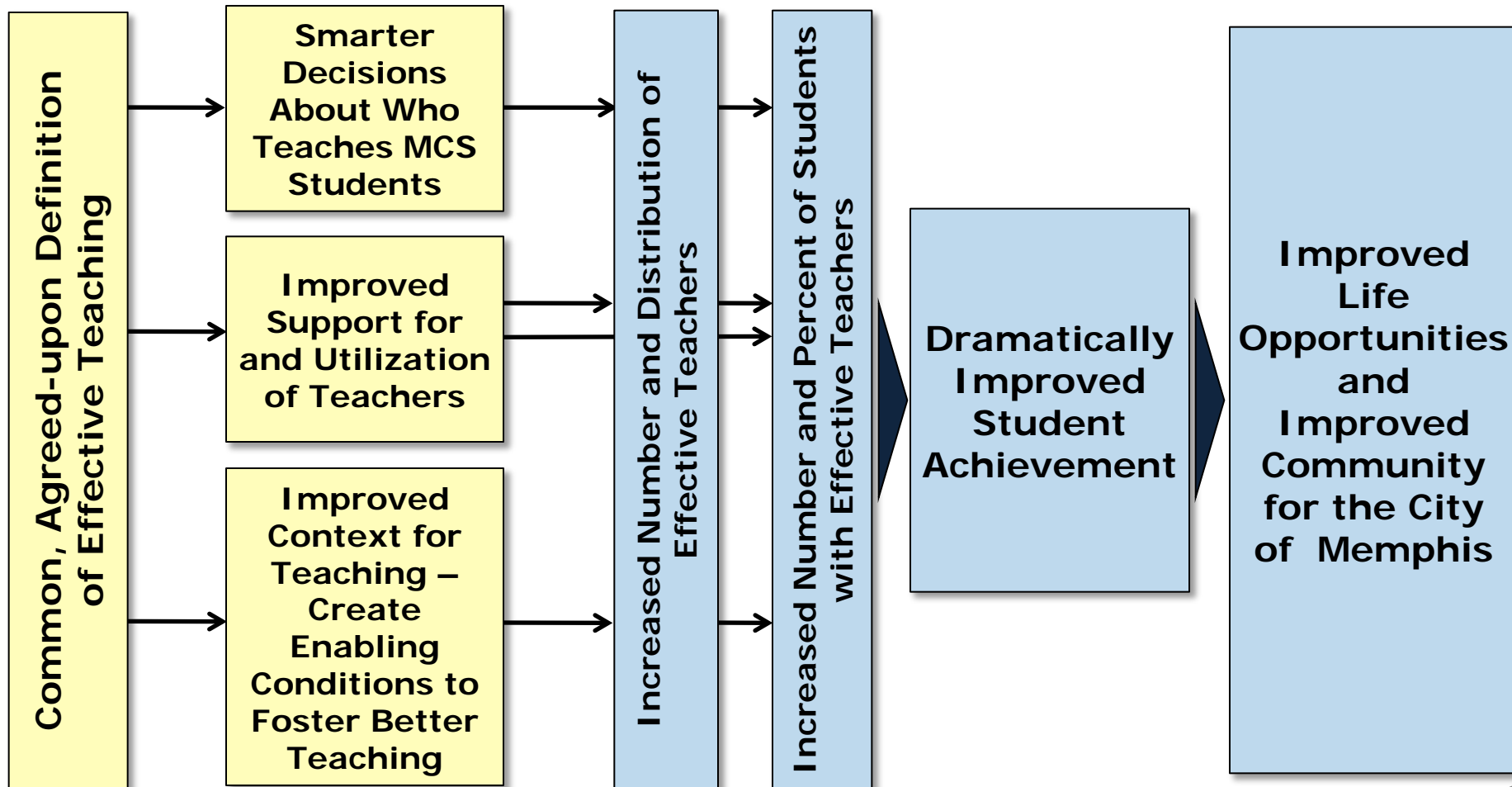




# Measuring Teacher Effectiveness in Memphis City Schools

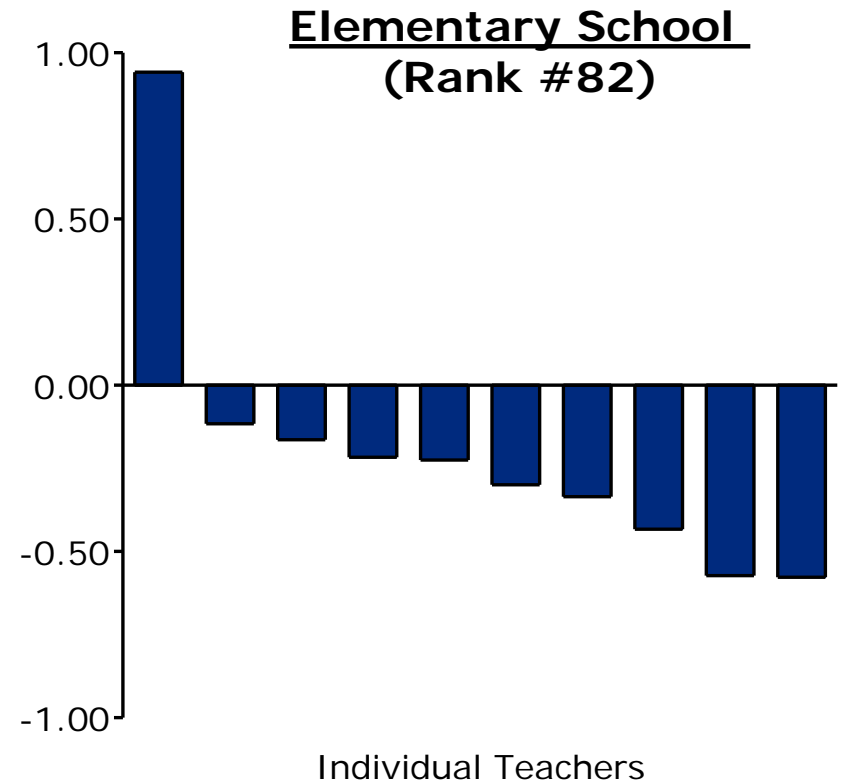
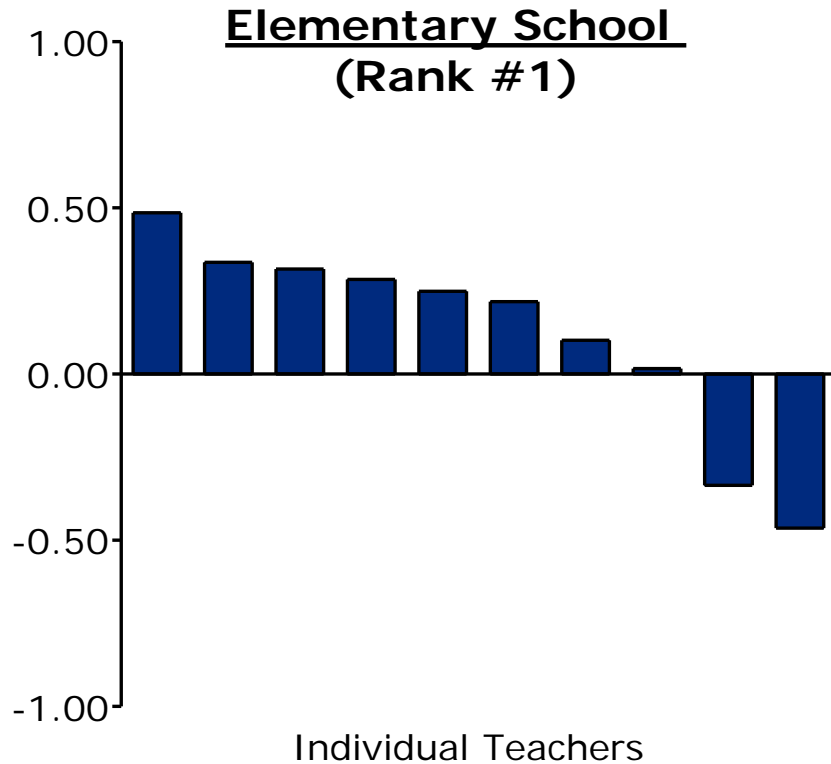
John R. Barker, Executive Director  
Research, Evaluation, Assessment,  
and Student Information (REASI)

## Vision and Theory of Change



# The Challenge And Opportunity

## Why Teacher Effectiveness Matters



District	42	117	187	434	2,261
Rank	93	149	226	608	2,318

District	6	2,039	2,149	2,262	2,341
Rank	877	2,137	2,229	2,307	2,343

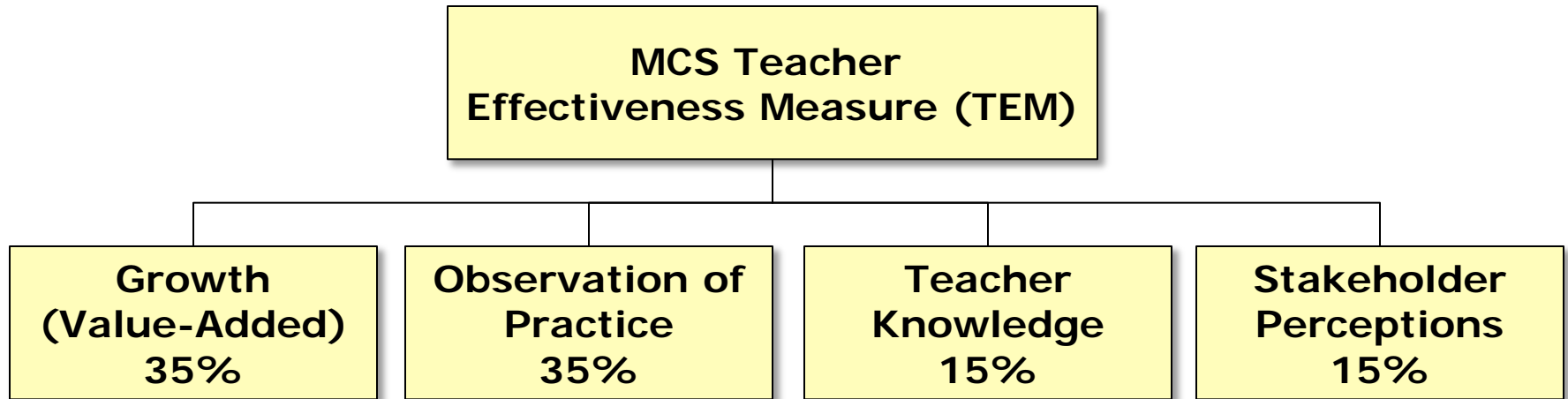


**Getting an effective teacher cannot be a "lottery ticket" for MCS youth even in our better schools**



# Teacher Effectiveness Initiative

## Teacher Effectiveness Measure (TEM)



**The TEM enables MCS to pursue our other Teacher Effectiveness Strategies:  
Tenure, Dismissal, Retention Bonuses, Differentiated Roles and Compensation**

## Overview of Specific Initiatives

### Strategy 1

#### Common, Agreed-upon Definition of Effective Teaching

- Create new Teacher Effectiveness Measure (TEM) based on:
  - Growth in student learning
  - Observation of practice
  - Content and pedagogical knowledge
  - Stakeholder perceptions

### Strategy 2

#### Smarter Decisions About Who Teaches MCS Students

- Rapidly build capacity to improve recruitment and hiring of “high potential” teachers
- Raise the bar and improve the process for granting tenure
- Increase the retention of effective teachers early in careers
- Increase turnover of the most ineffective teachers

### Strategy 3

#### Improved Support for and Utilization of Teachers

- Improve the teacher evaluation process
- Connect professional support to individual need
- Differentiate career paths based on performance and accomplishment
- Compensate for differentiated roles and performance – individuals and groups
- Strategically place our best teachers - within and between schools

### Strategy 4

#### Improved Context for Teaching – Create Enabling Conditions to Foster Better Teaching

- Improve principal leadership capacity
- Improve school culture to create conditions that foster effective teaching and learning
- Develop a new technology platform that will support the data-driven decision-making



# Teacher Effectiveness Initiative

## Year 1 Accomplishments

### Strategy 1: Definition of Effective Teaching

- Exceeded expectations for Gates MET Phase I Research
- Collected data components for TEM 1.0 Prototype
- Conducted district-wide TVAAS training

### Strategy 2: Smarter Decisions About Who Teaches

- Staffed 95% of Striving School Zone vacancies early
- Collaborated with MEA to launch Tenure Working Group comprised of teachers, principals and staff

### Strategy 3: Better Support, Utilize, & Compensate Teachers

- Conducted district-wide survey and focus groups on evaluation process
- Collaborated with MEA to launch Teacher Evaluation Working Group comprised of teachers, principals and staff

### Strategy 4: Improved Context for Effective Teaching

- Efficacy Institute training and Envoy Program developed
- Convened Principal working group to develop recommendations for TEI capacity building

### Overarching Strategies District Initiatives to Support All Strategies

- MCS Foundation secured commitments for more than half of local match
- TEI played central role in in First to Top win
- Deepened engagement with strategic outside partners



# Teacher Effectiveness Initiative

## Year 2 Priorities

### Strategy 1: Definition of Effective Teaching

- Improve the teacher evaluation process
- Execute on the objectives of the Gates Research Plan (MET Project)
- Conduct intensive training of MCS teachers and principals to improve awareness and understanding of how the TEM will work (value-added metrics and other TEM components)
- Develop and implement each component of the TEM

### Strategy 2: Smarter Decisions About Who Teaches

- Increase the turnover of our most ineffective teachers
- Improve the pipeline by strengthening partnerships

### Strategy 4: Improved Context for Effective Teaching

- Improve school culture and climate to create conditions that foster effective teaching & learning and support students and staff

### Strategy 3: Better Support, Utilize, & Compensate Teachers

- Connect professional support opportunities to individual need
- Increase the retention of effective teachers, particularly early in career
- Improve principal leadership capacity

### Overarching Strategies District Initiatives to Support All Strategies

- Hire staff to support TEI
- Develop a new technology platform that will support information-driven decision-making that is crucial to TEI success
- Expand TEI communications strategy



## Teacher Effectiveness Initiative

### Contact Information

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