A Professional Model of Teaching

Conditions for Learning

David Bell
Chief Human Resources Officer

December 18, 2019
CONVERSATION STRUCTURE

1. What are we trying to do?
2. How are we trying to do it?
3. At any given moment, how will we know if we’re on track?
4. If we’re not on track, what are we going to do about it?
ACADEMIC INDICATORS

- SAT MATH/READING & WRITING: 560/560
- 7-YEAR COMPLETION: 97%
- 7-YEAR GRADUATION RATE: 95%
- 4-YEAR GRADUATION RATE: 90%
- 7th GRADE LITERACY/MATH (CMAS): 60%/50%
- 3rd GRADE LITERACY/MATH (CMAS): 60%/60%
- K-3rd GRADE LITERACY (at or above DIBELS benchmark): 90%
CONDITIONS FOR LEARNING
Scale and provide quality learning equitably to every student
Tactic 1: Professional Model of Teaching
Tactic 2: High Expectations
Tactic 3: Commitment to Equity
Tactic 4: Educator Learning

READINESS FOR LEARNING
Remove barriers to learning and ensure every student comes to school ready to learn
Tactic 1: Schools as Community Hubs
Tactic 2: Social-Emotional Supports
Tactic 3: Expand Early Childhood Education Quantity and Quality
Tactic 4: Family and Community Engagement
CONVERSATION STRUCTURE

1. What are we trying to do?

2. How are we trying to do it?

3. At any given moment, how will we know if we’re on track?

4. If we’re not on track, what are we going to do about it?
Theory of Action:
IF we implement school-specific criteria, and attract, hire and retain educators
THEN all Jeffco schools will have classroom teachers prepared to transform student task.

SMART Goal #1:
Recruitment
By 2021 the average number of highly-matched applicants by school-specific criteria for each classroom teacher job opening will be a minimum 10:1 (10 candidates to 1 opening)
Theory of Action:
IF we implement school-specific criteria, and attract, hire and retain educators
THEN all Jeffco schools will have classroom teachers prepared to transform student task.

SMART Goal #2: Selection/Hiring
By 2021/22 the average Jeffco starting classroom teacher step placement (average step placement of all hires in a single year) will increase by one-half step
Theory of Action:
IF we implement school-specific criteria, and attract, hire and retain educators
THEN all Jeffco schools will have classroom teachers prepared to transform student task.

SMART Goal #3: Compensation
By 2021/22 the average classroom educator salary will be within 5% of similar front range districts.
Theory of Action:
IF we implement school-specific criteria, and attract, hire and retain educators
THEN all Jeffco schools will have classroom teachers prepared to transform student task.

SMART Goal #4: Retention
By 2021 Jeffco will have less than 10% turnover rate of ongoing classroom teachers
## MILESTONES

<table>
<thead>
<tr>
<th>Milestone 2018-19</th>
<th>Timeframe</th>
<th>Milestone 2019-20</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Specific Criteria</td>
<td>Hiring for 19/20</td>
<td>School Specific Criteria</td>
<td>ongoing</td>
</tr>
<tr>
<td>Postings, Descriptions</td>
<td>Hiring for 19/20</td>
<td>Postings, Descriptions</td>
<td>ongoing</td>
</tr>
<tr>
<td>New Hire Credit - last increase</td>
<td>Hiring for 19/20</td>
<td>Selection Advisory Group</td>
<td>developing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Diversity Recruit Team(s)</td>
<td>developing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stayer Survey</td>
<td>developing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exit Interviews- hard to fill</td>
<td>Jan 2020</td>
</tr>
</tbody>
</table>
# LEADING INDICATORS

Turnover rate of non-probationary and probationary teachers; all schools and Title I schools

<table>
<thead>
<tr>
<th>Departing Year</th>
<th>Non-Probationary All Schools</th>
<th>Probationary All Schools</th>
<th>Non-Probationary Title I Schools</th>
<th>Probationary Title I Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>9%</td>
<td>13%</td>
<td>9%</td>
<td>17%</td>
</tr>
<tr>
<td>2017-18</td>
<td>10%</td>
<td>11%</td>
<td>14%</td>
<td>13%</td>
</tr>
<tr>
<td>2018-19</td>
<td>9%</td>
<td>10%</td>
<td>9%</td>
<td>16%</td>
</tr>
</tbody>
</table>
## LEADING INDICATORS

**Staffing and Hiring Educators of Color (Race/Ethnicity)**
- **Percent of staff or new hired**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17 (fall) (actual district overall)</td>
<td>9.1%</td>
</tr>
<tr>
<td>2017-18 (fall) (actual district overall)</td>
<td>9.0%</td>
</tr>
<tr>
<td>2018-19 (fall) (actual district overall)</td>
<td>9.1%</td>
</tr>
<tr>
<td>2019-20 Hiring (actuals)</td>
<td>15.4%</td>
</tr>
<tr>
<td>2019-20 (fall) (actuals district overall)</td>
<td>TBD</td>
</tr>
</tbody>
</table>
ARTIFACTS
ARTIFACTS

• Candidate Self-Assessment Criteria
• District Required criteria
  ○ High Expectations for Learning
  ○ Classroom Management
  ○ Instructional Knowledge
  ○ Content Knowledge
  ○ Focus on development of authentic task and authentic learning
ARTIFACTS

- **Candidate Self-Assessment Criteria**
- **Top selected additional criteria**
  - Describe self as Collaborator
  - Describe self as Team Player
  - Experience with Contributing to building a positive school environment
  - Proficiency in Differentiation
  - Proficiency in Lesson design
  - Experience in Restorative Practices
ARTIFACTS

Pilot Program Participating School

• School Specific Criteria Pilot moved to full system implementation
• Pilot school hired 5 educators; 3 remain in the school, 2 others now in other Jeffco schools
• Criteria remained in place for second year
• Refinements made in linking resume review, interview question measurement, demonstration measurement, and observations to the school specific criteria
ARTIFACTS

Pilot Program Participating School

- New staff in 2019-20 hired with school specific criteria
  - From other Jeffco Schools, other district, and new to profession
- Average candidates per posting: 78
- Average candidates highly matched (90%+): 33 (42% of candidates)
ARTIFACTS

Pilot Program Participating School
• Risk Taker, Inovator, Collaborative Team Player
• Inquisitive, Leader
• Culturally sensitive/aware, commitment to equity,
• Experience with 1:1 computing, restorative practices, project based learning, student from poverty, at-risk schools, comfort in inclusive classrooms
• Joyful, reflective, growth mindset, community driven, “a whatever it takes” mentality
CONVERSATION STRUCTURE

1. What are we trying to do?
2. How are we trying to do it?
3. At any given moment, how will we know if we’re on track?
4. If we’re not on track, what are we going to do about it?
SMART Goal #1: Recruitment
By 2021 the average number of highly-matched applicants by school-specific criteria for each classroom teacher job opening will be a minimum 10:1 (10 candidates to 1 opening)
School-Specific Criteria

- Determine definition of highly-matched candidate
  - Self-assessed scoring measured at 80%, 85%, 90%
  - For Smart Goal 2019-20, we used 90%
- Candidates
  - 55% of our candidates self-assessed at 90% or greater
  - 52% of our candidates in Title 1 schools self-assessed at 90% or greater
- Refinement with schools
  - Some use district-only, some use large volume
- NEXT: Advanced Use of Criteria - Selection Process
SMART Goal #2: Selection/Hiring
By 2021/22 the average Jeffco starting classroom teacher step placement (average step placement of all hires in a single year) will increase by one-half step.
## Educator Salary Schedule 2019/2020

Step numbers are for easy reference and do not correlate with years of service.

<table>
<thead>
<tr>
<th>Step</th>
<th>Lane 1 Bachelor's Degree*</th>
<th>Lane 2 Master's Degree</th>
<th>Lane 3 BA + 60 Graduate Credits** Must Include Master's Degree</th>
<th>Lane 4 BA + 75 Graduate Credits** Must Include Master's Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$42,014</td>
<td>$45,794</td>
<td>$47,210</td>
<td>$49,752</td>
</tr>
<tr>
<td>2</td>
<td>$42,853</td>
<td>$46,710</td>
<td>$49,476</td>
<td>$52,240</td>
</tr>
<tr>
<td>3</td>
<td>$43,711</td>
<td>$47,645</td>
<td>$51,827</td>
<td>$54,747</td>
</tr>
<tr>
<td>4</td>
<td>$45,677</td>
<td>$50,074</td>
<td>$54,237</td>
<td>$57,211</td>
</tr>
<tr>
<td>5</td>
<td>$47,664</td>
<td>$52,578</td>
<td>$56,705</td>
<td>$59,500</td>
</tr>
<tr>
<td>6</td>
<td>$49,690</td>
<td>$55,103</td>
<td>$59,285</td>
<td>$61,880</td>
</tr>
<tr>
<td>7</td>
<td>$51,758</td>
<td>$57,732</td>
<td>$61,957</td>
<td>$64,359</td>
</tr>
<tr>
<td>8</td>
<td>$53,518</td>
<td>$60,156</td>
<td>$64,560</td>
<td>$66,934</td>
</tr>
<tr>
<td>9</td>
<td>$55,284</td>
<td>$62,623</td>
<td>$67,206</td>
<td>$69,276</td>
</tr>
<tr>
<td>10</td>
<td>$57,054</td>
<td>$65,066</td>
<td>$69,828</td>
<td>$71,700</td>
</tr>
<tr>
<td>11</td>
<td>$58,822</td>
<td>$67,603</td>
<td>$72,551</td>
<td>$74,138</td>
</tr>
<tr>
<td>12</td>
<td>$60,587</td>
<td>$69,970</td>
<td>$74,872</td>
<td>$76,511</td>
</tr>
<tr>
<td>13</td>
<td>$62,404</td>
<td>$71,019</td>
<td>$75,920</td>
<td>$77,965</td>
</tr>
<tr>
<td>14</td>
<td>$63,653</td>
<td>$72,012</td>
<td>$75,831</td>
<td>$79,135</td>
</tr>
<tr>
<td>15</td>
<td>$64,862</td>
<td>$73,071</td>
<td>$77,677</td>
<td>$80,034</td>
</tr>
<tr>
<td>16</td>
<td>$66,029</td>
<td>$73,970</td>
<td>$78,521</td>
<td>$80,724</td>
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<tr>
<td>17</td>
<td>$67,153</td>
<td>$74,868</td>
<td>$79,393</td>
<td>$81,650</td>
</tr>
<tr>
<td>18</td>
<td>$68,126</td>
<td>$75,756</td>
<td>$80,188</td>
<td>$82,185</td>
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<tr>
<td>19</td>
<td>$69,251</td>
<td>$76,665</td>
<td>$80,990</td>
<td>$82,924</td>
</tr>
<tr>
<td>20</td>
<td>$70,280</td>
<td>$77,545</td>
<td>$81,800</td>
<td>$83,671</td>
</tr>
<tr>
<td>21</td>
<td>$71,345</td>
<td>$78,438</td>
<td>$82,619</td>
<td>$84,423</td>
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<tr>
<td>22</td>
<td>$72,342</td>
<td>$79,340</td>
<td>$83,443</td>
<td>$85,183</td>
</tr>
<tr>
<td>23</td>
<td>$73,355</td>
<td>$80,135</td>
<td>$84,280</td>
<td>$85,949</td>
</tr>
<tr>
<td>24</td>
<td>$74,383</td>
<td>$80,935</td>
<td>$85,122</td>
<td>$86,722</td>
</tr>
<tr>
<td>25</td>
<td>$75,424</td>
<td>$81,745</td>
<td>$85,972</td>
<td>$87,503</td>
</tr>
<tr>
<td>26</td>
<td>$76,178</td>
<td>$81,745</td>
<td>$85,972</td>
<td>$88,290</td>
</tr>
<tr>
<td>27</td>
<td>$76,178</td>
<td>$81,745</td>
<td>$85,972</td>
<td>$89,086</td>
</tr>
<tr>
<td>28</td>
<td>$76,178</td>
<td>$81,745</td>
<td>$85,972</td>
<td>$89,887</td>
</tr>
<tr>
<td>29</td>
<td>$76,178</td>
<td>$81,745</td>
<td>$85,972</td>
<td>$90,696</td>
</tr>
</tbody>
</table>

Positions with 191 work days - add 3.24% to the base compensation.
Positions with 195 work days - add 5.41% to the base compensation.

*Includes non-BA educators with appropriate industry credentials teaching in Warren Technical
**Quarter hours converted to semester hours at rate of 0.67.
SMART Goal #3: Compensation

By 2021/22 the average classroom educator salary will be within 5% of similar front range districts
District Compensation

- Jeffco sits at 8.0% under the comparable market average (metro districts)
- Average: $67,641
- In rank of 7 districts, we are 5th of 7
- Jeffco is $16,946 under the highest district
- Jeffco is $3,367 over the lowest district

<table>
<thead>
<tr>
<th>District</th>
<th>Ave Teacher Pay 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder Valley</td>
<td>$79,166</td>
</tr>
<tr>
<td>Cherry Creek</td>
<td>$74,626</td>
</tr>
<tr>
<td>Littleton</td>
<td>$70,219</td>
</tr>
<tr>
<td>Adams 12</td>
<td>$63,508</td>
</tr>
<tr>
<td>Jeffco*</td>
<td>$62,220*</td>
</tr>
<tr>
<td>Douglas</td>
<td>$59,471</td>
</tr>
<tr>
<td>Denver</td>
<td>$58,853</td>
</tr>
</tbody>
</table>
District Compensation

- Current 2019-20 Starting Salary from posted salary schedules
- Jeffco sits at 2.5% under the comparable market average (metro districts)
- Average: $43,059
- Jeffco is $5,573 under the highest district
- Jeffco is $3,014 over the lowest district

<table>
<thead>
<tr>
<th>District</th>
<th>Start Teacher Pay 2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder Valley</td>
<td>$47,587</td>
</tr>
<tr>
<td>Denver</td>
<td>$45,800</td>
</tr>
<tr>
<td>Adams 12</td>
<td>$44,000</td>
</tr>
<tr>
<td>Jeffco</td>
<td>$42,014</td>
</tr>
<tr>
<td>Cherry Creek</td>
<td>$41,845</td>
</tr>
<tr>
<td>Littleton</td>
<td>$41,168</td>
</tr>
<tr>
<td>Douglas</td>
<td>$39,000</td>
</tr>
</tbody>
</table>
SMART Goal #4: Retention
By 2021 Jeffco will have less than 10% turnover rate of ongoing classroom teachers

Trajectory:

Classroom Teacher Turnover

- Expected Trajectory
- Actual Trajectory
- Goal

Year:
- 2012-13
- 2013-14
- 2014-15
- 2015-16
- 2016-17
- 2017-18
- 2018-19
- 2019-20
- 2020-21
- 2021-22
# IMPLEMENTATION HEAT MAP

<table>
<thead>
<tr>
<th>Planning</th>
<th>Capacity</th>
<th>Evidence of progress</th>
<th>Likelihood of success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Good</strong></td>
<td><strong>Problematic</strong></td>
<td><strong>Mixed</strong></td>
<td><strong>Mixed</strong></td>
</tr>
<tr>
<td>Highly problematic – requires urgent and decisive action</td>
<td>Problematic – requires substantial attention, some aspects need urgent attention</td>
<td>Mixed – aspect(s) require substantial attention, some good</td>
<td>Good – requires refinement and systematic implementation</td>
</tr>
</tbody>
</table>
SUCCESSES

• Recruitment events in Spring 2019, planning in 2020
• System rollout with new descriptions and school-specific criteria for candidates
• Schools hired with criteria factors in recruitment system, at the candidate level
• PEBC Boettcher Resident Teacher placements (8) and student teacher program development (~100), including multiple support events for student teachers from HR and Teacher Learning
CONVERSATION STRUCTURE

1. What are we trying to do?

2. How are we trying to do it?

3. At any given moment, how will we know if we’re on track?

4. If we’re not on track, what are we going to do about it?
CHALLENGES

- Available dollars for compensation
- Currently, no future negotiated changes to hiring salary placement
- Modifying school-specific criteria quickly and accurately, as school needs change
- Linking quality selection process to selection criteria, at scale
RESOURCES REQUIRED

- Tools to encourage retention in high turnover schools, such as master teacher compensation or retention incentives
- Development and implementation of Stayer Survey, year over year
- Staff availability for support of improved selection processes, maintenance of dynamic systems updates, and on-the-ground attraction/recruitment
QUESTIONS?
BOARD OF EDUCATION ENDS

Ends 1- Engaging Climate and Culture
Every school and the district will have an engaging climate and culture that:

● Ensures a safe, caring and engaging environment for students, staff and families.
● Values the diversity of all students, staff and families.
● Supports the social, emotional and physical wellness for students and staff.
● Encourages family and community engagement to support, enhance and maximize learning.
● Provides opportunities to develop civic and global engagement within and outside of the school setting.

With the expectation that:

● Every student will develop life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-Direction and Personal Responsibility competency).
● Every student will be a responsible and engaged member of the community (Civic and Global Engagement competency).
Ends 2- Career, College and Life Aspiration Connections

Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:

- Provide effective teaching and measurement of rigorous student learning expectations.
- Provide access to and opportunity for multiple learning pathways aligned to student needs and interests.
- Ensure the development of academic confidence through self-direction and personal responsibility skills.
- Use relevant measures to track progress and communicate meaningful results to students and families.
- Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students needs.

With the expectation that:

- Every student will demonstrate a year or more of growth on their way to mastery of Colorado Academic Standards (Content Mastery competency).
- Every student will be able to apply and transfer learning across disciplines and real world contexts (Critical Thinking and Creativity competency).
- Every student will have the opportunity and expectation to demonstrate leadership attributes.
- Every student will communicate effectively in a variety of formats and situations (Communication competency).
BOARD OF EDUCATION ENDS

Ends 3- Learning Systems and Leadership
Every school and the district will have effective learning systems and shared leadership that:

- Provide high quality core instructional practices, interventions and enrichments.
- Ensure that there is an effective teacher in every classroom and an effective principal in every school.
- Provide high quality professional development and professional growth support structures.
- Develop high quality leaders through leadership development for teachers, staff, administrators, students and families.
- Utilize continuous improvement processes that incorporate problem-solving approaches to reduce or eliminate root causes of student performance challenges.
- Ensure the success of diverse learners through evidence-based resource allocation that matches resources to need.

With the expectation that:

- Every student will be taught by a highly skilled teacher and caring staff.
- Every student will be taught in a high performing school led by strong leadership.
- Every student will receive the skills, support and educational opportunities needed to achieve his or her full potential.