



Education Committee

**Thursday, November 5, 2015
8:00 a.m. – 10:00 a.m.**

102 HOB

Meeting Packet

**Steve Crisafulli
Speaker**

**H. Marlene O'Toole
Chair**




AGENDA

Education Committee
Thursday, November 5, 2015
8:00 a.m. – 10:00 a.m.

102 HOB

- I. Call to Order and Roll Call – Chair O’Toole
- II. Welcome – Chair O’Toole
- III. Presentation on Instructional Coaches by
The Office of Program Policy Analysis and Government Accountability
- IV. Workshop: Florida High School Athletic Association
- V. Closing Remarks and Adjournment



OPPAGA Presentation on Instructional Coaches

House Education Committee
November 5, 2015

Heather Orender Turner, Senior Legislative Analyst

Background on Florida's Instructional Coaches

Overview

OPPAGA surveyed 67 Florida school districts about their use of instructional coaches in the 2014-15 school year

- 65 reported using instructional coaches
- Only 2 (Liberty and Sarasota) reported no coaches

OPPAGA conducted in-depth interviews with a sample of 20 Florida school districts about their use of instructional coaches

OPPAGA analyzed

- staff salary and coaches log data provided by the DOE
- instructional coach position descriptions from sample districts

What Are Instructional Coaches?

Instructional Coaches

Instructional coaches are specially trained teachers who provide leadership for a school's teachers and offer on-site and ongoing support to help teachers improve their instructional capacity and the skills of their students

- In 2001, Florida created the Just Read Florida! initiative
- A key component is allocating funds to school districts to hire full-time, site-based reading/literacy coaches
- Instructional coaching has expanded to other content areas

Required Qualifications for Instructional Coaches

Districts Required Similar Minimum Qualifications for Coaches

Districts Required All Coaches to Have

- Bachelor's degree
- Florida Teacher Certification
- A minimum of 3 years successful teaching experience
- Experience conducting presentations and/or training

Reading Coaches

- In addition to the requirements above, some districts also require or prefer reading coaches to have or be working towards a reading endorsement

Source: OPPAGA analysis of position descriptions from 16 of the 20 sample school districts.

Instructional Coach Selection Process

Districts Were Similar in How They Selected Coaches

Selection

- In most (15 of 20) districts, school principals hired the coaches
 - 6 districts gave principals sole authority to hire the coaches
 - 5 districts created hiring pools of applicants from which principals could choose
 - 3 districts had a screening process
 - 1 district allowed the principals to hire the reading coaches and the district hired other types of coaches
- 2 districts hired the coaches directly
- 2 districts had a panel that hired the coaches

Source: OPPAGA interviews with 20 school districts.

Instructional Coach Assignment Process

Districts Used Similar Criteria to Assign Coaches to Schools

Assignment

- In 18 districts, coaches were assigned to schools based on schools' needs for assistance, as shown by performance data
 - Differentiated Accountability schools
 - Low performing schools
- In 6 districts, every school received a coach
 - 3 of these districts only had reading coaches at every school

Source: OPPAGA interviews with 20 school districts.

Training for Instructional Coaches

The Types of Training Provided to Coaches Varied

19 districts provided training for their instructional coaches through a combination of in-house and/or outside training

District Training Examples

- **On-going professional development** included lessons learned, content area expertise, coaching strategies, data-driven decision making, and book studies
- **District-Run Coaching Academies**
 - Duval, Hillsborough, Marion, Miami-Dade, and Polk offered a short program in the summer
 - Broward offered an extensive 2-year program that applicants must attend to be considered for a coaching position

Other Training Examples

- Bay and Palm Beach reading coaches attended **conferences** such as the Florida Reading Association and International Reading Association
- Hillsborough and Martin sent reading coaches to the **UCF Literacy Coach Re-Boot Camp** summer training
- Indian River sent five district and school-based staff to complete the 2-year **Lastinger Certified Learning Coach Program**
- Escambia coaches completed the **Gates Foundation 2-year coaching training**

Source: OPPAGA interviews with 20 school districts.

Research on Instructional Coaches

The Impact of Instructional Coaching on Student Outcomes

The effectiveness of instructional coaches is difficult to assess for several reasons, including

Research linking instructional coaches to student outcomes is limited

There are many other factors that could affect student outcomes that cannot be measured

Source: OPPAGA literature review.

Research on Instructional Coaches *(continued)*

The Impact of Instructional Coaching on Student Outcomes

There is some evidence that instructional coaches improve academic outcomes, but researchers were unable to attribute the improved outcomes only to the use of coaches

The RAND Corporation study: leading research that focuses on Florida's reading coaches

Most of the available literature focuses on

Building Teacher Capacity

Best Practices

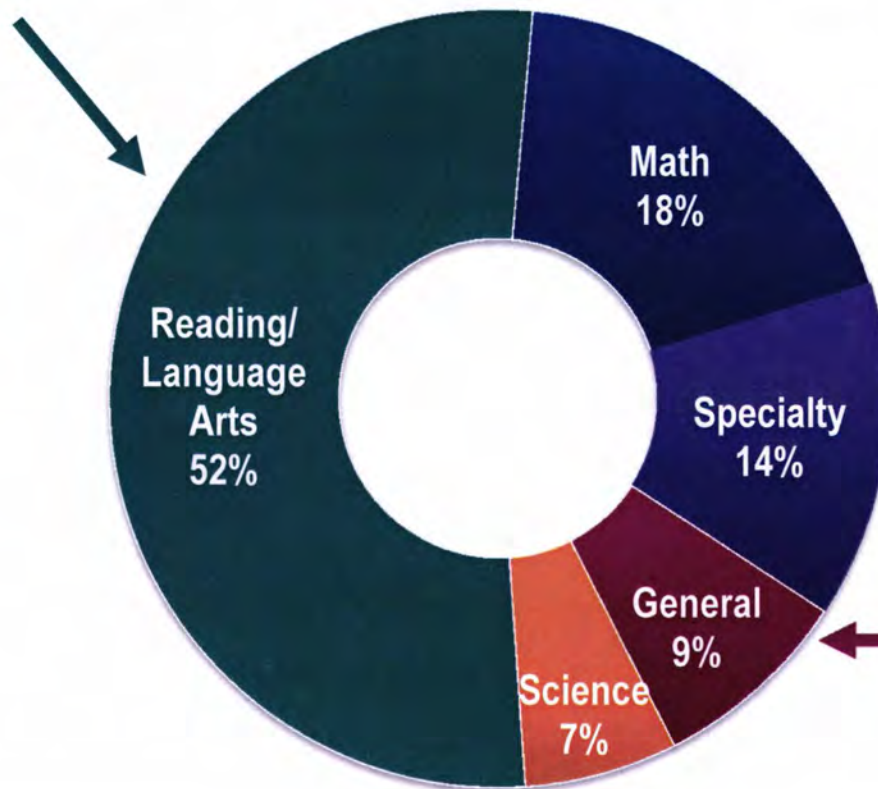
Professional Development

Features of Coaching

Florida's Instructional Coaches 2014-15

Florida's Instructional Coaches

In 2014-15, Florida School Districts Used 4,231 Instructional Coaches



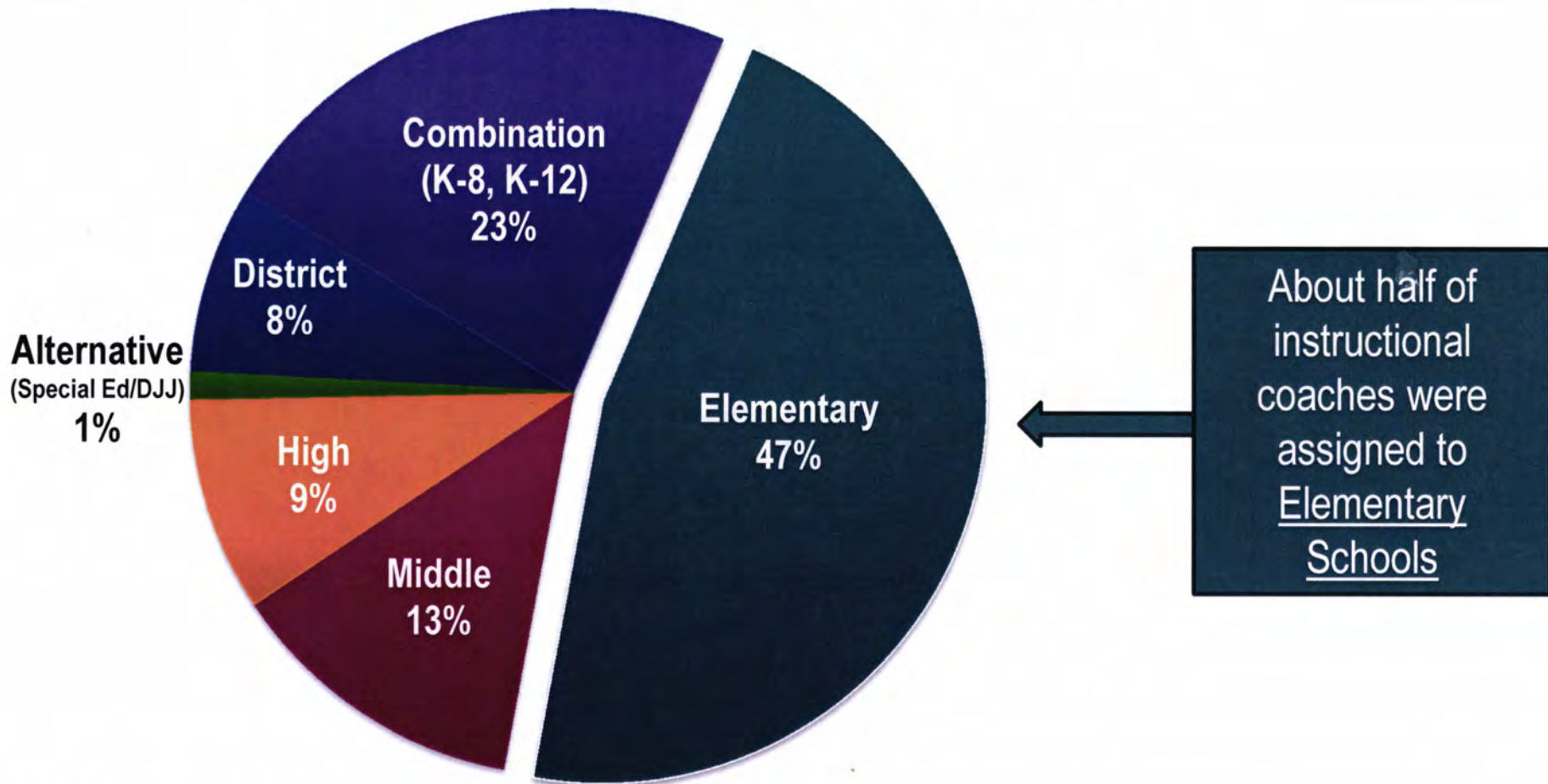
Most Districts (64) Had Reading Coaches but Other Types of Coaches Varied

- The majority (52%) of instructional coaches employed by Florida school districts were **Reading Coaches**
- **Specialty Coaches** (14%) focused on areas such as curriculum, STEM, English Language-Learners, graduation, and behavioral support
- **General Instructional Coaches** (9%) had a holistic approach that did not focus on specific content areas

Source: OPPAGA survey of all of Florida's school districts; data includes 65 districts that reported having coaches in 2014-15.

Florida's Instructional Coaches

Percentage of Coaches By Type of School



Source: OPPAGA interviews with 20 school districts.

Note: Percentages do not add up to 100% due to rounding.

Florida's Instructional Coaches

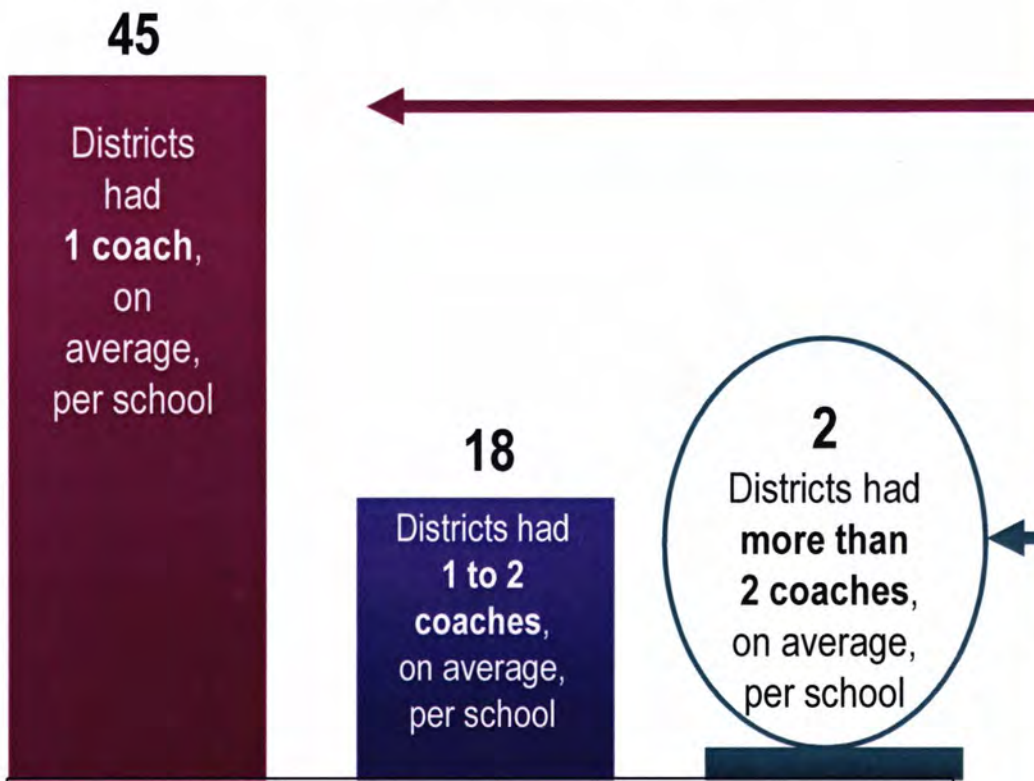
About Half of Florida's Districts Increased the Number of Coaches in the Past 5 Years



Source: OPPAGA survey of all of Florida's school districts; data includes 65 districts that reported having coaches in 2014-15.

Florida's Instructional Coaches

Most Districts Had One Coach, on Average, Per School



Districts' Approaches to Coaching Varied

- Overall, most districts (45), had **1 coach, on average, per school**¹
- Most commonly, districts had reading and math coaches that covered multiple schools and/or only elementary schools
- **Orange** had 693 coaches, including 300 coaches that specialized in areas such as curriculum, guidance, AP/IB, or community service
- **Osceola** had 138.5 coaches, including 68.5 resource specialists categorized as coaches who focus on curriculum and ESE

¹ Excludes Liberty and Sarasota, which reported having no instructional coaches in the 2014-15 school year.

Duties Required of Florida's Instructional Coaches

The Duties of Coaches Were Similar Across Districts

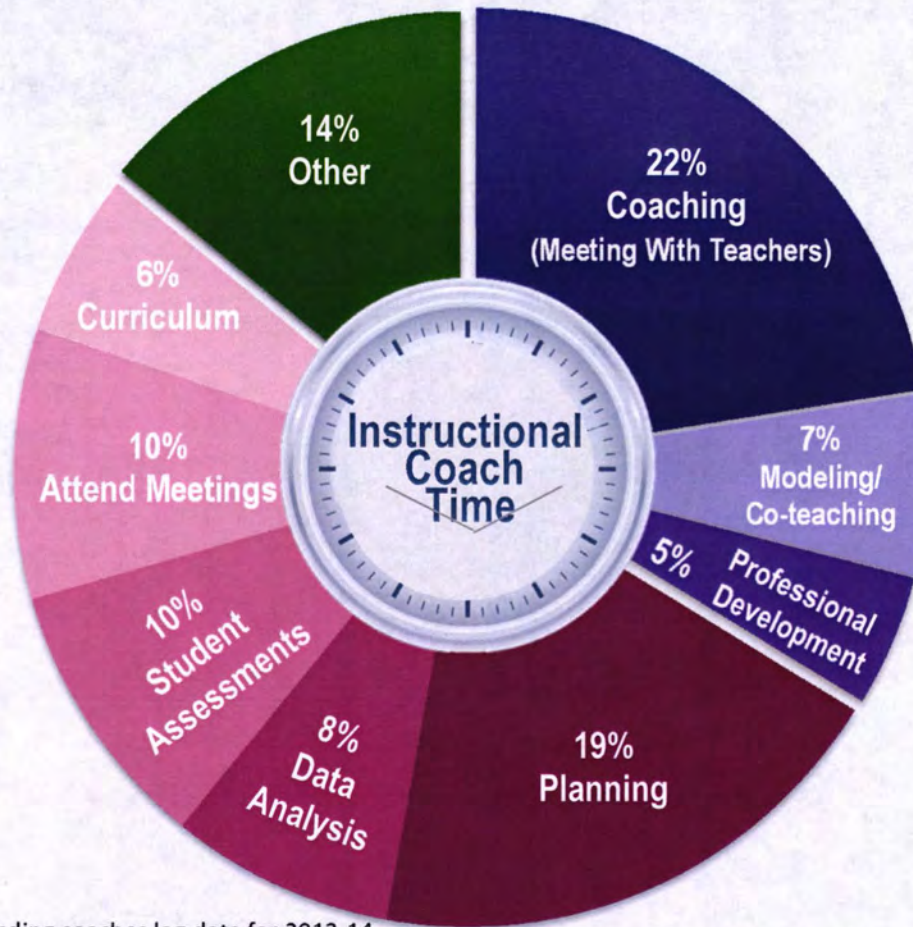
Duties

- Planning
- Attend district and school meetings
- Meet with and support teachers
- Facilitate and coordinate student assessments
- Modeling/co-teaching
- Data analysis
- Identify, alter, write curriculum
- Provide professional development

Source: OPPAGA analysis of position descriptions from 16 of the 20 sample school districts.

How Reading Coaches Spend Their Time

The majority of reading coaches duties included working directly with teachers and other activities that supported classroom instruction



Source: OPPAGA analysis of DOE reading coaches log data for 2013-14.
Note: Percentages do not add up to 100% due to rounding.

Estimated Expenditures on Instructional Coaches

Coaches' Pay is Similar to Teachers

In 2014-15, districts spent an estimated \$259 million on instructional coaches, or \$61,281 per coach

In Most Districts

Instructional Coaches

- were on the teacher salary schedule¹
- were classified as teachers or instructional support²
- received no pay increase or supplements¹
- were eligible for performance pay²

To estimate expenditures, we

- Calculated a median salary per district
- Multiplied the median salary by the number of all types of instructional coaches that were reported in our survey and totaled it for all districts
- Multiplied by an approximation of benefits at 30% of median salary

¹ Based on interviews with 20 school districts.

² Based on OPPAGA survey of all school districts; data includes 65 districts that reported having coaches in 2014-15.

Districts Reported Several Benefits Associated With the Use of Instructional Coaches

District representatives mentioned that there were several benefits to using instructional coaches in their schools

Examples cited

Coaches help support and sustain effective teaching

Coaches play a vital role in providing curriculum and professional development support to administrators and teachers

Coaches aid teachers and build teacher capacity to improve practice, which in turn, leads to improved student performance

Coaches work with their school leadership teams to analyze data, target needs, create/deliver professional development, model in the classroom, provide interventions, suggest enrichment, and share research-based instructional strategies

Source: OPPAGA interviews with 20 school districts.

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THE FLORIDA LEGISLATURE'S
OFFICE OF PROGRAM POLICY ANALYSIS & GOVERNMENT ACCOUNTABILITY

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