

# Florida Philanthropic Network Webinar

June 25, 2010

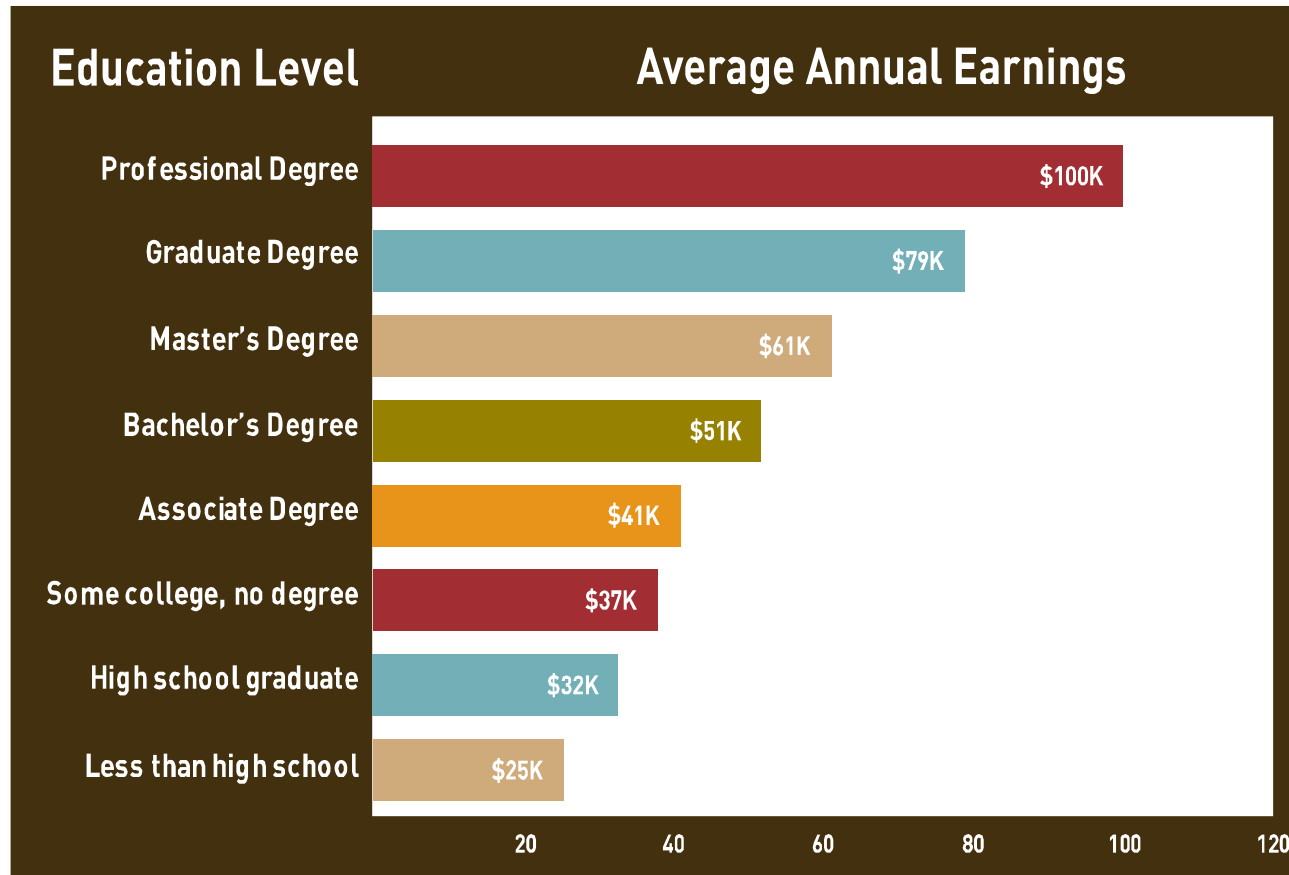
BILL & MELINDA  
GATES *foundation*

# Agenda

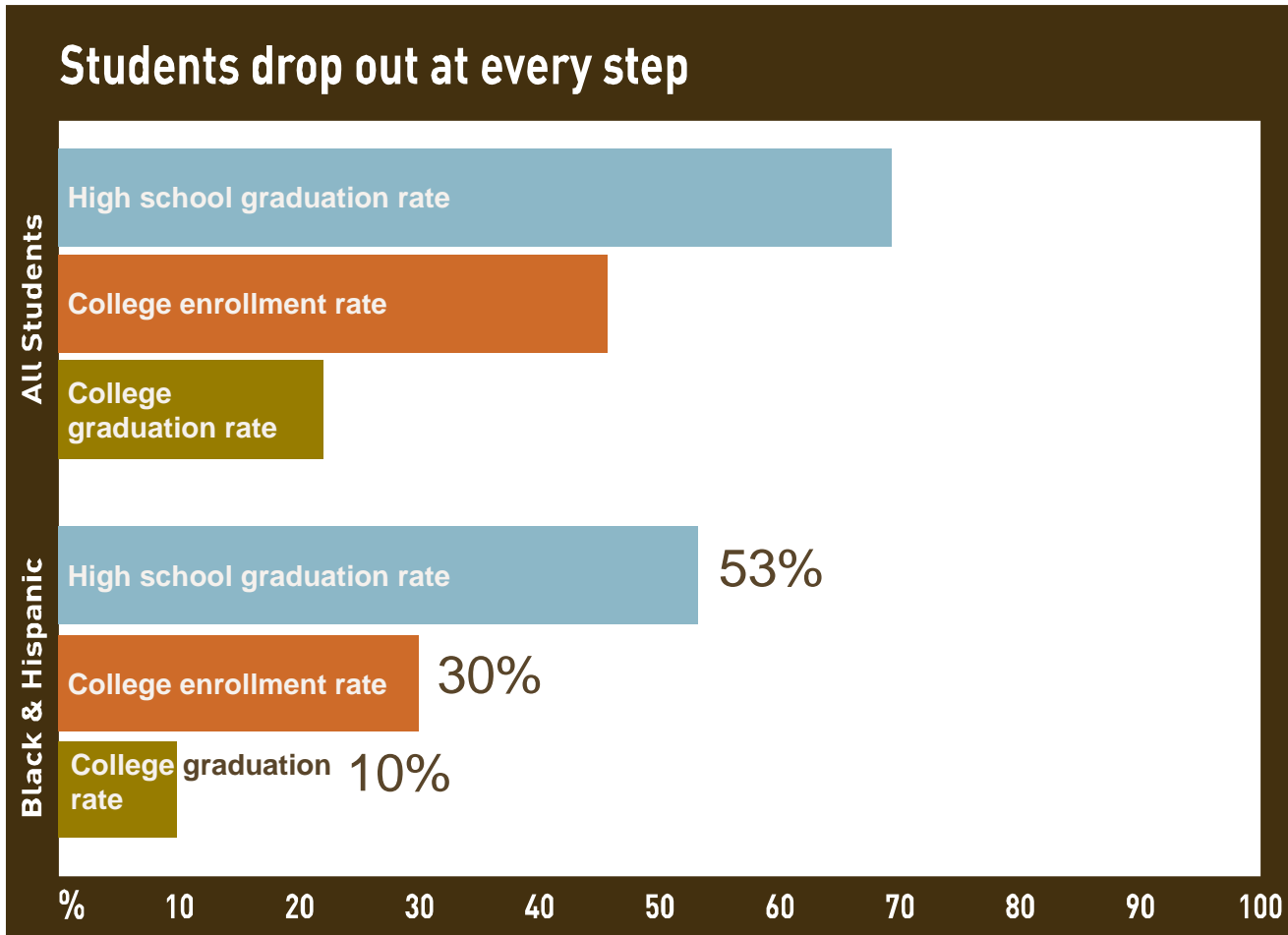
- Foundation overview
- Why Education
- College Ready Education strategy
- Empowering Effective Teachers initiative
- Hillsborough County Public School's plan

Our belief that every life has equal value is at the core of our work

# Why Education?



# The challenge



# Our education work – three ambitious goals

1

ENSURING AT LEAST  
**80%** OF ALL STUDENTS  
GRADUATE FROM  
HIGH SCHOOL  
**COLLEGE-READY**

2

**Doubling** THE NUMBER OF LOW-INCOME,  
MINORITY YOUNG PEOPLE WHO EARN A  
**POSTSECONDARY** CREDENTIAL

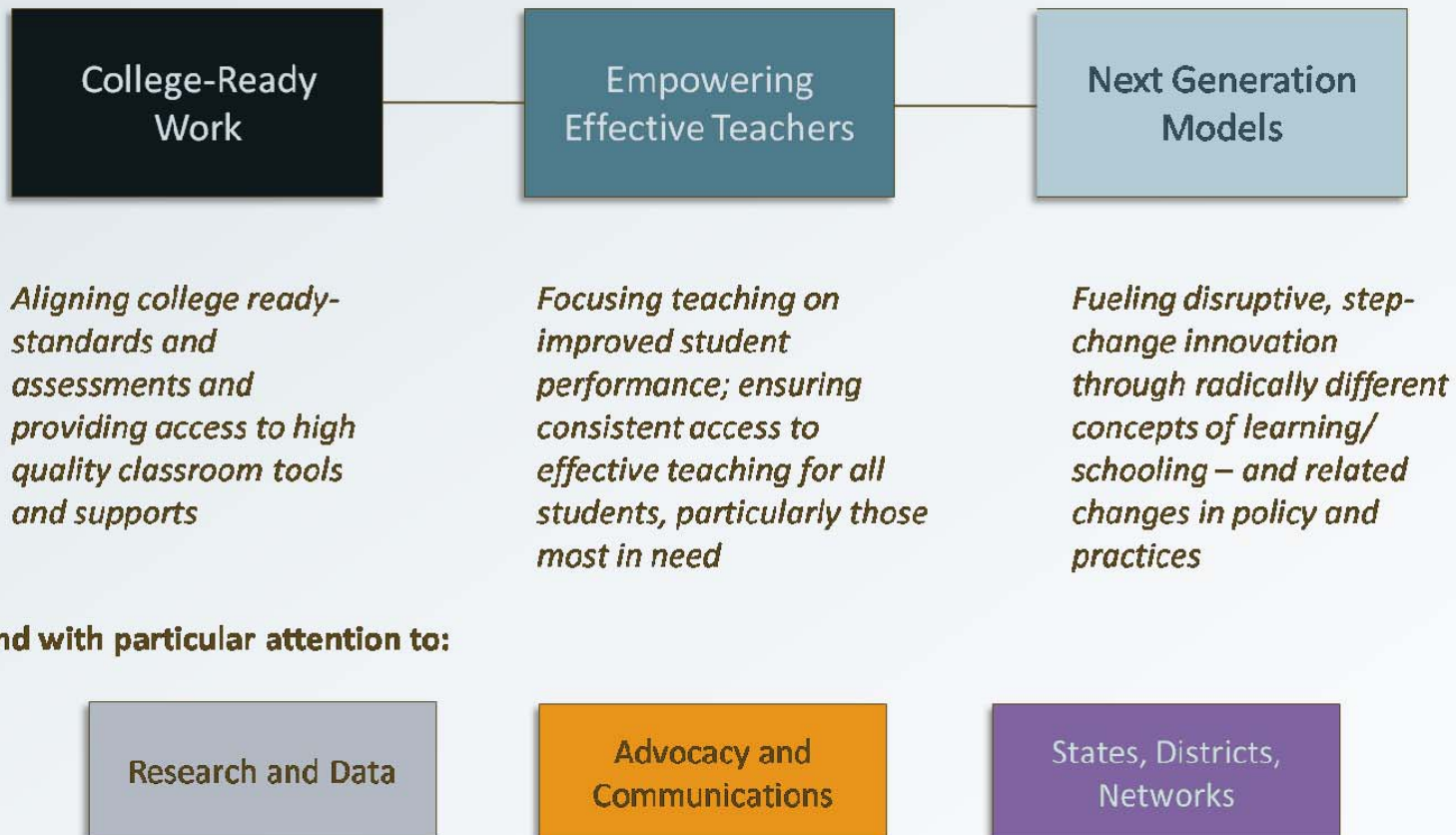
3

**Building** THE PUBLIC AND POLITICAL  
WILL TO ACHIEVE **SUCCESS**  
BEYOND HIGH SCHOOL FOR ALL

# College Ready strategy

## Our Vision: 80% College Ready by 2025

Our strategy: 3 primary initiatives...



# Empowering effective teachers – why?

- Teachers impact student learning more than any other factor in school, and the magnitude of differences in teacher effectiveness is significant
- Public education systems lack the systems, policies, and will to allocate resources and differentiate strategies based on this evidence
  - In a study of 12 districts, only 1% of teachers were rated as “unsatisfactory” on their evaluations
  - 0.4% was the highest dismissal rate of teachers for performance in those 12 districts
  - Investments in class-size reduction and professional development often ignore variations in teacher performance
  - Layoffs based solely on seniority often strip schools of their best and brightest teachers
- The burden of having ineffective teachers falls disproportionately on students who have been historically marginalized and currently receive the least resources, as deliberate and consistent placement of effective teachers in high-need classrooms is rare

# Three strands of work

- Measures of Effective Teaching (MET) research project to design measures, observational and evaluation tools, and data systems that can fairly and accurately identify effective teaching
- District partnerships to pilot improved teacher performance management systems that includes:
  - Developing meaningful measures of teacher effectiveness
  - Increasing the overall numbers of effective teachers, including retaining effective teachers based on their performance, not seniority
  - Providing increased pay and greater roles and responsibilities for effective teachers
  - Concentrating effective teachers where they are needed most
- Encourage, empower, and support excellent teachers to create a profession centered on evidence and the continuous improvement of student outcomes

# Intensive partnership sites

## Scope:

Dramatically enhance the **concentration** & **distribution** of effective teachers to drive **student achievement** in four major school systems

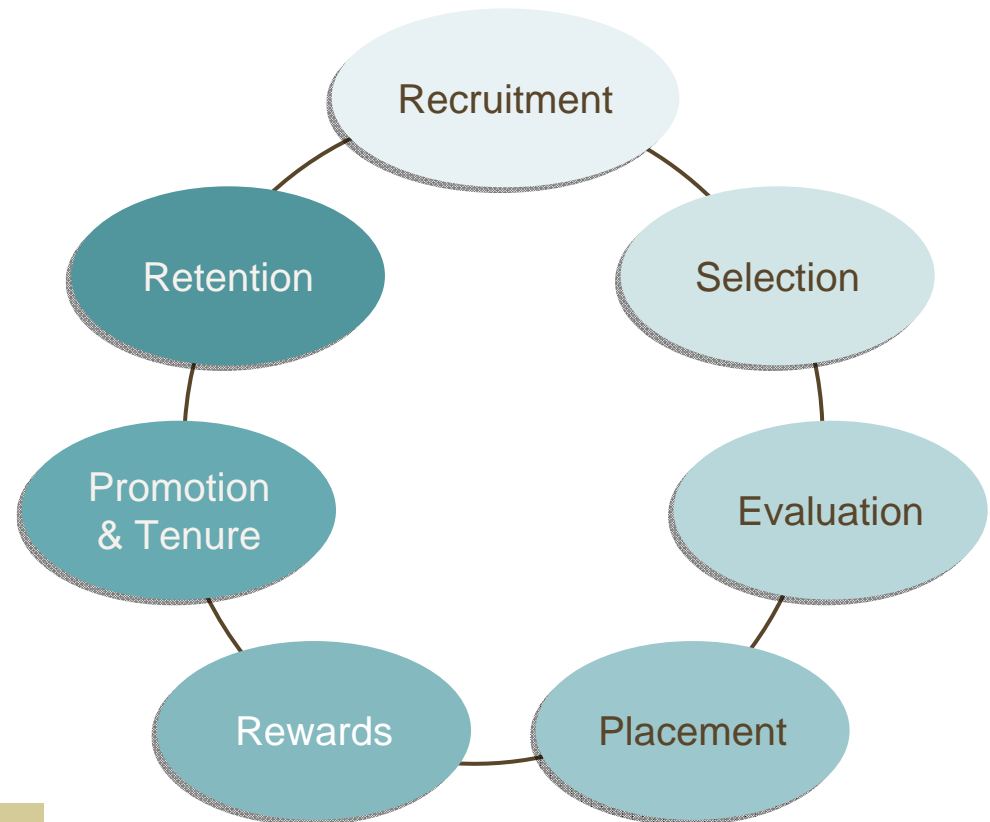
## Process:

- Rigorous selection criteria
- Cross-functional teams; daring and aggressive system reforms
- Incisive strategic plans, metrics

## Investment:

\$290M total, 4 systems, 7 years

IPS	Award	Students
<i>Hillsborough</i>	<i>\$100M</i>	<i>192,000</i>
<i>Memphis</i>	<i>\$90M</i>	<i>109,000</i>
<i>Pittsburgh</i>	<i>\$40M</i>	<i>26,700</i>
<i>LA CMOs</i>	<i>\$60M</i>	<i>28,000</i>
<b>Total</b>	<b>\$290M</b>	<b>355,700</b>



# Our role as “thought partner” and “critical friend”

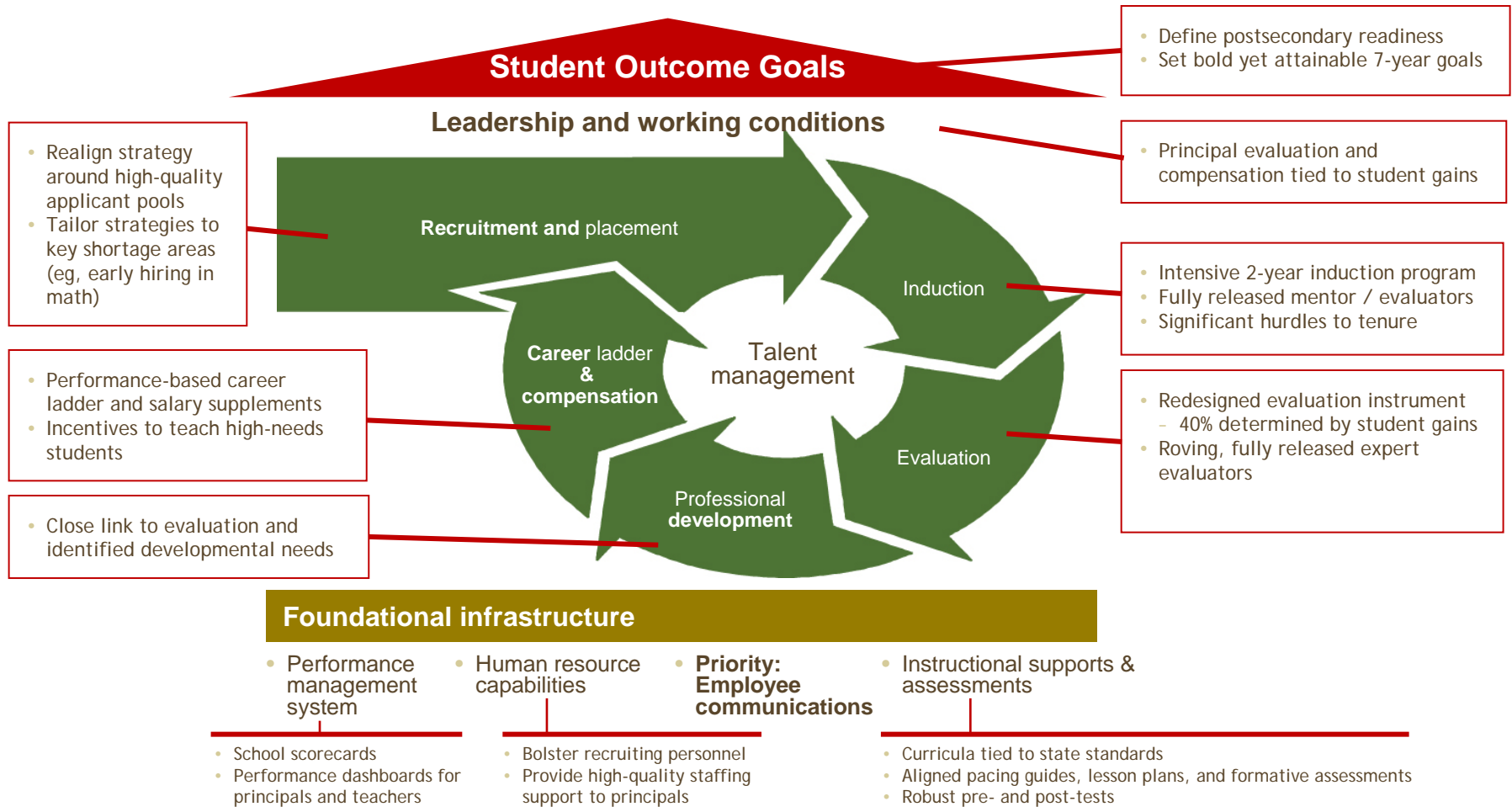
## Managing for impact – balance between support and stewardship

- Supports:
  - Foundation team on the ground monthly
  - Weekly conference calls, as needed
  - Funding support organization partnerships (TNTP, NLNS, TFA, Stand For Children, Wireless Generation, etc.)
  - Communications plan development
  - Broad Residents
  - Research and development products
  - Semi-annual cohort learning session
  - Role-alike learning sessions
  - Regional learning sessions
  - External partner learning sessions
- Monitoring
  - Scorecard development and use
  - Dashboard development and use
  - Quarterly check-in
  - Semi-annual stocktakes with sites
  - Cohort public report-outs
  - Annual foundation portfolio stocktake and reflections
- Evaluation

# Major paradigm shift

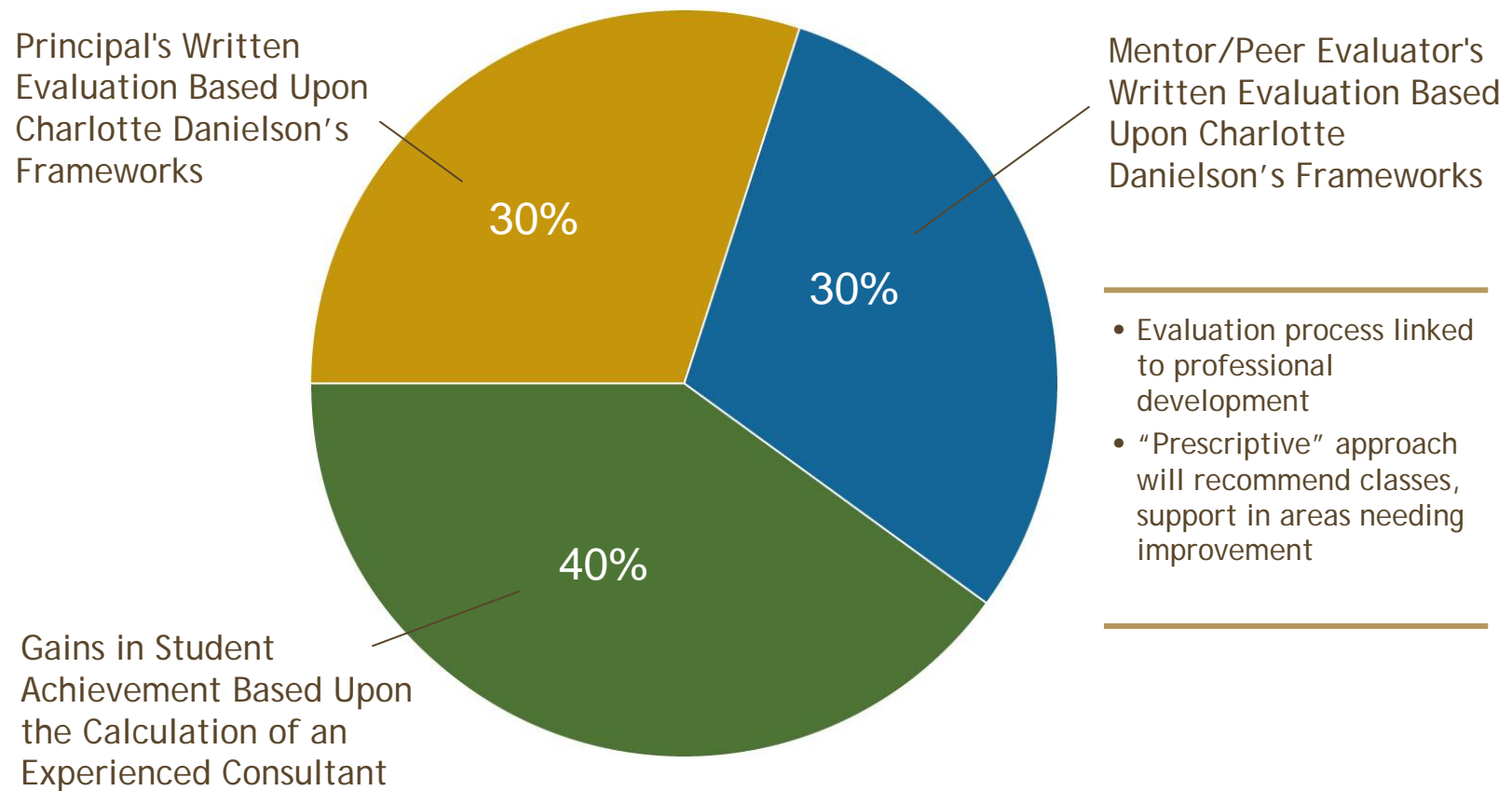
- “Empowering effective teachers” represents a paradigm shift in aligning teacher performance, tenure, promotion, and compensation to growth in student learning
  - Currently teacher performance and decisions about tenure, promotion, and compensation are based solely on inputs (primarily years in service/seniority and level of education no matter how little it impacted student learning)
  - “Qualified teacher” is checked once, “effective teacher” is continually measured and evaluated
- Surveys show that teachers:
  - crave more well-defined professional standards;
  - seek continuous learning and improvement in their students and of themselves;
  - want to be held accountable for raising achievement for all students if provided with adequate supports;
  - want to be rewarded for a job well done.
- The work in these four school systems represents a sincere effort to elevate the teaching profession in service of all students.

# Overview of Hillsborough County's plan

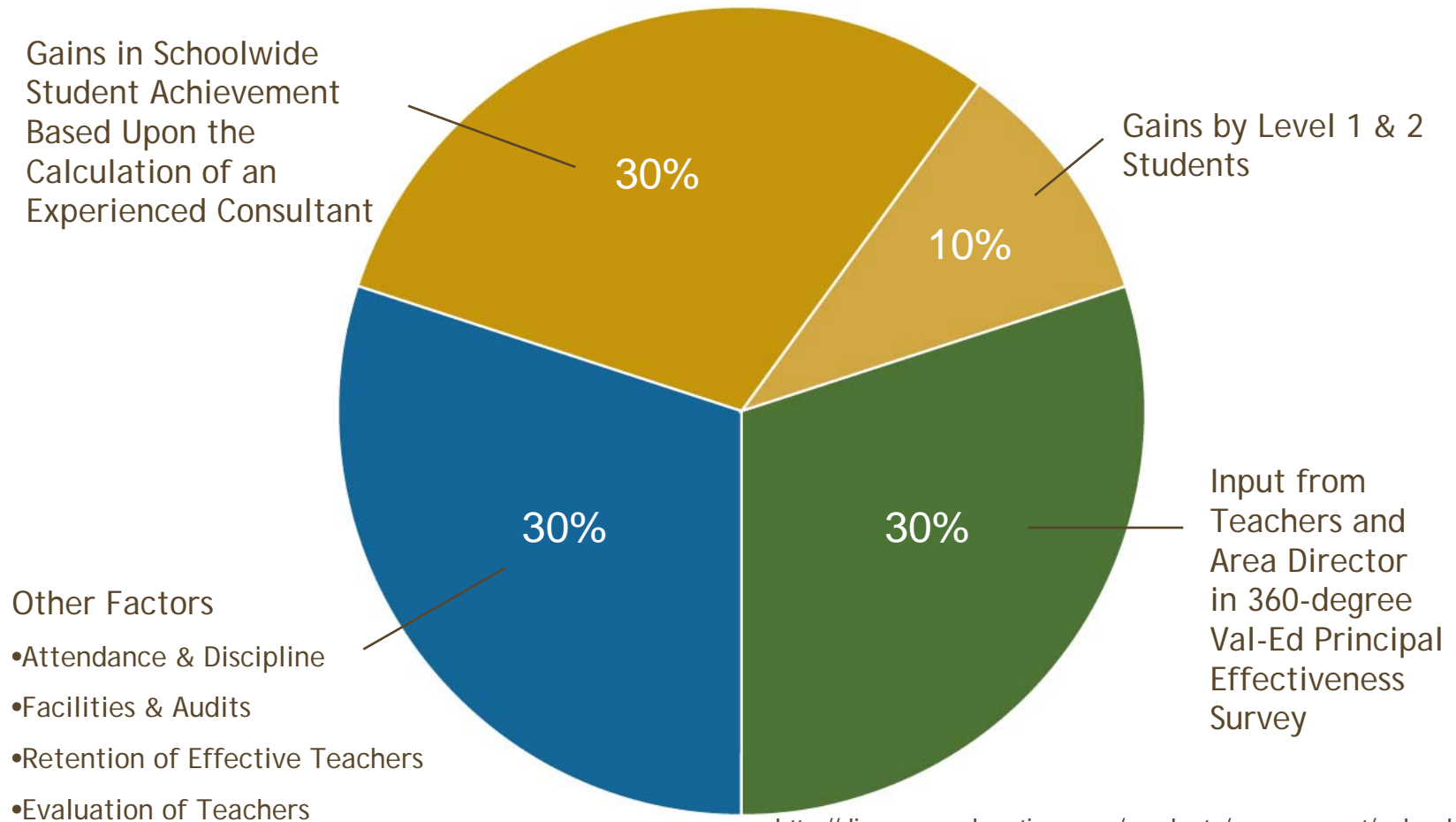


# Redesigning teacher evaluations

## More Input, More Balance

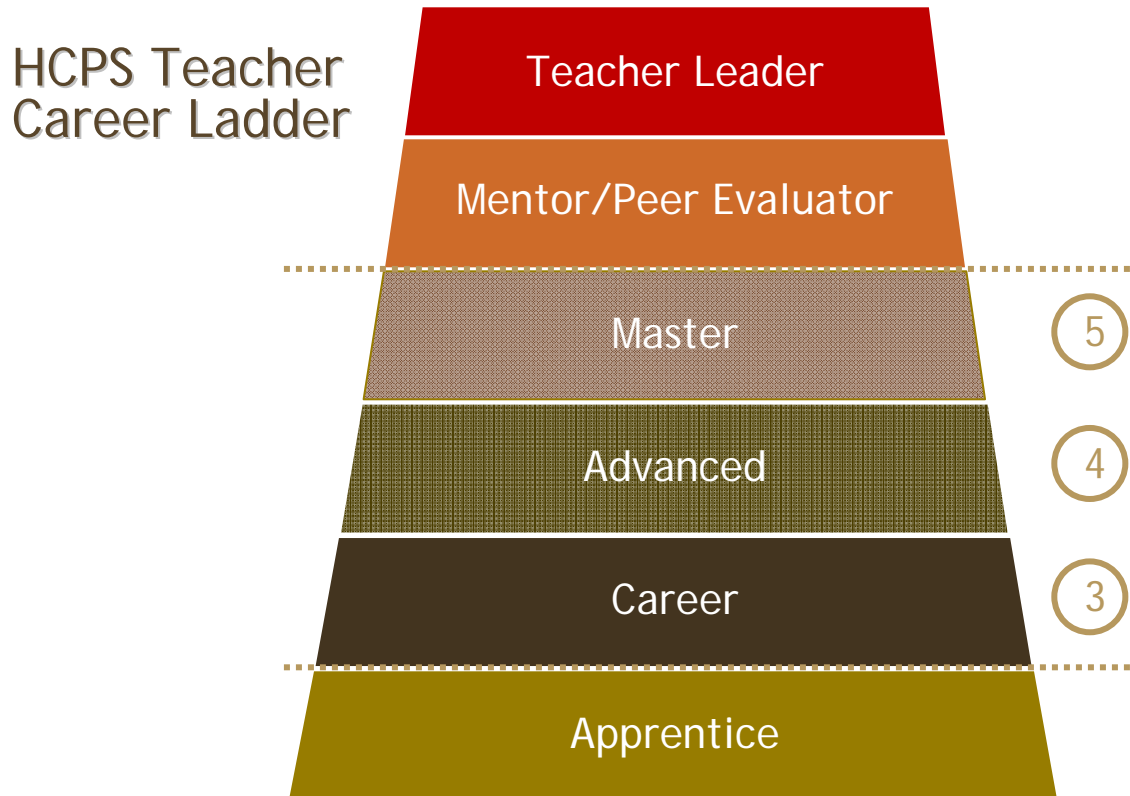


# Principals, too



[http://discoveryeducation.com/products/assessment/val\\_ed.cfm](http://discoveryeducation.com/products/assessment/val_ed.cfm)

# Career ladder & compensation



- 
- Current teachers can opt out of new compensation system
  - Compensation based on performance
    - No seniority increases
    - One-time reimbursement for advanced degrees
  - Tenure policy not changing
    - Will utilize 4<sup>th</sup> provisional year more
-

# Proposed timeline

2010-2011	2011-2012	2012-2013	2013-2014
<p>New teacher evaluation process implemented</p> <p>New principal evaluation process implemented</p>	<p>New tests constructed to measure student achievement gains</p>	<p>Bonuses for raising achievement of high-needs students begin</p>	<p>New career ladder and performance-based compensation will go into effect, after completion of three evaluation cycles under the new process</p>