



## Indiana Department of Education | Indiana

### SUMMARY

The Indiana Department of Education (IDOE) is partnering with the Center of Excellence in Leadership of Learning (CELL) at the University of Indiana and the National Institute for Excellence in Teaching (NIET) to implement the TAP System in 44 high-need schools across the state. The TAP program evaluation uses a research-based set of rubrics to evaluate teacher and leader performance. Multiple trained and certified evaluators conduct observations a minimum of four times per year. IDOE conducts a final summative evaluation at the end of the school year to determine teacher and principal bonuses. Among the features that distinguish the TAP System are master and mentor teachers, ongoing applied professional growth, instructionally focused accountability, and a strong performance-based compensation system (PBCS).

### PROGRAM GOALS AND EVALUATION

Indiana's primary purpose is to implement a comprehensive PBCS to

- Increase educator effectiveness
- Improve student achievement
- Close achievement gaps in high-need schools

IDOE is evaluating how the academic performance, growth, hiring, and retention in Teacher Incentive Fund (TIF) schools compare to non-TIF schools that have similar rates of free or reduced-price lunch enrollment. IDOE compares the pass rates on the state standardized test, performance on Indiana's school accountability system, and academic growth performance of these two groups of schools. IDOE uses the evaluation results to inform future programmatic decisions.

**State:** Indiana

**Location:** Indianapolis

**Award amount:** \$47,663,018

**TIF Cohort:** 3

**STEM Grantee:** No

**Number of districts participating:** 15

**Number of schools participating:** 41

**Number of teachers eligible:** 1,443

**Number of principals eligible:** 41

**Superintendent:** Glenda Ritz

**Key program staff:**

Robert Love, IDOE Project Director

**Email:** rlove@doe.in.gov

Jen Oliver, Center of Excellence  
in Leadership of Learning

## REWARD STRUCTURE

The combined potential of these performance-pay incentives and salary augmentations for master and mentor teachers affords teachers in TAP schools the opportunity to earn up to 20 percent above base pay.

- For teachers in tested subjects and grades, Indiana's TAP system requires 50 percent of annual teacher bonuses based on classroom evaluation results, 30 percent based on classroom student achievement growth, and 20 percent based on schoolwide growth.
- Teachers in untested subjects and grades receive bonuses based 50 percent on their evaluations and 50 percent on schoolwide growth or a voluntary association with a partner grade or subject.
- Principal compensation for TAP schools replicate payout percentages for teachers.

## YEARS 1-4 HIGHLIGHTS

- Launched an informational Indiana TAP website for stakeholders and coordinated site visits for Indiana schools to TAP schools in other states
- Trained all members of the TLTs (i.e., principals, master teachers, and mentor teachers) in all 44 schools
- Hired five TAP regional coordinators who coach to TLT members and visit schools an average of once a week to provide feedback
- Worked with NIET to develop effective processes for collecting data and selected Interactive, Inc., to serve as the evaluator for the TIF grant project
- Held the inaugural Indiana TAP Summer Institute provide statewide training on best practices in teacher evaluation, data use, professional growth, and school leadership
- Focused on sustainability through school corporations taking over more of a share cost of Teacher Incentives Performance Awards and working more on finding other revenue streams to supplement and eventually replace TIF funding
- One TAP district housing three TAP schools chose to leave the program in Year 4. They were able to finish out Year 4 and received bonuses but will not be a part of the grant in Year 5.

## YEAR 5 OUTLOOK

The IDOE provides technical assistance and a variety of resources and communication initiatives to the participating schools. The Indiana TAP administrative team will continue to provide the ongoing systematic technical assistance for each school. The Indiana TAP director, TIF director, and TAP regional coordinators will be the primary individuals responsible for this service. A regularly updated website will house resources for schools and will be communicated via email, quarterly "network" meetings, and a quarterly newsletter. Indiana will work closely with all participating schools to ensure maximum effectiveness of program implementation as well as focused planning for long-term sustainability of TAP after the grant expires. As we enter this final year, we will be working toward the view of sustainability on a district level.

## SUSTAINABILITY

The IDOE/CELL manages TAP districts' efforts to sustain their efforts to maintain their own programming. CELL has been leading these efforts to provide longevity to continue the gains made by the TAP program. The IDOE has helped with these efforts by applying for the No Cost Extension from ED. It is our hope that using this time and process period will help districts actualize their long-term goals with the TAP program.

## PERFORMANCE-BASED COMPENSATION

The observations and evaluations the TLT conducts provide principals with additional data on the effectiveness of teachers within a particular school. These data enable schools to target supports for teachers deemed less effective. The TAP System does not include any direct recommendations for retention decisions. However, the observation and evaluations conducted by the TLT do provide principals with additional data on the effectiveness of their teachers within a particular school. These data enable more targeted supports to be provided for those teachers deemed ineffective. Year 4 award payments were \$3,675,177.94.