



Our Students. Their Moment.

# **Strengthening Teacher and Leader Effectiveness to Address Student and Talent Management Needs**

**NYSCEA 2015**

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# Agenda

- **Overview of the Strengthening Teacher and Leader Effectiveness (STLE) Grant Programs**
- **Summary of NYS Career Ladder Pathways**
- **Review of promising practice coming from STLE**
- **Reminder of potential future funding**
- **Walkthrough of available resources**
- **Time for questions and answers**

# STLE Grantees





# Overarching Purpose of the Strengthening Teacher and Leader Effectiveness (STLE) Grants

## The Teacher Leader Effectiveness (TLE) Continuum



## With a Special Emphasis on High Needs Students

- Eligible applicants had at least 25% of students from low-income families
- English Language Learners (ELLs)
- Students With Disabilities (SWDs)
- Advancing student learning in Science, Technology, Engineering and Mathematics (STEM) disciplines
- Improving the equitable access to effective and highly effective educators within schools and across districts with different levels of academic and economic need

# New York State Career Ladder Pathways



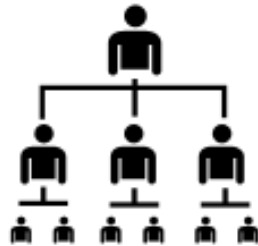
- **Career ladder pathway:** a systematic, coordinated approach to provide new and sustained leadership opportunities with additional compensation, recognition, and/or job-embedded professional development for teachers and administrators in order to advance excellent teaching and learning.
- **Educator Leaders:** recognized effective and highly effective teachers and administrators that address the emergent needs of students, teachers, and/or administrators to increase student achievement through established leadership roles that bear additional roles and responsibilities outside traditional requirements.

Watch and listen to [“What is a Teacher Leader?”](#) to see how educators across New York State define teacher leadership.

# Career Ladder Pathway Research and Models

## Prepare and Recruit

*Cambridge CSD*  
(STLE 1,2, & D)



Leadership  
Candidates

## Develop

*Huntington UFSD*  
(STLE 1 & 2)



Teacher on  
Special  
Assignment

## Retain

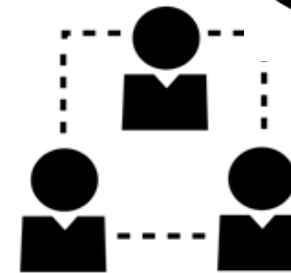
*Greece Central SD*  
(STLE 1, 2, & D)



Teacher Leader

## Ensure Equitable Access

*Syracuse City SD*  
(STLE 1 & 2)

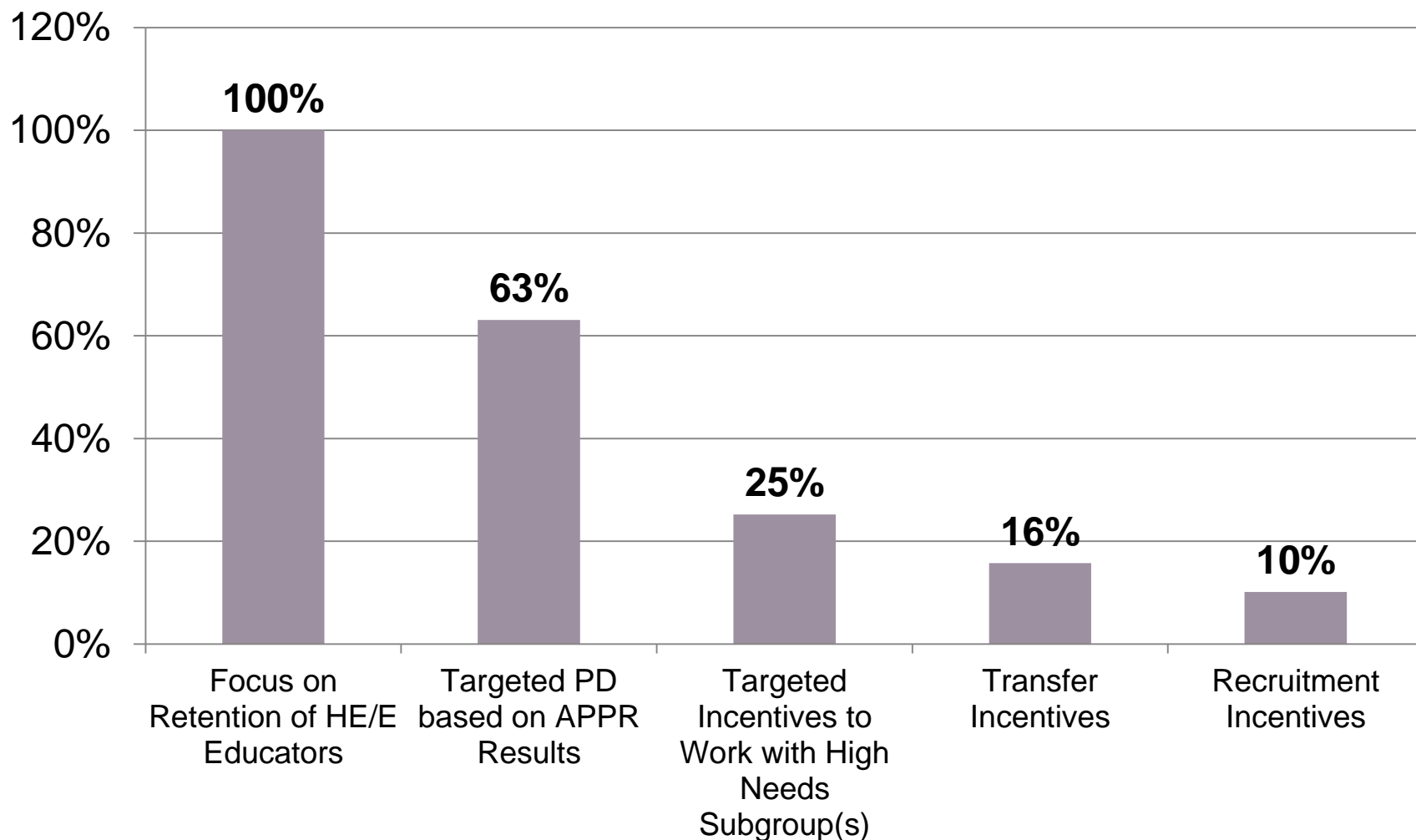


Multi-  
Classroom  
Teacher

**We've learned that those districts who are seeing the greatest impact on teaching and learning employ the same strategies that successful leaders do in any challenging context.**

- **Develop cohesive district-wide plans informed by a theory of action and evidence of best practice**
- **Plan every action to be purposeful and aligned with the district's vision of student success and educator quality**
- **Set ambitious and measurable goals for student achievement outcomes**
- **Invest educators, students and their families in working hard to achieve these goals**
- **Execute plans with informed judgment and wise adjustments to ensure continuous learning by all**
- **Continuously increase effectiveness to accelerate student learning and educator quality**
- **Work relentlessly to navigate obstacles and challenges to ensure dramatic student achievement**

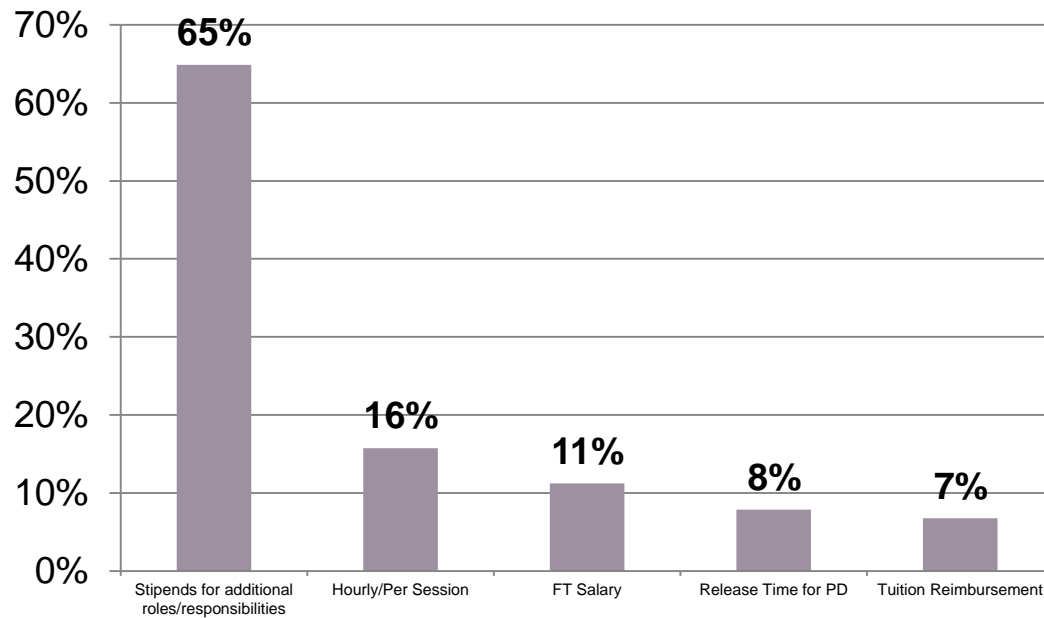
# Promising Approaches to Increase Student Access to the Most Effective Educators



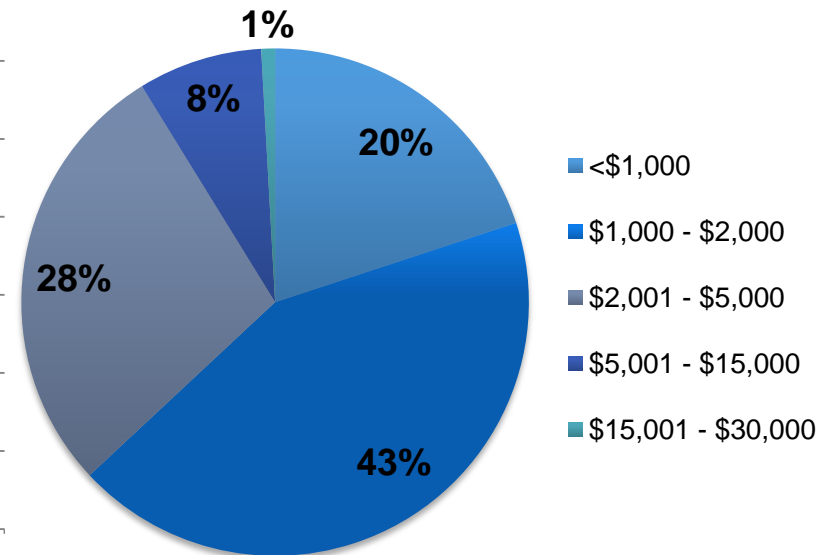


# Overview of Financial Incentives

## Forms of Financial Incentives



## Ranges of Financial Incentives



### Range of Financial Stipends:

Minimum: \$200

Maximum: \$12,000

### Range of Transfer/Recruitment Awards:

Minimum: \$600

Maximum: \$30,000

# 2015-16 State Regents State Aid Proposal

- Each year the Board of Regents, through its State Aid Subcommittee, develops a proposal on State aid to support public education.
- The Board of Regents recommends \$80 million in targeted funding for instructional improvement programs. Some of these funds could be used to extend the Strengthening Teacher and Leader Effectiveness (STLE) program for additional rounds of the STLE grants.
- An additional portion of the funds are proposed to expand the cadre of teachers prepared and certified to address the needs of English language learners.
- The Regents' State aid proposal is not a guarantee of funding, but rather a recommendation to the Governor and the Legislature. The Governor will ask the Legislature to approve a State budget by April 1.

<http://www.p12.nysed.gov/stateaidworkgroup/2015-16RSAP/RSAP1516final.pdf>

# Improving Practice

<https://www.engageny.org/resource/improving-practice>

**Strengthening Teacher and Leader Effectiveness**

We know that New York State has some of the very best teachers and leaders in the nation. Our highest-performing districts and schools combine strong classroom instruction led by innovative principals with effective parent communication and a results-driven school culture. Great educators change lives. Our goal is to ensure that **every** year, **every** school has an effective leader and **every** classroom has an effective teacher so that **every child** can learn and achieve to his or her full potential. When our educators succeed, our students succeed, too.

Under the Strengthening Teacher and Leader Effectiveness (STLE) program, the state created an \$83M competitive grant opportunity aimed at encouraging and supporting qualifying LEAs to take a comprehensive approach to recruit, develop, support, retain and increase equitable access to great teachers and leaders as part of their implementation of the Annual Professional Performance Review (APPR) system required by Education Law §3012-c. The STLE grant is part of the Board of Regents' comprehensive statewide strategy to support the continuous improvement of every educator with special emphasis on supporting high-need students, improving learning of English language learners and students with disabilities, advancing student learning in STEM (Science, Technology, Engineering, and Mathematics) disciplines, and improving the equitable distribution of highly effective teachers and leaders.

Across three grant cohorts, school districts and local unions collaborated to develop programs that focus on various elements of a strategically planned Teacher and Leader Effectiveness (TLE) continuum, including preparation, recruitment and placement, induction and mentoring, evaluation, ongoing professional development/professional growth, performance management and career ladders. STLE grantees are leveraging the power of the new evaluation system, not as an end in itself, but as a true vehicle for the improvement of effective educator practice and student learning.

**Professional Learning Community Opportunities**

- [Webinar: Making SLOs Matter: Supporting Meaningful, Rigorous Goal-Setting](#)
- [Webinar: Student Perception Surveys: Actionable Student Feedback Promoting Excellence in Teaching and Learning](#)
- [Webinar: Sustaining the Reach of Our Most Effective Educators](#)
- [Webinar: Enhancing Family Engagement](#)
- [Webinar: Student Learning Objectives \(SLO\) Closeout and Reflection](#)
- [Toolkit: Engage-Envision-Elevate: From Initiatives to Systems](#)
- [Engage-Envision-Elevate: From Initiatives to Systems Convening Presentations](#)

- The Teacher and Leader Effectiveness Continuum
- Links to STLE Program Abstracts
- District Spotlights
- “In the News” Media Coverage
- Toolkits, Templates, Protocols
- Professional Learning Community Webinars
- Presentation Videos and Slide Decks

# Engage-Envision-Elevate: From Initiatives to Systems Toolkit

Engage-Envision-Elevate:  
From Initiatives to Systems

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Start >  
Section Resources

Engage-Envision-Elevate:  
From Initiatives to Systems

As we reflect on the past few years of the STLE grant, it is clear that we have collectively engaged in work that has challenged and enhanced our thinking and approaches. Most importantly, this work changed how we address the needs of our students and of our educators. The Office of Teacher and Leader Effectiveness strives to facilitate the creation of communities of practice, knowing that for many, the best way to address challenges is with the assistance of others engaged in similar work. To that end, this toolkit is a compilation of information, tools, and tips shared at the July 2014 Convening, "Engage-Envision-Elevate: From Initiatives to Systems". This toolkit contains work from national experts, districts across the nation engaging in similar work, and most importantly tools and resources from our local districts.

Click here for a tutorial about the toolkit: [Overview of the Engage-Envision-Elevate: From Initiatives to Systems Toolkit](#)

Click here for the complete toolkit: [Engage-Envision-Elevate: From Initiatives to Systems](#)

Sections of Resources:

- [Developing Sustainable Career Pathways and Leadership Roles](#)
- [Systems Thinking and Evolution of Practice](#)
- [Peer Observation: Approaches and Design Considerations](#)
- [Enhancing Family and Community Engagement](#)
- [Transformational Collaboration: Systemic Commitment to Professional Learning Communities](#)
- [Force Field Analysis](#)

(To access the materials for these sections, scroll further on this page to the Resource Collection to visit other portions of the toolkit.)

[Video: Perspectives from STLE Grantees: What Is a Teacher Leader?](#)  
Watch and listen to see how educators across New York State define teacher leadership.

Go to:

<https://www.engageny.org/resource/improving-practice>

Scroll to [Engage-Envision-Elevate: From Initiatives to Systems](#) toolkit for resources related to:

- [Career Ladder Pathways](#)
- [Peer Observation Models](#)
- [Enhanced Family Engagement Efforts](#)
- [Professional Learning Communities](#)



# Improving Practice Video Spotlights

## Improving Practice Video Spotlights

- [STLE Grants Helping to Expand STEM Education across Districts](#)  
Watch how two districts are using Strengthening Teacher and Leader Effectiveness Grant Funds to Expand Science, Engineering, Math and Technology (STEM) Education across their districts.
- [Video: Perspectives from STLE Grantees: What Is a Teacher Leader?](#)  
Watch and listen to see how educators across New York State define teacher leadership.
- [Video Collection: The Development of Career Pathways in the Greece Central School District](#)  
School leaders and educators from the Greece Central School District share the specific objectives they set out to reach with Career Pathways, supported by an STLE grant. They outline their team approach, design thinking and future of innovation. They also describe the journey of challenges, messaging, turning points, and above all - the conviction that this work is a long-term commitment, not a token effort.
- [Article: New York Puts Spotlight on Teachers Engaging Parents](#)  
In a recent USDE article, South Huntington School District, an STLE 1 and STLE 2 grantee, has been highlighted for their continued work on successfully using Teacher and Principal Leaders to engage families as authentic partners in their child's education. The focus of their family engagement effort is to help parents understand New York's new college- and career-ready standards, as well as to help families support their children's learning and build understanding about the district's transition to the Common Core State Standards.
- [Video: "Focus Walks" Foster Professional Growth in Huntington](#)  
Watch how one school district is successfully using "Focus Walks" to collect data, analyze educator needs, and drive professional development offerings.
- [Video: Family Engagement in South Huntington](#)  
Watch how one school district is successfully using Teacher and Principal Leaders to engage families as partners in education through a New York State Education Department grant.
- [Video from Fort Ann District](#)  
Watch how one school district is successfully developing and supporting effective teachers and school leaders through the Strengthening Teacher and Leader Effectiveness program.

## Video Spotlights Feature Work on:

- [Teacher Leadership](#)
- [Expanding STEM Education](#)
- [The Development of Career Ladder Pathways](#)
- [Instructional Focus Walks](#)
- [Family Engagement Efforts](#)

Go to: <https://www.engageny.org/resource/improving-practice>

Scroll to: "Improving Practice Video Spotlights"

# Comprehensive Resource Collections

**Scenario:** You are considering implementing peer observations in your district and have turned to the Improving Practice Page for guidance.



- **Watch a video to see the work in action:**
  - ["Focus Walks" Foster Professional Growth in Huntington](#)

- **Explore the toolkit for resources:**

- [Toolkit: From Initiatives to Systems: Peer Observation - Approaches and Design Considerations](#)
  - *Training Presentations:* [Focus Walkthroughs and Peer Coaching - Huntington Union Free School District Slide Deck](#)
  - *Expert Advice and Research:* [Leveraging Teacher Talent: Peer Observation in Educator Evaluation](#)
  - *Design Support:* [Building Trust in Observations: A Blueprint for Improving Systems to Support Great Teaching](#)
  - *Concrete tools:* [Sample Elementary Math Focus Walk Form](#)



# Comprehensive TLE Resource Guide

## Resource Topics Include:

- Leading APPR (Annual Professional Performance Review)
- APPR Planning
- Assessment Reduction
- Monitoring APPR Implementation and Using Evaluation Results
- State-Provided Growth Measures
- Professional Development
- Development of Student Learning Objectives (SLOs)
- State-Approved Tools and Surveys
- Improving Teacher and Leader Practice (Contains information associated with the Strengthening Teacher and Leader Effectiveness (STLE) Grant and the Teacher Incentive Fund (TIF) Grant)
- Summer 2014 Engage-Envision-Elevate: From Initiatives to Systems Conference

# Continue to Follow the Work

- **Learn more about STLE programs by reading the abstracts posted for STLE 1, 2, 3 and D**

STLE 1: <http://usny.nysed.gov/rttt/rfp/gt-16/fundable-applicants.html>

STLE 2: <http://usny.nysed.gov/rttt/rfp/gt-22/fundable-applicants.html>

STLE 3: <http://usny.nysed.gov/rttt/rfp/gt-23/fundable-applicants.html>

STLE-D: <http://usny.nysed.gov/rttt/rfp/stle-d/fundable-applicants.html>

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