



**Governing Board  
Study Session Minutes  
March 8, 2018**

- I. CALL TO ORDER:** The study session was called to order by Mr. Sunn, Governing Board President at 4:15 p.m.

Roll Call: Mr. Delson Sunn and Mrs. Nubia Briceno were all in attendance, Mrs. Stacy Marchelli was absent.

Administration Present:

*Lorah Neville, Superintendent*

*Michael Welsh, Union Elementary Principal*

*Annamarie Dowling-Garrott, Dos Rios Principal*

*Susan O’Rielly, Executive Director of Business Services*

*Melanie Block, Director of Academic Services*

*Carrie Brandon, Director of Student Services*

*Ana M. Elizalde, Director of Human Resources*

**II. DISCUSSION ITEM**

- A. 2017-2018 Pay for Performance Plans for Administrators, Principals and Assistant Principals.

The purpose of the study session was to review the 2017-2018 Pay for Performance plans for District Administrators, Principals and Assistant Principal. Mrs. Lorah Neville presented the Governing Board with the performance goals. Discussion focused on each of the elements and how the award is earned. A revision was made to the Parent Satisfaction portion setting a minimum response threshold at 33%. The plans will be brought forward for Board approval at the April Meeting.

See attached document for information related to the Performance Plans.

**III. CLOSING REMARKS - None**

**IV. ADJOURNMENT**

Motion by Mr. Sunn, seconded by Mrs. Briceno, to adjourn the study session at 4:39 p.m. Vote was unanimous. Motion carried.

\_\_\_\_\_  
Mr. Delson Sunn, President of the Board

\_\_\_\_\_  
Date

**Union Elementary School District No. 62**

**2017-18 Pay for Performance for Principals and APs**

1. Goals					
2. Data (School Achievement Using E.O.Y.)					
3. Principal/Assistant Principal Performance Evaluation					
4. Parent Satisfaction					
	\$ 2,500.00	Total Award Possible			
Each goal is worth up to 25% of the total available award.	\$625.00	25% of Total			
<b>Improvement Focus Area</b>	100%	75%	50%	0%	
	\$625.00	\$468.75	\$312.50	\$ 0	
Goals (state assessment data)	Above state average on AzMERIT	At state average (+/- 2%)	Approaching state average (3-10%)	Well below state average (> 10%)	
District Data Goals (district assessments)	Exceed previous year's district average	At previous year's average (+/- 3%)	Approaching district average (3-10%)	Well below district average (> 10%)	
Evaluation Rating/Performance	Highly Effective	Effective	Developing	Ineffective	
Satisfaction (parent)	85-100% positive	70-84% positive	60-69% positive	<59% positive	

**Union Elementary School District No. 62**

**2017-18 Pay for Performance for Directors**

1. Goals					
2. Data (School Achievement Using E.O.Y.)					
3. Director Performance Evaluation					
4. Employee Satisfaction					
	\$ 2,500.00	Total Award Possible			
Each goal is worth up to 25% of the total available award.	\$625.00	25% of Total			
<b>Improvement Focus Area</b>	100%	75%	50%	0%	
	\$625.00	\$468.75	\$312.50	\$ 0	
Goals (state assessment data)	Above state average on AzMERIT	At state average (+/- 2%)	Approaching state average (3-10%)	Well below state average (> 10%)	
District Data Goals (district assessments)	Exceed previous year's district average	At previous year's average (+/- 3%)	Approaching district average (3-10%)	Well below district average (> 10%)	
Evaluation Rating/Performance	Highly Effective	Effective	Developing	Ineffective	
Satisfaction (Employee)	85-100% positive	70-84% positive	60-69% positive	<59% positive	

**Union Elementary School District No. 62**

**Sample 2017-18 Pay for Performance for Directors**

1. Goals		\$468.75		
2. Data (School Achievement Using E.O.Y.)		\$625.00		
3. Director Performance Evaluation		\$468.75		
4. Employee Satisfaction		\$312.50		
		\$1875.00		
		Total Award Possible		
	\$ 2,500.00			
Each goal is worth up to 25% of the total available award.	\$625.00	25% of Total		
<b>Improvement Focus Area</b>	100%	75%	50%	0%
	\$625.00	\$468.75	\$312.50	\$ 0
Goals (state assessment data)	Above state average on AzMERIT	At-state average (+/- 2%)	Approaching state average (3-10%)	Well below state average (> 10%)
District Data Goals (district assessments)	Exceed previous year's district average	At previous year's average (+/- 3%)	Approaching district average (3-10%)	Well below district average (> 10%)
Evaluation Rating/Performance	Highly Effective	Effective	Developing	Ineffective
Satisfaction (Employee)	85-100% positive	70-84% positive	60-69% positive	<59% positive

# UNION ELEMENTARY SCHOOL DISTRICT

## ADMINISTRATIVE SALARY PLACEMENT SCHEDULE

2017 - 2018	
PRINCIPAL	
DIRECTORS:	ACADEMIC SERVICES, BUSINESS SERVICES, HUMAN RESOURCES, STUDENT SUPPORT SERVICES

STEP	PLACEMENT
1	\$74,280
2	\$75,310
3	\$76,340
4	\$77,885
5	\$79,411
CAP	\$81,491

Initial placement must be recommended by the administration and approved by the Governing Board.

A maximum of ten (10) years experience will be given at a rate of 2% per year.

Indirect Compensation: District paid health, vision, dental, and life insurance in the amount of \$6,200 for eligible employees.

**UNION ELEMENTARY SCHOOL DISTRICT  
ADMINISTRATIVE SALARY PLACEMENT SCHEDULE**

2017-2018  
ASSISTANT PRINCIPAL

STEP	PLACEMENT
1	\$62,407
2	\$63,180
3	\$63,952
4	\$64,726
5	\$65,498
CAP	\$66,271

Initial placement must be recommended by the administration and approved by the Governing Board.

A maximum of ten (10) years experience will be given at a rate of 2% per year.

Indirect Compensation: District paid health, vision, dental, and life insurance in the amount of \$6,200 for eligible employees.

Governing Board Approval: February 9, 2017

***Tolleson Elementary School District #17***  
 Administrative Placement Schedule for 2017-2018

STEP	I	II	III	IV	V
	Assistant Superintendent	HR/Bus/Spec/Ed Ser Programs Administrator	Exec. Director	Principal Director STEM/Information Technology	Assistant Principal
1	90,406	85,960	83,950	82,389	68,223
2	92,456	87,899	85,839	84,239	69,718
3	94,557	89,886	87,774	86,134	71,251
4	96,711	91,923	89,759	88,078	72,822
5	98,919	94,011	91,792	90,069	74,433
6	101,181	96,151	93,877	92,111	76,083
7	103,501	98,345	96,014	94,204	77,775
8	105,878	100,593	98,204	96,349	79,510
9	108,315	102,898	100,449	98,547	81,287
10	110,813	105,260	102,750	100,801	83,109

This placement schedule is subject to the availability of funds as determined by the Arizona State Legislature.

# Governing Board Presentation: Incentive Pay

August 10, 2017



## Arizona Framework for Measuring Educator Effectiveness

- Originally adopted by Arizona State Board of Education April 2011
- Established evaluation guidelines for teachers and principals
- Revised in 2014 and 2016
- Established the need for the use of student achievement data as well as performance and professional practice
- At least 33% based on quantitative data with 50-67% for practice
- Established the four performance labels: Highly Effective, Effective, Developing and Ineffective
- Provided direction regarding incentives for those in the top two performance levels
- Amount is determined annually based on budget



## Incentive Pay Plans: Best Practice

### Checklist for Creating a More Successful School-based Performance Award (SBPA) Program

- Provide feedback on the results of past assessments to help teachers refine curriculum and instruction.
- Make sure SBPA goals do not compete with other school goals.
- Institutionalize a consistent source of funding for school-based performance awards.
- Set the award amount high enough to compensate for increased stress and hours worked.
- Involve teachers in the design and implementation process so they help decide the level of improvement sought and the mechanics of the program.
- Measure every performance goal in a systematic, valid, and reliable way.
- Select equitable measures that address student mobility, students with disabilities, limited English proficient students, students from low-income backgrounds, etc. to calculate rewards.
- Evaluate and adjust the SBPA program as needed.

~Adapted from Allan Odden-Consortium for Policy Research in Education

## Incentive Pay Plans in Action

- Statutory requirement for teachers, principals and superintendents in AZ
- District option to offer incentives to other employees including support staff and substitutes
- Range varies depending on group from a few hundred dollars to a few thousand dollars
- Recruiting and retention tool
- Celebrate and reward effective practice and achievement

Union ESD  
Teacher  
Performance  
Pay

- Known as 301 Plans
- Academic achievement
- Committee participation
- Voted on annually by eligible staff
- Need at least 70% approval

- State Goal
- Teacher Leadership
- School Goal
- Instructional Performance

PROPOSITION 301 PERFORMANCE PAY WORKSHEET				COMPLETED BY:															
TEACHER NAME:				Percentage	Total Value	Total Value	Total Value												
				Let Payout	Let Payout	Let Payout	Let Payout												
<b>Part 1 State Goal</b>				<b>Total Percentage 25%</b>															
Academic Strategies will complete for State Goal once data is publicly released																			
AVD	Ind - 8th	Reading	Yes	No	12.5%														
		Math	Yes	No	12.5%														
AVD for DILLS/1st	K-2		Yes	No	25.0%														
				<b>Total Value \$709 - Part 1 State Goal</b>															
<b>Part 2 Teacher Goal</b>				<b>Total Percentage 25%</b>															
50 hours	Committee 1		Yes	No	25%														
	Committee 2																		
				<b>Total Value \$709 - Part 2 Teacher Goal</b>															
<b>Part 3 School Goal</b>				<b>Total Percentage 25%</b>															
Galileo EOY	Proficiency	Reading	States	Yes	No	6.25%													
	Proficiency	Math	States	Yes	No	6.25%													
	Growth	Reading	District	87%	Yes	No	6.25%												
	Growth	Math	District	87%	Yes	No	6.25%												
				<b>Total Value \$709 - Part 3 School Goal</b>															
<b>Part 4 Teacher Efficacy</b>				<b>Total Percentage 25%</b>															
Teacher Rating	Highly Effective	100%	Yes	No	25%														
	Effective	75%	Yes	No	18.75%														
				<b>Total Value \$709 - Part 4 District Goal</b>															
<b>Total</b>				<b>% Earned 301 Plan</b>		<b>Total Amount Earned</b>													
						<b>Total Amount Possible</b>													
						<b>\$2,600</b>													
Teacher Signature: _____				Principal Signature: _____															
				<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Principal Signature</td> <td>Let Payout</td> <td>Let Payout</td> </tr> <tr> <td>Let Payout</td> <td>Let Payout</td> <td>Let Payout</td> </tr> <tr> <td>Let Payout</td> <td>Let Payout</td> <td>Let Payout</td> </tr> <tr> <td>Let Payout</td> <td>Let Payout</td> <td>Let Payout</td> </tr> </table>				Principal Signature	Let Payout	Let Payout	Let Payout	Let Payout	Let Payout	Let Payout	Let Payout	Let Payout	Let Payout	Let Payout	Let Payout
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# Proposed Principal Performance Pay

- Academic achievement
  - Growth
  - Proficiency
- School improvement plan
- Community involvement
- Parent satisfaction
- Established collaboratively with principals and assistant principals

Sample UESD Principal Pay for Performance Rubric					
Amount Available: FTBD	100%	Highly Effective 100% Payout	Effective 75% Payout	Developing 50%	Beginning or Ineffective 0%
Math ADE/ERT Results	10	School percent proficient in Math is 30-50.	School percent proficient in Math 25-30.	School percent proficient in Math 18-24.	School percent proficient in Math 0-17.
ELA ADE/ERT Results	10	School percent proficient in ELA is 54-72.	School percent proficient in ELA is 34-53.	School percent proficient in ELA is 17-31.	School percent proficient in ELA 0-16.
Math Achievement Growth	20	B.O.Y to E.O.Y Math Expected Growth Exceeded in 95% or more grade levels.	B.O.Y to E.O.Y Math Expected Growth Maintained or Exceeded in 95% or more grade levels.	B.O.Y to E.O.Y Math Expected Growth Maintained or Exceeded in 50-65% or more grade levels.	B.O.Y to E.O.Y Math Expected Growth Maintained or Exceeded in less than 50% of grade levels.
ELA Achievement Growth	20	B.O.Y to E.O.Y ELA Expected Growth Exceeded in 95% or more grade levels.	B.O.Y to E.O.Y ELA Expected Growth Maintained or Exceeded in 95% or more grade levels.	B.O.Y to E.O.Y ELA Expected Growth Maintained or Exceeded in 50-65% or more grade levels.	B.O.Y to E.O.Y ELA Expected Growth Maintained or Exceeded in less than 50% of grade levels.
Continuous Improvement Plan	20	Evidence exists to show that the school CIP is being and breaking within the school. There is also evidence of monthly or more frequent monitoring of both implementation actions and results.	A CIP is in place and there is evidence of some of quarterly monitoring of the actions and results.	A CIP is in place and there is evidence of at least twice annually monitoring of the actions and results.	A CIP is in place and there is no evidence of regular monitoring of the actions and results.
Community Involvement	10	Evidence exists of regularly meeting (5 or more times a year) PTO and Site Council that actively support the mission of the school with ongoing activities.	Evidence exists of a functioning (4-5 times a year) PTO and Site Council that support the mission of the school.	Evidence exists of a functioning (2-3 times a year) PTO and Site Council that support the mission of the school.	There is little or no evidence of a functioning PTO and Site Council that support the mission of the school.
Parent Satisfaction	10	90-100% of parents rate the school as A or B on the annual parent satisfaction survey.	80-89% of parents rate the school as A or B on the annual parent satisfaction survey.	Less than (74%) of parents rate the school as A or B on the annual parent satisfaction survey.	Less than 70% of parents rate the school as A or B on the annual parent satisfaction survey.

# Proposed District Leader Performance Pay

- Academic achievement
  - Growth
  - Proficiency
- School improvement plan
- Stakeholder involvement
- Employee satisfaction
- One goal that is specific to job/role

Department Human Resources

Director:

Date:

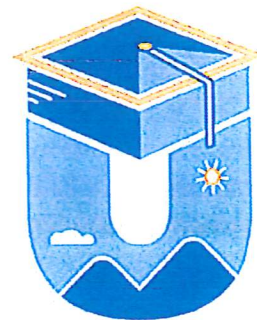
Sample UESD District Leader Pay for Performance Rubric				
Amount Available (YTD)	Highly Effective 100% Payout	Effective 75% Payout	Developing 50% Payout	Beginning or Ineffective 0% Payout
Math Achievement Results	District % proficiency Math 10-43	District % proficiency Math 35-41	District % proficiency Math 18-24	District % proficiency Math 0-17
ELA Achievement Results	District % proficiency ELA 6-47	District % proficiency ELA 34-53	District % proficiency ELA 17-33	District % proficiency ELA 0-16
Math Achievement Growth	EOY to EOY Math Expected Growth Exceeded in 65% or more grade levels district wide	EOY to EOY Math Expected Growth Maintained or Exceeded in 60% or more grade levels district wide 100%	EOY to EOY Math Expected Growth Maintained or Exceeded in 55-65% or more grade levels district wide	EOY to EOY Math Expected Growth Maintained or Exceeded in less than 50% of grade levels district wide
ELA Achievement Growth	EOY to EOY ELA Expected Growth Exceeded in 65% or more grade levels district wide	EOY to EOY ELA Expected Growth Maintained or Exceeded in 60% or more grade levels district wide 75%	EOY to EOY ELA Expected Growth Maintained or Exceeded in 55-65% or more grade levels district wide	EOY to EOY ELA Expected Growth Maintained or Exceeded in less than 50% of grade levels district wide
Retention & Retention	Retention rate of Teachers & Administrators at 85% or higher.	Retention rate of Teachers & Administrators at 70-75% or higher.	Retention rate of Teachers & Administrators at 60-65% or higher. 81%	Retention rate of Teachers & Administrators at 55% or lower.
Stakeholder Involvement	Evidence exists of regularly meeting (1 or more times a year) with stakeholder groups that actively support the mission of the district with ongoing activities.	Evidence exists of a functioning (1-5 times a year) with stakeholder groups that actively support the mission of the district with ongoing activities.	Evidence exists of a functioning (0-3 times a year) with stakeholder groups that actively support the mission of the district with ongoing activities.	There is little or no evidence of engagement with stakeholder groups that actively support the mission of the district with ongoing activities.
Employee Satisfaction	Satisfaction agreeability ratings of 3-5 or higher on a 4-point scale on annual employee survey.	Satisfaction agreeability ratings of 3-4 or higher on a 4-point scale on annual employee survey. 3.16	Satisfaction agreeability ratings of 2.5-2.9 or higher on a 4-point scale on annual employee survey.	Satisfaction agreeability ratings of 2.4 or lower on a 4-point scale on annual employee survey.

## Role- Based Goals

- Academic Services: Improvement of Instruction & Leadership
- Business Services: Independent Audit Results
- Human Resources: Recruitment & Retention
- Student Services: Special Education Identification Rate

Questions?

Next Steps ...



**UNION**  
**ELEMENTARY**  
SCHOOL DISTRICT NO. 62