

**Evaluation of the District Principal and Teacher Incentive Fund
Interim Report: Teacher Pay for Performance and School Pay for Performance Programs**

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Introduction. Evaluation report EA08-201-2 discussed in detail current District pay for performance programs, including TIF (Principal and Teacher Incentive Fund), TEEG (Texas Educator Excellence Grant), and DATE (District Awards for Teacher Excellence). This interim report, published subsequent to calculation of quantitative metrics upon which TIF awards are based, discusses results and efficacy of the Principal and Teacher Incentive Award.

Teacher Pay for Performance Program. In 2007-08, 59 schools were selected as a pilot for the TIF program, comprised of 11 Superintendent's Learning Community and five reconstituted campuses, as well as 43 2007-08 tiers one and two schools not receiving TEEG (Texas Educator Excellence Grant) funds. Tiers were based upon School Improvement AYP (Adequate Yearly Progress) stage, Texas AEIS rankings, and district SEI scores. To make the initial cut to receive a TIF award, a core division teacher (computer science, language arts, foreign language, math, science, and social studies) must be in one or more of the top four CEI percentiles measured in deciles (tenths). Percentiles are based upon CEI percentage, not CEI score. The top four percentiles are: 60-69, 70-79, 80-89, and 90-99, for which awards are \$2,000, \$4,000, \$6,000, and \$8,000, respectively. In addition to a CEI percentile, a teacher must have affirmatively opted into the program, maintained at least a 95% attendance rate (the teacher's, not students') during the school year, and consented to and actually received at least two classroom observations totaling 45 minutes to which all PDAS (Professional Development and Appraisal System) rules applied. For 2007-08, 2,163 CEI teachers opted into the program, 630 were CEI qualified, of whom 460 received a total of \$2,153,333.33 disbursed as reflected in Table 1.

Table 1

Teachers Receiving TIF Awards Based Upon Qualifying CEIs

Award Amount	Frequency	Total Award Amount
666.67	1 ¹	666.67
1,000.00	15	15,000.00
2,000.00	130	260,000.00
3,000.00	7	21,000.00
3,333.33	1 ²	3,333.33
4,000.00	91	364,000.00
5,000.00	10	50,000.00
6,000.00	96	576,000.00
7,000.00	8	56,000.00
7,333.33	1 ³	7,333.33
8,000.00	100	800,000.00
Total	460	2,153,333.33 ⁴

Notes.

¹ One teacher with 3 CEIs, 1 qualifying, 2 not qualifying ($\$2,000 + \$0 + \$0 = \$2,000/3 = \$666.67$).

² One teacher with 3 CEIs, 2 qualifying, 2 not qualifying ($\$8,000 + \$2,000 + \$0 = \$10,000/3 = \$3,333.33$).

³ One teacher with 3 CEIs, all 3 qualifying ($\$6,000 + \$8,000 + \$8,000 = \$22,000/3 = \$7,333.33$).

⁴ Includes Board of Trustees approved appeal funds disbursed from general operating account.

Odd amounts are due to apportioning awards for teachers who taught in more than one CEI division, thereby having more than one CEI, explained in the footnotes. One hundred and thirty-one teachers had two CEIs, some making the cut, some not, resulting in more apportioning. The net effect is that there are more CEIs than teachers in the pool of qualifying teachers.

Teacher Demographics. To determine who was earning awards, some demographics of teachers were examined. CEIs by division are illustrated in Figure 1. As illustrated, language arts and mathematics were the most prominent, reflecting 38% and 31%, respectively, comprising more than two-thirds of total CEI divisions.

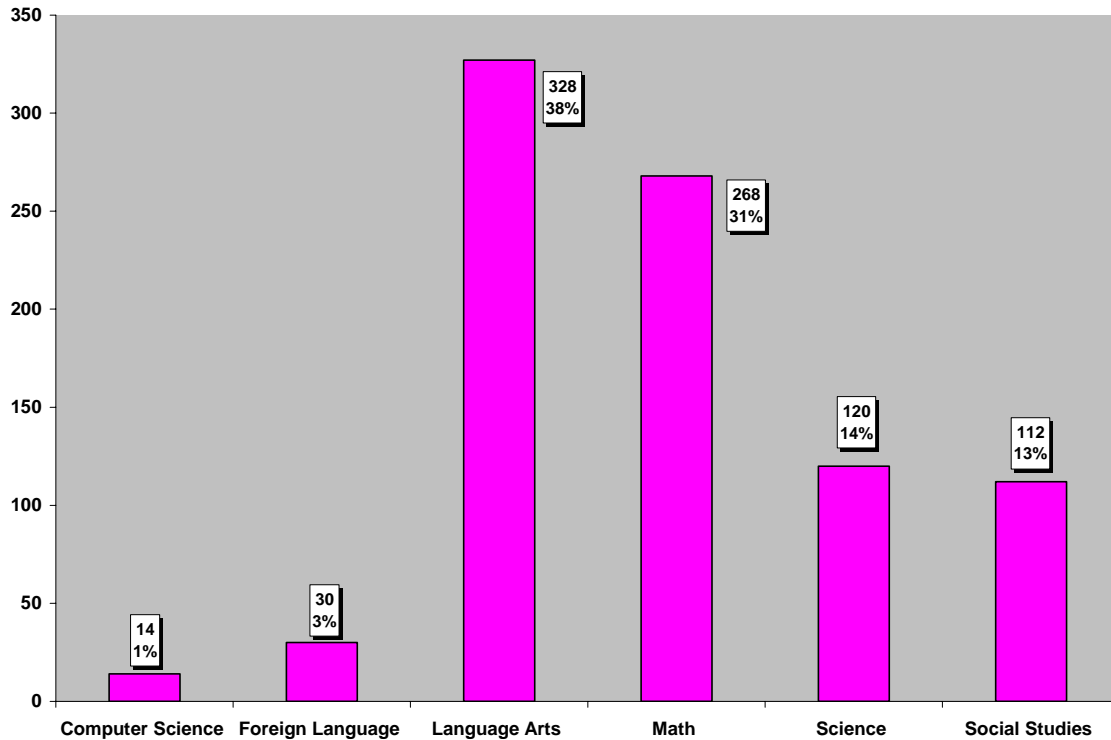


Figure 1. 2007-08 TIF Awards, Qualifying CEIs by Division.

Some teachers chose not to opt into the program, even though as it later turned out, they had qualifying CEIs. Teachers could either opt in or opt out of the program, or fail to do either. Failure to do either was treated as “no response,” automatically disqualifying a teacher from the program. Of 6,090 employees at the 59 pilot schools, approximately 80% opted in, 9% opted out, and 11% failed to respond to the district’s opt in requirement.

A sizeable number of teachers met the opt in requirement, CEI, and attendance rate criteria, but for sundry reasons, failed to meet the two documented classroom observations requirement. Because the latter is a mandatory legal requirement of the TIF grant for both CEI (classroom) and SEI (campus) awards, bonuses may not be paid from the grant if the observation requirement is failed. Of teachers who met all criteria except the observation requirement, 116 appealed for payment from the district’s general operating account. Of the 116, 56 were for CEI (classroom) and 60 were for SEI (school) awards. At its December 18, 2008 regular meeting, the Board of Trustees approved payment of \$397,000 from the general operating account for the 116 CEI and SEI disbursements unpaid due to missing the observation requirement.

Similarly, it is mandatory that a CEI teacher maintain a 95% attendance rate (the teacher's, not students'). Of the attendance requirement, 463 (74%) passed, and 167 (26%) failed.

Since scholarly research has demonstrated some correlation between teaching experience and classroom effectiveness, qualifying CEIs were examined for state teaching experience. Figure 2 illustrates state teaching experience for qualifying CEI scores (not teachers), irrespective of whether the teachers met the attendance or observation requirements. Qualifying CEIs by state experience appear to be level during the first two years of teaching, then almost double in percentage (9% to 17%) during years three to five, peak between years six to 10, then decrease and level off again from years 11 to 20 and beyond, but at a higher level than beginning (years one and two) teachers, almost even with years three to five teachers.

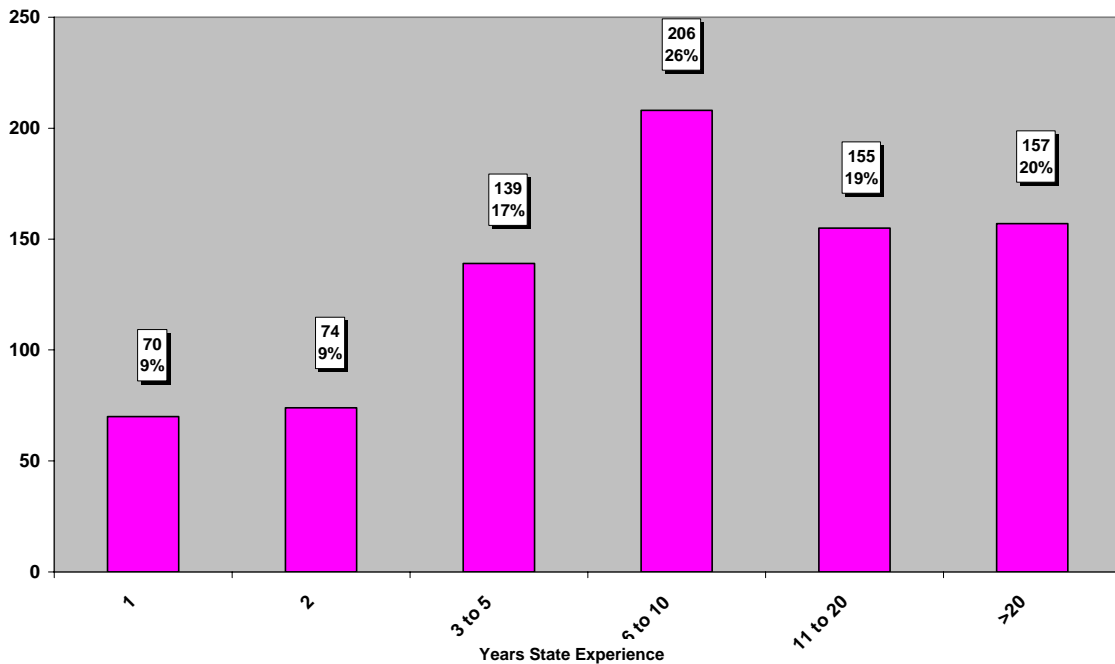


Figure 2. State Experience for 2007-08 TIF Awards, Qualifying CEI Scores.

School Pay for Performance Awards. In addition to teacher level awards, school campuses that exhibit measured improvement on standardized test scores also qualify for TIF awards. Like their teacher (CEI) counterparts, campuses must rank in the top four deciles – 60-69, 70-79,

80-89, 90-99 – of SEI (school effectiveness index) scores to be a recipient. For campus recipients, all staff employees – professional and support – receive a school level award. Staff employees include, but are not limited to, non-core division teachers (who do not receive a CEI score), counselors, nurses, media specialists (librarians), coaches, clerks, custodians, hall monitors, and cafeteria workers, in short, all campus employees. Moreover, teachers who receive a CEI score, and thus are eligible for the classroom level award may also receive a campus level award if their campus so qualifies. Thus, it is possible for CEI teachers to collect either or both classroom and campus level awards, if they so qualify. The maximum possible bonus is \$10,000 for a CEI teacher in the top CEI decile (\$8,000) at a top SEI decile campus (\$2,000). Potential campus level staff awards are reflected in Table 2.

Table 2

Amounts of SEI Awards by Percentile

SEI Percentile	Award
Professional Staff	
60-69	1,250
70-79	1,500
80-89	1,750
90-99	2,000
Support Staff	
60-69	625
70-79	750
80-89	875
90-99	1,000

There were 21 campuses in the top four deciles receiving TIF SEI bonuses for 2007-2008, as reflected in Table 3.

Table 3

Staff Receiving SEI Awards by Campus

Campus	Campus Decile	# Support	# Professional
Brashear	4	11	36
Carpenter	4	12	30
Cary	3	13	51
Central	2	11	20
Hulcy	1	20	19
Ireland	1	14	30
Kleberg	4	17	26
North Dallas	2	24	44
Quintanilla	2	14	58
Roosevelt	2	18	37
Salazar	3	16	34
Samuell	1	28	58
Seagoville MS	3	16	34
Silberstein	3	11	31
South Oak Cliff	2	32	64
Stockard	2	13	34
Storey	1	15	31
Tasby	4	13	38
Tatum	1	17	40
Truett	2	25	34
Walker	1	17	31
Total		357	780

Table 4 identifies qualifying CEI scores by decile for each of the 59 pilot schools.

Table 4

Qualifying CEIs by Decile per Campus

Campus	CEI Decile				Total
	1	2	3	4	
Adams	2	8	12	13	35
Alexander	3	2	3	0	8
Blair	6	1	2	2	11
Blanton	3	3	4	4	14
Brashear	13	2	2	3	20
Browne	4	7	4	5	20
Burnet	1	8	7	7	23
Carpenter	5	2	3	2	12
Carter	8	6	6	8	28
Cary	1	6	5	5	17
Central	5	2	1	5	13
Cigarroa	1	1	2	1	5
Cochran	5	2	3	1	11
Comstock	3	1	4	3	11
Conrad	0	0	4	6	10
Douglass	1	3	1	2	7
Ervin	0	2	2	0	4
Gaston	0	0	3	7	10
Guzick	3	1	0	2	6
Hill	0	0	4	0	4
Holmes	4	7	3	5	19
Hood	4	0	2	5	11
Hooe	1	5	3	3	12
Hulcy	2	3	6	6	17
Ireland	1	4	3	3	11
Jackson MS	1	2	2	2	7
Jefferson	2	4	5	2	13
Kimball	7	4	3	10	24
Kleberg	7	11	7	3	28
Lincoln	4	1	1	3	9
Long	0	2	1	6	9
Lowe	4	3	0	4	11
Marsh	3	3	9	10	25
Mills	0	1	2	0	3
North Dallas	2	3	13	8	26
Pinkston	0	0	1	0	1
Quintanilla	1	5	5	9	20
Rogers	1	1	3	2	7
Roosevelt	8	7	5	2	22
Rusk	0	3	5	4	12
Salazar	7	4	3	2	16
Samuell	7	4	2	5	18
San Jacinto	4	3	2	2	11
Seagoville HS	3	3	5	2	13
Seagoville MS	0	0	2	2	4
Sequoyah	1	0	1	2	4
Silberstein	2	6	6	3	17

table continues

Table 4 (continued)

Campus	CEI Decile				Total
	1	2	3	4	
Smith	5	1	2	3	11
South Oak Cliff	15	6	4	5	30
Spence	4	1	3	3	11
Spruce	1	3	4	0	8
Stockard	1	6	6	2	15
Storey	1	3	3	6	13
Tasby	4	5	7	9	25
Tatum	2	3	2	6	13
Titche	2	2	4	0	8
Truett	5	7	4	7	23
Walker	4	5	6	10	25
Wilson	2	1	9	7	19
Total	186	189	226	239	840

Note. Deciles: 1 = 90-99; 2 = 80-89; 3 = 70-79; 4 = 60-69.

Table 5 shows the distribution of the 460 CEI teacher awardees at each of the 59 pilot campuses.

Table 5

CEI Awardees by Campus

Campus	# TIF CEI Awardees
Adams	13
Alexander	4
Blair	8
Blanton	9
Brashear	17
Browne	11
Burnet	13
Carpenter	8
Carter	13
Cary	13
Central	7
Cigarroa	1
Cochran	5
Comstock	6
Conrad	5
Douglass	0
Ervin	0
Gaston	4
Guzick	4
Hill	0
Holmes	6
Hood	5
Hooe	8
Hulcy	7
Ireland	8
Jackson MS	4

table continues

Table 5 (continued)

Campus	# TIF CEI Awardees
Jefferson	11
Kimball	13
Kleberg	12
Lincoln	5
Long	7
Lowe	8
Marsh	21
Mills	1
North Dallas	12
Pinkston	0
Quintanilla	17
Rogers	6
Roosevelt	12
Rusk	8
Salazar	10
Samuell	9
San Jacinto	6
Seagoville HS	1
Seagoville MS	2
Sequoyah	2
Silberstein	13
Smith	4
South Oak Cliff	19
Spence	7
Spruce	5
Stockard	9
Storey	3
Tasby	17
Tatum	9
Titche	3
Truett	9
Walker	14
Wilson	6
Total	460

Also of interest is the proportion of CEI awardees compared to total CEI teachers who opted into the program, per each of the 59 pilot campuses. This is illustrated in Table 6.

Table 6
CEI Qualified Teachers to Total Opt In CEI Teachers, by Campus

Campus	Awardees	Total CEIs	Awardees / Total	% Awardees
Adams	13	87	13/87	15
Alexander	4	15	4/15	27
Blair	8	19	8/19	42
Blanton	9	22	9/22	41
Brashear	17	18	17/18	94
Browne	11	42	11/42	26
Burnet	13	27	13/27	48
Carpenter	8	13	8/13	62
Carter	13	65	13/65	20
Cary	13	47	13/47	28
Central	7	24	7/24	29
Cigarroa	1	18	1/18	6
Cochran	5	15	5/15	33
Comstock	6	48	6/48	13
Conrad	5	40	5/40	13
Douglass	0	17	0/17	0
Ervin	0	17	0/17	0
Gaston	4	39	4/39	10
Guzick	4	18	4/18	22
Hill	0	30	0/30	0
Holmes	6	55	6/55	11
Hood	5	56	5/56	9
Hooe	8	14	8/14	57
Hulcy	7	41	7/41	17
Ireland	8	19	8/19	42
Jackson MS	4	26	4/26	15
Jefferson	11	59	11/59	19
Kimball	13	62	13/62	21
Kleberg	12	26	12/26	46
Lincoln	5	45	5/45	11
Long	7	39	7/39	18
Lowe	8	16	8/16	50
Marsh	21	53	21/53	40
Mills	1	10	1/10	10
North Dallas	12	76	12/76	16
Pinkston	0	46	0/46	0
Quintanilla	17	43	17/43	40
Rogers	6	19	6/19	32
Roosevelt	12	41	12/41	29
Rusk	8	44	8/44	18
Salazar	10	24	10/24	42
Samuell	9	67	9/67	13
San Jacinto	6	24	6/24	25
Seagoville HS	1	47	1/47	2
Seagoville MS	2	47	2/47	4

table continues

Table 6 (continued)

Campus	Awardees	Total CEIs	Awardees/Total	% Awardees
Sequoyah	2	7	2/7	29
Silberstein	13	19	13/19	68
Smith	4	45	4/45	9
South Oak Cliff	19	61	19/61	31
Spence	7	53	7/53	13
Spruce	5	55	5/55	9
Stockard	9	40	9/40	23
Storey	3	54	3/54	6
Tasby	17	37	17/37	46
Tatum	9	21	9/21	43
Titche	3	19	3/19	16
Truett	9	31	9/31	29
Walker	14	35	14/35	40
Wilson	6	61	6/61	10
Total	460	2158	460/2158	21

By campus, teachers who received both a classroom (CEI) award and school (SEI) award are identified in Table 7.

Table 7

Teachers Receiving Both CEI and SEI Awards

Campus	Campus Decile	# Teachers Receiving Both
Brashear	4	17
Carpenter	4	8
Cary	3	12
Central	2	7
Hulcy	1	7
Ireland	1	8
Kleberg	4	7
North Dallas	2	10
Quintanilla	2	17
Roosevelt	2	9
Salazar	3	10
Samuell	1	8
Seagoville MS	3	2
Silberstein	3	10
South Oak Cliff	2	18
Stockard	2	9
Storey	1	3
Tasby	4	15
Tatum	1	9
Truett	2	8
Walker	1	14
Total		208

Figure 3 illustrates the 21 qualifying campuses by decile rank. The second decile (70-79) was the most prominent of the four qualifying deciles.

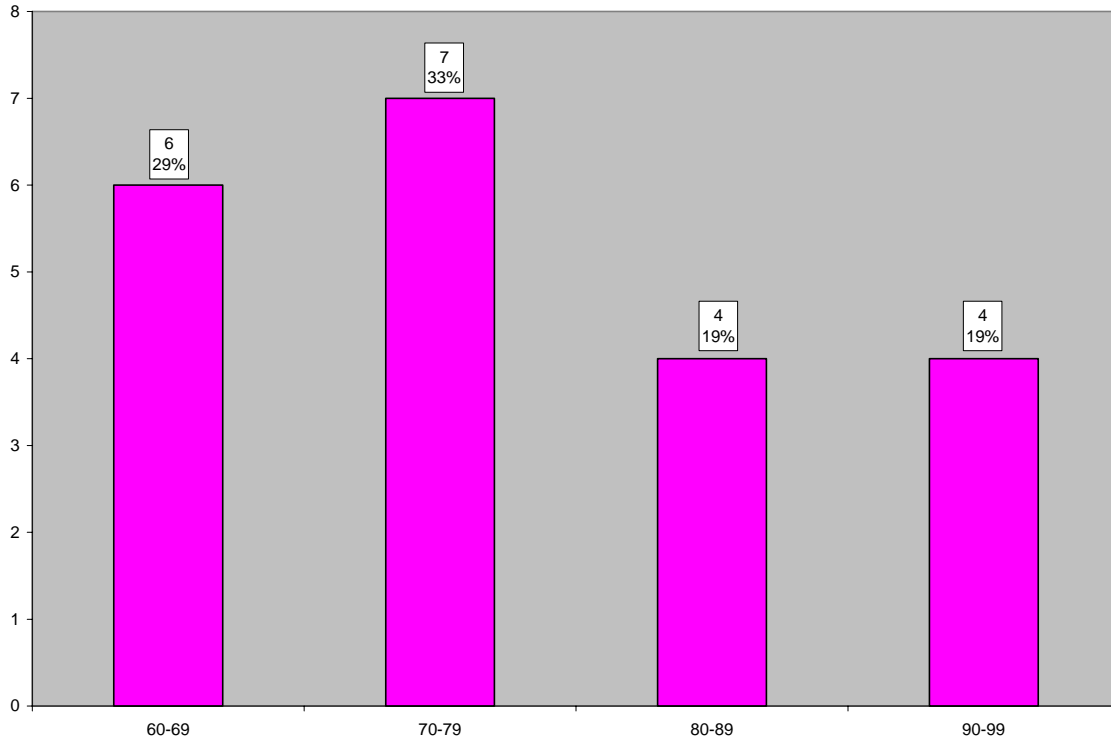


Figure 3. 2007-08 TIF Awards, SEI Campuses by Decile Rank.

Campus level SEI bonuses totaled \$1,494,375 divided among 1,137 staff personnel for an average award of \$1,314 (support and professional combined), disbursed as shown in Table 8.

Table 8

Frequency and Percent of Campus Awards

Amount	Frequency	Percent	Totals
Support Staff			
625	111	31	\$69,375
750	137	38	\$102,750
875	56	16	\$49,000
1,000	<u>53</u>	<u>15</u>	<u>\$53,000</u>
Totals	357	100	\$274,125
Professional Staff			
1,250	209	27	\$261,250
1,500	291	37	\$436,500
1,750	150	19	\$262,500
2,000	<u>130</u>	<u>17</u>	<u>\$260,000</u>
Totals	780	100	\$1,220,250

Effectiveness of the Program. To measure effectiveness of the program, Texas AEIS (Academic Excellence Indicator System) scores were examined for the 59 campuses participating in the pilot program. The 59 pilot campuses were not randomly selected, but chosen by the TIF Council based upon criteria indicative of low performance. To examine the effect of more qualified CEI teachers on higher ranking AEIS campuses than lower ranking campuses, AEIS rankings for the 59 campuses were examined by number of qualifying CEI teachers per campus. AEIS ratings are REC – recognized, AA – academically acceptable, AU – academically unacceptable, and NR – not rated. None of these campuses were rated exemplary – the highest. Results for AEIS campus ratings by qualified CEI teachers are reflected in Table 9.

Table 9

Texas 2006-07 and 2007-08 AEIS Scores for 59 Pilot Campuses

# TIF Qualified CEIs	Campus	2006-07 AEIS	2007-08 AEIS
0 to 5	Cigarroa	NR	AA
	Ervin	REC	AA
	Guzick	NR	AA
	Hill	AA	AA
	Mills	AA	AA
	Pinkston	AU	AU
	Seagoville MS	AA	AA
	Sequoyah	REC	AA
6 to 10	Alexander	AU	AU
	Blair	AA	AU
	Carpenter	AA	AU
	Central	AA	AA
	Cochran	AA	AA
	Conrad	NR	AU
	Douglass	AA	AA
	Gaston	AU	AA
	Hooe	AA	AA
	Ireland	AA	AU
	Jackson MS	AA	AA
	Lincoln	AA	AA
	Long	AA	AA
	Rogers	AA	AA
	Spruce	AU	AU
Titche	AU	AU	
11 to 15	Blanton	AA	AU
	Comtock	AU	AU
	Hood	AA	AA
	Jefferson	AU	AA
	Lowe	NR	AA
	Rusk	AU	AA
	Salazar	NR	AA

table continues

Table 9 (continued)

# TIF Qualified CEIs	Campus	2006-07 AEIS	2007-08 AEIS
11 to 15	San Jacinto	AA	AA
	Seagoville HS	AU	AU
	Smith	AA	AU
	Spence	AA	AA
	Stockard	AU	AA
	Storey	AA	AU
	Tatum	NR	AU
16 to 20	Brashear	NR	AA
	Browne	AA	AA
	Cary	AA	AA
	Holmes	AU	AA
	Hulcy	AU	AA
	Quintanilla	AA	AA
	Samuell	AU	AU
	Silberstein	AA	AU
	Truett	AA	AA
	Wilson	AU	AU
> 20	Adams	AU	AA
	Burnet	AA	AA
	Carter	AA	AU
	Kimball	AU	AU
	Kleberg	AU	AA
	Marsh	AA	AA
	North Dallas	AA	AU
	Roosevelt	AU	AU
	South Oak Cliff	AU	AA
	Tasby	NR	AA
	Walker	AA	AA

Note. REC = recognized; AA = academically acceptable; AU = academically unacceptable; NR = not rated. None were rated exemplary.

Similar AEIS results for the 21 schools that qualified for SEI bonuses are reflected in Table 10.

Table 10

Texas 2006-07 and 2007-08 AEIS Scores for 21 Pilot Campuses Receiving TIF Bonus

# TIF Qualified CEIs	Campus	2006-07 AEIS	2007-08 AEIS
0 to 5	Seagoville MS	AA	AA
6 to 10	Carpenter	AA	AU
	Central	AA	AA
	Ireland	AA	AU
11 to 15	Salazar	NR	AA
	Stockard	AU	AA
	Storey	AA	AU
	Tatum	NR	AU
	Truett	AA	AA
16 to 20	Brashear	NR	AA
	Cary	AA	AA
	Hulcy	AU	AA
	Quintanilla	AA	AA
	Samuell	AU	AU
	Silberstein	AA	AU
> 20	Kleberg	AU	AA
	North Dallas	AA	AU
	Roosevelt	AU	AU
	South Oak Cliff	AU	AA
	Tasby	NR	AA
	Walker	AA	AA

Note. AA = academically acceptable; AU = academically unacceptable; NR = not rated. None were rated exemplary.

Overall, there was a net decline of one AEIS ranking for both the 59 and the 21 pilot schools, too small to infer that TIF was beneficial, deleterious, or ineffective. A one out of 59 or one out of 21 marginal change is insignificant.

Comparison of 2006-07 to 2007-08 SEI scores for the 59 pilot campuses are reflected in Table 11. Red highlighting denotes the 21 recipients of a 2007-08 TIF campus (SEI based) award. Caveat: A true statistically significant inference from one year to the next cannot be made, due to differing populations (students, teachers, support staff), as well as other variables which are inconsistent year to year.

Table 11

2006-07 and 2007-08 SEI Scores for 59 Pilot Campuses

# TIF Qualified CEIs	Campus	2006-07 SEI	2007-08 SEI
0 to 5	Cigarroa	42.43	49.87
	Ervin	48.21	42.41
	Guzick	46.29	42.61
	Hill	43.17	34.00
	Mills	41.72	39.46
	Pinkston	50.34	42.86
	Seagoville MS	51.21	54.19
	Sequoyah	39.04	49.79
6 to 10	Alexander	46.73	45.95
	Blair	48.51	49.98
	Carpenter	47.25	57.42
	Central	44.99	52.68
	Cochran	49.68	49.05
	Conrad	50.40	50.39
	Douglass	39.73	40.77
	Gaston	44.90	47.83
	Hoe	47.88	50.14
	Ireland	45.94	51.97
	Jackson MS	49.63	47.60
	Lincoln	44.49	45.03
	Long	41.84	45.49
	Rogers	44.81	49.36
Spruce	47.46	45.37	
Titche	47.10	49.07	
11 to 15	Blanton	47.67	50.60
	Comstock	49.85	48.90
	Hood	44.49	47.60
	Jefferson	54.15	45.12
	Lowe	47.66	49.00
	Rusk	61.16	44.58
	Salazar	47.22	54.34
	San Jacinto	49.96	48.77
	Seagoville HS	49.47	48.79
	Smith	42.46	50.80
	Spence	46.06	42.51
	Stockard	43.05	52.15
	Storey	36.27	51.53
	Tatum	47.57	51.89

table continues

Table 11 (continued)

# TIF Qualified CEIs	Campus	2006-07 SEI	2007-08 SEI
16 to 20	Brashear	59.53	63.39
	Browne	53.39	50.62
	Cary	51.45	55.70
	Holmes	45.44	44.99
	Hulcy	51.22	51.00
	Quintanilla	51.41	53.31
	Samuel	49.40	51.47
	Silberstein	34.75	55.87
	Truett	47.58	52.70
	Wilson	52.00	50.30
> 20	Adams	49.87	45.77
	Burnet	40.42	48.01
	Carter	48.30	50.89
	Kimball	47.30	48.34
	Kleberg	49.46	58.56
	Marsh	45.48	45.91
	North Dallas	48.07	52.78
	Roosevelt	54.36	51.82
	South Oak Cliff	55.18	54.54
	Tasby	53.77	65.16
Walker	49.84	51.65	

Note. Scores rounded to nearest hundredth (two decimal places).
 Red denotes 21 recipients of SEI based TIF award.

Conclusions and Recommendations. A couple of caveats remain. First, the 59 pilot schools were not randomly selected, required by a true quasi-experiment, as to be truly reflective of the Dallas ISD as a whole. They were, in fact, purposely selected for intervention on the basis of low performing status. Second, changes in both AEIS and SEI metrics are marginal, at best, rendering measurement elusive. Therefore, no meaningful conclusion should be inferred from them. Although the data are still inconclusive, the program is being expanded districtwide in 2008-09, so more research can be conducted.

Besides additional research, recommendations for future improvements include:

1. Improved dissemination and publication among district employees of bonus requirements, such as the opt-in process and two documented observations requirement, to avoid misunderstandings pertaining to award of grant funds; and
2. Improved data management to facilitate determination of grant requirements compliance, as well as who, how many, how much, and upon which bases bonuses were awarded.