Pay-for-Performance
Teacher Compensation
An Inside View of Denver’s ProComp Plan

PHIL GONRING, PAUL TESKE, AND BRAD JUPP

HARVARD EDUCATION PRESS
CAMBRIDGE, MASSACHUSETTS
# Contents

Acknowledgments vii

Introduction 1

1 ProComp History and Development 7
   "The Nation’s Most Ambitious Teacher Pay Plan"

2 ProComp’s Origins 25
   Making Pure Dumb Luck Work

3 The Skunk Works 55
   “Who the Hell Is Supervising You, Anyway?”

4 Winning Votes and Influencing People 75
   “Our Members Would Have Killed Us”

5 At What Cost Victory? 97
   There Is No Next Year

6 Implementing ProComp 111
   We Did What?

7 Lessons Learned 131
   Adapt or Die?

8 Perspectives on Educational Entrepreneurship 149
   We Took Whatever Washed Up on the Shore

Notes 165

Glossary of Key Terms and Acronyms 171

ProComp Cast of Characters 173

About the Authors 175

Index 177