



Key NIET Partnerships in Indiana

Making teacher effectiveness the centerpiece of school improvement

2019

Over two decades of educational research identifies the most important school-based factor in students' academic achievement is the effectiveness of their teachers.

In 2010, the National Institute for Excellence in Teaching (NIET) began working with a group of high-need schools across Indiana to improve student academic achievement by focusing on supporting effective instruction.

The partnership's 44 high-need schools, spanning pre-K through 12th grade, put in place a structure of teacher leadership that enabled schools to provide job-embedded, school-based professional learning, collaboration and coaching. The Indiana Department of Education and the Center of Excellence in Leadership of Learning at the University of Indianapolis joined NIET and the districts in the partnership.

With the support of a five-year, \$48-million innovation grant from the federal Teacher Incentive Fund (TIF), the schools created support structures for teacher and school leader effectiveness, and trained both teacher and school leaders.

The effort grew from the initial group of schools and districts to impacting around 4,000 teachers and over 59,000 students in Indiana.

The schools in the partnership were located in some of the state's most economically challenged inner-city neighborhoods as well as in small towns and rural areas of the state. They included traditional, charter, elementary, middle and high schools.

Some schools had been on academic probation for multiple years, making it a struggle to recruit, develop and retain effective teachers and leaders. During the three years prior to implementation, average teacher turnover in the schools was more than 20 percent each year.

Over the five-year period of the grant, partner schools experienced strong student achievement growth, narrowed achievement gaps, increased teacher instructional effectiveness, built school-based leadership teams and reduced educator turnover. The work of the 44 schools grew to influence nearly 100 Indiana schools partnering with NIET to put in place school-based, job-embedded professional learning and systems of support for both teachers and school leaders.

"NIET has empowered our educators to give their very best and be a catalyst for students to do their best."

- Pat Mapes, Superintendent, Perry Township Schools

Partnership schools were all high-need and served diverse areas including Gary, Goshen, Indianapolis and Clarksville. In 2018, NIET began a partnership with Marian University to incorporate research-based instructional practices into their preparation programs, strengthen their connection with district needs, and recruit and retain talented people in the profession.

Indiana Partners

- ❖ 21st Century Charter at Gary/GEO Foundation
- ❖ United Schools of Indianapolis Charter Network
- ❖ Beech Grove City Schools
- ❖ Brown County Schools
- ❖ Clarksville Community Schools
- ❖ Decatur Township Schools
- ❖ East Allen County Schools
- ❖ Goshen Community Schools
- ❖ Hoosier Academy
- ❖ Irvington Community Schools
- ❖ Neighborhood Charter Network
- ❖ Perry Township Schools
- ❖ School City of Hammond
- ❖ Marian University

Success of Schools Recognized in Indiana Policy

Based on the success of districts and schools using this approach to improve educator effectiveness, NIET's TAP Teaching Standards rubric and process gained approval by the Indiana General Assembly

in 2011 as an evaluation system for district use and was included in the state's teacher evaluation statute (IC 20-28-11.5-4).

The strategies employed in the partnership were reflected in the findings of the 2015 Indiana Department of Education (IDOE) Blue Ribbon Commission on Recruitment and Retention of Excellent Educators, which recommended similar strategies for mentoring, professional development, career pathways and leadership, and evaluation and compensation.

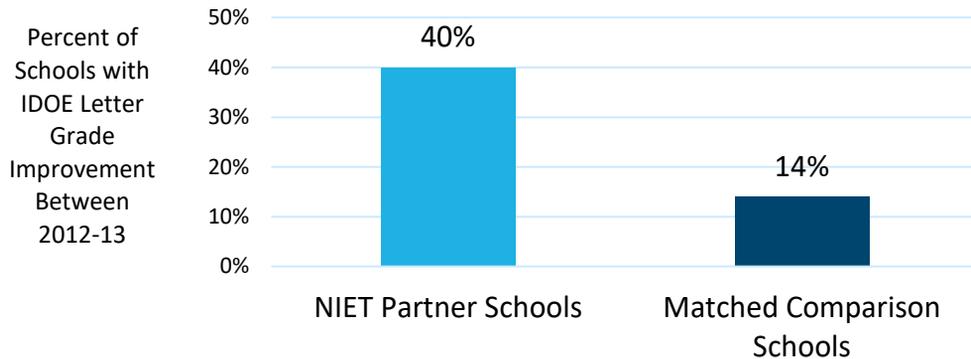
More recently, the IDOE's plan to implement the Every Student Succeeds Act aligns with NIET's partnership work with districts to advance the core principles of career pathways for teachers; job-embedded professional development; and educator observation and feedback systems that include multiple measures of student performance, continuous training for evaluators and an explicit process for utilizing evaluation data to drive professional development.

"We all believe that NIET has helped create a culture of growing and learning for us. West Goshen is now one of the top schools in the state, and it is because of this partnership."
- Lori Line, Principal, West Goshen Elementary School

Partnership Schools' Students Outperform Comparison Students

Indiana schools that partnered with NIET, compared to schools with similar demographics, improved at higher rates. Forty percent of schools *improved* their letter grade ratings, compared with only 14 percent of control schools. Seventy-one percent either improved or maintained their accountability ratings.

Three Times More Schools Improve IDOE Grade over Matched Schools in Research Study

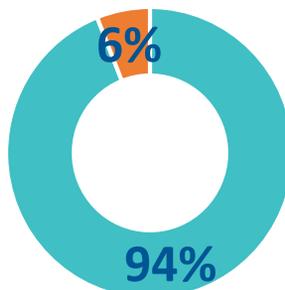


Partner Schools Retain Effective Teachers

Teachers in NIET partner schools are retained at levels substantially higher than in schools nationally and in high-need schools. A 2014 study found that 96% of teachers in partnering schools were retained in the same school from 2011-12 to 2012-13. This retention rate exceeded the national retention rate of approximately 84% for all schools and 80% for high-need schools. The attitudinal response from principals echoed the findings from the retention figures.

In 2016-17, 94% of Indiana administrators agreed that the system was improving their ability to retain effective teachers.

Indiana Administrators Agree NIET Partnership Helps Retain Effective Teachers in Schools



Perry Township Schools

Southport and Abraham Lincoln Elementary Schools in Perry Township were part of the original partnership with NIET. Their goals were to increase teacher and principal effectiveness and raise student achievement, especially for their English Learner students. Each of these high-need schools made significant and sustained gains in student achievement.

As a result of this success, Perry Township extended the most impactful practices districtwide. This included the instructional framework, teacher leadership roles, and training for both teacher and school leaders in leading job-embedded professional learning and providing instructional coaching.

Perry Township Schools was recognized in 2018 with the first-ever districtwide recognition from NIET, the [NIET National Award of Excellence for Educator Effectiveness](#).



West Goshen Elementary School, Goshen Community Schools

Before partnering with NIET, West Goshen Elementary School was labeled a D on the state A-F scale. Under the partnership, teachers developed a no-excuses policy, drilling down into the data for each student and developing paths for success.

West Goshen earned its first-ever state-designated A rating in 2016. The school maintained the A in 2017 and 2018. In 2018, West Goshen was honored with [the Founder's Award](#), NIET's highest honor.

11-12	12-13	13-14	14-15	15-16	16-17	17-18
D	B	C	C	A	A	A

Indiana Higher Education Partnerships

Marian University

NIET's partnership with Marian University began in the 2018-19 school year. The faculty of Marian's Klipsch Educators College are currently engaged in embedding the NIET Teaching Standards into their pre-service teacher coursework.

Faculty completed NIET Evaluation and Certification training in May 2018. Situated in downtown Indianapolis, Marian is well-positioned to place teacher candidates in high-need NIET schools for their clinical experiences, building new teachers' skills in working with high-need students.