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Additional Detail: Educator Support and Development

November 2015



Supporting World Class Schools for Delaware

Summary

- There are approximately 9,000 teachers and 200 school leaders serving in Delaware public schools.
- Educator support and development begins before teacher candidates set foot in the classroom and spans the full term of an educator's career.



- More work is needed to ensure that all students have access to excellent educators.

Approximately 9,000 teachers and 200 principals serve in Delaware public schools.

2014-15 Educator Characteristics	Teacher		Principal	
	#	%	#	%
TOTAL	8,987		207	
RACE/ETHNICITY				
White	7,749	86%	162	78%
African American	948	11%	41	20%
Hispanic/Latino	195	2%	3	<1%
Other Minority*	95	1%	1	<1%
COUNTY OF EMPLOYMENT				
New Castle	5,149	57%	119	57%
Kent	2,024	23%	46	22%
Sussex	1,814	20%	42	20%

*Other minority includes Asian, Hawaiian, American Indian, and multi-racial. Data reflects full-time teachers only.
 Note: Data are for 207 full-time educators with a principal job code in SY 2014-15. The number of principal jobs in a district is allocated based on the student enrollment count on September 30. Total number of principals is based on allocated principal units and does not include other administrative positions that may serve a similar function, such as director. Subsequently, principal total may not match the total number of Delaware public schools. Percentages may not total 100 due to rounding.
 Source: Delaware Department of Education. (2015). Delaware School and District Profiles. <http://www.doe.k12.de.us/Page/1490>; Delaware Department of Education. (2015) Teacher and Leader Effectiveness Unite. Principal Data

Teachers

- Nearly a quarter of Delaware teachers have four or fewer years of experience
- Approximately 60 percent of Delaware teachers have earned a graduate degree

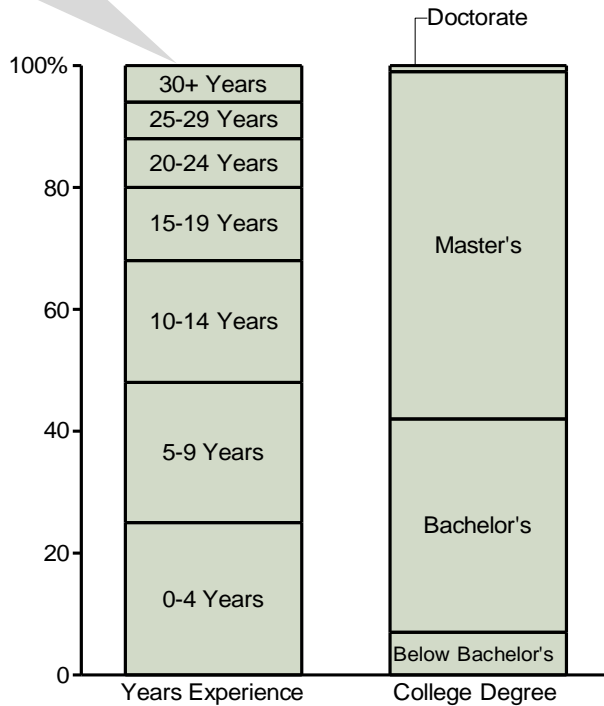
Principals

- More than 60 percent of Delaware principals reported they had been employed as a principal at their current school for less than four years

Avg. experience

Delaware: 12.4 years
Nation: 13.8 years

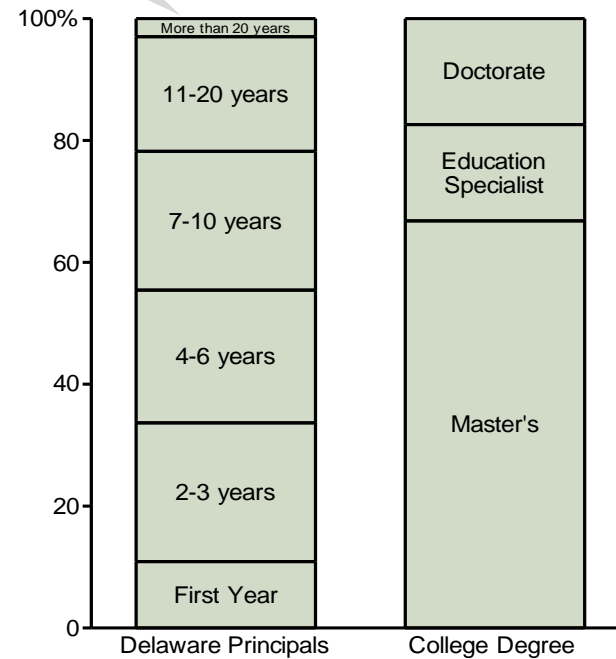
Teacher Years of Experience and Educational Attainment, 2011-12



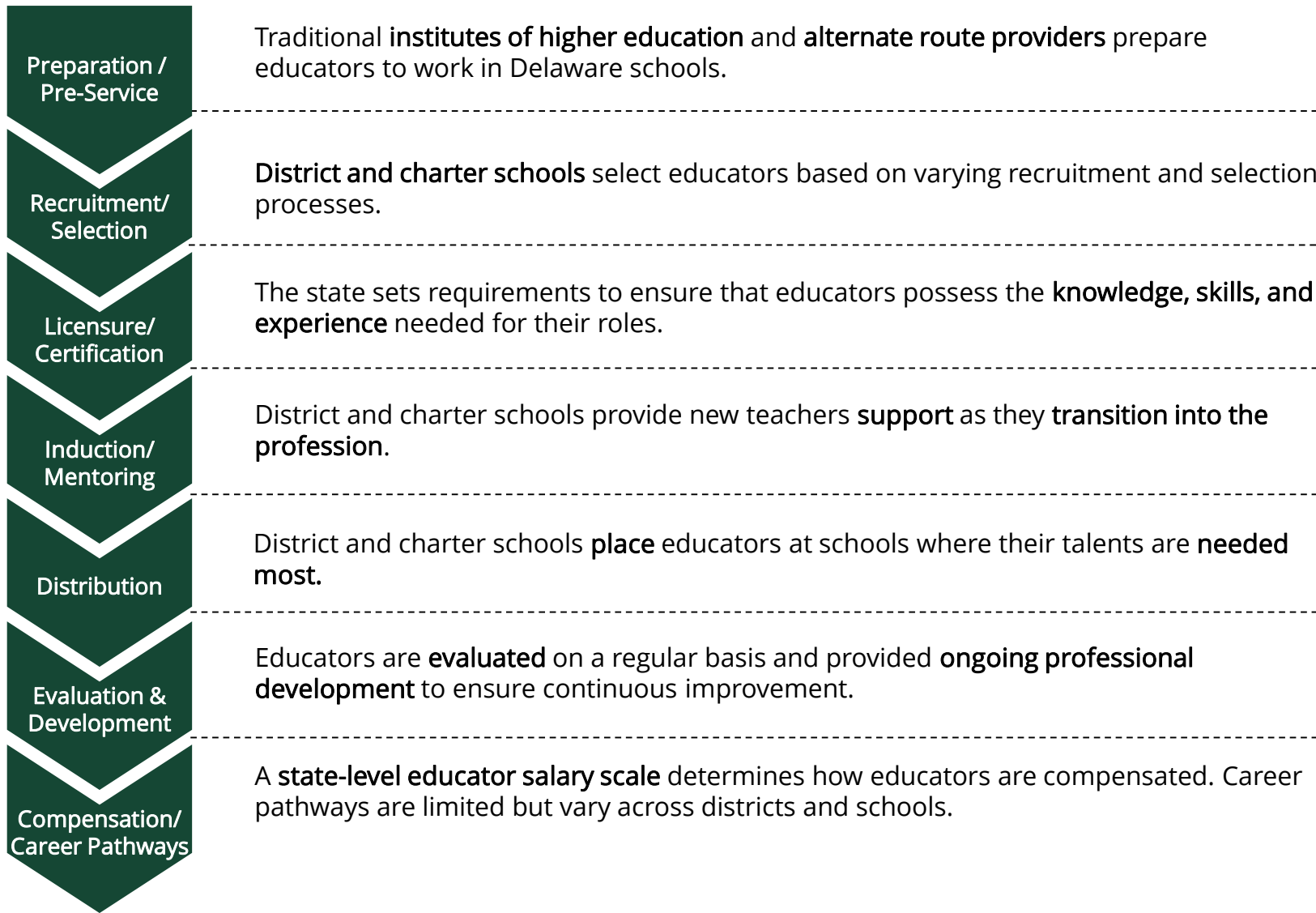
Avg. experience

Delaware: 6.9 years
Nation: 7.2 years

Principal Years of Employment at Current School and Educational Attainment, 2011-12



Educator support and development begins before teacher candidates set foot in the classroom and spans the full term of an educator's career.



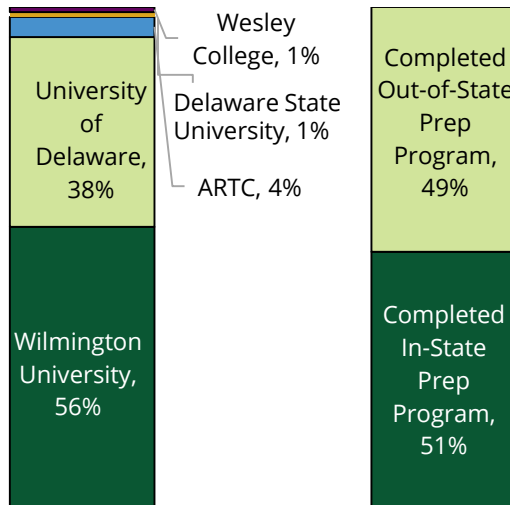
Teachers

Principals

- In 2012-13, a total of 2,858 students were enrolled in Delaware teacher preparation programs.

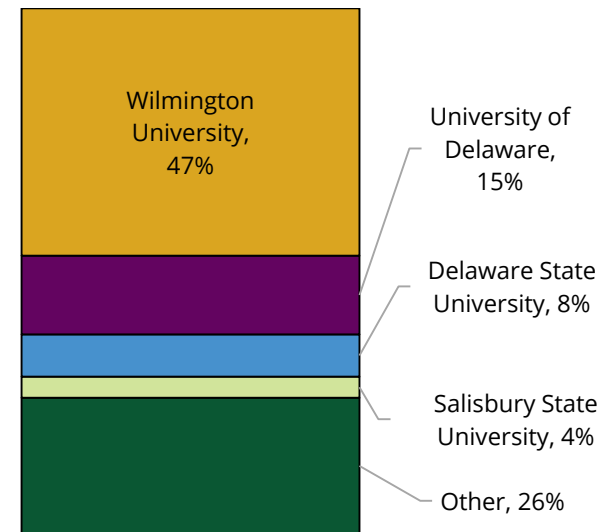
- Approximately 70 percent of Delaware's principals received their terminal degree at an in-state university, with the majority (47 percent) of them attending Wilmington University.

Teacher Pre-service Enrollment and Graduation, 2012-13



Total DE Enrollment By Program Persons Receiving Initial Teaching Credential in state

Principals by Institution of Highest Degree Attainment,* 2012-13



Institution of Highest Degree Attained

*Data regarding principal preparation in Delaware is limited. While this represents where Delaware's principals received their terminal degree, it is unclear the extent to which this also represents the place where they enrolled for their leadership course of study.

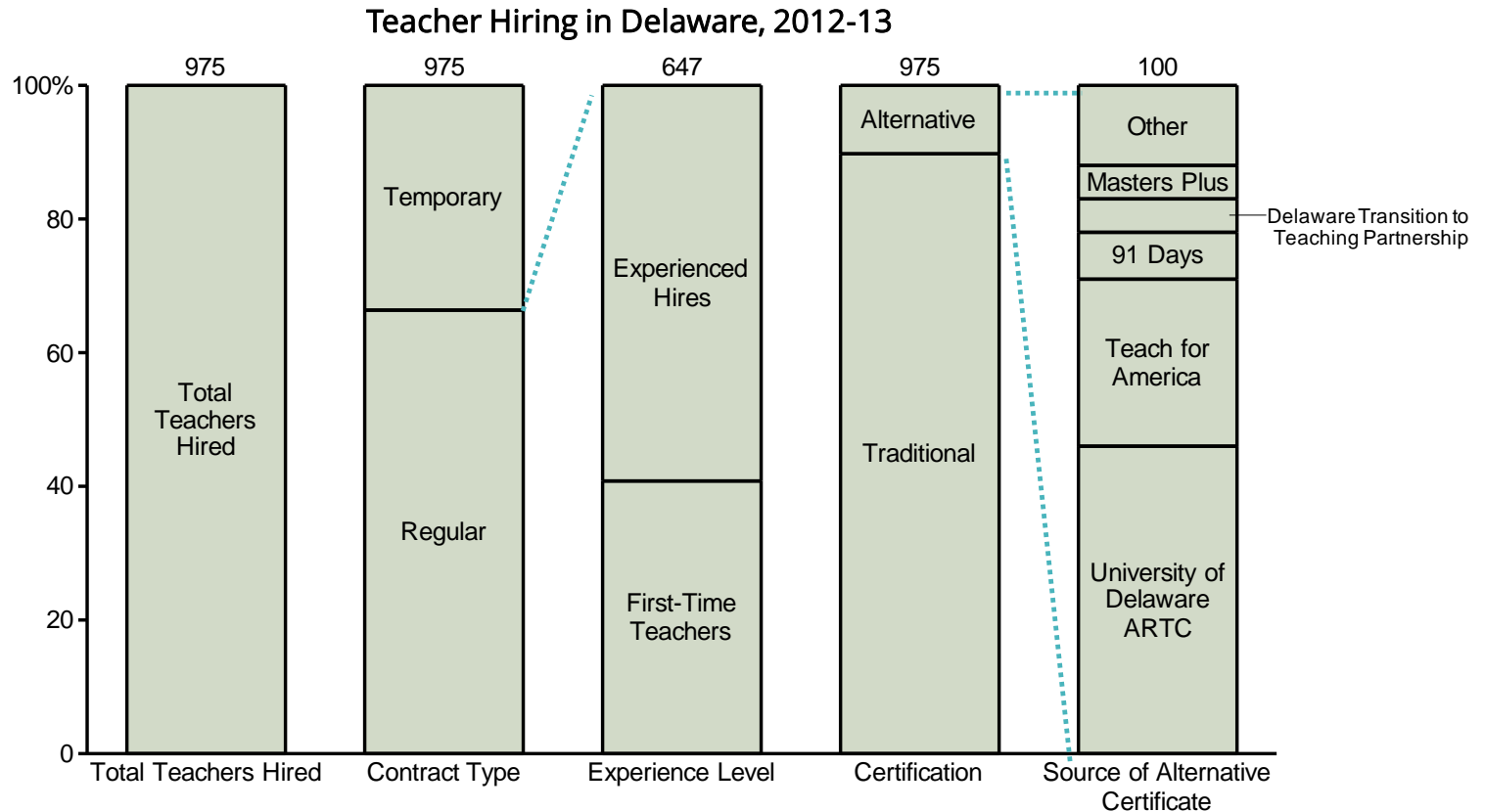
Source: U.S. Department of Education. (2014). Title II Report (SY 2012-13). <https://title2.ed.gov/Public/Home.aspx> ; Delaware Department of Education. (January 2013). 'The Set': Who are Delaware's School Leaders? (SY 2012-2013). <http://www.doe.k12.de.us/domain/354>





Teachers

- Approximately 40 percent of teachers hired in 2012-13 were first time teachers
- The majority (90 percent) of teachers receiving certification came from traditional pathways



Note: See next slide for principal data.

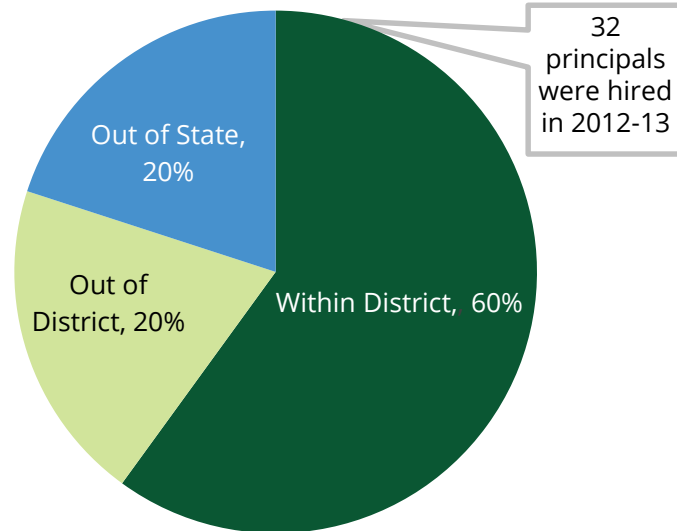
Source: U.S. Department of Education. (2014). Title II Report (SY 2012-13). <https://title2.ed.gov/Public/Home.aspx> ; University of Delaware. (June 2013). Teacher and Administrator Supply and Demand Survey Report (SY 2012-13). <http://www.doe.k12.de.us/domain/355>



Principals

- Over 80 percent of principals are hired from within Delaware, with over 60 percent of hires coming from within the district
- 64 percent of Delaware principals reported they had been employed as principals at their current school for less than four years

Principal Hiring in Delaware, by source, 2012-2013



Source: University of Delaware. (June 2013). Teacher and Administrator Supply and Demand Survey Report (SY 2012-13). <http://www.doe.k12.de.us/domain/355>

Teachers

Principals



- To be licensed to teach in Delaware, candidates need to graduate from a traditional college or university teaching program OR complete an alternative route teaching certification program (ARTC).
- In addition, candidates must pass the specific assessments for their certification area.

- To be licensed to be a principal in Delaware, candidates must have a master's degree, go through 240 hours of internship experience, and have at least five years teaching experience.

In 2013, Delaware passed a suite of teacher preparation changes via Senate Bill 51 (SB51), a bi-partisan and nationally lauded piece of legislation that increased the requirements for preparation programs and licensure.



Teachers

Requirements of SB51

Licensure and Certification

- Require educators to pass both an **approved content-readiness exam** and **performance assessment** before receiving an initial license
- Require special education teachers to demonstrate content knowledge if they plan to teach in a secondary subject

Teacher Preparation Programs

- Set **high admission and completion requirements**
 - Students must be in the 50th percentile of their class or have a grade point average of at least a 3.0 out of a standard 4.0 scale
 - They must also acquire a minimum score, mandated by the state's Department of Education, on the SAT, ACT, or Praxis
 - Programs can waive admission requirements for up to 10 percent of students admitted
- Provide student teaching experiences **supervised by high quality educators** and **ongoing evaluation** of program participants
- Prepare prospective elementary school teachers in **age-appropriate literacy and mathematics instruction**
- **Track and report data** on the effectiveness of their programs

Teachers

Principals



- For the first three years in the classroom, new teachers receive **support**, and participate in a comprehensive induction program.
- In a state-wide survey of teaching conditions, **less than a third** of new teacher respondents report that the support they received from their mentors significantly influenced their professional practice “quite a bit” or “a great deal.”

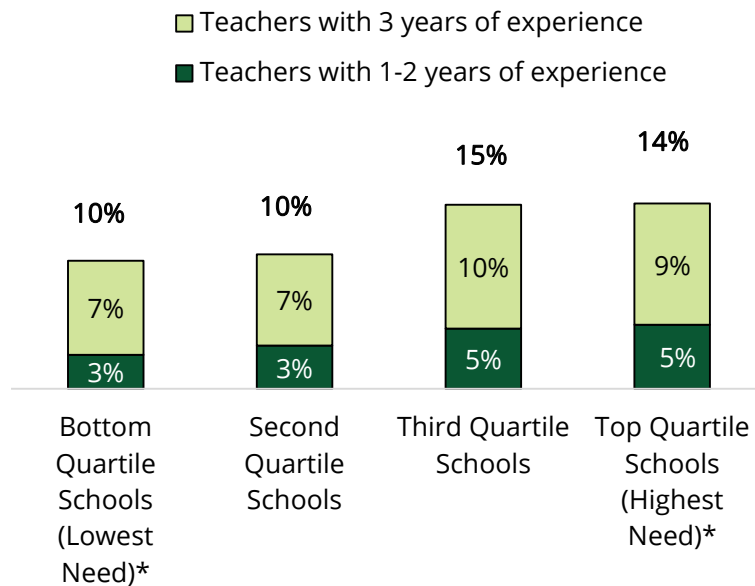
- In a state-wide survey of administrator working conditions, **half of principal** respondents report receiving “quite a bit” or “a great deal” support in instructional leadership, with less coaching around teacher remediation.



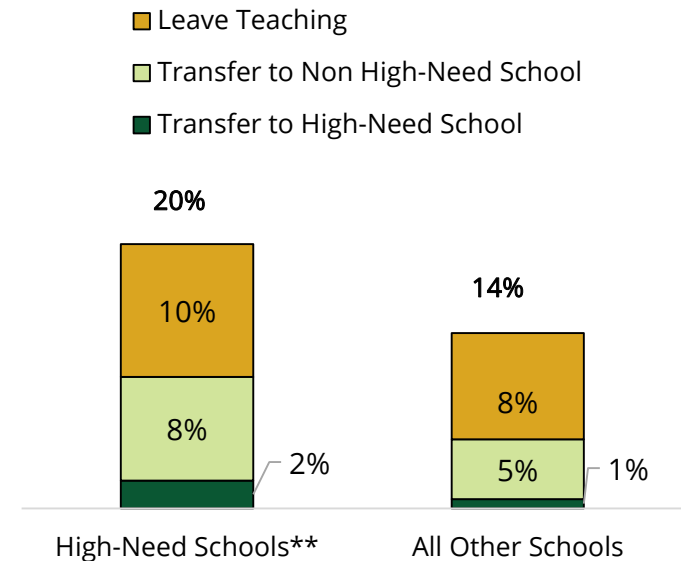
Teachers

- Delaware schools serving high percentages of low-income students have greater percentages of new teachers on staff, and higher rates of teacher turnover than non-high-need schools.

Share of Novice Teachers Across High-Need and Low-Need Schools, 2012-13



Average One-Year Teacher Turnover by School High-Need Status, 2012-13



*Top Quartile Schools (highest need) refer to schools with a high percentage of low-income student enrollment. Bottom Quartile Schools (lowest need) refer to schools with a low percentage of low-income student enrollment.

**High-Need Schools as defined by the DDOE based on student enrollment and other criteria.

Note: Minimal data is publicly available enabling an examination of the allocation of high-performing principals to schools with high-need populations

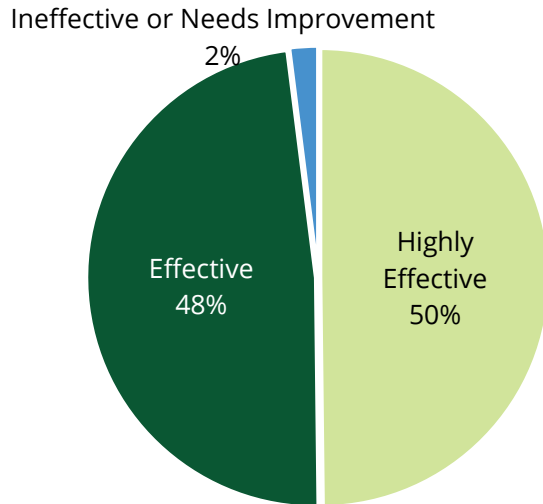
Teachers

Principals

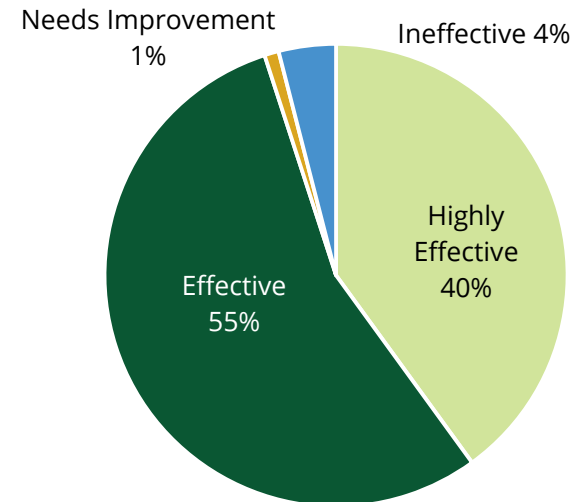
- Under the **Delaware Performance Appraisal System II (DPAS II)**, each year over half of Delaware teachers and specialists undergo an annual summative performance evaluation in which they earn ratings of Highly Effective, Effective, Needs Improvement, or Ineffective.

- Under the Revised Administrator Evaluation System, all Delaware principals receive a summative performance evaluation, according to their review cycle. In 2012-13, all administrators received a summative evaluation.

Teacher (and Specialist) Summative Evaluation Ratings, 2014-15



Administrator Summative Evaluation Ratings, 2012-13



Note: In 2014, 5,150 teachers and specialists received a summative performance evaluation, in accordance with their one- or two-year evaluation cycle. This is not inclusive of educators in four charter schools that received waivers to implement an alternative evaluation system. The state assessment was used for informational purposes only and did not count toward teacher evaluations. Source: Delaware Department of Education. (2015). 2014-15 DPAS II Report. <http://www.doe.k12.de.us/domain/355>; Delaware Department of Education. (2013). 'The Set': How were DE administrators rated on the revised evaluation system? <http://www.doe.k12.de.us/domain/354>





Teachers

- Teachers (and specialists) are evaluated based on **four** components of **professional growth** and **one** component of **student improvement**.

Component 1:
Planning and Preparation

Component 2:
The Classroom Environment

Component 3:
Instruction

Component 4:
Professional Responsibilities

Component 5:
Student Improvement

- The student improvement component is comprised of multiple measures of student growth including:
 - State Assessments*
 - Alternative Assessments of Content Knowledge
 - Student Improvement Goals
- And each educator type is assessed based on a different combination of measures.

Principals

- Administrators are evaluated based on **four** components of **leadership practice** and **one** component of **student improvement**.

Component 1:
Vision and Goals

Component 2:
Teaching and Learning

Component 3:
People, Systems, and Operations

Component 4:
Professional Responsibilities

Component 5:
Student Improvement

- Student improvement component is comprised of the state assessment,* and student improvement goals.

*State Assessment Scores in 2014-15 did not count toward educator Evaluations.
 Source: Delaware Department of Education. (2014). DPAS II Revised Guide for Teachers. <http://www.doe.k12.de.us/domain/375>;
 Delaware Academy of School Leadership. (2014) Presentation from 2014 Principal Supervisor Training. <http://www.doe.k12.de.us/cms/lib09/DE01922744/Centricity/Domain/186/PrincipalSupervisorTrainingPPTWebsiteVersion.pdf>

Teachers

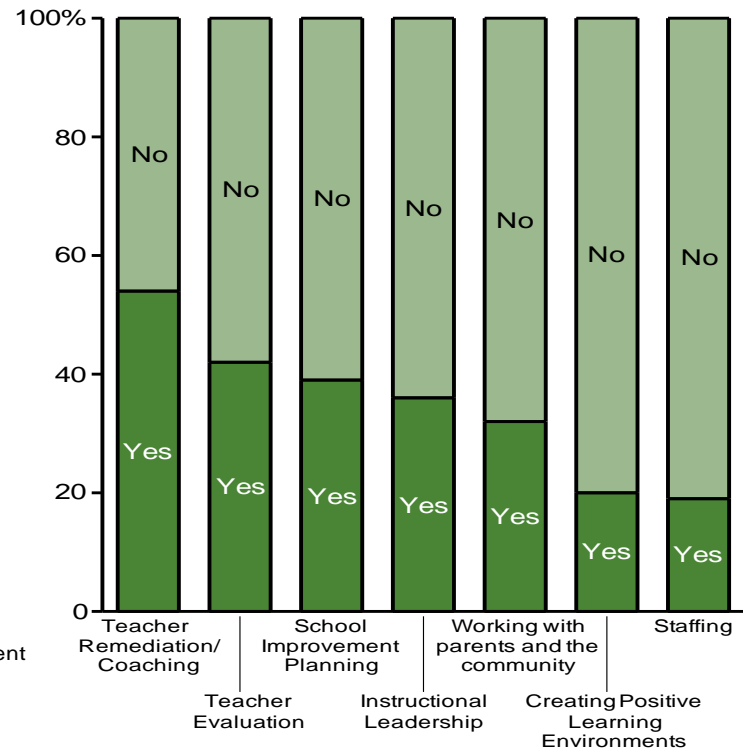
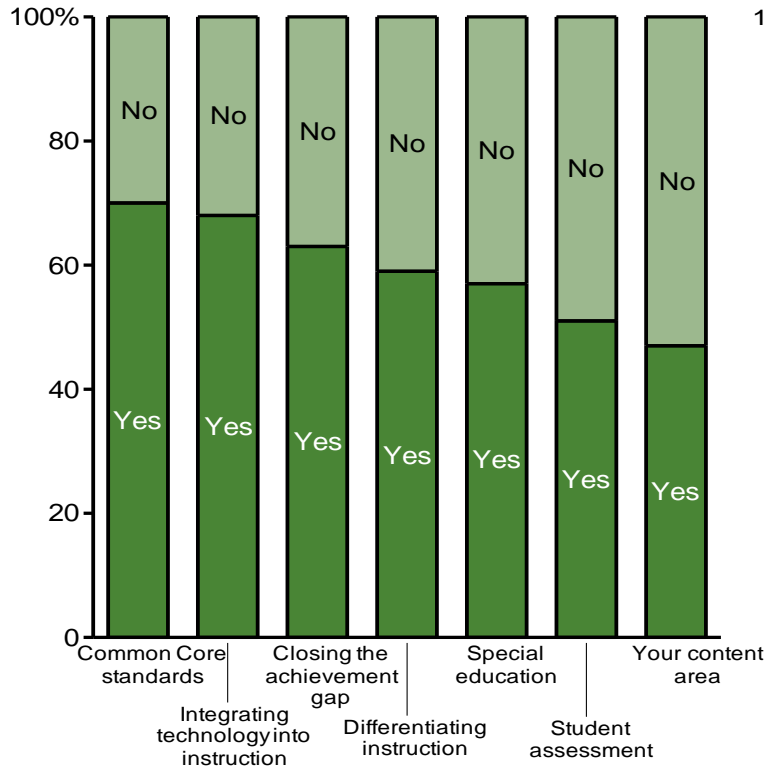
Principals

- More than half of teachers indicate that they **need further support** in critical areas such as Common Core implementation and special education.

- Principals indicate a need for additional support in **evaluating** (more than 40 percent) and **supporting their teachers** (more than 50 percent).

Q: In which of the following areas (if any) do you need professional development to teach your students more effectively?

Q: In which of the following areas (if any) do you need professional development to lead your school more effectively?



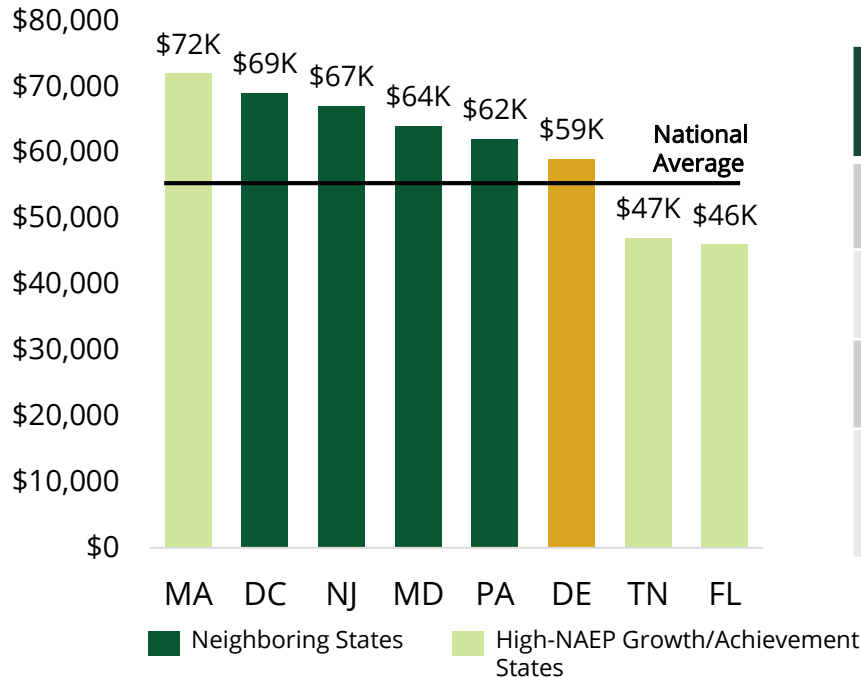
Teachers

Principals

- While Delaware's average public school teacher salary (\$59K) is above the national average, it is not on par with neighboring states (\$49K-\$62K) with which Delaware competes for teachers.

- The average annual salary of Delaware's principals is above national average.

Average Public School Teacher Salary By State, 2011-12



Average Annual Principal Salary, 2011-12

Avg. Annual Salary	DE	U.S.	NJ	PA
Overall Average	\$109K	\$91K	\$123K	\$98K
Less than 3 Years Exp.	\$108K	\$84K	\$114K	\$92K
3-9 Years Exp.	\$109K	\$91K	\$119K	\$96K
10 Years or More Exp.	\$115K	\$96K	\$135K	\$105K

Source: NCES. (2013). School and Staffing Survey, "Average annual salary for public school principals, by years of experience as a principal and state: 2011-12." https://nces.ed.gov/surveys/sass/tables/sass1112_2013313_p1s_004.asp ; NCES. (2013). School and Staffing Survey, "Percentage of public school districts that had salary schedules for teachers and among those that had salary schedules, the average yearly teacher base salary: 2011-12." https://nces.ed.gov/surveys/sass/tables_list.asp#2012



- In 2014, Delaware was one of **18 states** to earn an overall teacher effectiveness **policy grade of C+ or higher** from the National Center on Teacher Quality (NCTQ). Delaware's **highest marks** were in policies related to preparing teachers and identifying effective teachers.
- Compared to the national average, Delaware's principals are **less experienced**, both in terms of overall tenure and tenure at a single school, and **earn more**.
- While Delaware's average public school teacher salary (\$59K) is above the national average, it is not on par with neighboring states (\$49K-\$62K) with which Delaware competes for teachers.

NCTQ State Teacher Policy Yearbook



Delivering Well Prepared Teachers	B-
Expanding the Pool of Teachers	C+
Identifying Effective Teachers	B
Retaining Effective Teachers	C
Exiting Ineffective Teachers	D

Opportunities to Transform the System

Category	Potential Action Steps	Progress Underway	Supporters
Pre-Service/ Preparation	<ul style="list-style-type: none"> Fully implement recent changes to teacher preparation Support innovation within teacher and school leader preparation programs Raise the bar on admissions requirements for principal preparation programs and hold programs accountable for their graduates Provide intensive leadership training for future principals 	<ul style="list-style-type: none"> SB51 Wilmington University Clinical Residency Program RELAY Graduate School of Education (RELAY GSE) Delaware Leadership Project (DLP) UD Principal Preparation Program (PPP) Fostering Leadership Excellence (FLEX) Lead for Delaware 	<ul style="list-style-type: none"> Delaware Department of Education (DDOE) Professional Standards Board (PSB) State Board of Education (SBE)
Recruitment/ Selection	<ul style="list-style-type: none"> Sustain alternative routes to certification programs that recruit strong aspiring educators to serve in high-need schools Develop a statewide recruitment and marketing strategy for educators 	<ul style="list-style-type: none"> Teach For America (TFA) DLP UD ARTC and Transitions to Teaching Program (DT3P) JoinDESchools.org Harvard Strategic Data Project (SDP) Partnership Talent Practices Survey 	<ul style="list-style-type: none"> DDOE District and charters schools
Licensure/ Certification	<ul style="list-style-type: none"> Raise the bar on initial administrator certification Require elementary teacher candidates pass a rigorous assessment of effective reading instruction Ensure secondary teachers are expert in their specific content area 	<ul style="list-style-type: none"> SB51 	<ul style="list-style-type: none"> DDOE SBE
Induction/ Mentoring	<ul style="list-style-type: none"> Build closer connections between teacher preparation programs and K-12 schools Share best practices and reward districts and schools that develop innovative practices that scale to other schools 	<ul style="list-style-type: none"> Comprehensive Induction Program (CIP) Grants New Teacher Academy and Mentor Academy <p>(Other related initiatives noted in other sections include: Talent Practices Survey, SDP Partnership and Fellows, and TELL DE Survey)</p>	<ul style="list-style-type: none"> DDOE District and charter schools

Opportunities to Transform the System

Category	Potential Action Steps	Progress Underway	Supporters
Distribution	<ul style="list-style-type: none"> Continue to build state and local level capacity to collect and analyze educator data that can be leveraged to inform educator-related policies and initiatives Ensure all students have access to excellent educators, particularly low-income and minority students 	<p>Delaware Talent Cooperative</p> <p><i>See "Recruitment/Selection" for other related initiatives.</i></p>	<ul style="list-style-type: none"> DDOE District and charter schools
Professional Development & Evaluation	<ul style="list-style-type: none"> Refine educator evaluation and ensure adequate supports for implementation Support new models of teacher collaboration, development, and leadership within and across schools 	<ul style="list-style-type: none"> Professional Learning Community (PLC) Common Ground for the Common Core (CGCC) RELAY National Principal Academy Fellowship (NPAF) Development Coach Project Delaware Teacher Institute (DTI) Schools that Lead (STL) Alt. Evaluation System Administrator Evaluation Redesign and Community of Practice 	<ul style="list-style-type: none"> Delaware Administrators State Association (DASA) DDOE Delaware State Education Association (DSEA) District and charter schools SBE
Compensation & Career Pathways	<ul style="list-style-type: none"> Advance meaningful changes to compensation and career pathways 	<ul style="list-style-type: none"> TELL DE Survey Committee to Advance Educator Compensation and Careers (CAECC) 	<ul style="list-style-type: none"> DASA DDOE DSEA District and charter schools State Legislature