

**Educator Effectiveness:  
FY 2012-13 Budget Requests  
Decision Items**

**Schedule 13**  
**Funding Request for the 2012-13 Budget Cycle**

Department: Education  
 Request Title: Funding for Implementation of Educator Effectiveness  
 Priority Number: R-4

Dept. Approval by: John R. Harris 10/18/11  
 Date

OSPB Approval by: David M. ... 10/18/11  
 Date

- Decision Item FY 2012-13
- Base Reduction Item FY 2012-13
- Supplemental FY 2011-12
- Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
<b>Total of All Line Items</b>	<b>Total</b>	-	-	-	424,390	424,390
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
<b>Non-appropriated Transfer from the Contingency Reserve Fund</b>	<b>Total</b>	-	-	-	424,390	424,390
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes:  No:  If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: Great Teachers and Leaders Fund, Fund 25F  
 Public School Contingency Reserve Fund, Fund 17H

Reappropriated Funds Source, by Department and Line Item Name: None

Approval by OIT? Yes:  No:  Not Required:

Schedule 13s from Affected Departments: None

Other Information: None



# DEPARTMENT OF EDUCATION

*FY 2012-13 Funding Request*

*November 1, 2011*

*John W. Hickenlooper  
Governor*

*Diana Sirko, Ph.D.  
Deputy Commissioner*

*Department Priority: R-4*

*Request Title: Funding for Implementation of Educator Effectiveness*

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Non-Appropriated Transfer from the Contingency Reserve Fund (Staffing and Expenses for Implementation of SB 10-191: Educator Effectiveness)	\$424,390	\$0	0.0

### **Request Summary:**

SB 10-191: Concerning Ensuring Quality Instruction through Educator Effectiveness was passed in May, 2010. The legislation established the Great Teachers and Leaders fund and allowed acceptance of gifts, grants and donations (with conditions). Further, SB 10-191 provided that for FY 2010-11 and FY 2011-12 if \$250,000 of Federal grants were not received in this fund, CDE could inform the State Treasurer and the State Treasurer would transfer enough monies from the Contingency Reserve Fund to the Great Teachers and Leaders fund in order to provide total funding of \$250,000 each fiscal year.

For FY 2010-11, no Federal grants were received and the State Treasurer transferred \$250,000 to the fund. For Fiscal Year 2011-12, the Department will not receive any federal funds for this initiative, so the same transfer will occur.

Monies in the fund are continuously appropriated.

However, beyond Fiscal Year 2011-12, SB 10-191 did not provide continued funding for future years. CDE is requesting \$424,390. As in past years, this funding will be a non-appropriated transfer from the Contingency Reserve Fund to the Great Teachers and Leaders Fund to provide continuation funding for the staffing and support necessary to continue the

efforts needed for school districts to meet the requirements articulated in SB 10-191.

SB 10-191 is one of the state's most significant reform initiatives. It requires the development of evaluation systems based on quality standards for all licensed educators, and it requires that at least 50% of an educator's evaluation be based on student growth. In addition, the law calls for the removal of an educator's non-probationary status after two consecutive ineffective ratings. The law also ends forced placement of teachers, requiring mutual consent placement.

The first two years of implementation of SB 10-191 focus on the design of the new evaluation system, rulemaking, and piloting the new system with selected districts across the state. The philanthropic community has been supportive of this one-time design work, injecting funds to support unanticipated design costs (e.g., meeting staffing and facilitation for the State Council on Educator Effectiveness, general communication/outreach, assistance in establishing CDE's Educator Effectiveness leadership team and unit, development of weighting models to support the new evaluation system, and identification of the types of assessments that can be used to support educator evaluation decisions).

As the work transitions from design to implementation, CDE needs continued funding to support districts in implementing the law and to monitor districts' adherence to the law's requirements. While CDE is not requesting FTE beyond what was in the original fiscal note, we have found, however, that the initial \$250,000 is not sufficient to fully fund the caliber of individuals needed to adequately oversee and implement this significant and complex legislation or fund the necessary components of piloting and supporting districts with quality implementation.

The requested \$424,390 will fund the Executive Director, Director, and Principal Consultant of Educator Effectiveness and the office facilities and supplies necessary to house them, the travel and contracts necessary to support the implementation across the state, and the policy analysis and evaluation where needed. The Executive Director provides leadership and oversight to the unit and is responsible for ensuring that all timelines and requirements of SB 10-191 are met. A critical function of the Executive Director is to ensure connectivity and alignment of the educator effectiveness work with the rest of the state's reform initiatives, as the state recognizes that if this work is implemented as a standalone project it will not have the impact desired by the state (e.g., quality educator evaluation only works when teachers are teaching to the standards, evaluators are well-trained and provide quality instructional feedback, assessments yield accurate information about students' growth over time, teacher professional development is aligned to their individual needs, etc.).

The Director is responsible for the continued design of the evaluation system, piloting the system with selected districts (over 40 districts have indicated an interest in participating in the pilot – CDE estimates it can adequately serve between 15 and 20), testing rubrics and tools designed to support the system, monitoring implementation, and supporting all districts in

moving toward full statewide implementation in 2013-14.

The Principal Consultant provides direct technical assistance to support districts across the state in implementing SB 10-191. In addition, the Principal Consultant is responsible for developing, launching, and maintaining the state's Resource Bank, a repository of resources related to educator evaluation that is required by SB 10-191. The Principal Consultant also maintains and monitors the state's educator effectiveness metrics.

SB 10-191 establishes an aggressive timetable for implementation. To fully support districts in meeting this timetable, CDE staff anticipates spending significant time in the field, providing hands-on technical assistance.

In addition, implementation of the pilot will require expenses specific to pilot implementation including training, tracking systems, and tool validation.

See Attachment A for detailed expenditure estimates.

#### **Anticipated Outcomes:**

Research consistently demonstrates one of the primary factors in student success is a knowledgeable and skillful teacher leading their classroom. In addition, the presence of an effective principal creates the conditions for success in a school for both teachers and students. The successful implementation of the legislation will increase achievement for all of our students.

#### **Assumptions for Calculations:**

The funding request will provide salary and benefits for the Executive Director, Director, and Principal Consultant totaling \$332,760. Employee related ongoing expenditures, including telephones, routine operating and leased space for 3.0 FTE will be approximately \$24,630. Travel to provide professional development and support to districts and to attend state/national meetings will total \$27,000 (10



Implementation of Educator Effectiveness					
<b>Attachment A</b>					
<b>Expenditure Estimates</b>					
<b>Payroll:</b>					
<b>FY 2012-13</b>	<b>Salary</b>	<b>Benefits (@ 18%)</b>	<b>Total</b>	<b>Allocation</b>	<b>Total</b>
Executive Director	\$105,000	\$18,900	\$123,900	1.00	\$123,900
Director	\$95,000	\$17,100	\$112,100	1.00	\$112,100
Toby King	\$82,000	\$14,760	\$96,760	1.00	\$96,760
Subtotal					\$332,760
<b>Employee Related Ongoing Expenses:</b>					
		<b>Number of staff</b>	<b>Cost per Employee</b>		
Telephone Service		3	\$450		\$1,350
Routine Operating		3	\$500		\$1,500
Leased Space		3	\$7,260		\$21,780
Subtotal					\$24,630
<b>Travel Expenses:</b>					
		<b>Number of staff</b>	<b>Number of trips</b>	<b>Cost/trip</b>	
Local		3	10	\$500	\$15,000
National		3	2	\$2,000	\$12,000
Subtotal					\$27,000
<b>Program Evaluation:</b>					
Ongoing costs	\$400,000				
Percent of costs	5%				
Subtotal					\$20,000
<b>Pilot Costs:</b>					
Training (3 trainings @ \$3,000 each)					\$9,000
Tracking/monitoring system of eval results					\$5,000
Technical validation of performance metrics					\$6,000
Subtotal					\$20,000
<b>Total Costs</b>					<b>\$424,390</b>

**Schedule 13**  
**Funding Request for the 2012-13 Budget Cycle**

Department: Education  
 Request Title: Educator Effectiveness Evaluation System Implementation General Fund Increase  
 Priority Number: R-7

Dept. Approval by: [Signature] 11/3/11  
 Date  
 OSPB Approval by: [Signature] 11/3/11  
 Date

- Decision Item FY 2012-13
- Base Reduction Item FY 2012-13
- Supplemental FY 2011-12
- Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
<b>Total of All Line Items</b>	<b>Total</b>	-	-	-	7,700,000	7,700,000
	FTE	-	-	-	4.5	4.5
	GF	-	-	-	7,700,000	7,700,000
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
<b>Transfer to Great Teachers and Leaders Fund [New Long Bill Line Item]</b>	<b>Total</b>	-	-	-	7,700,000	7,700,000
	FTE	-	-	-	4.5	4.5
	GF	-	-	-	7,700,000	7,700,000
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes:  No:  If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: Great Teachers and Leaders Fund, Fund 25F  
 Reappropriated Funds Source, by Department and Line Item Name: None  
 Approval by OIT? Yes:  No:  Not Required:   
 Schedule 13s from Affected Departments: None  
 Other Information: None



# DEPARTMENT OF EDUCATION

John W. Hickenlooper  
Governor

*FY 2012-13 Funding Request  
November 1, 2011*

Robert K. Hammond  
Commissioner

*Department Priority: R-3*

*Request Title: Educator Effectiveness Evaluation System Implementation General Fund Increase*

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Educator Effectiveness Evaluation Implementation	\$7,700,000	\$7,700,000	4.5

### Request Summary:

The Department is requesting a General Fund transfer of \$7,700,000 into the Great Teachers and Leaders Fund to support the implementation of the state's new educator effectiveness evaluation system as per 22-9-102, C.R.S.

The educator effectiveness evaluation system was established legislatively in 2010 by Senate Bill 10-191 to promote high-quality teaching and leadership in Colorado's K-12 public schools. The legislation passed after a broad coalition of education stakeholders in Colorado agreed that high-quality teachers and principals are critical to boosting student achievement, increasing graduation rates, and closing achievement gaps. A better evaluation system forms the basis for the state's commitment to improving teacher and principal quality, and will replace the previous system which rewarded credentials and seniority, factors that do not correlate strongly with student learning. The system currently under development will base 50% of educator evaluation on student growth and 50% on observation and other discretionary factors.

In particular, the requested funding will support three initiatives that will form the building blocks of a successful evaluation system:

(1) **Measures of Student Growth (\$2,400,000)**—Develop, implement and test measures of student growth for all grades and content areas; develop content

collaboratives to support district-level implementation of the use of student growth measures and assessment programs for their educator evaluation systems to improve instruction and educator effectiveness. Costs include 1.0 FTE to coordinate the content collaboratives, funds to offset expenses of content collaborative members, and funds to engage assessment experts and conduct peer review for assessment validation.

(2) **Statewide Educator Evaluation System (\$3,000,000)**— These funds will: Develop the state's model educator evaluation system including rubrics, weighting systems, tools, and training; provide support to the pilot districts in the implementation of the state model system; develop professional development for districts statewide; create a resource bank of exemplars, monitor evaluation results, and evaluate system impact. The requested funds include 2.0 FTE to amplify staff support to the pilots during the duration of the pilot and to provide funds to secure contracted expertise in the development of teacher rubrics, weighting systems, and eventually tools for other licensed personnel.

(3) **Data Systems and Reporting (\$2,300,000)**— Develop and implement two-year plan for an Educator

Performance Management Portal (i.e., a Educator Dashboard) that allows for the collection and aggregation of educator effectiveness and student performance data in a platform that can be used by teachers to inform instruction in the classroom, by principals to manage educator/student performance data and inform professional development needs and staffing decisions, and by the state for monitoring and reporting purposes. Funds support 1.0 FTE to manage the data system project design/development process and 0.5 FTE for procurement support (for the first six months of the project). Funds also include requirements generation, procurement activities, and hardware/software for initial design and testing of the system.

The evaluation system will also draw on federal dollars and private foundation dollars over the course of its multi-year implementation. This request would assure thorough and proper implementation of the system and deliver on the promise that this essential piece of education reform is not an unfunded mandate to Colorado's 178 local school districts.

**Anticipated Outcomes:**

Approval of this request will fund three initiatives that form the foundation of a successful new educator evaluation system and keep Colorado on track to implement one of the most forward-looking reforms in the country.

**Assumptions for Calculations:**

Please see attached spreadsheet for an outline of assumptions for each of the three major initiatives proposed in this request.

**Consequences if not Funded:**

A failure to fund this program would stall implementation of a key component of Colorado's reform agenda designed to increase student achievement, increase graduation rates, and close the state's achievement gap. Adequate funding of the early implementation years is the most important step to successfully implementing a new educator evaluation system.

**Current Statutory Authority or Needed Statutory Change:**

**22-9-105.7. Great teachers and leaders fund - created - gifts,**

**grants, and donations.** (1) The department is authorized to seek, accept, and expend gifts, grants, and donations for the implementation of Section 22-9-105.5; except that the department may not accept a gift, grant, or donation except from federal moneys that is subject to conditions that are inconsistent with this or any law of the state. The department shall transmit all moneys received to the State Treasurer, who shall credit the same to the Great Teachers and Leaders fund.

Educator Effectiveness Evaluation Implementation Request FY 2012-13

Budget Detail to Accompany Budget Request for FY 2012-13

Component	Description	Specific Goals and Assumptions	Estimate Type
Student growth measures	Development, validation, and testing of measures of student growth required for evaluating performance.	Assumes contracts with assessment experts over 2 years (\$600,000 per year) for expertise, validation of measures, and peer review	\$ 1,200,000
	Implementation of content collaboratives	Assumes cost of one FTE to coordinate and project manage 10 content collaboratives at \$100,000 (salary/benefits) for 2 year project, costs of contracted facilitators, reimbursement of costs to educators on the content collaboratives over 2 years	\$ 1,200,000
	Total		\$ 2,400,000.00
State Educator Evaluation System	Training and field support	Assumes 2 FTE to provide field support/training to pilots and statewide (\$120,000 fully loaded salary per FTE for 2 years)	\$ 480,000
	Model design and refinement	Assumes contracted support over 2 years of pilot to complete design elements of the model system (rubrics, weighting systems, tools, training modules) at fixed engagement of \$2 million	\$ 2,000,000
	Resource bank and dissemination	Assumes costs of developing/contracting the online resource bank, identifying exemplars, populating the resource bank, communicating with the field, and dissemination resources at \$520,000	\$ 520,000
	Total		\$ 3,000,000
Data Systems and Reporting	Project management	One FTE at \$65,000 (salary/benefits) for 2 year project, .5FTE at \$40,000 for 6 months to support procurement	\$ 190,000.00
	Requirements and specifications development	Assumes a six month engagement at a fixed fee of \$160,000.	\$ 160,000
	Hardware and software	Includes the production operational costs associated with systems development and integration activities associated with upgrading the current SchoolView functionality. Production operational costs as estimated at \$800,000.	\$ 800,000
	Performance management portal	Development and Implementation costs are estimated at \$1.15 M assuming a fixed fee engagement. Assumes small development team working over 2 years.	\$ 1,150,000
	Total		\$ 2,300,000
Grand Total			\$ 7,000,000.00