Overview

The Center for Educational Innovation (CEI), seeks to form a network of independent public charter schools across New York State to submit a proposal to the 2020 Teacher and School Leader (TSL) Incentive Fund competition. CEI is proposing to implement the Partnership for Innovation and Collaboration among Charter Schools (PICCS) initiative, which was launched in 2007 with a federal Teacher Incentive Fund (TIF) grant and expanded and evolved over the following 13 years through four more TIF grants (totalling $55 million), as well as other federal and NYS grants, foundation grants, and private donors. Through the PICCS initiative, CEI has helped 31 public charter schools in New York and New Jersey develop comprehensive human capital management systems (HCMS) that include performance-based compensation systems (PBCS).

 Proposed 2020 Elements

The FY 2020 TSL competition is designed to support entities in implementing, improving, or expanding their overall Human Capital Management System (HCMS), which by definition must include a Performance based Compensation System (PBCS), or focusing implementation, improvements, or expansion on the PBCS component of their HCMS. The grant period spans three years (SY2020-21 through SY 2022-23).

With a focus on equity and innovation, CEI is proposing the following elements be included in the 2020 application:

1. **Aspiring Teachers Program** that provides stipends, placement, training and mentoring for individuals looking to enter the teaching profession.

2. **New Teacher Mentoring Program** that provides incentives to seasoned teachers to mentor new teachers within the PICCS network (either within their own school or another school in the network).

3. **Teacher Leaders Program** that provides incentives to teachers to take on leadership positions within their school such as data coaches, technology coaches, professional learning community (PLC) coaches, master teachers, subject-area leaders, disseminator of best practices, and other leadership positions as defined in a school's specific HCMS.

4. **School Leader Development Program** that provides school leaders incentives to engage in peer-to-peer school improvement activities such as mentoring, instructional rounds, and dissemination of best practices.

5. **Social Emotional Learning Growth Program** that supports schools to implement evidence-based social emotional learning (SEL) programs and link student growth in SEL areas to teacher and school leader incentives.

6. **Diversity, Equity and Inclusion Program** that supports schools to implement evidence-based diversity, equity and inclusion (DEI) initiatives that include SMART goals related to students, teachers and staff; achievement of those goals linked to teacher and school leader incentives.

Implementation Support

CEI will provide comprehensive support to the participating schools to implement the above-listed programs as well as address specific growth targets that each school sets forth in their annual strategic plans. CEI will partner with leaders in the field to deliver services and resources; each school will also be sub-granted up to $50,000 annually to purchase services and resources that directly align with implementation of their projects.

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1 The Teacher Incentive Fund (TIF) is a predecessor to the Teacher and School Leader (TSL) program.
HMCS plan as directly related to approved TSL grant activities. (The current plan for calculating sub-grants to schools is to allocate $10,000 per 100 students, capped at $50,000 annually. Subject to revision pending school feedback.)

**Funding of PBCS**

In addition to implementation support, each school will be allocated an annual pool of funds through the grant to support payment of PBCS incentives (salary increases and/or bonuses/stipends). The pool of funds will be calculated based on the following:

**INDIVIDUAL SCHOOL INCENTIVE POOL CALCULATION:**

*Each school must supply staffing projections as part of the grant application in order to ensure accurate calculation of their incentive fund allocations.*

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\text{TOTAL ANNUAL GRANT-FUNDED INCENTIVE POOL FOR THE SCHOOL} = \left( \left[ \text{TOTAL # OF ELIGIBLE TEACHERS} \times \$10,000 \right] + \left[ \text{TOTAL # OF ELIGIBLE SCHOOL LEADERS} \times \$15,000 \right] \right) \times \left( \text{percent paid by grant annually (see below)} \right)
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Note the following:

1. **Each school will set the available incentive pay level(s)** to their teachers and school leaders and the methods by which their performance will be measured; the above figures are used to generate a large enough pool of funds for each school should all of their staff earn the highest payouts available. Typically, schools provide multiple levels of payouts based on performance. For example if using a HEDI system, teachers who score “H”-Highly Effective may earn $2,500 in bonus pay and $2,500 in salary increase; “E”-Effective may earn $1,000 in bonus pay and $1,000 in salary increases; “D”-Developing may earn $500 in bonus pay and $500 in salary increases; “I”-Ineffective would not be eligible for performance incentives.
2. **Staff can earn more than one form of an incentive.** For example, a teacher might score “H”-Highly Effective and earn performance pay for this score. They may also successfully take on a leadership role such as a data coach and earn incentive pay for that work as well.
3. **Schools are not expected to use the full allocation annually.** In all previous rounds of TIF/TSL, the annual incentive pools allocated to schools have exceeded the funds utilized. Typically, the federal TSL program officers allow roll-over of unused incentive funds for use in implementation support/professional development in the following budget year.
4. **CEI has developed budgeting tools to help schools plan for long-term sustainability of their PBCS.** This is critical as schools will be responsible for a portion of the incentive payouts starting in Years 2 and 3, then fully responsible for sustaining payouts after the grant ends.
5. **If your school currently has a PBCS in place, we will work with you to modify, expand and sustain the plan** during the grant period. You do not need to throw out your existing plan!

**PBCS Annual Payout Process**

Annually, the school will:
- Submit their PBCS plan to CEI prior to each SY for documentation to the TSL program officers.
- Submit all documentation and data related to pay-outs for the PBCS at the close of each SY for review and verification by CEI staff and submission to TSL program officers.
- Upon verification of PBCS data and documentation, CEI will then issue payouts to the schools,
which in turn make payments to their staff.

- The schools must provide documentation of payment to CEI for verification and documentation to TSL program officers.
- Stipends paid to Aspiring Teachers will be issued directly by CEI.

The TSL grant requires demonstrated capacity to sustain the PBCS systems after the end of the grant period. To demonstrate support, CEI proposes a gradual increase of school-based funding for the PBCS over the three year period as follows:

<table>
<thead>
<tr>
<th>PBCS Incentive Payouts</th>
<th>School Pays</th>
<th>Grant Pays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1 (SY 2020-21)</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Year 2 (SY 2021-22)</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>Year 3 (SY 2022-23)</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Post Grant Period</td>
<td>100%</td>
<td>0%</td>
</tr>
</tbody>
</table>

School Commitment to Participate in Application
To take part in the proposal, CEI is asking schools to do the following:

- Complete an online survey of your current programming and needs related to HCMS and PBCS.
- Provide data for the past three years related to teacher and school leader recruitment, retention and quality.
- Provide data projections for staffing and student enrollment for the grant period to calculate your school’s implementation support funds (up to $50,000) and incentive pool funds.
- Provide feedback on the overall program elements and design to ensure that the application reflects the needs and goals of your school.
- Hold a vote among your board of trustees by May 22, 2020 to approve your school’s participation in the grant application.
- Complete and return a signed memorandum of understanding (MOU) for inclusion in the application; CEI will issue a draft MOU to schools by May 11, 2020 for feedback by May 15, 2020; final MOU issued by CEI by May 19, 2020. MOU must be signed by the Chair of the Board of Trustees.

Note that should CEI receive the grant award, schools will be immediately notified and asked to review the MOU again with their Boards and re-affirm intent to participate. This will provide your school and board of trustees an opportunity to review the approved grant application, any specific terms/requirements included in the award letter, and ensure that the program is still a good match for your school.

About CEI
The Center for Educational Innovation (CEI) is a non-profit education organization and a recognized leader in advancing meaningful reforms in public education. We believe the school must be the center and driving force of public education reform and innovation. CEI works directly with school leaders, teachers, students and the community to create high performing schools in low resourced communities, preparing students to compete in the 21st century. With a focus on students and classrooms, CEI helps educators nurture students’ talents, interests and values; develop social-emotional intelligence through culturally responsive teaching; and become college and career ready. CEI helps bring down barriers to quality public education and foster diversity, equity and inclusion among school communities. For more information, please visit [www.the-cei.org](http://www.the-cei.org).