



Institute for Public School Initiatives  
*BIRTH TO BACCALAUREATE*

## Activity 4: Stakeholder Engagement and Communication

### Part I

Why is it important to engage stakeholders in the design and implementation of new district wide programs?

What problems/pitfalls are associated with implementing a teacher performance pay program due to insufficient communication?

What parties have a stake in restructuring teacher pay systems throughout the district's community?





Thoughtful ISD, a small rural district in south Texas, designed and implemented a district performance award program. The plan was drafted at the school district office and included a well thought-out plan with multiple performance measures and student growth calculations on which performance awards were based. The superintendent communicated the plan to the school board, who approved the plan for implementation.

Thoughtful ISD developed a plan for ongoing program management and financial stability. After the program's first year of implementation, awards went out to teachers as planned. Unfortunately, teacher reactions to the awards were not as anticipated.

Many teachers did not understand why they did or did not receive an award as well as why some amounts were lower than anticipated. They did not know how the plans were awarded or the overall objectives and goals of the performance pay plan. Teachers complained that after awards were dispersed, the information was taken off the district's website.

After awards were released, it was determined that a district official leaked the results to community activists. It was also later found out that the district had approximately \$156,000 left over since teachers did not meet the predicted student performance indicators on which the award was distributed.

What went wrong?

