

# **Pay-for-Performance and Career Ladder Pilot Grants**

## **Student Achievement and Educator Quality Program**

Senate File 277

***Iowa Department of Education***  
Grimes State Office Building  
Des Moines, IA 50319

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State of Iowa  
**DEPARTMENT OF EDUCATION**  
Grimes State Office Building  
Des Moines, Iowa 50319-0146

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Iowa Department of Education  
 Interim Report 2008  
 As Required by Senate File 277  
 Pay-for-Performance and Career Ladder Pilot Grants  
 Student Achievement and Educator Quality Program

Legislation passed during the 2007 Iowa legislative session provided additional funding for planning grants for districts to create a plan for an enhanced teacher compensation program including implementing a career ladder or pay for performance as part of the Student Achievement and Educator Quality Program, Iowa Code 284. Senate File (SF) 277 requires the Iowa Department of Education (DE) to report on school district use of grant funds distributed pursuant to SF 277 by January 14, 2008. The report is being made available to the chairpersons and ranking members of the senate and house committees on education, the joint appropriations subcommittee on education, the legislative services agency, the State Board of Education, the Governor, and school districts.

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The DE and the Pay-for-performance Commission provided an opportunity for school districts to apply to receive funds to study teacher compensation through pay-for-performance or a career ladder plan. The purpose of the pilot program is to provide funds to local school districts to research, study, and develop pilots designed to identify promising practices related to enhanced teacher compensation career ladder models or pay-for-performance models. Senate File 277 allotted funding to the DE to initiate a planning pilot for districts to study and design a career ladder program. Senate File 277 also allotted funding to the Pay-for-performance Commission to begin a planning pilot with districts to study and design a pay-for-performance plan.

Three districts applied and were accepted into the pilot:

Cedar Rapids	Career Ladder
MOC-Floyd Valley	Pay-for-performance
Mt. Pleasant	Pay-for-performance

Representatives of the three districts were invited to Des Moines on December 20, 2007, to hear Anthony Milanowski, a research scientist from the University of Wisconsin, who has been studying teacher compensation for the past decade. Additional joint meetings are planned:

February 2008	Value-Added Methods
February 2008	Denver Pro-Comp Representative
March 2008	TBD
April 2008	Anthony Milanowski, Review of Plans

Mid-term reports were required from each district. They are summarized in the following pages.

## District Mid-Term Progress Report: Cedar Rapids

In order to fully support the career ladder planning project, the Cedar Rapids cohort consists of 20 members representing the necessary stakeholders from the district and community. These people are necessary to understand all implications and to eventually implement any project successfully. Unfortunately, with so many members' schedules to consider, we have run into barriers when trying to pull the entire group together. We hope our relationship between the district and the association will compensate for the lack of time and allow for fruitful discussions and honest conversations to occur.

Required Grant Elements	Committee Study/Action Taken
An up-dated list of the core planning team members, including administration and teaching staff. The team may also include board members.	<ul style="list-style-type: none"> <li>➤ Gary Anhalt, Cedar Rapids Education Association President</li> <li>➤ Rosemary Berckes, Insurance Education Specialist/School Nurse, Cedar Rapids Education Association Negotiations Team Member</li> <li>➤ Suzanne Blomme, Executive Director of Special Services</li> <li>➤ Jill Cirivello, Executive Director of Human Resources</li> <li>➤ Jim Girdner, Principal Madison Elementary</li> <li>➤ Judy Goldberg, Cedar Rapids Community School District Board Member</li> <li>➤ Amy Gray, Business Development Representative with Linn Area Credit Union</li> <li>➤ Tania Johnson, Elementary Teacher</li> <li>➤ Jill Knuth, Human Resources</li> <li>➤ Kathy Krehbiel, Executive Director of Cedarwood UniServ, Iowa State Education Association</li> <li>➤ Ann Morris, Resolution Team Facilitator, Cedar Rapids Education Association Contract Maintenance Chair</li> <li>➤ Ann Nicholson, Teacher, Technology Specialist</li> <li>➤ Scott Pameticky, High School Teacher</li> <li>➤ Gregg Petersen, Executive Administrator of Elementary Education</li> <li>➤ Chris Rauscher, Associate Superintendent</li> <li>➤ Kristen Rickey, Principal, McKinley Middle School</li> <li>➤ Janette Schroeder, Middle School Teacher</li> <li>➤ Art Staed, Teacher/State Representative</li> <li>➤ Sandy Stephen, Executive Administrator of Secondary Education</li> <li>➤ Tammy Wawro, Mentoring and Induction Facilitator, Cedar Rapids Education Association Chief Negotiator</li> </ul>
An indication of collaboration conducted with other districts.	Kathy Krehbiel, Executive Director of CedarWood UniServ, is a part of our collaborative planning team. As part of her position, she also works with the Mount Vernon and College Community School Districts and shares a UniServ office with the directors of Linn Mar, Marion and 35 other smaller districts. The level of collaboration with these local districts, assisting other districts in mentoring and induction programs, participation in a local insurance consortium, as well as participating in an e-portfolio creation and management program demonstrates our willingness to work together to create a beneficial career ladder program.
Study of mechanisms to account for existing teacher contract provisions within the proposed increased salary increments.	Within our grant proposal, we included our current integrated salary schedule that demonstrates the allowance for growth within each lane and to the next level. There is natural progression for additional monies within our current structure.
A thorough review of student achievement data.	We haven't specifically addressed this yet.
Identification of the strengths and weaknesses of possible program designs.	Each member of our team has received a selection of readings to review prior to our meeting on January 7, 2008. The CREA has researched performance pay and career ladder at length in prior years. They sent a member of our grant committee to a national conference that had breakout sessions focusing on performance pay and career ladder. She had PowerPoint presentations and other information for the group. At that meeting, we conducted brainstorming sessions in order to determine where further research is necessary before proceeding.

## District Mid-Term Progress Report: MOC-Floyd Valley

Required Grant Elements	Committee Study/Action Taken
An up-dated list of the core planning team members, including administration and teaching staff. The team may also include board members.	<ul style="list-style-type: none"> <li>➤ Gary Richardson, Superintendent</li> <li>➤ Russ Adams, High School Principal</li> <li>➤ Mike Landhuis, Elementary Principal</li> <li>➤ Todd MacDonald, High School Counselor</li> <li>➤ Pat Hansen, High School Teacher</li> <li>➤ Beth Oolman, Middle School Teacher</li> <li>➤ Molly Foss, Middle School Teacher</li> </ul>
An indication of collaboration conducted with other districts.	Not specifically addressed.
Study of mechanisms to account for existing teacher contract provisions within the proposed increased salary increments.	Reviewed Tony Milanowski's work.
A thorough review of student achievement data.	Reviewed documents prepared by curricular areas indicating student data, gap analysis and initiated action plans resulting from data.
Identification of the strengths and weaknesses of possible program designs.	Not specifically addressed.
Review of assessment needs including a method for selection of formative and summative student achievement measures that align to identified needs.	Our district has been researching and developing formative assessments based upon identified essential learnings of each course.
Necessary supports related to the student achievement goals in the district's Comprehensive School Improvement Plan.	Not specifically addressed.

## District Mid-Term Progress Report: Mt. Pleasant

Required Grant Elements	Committee Study/Action Taken
An up-dated list of the core planning team members, including administration and teaching staff. The team may also include board members.	<p>Facilitator: Sue Beers, Mid-Iowa School Improvement Consortium Coordinator</p> <p>Members:</p> <ul style="list-style-type: none"> <li>➤ Dr. John Roederer, Superintendent of Schools</li> <li>➤ David Christensen, Director of Instruction</li> <li>➤ Todd Liechty, High School Principal</li> <li>➤ Darren Hanna, Middle School Principal</li> <li>➤ Jen Kohorst, High School English, Mt. Pleasant Education Association</li> <li>➤ Angie Jandrey, Lincoln Kindergarten, Mt. Pleasant Education Association President</li> <li>➤ Tim Taylor, Middle School Math, Mt. Pleasant Education Association President</li> <li>➤ Diane Walker, Lincoln Third Grade, Mt. Pleasant Education Association President</li> </ul>
An indication of collaboration conducted with other districts.	Local team and facilitator attended December 20 training with Tony Milanowski and read his article prior to December 20.
Study of mechanisms to account for existing teacher contract provisions within the proposed increased salary increments.	It has been our original intention not to alter the current salary schedule, but to use bonus payments with performance pay for student achievement.

Required Grant Elements	Committee Study/Action Taken
A thorough review of student achievement data.	Not specifically addressed.
Identification of the strengths and weaknesses of possible program designs.	Committee members assigned to read three documents prior to second local meeting on January 9: ➤ Harris, Debbi C. <i>The Promises and Pitfalls of Teacher Compensation Approaches</i> , University of Colorado: 2007 ➤ Center for Teaching Quality: <i>Performance Pay for Teachers: Designing a System that Students Deserve</i> . Hillsborough, NC (April 2007). ➤ Education Commission of the States Issue Paper. <i>Pay for Performance: Key Questions and Lessons from five Current Models</i> . Denver: June 2001.
Review of assessment needs including a method for selection of formative and summative student achievement measures that align to identified needs.	➤ Arranging for two members of committee (Taylor and Walker) to use a value-added assessment tool through Northwest Eval from January 2008 thru May 2008. Allows us to check out a value added tool. ➤ Sue Beers presented to committee on September 20, 2007, about alignment of curriculum, assessments, and instruction.
Necessary supports related to the student achievement goals in the district's CSIP.	Not specifically addressed.

### **Successes**

- Hiring an external facilitator and getting the right facilitator.
- Open-minded local committee members.
- 100 percent of team could attend the December 20 meeting in West Des Moines.

### **Funding and Learning Needs**

- Access for committee to hear from Dr. Matt Springer, University of Vanderbilt, on performance pay from a student achievement perspective.
- Access for committee to hear national speaker on value-added assessments.
- Access for committee to attend February 28-29 Vanderbilt conference on performance pay that we did not know about when in late September/early October when we wrote the original grant.

### **Concern**

Delay in holding first statewide meeting with the DE.

### **Future Plans**

- Second local meeting was January 9, 2008. Agenda items included:
  - 1) Reaffirm our direction as student achievement;
  - 2) Discuss definitions of performance and student achievement;
  - 3) Discuss motivation theory and the relationship to student performance and teacher performance;
  - 4) Update timeline organized around questions we need answered;
  - 5) Finalize communication to stakeholder plan;
  - 6) Analyze current school culture and motivation/disposition toward district professional development and student goals and develop action plan around culture if needed;
  - 7) Process December 20 by adding to our list of questions we need answered;
  - 8) Determine where we can get information to answer our questions.
- Contact MOC/Floyd Valley on their direction. Are they student achievement or career ladder?
- Contact Cedar Rapids on their value added assessment needs.
- On-site visitations at two out-of-state sites.
- Regular meetings.
- Committee members complete readings.
- Study local student achievement data.