

Early Staffing and Faculty Equity

Hechinger Institute on
Education and the Media



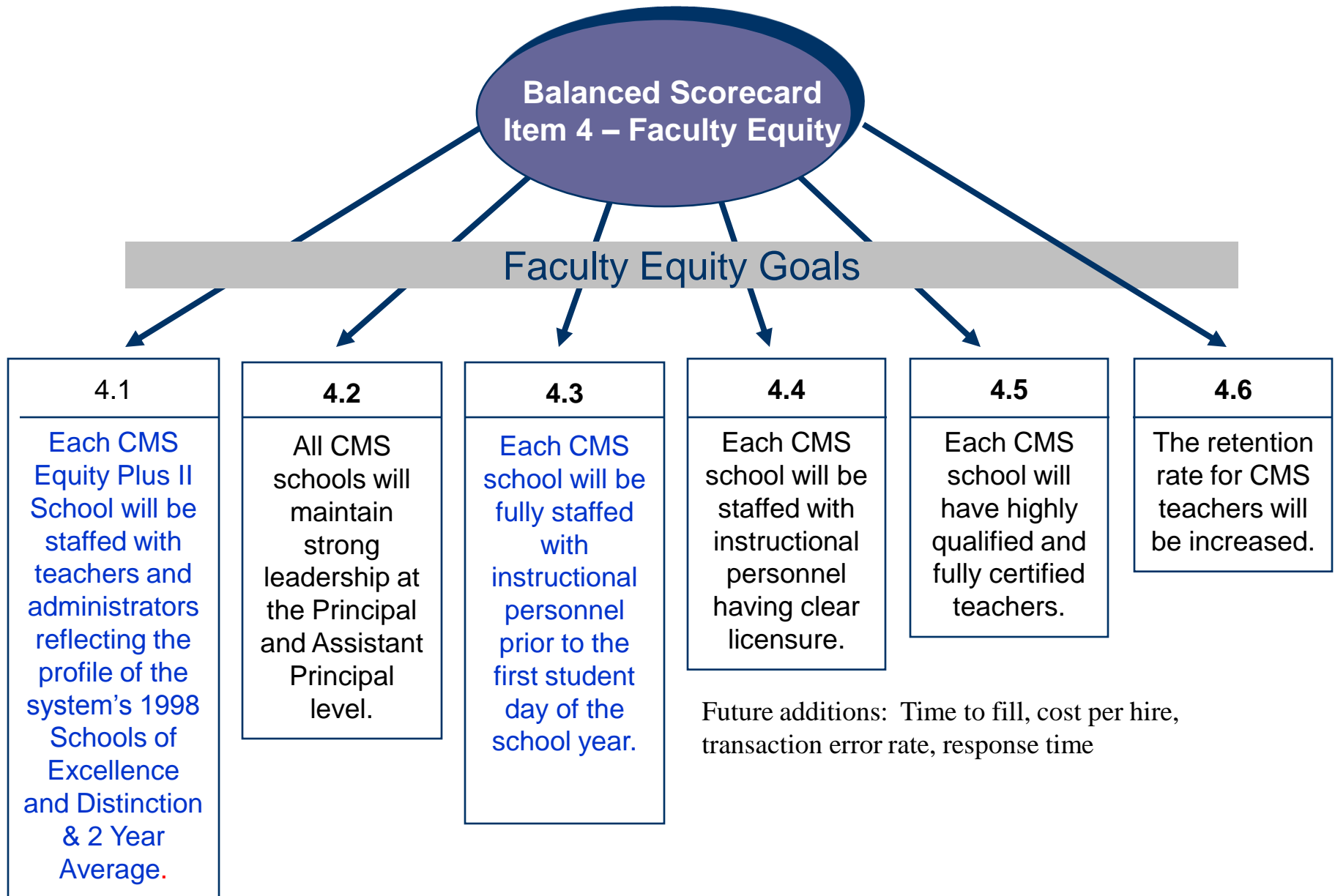
Management System/Operating System

- In CMS the BSC is umbrella or management system
- The operation and monitoring of the system takes place through Project Charters and Systemic Project Plans
- Monthly Project Management Reports are submitted
- Quarterly reviews are held before the Project Management Oversight Committee

Elements of the Balanced Scorecard

- **Objective:** *What end result* you want to achieve
(Note: “How” will come later in Action Plans)
- **Measure:** *What it looks like* when you have reached the desired result. These are *key performance indicators* that show achievement of objectives.
- **Target:** An objective-specific goal (linked to baseline data), which *represents outstanding achievement* for related measures
- **Baseline:** Existing available data reflecting *current level of performance* for related measures. Serves as a *starting point for reaching target* levels of performance.

Balanced Scorecard Item 4 – Faculty Equity



Equity Scorecard

- Measures *EquityPlus* schools against established standards
- Detailed breakdown of the group and each *EquityPlus* school
- Faculty comparisons in 6 categories by school level
- Progress monitored and reported to the Board annually in January

Faculty Equity Outcomes

- **Overall Rating – Improving**

- Clear Licensure
- Advanced degrees
- Average teaching experience
- 5+ years of experience



- **Overall Rating – Steady**

- Teachers New to Teaching



- **Overall Rating – Declining**

- National Board Certification



Strategies for Equity Measures

- Larger signing bonus and extended deadline
- Separate Transfer Fair and NBCT Breakfast
- Additional supply funds
- Smaller teacher/pupil ratio
- Tuition assistance for graduate degree
- Retention bonus
- Pay for performance pilot

Fully Staffed Outcomes

- First student day measures above 100 in 1998
- Declined each year
- 9 vacancies in 2003
- 14 vacancies in 2004-05
- Increase from 60% to 95% schools with 0 instructional vacancies

Strategies for Fully Staffed Measure

- **Signing bonus**
- **Additional bonus and extended timeline for critical area teachers**
- **Accelerated timeline**
- **Progress monitoring and intervention**
- **Bonus incentives for staffing managers as a group**

Lessons Learned

- Leadership is critical
- Financial incentives must be aggressive
- Communication throughout the district is essential
- Turnover can be devastating to efforts
- Community support must be maintained

What Reporters Should Know

- Quality teachers are needed in every classroom, but especially in economically challenged schools
- On a national basis, we have failed to insist that the best teachers serve the neediest students
- Initiatives that stress such concepts may produce political debate among employees and the community