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August 24, 2011

**MEMORANDUM**

**TO:** Legislative Education Study Committee

**FR:** Pamela Herman, J.D.

**RE: UPDATES: PUBLIC EDUCATION DEPARTMENT (PED): NEW MEXICO  
EFFECTIVE TEACHING TASK FORCE**

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In 2011, the Legislature considered, but did not pass, SB 502, *School Teacher and Principal Evaluation System*. Among its provisions, the bill required the Public Education Department (PED) to convene a work group to develop and make recommendations for a highly objective uniform statewide evaluation framework for school district and charter school teacher evaluation models and school principal evaluations, and to propose a performance-based compensation system that provides incentives for effective teachers and school principals.

In April 2011, Governor Susana Martinez issued Executive Order 2011-024 creating the New Mexico Effective Teaching Task Force (see Attachment). The executive order called for a task force of up to 15 members appointed by and serving at the pleasure of the Governor, consisting of individuals who represent the geographic distribution and cultural diversity of the state, with the Secretary-designate of Public Education serving as chair, and the Directors of the Legislative Education Study Committee (LESC) and the Legislative Finance Committee (LFC) as *ex officio* members.

The LESL has scheduled regular updates on the progress of the task force in developing recommendations for the new accountability system on its 2011 Interim Workplan.

## Task Force Meetings

The task force met 10 times between June 1 and August 13, 2011:

- June 1 in the Governor’s Conference Room at the Capitol in Santa Fe;
- June 14 at Atrisco Heritage High School in Albuquerque;
- June 21 at Bernalillo High School;
- June 30 at Mabry Hall in Santa Fe;
- July 12 at Texico High School;
- July 19 at the AIMS Charter School in Albuquerque;
- July 27 at Chee Doge Elementary School in Yahtahey;
- August 2 and 3 at Mabry Hall in Santa Fe; and
- August 13 at Bernalillo Middle School.

No additional meetings are scheduled for the task force. The Secretary-designate has stated that the task force report and recommendations will:

- address system design, but not implementation;
- be completed by August 2011 for presentation to the Governor; and
- after the report has been presented to the Governor, be presented to the LESC and the LFC.

## Task Force Process

Each of the task force meetings except the final one in Bernalillo included presentations by invited guests and discussion among task force members. Interested members of the public were present at all but the first task force meeting.

The following invited guests have made presentations to the task force:

- **Dr. Peter Goldschmidt**, Director of Assessment and Accountability formerly Senior Researcher at the National Center for Research on Evaluation, Standards, and Student Testing (CRESST) at the University of California-Los Angeles, regarding “value-added” evaluation models. According to the CRESST website, Dr. Goldschmidt’s research interests include investigating proper methods for monitoring student and school performance. Specifically, the website states, “this entails examining mediating and moderating factors such as community, organization, and policy effects on student outcomes by applying innovative cross-sectional and longitudinal random effects models to analyses of school quality, cost effectiveness studies, and program evaluations”;
- **Dr. Grover J. “Russ” Whitehurst**, Director of the Brown Center on Education Policy at the Brookings Institution, regarding development of evaluation systems that include value-added components. According to the Brookings Institution website, Dr. Whitehurst is the former Director of the Institute of Education Sciences in the US Department of Education, and he is an expert on reading, teacher quality, student assessment, learning and instruction, education technology, and preschool programs;

- **Dr. Sue Cleveland**, Superintendent and **Dr. Susan Passell**, Executive Director of Human Resources, Rio Rancho Public Schools (RRPS), regarding the ongoing effort at RRPS to improve its educator evaluation process;
- **Ivy Alford**, Director, State Services for School Improvement, Southern Regional Education Board (SREB), regarding how to build school and district leadership capacity to implement reform, as exemplified by SREB's High Schools That Work program;
- **Dr. Linda M. Paul**, Executive Director, New Mexico School Leadership Institute, regarding models for principal evaluation, including the Vanderbilt Assessment of Leadership in Education;
- **Dr. R. L. Richards**, Superintendent, Texico Public Schools, regarding how the training and experience (T&E) index of the New Mexico public school funding formula operates, and its relationship to the state's three-tiered educator licensure system;
- **Julie A. Radosolvich**, Head Teacher, South Valley Academy, and **Dr. Shelley Roberts**, Adjunct Assistant Professor of Language, Literacy and Sociocultural Studies, College of Education, University of New Mexico, regarding action research on the subject of building educator capacity with meaningful and relevant professional development;
- **Larry Langley**, Executive Director, New Mexico Business Roundtable, regarding his organization's support of the goals of the task force and the importance of its work. Mr. Langley has stated that the New Mexico Business Roundtable is providing funding for the costs of the task force and its expert presenters;
- **Sandi Jacobs**, Vice President, National Council on Teacher Quality, a non-partisan nonprofit group that advocates for increased accountability and transparency of institutions that affect teacher quality, regarding state policies for teacher evaluation, tenure, licensure, and preparation;
- **Dr. Richard Howell**, Dean, College of Education, University of New Mexico, regarding teacher preparation programs student profiles, challenges, and major initiatives in New Mexico; and
- **Ms. Celia Merrill**, Executive Director, Golden Apple Foundation of New Mexico, regarding the views of 15 master teachers on appropriate teacher evaluation practices.

Public input and testimony was limited to a two-hour time slot at the August 2 meeting in Santa Fe, or via the PED website by the end of business August 3. The written comments were not provided to task force members.

Beginning at the July 12 meeting in Texico, the task force was divided into four work groups to begin the actual drafting of narrative, recommendations and the rationale for those recommendations for the report. The group concluded its work on the report at the August 13 meeting.

The work groups were:

- Section I: Teacher and School Leader Evaluation:
  - **Cherie Love**, second grade general education teacher, Conlee Elementary School, Las Cruces Public Schools;
  - **Dennis Roch**, District 67 Representative, New Mexico House of Representatives and Assistant Superintendent, Texico Municipal Schools;
  - **Suchint Sarangarm**, Assistant Superintendent for Assessment, Evaluation and Technology, Roswell Independent Schools; and
  - **Hanna Skandera**, Secretary-designate of Public Education;
  
- Section II: Professional Development:
  - **Lindsay Cross**, Managing Director, Teacher Support and Development, Teach for America;
  - **Tammy Davis**, Principal, Central Elementary Schools, Artesia Public Schools; and
  - **Katherine Sandoval-Snider**, Director, Albuquerque Institute for Mathematics and Science;
  
- Section III: Recruitment and Retention:
  - **Dr. Karen Griego-Sanchez**, Principal, Atrisco Heritage Academy High School, Albuquerque Public Schools;
  - **Nyeta Haines**, Principal, Las Cruces High School;
  - **Frances Ramirez-Maestas**, Director, LESC; and
  - **Carlotta Thode**, Parent and Legal Secretary, Farmington City Attorney’s Office; and
  
- Section IV: Compensation and Advancement:
  - **David Abbey**, Director, LFC;
  - **Charles Bowyer**, Executive Director, National Education Association-New Mexico;
  - **James Gallegos**, Superintendent, Cimarron Municipal Schools; and
  - **Lillian Montoya-Rael**, principal partner, Flywheel Ventures.

### **Task Force Web Page**

According to PED, the documents and presentations provided to task force members, along with brief minutes of meetings and other information, can be viewed and downloaded at <http://www.ped.state.nm.us/ttf/index.html>.



ATTACHMENT

## State of New Mexico

Susana Martinez  
*Governor*

### EXECUTIVE ORDER 2011-024

#### FORMATION OF THE NEW MEXICO EFFECTIVE TEACHING TASK FORCE

**WHEREAS**, the State of New Mexico is committed to ensuring every child has access to a high quality education;

**WHEREAS**, research has consistently shown that one of the most critical factors to a student's educational achievement is the quality of his or her teacher;

**WHEREAS**, while there are many outstanding, effective and hardworking teachers and school leaders throughout New Mexico, the State does not have an effective system for recognizing and rewarding their achievements in the classroom;

**WHEREAS**, the current method for evaluating teacher and school leader performance has proven to be ineffective and inadequate;

**WHEREAS**, the absence of a framework to fully and fairly assess teacher and school leader quality has resulted in the failure to effectively assess performance, reward excellence and establish real accountability;

**WHEREAS**, one of the chief priorities of the Governor of New Mexico is creating a comprehensive strategy to identify, recruit, retain and reward effective teachers and school leaders;

**WHEREAS**, the Administration believes that improving methods of evaluating teachers and school leaders in this State will lead to greater academic outcomes for students, accountability and allow teachers and school leaders to reach higher levels of success and performance;

**WHEREAS**, with a new evaluation framework to measure teacher effectiveness based on student achievement, districts will be better able to address and improve school personnel policies concerning professional development, promotion, compensation, performance pay and tenure;

**WHEREAS**, any new evaluation framework shall identify teachers and school leaders who are most effective at helping students succeed, provide targeted assistance and professional development opportunities for teachers and school leaders, improve the match between teacher assignments and student and school needs, and enhance incentives for effective teachers and school leaders; and

**WHEREAS**, New Mexico recognizes the need to honor excellence within the teaching profession, a Task Force comprised of a broad range of education practitioners and experts shall be established to explore evaluation models, a performance pay structure, value-added determinations and tenure, and recommend a statewide teacher and school leader evaluation framework that will inform decisions about which teachers and school leaders are most effective at helping students succeed, provide targeted assistance and professional development opportunities for teachers and school leaders, improve the match between teacher assignments and student and school needs, and enhance incentives for effective teachers and school leaders.

**NOW THEREFORE**, I, Susana Martinez, Governor of the State of New Mexico, by the authority vested in me by the Constitution of the State of New Mexico and by its statutes do hereby ORDER and DIRECT:

1. The creation of the New Mexico Effective Teaching Task Force, hereinafter referred to as the "Task Force."
2. The Task Force shall consist of up to fifteen (15) members appointed by the Governor who shall serve at her pleasure. The Secretary of Education shall serve as the Chair of the Task Force. The Task Force shall consist of individuals who represent the geographic distribution and cultural diversity of the State and shall be composed of:
  - a. The Secretary of Education;
  - b. The Director of the Legislative Finance Committee;
  - c. The Executive Director of the Legislative Education Study Committee;  
and
  - d. Other members appointed by the Governor, including:
    - i. School leaders;
    - ii. Teachers;
    - iii. Administrators;
    - iv. Members of the business community;
    - v. Charter school representatives;

- vi. Parents;
  - vii. An expert on teacher evaluation models;
  - viii. An expert on value-added models; and
  - ix. Representation from minority communities
  - x. Representation from the special needs community
3. The Task Force is charged with presenting recommendations to the Governor regarding how best to measure the effectiveness of teachers and school leaders based on specific parameters. The recommendations must include:
  - a. Identified measures of student achievement – representing at least 50 percent of the teacher evaluation – which shall be used for evaluating educator performance;
  - b. Identification of demonstrated best practices of effective teachers and teaching, which should comprise the remaining basis for such evaluation;
  - c. How these measures of effective practice should be weighted; and
  - d. How the State can transition to a performance-based compensation system, whereby acknowledging student growth and progress.
4. The Public Education Department shall provide staff support to the Task Force.
5. The Task Force may consult with additional education stakeholders, practitioners, and experts in the public or private sector on any aspect of its mission and recommendations.
6. The Task Force shall issue a report and recommendations on the implementation of a teacher effectiveness and evaluation system to the Governor no later than August 22, 2011.
7. The final report of the Task Force shall be provided to the Legislature and shall be made available to the public.

**THIS ORDER** supersedes any other previous orders, proclamations or directives to the extent they are in conflict. This Executive Order shall take effect immediately.

ATTEST



DIANNA J. DURAN  
SECRETARY OF STATE

SIGNED AT THE EXECUTIVE OFFICE  
THIS 25<sup>TH</sup> DAY OF APRIL, 2011.

WITNESS MY HAND AND THE GREAT  
SEAL OF THE STATE OF NEW  
MEXICO.



SUSANA MARTINEZ  
GOVERNOR

