

NPS TEACHER CONTRACT IMPLEMENTATION YEAR 1 SURVEY

December 2013



NewarkPublicSchools

Newark Public Schools
Teacher Contract Implementation: Year 1 Summary
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One Newark is a community-wide agenda to ensure all students are in excellent schools and thriving communities and are on the path to excel in college and 21st century careers. One key element that ensures we are on track to meeting this ambitious goal is to ensure there is a great teacher in every classroom. On October 18th, 2012, the Newark Public Schools and the Newark Teachers' Union signed a ground-breaking contract, after months of negotiations that created conditions to work toward this goal. Prior to ratification, NPS established an internal implementation team with key members of the talent, labor, data, curriculum, and Superintendent's teams. The team established key milestones and measures of success in five priority areas. This summary details implementation milestones attained in the five priority areas:

- (1) Conditions for Success
- (2) Fair & Effective Evaluations
- (3) Struggling Schools
- (4) Teacher Involvement
- (5) Operational Capacity

Long-term success will require sustained effort and commitment to implementation. As this summary details, our track-record of meeting key benchmarks will propel us.

| GOAL | DESCRIPTION | KEY ACCOMPLISHMENT FINANCIAL ACCOMPLISHMENT | KEY NEXT STEPS |
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| Focus Area #1: Conditions for Success. Before the contract could be effectively implemented, the district needed to create the foundation for a new teacher evaluation system. | | | |
| Goal 1: Establish Strong Teacher Support for Contract | Teachers needed to both vote to approve the contract and, if they had received a graduate degree, select which of the salary scales they would earn under the new contract. Both of these votes demonstrated teacher buy-in for a contract that presented the potential for great change and rewards for teachers. | 2900 teachers voted on the contract 62% voted to approve contract 90% turnout of MAs and PhD teachers for salary scale selection; 20% of eligible teachers selected new Universal scale | Ongoing touch points and discussions with teachers including teacher brown bags, open teachers forums, and the Teacher Talk newsletter |
| Goal 2: Develop and Launch "Framework for Effective Teaching" a Rigorous Framework for Use in Evaluation of Teachers | After soliciting feedback and input on the vision for a new teaching framework, the district launched the Framework for Effective Teaching for use in evaluations beginning in the 2012-13 school year. | 900 individuals (600 of whom were teachers) provided input on new Framework | - |
| Goal 3: Ensure Common Understanding of "Framework for Effective Teaching" | To ensure all teachers and evaluators understood and embraced a shared understanding of the elements of effective teaching outlined in the new Framework, the district provided intensive trainings and gathered feedback for users throughout the year. Specifically, we trained all evaluators and teachers on the new Framework in August 2012 (and again in August 2013), then provided ongoing trainings through Principal Leadership Institutes (PLIs), Vice Principal Leadership Institutes (VPLIs), and Teacher Leadership Institutes (TLIs) throughout the year. Additionally, we gathered feedback on initial implementation and understanding of the Framework through focus groups with teachers and administrators. | Over 3200 teachers and 300 evaluators received training Approximately 120 teachers and evaluators from 15 different focus groups provided feedback Over 30 district-led trainings and countless more professional development sessions were conducted over the course of the year | Creation of resources and activities to support the understanding of the Framework, including a free video library available to all teachers and the development of guidance on how to apply the Framework to different content areas. Activities to ensure common understanding of the Framework including norming sessions and events to solicit teacher and administrator feedback on the Framework. |

Focus Area #2: Fair and Effective Evaluations. As teachers are now receiving not just feedback, but raises and bonuses based solely on their rating from the evaluation, the system must be fair, balanced, and rigorous.

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| <p>Goal 1: Involve Teachers in the Evaluation Process</p> | <p>To ensure a fair and effective evaluation system, the district implemented several key provisions of the contract including:</p> <ul style="list-style-type: none"> - School Improvement Panels (SIPs) at each school site to consult and advise on evaluation and supports for teachers. - Peer Validators from an outside, independent, experienced organization, who observed, rated, and provided feedback to teachers across the district. - A Peer Oversight Committee (POC) with representation from the NTU and the district to provide ongoing input on the teacher evaluation system. | <p>All schools launched SIPs at their school site in the 2012-13 school year and continued this practice at the start of the 2013-14 school year.</p> <p>Convened 6 Peer Oversight Committee meetings to discuss peer validation and teacher evaluation practices</p> | <p>Focus groups and brown bag sessions to ensure continued involvement, input and feedback.</p> |
| <p>Goal 2: Improve Frequency & Quality of Evaluations</p> | <p>Every teacher should receive feedback throughout the year that is aligned and consistent with their Annual Rating. In the past, evaluations had not been provided to every teacher. This past year, the district focused on ensuring every teacher received observations, mid-year reviews, and an annual evaluation.</p> | <p>94% (over 3000) of teachers received an Annual Evaluation (compared to only 77% in the 2011-12 school year)</p> <p>72% (over 2500) of teachers received feedback as part of a mid-year review (previously not done systematically in the district)</p> | <p>Work with schools to ensure an even greater number of observations, mid-year reviews, and annual evaluations occur so that every teacher has multiple opportunities to receive feedback and grow.</p> |
| <p>Goal 3: Radically Improve Central Team's Ability to Support Schools to Conduct Frequent, Fair, and Supportive Observations</p> | <p>Central office staff were hired explicitly to monitor schools' implementation of the Framework and ensure the quality of observations and evaluations. Additionally, the district designed and launched a Leadership Framework which holds school leaders accountable for effective evaluations and instructional quality at the school site.</p> | <p>Hired 5 Assistant Superintendents and 5 Special Assistants for Teacher Quality (SATQs) who are experienced coaches and achieved breakthrough results as highly effective school leaders. These individuals coached school administrators on conducting effective, rigorous evaluations.</p> <p>Conducted ongoing video norming sessions with central office staff and school administrators to develop a common understanding of the Framework for Effective Teaching</p> | <p>Central office and school staff will conduct ongoing data analysis of evaluation trends to ensure effectiveness of the evaluation process.</p> |

Focus Area #3: Struggling Schools. Long-struggling schools need flexibility to create different conditions for learning, culture, and success with their students and staff. Several key provisions of the contract allow us to create these foundational conditions for turnaround.

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| <p>Goal 1: Create Opportunity for Dramatic School Turnaround - Staffing</p> | <p>Restaff and allow for more hiring flexibility. Schools with an excellent principal and teachers, who are not only effective but are a great fit for the mission and vision of the school, achieve breakthrough results for students. Principals were selected through competency based process and teachers were hired through a citywide hiring process.</p> | <p>Exercised designation of 8 schools as Renew Schools in 2012-13 and 2 schools as Renew Schools in 2013-14</p> <p>During the summer for school year 2012-13 an average of 6-8 information session were conducted by each school and for school year 2013-14, an average of 2-4 information sessions were conducted</p> <p>All principals completed school design plans, participated in 6 week cohort based tailored professional developments and designed two week summer trainings for their own schools over the last two summers</p> | <p>Continue work to support staff and students in building a strong culture focused on excellence</p> |
| <p>Goal 2: Create Opportunity for Dramatic School Turnaround - Flexible Conditions</p> | <p>Extended time through the Election to Work agreement. Flexible conditions ensure the school day is organized around the unique needs of our student populations. This also allows for increased collaboration between school staff.</p> | <p>Teachers in 18 schools signed on to the Election to Work Agreement that offered extended learning time for students and more planning time for teachers</p> <p>Over 600 teachers signed the Election to Work agreement</p> <p>An additional 139 hours have been added to the school day for students and staff have an additional 2 weeks of professional development over the summer</p> | <p>Expand number of schools with extended learning time to offer more instructional time for students</p> |

Focus Area #4: Teacher Involvement. At the crux of the contract is the idea that teachers can earn more money, earlier in their career, especially if they are highly effective. The district worked to ensure that teachers received the additional compensation due to them as a result of this contract.

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| Goal 1: Issue One Time Special Payment | A month after ratification, the district paid out \$31 million to teachers and other NTU employees for the hard work they had put in since the previous contract expired. | 4,500 Employees Received Payment \$31M | - |
| Goal 2: Issue Retro Payment | While the contract was passed in November 2012, raises for the 2012-13 school year were effective retroactively to September 2012. NPS made payments to compensate members for the difference in their new salary step and their old salary step from September to February. | 2,900 Employees \$1.7M | - |
| Goal 3: Pay NTU Non-Instructional Annual Stipends | The district elected to start paying non-instructional staff their annual stipend as part of their biweekly paycheck. | 900 Employees \$500K | Continue accurate and timely payments to eligible employees. |
| Goal 4: Pay Transition Bonuses | Transition payments were made to individuals who had moved to the Universal Scale during the salary scale selection period. | 2,000 Teachers \$2.5M | - |
| Goal 5: Pay Extended Learning Time Stipend | Teachers at schools who signed Election to Work Agreements earned an additional stipend for a longer school day. | 300 Employees \$600K | Continue accurate and timely payments to eligible employees. |
| Goal 6: Pay Teacher/CST Annual Stipends (Existing Scale) | Annual stipends were paid to both Child Study Team (CST) members and NTU members with Masters' and Doctorate degrees who had elected to remain on the existing ("traditional") scale. | 1500 Employees \$480K | Continue accurate and timely payments to eligible employees. |
| Goal 6: Issue Health Care Waiver Payment | The contract enabled NTU members to opt out of health care coverage through a waiver; those who chose this waiver earned additional compensation in lieu of benefits payments. | 110 Employees \$330K | Continue accurate and timely payments to eligible employees. |
| Goal 7: Pay Highly Effective Bonuses | Teachers rated Highly Effective received bonuses, with additional amounts for teachers who worked in a hard-to-staff subject and/or a low performing (bottom 25%) school. | 190 Teachers \$1.3M | Continue accurate and timely payments to eligible employees. |

Focus Area #5: Operational Capacity. Several of the contract's components required a new way of tracking information to ensure appropriate and accurate payments to staff. The district needed to diligently build and/or refine these systems and processes.

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| <p>Goal 1: Create Data System to Collect Teacher Evaluation Centrally</p> | <p>The district designed and launched data systems to capture all formal observations, mid-years, and annuals online in a secure database. In the fall 2013, we launched a new data system so that teachers can also access their evaluation information in real-time.</p> | <p>Captured 5,044 classroom observations, 2,548 mid-year reviews, and 3,019 annual evaluations in a new online data system in 2012-13 (all of which were previously done on pen & paper).</p> | <p>Continuing to improve functionality of the data system and empowering teachers with real-time information in one location.</p> |
| <p>Goal 2: Offer Salary Scale Selection</p> | <p>NPS administered a survey for teachers with Master's and Doctorate degrees to select the salary scale upon which they wanted to be compensated – Universal (new) vs. existing (traditional). Teachers with Bachelor's degrees were moved to the new Universal Scale.</p> | | <p>-</p> |
| <p>Goal 3: Move Members to New Scales and Steps in 2012-13</p> | <p>The district moved all NTU employees to new steps and scales, developing new processes within the HRS management software and systems.</p> | <p>4590 Employees: 1700 BAs to Universal Scale; 240 MAs and PHDs to Universal Scale; 1400 MAs and PHDs to Existing Scales; 125 Coordinators to new scales; 225 CSTs to modified CST scale; and 900 Other NTU to new steps.</p> <p>\$6.2M</p> | <p>-</p> |
| <p>Goal 4: Ensure Accurate Raises for Teachers in 2013-14 Based on Evaluation Rating</p> | <p>NPS aggregated performance data from across the district then revamped its step movement process to reflect teacher evaluations. For the first time ever, the district paid 3300 teachers according to their evaluation and in line with performance components in the contract. (Other employees were moved as per past practice.)</p> | <p>4540 Employees: 1700 BAs on Universal Scale; 240 MAs and PHDs on Universal Scale; 1400 MAs and PHDs to Existing Scales; 125 Coordinators; 850 Other NTU; and 225 CSTs.</p> <p>\$5.5M</p> | <p>Continue to ensure accurate and timely payments for eligible employees.</p> |

Total: Almost 23,00 Transactions Processed by the District affecting all NTU members

\$50.1M