



Immediate Action Steps Addressing the Recommendations of Teacher Effectiveness Task Force

April 27, 2010

The single most important issue for this school district is to ensure every classroom is led by an effective teacher, every school is led by an outstanding leader, and there is a team of excellent support personnel. National research highlights the impact effective teachers have on our students. It is critical that we celebrate our educators who are already excelling, and support and develop all employees along their respective career paths. From this point forward, employee effectiveness must be our collective priority.

I thank our parents, students, staff, collective bargaining partners, and community for the courageous work they did on the Task Force recommendations. The majority of the recommendations received broad support. To move that work forward, we as a District must commit to the items below. It is also noteworthy that many of these efforts align with the LA Compact, a set of commitments to our students made by our District, our collective bargaining partners, the higher education community, the United Way, the City of Los Angeles, and the LA Chamber of Commerce.

By Fall 2016, we will have an effective teacher in every classroom and an effective principal leading every school.

Performance and Quality Matters at All Levels

I have asked staff I work with and the leadership at all Local District Offices to work with the Chief Human Resources Officer and the Chief Academic Officer to develop a multi-measure evaluation system that focuses on how our efforts support student learning. This work will be completed by the end of the summer so that we can model the evaluation process for all employees (*Administrator Evaluation Recommendation #5*).

Addressing Teacher and Administrator Evaluation

I propose a convocation be held this June with representatives from our teacher and principal ranks, our collective bargaining partners, our Local District leadership, and local institutes of higher education to develop common language, expectations, and accountability around effective Teaching & Learning and School Leadership. At this convocation, we will work to develop Teaching & Learning and School Leadership Frameworks and observation rubrics that will anchor teacher and administrator reviews within the 2010-2011 school year (*Teacher Evaluation Recommendation #1, Administrator Evaluation Recommendation #1 & #4*).

Starting next school year, we will pilot a multi-measure evaluation system for teachers and school leaders (*Teacher Evaluation Recommendation #1, Administrator Evaluation Recommendation #2*).

- We have several funding opportunities that will allow us to partner with our unions to actively try new models of evaluation, support, compensation, career development and placement. These include the following:
 - The Teacher Incentive Fund: Final grant requirements are forthcoming.
 - School Improvement Grants: Due June 1 with funding levels approaching \$100 million over three years.
- By July, we will empanel a technical advisory group of leading researchers on measuring educator effectiveness to advise us on research-based approaches as we build toward taking these systems District-wide. (The panel will be formed mainly by members of our LA Education Research Consortium in alignment with our LA Compact).

Recognizing Excellence through Differentiated Compensation

Based on the work of our Leadership Training Academy, we are already on target to create a new career ladder opportunity for our teachers – to become Teacher Leaders. Our first cohorts will start training this fall (*Differentiated Compensation Recommendation #1 and Support Mechanisms Recommendation #1*).

We are pleased to announce our participation in the Talent Sharing Initiative – a national research project funded by the Department of Education that measures the impact of offering effective teachers financial incentives to teach in high-needs schools. This fall, 10 to 15 teachers will participate in this initiative (*Differentiated Compensation Recommendation #3*).

Further, we are closely watching recently proposed legislation (e.g., Senate Bill 955) which seeks to address protecting our most needy schools. I think we can all agree that we need a better approach than the one afforded to us currently by California law – one that allows us to look at measures other than seniority in active partnership with our labor partners (*Differentiated Compensation Recommendation #3, Legislative Recommendation #4*).

Finally, the recently released School Improvement Grant guidelines and the Teacher Incentive Fund guidelines call out direct rewards for improving student achievement and increasing graduation rates as a required strategy. Now is the time for us to lead; now is the time for us to create the LAUSD way of implementing these strategies. We need to find additional ways to celebrate the thousands of excellent educators who go above and beyond to accelerate learning for all of our students (*Differentiated Compensation Recommendation #4*).

Reforming Tenure

In LAUSD, any probationary teacher up for permanency will need an active and affirmative statement of support from their supervising administrator and Local District Superintendent to receive tenure (*Tenure Recommendation #1*).

We will support legislative efforts to change the tenure decision point from March 15 to June 15 (*Tenure Recommendation #3*).

Starting this summer, we are training all of our site administrators on fairly and expeditiously evaluating, and documenting and pursuing dismissal for persistent poor performers (*Tenure Recommendation #4, Support Mechanisms Recommendation #5*).

Supporting Educator Development

By January 2011, every teacher and every administrator will be invited to develop individual growth plans tied to areas of strength and of needed development based on the Teaching & Learning or School Leadership Framework. (*Evaluation Recommendation #4, Differentiated Compensation Recommendation #2, Support Mechanisms Recommendation #4*).

Effective July 1, all educator support and development programs will align their offerings and curricula to the common language and expectations contained in our Teaching & Learning and School Leadership Frameworks (*Support Mechanisms Recommendations #2, #3 & #4*).

A Comprehensive Legislative Agenda in Support of Teacher and School Leader Effectiveness

We will ask our Government Relations team to do an analysis of pending legislation that relates to these recommendations and to develop a comprehensive legislative agenda and corresponding strategy that supports our efforts to ensure an effective teacher in every classroom and an outstanding leader at every school.

- With conceptual agreement from our partners, we will support extending the probationary period for teachers in the current legislative session.
- For next year's session, we will study and consider the other recommendations of the Task Force.

Developing a Three-Year Strategic Plan for Employee Effectiveness

In the next month, we will develop a three-year strategic plan for educator effectiveness that will result in achieving our vision of an effective teacher in every classroom and an outstanding leader in every school. We will learn from this work and expand on it for all LAUSD employees.