



Shelby County Board of Education | Tennessee

SUMMARY

Shelby County School’s (SCS) TIF 3 In the Zone program provides group incentives and individual stipends as a part of a district-wide plan to improve the effectiveness of teachers, principals, and other personnel in 26 of the district’s highest need schools. To determine teacher effectiveness, SCS uses the Teacher Effectiveness Measure (TEM), which encompasses five components: (1) growth in student learning as measured by Tennessee Value Added Assessment System (TVAAS), (2) student achievement as measured by annual state assessments, (3) observation of teachers’ practice, (4) stakeholder perceptions, and (5) professionalism. TEM scores range from 1 to 5, with 5 representing teaching significantly above expectations and 1 representing teaching significantly below expectations. To determine principal effectiveness, SCS uses the Tennessee Educator Acceleration Model (TEAM), which encompasses four components: (1) value-added (TVAAS) student growth for the school, (2) student achievement indicators, (3) quality of TEM implementation, and (4) observation of principals’ practice. TEAM scores also range from 1 to 5, with 5 being the highest possible rating.

PROGRAM GOALS AND EVALUATION

Shelby County’s TIF 3 goals include building a strong, district-wide, performance-based compensation strategy that will reward personnel for their effectiveness in improving student achievement in high need schools, improving the recruitment and retention rates of effective teachers and school leaders, and incorporating a plan for the delivery of professional development that links effectiveness measures to the improvement of practices.

State: Tennessee
Location: Memphis
Award amount: \$9,465,357
TIF Cohort: 3
STEM Grantee: No
Number of districts participating: 1
Number of schools participating: 26
Number of teachers eligible: 918
Number of principals eligible: 26
Superintendent: Dorsey E. Hopson, II
Key program staff:
 Annie Conway, Project Director
Email: CONWAYAM@scsk12.org

Shelby County contracts with a third-party evaluator to assess the work supported by the TIF 3 In the Zone program. The evaluation process includes (a) staff surveys to estimate the impact of the incentives, (b) analysis of TEM and TEAM data to guide plans for developing promising practices, (c) surveys to discern the impact of professional development, (d) analysis of data (student achievement, teacher recruitment and retention) to measure performance objectives, (e) focus groups and individual interviews to gather qualitative data from staff.

REWARD STRUCTURE

The TIF 3 In the Zone program offers group/ schoolwide incentives and individual stipends. The group award can be earned if student achievement data (as measured by TVAAS) places the school within the top seven (maximum number of schools to be awarded). To encourage a schoolwide effort, there are five award categories:

1. Principals – up to \$6,000
2. Assistant Principals – up to \$4,000
3. Certificated Staff – up to \$3,000
4. Non-Instructional Support – up to \$2,000
5. Support Staff – up to \$1,000

Compensation is differentiated based on the effectiveness level of teachers and administrators. Certificated staff members receive group incentive awards based on their TEM evaluation score. Accordingly, Principals and Assistant Principals receive differentiated incentives based on TEAM scores. Evaluation scores of a 1 or 2 are not eligible for any incentives.

Along with the schoolwide award, educators have an opportunity to earn individual stipends as a leader or learner in SCS' Effective Practice Conference.

YEARS 1-4 HIGHLIGHTS

- The In the Zone grant team established five working groups to support the development and implementation of TIF's five core elements.
- The grant team worked in collaboration with the district's Professional Development Office to align and enhance professional development opportunities for teachers and administrators in TIF schools.
- The grant sponsored 12 high-performing teachers to participate in the National Academy of Advanced Teacher Education Programs (NAATE). This learning experience will develop their capacity to serve as leaders/peer mentors.
- Effective Practice Conferences are planned to support needs identified by data sources. Highly effective educators are given an opportunity to share promising practices with their peers.

YEAR 5 OUTLOOK

- SCS will provide incentives for TEM 5 teachers at non-award schools, thus supporting the goal of recruiting and retaining effective teachers at schools with the highest needs.
- A cohort of effective principals will participate in a NAATE Leadership series to support SCS plans to develop and sustain effective practices.

SUSTAINABILITY

SCS has a strategic compensation work group that continues to collaborate on developing a sustainable system. Currently, we have an Innovation Zone (iZone) team to lead the improvement of selected high-need schools. To work at an iZone school requires a TEM or TEAM score of 4 or 5. This aligns with the In the Zone program goal of recruiting effective educators to support the highest need schools. iZone offers a performance-based bonus.

Beginning with the 2015–16 school year, SCS teachers will receive raises based on performance, rather than seniority. Base salary increases will be made according to the following parameters:

- TEM 5 – \$1,200
- TEM 4 – \$1,000
- TEM 3 – \$800
- TEM 1 and TEM 2 – \$0.

PERFORMANCE-BASED COMPENSATION

Four schools met the group for 2013—with positive TVAAS indices (1) across all years or (2) current year (turnaround). A fifth school met the award criteria, but it was ineligible because it received the iZone performance bonus (SIG).

Incentives of \$424,734 were awarded to the following staff with evaluation scores of 3 or higher: 3 principals, 3 assistant principals, 103 certificated staff, 19 non-instructional staff, and 38 support staff. Individual incentives were awarded to 13 leaders as presenters and 34 teachers as participants in the Effective Practice Conference. Also, since seven schools did not meet the group award criteria, SCS.