



Colorado Springs School District 11 | Colorado

SUMMARY

Colorado Springs School District 11 (CSSD11) is implementing a performance-based compensation system (PBCS) in eight of its highest need schools. Following the System for Teacher and Student Advancement (TAP) model, CSSD11 provides differentiated bonus awards for teachers and principals based on student achievement at the classroom and schoolwide levels as well as performance on classroom observations. CSSD11 also provides salary incentives to master and mentor teachers for taking on leadership responsibilities.

CSSD11 measures student achievement growth with value-added scores. Trained and certified evaluators conduct four observations per teacher per year using a research-based rubric aligned to professional teaching standards.

Principal evaluations incorporate schoolwide value-added scores; a 360-degree evaluation tool that each principal's supervisor, certified staff, and the principal complete; and the TAP Principal Leadership scores.

PROGRAM GOALS AND EVALUATION

The goals of this project are to increase student achievement, increase the effectiveness of teachers and principals, and recruit and retain effective teachers and principals at the participating schools. CSSD11 uses the TAP System to achieve these goals.

An external evaluator works with CSSD11 to conduct a comprehensive and continuous evaluation of the project. The evaluation comprises six different evaluation components: study design and instrumentation, output tracking, student growth assessments, teacher assessments, principal assessments, and data synthesis and reporting.

State: Colorado

Location: Colorado Springs

Award amount: \$13,564,831

TIF Cohort: 3

STEM Grantee: No

Number of LEAs participating: 1

Number of schools participating: 8

Number of teachers eligible: 299

Number of principals eligible: 8

Superintendent: Dr. Nicholas Gledich

Key program staff:

Phoebe Bailey, Project Director

Email: bailepj@d11.org

Dr. Mary Thurman, Deputy Superintendent
Personnel Support Services

REWARD STRUCTURE

D11 TAP master teachers are full time.

D11 TAP master teachers receive 20 additional contract days @ per diem.

D11 TAP mentor teachers receive 10 additional contract days @ per diem.

The performance-based award is as follows:

Career teachers with student achievement data - \$2,500

Career teachers without student achievement data - \$2,500

Mentor teachers with student achievement data - \$5,000

Mentor teachers without student achievement data - \$5,000

Master teachers without student achievement data - \$10,000

YEARS 1-4 HIGHLIGHTS

In Year 1, CSSD11 hired key personnel to support the implementation of the performance-based model; the school's Leadership Teams completed training on the TAP model; the district developed a communication plan; and building principals attended a steering committee meeting once a month to plan implementation of TAP in their buildings.

Year 2 activities included full implementation of TAP, including embedded time for master teachers to deliver weekly professional development at each site for mentor and career teachers. The focus of the embedded professional development was on "digging deeper" into the TAP rubric, which directly affected the pedagogy of the classroom teacher in combination with providing teachers strategies and tools to support student growth. CCSSD11 also focused on inter-rater reliability by continuing to train and monitor the scores of the evaluations.

In Years 3 and 4, CCSSD11 worked toward developing a sustainability plan and embedding elements of the TAP System into district schools.

YEAR 5 OUTLOOK

In Year 5, the focus will be on lessons learned during the past project period. CSSD11's will focus on how the TAP work aligns with the new Colorado teacher evaluation rubric and the new high-stakes assessments for 2014–15. Because of its work within the TAP System, the TIF 3 sites' transition to the Colorado Department of Education Teacher Evaluation Rubric will be non-threatening and embraced. The teachers with their leadership in the respective TIF 3 buildings have begun to connect their four years of work to the new teacher evaluation tool, which has been a success. In addition, the embedded professional learning communities will be used to train teachers in the new high-stakes assessment model with a focus on student performance.

SUSTAINABILITY

CSSD11's sustainability and capacity building plan includes aligning the district's teacher performance evaluation rubric to the work of the TAP System, using the TAP training and knowledge provided from the TIF 3 funds to build capacity throughout the district relative to ongoing applied professional growth and instructionally focused accountability. This sustainability plan directly affects the increased performance of students, increased teacher effectiveness, and principals who are instructional leaders.

PERFORMANCE-BASED COMPENSATION

| Members | Level | Base Payout | PERA | Total |
|------------|-----------|---------------------|--------------------|-----------------------|
| 250 | Career | \$605,209.10 | \$48,416.73 | \$653,625.83 |
| 35 | Mentor | \$162,031.25 | \$12,962.50 | \$174,993.75 |
| 20 | Master | \$169,445.72 | \$13,555.66 | \$183,001.38 |
| 9 | AP | \$26,442.00 | \$2,115.36 | \$28,557.36 |
| 8 | Principal | \$18,849.00 | \$1,507.92 | \$20,356.92 |
| 322 | | \$981,977.07 | \$78,558.17 | \$1,060,535.24 |