

# Mentor Teachers

GROUP  
**16**



# IMPACT



DISTRICT OF COLUMBIA  
PUBLIC SCHOOLS

The District of Columbia Public Schools Effectiveness  
Assessment System for School-Based Personnel

**2012**  
**2013**



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# LETTER FROM THE CHANCELLOR

Dear Educators,

The 2012–2013 school year represents a pivotal juncture for DC Public Schools. Last spring, Mayor Gray and I introduced *A Capital Commitment*, our ambitious plan to dramatically accelerate student achievement in the district over the next five years by providing all of our students with a safe, academically challenging, and inspiring learning experience.

I deeply believe that it will be **you** – the educators working in our schools – who will lead us on the path to realizing the bold goals that we have set out to achieve by 2017.

But five years is a very short amount of time, and these goals will only become reality if we make meaningful changes to the way we've done things in the past.

That is why this year, we are introducing the 2012–2013 version of IMPACT which has been designed to:

## CAPITAL COMMITMENT GOALS



1. At least 70% of our students will be proficient in reading and math, and we will double the number of advanced students.



2. Our 40 lowest-performing schools will increase proficiency rates by 40 percentage points.



3. At least 75% of incoming ninth graders will graduate from high school in four years.



4. 90% of students will say they like their school.



5. We will continue to increase student enrollment.

**Raise the expectations for school leaders, teachers, and staff.** Three years of IMPACT data, along with extensive feedback from school leaders, educators, and senior district staff, tell us that our definition of effectiveness needs to be more rigorous. I have two children in DCPS, as do many of you, and I strongly believe that our mandate is to ensure that we would be proud to put our own children in any one of DCPS's 3,500 classrooms. But we aren't there yet. Beginning this year, educators will need to earn a final IMPACT score of 300 or higher in order to be considered Effective.\* We have introduced a new rating, Developing, for educators who earn final scores between 250 and 299.

**Differentiate to recognize strong performers.** This year's IMPACT system focuses on treating teachers like professionals by recognizing more of the district's high performers – both Effective and Highly Effective teachers. For example, teachers who have consistently earned scores of 300 and above will be eligible for reduced observations and increases to their base salaries. And through the district's new Leadership Initiative For Teachers (LIFT) career ladder, strong teachers will now have more opportunities to grow in leadership, responsibility, and compensation. This differentiation reflects our belief that teachers at different performance and experience levels deserve different types of feedback, support, and recognition.

**Allow teachers to drop low outlier observation scores.** For any number of reasons – a lesson that just didn't go very well, a first attempt at a new teaching strategy, a last minute change to the daily schedule – sometimes teachers have an observation score that is significantly lower than their other scores. This year, if you receive an observation score that is a full point lower than the average of your other scores, the low score will be dropped from your final IMPACT rating. We hope that this change will cause teachers to feel less pressure around their observations and more freedom to try new things.

\*See the *Putting It All Together* section for more information about the revised 2012–2013 IMPACT ratings.

**Reduce the weight of Individual Value-Added Student Achievement Data.** In response to feedback from teachers collected over the past years, we are reducing the weight of the Individual Value-Added Student Achievement Data component for Group 1 teachers from 50% to 35%. While we believe strongly that value-added is the fairest and most accurate method of capturing a teacher's impact on student achievement, we recognize that this measure does not reflect everything your students have learned.

Therefore, Group 1 teachers will now have Teacher-Assessed Student Achievement Data as part of their final rating, allowing these teachers to capture student learning that is not reflected by DC-CAS results and keeping the student achievement portion of their overall IMPACT score at 50%. We have also removed the School Value-Added Student Achievement Data component because we believe that collaboration is adequately captured in Commitment to the School Community.

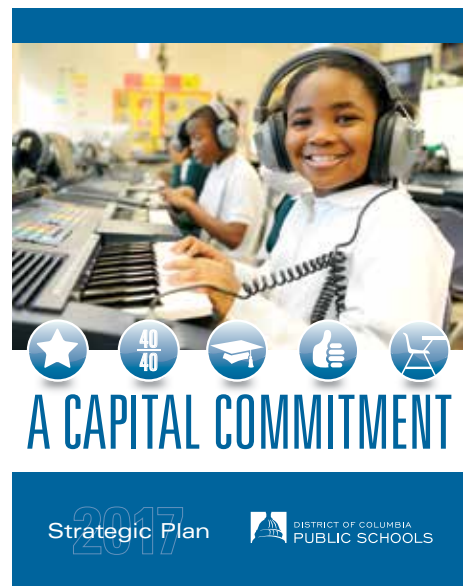
**Support your development in new ways.** While IMPACT now brings higher expectations, it also brings expanded opportunities for support. This year, teachers will receive an *informal* administrator observation to replace one formal observation; the feedback from the informal observation is purely to support your development, and the score will not count toward your final IMPACT rating. Teachers will continue to participate in the instructional coaching learning cycles that were a great success last year, and teachers in our 40 lowest-performing schools will receive intensive support from a cohort of master educators. We will also introduce a broad array of TLF resources, student survey materials, and sample TAS assessments — all housed online so that teachers, coaches, and administrators can access them easily.

IMPACT is just one district initiative that will see significant changes this school year; you will see *A Capital Commitment* driving everything that we do for the next five years as we work toward goals for our students that are ambitious — but absolutely achievable. I am honored to work alongside you as we pursue these goals with urgency and optimism.

Sincerely,



Kaya Henderson  
Chancellor, District of Columbia Public Schools



# PUTTING GROWTH FIRST

## How does IMPACT support my growth?

The primary purpose of IMPACT is to help you become more effective in your work. Our commitment to continuous learning applies not only to our students, but to you as well. IMPACT supports your growth by:

- **Clarifying Expectations** — IMPACT outlines clear performance expectations for all school-based employees. We have worked to ensure that the performance metrics and supporting rubrics are clear and aligned to your specific responsibilities.
- **Providing Feedback** — Quality feedback is a key element of the improvement process. This is why, during each assessment cycle, you will have a conference to discuss your strengths as well as your growth areas. You can also view written comments about your performance by logging into your IMPACT account at <http://impactdcps.dc.gov>.
- **Facilitating Collaboration** — By providing a common language to discuss performance, IMPACT helps support the collaborative process. This is essential, as we know that communication and teamwork create the foundation for student success.
- **Driving Professional Development** — The information provided by IMPACT helps DCPS make strategic decisions about how to use our resources to best support you. We can also use this information to differentiate our support programs by cluster, school, grade, job type, or any other category.
- **Retaining Great People** — Having highly effective teachers and staff members in our schools helps everyone improve. By mentoring and by serving as informal role models, these individuals provide a concrete picture of excellence that motivates and inspires us all. IMPACT helps retain these individuals by providing significant recognition for outstanding performance.

IMPACT reflects our belief that everyone in our system plays a critical role in improving student outcomes. With an outstanding teacher in every classroom and excellent staff members throughout our schools, our students will graduate prepared for success in college, the workforce, and life.

For further information about job-specific resources and professional development designed to help you grow, see the *Supporting Your Success* section at the end of this guidebook.





Michael DeAngelis



Bel Perez Gabilondo



Michael DeAngelis

# GROUP 16: OVERVIEW

## Who is in Group 16?

Group 16 consists of all mentor teachers.

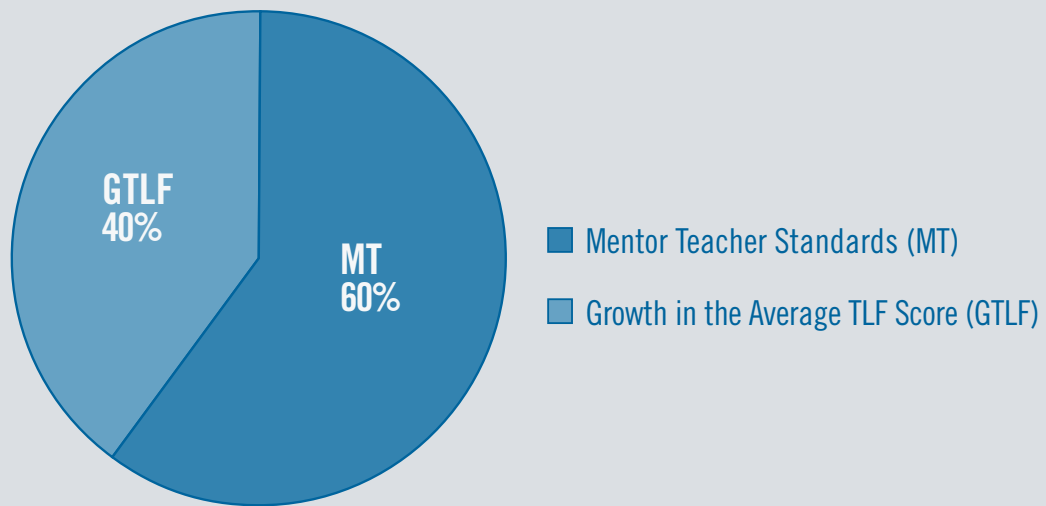
## What are the IMPACT components for members of Group 16?

There are three IMPACT components for members of Group 16. Each is explained in greater detail in the following sections of this guidebook.

- **Mentor Teacher Standards (MT)** — These standards define excellence for mentor teachers in DCPS. They make up 60% of your IMPACT score.
- **Growth in the Average Teaching and Learning Framework Score (GTLF)** — This is a measure of the extent to which your mentees' average score on the Teaching and Learning Framework increases over the course of the school year. This component makes up 40% of your IMPACT score.
- **Core Professionalism (CP)** — This is a measure of four basic professional requirements for all school-based personnel. This component is scored differently from the others, which is why it is not represented in the pie chart. For more information, please see the Core Professionalism section of this guidebook.



## IMPACT COMPONENTS FOR GROUP 16



### What are the Mentor Teacher Standards?

These standards define excellence for mentor teachers in DCPS. They include:

- Standard 1: Analyze Data
- Standard 2: Design Support
- Standard 3: Implement Support
- Standard 4: Facilitate Adult Learning
- Standard 5: Support the DCPS Mentoring Program

### Who developed the Mentor Teacher Standards?

The DCPS Office of Professional Development, in collaboration with DCPS mentor teachers, developed the standards. The National Staff Development Council Standards and the practices of the New Teacher Center helped inform the development process.

### How will my proficiency in the Mentor Teacher Standards be assessed?

Your proficiency will be assessed two times over the course of the year according to the rubric at the conclusion of this section. The first will take place by December 20 and the second by June 10.

As part of each assessment cycle, you will have a conference with your observer. At this conference you will receive feedback based on the Mentor Teacher Standards rubric and discuss next steps for professional growth.

### How will my proficiency in the Mentor Teacher Standards be scored?

For each assessment cycle, you will receive a 4 (highest) to 1 (lowest) rating for each standard of the rubric. Your standard scores will then be averaged together to form an overall score of 4.0 (highest) to 1.0 (lowest) for the assessment cycle.

At the end of the year, your assessment cycle scores will be averaged together to calculate an overall score of 4.0 (highest) to 1.0 (lowest) for this component of your IMPACT assessment. See the sample score chart below.

### How will staff members who have earned Highly Effective ratings two years in a row be assessed this year?

Staff members who have earned Highly Effective ratings during both of the last two school years will receive an assessment by December 20. If the score from this assessment is 3.0 or higher, the staff member will have the opportunity to waive her/his second assessment. If the score is below 3.0, the staff member will continue on the normal assessment schedule.

SAMPLE SCORE CHART  
MENTOR TEACHER STANDARDS (MT)

MENTOR TEACHER STANDARDS (MT)	CYCLE ENDS 12/20	CYCLE ENDS 6/10	OVERALL (Average of Cycles)
<b>MT SCORE</b> (Average of MT 1 to MT 5)	3.6	3.8	3.7
MT 1: Analyze Data	3.0	4.0	
MT 2: Design Support	3.0	3.0	
MT 3: Implement Support	4.0	4.0	
MT 4: Facilitate Adult Learning	4.0	4.0	
MT 5: Support the DCPS Mentoring Program	4.0	4.0	



Michael DeAngelis



Bel Perez Gabilondo



Brian Troplano

**If I have additional questions about the Mentor Teacher Standards, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or [impactdcp@dc.gov](mailto:impactdcp@dc.gov).

## LEVEL 4 (HIGHEST)

## LEVEL 3

## MT 1

## ANALYZE DATA

Mentor teacher **meets Level 3** expectations AND **extends impact** by developing teachers' capacity to analyze their own practice and student data to drive continuous improvement.

Mentor teacher **consistently** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

## MT 2

## DESIGN SUPPORT

Mentor teacher **meets Level 3** expectations AND **extends impact** by applying a deep knowledge of content and of a broad range of effective instructional practices.

Mentor teacher **consistently** develops targeted plans for support that are based on analyses of data and aligned to teachers' high priority areas for growth and include: 1) specific, measurable, and ambitious goals; 2) a scope and sequence that follows a gradual release of responsibility model and 3) effective instructional practices.

## MT 3

## IMPLEMENT SUPPORT

Mentor teacher **meets Level 3** expectations AND **extends impact** by monitoring teacher implementation over time and continuing to provide opportunities for growth through informal support.

Mentor teacher **consistently** implements plans for support, in an effective manner, by successfully executing strategies for assistance (for example, modeling, co-planning, co-teaching, debriefing); monitoring teachers' progress toward goals and providing detailed and specific suggestions for improvement; and making adjustments to plans as necessary. **Significant** improvement in teacher practice is evident as a result of this support.

## MT 4

## FACILITATE ADULT LEARNING

Mentor teacher **meets Level 3** AND **extends impact** by releasing facilitation responsibility to teachers as appropriate and by developing teacher leaders who take responsibility for fostering collaboration in their schools.

Mentor teacher **consistently** facilitates adult learning in both individual and group settings by communicating clearly, directly, and respectfully; following established protocols and principles of adult learning theory\*; maintaining a focus on outcomes; and fostering collaboration and investment.

## MT 5

## SUPPORT THE DCPS MENTORING PROGRAM

Mentor teacher **meets Level 3** expectations AND **extends impact** by helping plan and lead programming for the DCPS Mentoring Program.

Mentor teacher **consistently** collaborates, in an effective manner, with the leadership of the DCPS Mentoring Program and **always** follows the program's policies and procedures.

\* Following principles of adult learning theory may include creating goal-oriented, relevant, active, and practical learning situations; providing opportunities for teachers to make connections to their own knowledge, experiences, and challenges; promoting a safe and supportive learning environment; allowing for choice and self-direction; etc.

## LEVEL 2

## LEVEL 1 (LOWEST)

Mentor teacher **sometimes** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

Mentor teacher **rarely or never** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

Mentor teacher **sometimes** develops targeted plans for support that are based on analyses of data and aligned to teachers' high priority areas for growth and include: 1) specific, measurable, and ambitious goals; 2) a scope and sequence that follows a gradual release of responsibility model and 3) effective instructional practices.

Mentor teacher **rarely or never** develops targeted plans for support that are based on analyses of data and aligned to teachers' high priority areas for growth and include: 1) specific, measurable, and ambitious goals; 2) a scope and sequence that follows a gradual release of responsibility model and 3) effective instructional practices.

Mentor teacher **sometimes** implements plans for support, in an effective manner, by successfully executing strategies for assistance (for example, modeling, co-planning, co-teaching, debriefing); monitoring teachers' progress toward goals and providing detailed and specific suggestions for improvement; and making adjustments to plans as necessary. **Some** improvement in teacher practice is evident as a result of this support.

Mentor teacher **rarely or never** implements plans for support, in an effective manner, by successfully executing strategies for assistance (for example, modeling, co-planning, co-teaching, debriefing); monitoring teachers' progress toward goals and providing detailed and specific suggestions for improvement; and making adjustments to plans as necessary. **Little or no** improvement in teacher practice is evident as a result of this support.

Mentor teacher **sometimes** facilitates adult learning in both individual and group settings by communicating clearly, directly, and respectfully; following established protocols and principles of adult learning theory; maintaining a focus on outcomes; and fostering collaboration and investment.

Mentor teacher **rarely or never** facilitates adult learning in both individual and group settings by communicating clearly, directly, and respectfully; following established protocols and principles of adult learning theory; maintaining a focus on outcomes; and fostering collaboration and investment.

Mentor teacher **sometimes** collaborates, in an effective manner, with the leadership of the DCPS Mentoring Program and **always** follows the program's policies and procedures.

Mentor teacher **rarely or never** collaborates, in an effective manner, with the leadership of the DCPS Mentoring Program or **does not always** follow the program's policies and procedures.

### What is Growth in the Average Teaching and Learning Framework Score?

Based on each formal observation, every teacher will receive an overall score of 4.0 (highest) to 1.0 (lowest) for her/his proficiency in the Teaching and Learning Framework. From these scores, we can calculate a group average for any subset of teachers (for example, all teachers in a mentor teacher's cohort). We can then track the growth of that group average from one observation cycle to the next. That growth is what we are describing here.

### Why is this one of my IMPACT components?

As a mentor teacher, your primary responsibility is to help your teachers improve their instructional practice so that their students can achieve at the highest levels. Thus, one key measure of your effectiveness is the extent to which the average Teaching and Learning Framework score of the teachers you are supporting increases over time.

### How will this component be scored?

We will compare your teachers' average Teaching and Learning Framework score after the first master educator observation cycle with their average score after the second master educator observation cycle. As the rubric at the conclusion of this section indicates, growth of 0.20 points or more will yield a GTLF score of 4, growth of between 0.1 and 0.19 points will yield a GTLF score of 3, growth of between 0.01 and 0.09 points will yield a GTLF score of 2, and growth of 0.0 or below will yield a GTLF score of 1.\*

*\* Please note that, because this component is scored only once per year, we have not included a sample score chart as we have for the components that are scored multiple times per year.*





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**If I have additional questions about GTLF, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## LEVEL 4 (HIGHEST)

## LEVEL 3

## GTLF 1

## GROWTH IN THE AVERAGE TEACHING AND LEARNING FRAMEWORK SCORE

From the first master educator cycle to the second master educator cycle, teacher cohort realizes an average TLF growth of **at least 0.20 points** OR teacher cohort achieves an average TLF score of **3.50 or higher**.

From the first master educator cycle to the second master educator cycle, teacher cohort realizes an average TLF growth of **at least 0.10 points**.



## LEVEL 2

From the first master educator cycle to the second master educator cycle, teacher cohort realizes an average TLF growth of **at least 0.01 points.**

## LEVEL 1 (LOWEST)

From the first master educator cycle to the second master educator cycle, teacher cohort **does not realize, on average, positive growth.**



### What is Core Professionalism?

This component measures four basic tenets of professionalism: 1) having no unexcused absences; 2) having no unexcused late arrivals; 3) following the policies and procedures of your school (or program) and the school system; and 4) interacting with colleagues, students, families, and community members in a respectful manner.

### How will my Core Professionalism be assessed?

Your administrator (or program supervisor) will assess your Core Professionalism according to the rubric at the conclusion of this section. S/he will assess you two times during the year. The first assessment will occur by December 20 and the second by June 10.

### How will my Core Professionalism be scored?

Unlike the other rubrics in IMPACT, there are only three levels for Core Professionalism: Meets Standard, Slightly Below Standard, and Significantly Below Standard.

If you consistently receive a Core Professionalism rating of Meets Standard (and you receive no ratings of Slightly Below Standard or Significantly Below Standard), your overall score for this component will be Meets Standard and you will see no change in your final IMPACT score. This is the case in the sample score chart below.

If you receive a rating of Slightly Below Standard on any part of the Core Professionalism rubric during a cycle (and you receive no ratings of Significantly Below Standard), you will receive an overall rating of Slightly Below Standard for that cycle, and ten points will be deducted from your final IMPACT score. An additional ten points will be deducted if you earn an overall rating of Slightly Below Standard again the next cycle.

If you receive a rating of Significantly Below Standard on any part of the Core Professionalism rubric during a cycle, you will receive an overall rating of Significantly Below Standard for that cycle, and twenty points will be deducted from your final IMPACT score. An additional twenty points will be deducted if you earn an overall rating of Significantly Below Standard again the next cycle.

Please note that, if you are shared between two schools, the lower of your two Core Professionalism ratings for each cycle will be used for your final IMPACT score.

For more information about the scoring process, please see the Putting It All Together section of this guidebook.

SAMPLE SCORE CHART  
CORE PROFESSIONALISM (CP)

CORE PROFESSIONALISM (CP)	CYCLE ENDS 12/20	CYCLE ENDS 6/10	OVERALL
CP SCORE (Lowest of CP 1 to CP 4)	MEETS STANDARD	MEETS STANDARD	MEETS STANDARD
CP 1: Attendance	MEETS STANDARD	MEETS STANDARD	
CP 2: On-Time Arrival	MEETS STANDARD	MEETS STANDARD	
CP 3: Policies and Procedures	MEETS STANDARD	MEETS STANDARD	
CP 4: Respect	MEETS STANDARD	MEETS STANDARD	





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**If I have additional questions about Core Professionalism, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## MEETS STANDARD

## SLIGHTLY BELOW STANDARD

## CP 1 ATTENDANCE

Individual has **no** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **1** unexcused absence (an absence that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

## CP 2 ON-TIME ARRIVAL

Individual has **no** unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **1** unexcused late arrival (a late arrival that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

## CP 3 POLICIES AND PROCEDURES

Individual **always** follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

**With rare exception**, individual follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

## CP 4 RESPECT

Individual **always** interacts with students, colleagues, parents/guardians, and community members in a respectful manner.

**With rare exception**, individual interacts with students, colleagues, parents/guardians, and community members in a respectful manner.



## SIGNIFICANTLY BELOW STANDARD

Individual has **2 or more** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **2 or more** unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual **demonstrates a pattern** of failing to follow DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

Individual **demonstrates a pattern** of failing to interact with students, colleagues, parents/guardians, or community members in a respectful manner.

# SUPPORTING YOUR SUCCESS

## What resources are available to help me be successful?

Professional development is critical to our success as a school system. After all, the best schools are those focused on the learning of children *and* adults. This is why providing educators with outstanding support is a top district priority.

Below you will find more information about job-specific resources and learning opportunities designed to help you improve your practice.

### PD PLANNER

PD Planner is an online catalog of professional development opportunities that enables DCPS educators to target support where they need it most. Educators can browse offerings and register for workshops presented by DCPS, the Washington Teachers' Union, and other organizations. At the conclusion of a training course, a certificate of completion can be submitted for recertification credit, as applicable, with the Office of the State Superintendent of Education (OSSE). Visit PD Planner at <http://dcps.schoolnet.com>. Instructional coaches or principals can provide login information.

### EDUCATOR PORTAL+

Educator Portal+ is a new online platform where DCPS educators can connect with colleagues and access differentiated, high-quality professional development resources aligned to the Teaching and Learning Framework and the Common Core State Standards (CCSS). Featured resources include:

- **Reality PD:** A video library of outstanding DCPS teachers in action, covering all nine Teach standards and a variety of grade levels and major subject areas.
- **Teach Like A Champion:** A collection of video clips and articles on Doug Lemov's effective teaching techniques.
- **Teach Standard Resource Sets:** Self-assessments, high-impact instructional strategies, annotated resource lists, and other tools aligned to each Teach standard.
- **Curricular Resources:** DCPS's scope and sequence documents and unit overviews aligned to the CCSS.

Access these resources and sign up for relevant events and announcements by visiting <http://dcps.dc.gov/educators> and logging in using your DCPS email address (first.last@dc.gov) and e-mail password. Please contact [educator.portal@dc.gov](mailto:educator.portal@dc.gov) with any questions.

## REALITY PD

Reality PD is an extensive library of professionally-produced lesson videos, filmed in DCPS classrooms and featuring our own outstanding teachers.

The clips cover all nine Teach standards and a variety of grade levels and major subject areas. These impressive videos celebrate excellent teaching across the city and are a powerful professional development tool to drive even more great practice.

For example:

- Teachers may view videos as part of their own, self-guided professional development.
- Instructional coaches may ask teachers to view specific videos as part of an individual learning cycle.
- In written reports or during POCs, administrators and master educators may refer teachers to videos that are relevant to particular areas for growth.
- School leaders may use videos as part of the collaborative professional development in their buildings.

The video library will be housed on the new Educator Portal+ platform, along with additional professional development resources.



Victoria Tyson, School Without Walls SHS



Sabrina Malone, Houston ES



Tanya Copeland, King ES



Tiffani Turner, Houston ES



Scott Harding, Maury ES



Victoria Pearson, Stuart-Hobson MS

## CURRICULAR RESOURCES

The Teaching and Learning Framework defines the *how* of effective instruction, and a key district focus this year is providing meaningful support to educators on the *what* and the *when*.

In 2011, DCPS began working toward a full adoption of the Common Core State Standards (CCSS) for English Language Arts; literacy in history/social studies, science, and technical subjects; and mathematics. To support this transition, we have created scope and sequence documents, unit overviews, recommended anchor texts, and suggested summative assessments. We also administer aligned, paced interim assessments (PIAs), and you have the opportunity to participate in structured data cycles to support you with using student achievement information to guide your classroom practice.

### OVERVIEW OF THE DISTRICT'S THREE-YEAR ROLLOUT OF THE COMMON CORE STATE STANDARDS (CCSS)

SCHOOL YEAR	GRADES/CCSS FOCUS	IMPLEMENTATION PLAN
2011–2012	K–12 READING 6–12 LITERACY IN CONTENT AREAS (RH/RST) K–2 MATHEMATICS	<b>Implementation Focus:</b> K–12 English Language Arts teachers will teach the CCSS-ELA and K–2 teachers will teach the CCSS-Mathematics
		<b>Professional Development Focus:</b> Foundational reading, CCSS-ELA instructional shifts, K–2 CCSS-Mathematics
2012–2013	3–12 MATHEMATICS 6–12 LITERACY IN CONTENT AREAS (RH/RST)	<b>Implementation Focus:</b> K–12 math teachers will teach the Mathematics CCSS, and social studies, science, and technical subject teachers will teach the CCSS-RH/RST
		<b>Professional Development Focus:</b> Mathematics CCSS, differentiated literacy instruction
2013–2014	K–12 WRITING 6–12 WRITING IN CONTENT AREAS (WHST)	<b>Implementation Focus:</b> K–12 teachers will teach the CCSS-W, and social studies, science, and technical subjects teachers will teach the CCSS-WHST
		<b>Professional Development Focus:</b> Writing and Language CCSS

## FOR TEACHERS AND STAFF AT SPECIAL SCHOOLS

The Full Service Schools (FSS) model brings together leading practices from the fields of education and mental health to ensure academic success for all students. School staff at Full Service Schools receive additional support in implementing the Teaching and Learning Framework and specialized training in developing behavior management systems, welcoming school climates, and family partnerships.

Catalyst Schools are organized around one of three curricular themes: 1) science, technology, engineering, and mathematics (STEM); 2) arts integration; or 3) world cultures. At these schools, experts from local and national partner organizations regularly provide in-depth training related to each school's focus area.

At International Baccalaureate (IB) Schools, specialized training is offered to support teachers and staff in implementing IB methods, with a focus on developing students' intellectual, personal, emotional, and social skills. The International Baccalaureate Organization also offers workshops and online training for teachers. More information is available at <http://www.ibo.org/events>.

## THE WASHINGTON TEACHERS' UNION

The Washington Teachers' Union (WTU) offers the Educational Research and Dissemination (ER&D) program, which includes research-based professional development courses held after school, on weekends, and during district professional development. Past courses have included: Beginning Reading Instruction; Making Data and Classroom Assessments Work for You; Organizing the Classroom for Teaching and Learning; Psychology and Education of the Exceptional Child; Response to Intervention; School, Family, Community: Supporting Student Learning; and Thinking Mathematics.

In addition, the WTU professional development office coordinates free, site-based professional learning opportunities designed to support local school improvement initiatives. For more information, please visit <http://www.wtulocal6.org>.

“My students last year taught me that I needed to refresh my bag of tricks for dealing with a variety of behaviors, so I took a course offered by the WTU. Despite having taught for more than 20 years, I can honestly say that I learned many new things about behavioral psychology and how to deal with students who disrupt the learning environment. The result: I had new skills and a team of colleagues with whom I could problem solve.”

PAMELA ROSS, TEACHER, OYSTER-ADAMS BILINGUAL SCHOOL

# PUTTING IT ALL TOGETHER

## What does this section explain?

This section is designed to help you understand how all of the components of your assessment will come together to form an overall IMPACT score and rating. The process involves five steps.

### Step 1

We begin by identifying your overall ratings for each component of your assessment. Recall that, for all components other than Core Professionalism, the score will always range from 4.0 (highest) to 1.0 (lowest).

### Step 2

We then multiply each component score by its percentage from the pie chart at the beginning of this guidebook. This creates “weighted scores” for each component. The chart below provides an example.

**SAMPLE SCORE**

COMPONENT	COMPONENT SCORE	PIE CHART PERCENTAGE	WEIGHTED SCORE
Mentor Teacher Standards (MT)	3.7	x 60	= 222
Growth in the Average Teaching and Learning Framework Score (GTLF)	4.0	x 40	= 160
<b>TOTAL</b>			<b>382</b>

### Step 3

We then add the weighted scores to arrive at a total score. The total score will always be between 100 and 400.

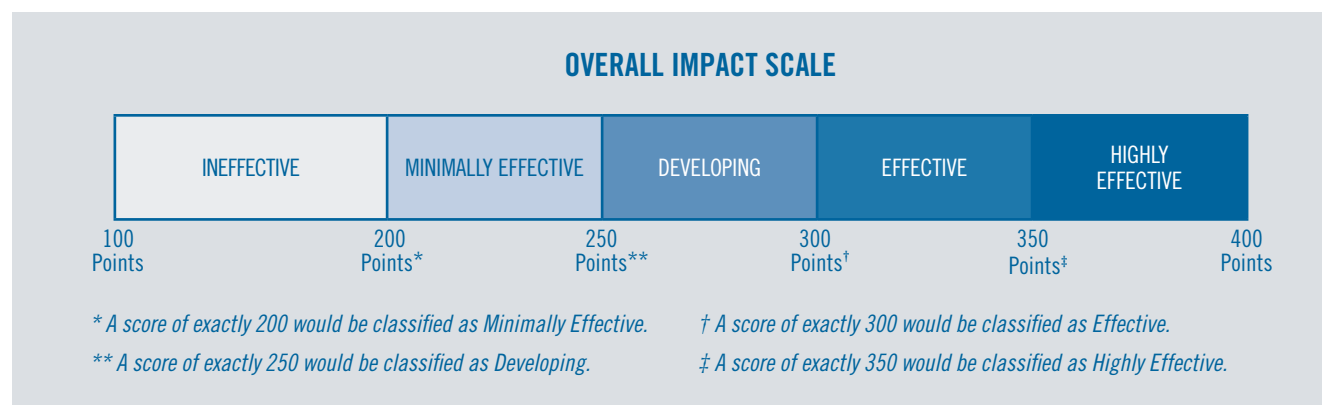
### Step 4

We then adjust your total score based on your rating for Core Professionalism. If your rating for this component is Meets Standard for both cycles, then your total score remains unchanged. If not, then 10 points are subtracted from your total score for each cycle in which your rating is Slightly Below Standard, and 20 points are subtracted for each cycle in which your rating is Significantly Below Standard. In the example above, the individual’s rating for all cycles is Meets Standard, so no points have been subtracted.



## Step 5

Finally, we take your adjusted score and use the scale below to arrive at your final IMPACT rating.



Note: If you are not employed by DCPS for the entire year (for example, because you joined the school system partway through the year), or if, while employed by DCPS, you have an absence which causes you to miss one or more of your assessments, DCPS may at its discretion make adjustments to the IMPACT system to ensure that you receive a final IMPACT score for the year. These adjustments may include, among other things, changing deadlines, changing the number of assessments, and changing the type of assessment. Also, if unexpected circumstances interfere with the completion of one or more of your assessments, DCPS may nevertheless issue a final IMPACT score and consequences based on the remaining assessments. Finally, DCPS reserves the right to make any additional modifications to the IMPACT system during the school year. DCPS will provide notice of any such modifications prior to their implementation. (For the purposes above, “assessments” refers to observations, conferences, holistic reviews, data, and other means of measuring performance.)

## What do these ratings mean?

**Highly Effective:** This rating signifies outstanding performance. Members of the Washington Teachers' Union (WTU) who earn this rating will be eligible for additional compensation under the WTU contract.

**Effective:** This rating signifies solid performance. Individuals who earn this rating will progress normally on their pay scales.

**Developing:** This rating signifies performance that is below expectations. DCPS will encourage principals to prioritize these educators for professional development in an effort to help them improve their skills. If, after three years of support, however, an educator is unable to move beyond the Developing level, she or he will be subject to separation. In addition, educators who earn Developing ratings will be held at their current salary step until they earn a rating of Effective or Highly Effective.

**Minimally Effective:** This rating signifies performance that is significantly below expectations. As with Developing educators, DCPS will encourage principals to prioritize these educators for professional development in an effort to help them improve their skills. If, after two years of support, however, an educator is unable to move beyond the Minimally Effective level, she or he will be subject to separation. In addition, educators who earn Minimally Effective ratings will be held at their current salary step until they earn a rating of Effective or Highly Effective.

**Ineffective:** This rating signifies unacceptable performance. Individuals who receive this rating will be subject to separation from the school system.

Note: In very rare cases, a principal may recommend that an educator be separated more expeditiously than outlined above if the educator's performance has declined significantly from the previous year or if there is little evidence that she or he is improving. For example, a principal, in consultation with her or his instructional superintendent, may recommend that an educator who has earned two consecutive Developing ratings, but who has shown no signs of growth, not be provided with a third year for improvement. In these very rare cases, a principal will need the approval of her or his instructional superintendent to submit a recommendation for early separation. A three-member panel composed of the school system's Chief of Human Capital, Chief of Schools, and Chief Academic Officer will review the recommendation and issue a decision. Educators will have the right to appeal the panel's decision through the Chancellor's Appeals Process.

## Why was the Developing rating created?

We have made great progress as a school system over the past few years. Our basic operations have improved, we have a new curriculum aligned to the Common Core State Standards, and our scores on both local and national exams show that student achievement is rising.

But as we reflect upon the goals we set in *A Capital Commitment*, our five-year strategic plan, it is clear we must do even more. Our bold aspirations are absolutely attainable, but only if we redouble our efforts.

This is why we have raised our expectations of what Effective practice looks like by increasing the minimum IMPACT score for this rating from 250 to 300. We weighed this decision carefully, and only settled on it after critically analyzing three years of performance data and talking with hundreds of our educators.

This shift undoubtedly increases accountability, but it also helps the school system more effectively prioritize and differentiate its professional development. Our hope is that, with guidance and support from school leaders, central office staff members, and others, today's Developing educators will become tomorrow's Highly Effective ones.

Ultimately, this change to IMPACT is about providing our students with the outstanding educators that they deserve and ensuring that every DCPS classroom is a place where students and their families can expect a world-class education.

## Is the Developing rating retroactive?

No. All Effective ratings from the 2009–2010, 2010–2011, and 2011–2012 school years will stand. Moving forward, however, educators must earn a final IMPACT score of 300 or higher in order to receive an Effective rating.

## If I earn a Minimally Effective rating and then a Developing rating, will I have one more year to improve?

Yes, you will have one additional year to improve your performance to Effective or Highly Effective. However, if you receive a third consecutive rating that is below expectations (i.e., Ineffective, Minimally Effective, or Developing), you will be subject to separation.

## If I earn a Developing rating and then a Minimally Effective rating, will I have one more year to improve?

No. In this case, your performance will have declined from below expectations (Developing) to significantly below expectations (Minimally Effective). As a result, you will be subject to separation.

### If I have a concern about my rating, what should I do?

If you ever have a concern, we encourage you to contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## What is IMPACT*plus*?

IMPACT*plus* is the performance-based compensation system for Washington Teachers' Union (WTU) members.

## Why does DCPS have a performance-based pay system?

DCPS and the WTU agreed in the most recent teachers' contract to develop and implement a performance-based pay system because we felt it was essential to demonstrate — in the boldest way possible — how much we value the work you do. IMPACT*plus* is the product of this groundbreaking collaboration. We are proud that outstanding DCPS educators are now being paid what they deserve. In fact, some have seen their compensation more than double. We recognize that you did not choose to enter the field of education for monetary reasons. But we also recognize that you deserve to be compensated as true professionals.

## Who created IMPACT*plus*?

As noted above, DCPS and the WTU collaboratively developed the system. As part of this process, we examined compensation models from around the country.

## Who is eligible for IMPACT*plus*?

Any WTU member who earns an IMPACT rating of Highly Effective is eligible.

## How do I know if I am a WTU member?

All teachers, instructional coaches, mentor teachers, librarians, counselors, related service providers, and a handful of other educators are part of the WTU. If you are not sure about your status, please contact the WTU at 202-293-8600.

## How will I know if I receive a Highly Effective rating?

You can find out by logging into the IMPACT database at [impactdcps.dc.gov](http://impactdcps.dc.gov). If you need assistance logging in, please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## Do I need to be a “full” union member to be eligible for IMPACT*plus*, or is “agency fee” status enough?

You only need “agency fee” status to be eligible for IMPACT*plus*. To learn more about this status, please contact the WTU at 202-293-8600.

## How much can I earn under IMPACT*plus*?

Depending upon which IMPACT group you are in, and depending upon other factors like the free and reduced-price lunch rate of your school, you can earn nearly \$130,000 annually.

## How does IMPACT*plus* compare with the previous compensation system?

Under the previous contract, the starting salary was \$42,369 and it took 21 years to achieve the maximum salary of \$87,584. Under IMPACT*plus*, a Highly Effective teacher has the potential to earn \$76,539 in her/his first year, and can achieve the maximum salary of \$131,540 in just nine years.

## How does it work?

For mentor teachers, IMPACT*plus* has two parts: an annual bonus and an increase in base salary.

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## PART 1: ANNUAL BONUS

### How does the annual bonus work?

As noted in the introduction, to qualify for IMPACT*plus*, you must have an IMPACT rating of Highly Effective. With this rating, you will be eligible for a \$6,000 annual bonus.

### If I retire at the end of the 2012–2013 school year, will I be eligible for the bonus?

Yes.

### Will the bonus count towards my pension calculation?

No.

### If I resign at the end of the 2012–2013 school year, will I be eligible for the bonus?

No. In addition to recognizing and rewarding excellent educators, IMPACT*plus* aims to retain them. Thus, to be eligible for the bonus, you must be employed by DCPS, or be a new entrant to the teachers' retirement system, at the time of the bonus distribution.

### If I am separated from the school system for disciplinary reasons, will I be eligible for the bonus?

No.

### If I am employed by DCPS for only part of the school year, will I receive the full bonus?

No. Assuming you are employed by DCPS (or are a new retiree) at the time of the bonus distribution, your bonus will be prorated according to the number of full months you worked during the school year in which you earned the Highly Effective rating.

## Are there any conditions attached to accepting the bonus?

Yes. After accepting the bonus, you will no longer have access to the “extra year” or buyout options if you are excessed in the future and cannot find a placement at another school. To learn more about these options, please consult the WTU contract (Section 4.5.5) at [www.wtulocal6.org](http://www.wtulocal6.org).

## Am I required to accept the bonus?

No. If you would prefer not to give up the “extra year” or buyout options related to excessing, you may forgo the bonus.

## How will I communicate to DCPS whether I want to accept the bonus?

Once final IMPACT reports are available, the IMPACT team will notify you via email if you are eligible for an IMPACT*plus* bonus. You will submit your acceptance decision by logging into the IMPACT database at <http://impactdcps.dc.gov>. DCPS will provide more details at that time.

## When will I receive my bonus?

All bonuses will be paid by the end of the calendar year in which they are earned.

## Will the bonus be subject to District of Columbia and federal income taxes?

Yes.

## If I earn a Highly Effective rating again next school year (2013–2014), will I be eligible for another bonus?

Yes. You will be eligible every year that you earn a Highly Effective rating.



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**If I have additional questions about the annual bonus, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).



## PART 2: INCREASE IN BASE SALARY

### How does the increase in base salary work?

If you earn a Highly Effective rating two years in a row, you will be eligible for an increase in your base salary.

### How will it work?

We will increase your base salary in two ways. First, we will move you to the master's degree salary band if you are not already there. Second, we will grant you three years of service credit, meaning we will pay you as if you had three additional years in the system.

An example might be helpful here. Let us suppose it is the end of the 2012–2013 school year and you just earned your second consecutive Highly Effective rating. Let us also suppose that you just finished your seventh year of service. For the 2013–2014 school year — your eighth year of service — we would actually pay you as if you were in your *eleventh* year (8 years + 3 years of credit).

### Will the service credit count for retirement eligibility?

No. Your retirement eligibility will still depend on the actual number of years you have worked in the school system.

### If I earned a Highly Effective rating last school year (2011–2012), am I halfway to qualifying for the increase in base salary?

Yes. If you earn a Highly Effective rating again during the 2012–2013 school year, you will qualify for the increase in base salary.

### Are there any conditions attached to accepting the increase in base salary?

Yes. After accepting the increase, you will no longer have access to the “extra year” or buyout options if you are excessed in the future and cannot find a placement at another school. To learn more about these options, please consult the WTU contract (Section 4.5.5) at [www.wtulocal6.org](http://www.wtulocal6.org).

### Am I required to accept the increase in base salary?

No. If you would prefer not to give up the “extra year” or buyout options related to excessing, you may forgo the increase in base salary.

### What happens when I reach the highest salary on the master's degree band?

If you continue to earn Highly Effective ratings, we will move you to the highest salary on the PhD band.

### If I have additional questions about the increase in base salary, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

# CONCLUDING MESSAGE

This system is called “IMPACT” because you, the adults serving in our schools, have the ability to make a dramatic, positive impact on our students’ lives. You are the most important lever of change in our school system.

Our new strategic plan, *A Capital Commitment*, is an ambitious vision of what our collective impact will be in five years, and it is our opportunity — as individual educators, as an entire school system, and as a broader community — to truly prove what’s possible.

While the goals we have set for the next five years are bold, they represent what we can and must do, together, to ensure that our students receive a first-rate education that will open a world of possibilities for them.







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