
Preface

School districts across the country face challenging times. School districts must maximize resources with possibly decreasing budgets. At the same time, school districts may face high teacher turnover, an aging teaching population, and mandates from state and federal government agencies. Teacher pay and teacher quality are inextricably linked. While many in the teaching profession cite intangible rewards as reasons for staying in the profession, tangible rewards such as salary, benefits, and working conditions may affect quality teachers' decisions to transfer schools, retire earlier than expected, or leave the teaching profession altogether. The purpose of *Teacher Pay and Teacher Quality* is twofold:

1. To bring together the issue of teacher pay with the important and central issue of teacher quality
2. To provide a sequential and practical approach for developing a comprehensive teacher compensation system based on research and best practice

Teacher Pay and Teacher Quality does not promote a single model of teacher compensation, but rather advocates a component-parts approach for a school district to develop a compensation system that serves its needs and goals.

Teacher Pay and Teacher Quality is designed to serve as a practical how-to book for educators on designing and implementing a teacher compensation system. The book begins with an overview of the critical issues to consider in the development of a compensation system: attracting, developing, and retaining quality teachers. The six chapters are organized sequentially, taking the reader through the definitive steps of educational planning. Scenarios and applications of concepts add to the practical nature of the book. Concepts are introduced early and developed in more depth or examined through a different lens in subsequent chapters. An example of this spiraling effect includes the objective introduction and discussion of pay options in one chapter and the evaluation and application of these pay options in a later chapter.

- Chapter 1 focuses on the connections between teacher pay and teacher quality, including linking teacher quality and student achievement; viewing pay in terms of attracting, developing, and retaining quality teachers; and examining the history of teacher compensation and theoretical frameworks for understanding teacher motivation and rewards.

- Chapter 2 investigates the relationship between teacher pay and school purposes, including how a compensation system supports the organizational purpose and goals of a school district. This chapter also identifies key objectives, evaluation questions, data sources, and quality criteria linking the goals of attracting, developing, and retaining teachers to the compensation system.

- Chapter 3 considers the school district environment in assessing the teacher compensation system, including using environmental scanning to identify strengths and weaknesses, assessing competition in compensation, and examining the impact of peripheral issues, such as working conditions and student demographics.

- Chapter 4 introduces and discusses pay options available to and used by school districts across the country. These pay options are examined in terms of assumptions and key features, advantages and highlights, disadvantages and concerns, and the focus each brings to teacher quality.

- Chapter 5 offers a model for designing a teacher compensation system. Pay options discussed in Chapter 4 are evaluated and applied in the model, which is a component-parts approach to building a teacher compensation system.

- Chapter 6 focuses on planning for implementation, offering a five-step process for developing a restructured teacher compensation system within a district.