

Rewarding Excellence in Instruction and Leadership

At A Glance



Developing Talent, Enhancing Careers,
Improving Student Learning



An Initiative of the Maricopa County
Education Service Agency



*Rewarding Excellence in Instruction and Leadership
(REIL),*

an initiative of the Maricopa County Education Service Agency, engages six Maricopa County school districts in implementing systemic change aimed at transforming how schools recruit, retain, support, and compensate effective teachers and principals. The ultimate goal is building the capacity of educators to improve student learning.

Rigorous, fair and transparent educator evaluations, targeted professional learning, tools for measuring student success, establishment of multiple career pathways, and sustainable, differential, performance-based compensation are critical elements of REIL.

The five-year initiative, which will culminate in 2014-15, is funded by a \$51.5 million Teacher Incentive Fund grant from the U.S Department of Education.



MARICOPA COUNTY EDUCATION SERVICE AGENCY

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The Challenge & Opportunity

The Challenge

A recent survey finds that voters are concerned with the quality of the education system, and are worried that Arizona is being deprived of economic and job growth opportunities, as well as needed talent and expertise (*Voter Attitudes toward Arizona's Education System*, 2010). Eighty-eight percent of voters say that education in Arizona has either declined or stayed the same in the last five (5) years, and 70% rate the educational system as fair or poor. In addition, 79% of voters name teachers as having a great deal of responsibility in improving the education system.

Teachers and principals are key to the solution. A student scoring at the 50th percentile, who spends two years in a "most effective" school with a "most effective" teacher, rockets to the 96th percentile. If this same student spends two years in a "least effective" school with a "least effective" teacher, that student's achievement level plunges to the third percentile (Marzano, 2003). In addition, teacher impact on student learning can last up to four years, and a student that has an ineffective teacher for two years cannot recover from the resulting decrease in progress (Sanders and Rivers, 1996).

The Opportunity

Where there is a will, there is a way. Public support of educational reform is definite, and the demand for sustained improvement in student achievement is urgent. Ninety-two percent of Arizona voters agree that everyone has a role to play when it comes time to improving education in Arizona. Therefore, for the first time in Arizona's history, a powerful Alliance of education leaders has formed around the belief that rewarding excellence in instruction and leadership will lead to increased student learning. This Alliance includes 3,380 teachers, 174 principals and assistant principals, and six (6) superintendents, who are responsible for ensuring that over 52,000 students graduate college- and career-ready. Recognizing the historic nature of the Alliance and its promising, research-based approach to increasing student learning, the U.S. Department of Education in September 2010 awarded the Maricopa County Education Service Agency (MCESA) a \$51.5 million Teacher Incentive Fund grant to implement the Rewarding Excellence in Instruction and Leadership (REIL) initiative over a five-year period beginning in October 2010.

The REIL Alliance

Each REIL Alliance Member, from practitioner to policy-maker, has joined to systematically transform traditional school-level operations to highly effective and accountable schools. The REIL Alliance members have both the *will* and a *way* to create school systems that reward excellence for highly effective instruction and leadership that results in increased student academic growth, achievement, and success.

The Rewarding Excellence in Instruction and Leadership Alliance was formed with the common goal of systemically implementing and sustaining a Performance-Based Management System in school districts where ALL schools within the district were high-need. The Alliance comprises six (6) Alliance Member School Districts, as well as a dynamic cadre of other stakeholder groups who have pledged to support the successful implementation of the goals and objectives of the REIL initiative.

Alliance Members represent three distinct groups vital to REIL’s success: Professional Practitioners, Public Policy-Makers, and Professional Associations. **Professional Practitioners** are represented by Alliance School District superintendents, principals, administrators, teachers, MCESA, and the Arizona Department of Education (ADE). **Public Policy-Makers** include Arizona Governor Jan Brewer; Chairs of the Senate and House Education Committees; and Alliance School Districts’ Governing Board Presidents. **Professional Associations** are represented through the Arizona Education Association (AEA); Arizona School Boards Association (ASBA); Arizona School Administrators (ASA); Arizona Association of School Business Officials (AASBO); and the Greater Phoenix Educational Management Council (GPEMC).

REIL’s six Alliance Member School Districts are Alhambra Elementary School District (Alhambra), Gila Bend Unified School District (Gila Bend), Isaac Elementary School District (Isaac), Nadaburg Unified School District (Nadaburg), Phoenix Union High School District (Phoenix Union), and Tolleson Elementary School District (Tolleson) (see Table 1). The school districts were chosen based on their needs and reputation for focusing on student success.

Table 1: REIL Alliance Member School Districts

REIL Alliance Member School Districts				
District Name	# of School Leaders*	District Enrollment	# of Teachers	# of Schools
Alhambra	30	14,916	794	15
Gila Bend	5	513	27	2
Isaac	31	7,964	494	12
Nadaburg	4	946	52	2
Phoenix Union	92	25,149	1,859	17
Tolleson	12	2,806	154	4
Total	174	52,294	3,380	52

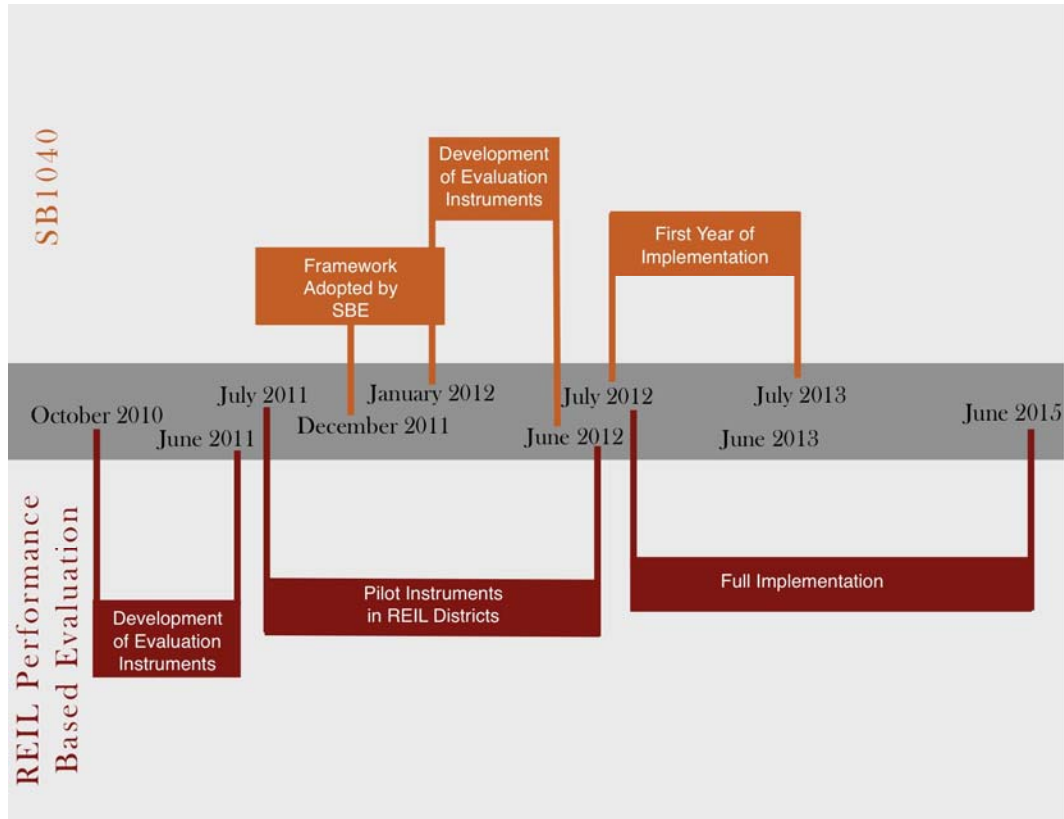
*Principals and assistant principals

Three (3) over-arching goals and nine (9) aligned objectives will support implementation of the Rewarding Excellence in Instruction and Leadership initiative (see Table 2). These goals will guide the Alliance’s combined efforts to implement a sustainable Performance-Based Management System.

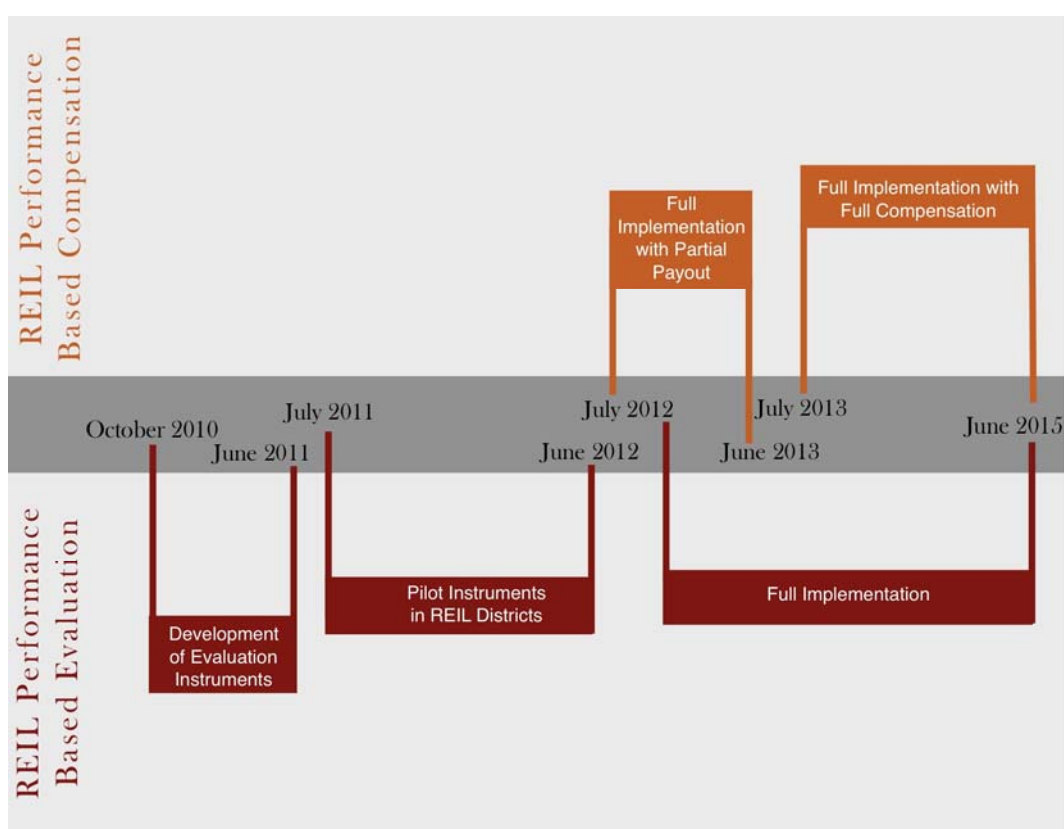
Table 2: REIL Goals & Objectives

Goal 1: Ensure students graduate college-and-career ready by increasing student achievement and growth in all content areas.	Goal 2: Enhance careers for effective teachers and principals by implementing a fiscally sustainable PBCS.	Goal 3: Develop talent in teaching and leading through a sustainable, comprehensive program of performance-based evaluation and support.
Objective 1.1: By June 2013, 100% of Alliance School Districts will implement a data management system so that ALL teachers and principals will use data to inform and improve instruction.	Objective 2.1: By June 2013, 100% of Alliance School Districts will implement performance pay for effective teachers and principals by providing differential and substantial compensation based on demonstrated performance.	Objective 3.1: By June 2014, 100% of Alliance School Districts will implement and validate a rigorous, transparent, and fair evaluation system with inter-rater reliability that uses multiple evaluations and measures to determine teacher/principal effectiveness.
Objective 1.2: By June 2014, 100% of Alliance School Districts will implement a value-added model for ALL teachers and principals.	Objective 2.2: By June 2015, 100% of Alliance School Districts will identify and/or reallocate non-TIF funds to sustain performance-based compensation model.	Objective 3.2: By June 2011, 100% of Alliance School Districts will implement a communication structure to ensure that teachers and principals will understand the specific measures of teacher and principal effectiveness included in the performance-based evaluation system.
Objective 1.3: By June 2015, there will be a 10 percentage point increase in the percentage of students meeting or exceeding the State standard, and a 15 percentage point decrease in students falling far below the standard in State-tested STEM content areas.	Objective 2.3: By June 2015, 100% of Alliance School Districts will provide financial incentives to recruit and retain effective teachers in hard-to-staff positions.	Objective 3.3: By June 2013, 100% of Alliance School Districts will implement a high quality professional development and support system for teachers and principals linked to the performance-based evaluation system.

Timeline for Performance-Based Evaluation



Timeline for Performance-Based Compensation



An Initiative of the Maricopa County Education Service Agency

in partnership with

Alhambra Elementary School District

Gila Bend Unified School District

Isaac Elementary School District

Nadaburg Unified School District

Phoenix Union High School District

Tolleson Elementary School District

Arizona School Boards Association

Arizona School Administrators

Arizona Education Association

Arizona Association of School Business Officials

Arizona Department of Education

Greater Phoenix Educational Management Council

Chairmen of the Arizona Senate & House Education Committees

Office of the Governor



