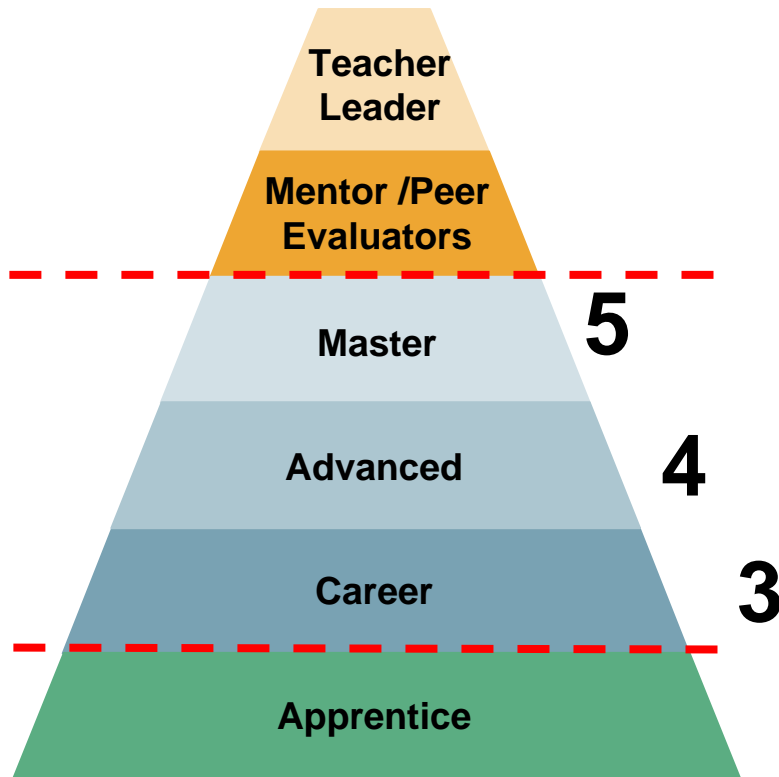
**Mentor/Peer Evaluator Written
Evaluation Based Upon Charlotte
Danielson's Frameworks
30%**

**Student Achievement Results
Based Upon the Calculation of an
Experienced Consultant
40%**

Performance-based career ladder and Compensation

Opportunities to increase role and salary without leaving the classroom

HCPS teacher career ladder



Key design elements

- **All current teachers will have the choice of opting in to the new compensation system**
- **Compensation based on performance**
 - No seniority increases
 - One time reimbursement for advanced degrees
- **Make tenure a more significant milestone**
 - Utilize 4th provisional year more frequently
- **Provision of attractive career paths to keep most effective teachers in the classroom**
- **Sustained performance determines career progression**
 - e.g., two straight "5s" to become a "Master"
 - Only Master teachers who have served as Mentors or Evaluators can become Teacher Leaders

Strengthen School Leadership

Building Hillsborough's leadership capacity for all site-based administrators

Redesigned evaluation instrument

- 360 degree evidence-based assessment
- Growth measured over time

Evaluation in conjunction with standardized performance benchmarks

- Student learning gains factor in to evaluation
 - Percent of all students making gain
 - Percent of Level 1 and 2 students making gains

Training and professional development

- Training on new evaluation system
- Principals will also be provided mentors

Performance-based compensation

- Tied to new evaluation system

What will principal evaluation look like?

**Student Achievement Results
Based Upon the Calculation of an
Experienced Consultant
School wide 30%
Level 1 and 2 students 10%**

**Principal Effectiveness Survey
From Area Director
?%**

**Principal Effectiveness Survey
from Faculty
?%**

**Attendance and Discipline
10%**

**Facilities and Audits
10%**

**Retention of Effective Teachers
5%**

**Evaluation of Faculty
5%**

Proposed Timeline

2010 – 2011 School Year

- New teacher evaluation for all teachers
 - Training on new evaluation instrument
 - Value-added measures
- New principal evaluation
 - Training on new evaluation instrument
 - Value-added measures
- Peer Evaluators
 - Selection, training, and placement
- New teacher induction program
 - Recruitment
 - Mentor Evaluators
- Performance dashboard
 - Data warehouse system

2011 – 2012 School Year

- Test Construction
 - New end of course exams
 - New pre and post tests
 - Formative assessments

2012 – 2013 School Year

- Teacher bonuses
 - Raising achievement of Level 1 and 2 students (all schools)
- Site-based administrator bonuses
 - Performance-based

2013 – 2014 School Year

- Career Ladder Compensation Plan
 - After 3 evaluation cycles

Why was Hillsborough chosen?



Explicit strategic focus on preparing all students for postsecondary opportunities

- Rapid expansion of Advanced Placement – more than doubled minority participation in past 5 years
- 1st in the nation to implement College Board's EXCEerator program district-wide
- 82% graduation rate is highest among large Florida districts

Track record of innovation in areas targeted by Bill & Melinda Gates Foundation (BMGF)

- E.g., started pay-for-performance in 2001; Merit Award Program entering 4th year
- Instituted salary differentials for **teaching in high-needs schools 6 years ago**

Bold plan to take innovations to the next level

- Build on research and experience to restructure salary schedule around performance
- Rapidly accelerate the performance of new teachers

Environment conducive to a highly productive partnership

- **Strength of seasoned leadership team**
- **Highly collaborative district-union relationship**
 - **Teachers will continue to contribute to design and roll-out at every step of the way**
- Deep community support for leadership and strategic direction

Don't forget our email address:

greatteachers@sdhc.k12.fl.us

And our web address:

empoweringteachers.mysdhc.org

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