

Louisiana Believes

**TAP System and
NIET Best
Practices
Program Guide
2017-2018**



I. Introduction

[Principals](#) are the leaders of instructional change in schools. The most important work they lead instructionally is to provide teachers with academic supports and direction.

Set Academic Improvement Goals and the Direction of the School	Improve Instruction: Implement Processes and Structures	Improve Instruction: Evaluate and Provide Feedback to All Teachers
<ul style="list-style-type: none">• Understand results• Set school goals• Guide goal-setting of others	<ul style="list-style-type: none">• Build a system for school-wide collaboration• Draw on teacher leaders and mentor teachers to support	<ul style="list-style-type: none">• Monitor progress toward goals (observations & assessments)• Reflect on progress (feedback & end of year conversations)

The Louisiana Department of Education helps principals develop their skills as instructional leaders with:

- 1. Policies that empower the principal as leader:** current policy empowers the principal to use multiple measures to inform decisions related to teacher evaluation and support.
- 2. Tools and resources** support educators with decision making and empowerment as they lead their schools.
 - [Louisiana Principals' Teaching & Learning Guidebook](#): Outlines key principal decisions, including resources available to support those decisions.
 - [Compass Educator Support and Evaluation System](#): provide all educators with regular, meaningful feedback on their performance.
 - [Training Modules](#): formatted to allow educators an opportunity to deepen understanding of teacher support and goal setting.
- 3. Direct support initiatives** target school-wide structures and skill development of current and future leaders.
 - [TAP and NIET Best Practices Expansion](#) helps principals build effective systems for goal setting, observation, feedback, and collaboration
 - [Principal Fellowship](#) program supports individual school leaders in building instructional leadership skills

II. Program Description

Overview

The Louisiana Department of Education has partnered with [The National Institute for Excellence in Teaching \(NIET\)](#) to support the expansion and implementation of the [TAP™: The System for Teacher and Student Advancement](#) and [NIET Best Practices](#) in schools across the state. The TAP™ System is a whole school reform model with structures and processes that builds the instructional leadership of principals. The TAP™ also helps districts and schools to attract, develop, motivate, and retain highly effective educators in order to raise achievement for all students. The system provides a multi-faceted approach to school improvement that focuses on four interrelated key elements.



The TAP™ provides teachers with powerful and sustained opportunities for career advancement, professional growth, teacher accountability and competitive performance-based compensation. TAP has been utilized in thousands of school districts across the nation as a method of investing in teacher leadership, rigorous evaluation, coaching, and aligned professional development. Additional information on the impact of TAP in Louisiana is available [here](#)

As demand escalated for TAP's proven instructional tools, NIET established its Best Practices Center (BPC) in 2011 to cover a broader base and customize technical assistance to fit specific state and district needs. Through the BPC, schools and districts can select one or more of the key elements of TAP to implement a customized version of TAP in targeted schools. The BPC works with its partners to redesign educator evaluation, deliver effective professional development, implement performance-based compensation systems, and train teacher leaders in schools. The BPC offers a network of expert trainers and access to a range of innovative Web-based resources and tools, including the NIET Best Practices Portal. The BPC services are adapted to the needs and constraints of the district and school(s) being served.

III. LDOE Expansion of TAP™ and NIET Best Practices

The Louisiana Department of Education's Expansion of TAP and NIET Best Practices is part of the state's ongoing efforts to support principals in their work and to increase educator effectiveness and student achievement in struggling schools. The LDOE is partnering with the National Institute for Excellence in Teaching (NIET) to significantly expand the reach of TAP and NIET Best Practices in schools across the state in a customized and district-tailored fashion. The department believes this expanded and customized approach will allow districts and principals to build on their current efforts in a manner that best addresses the needs of their schools to:

- Set goals and direction with a sharpened focus on student needs and academic improvement;
- Build and support teacher leadership within schools;
- Implement learning teams that provides student-centered professional development to improve instruction; and
- Utilize multiple measures as part of continuing efforts to evaluate, support, and provide feedback to all teachers.

Model Options for Expansion of TAP/NIET Best Practices

The Department has identified different options for districts to consider as a part of TAP and NIET Best Practices expansion efforts in schools:

Option 1: Individual Best Practices: Implement one or more of the NIET Best Practices throughout the district or at targeted school sites in a customized fashion to build on current district structures and varied school needs. Areas of support include: cluster and professional learning, Instructional Leadership Teams, Instructional Rubric, Evaluator Certification, and Targeted Training (i.e., Promoting Student Engagement).

Option 2: Full TAP Implementation: Implement the full TAP System in one or more targeted schools. Districts implementing full TAP should give serious consideration to investing in a District-Based Executive Master Teacher (EMT) to support implementation. Identifying someone within the district's leadership team that could be developed to serve in the role of an EMT and/or consideration of partnering with a neighboring district to hire and fund an EMT position is strongly encouraged. The Department is available to guide districts on the recruitment, selection, and hiring process for District-Based EMTs, Master Teachers, and Mentor Teachers. In addition, training, support, and resources for District-Based EMTs will be provided throughout 2017-2018.

Note: Districts may opt to implement both option 1 and option 2 within the district. Consideration of the specific needs of the school should be taken into consideration to determine which option is most appropriate.

The department is committed to supporting districts and school leaders as they consider which option may best address their needs. The approach that a district selects will depend on a number of factors – size of district, culture of district, specific student and teacher needs, and current assets/practices of the district relative to teacher effectiveness and instructional improvement, and budgets.

IV. Estimating Costs for TAP™ and NIET Best Practice Implementation

The cost of implementation of TAP and NIET Best Practices varies by model option, as well as other district and school related factors and decisions. The Louisiana Department of Education is committed to supporting LEAs as they identify resources to implementation and sustain TAP and NIET Best Practices, including:

- Examination of current resources (human and financial) to see how they could be applied to TAP and NIET Best Practices
- Identification of the flexibility to adopt or implement individual components/practices of TAP and NIET Best Practices
- Identification of the flexible options to reduce costs (e.g. adjustments in mentor and master teacher ratios; flexibility in master and mentor teacher addendum amounts; flexibility in performance pay per teacher amounts); and
- Cost sharing, training, and additional resources for implementation

TAP Implementation Costs

Total costs associated with the implementation of TAP in a set of schools or across an entire district will vary based on decisions made at the district and school level, as well as resources already in place in a school or district. In addition, the cost per school will differ based on such factors as the number of students, grade configuration, number of faculty members, master/mentor teacher addendum amounts, and performance-based compensation amounts. Schools implementing TAP can utilize a variety of funding sources to support costs associated with TAP, including Title I, Title II, Title III, Title VI, IDEA, EEF, local funds, and partnerships with other LEAs, foundations and local businesses. In addition, districts can redirect current funds that support other efforts encompassed in TAP (e.g. performance pay, lead teachers, PLCs) to the comprehensive TAP model.

The following table illustrates an example of budgeting considerations for full TAP implementation in a single school with approximately 25 teachers. Districts may already be funding some of the below items, which could be leveraged and empowered into a more comprehensive, aligned approach for TAP (e.g. existing funding a lead teacher position that might be converted to a master teacher position).

Item	Cost
1 Master Teacher Salary + Fringe ¹ <i>Note: Salary amounts are at the discretion of the LEA.</i>	\$50,000 + \$10,000 = \$60,000
1 Master and 3 Mentor Salary Addendums + Fringe ¹ <i>Note: There is flexibility in the number of mentor and master teachers in a TAP school. Master teacher ratios typically range from 1:15 – 1:25. Mentor teacher ratios typically range from 1:6 – 1:12. Master Teacher Addendums typically range from \$5,000 - \$10,000 per year. Mentor Teacher Addendums typically range from \$2,500 - \$5,000 per. However, addendum amounts are at the discretion of the LEA.</i>	\$12,500 - \$25,000
TAP Core Training <ul style="list-style-type: none"> • Evaluation/Certification Training (3 days) • Cluster Team Training (2 days) • School Leadership Team Training (2 days) • Field Testing (1 day) 	
If provided by state.....	\$0 + travel
If provided by NIET.....	\$16,000 + travel + materials fee
Performance-Based Compensation <i>Note: Per teacher amount in pay pool typically ranges from \$1,000 - \$2,000). Districts could determine how this component best fits into their current performance pay salary structures</i>	\$25,000 - \$50,000
TAP Training Portal and CODE (per school)	\$2,500 + \$2,500 = \$5,000
TOTAL	\$102,500 - \$156,000
District-Based Executive Master Teacher Salary + Fringe ¹ <i>Note: Salary amounts are at the discretion of the LEA.</i>	\$60,000 + \$12,000 = \$72,000
Additional Onsite Coaching, Support, and Training	\$2,000/day + travel + materials fee
Optional: TAP Conference	\$500/participant + travel
Optional: NIET TAP Summer Institute	\$300/participant + travel

¹Fringe estimated at 20%



The NIET Best Practices Center Services

An Interactive Web Tool and Training Solution for Improving Educator Effectiveness

www.niet.org

With proven results and leadership in educator quality and reform, the NIET Best Practices Center (BPC) provides schools, districts and states with **Service, Support and Solutions** to advance educator effectiveness. BPC services are based on the proven success of NIET's TAP System elements: multiple career paths, ongoing applied professional growth, instructionally focused accountability and performance based compensation.

Through BPC, schools and districts can select one or more of the key elements of the TAP System to implement a customized version of TAP in targeted schools.



The Best Practices Portal

Implementation of TAP Best Practices begins with a subscription to the NIET Best Practices Portal.* The Portal is an interactive Web tool that provides real-time access to individualized trainings and support for improving educator effectiveness. Featuring online tools developed and reviewed by teachers and principals, NIET's Best Practices Portal provides educators immediate access to the latest trainings to increase their instructional practice.

Also available in a mobile version and tablet version, this dynamic portal offers:

- Evaluation Process
- Training Modules
- Professional Development
- Online Certification
- Video Library
- Document Library
- Data Systems

Data Management System

NIET's Data Management System ensures fair and meaningful educator evaluations through use of an interactive data management tool for storing and analyzing teacher evaluations (observations) and/or student teacher data and other school data..

Using NIET's Data Management System schools can:

- Enter and Analyze Teacher Observation Data
- Generate Automated Reports Across Grade Levels, Content Areas to Identify Areas of Strength and Weakness
- Calculate Performance-Based Compensation and Effectiveness Scores
- Complete Online Educator Services

Educator Effectiveness Training Series

In addition to a subscription to the Educator Effectiveness Best Practices Portal, NIET offers districts and schools the opportunity to select from these individual trainings and onsite support to advance their educator effectiveness efforts:

Evaluator Certification Training

Evaluator training activities support observation / evaluation of teachers based on growth and support rather than just compliance and accountability. Participants will develop their evaluator skills by applying the NIET Rubric to multiple lessons by scripting, categorizing evidence, assigning ratings and developing a post conference plan with an identified area of reinforcement and refinement. Following this intensive training, participants will be prepared to take evaluator certification tests with the NIET Rubric. **(3-Day Training)**

Instructional Rubric Training

Teachers gain a deeper understanding of the NIET Teacher Evaluation Rubric from an evaluator’s perspective and discover how the rubric is interconnected and holistic. This training clearly connects professional development, teacher observations /evaluation and student achievement. Participants will examine the NIET Rubric through the lens of student outcomes and learning. **(1-Day Training)**

Cluster Training

Cluster meetings provide professional development through job embedded, active/experiential and teacher led collaborative sessions strategically structured to drive change in the classroom for students. Teachers have time to plan, discuss, practice and experiment with student-based strategies tailored to specific student needs. Participants will be given the tools needed to structure, plan and prepare to implement Cluster. **(2-Day Training)**

Instructional Leadership Team Training

Leadership training provides participants an opportunity to develop skills in planning effective, regularly scheduled leadership meetings focused on increasing student achievement and teacher proficiency while building capacity of team members to better support and coach classroom teachers. Participants will explore the essential tasks monitored and supported by leadership teams. **(2-Day Training)**

Field Testing Training: Best Practice in Action Research

Field Testing is an action research process that tests an instructional strategy under real conditions. This training guides teachers through analyzing student data to determine a research based strategy for addressing student learning needs. Teachers learn appropriate sequencing, segmenting, and modifications to the instructional strategy to ensure effective transfer into classrooms and an increase in student achievement. **(1-Day Training)**

2017-2018 Costs of Services

<p>SUBSCRIPTION COSTS: EDUCATOR EFFECTIVENESS TRAINING PORTAL</p>	<p>ONSITE EDUCATOR EFFECTIVENESS TRAININGS</p>
<ul style="list-style-type: none"> Cost varies based on volume: approximately \$2,500 per school 	<ul style="list-style-type: none"> Training: \$2,000 per day On-Site Educator Coaching and Follow-Up Support: \$2,000 per day
<p>SUBSCRIPTION COSTS: DATA MANAGEMENT SYSTEM</p>	<p>Additional Costs: Airfare/Travel Costs; Training Materials Fee \$25 per person.</p>
<ul style="list-style-type: none"> Cost varies based on volume: approximately \$2,500 per school 	

V. Supporting Successful TAP™ and NIET Best Practice Implementation

A critical aspect of successful TAP and NIET Best Practice implementation is ensuring quality support at the district- and school-level. Through Principal Support efforts, the Department is committed to supporting district and school leaders as they work to leveraging TAP and/or NIET Best Practices to improve teaching and learning. In partnership with NIET, the Department will provide a coordinated set of support structures to districts and schools during 2017-2018. These support structures are designed to guide districts and schools through various aspects of TAP and BPC implementation (i.e., adoption, funding, scaling, and sustaining).

The following support structures will be provided to districts implementing the full TAP System during 2017-2018:

- **Prioritized Principal Support Grant Funding**—to support the hiring of District-Based Executive Master Teacher
- **District-Based EMT Trainings/Collaborations**— to build the instructional knowledge and capacity of EMTs to effectively support TAP implementation within their targeted school(s) and to provide an opportunity for EMTs to collaborate and network with other DB-EMTs. To include bi-monthly conference calls, quarterly meetings, field trip opportunities, etc.
- **Onsite Support for District-Based EMTs**—to support the effective implementation of TAP by observing, coaching, and modeling.
- **Onsite Support for District TAP Leaders**—to support the effective implementation of TAP within a district by building the capacity of district leaders to better understand, support and sustain efforts.
- **Trainings and Workshops (i.e., TAP Core Training, CODE System Training--** to develop a deep understanding of TAP, key processes & structures, and assist TAP leaders in becoming reflective practitioners
- **Tools and Resources**— to support successful implementation of the various elements and processes of TAP such as funding, performance-based compensations, hiring and selecting TAP leaders, etc.

A more detailed timeline for some of the above-mentioned support structures can be found on in Appendix B of this document. District staff participation in trainings and workshops is of no-charge to districts. However, costs associated with travel (i.e., mileage, hotel, food) to and from events are the responsibility of districts.

In addition, NIET Best Practice schools (Option 1) will have access to various tools and resources developed to help support the effective implementation of the best practices of TAP. However, districts implementing NIET Best Practices in targeted schools should work directly with NIET to identify district specific needs and schedule trainings, coaching, and follow-up support. It is strongly recommended trainings occur prior to the start of the 2017-2018 school year.

APPENDIX A: TAP Implementation Timeline

FEBRUARY 2017	
February 28	Principal Support Grant Application released
MARCH 2017	
March 14	TAP Applications (New and Continuing Schools) released
March - April	LDE-District Consultations Includes identifying district specific options, associated costs, selection/hiring of TAP educators, district funding options, and grant application preparation
APRIL 2017	
April 3 or April 7	TAP Implementation Workshops
April 7	Principal Support Grant application deadline
April 14	TAP Applications (New and Continuing Schools) deadline
End of April	Principal Support Grant award notification ¹
JUNE 2017	
June 6-9 (exact date TBD)	TAP Collaboration at Teacher Leader Summit
Scheduled via NIET	NIET Best Practices Trainings
JULY 2017	
July 10-14 or July 24-28	TAP Core Trainings
Scheduled via NIET	NIET Best Practices Trainings

*LEAs are strongly encouraged to initiate the recruitment and interview process for TAP Leaders (District-Based Executive Master Teachers, Master Teachers, and Mentor Teachers) during the months of March – May, with selection completed to ensure participation of District-Based Executive Master Teachers in the TAP Collaboration in June and all leaders in the TAP Core Training in July.

**Districts implementing NIET Best Practices in targeted schools should work directly with NIET to identify district specific needs, schedule trainings, coaching, and follow-up support. It is strongly recommended trainings occur prior to the start of the 2017-2018 school year.

¹Funding is contingent on legislation

APPENDIX B: 2017-18 TAP and BPC Program Calendar

A critical aspect of successful TAP/NIET Best Practice (BPC) implementation is ensuring quality support at the district- and school-level. The Louisiana Department of Education (LDE) is committed to supporting district and school leaders as they work to leveraging TAP and/or NIET Best Practices to improve teaching and learning. In partnership with the National Institute for Excellence in Teaching (NIET), the LDE will provide a coordinated set of supports/training opportunities designed to guide districts/schools through various aspects of TAP and Best Practice implementation during 2017-2018.

Event	Date(s)	Location	Target Audience	Description
<i>TAP Core Summer Trainings—LDE sponsored</i>	July 10-14, 2017 or July 24-28, 2017	Claiborne Bldg. Baton Rouge, LA	New LT members TAP District Leaders	Required of all new TAP Leadership Team (LT) members--administrators, master teachers, and mentor teachers, to become a certified TAP Evaluator. TAP Core Training consists of a total of 8 days, which are completed during the summer and the fall.
<i>TAP Core Fall Training—Pt 1</i>	Sept 2017			
<i>TAP Core Fall Training—Pt 2</i>	Oct 2017			
<i>CODE System Training</i>	Scheduled by request	TBD	TAP Administrators, Master Teachers, and District Leaders	To gain a better understanding of the key functionalities of the CODE system to assist with the TAP evaluation process.
<i>TAP/BPC Quarterly Collaborations</i>	June 2017	New Orleans, LA	DB-EMTs TAP District Leaders BPC District Leaders	For TAP and BPC District Contacts and District-Based Executive Master Teachers. Provides ongoing support, professional growth, and networking opportunities for DB-EMTs to develop knowledge, skills, and understanding that contribute to successful TAP and TAP Best Practices implementation. TAP/BPC District Contacts are invited to participate in this event.
	Sept. 2017	Claiborne Bldg. Baton Rouge, LA		
	Nov. 2017			
	Feb 2018	New Orleans, LA		
June 2018				
<i>TAP and BPC Field Trips</i>	Fall 2017 Spring 2018	Dates and locations TBD		Onsite visits to better understand the various processes and structures of TAP and NIET Best Practices in a school setting – to learn by seeing them in action!

For more information about TAP and NIET Best Practices and/or to register for an event, contact nicole.honore@la.gov.