



State of Arizona  
Department of Education

Tom Horne  
Superintendent of  
Public Instruction

July 15, 2008

Dear Educational Leader,

The School Effectiveness Division is seeking experienced, highly skilled educators to serve as Solutions Team leaders and Solutions Team members. You may wish to consider this opportunity for further professional growth, either for yourself or for a colleague. In addition all team members are compensated for their time and travel: \$250 per day for team members and \$375 per day for team leaders. Meals and lodging (if necessary) are reimbursed at the state rate.

**We are seeking additional, highly skilled educators to add to our pool of Solutions Teams trainees. There is no deadline, as applications are accepted on a continual basis.**

Applicants must provide evidence, through their résumé and letters of recommendation, of experience in the school improvement process in a standards-based environment. Successful applicants will need to commit two days to training prior to serving on a team. Depending on the team members' availability, teams may be assigned to more than one school.

**Required Qualifications**

- Demonstrated expertise in **one or more** of the following areas:
  - Master teaching
  - Development and Implementation of Standards-based curriculum and assessment
  - Fiscal analysis and management in an educational setting
- No conflict of interest with the school(s) being served

**Preferred Qualifications**

- Demonstrated expertise in professional development
- Master's degree in education-related field
- Leadership experience in a role that requires understanding of effective teaching practices, school administration, and improvement planning
- School and/or program evaluation experience
- Experience analyzing student performance data
- Current knowledge of AZ Learns and No Child Left Behind
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One team leader and one to two team members are assigned to each school identified as *Underperforming* under AZ LEARNS to spend two or three days conducting a serious, evidence-based inquiry. Using the *Standards & Rubrics for School Improvement*, the Solutions Team answers three questions:

1. Does the school's Arizona School Improvement Plan appear to be a sound plan for improving student performance?
2. Do the structures and conditions appear to be in place for successful implementation of the school's Arizona School Improvement Plan?
3. What recommendations can be provided that will assist the school with the implementation of their Arizona School Improvement Plan?

To apply, send the completed application, your résumé, and three current letters of recommendation that address the specific skills required for service on Solutions Teams to:

Ms. Kega Leffard  
School Effectiveness Division, Solutions Teams  
1535 W. Jefferson St., Bin 10  
Phoenix, AZ 85007

Questions regarding this process, including compensation and training, are addressed in two documents that are available on our website, [www.azed.gov](http://www.azed.gov). By clicking on the Solutions Team link, you will be able to access the application, Frequently Asked Questions, and Qualifications.

Thank you for your interest in sharing your expertise in the school improvement process with Arizona's schools and the children we serve.

Sincerely,

Kim Allen  
Deputy Associate Superintendent, School Improvement Section