



## Rewarding Excellence in Instruction and Leadership | Arizona

### SUMMARY

Maricopa County Education Service Agency (MCESA), through its Rewarding Excellence in Instruction and Leadership (REIL) program, created a systemic K-12 performance-based management system that transforms how four participating school districts recruit, retain, support, and compensate effective teachers and principals in high-need schools. Multiple measures, including observations and student academic progress, determine teacher and principal performance incentives.

MCESA determines teacher effectiveness based on results from five formal classroom observations using the locally developed Learning Observation Instrument, individual value-added results, team value-added results, and school value-added results.

MCESA determines principal effectiveness based on observations of the principal in action, documentation, and survey results using the locally developed Leading Observation Instrument, individual value-added results, and district value-added results.

### PROGRAM GOALS AND EVALUATION

REIL transforms recruiting, retention, support, and compensation practices for teachers and principals in high-need schools by:

- Ensuring that its students graduate college and are career ready by increasing student achievement and growth in all content areas
- Enhancing careers for effective teachers and administrators

**State:** Arizona

**Location:** Maricopa County, AZ

**Award amount:** \$40,771,892.

**TIF Cohort:** 3

**STEM Grantee:** No

**Number of districts participating:** 4

**Number of schools participating:** 24

**Number of teachers eligible:** 1,164

**Number of principals eligible:** 42

**Superintendent:** N/A

**Key program staff:**

Lori Renfro, Project Director

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Darcy Moody, Program Director

- Developing talent in teachers and principals through a sustainable, comprehensive program of performance-based evaluation, support, and compensation.

REIL has an independent third-party evaluator for the evaluation.

## REWARD STRUCTURE

- Differentiated performance awards for Effective 1, Effective 2, and Highly Effective educators: \$3,000, \$4,000, and \$5,000, respectively
- Increased performance awards for Effective 1, Effective 2, and Highly Effective In-demand Teachers (i.e., teachers in hard-to-staff positions): \$4,500, \$6,000, and \$7,500, respectively
- Salary augmentation for career pathway positions at Spotlight Schools: Turnaround Principals (\$10,000/year); Turnaround Teachers (\$5,000/year); and Master Educators (\$5,000/year)

## YEARS 1-4 HIGHLIGHTS

- Implemented a communication structure, including an advisory council, management team, field specialists, cross-district teams, superintendent and leads group, and district-level teams
- Developed and finalized the teacher and administrator observation instruments and conducted evaluator training and teacher/principal training on the observation instruments
- Developed and implemented the STEP (Selecting Teachers to Enter Pathways) process to screen career pathway candidates
- Developed and implemented assessments for non-tested areas
- Began developing a data management system via a collaborative effort with the Arizona Department of Education
- Hired career pathway positions
- Conducted program evaluation activities
- Developed teacher and administrator guidebooks
- Implemented the Educator Goal Plan to provide differentiated professional development alignment to results of the educator evaluation process

## YEAR 5 OUTLOOK

- Full-scale implementation of Educator Goal Plans
- Increased alignment of professional development activities with educator evaluation results
- Continued development and implementation of an integrated data management system (REILize Decision Support System)
- Increased focus on the Coaching Observation Instrument and professional development to support both coaches and evaluators.
- Continued implementation of multiple observation cycles with content-specific feedback by both administrators and peer evaluators
- Increased focus on building capacity within the districts for sustaining professional development for educators and qualified and certified evaluator training for evaluators
- Development and delivery of targeted professional learning to support educators during implementation of the new state assessment.

## SUSTAINABILITY

Each REIL district has aligned its local performance pay dollars (i.e., Classroom Site Fund or Prop. 301 revenues) and other local revenue sources (e.g., Instructional Improvement Fund revenues) to the REIL PBCS model in order to meet the increasing share percentage requirements during the grant period and to support performance awards tied to an educator's REIL Score/performance classification for up to 5 years beyond the grant period.

## PERFORMANCE-BASED COMPENSATION

Based on Year 4 performance outcomes, the projected total amount of performance awards (inclusive of salary and benefits) to be awarded to REIL teachers, coaches, and school leaders during SY2014-15/GY5 is \$3,170,763, which is inclusive of TIF and local dollars per our project's increasing share percentage requirements.