



**Reform
Support
Network**

**EXCELLENT TEACHERS FOR
TURNAROUND SCHOOLS:
INNOVATIVE MODELS AND APPROACHES**

DECEMBER 6, 2012



AGENDA

1. Welcome and Introductions
2. Presentation
 - Impact of excellent teachers in turnaround schools
 - Limitations of recruitment, retention and dismissal
 - Innovative strategies: approaches and examples
 - Actions for States
3. Group Discussion and Questions
4. Next Steps

IMPACT OF EXCELLENT TEACHERS IN TURNAROUND SCHOOLS

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IMPACT OF EXCELLENT TEACHERS



With excellent teachers, students who...

Start 1 year behind...



Catch up by having excellent teachers 2 years in a row

Start 2 years behind...



Catch up by having excellent teachers 4 years in a row

Start on grade level...



Leap further ahead like "gifted" peers every year they have excellent teachers

Catch up from behind...



Can then leap ahead like "gifted" peers every year they have excellent teachers



For more information on the categories of "excellent" and "solid" teachers, see Public Impact (2010). *Opportunity at the Top: How America's Best Teachers Could Close the Gaps, Raise the Bar, and Keep Our Nation Great.*

http://www.opportunityculture.org/images/stories/opportunity_at_the_top-public_impact.pdf



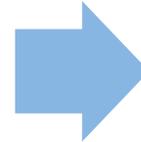
IMPACT OF EXCELLENT TEACHERS

Solid teachers achieve an average of about 1 year of student learning growth annually

With solid teachers, students who...



Start 1 year behind...



Stay 1 year behind

Start 2 years behind...



Stay 2 years behind

Start on grade level...



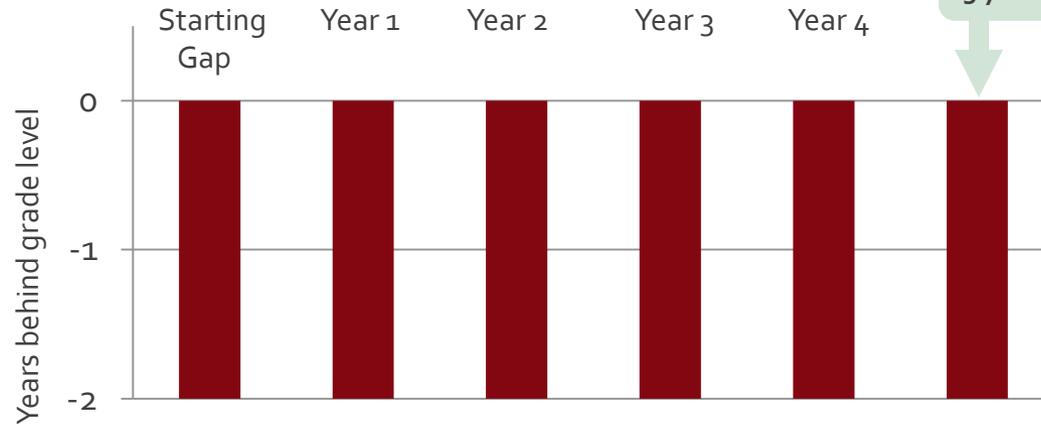
Aren't likely to leap ahead like "gifted" peers



IMPACT OF EXCELLENT TEACHERS

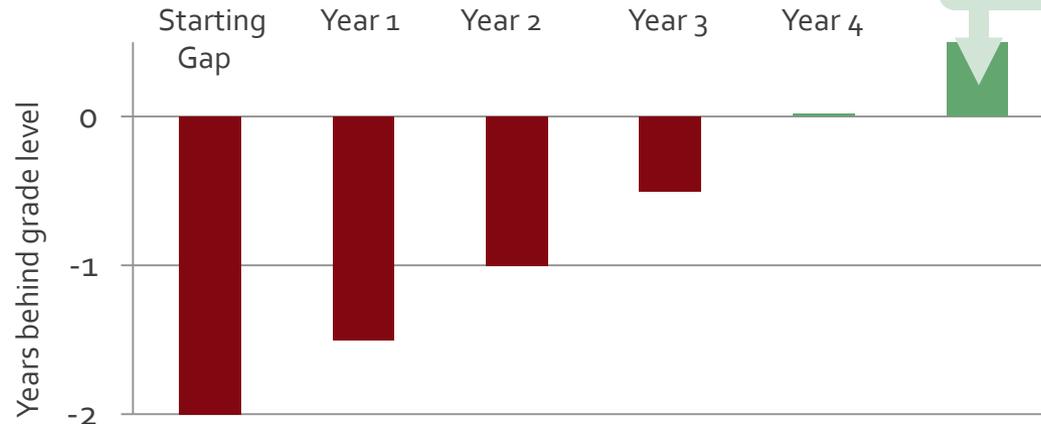


Students assigned to a solid teacher



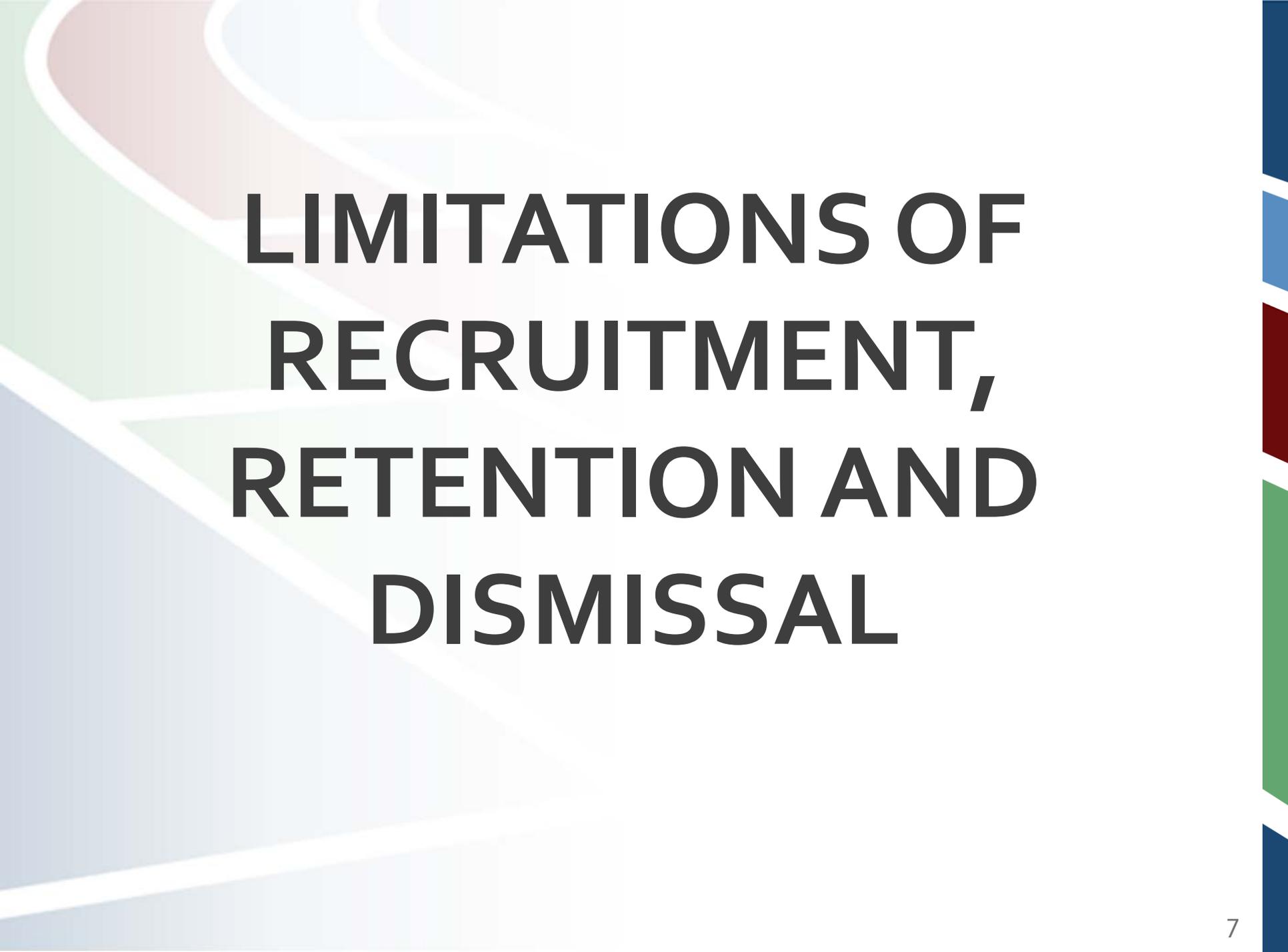
Still 2 grade levels behind after 5 years of a solid teacher

Students assigned to an excellent teacher



Achieving on grade level after 4 years of an excellent teacher





LIMITATIONS OF RECRUITMENT, RETENTION AND DISMISSAL

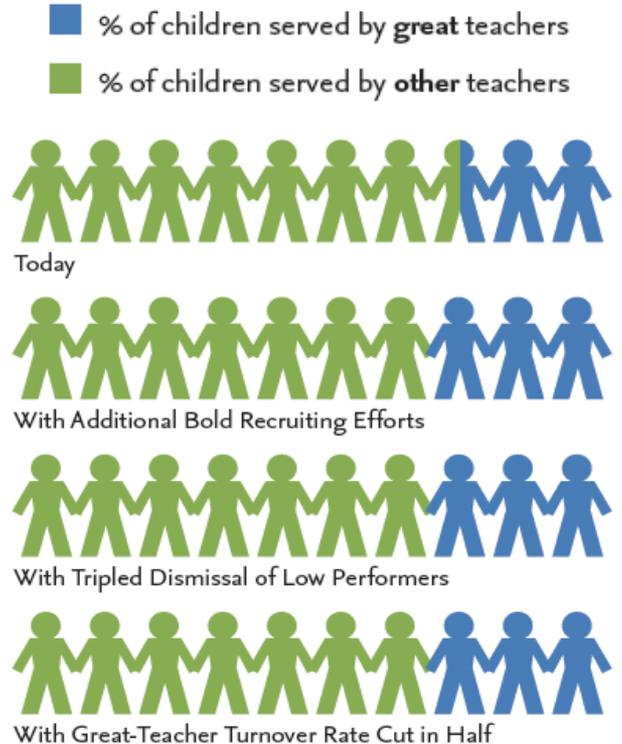


LIMITATION OF CURRENT STRATEGIES

What if, over five years, the nation:

1. Recruited 50,000 new great teachers every year?
2. Tripled dismissal rates of low-performers?
3. Cut great-teacher turnover in half?

EACH of these would reach **30%**
of students with excellent
teachers, versus **25%**



For more information on these calculations, see Public Impact (2010). *Opportunity at the Top: How America's Best Teachers Could Close the Gaps, Raise the Bar, and Keep Our Nation Great.*
http://www.opportunityculture.org/images/stories/opportunity_at_the_top-public_impact.pdf



NEED FOR INNOVATIVE STRATEGIES



1. Recruiting, dismissing and retaining together could reach 40% of students
2. Great professional development could push the number higher
3. But, **especially in turnaround schools**, it will not be enough
4. Schools need **innovative strategies** to reach over 80% of students with excellence



INNOVATIVE STRATEGIES: APPROACHES AND EXAMPLES



INNOVATIVE STRATEGIES

Staffing Models to Extend the Reach of Excellent Teachers

- Example: Project LIFT (Charlotte, North Carolina)

Remote Teaching Models

- Example: Niswonger Initiative (Northeast Tennessee)
- Example: e-Learning (Miami-Dade County, Florida)

Teacher-Leader Teams

- Example: T3 Initiative (Boston, Massachusetts and Memphis, Tennessee)



REACH-ENABLED STAFFING MODELS

How *can* schools
put excellent
teachers in charge
of every student's
learning?



By
“Extending
the Reach”
of great
teachers

Redesign jobs,
roles and
schedules

Use technology
to teach *and*
save time



REACH-ENABLED STAFFING MODELS



A Teacher's Impact =
Student Outcomes x
Number of Students Reached



With input from great teachers and partners, Public Impact has published **more than 20 school models** that:

- Extend the **reach** of excellent teachers to more students
- Enable great teachers to **earn more**, within available budgets
- In most cases, make **collaboration and development** easier
- Give great teachers **more authority** and **clear accountability**



REACH-ENABLED STAFFING MODELS



In-Person

Remote

Class-Size Changes

Excellent teachers teach larger classes, within limits and by choice.

- Class-Size Increases
- Class-Size Shifting

- Class-Size Increases
- Class-Size Shifting

Specialization

Excellent teachers specialize in high-priority subjects and roles.

- Subject Specialization
- Role Specialization

- Subject Specialization
- Role Specialization

Multi-Classroom Leadership

School-based or remote instructional teams report to an excellent teacher.

- Multi-Class Leadership (Pods)

- Multi-Teacher Leaders (Remote Pods)

Time-Technology Swaps

25% or more of digital instruction allows excellent teachers to teach more students.

- Rotation
- Flex

- Rotation
- Flex

Likely Combinations

- ❖ Any of the models combined with **Specialization** or **Multi-Class Leadership**
- ❖ Schools committed to reaching every student in every subject with excellent teachers will use **Multi-Combinations**



REACH MODELS: EXAMPLES

Project LIFT (Charlotte, North Carolina)

www.projectliftcharlotte.org

\$55 million philanthropic initiative aimed at dramatically improving academic outcomes for West Charlotte students in nine historically underperforming schools



- Four schools planning reach-enabled staffing models to begin in 2013-2014
- School design teams composed of administrators and teachers are developing new staffing plans to:
 - Create new roles for teachers and support staff
 - Integrate technology in ways that extend the reach of excellent teachers to more students
 - Design career and compensation pathways to attract and retain excellent teachers



REMOTE TEACHING MODELS

- Teachers live where they want to and teach students who need them
- Teachers interact live, but not in-person, through webcams, online whiteboards, email and other two-way communication
- Teachers connect personally and take responsibility for students
- Classroom-based facilitators are available to oversee and work in-person with students



REMOTE TEACHING MODELS: EXAMPLES

Niswonger Foundation (Greeneville, Tennessee)

www.niswongerfoundation.org

Established in 2001 to transform rural northeast Tennessee public education through rigorous, relevant, cost-effective programs



- Partners with Northeast Tennessee College and Career Ready Consortium to expand the access of rural students to excellent teachers and advanced coursework.
- The Consortium serves 26,000 students in 29 high schools across 15 districts in a region where it is particularly difficult to attract excellent teachers.
- The aim is to provide increased access to AP, STEM, upper-level language, advanced career and technical, and dual enrollment coursework.



REMOTE TEACHING MODELS: EXAMPLES

Niswonger Foundation (continued)

- Consortium's key strategies:
 - Identifying excellent teachers to build online course content that can be broadcast beyond their school walls
 - Investing in videoconferencing equipment and supporting technologies to enable remote teaching in participating districts
 - Establishing an online "marketplace" to broker sharing of specialized teachers across multiple districts
 - Supporting initial professional development for teachers to deliver new, higher-level content
- Supported by an Investing in Innovation grant, in partnership with Niswonger and other local and national philanthropies, and designed to be sustainable beyond grant funds



REMOTE TEACHING MODELS: EXAMPLES

Miami-Dade County Public Schools (Florida)

- Over 7,000 students in 54 district schools take fully online courses in e-learning labs.
- Online courses are provided by Florida Virtual School.
- Each online course is taught by a certified online instructor, available by phone, Skype and IM every day from 8 a.m. to 8 p.m.
- Classroom-based facilitators handle discipline and technical issues and help keep students focused.





TEACHER-LEADER TEAMS

- Teams of highly effective and specially trained teachers move together to turnaround schools to take on leadership roles and work with other teachers.
- Teacher-leaders support the turnaround principal's vision and may work a longer year and/or receive additional compensation.



TEACHER-LEADER TEAMS: EXAMPLES

T₃ Initiative (Boston, Massachusetts and Memphis, Tennessee)

www.teachplus.org



- T₃ = “Turnaround Teacher Teams”
- Teach Plus partners with districts to:
 - Create cohorts of highly effective and experienced teachers,
 - Support them in becoming turnaround specialists, and
 - Place them in teams in turnaround schools, where they comprise at least 25% of the school’s faculty.
- T₃ teachers receive additional compensation and serve in leadership roles to support the work of all teachers.



TEACHER-LEADER TEAMS: EXAMPLES

T₃ Initiative (continued)

- *Memphis program:*
 - Beginning in 2012-13, three Memphis schools began participating through the State's Achievement School District.
- *Greater Boston program:*
 - Eight schools in Boston Public Schools and two in Fall River
 - The first three schools to use the T₃ model in 2010-11 produced significantly greater student achievement growth than other Boston turnaround schools in most grades and subjects.



TEACHER-LEADER TEAMS: EXAMPLES

T₃ Initiative (continued)

- Compared to similar students in other Boston turnaround schools, the average student in a T₃ school gained:
 - 1 percentile point more in elementary ELA
 - 10 percentile points more in elementary mathematics
 - 16 percentile points more in middle school ELA
 - 29 percentile points more in middle school mathematics

Meghan O'Keefe, national director of the Teach Plus T₃ program, will join the next working group call (Thursday, December 13, 2-3pm EST) to share more about the program and key State supports for their work.

ACTIONS FOR STATES



ACTIONS FOR STATES

Remove barriers

Actively encourage innovation



REMOVE BARRIERS

- Provide State funding for schools as fungible lump sums, including funding for teacher pay
- Reconsider class size limits for excellent teachers
- Rethink “seat time” requirements for students with licensed staff, to enable blended learning and remote teaching
- Revise licensure rules to make excellent, out-of-State teachers automatically eligible to teach
- Loosen Statewide salary scales to enable higher pay for teachers taking on advanced roles

Example: Tennessee Innovation Zones



ACTIVELY ENCOURAGE INNOVATION

Directly sponsor innovative staffing approaches in turnaround schools

- Example: Tennessee partnership with T3 in turnaround schools

Provide incentives to encourage district- or school-level initiatives

- Example: Colorado – Extended Learning Opportunities initiative
- Example: Tennessee – Competitions to encourage innovative compensation and career path designs in districts

The background features a series of overlapping, semi-transparent geometric shapes in shades of blue, green, and red, creating a layered effect. On the right side, there is a vertical bar composed of several colored segments: dark blue, light blue, red, green, and dark blue.

QUESTIONS?



CONTACT INFORMATION

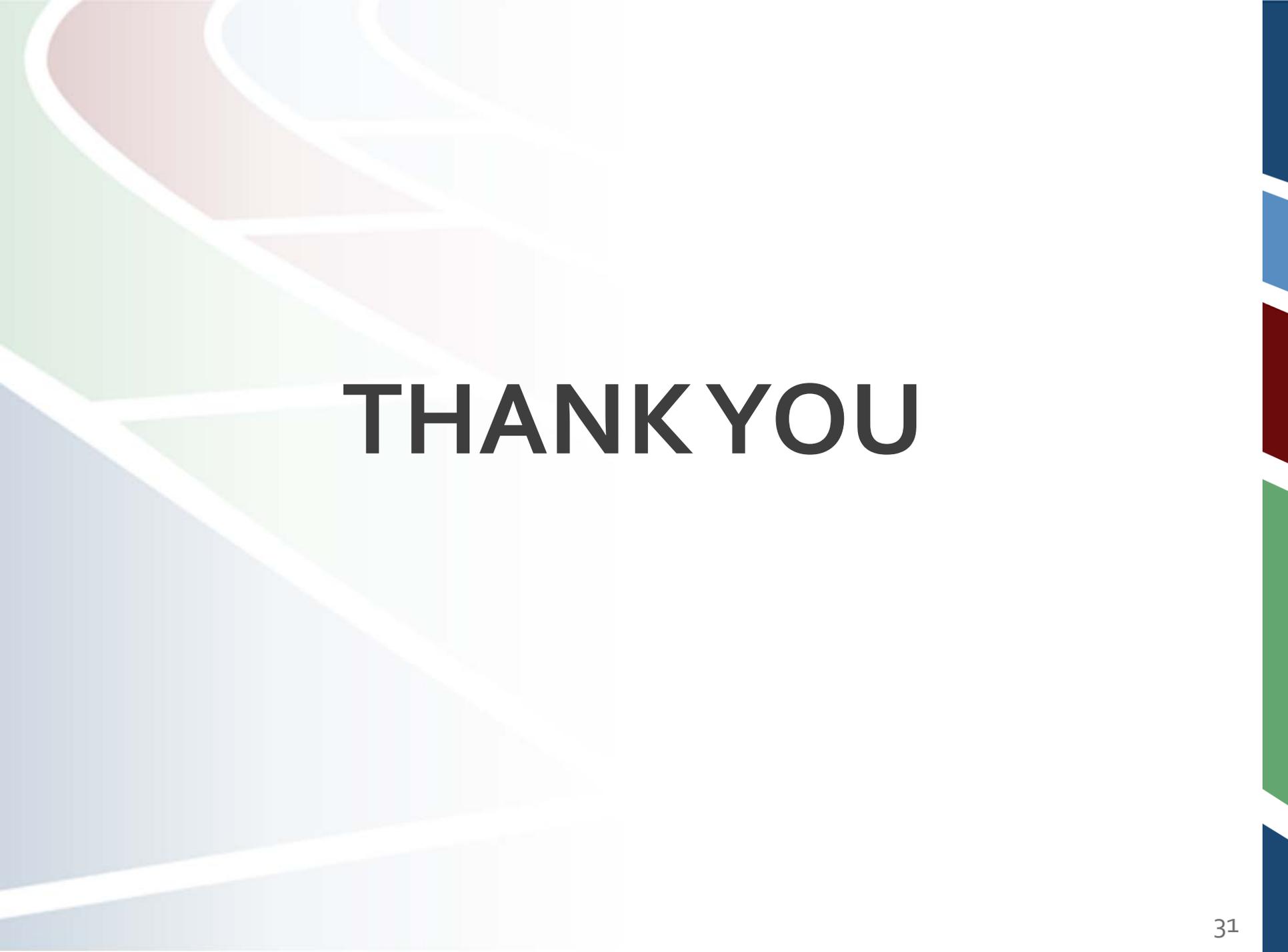
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ADDITIONAL RESOURCES

More on highlighted examples:

- Opportunity Culture Initiative, Opportunityculture.org
- Project LIFT, projectliftcharlotte.org
- Niswonger Foundation, niswongerfoundation.org
- Miami-Dade County Public Schools, mdvs.dadeschools.net
- T3 Initiative, teachplus.org

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THANK YOU