Success by Design

Advanced Roles in Charlotte-Mecklenburg Schools

2018-2019

District Overview

CMS educates **152,000** students in Pre-K through 12th grade in **175** schools throughout the cities and towns of Mecklenburg County.

CMS is proud of its diverse mix of students who represent **160** different countries and various cultural and ethnic backgrounds.

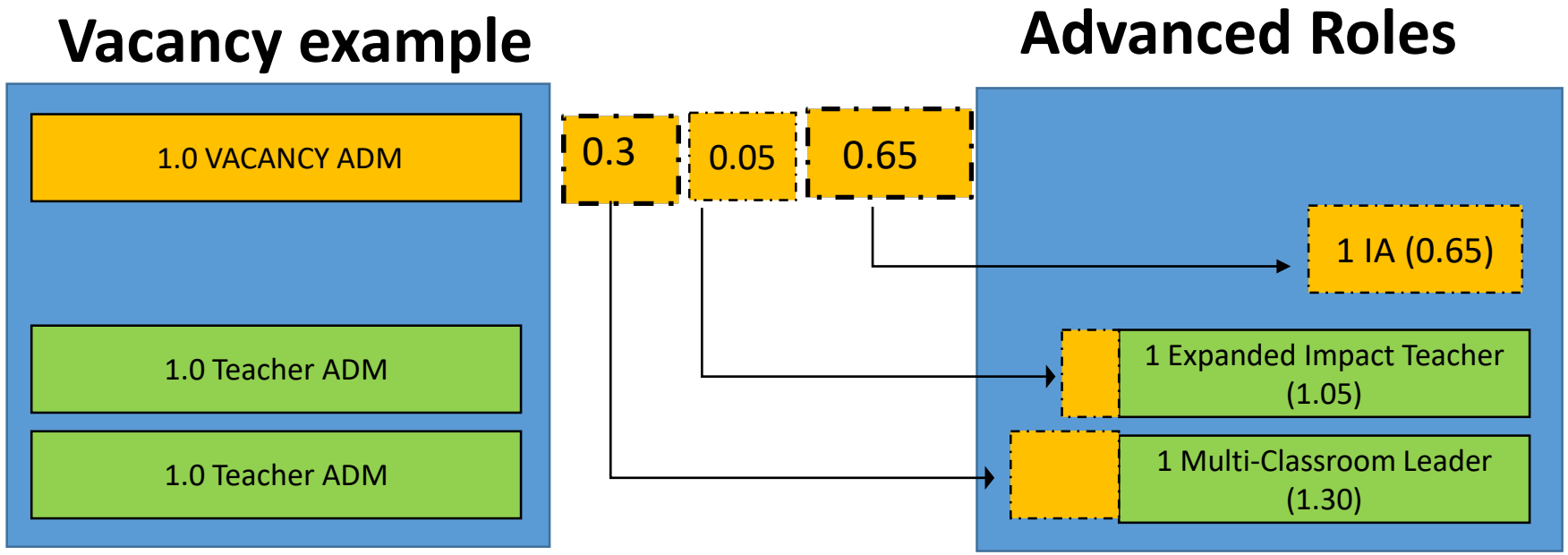
CMS offers an extensive range of magnet programs in **37** of its schools.

CMS is one of the largest employers in Mecklenburg County with more than **18,000** employees, **9,701** are teachers.

Background of Advanced Roles in CMS

- **2012-13**: Project LIFT sees recruitment success in utilizing Public Impact's Opportunity Culture model
- **2013-14**: CMS awarded 3-year grant by Belk Foundation to partner with Public Impact (PI) and Education Resource Strategies (ERS) to create Success by Design, an OC model across CMS (non-LIFT schools)
- **2015-16**: Success by Design begins to create new talent pool process and begins work on professional development plan for teacher-leaders and school-leaders
- **2016-17**: Success by Design awarded 3-year grant by NCDPI for department staff and professional development

Advanced Role Sustainability



Current turnover and vacancies will enable schools to fund advanced roles without dismissing teachers.

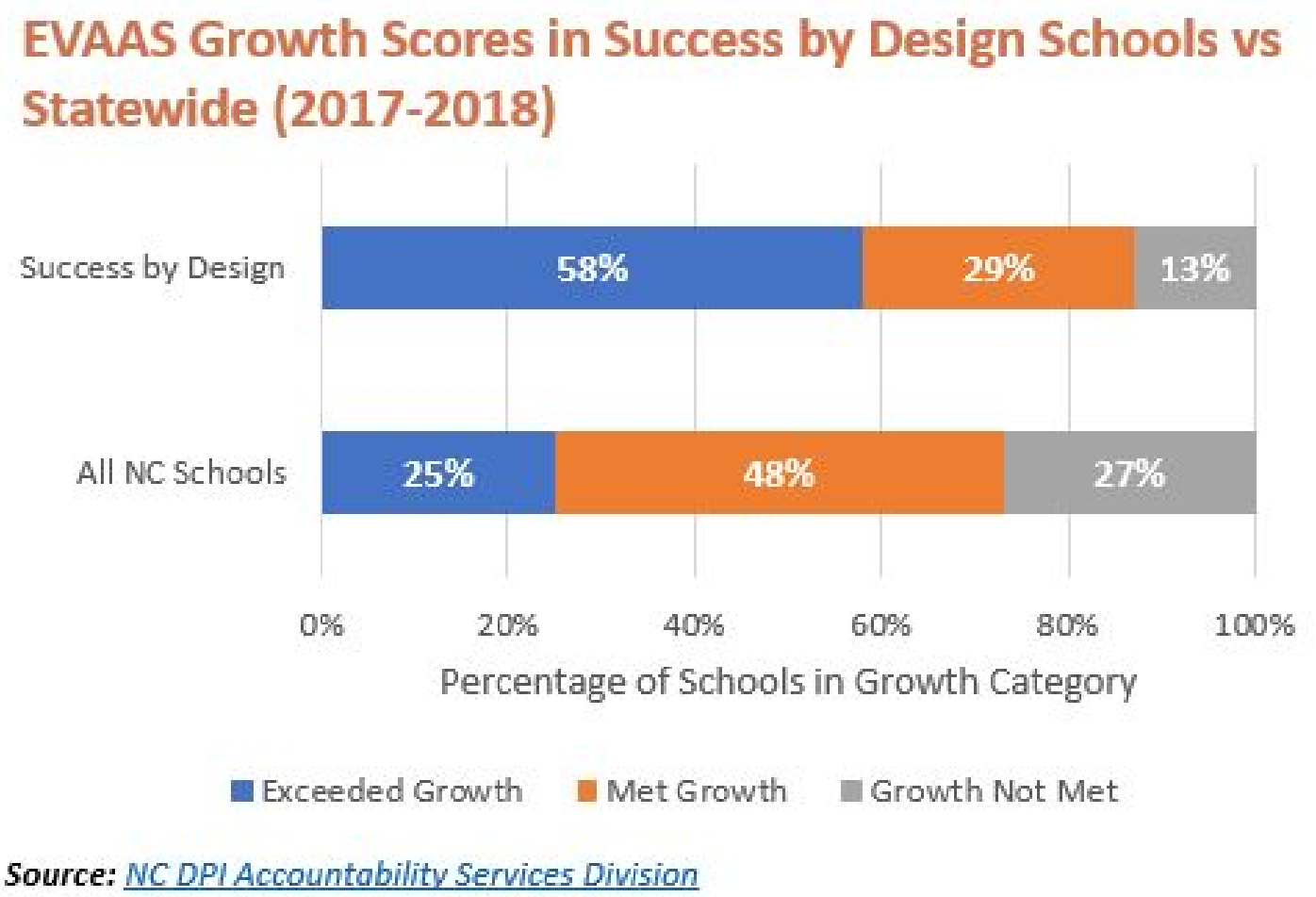
Taken from: Public Impact's Opportunity Culture

Measures of Success

- School Culture
- Teacher Effectiveness & Retention
- Student Achievement

- **87%** (27 of 31) of our schools Met/Exceeded growth in 2017-18, which is up from **77%** (21 of 27) in 2016-17 that Met/Exceeded growth.
- Proportionally, **14.91%** more SbD schools Met/Exceeded growth as compared to non-SbD schools in CMS.

Success by Design Progress



Source: *NC DPI Accountability Services Division*

SbD 2013-14

- 17 Schools
- 107 Teacher-Leaders
- 29 MCLs supported 129 Teachers

SbD 2018-19

- 40 Schools
- 184 Teacher-Leaders
- 55 MCLs support 311 Teachers

Program Gaps in 2015

Problem #1: Not all schools in the program were advancing student achievement. Why?

- Teachers were hired without positive data to move student achievement. Why?
  - No talent pool in 2013-14
  - Loose talent pool process in 2014-15

Solution: Restructure the talent pool process and implement a requalification process

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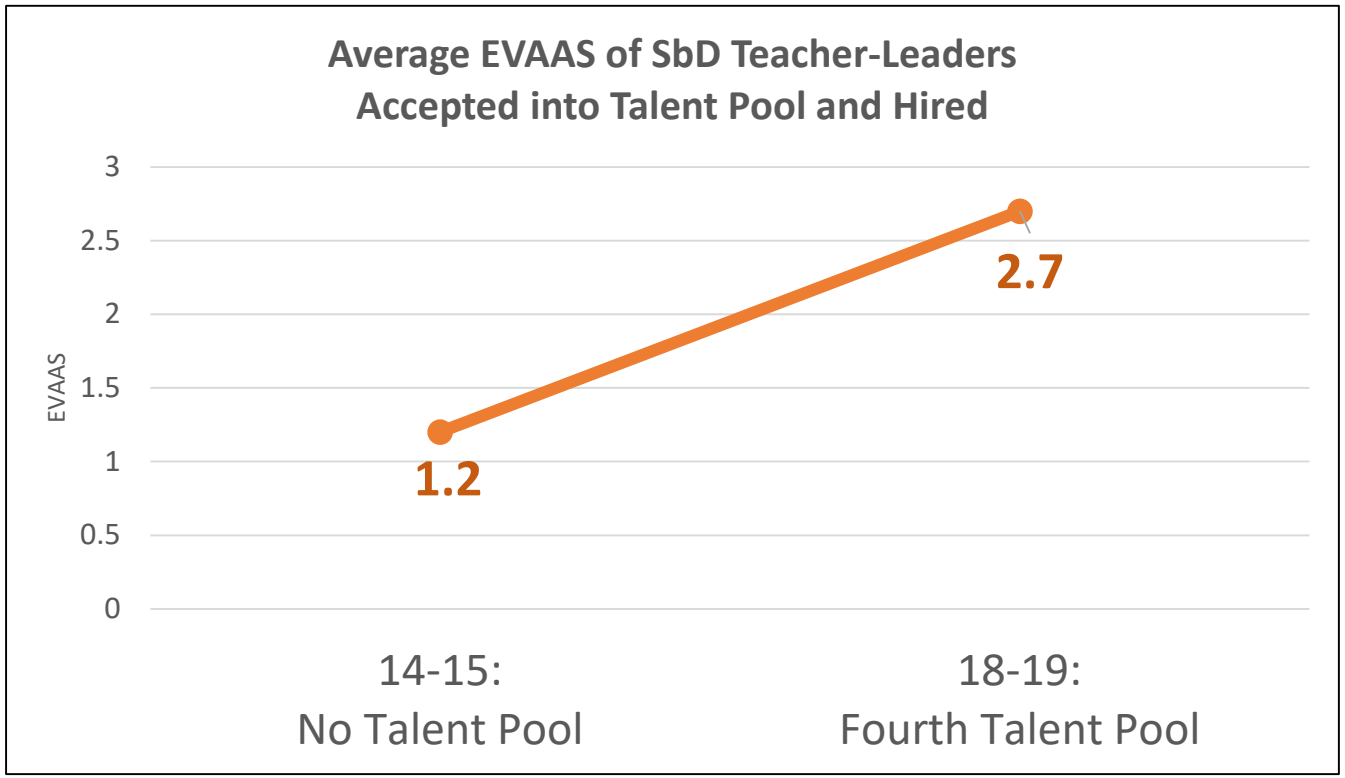
Problem #2: Teachers coached by MCLs weren't always improving. Why?

- Teachers moved to MCL role and coached other teachers without effective skills to lead other adults

Solution: Offer specific professional development courses that proactively build skills as teacher-leaders progress through the advanced career pathway

Talent Pool



Opportunity Culture
Resume and Prior Evidence Screening Rubric
for Direct Reach and MCL Roles

Candidate Name: Click here to enter text.
Submission Date: Click here to enter text.

	3 – Strong	2 – Acceptable	1 – Borderline	0 – Unacceptable	Score	Notes
Direct Reach Resume	Evidence of highly effective teaching and teamwork or team leadership (worked with others to achieve a challenging goal)	Describes evidence of highly effective teaching but little or no evidence of teamwork or team leadership (did not work with others to achieve a shared goal)	Describes evidence of effective teaching, but not evidence of teamwork or leadership OR Describes evidence of teamwork or leadership, but not evidence of effective teaching	No evidence of teaching effectiveness, teamwork or leadership in prior work or volunteering		
MCL Resume	Evidence of highly effective teaching, teamwork and leadership achieving specific outcomes (set and achieved a goal working with and through other adults)	Describes evidence of highly effective teaching and either teamwork or light leadership roles (unaccountable leadership role without specific outcomes)	Describes evidence of effective teaching, but not evidence of teamwork or leadership OR Describes evidence of teamwork or leadership, but not evidence of effective teaching	No evidence of teaching effectiveness, teamwork or leadership in prior work or volunteering		

Teacher-Leader Talent Pool Eligibility - Positions for 2018-2019 School Year – – CURRENT COACH RUBRIC –

Talent Pool Requirements -CURRENT MCLs & DISTRICT COACHES-	To remain MCL1 (1.25 ADM = $11,250) (1.30 ADM = $13,750)	Qualifications to be promoted	To remain MCL2 (1.35 ADM = $16,000) (1.40 ADM = $18,250)
Years of Experience	(Current role)	Completed 1 year as an MCL1, may	Completed at least 1 year as an MCL2, may apply during 2nd year

Teacher-Leader Talent Pool Eligibility - Positions for 2018-2019 School Year – – SUPPORT STAFF CANDIDATE RUBRIC –

Talent Pool Requirements	EIT 1	EIT 2	EIT 3 (.15 ADM = $6,750) (.20 ADM = $9,000)	MCL1 (1.25 ADM = $11,250) (1.30 ADM = $13,750)	MCL2 (1.35 ADM = $16,000) (1.40 ADM = $18,250)
			uring 3rd year)	Completed 4 years (can apply during 4th year)	Completed 4 years and at least 1 year in a formal adult leadership role

Teacher-Leader Talent Pool Eligibility - Positions for 2019-2020 School Year – TEACHER CANDIDATE RUBRIC –

Talent Pool Requirements --TEACHER--	EIT 1 (1.05 ADM = $2,250)	EIT 2 (1.10 ADM = $4,500)	EIT 3 (1.15 ADM = $6,750) (1.20 ADM = $9,000)	MCL1 (1.25 ADM = $11,250) (1.30 ADM = $13,750)	MCL2 (1.35 ADM = $16,000) (1.40 ADM = $18,250)
Years of Experience Candidate evidence of experience	Completed 2 years (can apply during 2nd year)	Completed 3 years (can apply during 3rd year)		Completed 4 years (can apply during 4th year)	Completed 4 years and at least 1 year in a formal adult leadership role
Licensure Candidate evidence of NC certification or equivalent from another state	Applied for or holds Highly Qualified Continuing License				
Summative Evaluation Candidate evidence of highest ratings (no Developing) in areas of leadership and instructional facilitation on two most recent EOY evaluations completed by principal/supervisor	100% Proficient or better on Standards I & IV (or similar) on last two years summative evaluations	50% Accomplished or better on Standards I & IV (or similar) on last two years summative evaluations	75% Accomplished or better on Standards I & IV (or similar) on last two years summative evaluations	100% Accomplished or better on Standards I & IV (or similar) on last two years summative evaluations	100% Accomplished or better on Standards I & IV (or similar) on last two years summative evaluations
Growth Data Candidate evidence of highly effective student gains on district, state, or federal normed assessment and analysis of strategies that impacted data	At least 1 of the last 2 years of high-growth data (EVAAS or equivalent)	At least 1 of the last 2 years of high-growth data (EVAAS or equivalent) in 2-3 subject areas or courses OR 2 of the last 3 years of high growth data in 1 subject area or course		At least 3 of the last 4 years of high-growth data (EVAAS or equivalent) in 1 subject area, course, or grade OR 1 year in 2 subject areas or courses plus 2 years in one subject area or course within the last 4 years	
	EVAAS high-growth cut-off is set at 0.5+ for 3-8 ELA, and Eng III & IV; 1.5+ for all other tested areas				
Leadership Candidate demonstrates highly effective teamwork and leadership achieving specific outcomes to benefit student achievement	Developing rating: response may reveal an unclear alignment between a SMART goal and instructional strategies identified. The response may include an analysis of the results but lack depth in the reflection or vice-versa.	Proficient rating: response includes a SMART goal and describes instructional strategies to achieve the goal. It includes an analysis of the results achieved and evidence of reflection to determine potential next steps.	Accomplished rating: response includes a well-written SMART goal and describes carefully aligned research-based instructional strategies to achieve the goal. It includes an analysis of the results achieved and evidence of in-depth reflection to determine effectiveness and potential next steps.		
Recommendation	[redacted]		ROUND 2 EMAILED to EIT3, MCL1, MCL2 QUALIFIERS Online Virtual Interview measuring leadership competencies Current principal/supervisor will be contacted as a reference if applicant is accepted by the Talent Pool Screening Committee		

Teacher-Leader Talent Pool Screening Rubrics by Charlotte-Mecklenburg Schools is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License

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Talent Pool Data

- **247** new candidates applied to the 2018-19 talent pool
  - 85.83% (212) Teachers
- **59.92%** (148) candidates screened between March and May
- **89.50%** (226) internal candidates
- **60.73%** of all candidates have between **5 – 15 years** of experience (**9 yr avg**)
- **73.68%** acceptance rate
- **15%** (27 of 184) of our 2018-19 SbD teacher-leaders earned their K-12 Administration License and are choosing to stay in the classroom
- Accepted candidates include**: 46.7%** who hold a Master's degree; **14.3%** who are National Board Certified Teachers; **9.3%** who hold both

Professional Development

Grant funds support professional development (PD) opportunities for current teacher-leaders, candidates in the talent pool, administrative staff from SbD schools, and district leaders. Below are a few highlights of the PD opportunities supported by the grant:

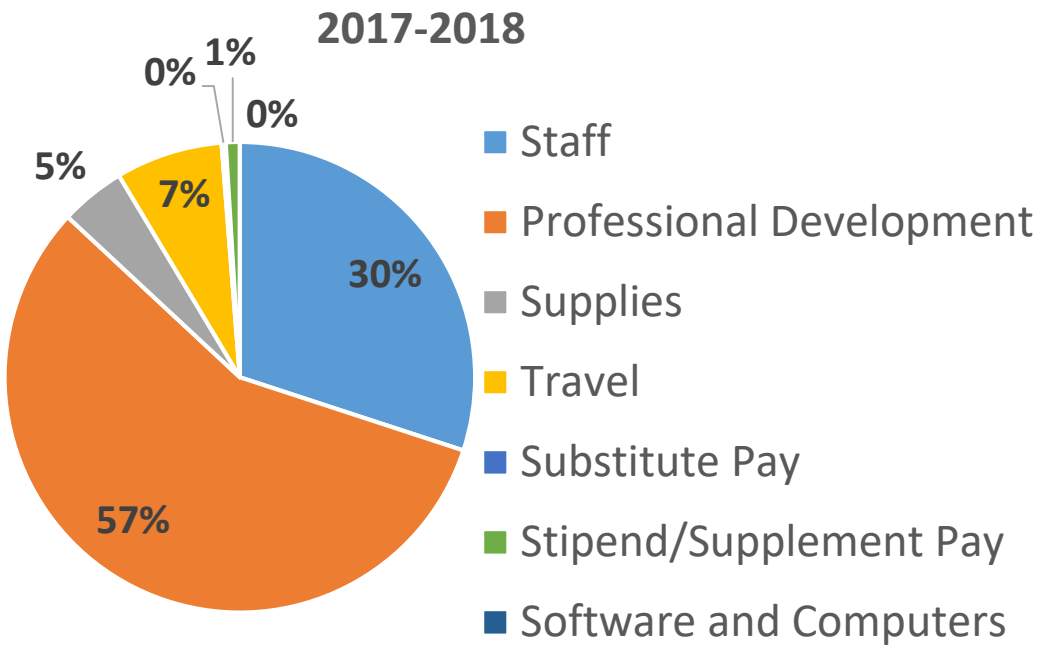
- 12 Face-to-Face Courses
- 11 Book Studies in Canvas
- Over 40 Articles and Match-Mini Videos
- Relay Graduate School of Education Cohorts
- Approximately 158 courses have been taken by 240 staff participating in the program

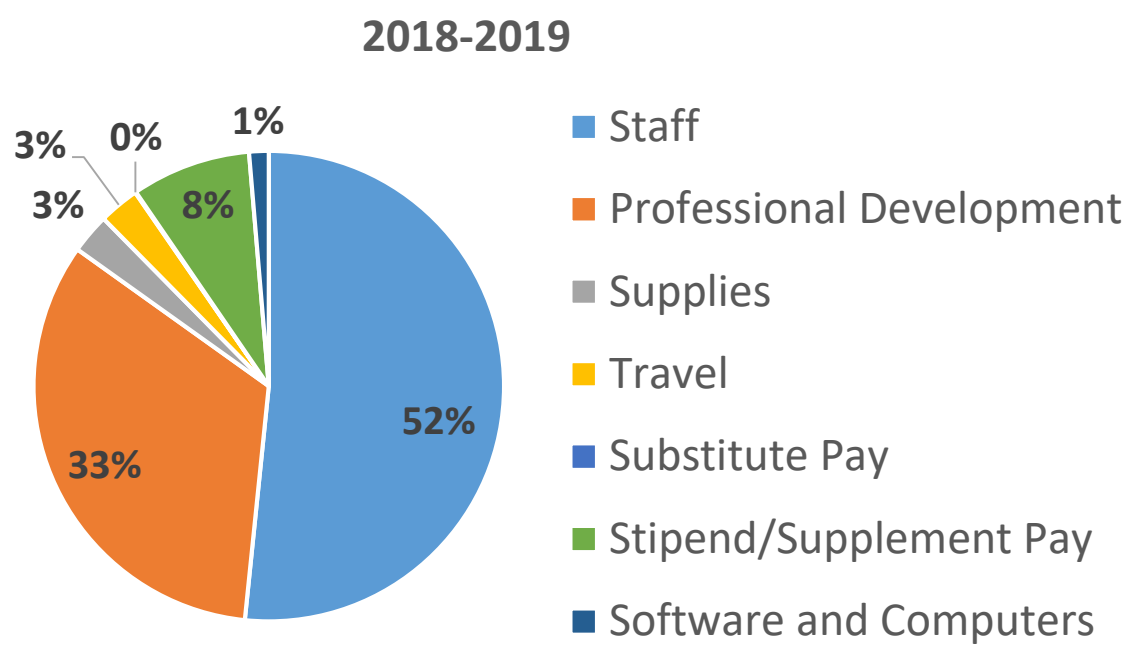
Grant Funding

Total Grant Funds Awarded from NCDPI = 2,882,631

- 2017: $237,500 pre-grant funds
- 2017-2020: $2,645,131 grant funds

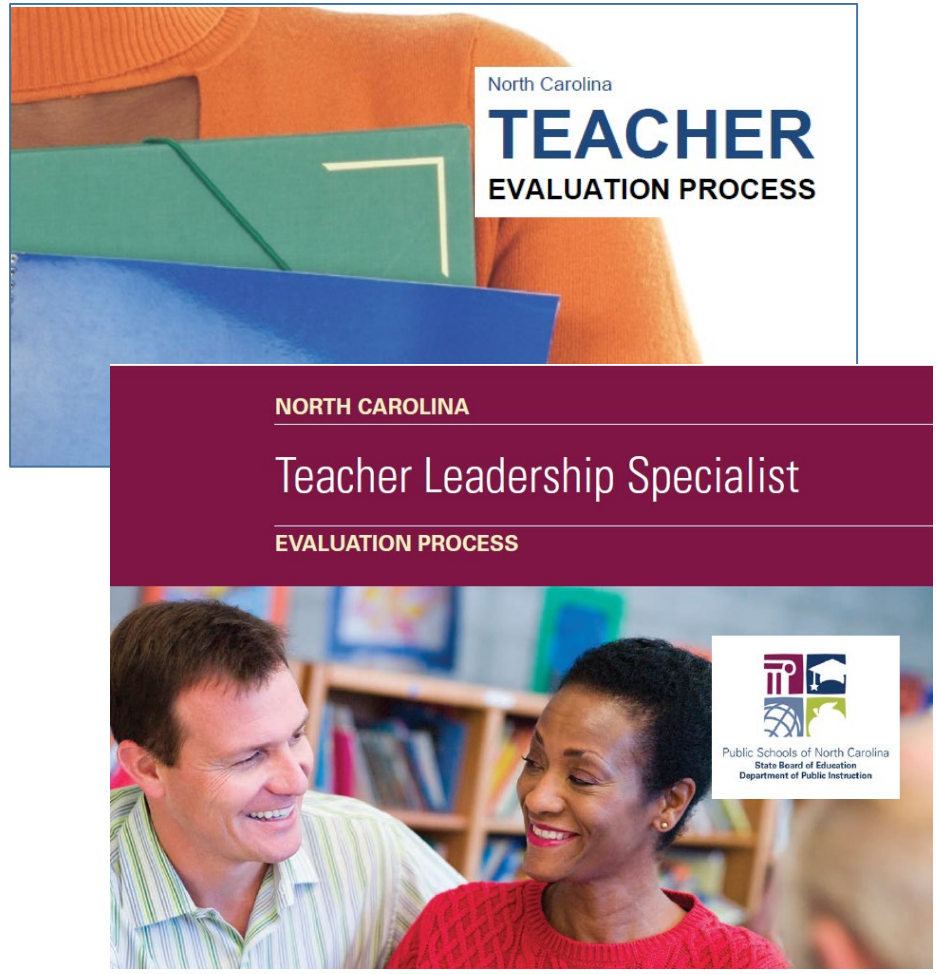
Expenditures





Needs to Ensure Sustainability and Scale-Up

- Continue class size waiver
- Allow MCLs on TLS to mentor and peer evaluate
- MCL Evaluation – move MCLs to the Teacher Leadership Specialist Rubric (TLS) or create blend of teacher & TLS Rubrics, while still utilizing the teacher funding bucket
- EVAAS for MCLs
  - PowerSchool coding for coaches
- EVAAS differences – ELA versus Biology



More Testimonials at bit.ly/CMS-SbD

Questions?

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Excited to hear more?
Parents, principals, students,
& teacher-leaders tell all on
our testimonials page at
bit.ly/CMS-SbD