



## Maricopa County Education Service Agency | Arizona

### SUMMARY

Seven LEAs and 45 high-need schools in and around Phoenix, Arizona, collaborated to form the Rewarding Excellence in Instruction and Leadership – The Next Generation (REIL-TNG) initiative. During the TIF 4 grant, each LEA will create a performance-based salary structure that rewards educators based on their evaluation results. The program will also provide additional compensation for teachers who undertake leadership roles or move to high-need schools. Maricopa County’s partner local education agencies (LEAs) represent a diverse group of rural, urban, and special populations. They range from Mobile Elementary School District, with 27 students, to Roosevelt School District, with 9,632 students. Another LEA, the Arizona Department of Juvenile Corrections, is responsible for the provision of educational services for juveniles adjudicated delinquent and committed by the juvenile courts.

### PROGRAM GOALS AND EVALUATION

Seven Maricopa County LEAs came together to form the REIL-TNG initiative. REIL-TNG aims to attract, place, retain, and sustain effective educators through the use of educator evaluation data and the provision of incentives for effective educators and targeted professional development.

The grantee’s program evaluation plan calls for rigorous analysis based on multiple measures of REIL-TNG implementation. The program evaluation will use quantitative and qualitative data to implement a mixed-methods approach. To support this analysis, the grantee created a slate of measures, goals, and strategies to analyze each data point.

**State:** Arizona

**Location:** Maricopa County

**Award amount:** \$57,876,323

**TIF Cohort:** 4

**STEM Grantee:** No

**Number of districts participating:** 7

**Number of schools participating:** 45

**Number of teachers eligible:** 1,231

**Number of principals eligible:** 64

**Superintendent:** N/A

**Key program staff:**

Lori Renfro, Project Director

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Janice Johnson, Project Director

## YEAR 1 HIGHLIGHTS

- Hired and placed program staff using a multiple data point system
- Created and distributed REIL-TNG Communication Materials
- Designed, produced, and facilitated professional development opportunities
- Began implementation of Five-Year Assessment Development Plan
- Validated assessments in non-tested areas for a subgroup of teachers
- Established student-teacher-course connection through State Resource Management Program
- Developed models for revised salary structures
- Developed recommendations for performance classification and inadequate classroom performance definitions
- Developed roster verification process
- Generated overall effectiveness rating for every teacher

## YEAR 2 HIGHLIGHTS

- Fully implemented Learning, Coaching, and Leading Observation Instruments
- Generated an overall effectiveness rating (REIL score) for all teachers, coaches, and building-level administrators
- Conducted five formal observation cycles for teachers
- Conducted formal site observations and tri-annual conference cycles for coaches and building-level administrators
- Administered assessments for tested areas and a subgroup of non-tested areas
- Aligned district- and school-level professional development to educator evaluation results
- Began salary schedule revision/financial modeling
- Finalized salary enhancements for career pathway positions in spotlight schools

## YEAR 3 OUTLOOK

- Based on Year 2 performance outcomes, roughly 50 percent of REIL-TNG teachers are eligible for performance pay to be awarded through each LEA's revised salary structure based on effectiveness during the course of Year 3
- Continued policy review and refinement to align with implementation of a human capital management system
- Continued identification and development of assessments for use in growth calculation
- Implementation of Spotlight Schools component
- 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)
- Continued implementation of multiple observation cycles with content-specific feedback by both administrators and peer evaluators

## PERFORMANCE-BASED COMPENSATION

- Each REIL-TNG LEA developed a revised salary structure based on effectiveness that was implemented for SY 2014–15.
- Each LEA's revised salary structure utilized a differentiated performance-based compensation (PBC) model for each of three distinct educator groups: teachers, coaches, and school leaders (i.e., principals and assistant principals).
- Each LEA implemented Compensation Groups (either four or five) as part of the revised salary structure based on effectiveness.
- LEAs began to award PBC dollars through their revised salary structures in November 2014 (i.e., during SY 2014–15/GY3, which, per our grant application, is the first year of TIF-funded PBC).