



Santa Fe Teacher and School Leader Performance and Compensation

District-wide shared accountability through a balanced approach to performance management

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Outline

- Santa Fe context
- Incentives as part of an aligned system
- What do incentives look like in SFPS?
- How can the three tier system be better aligned?



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Context

Santa Fe one of the fastest improving districts in New Mexico.



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Santa Fe Context

- **Proficiency**
 - Increased the overall percentage of students scoring at the proficient and advanced levels in both reading (46.5% in 2012 to 47.6% in 2014) and math (34.6% to 36.1%), yielding the highest scores in both subject areas since the inception of the current NM Standard Based Assessment and reducing the performance gap between SFPS and the state as a whole to its lowest level ever
 - Increased overall reading proficiency (30.8% to 33.9%) and math proficiency (18.6% to 21.9%) within designated, chronically underperforming schools on the state assessment, reducing the performance gap between designated Transformation Zone schools and the district overall in both subject areas (2012 to 2014)
- **Extended Learning**
 - Expanded learning opportunities for the district's youngest students by quadrupling the number of pre-K seats available in district-run, non-charter schools (80 seats in 2012 to 365 in 2014)
 - Increased the number of students participating in the K-3+ summer program from less than 300 to over 1000 (2012 to 2014)



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Santa Fe Context

- **College Readiness**
 - Reduced the districtwide student dropout rate from 6.0% to 2.8%, resulting in the lowest overall dropout rate in the past decade (NMPED dropout calculations, 2011-2012 to 2012-2013)
 - Increased the number of high school students enrolled in Advanced Placement (AP) courses by 16% and the number of students earning a passing score on AP exams by 42% in district-run, non-charter schools (2012 to 2014, district enrollment and College Board reports)
 - Increased the average score on the ACT by 1.0 points (ACT College Readiness Letter, 2014)
- **Community Engagement**
 - Increased the percentage of parents responding to the Quality of Education survey from 34% to 66% within district-run, non-charter schools (2011-2012 to 2013-2014), and established a process for including community input as part of administrators' evaluations
- **Teacher Pay**
 - Increased salaries for NEA-represented employees for two consecutive years with average increases exceeding legislated minimums and ranking among the highest in the state (6% average total pay increase, 2013 and 2014)



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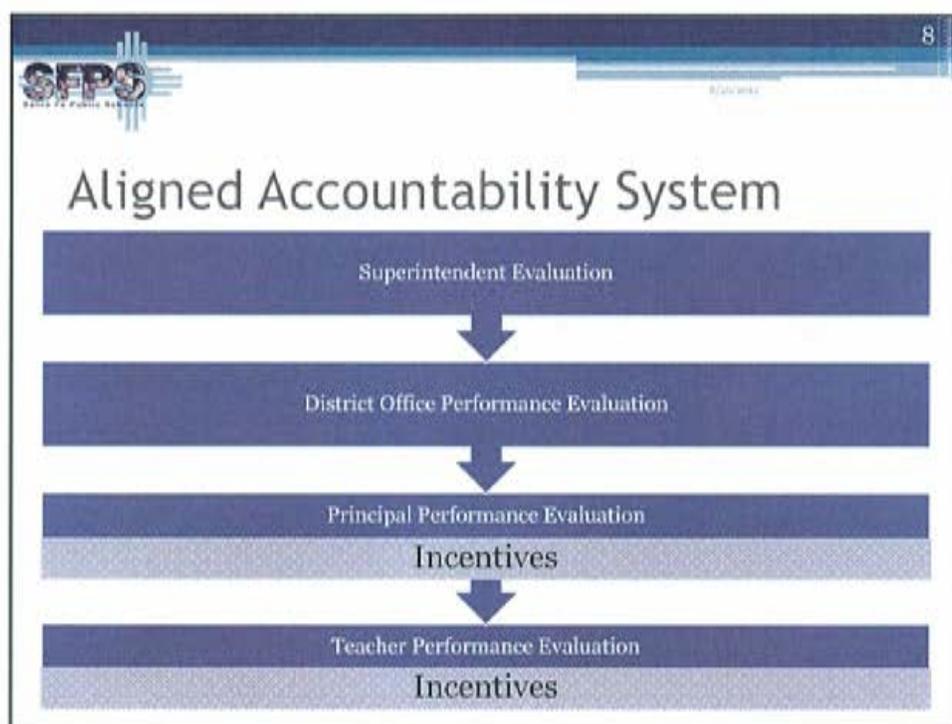
Incentives as part of an aligned system

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Our Core Beliefs

- A high quality education is a fundamental civil right of every child in our schools.
- Teaching and learning are at the core of our work. Everything we do must be in support of what happens in the classroom.
- Parents are our partners. They are our students' first and best teachers.
- There is no silver bullet to improving our schools. Putting every child on a path to college requires hard and steady work, each and every day.
- **Every adult in the system is responsible for the academic success of our children.**





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What does Incentive pay look like in Santa Fe Public Schools?



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Incentive Pay Decisions

- **Alignment**
 - Using measures from evaluation
- **Immediacy**
 - Measured / evaluated multiple times each year
- **Monetary Significance**
 - Large enough to matter
- **Need**
 - Addresses strategic goals
- **Budget**
 - Uses a system like the SEG to ensure expenditure of exactly and only the amount of budget allocated
 - Desired outcomes are assigned a unit amount, which is multiplied by the final unit value



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Existing Incentives

- **Purpose:** encourage staff to accomplish a strategic goal
- **Sometimes called stipends**
 - Early commitment
 - Fully staffed school
 - Early notification of separation
 - Special education certification
 - Classroom Fellows
 - Bus driver recruitment
 - Perfect attendance
 - TESOL / Bilingual
 - Lead teacher
 - Coaching
- **Results:**
 - Fewest vacancies in recent history



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Incentive Pay Pilot: Teacher

- **Based on Growth**
- **Aligned with Teacher Evaluation System**
 - Interim Assessments
 - Observations
- **Aligned with Principal Evaluation System**
 - Student Attendance
 - Quality of Education Survey



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Incentive Pay Pilot: Principal

- **Based on Growth**
- **Aligned with Principal Evaluation System**
 - Student Achievement Growth
 - Interim Assessments
 - Achievement Index
 - Similar schools ranking from A-F
 - Community Satisfaction
 - Quality of Education Survey
 - Instructional Leadership
 - Staff Perception
 - Operations Management
 - Special Education Compliance
 - Student Attendance



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How can the three tier system be better aligned?



3 Tier Licensure Alignment

- Reduce time requirements for advancement
 - Improve recruitment of teachers and leaders
- Future advancement based on “good teaching” instead of dossier paperwork
 - What is “good teaching”?

Santa Fe Public Schools

AMONG THE *Fastest Improving* School Districts In New Mexico

In 2012, SFPS set out to become the best school district in the state. Through bold system-wide change, in just two years, the district has already made historic progress toward achieving that goal.

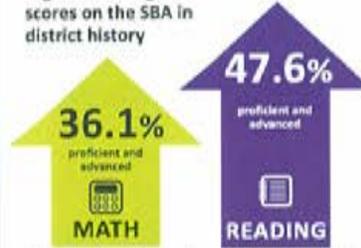
SANTA FE + NEW MEXICAN

“Santa Fe is making real the promise that every child has the opportunity to learn and succeed...[the numbers] show forcefully that Santa Fe students are moving in the right direction.”

August 3, 2014

Increased Student Achievement

Highest reading and math scores on the SBA in district history



SFPS student learning gains outpaced the state as a whole in 2014.



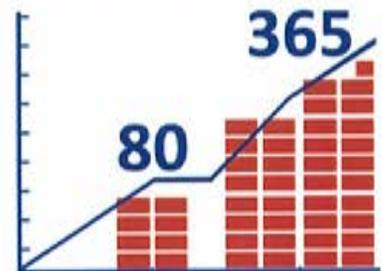
Narrowed the Achievement Gap

between current English Language Learners and the overall student population



English Language Learners in SFPS now outperform their counterparts across the state on the Standards Based Assessment (SBA).

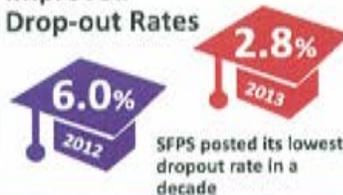
Increased Early Learning Opportunities



SFPS more than quadrupled the number of pre-K seats in just two years.



Improved Drop-out Rates



SFPS posted its lowest dropout rate in a decade

Increased Advanced Placement (AP) Success



Increased the number of high school students enrolled in AP courses by 16%

Increased the number of students earning a passing score on AP exams by 42%



More Families are Now Choosing SFPS than Ever Before



Overall district-wide enrollment now exceeds 14,000 students.

Increased Parental Involvement



PARENTS SERVED THROUGH THE PARENT ACADEMY

World-Class City. World-Class Schools.



Escuelas Públicas de Santa Fe

ENTRE LOS

Más Rápidos en Mejorar

Dentro los Distritos Escolares en Nuevo México

En 2012, SFPS se propuso llegar a ser el mejor distrito escolar del estado. A través de un cambio atrevido y a lo largo del sistema, en sólo dos años, el distrito ya ha obtenido progresos históricos con la mira de alcanzar esa meta.

SANTA FE  NEW MEXICAN

“Santa Fe está haciendo real la promesa de que cada niño tenga la oportunidad de aprender y triunfar... (los números) muestra claramente de que los estudiantes de Santa Fe se están moviendo en la dirección correcta.”

3 de agosto, 2014

Aumentó el Aprendizaje Estudiantil

Los puntajes más altos en lectura y matemáticas de SBA en la historia del distrito.



Las ganancias en el aprendizaje de los estudiantes superaron al estado por completo en 2014.



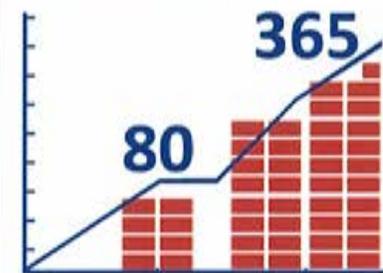
Cerrando el Espacio de Logros

entre los actuales Aprendices del Lenguaje Inglés y la población en general de estudiantes



Aprendices del Lenguaje Inglés en SFPS superaron a sus comparativos a través del estado por primera vez en la Prueba Estatal (SBA).

Mejorando las Oportunidades de Aprendizaje Temprano



SFPS cuadruplicó el número de asientos Pre-escolares en solo dos años.



Mejoramiento del número de alumnos que dejan la escuela



La tasa de deserción más baja de la década.

Incremento de Triunfo en Ubicación Avanzada (AP)



Incrementó el número de estudiantes de prepa que se inscribieron a cursos AP en un 16%

Incrementó el número de estudiantes ganando un puntaje para pasar los exámenes AP por un 42%



Más familias eligen SFPS para la educación de sus hijos como nunca.



La inscripción en general del distrito ahora excede 14,000 estudiantes.

Aumentó la Participación Paternal



FAMILIAS SERVIDAS POR LA ACADEMIA DE PADRES

Ciudad de Clase Mundial. Escuelas de Clase Mundial.

