

25 Years of Achieving Results

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My journey with NIET began in 2005, when I was looking for a dissertation topic that examined my two main areas of interest: teacher quality and education finance. I heard about the TAP System as a new robust initiative that included career pathways, instructionally

focused accountability, job-embedded professional growth, and performance-based compensation. My professional journey led me to serve at the university level for the next eight years, but I was impacted by what I saw with the TAP System. In 2013, I joined NIET as director of research and evaluation to help

expand the mission to reach more educators and students. In the years since, I have experienced and seen firsthand the impact of NIET's work in schools across the nation. While there are a great many memorable moments, one of my favorite aspects of my work is visiting classrooms in NIET's partner

schools. These visits allow me to meet educators and, most importantly, to see and hear directly from the students we are impacting.

After talking about the day's lesson or how great their teacher is, I often ask: "What do you want to be when you grow up?" As you might expect, I hear a range of answers, from "veterinarian" or "astronaut" to even more ambitious ones, like "Spiderman" or "cake tester." However, one answer stands apart from the rest: *teacher*. Over the years, I have even heard this answer at my own dinner table, as two of my children have chosen to become teachers.

It is always inspiring to hear that students want to be teachers, especially when this decision is driven by their experiences with their own teachers. It reinforces NIET's belief that teachers are the most powerful lever for change. In our 25 years, NIET has worked in communities across the country to strengthen the teaching profession and make it a career that talented young people want to pursue.

The research-based practices at the core of our work — building the instructional practices of every teacher through collaborative professional learning teams and individual classroom coaching

— have many complementary benefits, including creating career opportunities for teachers and retaining effective teachers in subjects and regions that are difficult to staff.

NIET believes in the bold idea of empowering teachers as leaders while creating systems and structures at the school and district levels to support continuous improvement. We are proud to say that our work has proven highly effective in a wide range of school communities across 27 states and more than 1,000 districts, impacting more than 350,000 teachers and 3.5 million students. Furthermore, research shows that our work is having significant short- and long-term impacts. A statewide study released in 2023 by the National Bureau of Economic Research found the benefits of NIET's TAP System include increased high school graduation rates and improvements in longer-term economic and social measures — resulting in a remarkable 14-to-1 return on investment.

Over our 25-year history, NIET has pioneered innovative approaches and impressively taken those impactful practices to scale across highly diverse communities. Our ability to create the systems and structures that allow districts to scale and sustain improvement

has been a key differentiator. Working with our partners, we have piloted reforms in educator effectiveness that have led to policy changes at the national and state levels. We have been leaders in the development and use of federal funding sources for teacher leadership roles and new models for staffing schools that build instructional leadership capacity.

NIET's results stand out because of the decades-long track record of growth and success in working with our partners to raise student achievement in high-need schools. The results resoundingly and repeatedly demonstrate our impact on instructional improvement, educator efficacy, teacher retention, and student achievement — and we are as dedicated to excellence now as we were 25 years ago.

I am proud of the progress we have made and of our role in advancing the profession so that more students consider and choose "teacher" as a rewarding career. I look forward to the innovation and improvements that will happen in the next 25 years, and we are excited to be your partner in elevating teaching as a fulfilling and impactful career. ●