

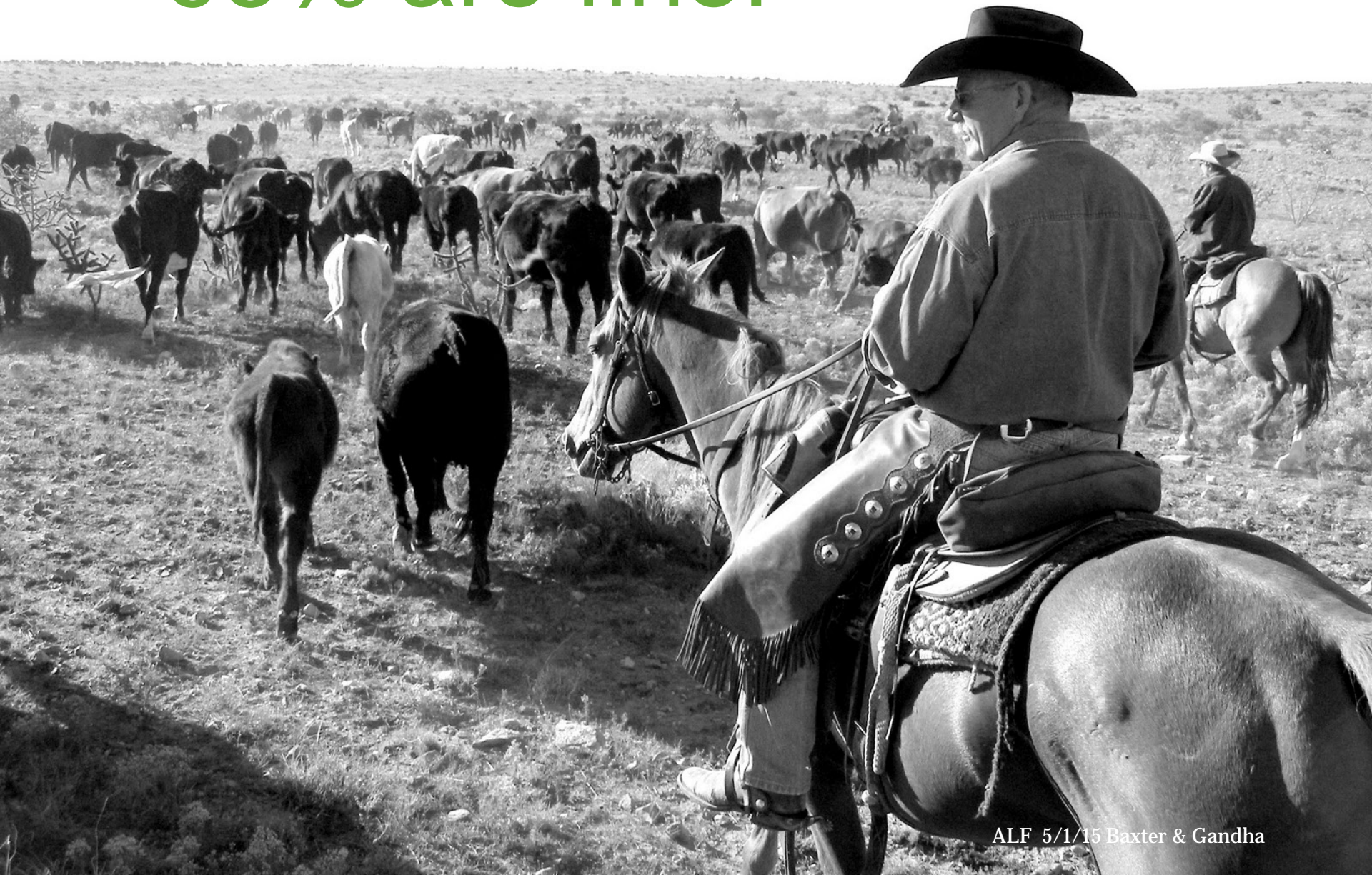
SREB

**What Have We Learned About
Teacher Effectiveness?
Evidence from State Evaluation Systems**

SREB's
2015 Annual Leadership Conference

Atlanta, GA
May 1, 2015
Andy Baxter & Tysza Gandha

98% are fine!








And so we get...

DELAWARE RESULTS (2013-14)

48 
Highly Effective

51 
Effective

1 
Needs Improvement

0
Ineffective

FLORIDA (2013-14)

42.4 
Highly Effective

55.3 
Effective

1.3 
Needs Improvement

0.7 
Developing

0.3 
Unsatisfactory

GEORGIA (2012-13)

3.4 

Exemplary

93.5 

Proficient

3.0 

Needs Development

0.1 

Ineffective

LOUISIANA (2013-14)

43 
Highly Effective

49 
Effective Proficient


6 
Effective Emerging

2 
Ineffective

MARYLAND (2013-14)

40.8 
Highly Effective

56.4 
Effective

2.8 
Ineffective

TENNESSEE (2012-13)

29.9 
Significantly Above

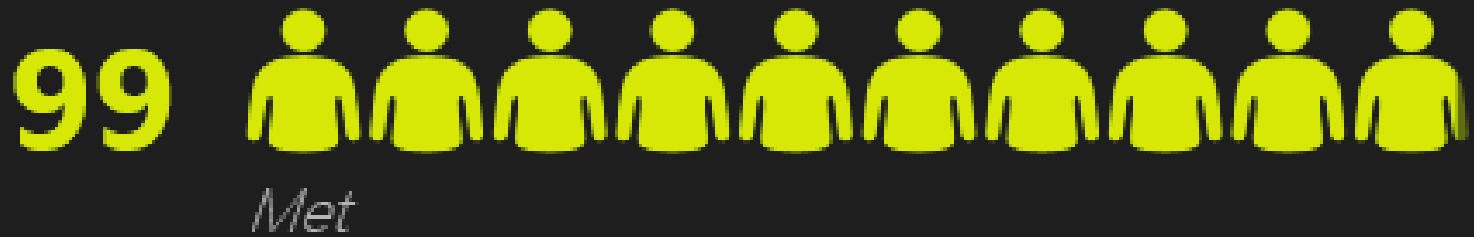
44.7 
Above

22.2 
At Expectations

3.0 
Below

0.3 
Significantly Below

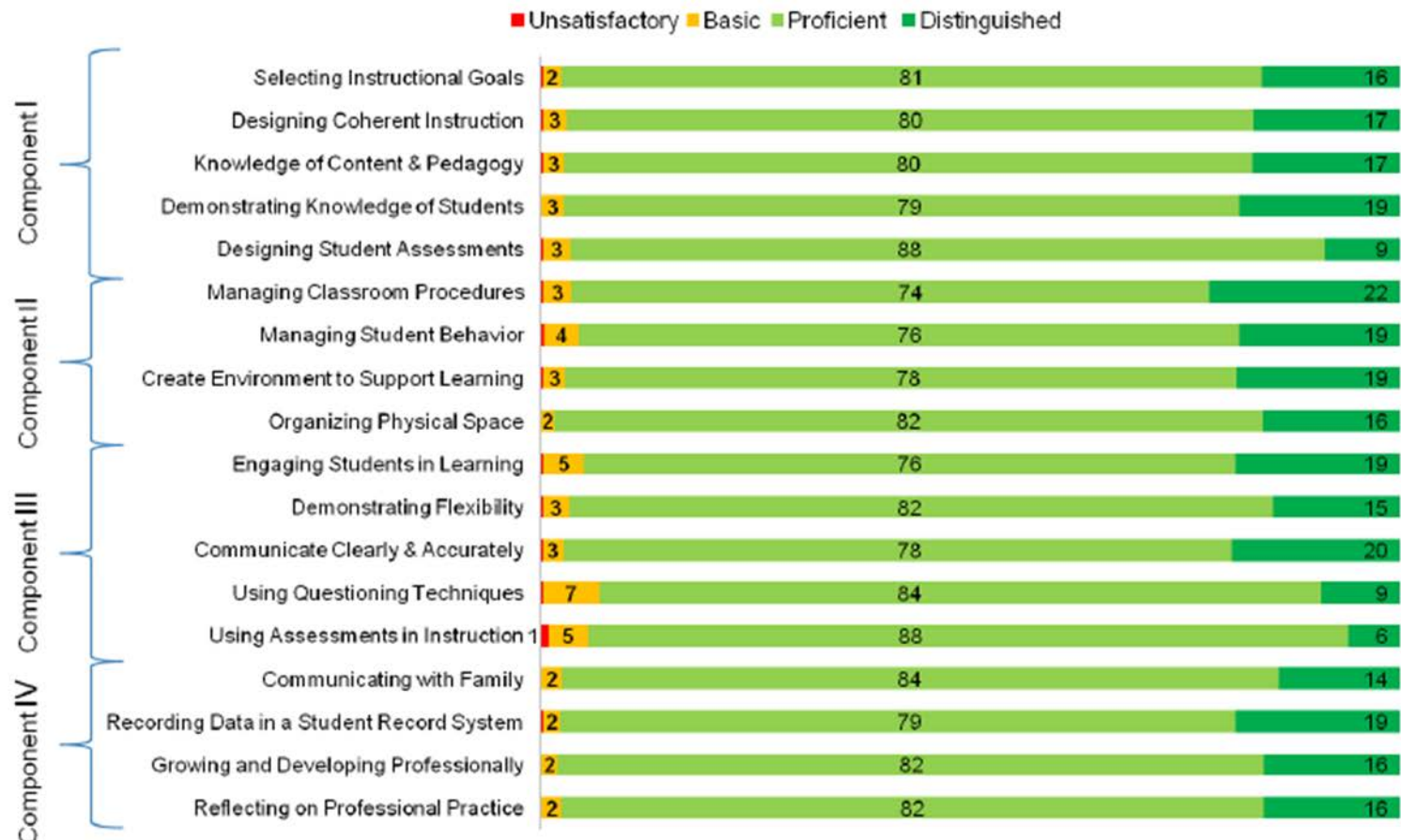
SOUTH CAROLINA (2013-14)



Not much differentiation among components.

Not much differentiation in sub-components.

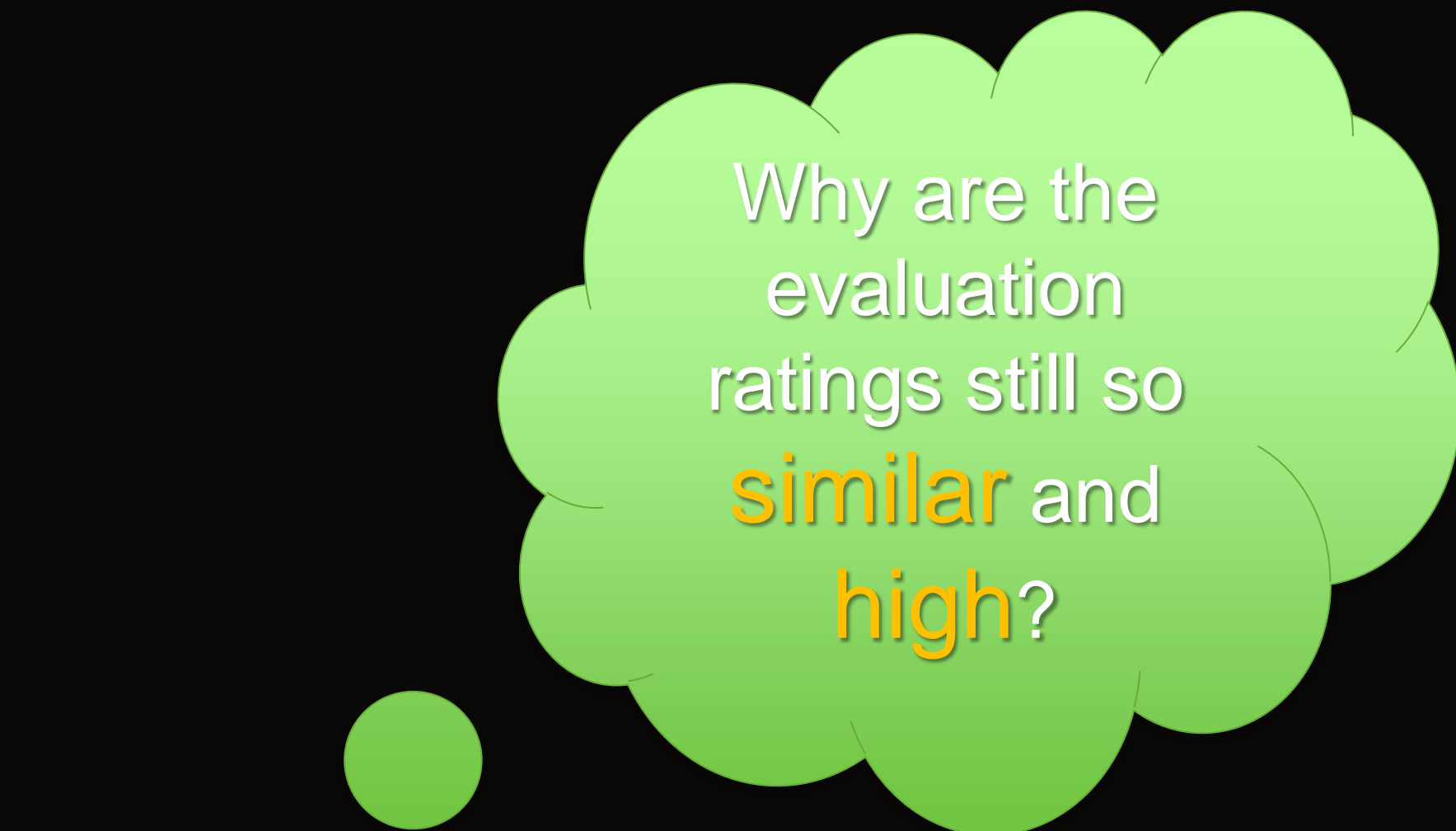
2013-14 Distribution of Educator Ratings on DPAS-II Criteria for Components I-IV (% of Educators)



Relationship
between
student
growth and
ratings of
highly
effective in
LA.

*Each dot
represents a
parish.

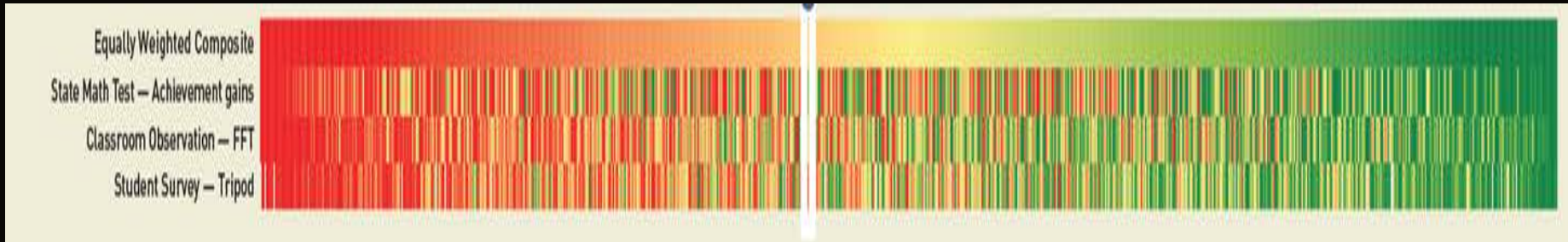




Why are the
evaluation
ratings still so
similar and
high?

Maybe teachers are really
all the same?

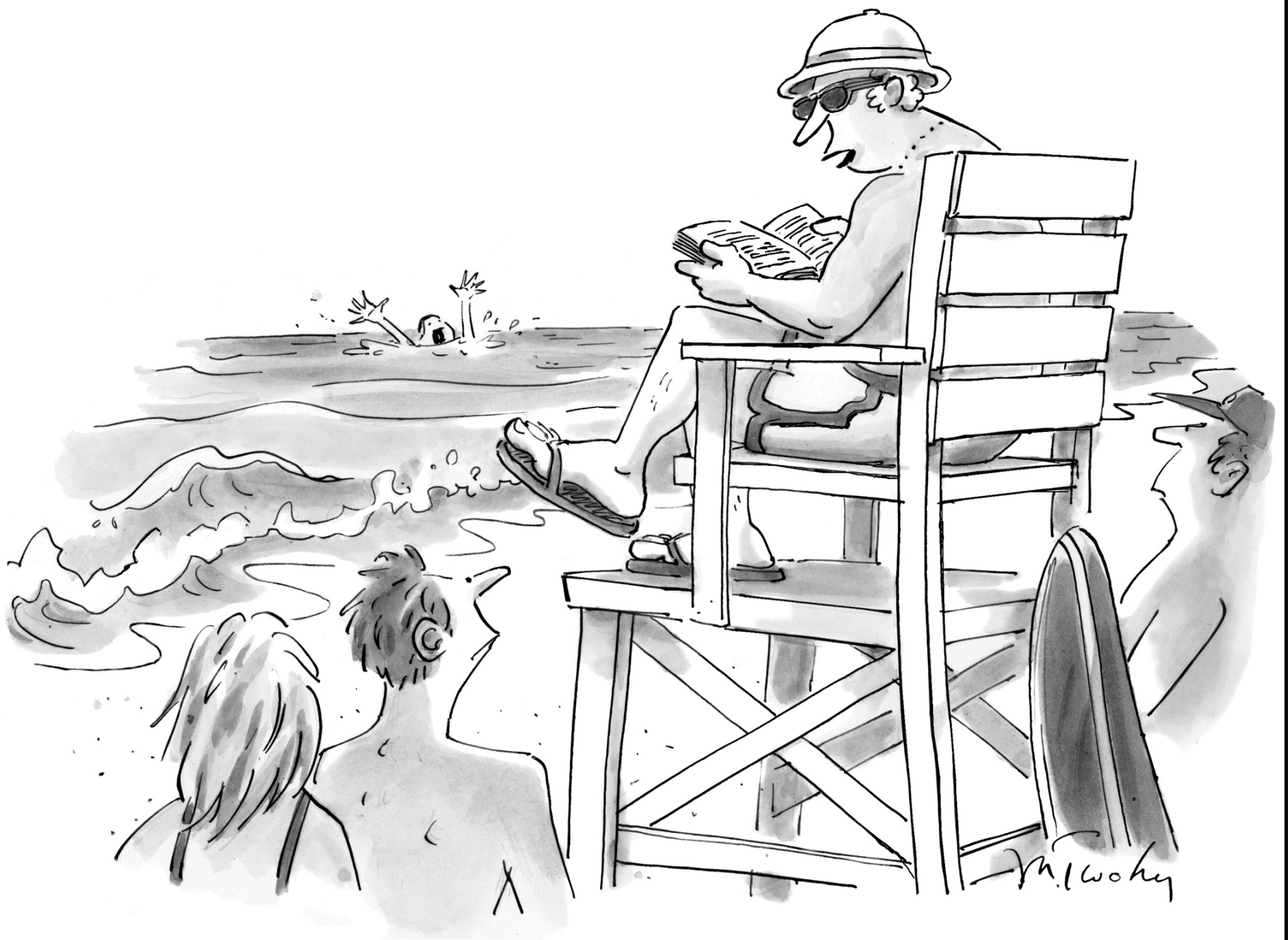
Teachers are **not** all the same.



Measure	Outcome
Equally Weighted Composite	Yellow
State Math Test – Achievement Gains	Yellow
Classroom Observation - FFT	Green
Student Survey - Tripod	Red

So **why** do most
teachers receive nearly
identical feedback?

Is it lack of **skill**?



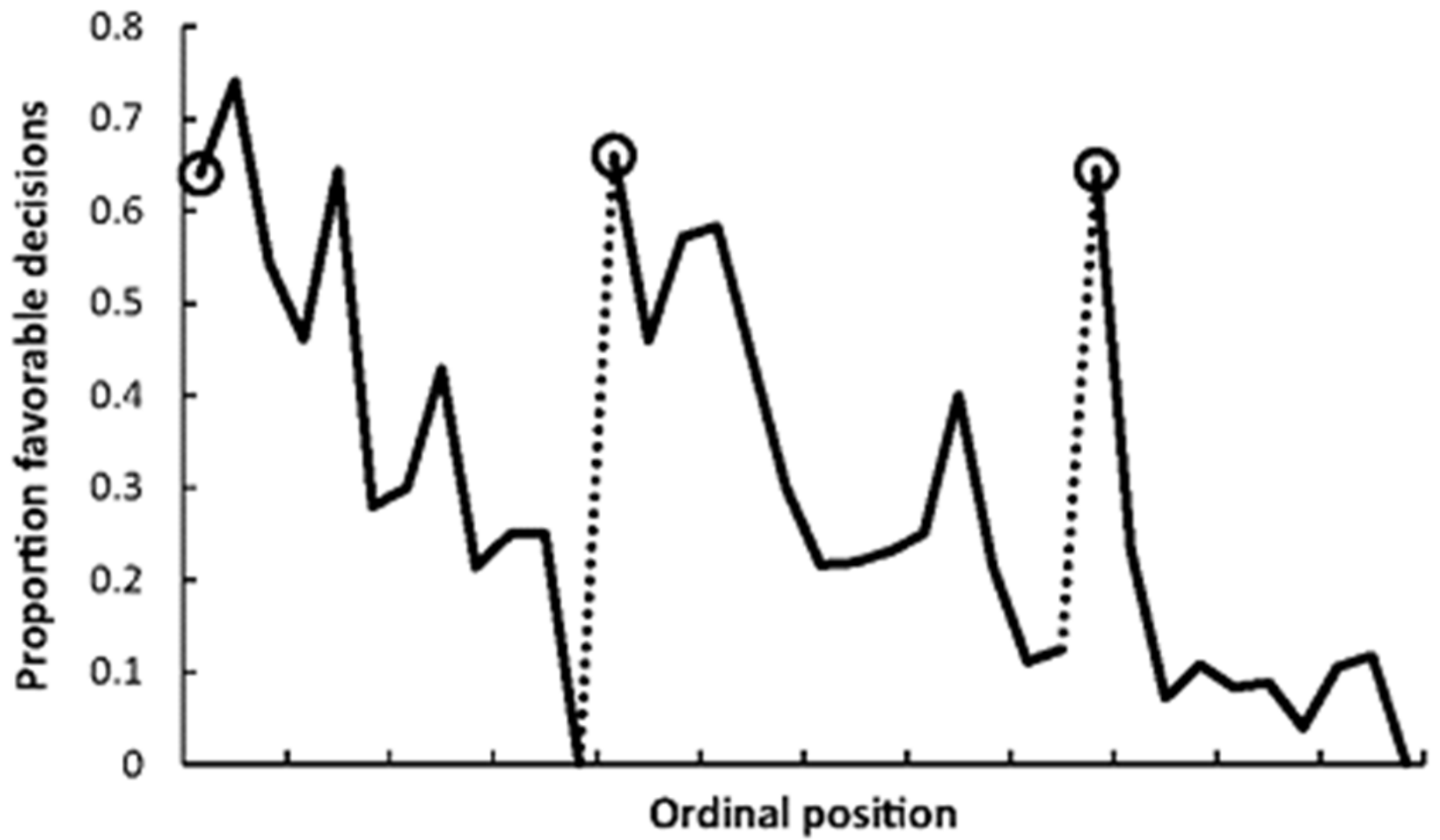
"We're encouraging people to become involved in their own rescue."

Is it a lack of
time and **resources**?





Do we
underestimate
the attention
required of the observer?



Is it a lack of **will**?



Is it just too
hard psychologically?



"Your daughter is a pain in the ass."

How well is this teacher instructing her students?

She is a good person.

She hasn't had a raise in years.

I don't trust those student growth measures.

Whom else could I get?

But I see her every Sunday at church.

She tries hard.

Bless her heart.

“There is a myth that drives many change initiatives into the ground: that the organization needs to change because it is broken.

“The reality is that any social system (including an organization or a country or a family) is the way it is because the people in that system (at least those individuals and factions with the most leverage) want it that way...

“There is no such thing as a dysfunctional organization, because every organization is perfectly aligned to achieve the results it currently gets.”

Heifetz, Linsky & Grashow. (2009) “The Practice of Adaptive Leadership.”

“What people resist is not change per se,
but **loss.**”

Heifetz, Linsky & Grashow. (2009) “The Practice of Adaptive Leadership.”



Steps **forward**...

Three lessons for building an effective evaluation and growth system for educators

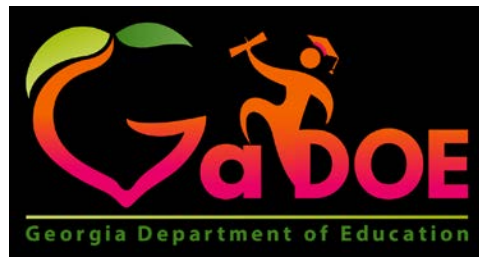
- 1) Clearly communicate that the evaluation system's purpose is growth, not "gotcha"
 - a. Names/labels are important
 - b. Your communications, other communications



Three lessons for building an effective evaluation and growth system for educators

2) Support principals and teachers in building instructional capacity

- a. Ongoing principal training on instructional leadership (North Carolina example)
- b. Online instructional resources (Georgia example; Louisiana example)



Three lessons for building an effective evaluation and growth system for educators

- 3) Focus on conversations as much as observations
 - a. Give principals feedback about their feedback
 - b. Time for principal and teacher PLCs




Three lessons for building an effective evaluation and growth system for educators

Share your ideas (5-10 minutes)

A green speech bubble with a white outline and a white drop shadow, pointing downwards and to the left.

Something
that has
worked
well...

A blue speech bubble with a white outline and a white drop shadow, pointing downwards and to the left.

An idea
you heard
about...

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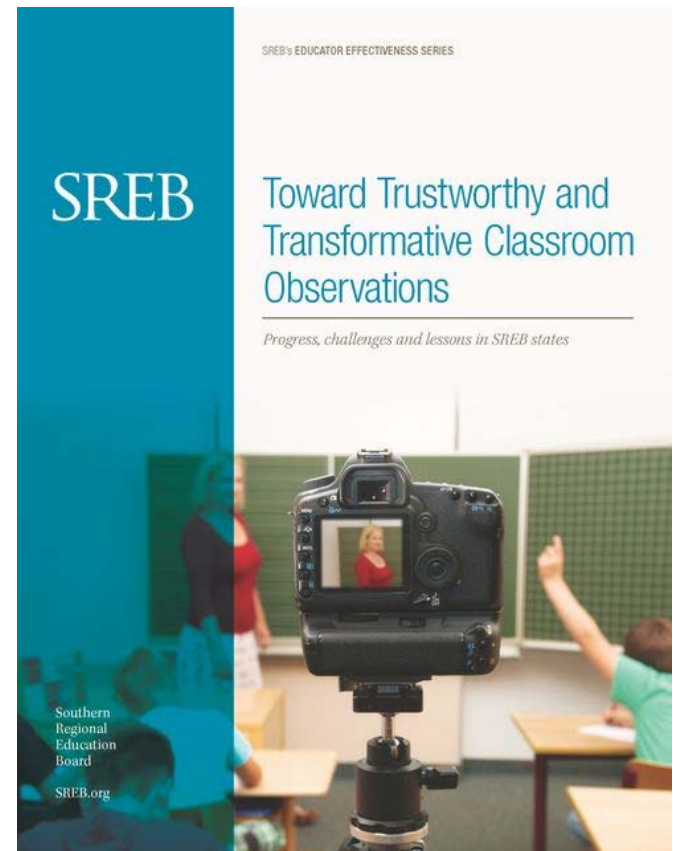
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Closing reflections

Go to **todaysmeet.com/growya** to share:

- Your takeaways from this session
- Small (or big) ideas you want to try
- Lingerin questions?

Enter as many thoughts as you'd like!

Tip: In nickname box, you can just type in a single number or letter.