Measuring Teacher Effectiveness in Memphis City Schools

John R. Barker, Executive Director Research, Evaluation, Assessment, and Student Information (REASI)
Common, Agreed-upon Definition of Effective Teaching

- Smarter Decisions About Who Teaches MCS Students
- Improved Support for and Utilization of Teachers
- Improved Context for Teaching – Create Enabling Conditions to Foster Better Teaching
- Increased Number and Distribution of Effective Teachers
- Increased Number and Percent of Students with Effective Teachers
- Dramatically Improved Student Achievement
- Improved Life Opportunities and Improved Community for the City of Memphis
The Challenge And Opportunity
Why Teacher Effectiveness Matters

Elementary School (Rank #1)

Elementary School (Rank #82)

Individual Teachers

District 42 93 117 187 434 2,261
Rank 6 2,318

District 6 877 2,137 2,229 2,307 2,341
Rank 2,343

Getting an effective teacher cannot be a “lottery ticket” for
MCS youth even in our better schools
Teacher Effectiveness Measure (TEM)

MCS Teacher Effectiveness Measure (TEM)

- Growth (Value-Added) 35%
- Observation of Practice 35%
- Teacher Knowledge 15%
- Stakeholder Perceptions 15%

The TEM enables MCS to pursue our other Teacher Effectiveness Strategies:
- Tenure, Dismissal, Retention Bonuses, Differentiated Roles and Compensation
Teacher Effectiveness Initiative

Overview of Specific Initiatives

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<th>Strategy 1</th>
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- Create new Teacher Effectiveness Measure (TEM) based on:
  - Growth in student learning
  - Observation of practice
  - Content and pedagogical knowledge
  - Stakeholder perceptions

- Rapidly build capacity to improve recruitment and hiring of “high potential” teachers
- Raise the bar and improve the process for granting tenure
- Increase the retention of effective teachers early in careers
- Increase turnover of the most ineffective teachers

- Improve the teacher evaluation process
- Connect professional support to individual need
- Differentiate career paths based on performance and accomplishment
- Compensate for differentiated roles and performance – individuals and groups
- Strategically place our best teachers - within and between schools

- Improve principal leadership capacity
- Improve school culture to create conditions that foster effective teaching and learning
- Develop a new technology platform that will support the data-driven decision-making
Teacher Effectiveness Initiative

Year 1 Accomplishments

Strategy 1: Definition of Effective Teaching
- Exceeded expectations for Gates MET Phase I Research
- Collected data components for TEM 1.0 Prototype
- Conducted district-wide TVAAS training

Strategy 2: Smarter Decisions About Who Teaches
- Staffed 95% of Striving School Zone vacancies early
- Collaborated with MEA to launch Tenure Working Group comprised of teachers, principals and staff

Strategy 3: Better Support, Utilize, & Compensate Teachers
- Conducted district-wide survey and focus groups on evaluation process
- Collaborated with MEA to launch Teacher Evaluation Working Group comprised of teachers, principals and staff

Strategy 4: Improved Context for Effective Teaching
- Efficacy Institute training and Envoy Program developed
- Convened Principal working group to develop recommendations for TEI capacity building

Overarching Strategies
- District Initiatives to Support All Strategies
  - MCS Foundation secured commitments for more than half of local match
  - TEI played central role in First to Top win
  - Deepened engagement with strategic outside partners
<table>
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<th>Year 2 Priorities</th>
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<tr>
<td><strong>Strategy 1:</strong></td>
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<td>Definition of Effective Teaching</td>
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<td>Improves the teacher evaluation process</td>
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<td>Executes on the objectives of the Gates Research Plan (MET Project)</td>
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<td>Conducts intensive training of MCS teachers and principals to improve awareness and understanding of how the TEM will work (value-added metrics and other TEM components)</td>
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<td>Develops and implements each component of the TEM</td>
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<td>Connects professional support opportunities to individual need</td>
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<td>Hires staff to support TEI</td>
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<td>Develops a new technology platform that will support information-driven decision-making that is crucial to TEI success</td>
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<td>Expands TEI communications strategy</td>
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