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Where the future is present.

Hartford Public Schools (HPS) Teacher Development & Evaluation Handbook

2015 - 2016

Developed By HPS Educators

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SECTION I: INTRODUCTION

Identifying Instructional Excellence Committee (IIE)

Committee Members from 2012 - 2013:

Jennifer Allen	Chief Talent Officer
Elise Butson	Coordinator of Teacher Leader and Growth
Corrine Clark	Teacher, Environmental Science Magnet School at Mary Hooker
Jill Cutler-Hodgman	Chief Labor and Legal Officer
Leslyee Frederick	Executive Director of Assessment and Intervention
Guillermo Garcia	Director of Information and Data Management
Jay Gutierrez	2 nd Vice President, Hartford Federation of Teachers
Joshua Hall	1 st Vice President, Hartford Federation of Teachers
Andrea Johnson	President, Hartford Federation of Teachers
Gary Lotreck	Teacher in Residence
Brandi Lumpris	Teacher in Residence
Joanne Manginelli	Director of Professional Learning
George Michna	Executive Director of Research and Evaluation
India Monroe	Coordinator of Career Development
Dr. Scott Nicol	Executive Director of Performance Management
Abby Olinger Quint	Director of Assessment Systems and Data Acquisition
Elaine Papas	Principal and President, Hartford Public School Administrators
Carolyn Potoff	Assistant Principal, Expeditionary Learning Academy at Moylon School
Michele Puhlick	Executive Director of Curriculum & Instruction
Jacqueline Ryan	Teacher, Sport and Medical Sciences Academy
Dr. Tracy Saperstein	Assistant Principal, R.J. Kinsella Magnet School of Performing Arts
Kathie Stroh	Educational Issues Coordinator, Hartford Federation of Teachers
Bethany Sullivan	Curriculum Specialist, McDonough Expeditionary Learning School

Core Beliefs:

We agree that an effective Teacher Development and Evaluation System must support teacher development, growth and performance and must enhance student learning. This evaluation system must be fair, accurate, reliable, and transparent. The effective implementation of the evaluation system can only occur in an atmosphere of trust that promotes collaborative dialogue and enhanced professional practice of all educators in our schools.

Three Phases of Implementation

The Hartford Public Schools' (HPS) Teacher Development and Evaluation Handbook 2013 – 2014 was developed and fully endorsed by the Identifying Instructional Excellence Committee (IIE). The handbook was approved by the CT State Department of Education (CSDE) in June 2013.

The Hartford Public Schools' (HPS) Teacher Development and Evaluation Handbook 2015 – 2016, with minor changes, was approved by the IIE Committee. The handbook was approved by the CSDE in June 2015.

Phase I 2012 – 2013

- The Danielson Framework For Teaching (FFT) effective practice rubric was adopted.
- All classroom teachers in all schools participated in the *Observation of Teacher Practice (40%)* section one year ahead of CSDE requirements.

Phase II 2013 – 2014

- All classroom teachers in all schools participate in 100% of the teacher development and evaluation model.
- All non-classroom teachers in all schools and at the central office participate in the *Observation of Teacher Practice (40%)*.

Phase III 2014 – 2015

- All teachers (classroom and non-classroom) in all schools and at the central office participate in 100% of the teacher development and evaluation model.

Phase IV 2015 – 2016

- Continued full implementation

Special Note

State standardized test scores as they relate to student learning objectives (22.5%) in a teacher's evaluation will not be required until the 2016 – 2017 school year.

Purpose and Rationale of the Evaluation System

When teachers succeed, students succeed. Research has proven that no school-level factor matters more to students' success than high-quality teachers. To support our teachers, we need to clearly define excellent practice and results; give accurate, useful information about teachers' strengths and development areas; and provide opportunities for growth and recognition. The purpose of this evaluation model is to fairly and accurately evaluate teacher performance and to help each teacher strengthen his/her practice to improve student learning.

Core Design Principles

The following principles guided the design of this model:

- **Consider multiple, standards-based measures of performance**

An evaluation system that uses multiple sources of information and evidence results in a fair, accurate and comprehensive picture of a teacher's performance. The new model defines four categories of teacher effectiveness: student learning (45%), teacher performance and practice (40%), parent feedback (10%) and school-wide student learning or student feedback (5%). These categories are grounded in research-based, national standards: Charlotte Danielson's Framework for Teaching; the Common Core State Standards, as well as Connecticut's standards: The Connecticut Common Core of Teaching (CCT); the Connecticut Framework K-12 Curricular Goals and Standards; and locally developed curriculum standards.

- **Promote both professional judgment and consistency**

Assessing a teacher's professional practice requires evaluators to constantly use their professional judgment. No rubric or formula, however detailed, can capture all of the nuances in how teachers interact with students, and synthesizing multiple sources of information into performance ratings is inherently more complex than checklists or numerical averages. At the same time, teachers' ratings should depend on their performance, not on their evaluators' biases.

- **Foster dialogue about student learning**

This model hinges on improving the professional conversation between and among teachers and administrators who are their evaluators. The dialogue in the model occurs more frequently and focuses on what students are learning and what teachers and their administrators can do to support teaching and learning.

- **Encourage aligned professional development, coaching and feedback to support teacher growth**

Novice and veteran teachers alike deserve detailed, constructive feedback and professional development, tailored to the individual needs of their classrooms and students.

Evaluation and Support System Overview

The evaluation and support system consists of multiple measures to paint an accurate and comprehensive picture of teacher performance. Teachers will be evaluated in four categories, grouped in two major focus areas: **Teacher Practice and Student Outcomes**.

1. **Teacher Practice Related Indicators:** An evaluation of the core instructional practices and skills that positively affect student learning. This focus area is comprised of two categories:

- a. Observation of teacher performance and practice (40%)
- b. Parent feedback (10%)

2. **Student Outcomes Related Indicators:** An evaluation of teachers' contribution to student academic progress, at the school and classroom level. This focus area is comprised of two categories:

- a. Student growth and development (45%)
- b. Whole-school measures of student learning (5%)

Scores from each of the four categories will be combined to produce a summative performance rating. The performance levels are defined as:

Highly Effective – Substantially exceeding indicators of performance

Effective – Meeting indicators of performance

Developing /Needs Improvement – Meeting some indicators of performance but not others

Ineffective /Unsatisfactory – Not meeting indicators of performance

HPS Teacher / Administrator Evaluation Model Comparison 2014 – 2015

TEVAL		ADEVAL	
Teacher Practice 50%		Administrator Practice 50%	
40%	Observation of Teacher Performance Danielson Framework For Teaching Rubric and Other Effective Practice Rubrics	40%	Site Visits of Leadership Practice CT Department of Education Leadership Practice Rubric
10%	Parent Feedback One teacher-developed parent engagement objective based upon HPS School Climate and Connectedness Survey	10%	Stakeholder Feedback School-wide objective based upon HPS School Climate and Connectedness Survey
Student Outcomes 50%		Student Outcomes 50%	
22.5%	Student Growth and Development One teacher-developed student learning objective based on local standardized or non-standardized measures	45%	Student Growth and Development Three student learning objectives based upon locally determined standardized / non-standardized measures
22.5%	One teacher-developed student learning objective based on non-standardized measures		
5%	Whole-School Measure Aggregate rating on principal's three student learning objectives on locally determined measures	5%	Teacher Effectiveness Success of teachers' student learning objectives

What Applies to Whom?

What measure(s) of the TEVAL model apply for the 2014 – 2015 school year and beyond?

ALL Measures – Whole Model

What Danielson effective practice rubric applies?

Framework For Teaching Rubric	Instructional Specialist Rubric	Library Media Specialist Rubric	School Counselors Rubric	School Psychologist Rubric	Therapeutic Specialist Rubric
Classroom Teachers	Non-Classroom Teachers				
All Pre-K - 12 & Adult Education	Academic Specialists	*Library Media Specialist	School Counselor	School Psychologist	S & L Pathologist Social Worker ABA
Art / Drama / Dance / Music	Assistive Technology Specialist	* Due to unique job descriptions some library media specialists and possibly other classroom and non-classroom teachers may be evaluated under the classroom teacher Danielson FFT rubric or one of the six approved effective teaching rubrics.			
Bilingual/Bilingual Resource	Climate/Culture Coach				
Business Ed/Trade & Industry	Curriculum Specialist				
Computer Ed/Tech Ed Teacher	Instructional Coach				
English/Reading Teacher/ Read 180/Reading Coach	Intervention Specialist				
Gifted/Talented	Literacy Coach				
Health / Physical Ed.	Magnet Coach				
Math / Science	Math Coach				
Montessori	Resource Coach				
Social Studies/ Humanities	Teacher / Coach Facilitator				
Special Ed. Special Ed. PreK / Resource	Teacher Professional Development				
TESOL	Teacher Central Office				
World Languages	Teacher-In-Residence				

Teacher Evaluation Process and Timeline

The annual evaluation process between a teacher and an evaluator (principal or designee) is anchored by three performance conversations at the beginning, middle and end of the year. The purpose of these conversations is to clarify expectations for the evaluation process, provide comprehensive feedback to each teacher on his/her performance, set development goals and identify development opportunities. These conversations are collaborative and require reflection and preparation by both the evaluator and the teacher in order to be productive and meaningful.

Goal-Setting and Planning:

1. Orientation on Process By September 15th

Teachers will partake in an annual orientation to the evaluation process at the building level prior to September 15th beginning with the 2013 – 2014 school year.

To begin the evaluation process, evaluators meet with teachers, in a group or individually, to discuss the evaluation process and their roles and responsibilities within it. In this meeting, they will discuss any school or district priorities that should be reflected in teacher practice goals and student learning objectives (SLOs), and they will commit to set time aside for the types of collaboration required by the evaluation process.

2. Teacher Reflection and Goal-Setting By November 1st

The teacher examines student data, prior year evaluation, School Climate and Connectedness survey results, the HPS Teacher Development and Evaluation Handbook and any other pertinent identified resources to draft proposed performance objectives: one objective of parent engagement (OPE) and two student learning objectives (SLOs) for the school year. The teacher may collaborate in grade-level or subject-matter teams to support the objective setting process.

3. Objective-Setting Conference By November 1st

The evaluator and teacher meet to discuss the teacher's objectives in order to arrive at mutual agreement about them. The teacher collects evidence about his/her practice and the evaluator collects evidence about the teacher's practice to support the review. The evaluator may request revisions to the proposed goals and objectives if they do not meet approval criteria.

An effort should be made to mutually agree upon the objectives. HPS' Office of Talent Management's designee may provide support to the evaluator and teacher to resolve possible disagreement. In the event no agreement can be reached, the evaluator's decision will be final.

Mid-Year Check-In:

1. Reflection and Preparation By March 1st

The teacher and evaluator collect and reflect on evidence to date about the teacher's practice and student learning in preparation for the check-in. Teacher completes Danielson FFT mid-year self-assessment prior to mid-year conference.

2. Mid-Year Conference By March 1st

The evaluator and teacher complete at least one mid-year check-in conference during which they review progress on the objective of parent engagement (OPE), two student learning objectives (SLOs) and other performance to date. The mid-year conference is an important point in the year for addressing concerns and reviewing results for the first half of the year. Evaluators can deliver mid-year formative information on components of the evaluation framework for which evidence has been gathered and analyzed. If needed, teachers and evaluators can mutually agree to revisions on the strategies or approaches used and/or mid-year adjustment of SLOs to accommodate changes (e.g., student populations, assignment). They also discuss actions that the teacher can take and supports the evaluator can provide to promote teacher growth in his/her development areas.

The mid-year conference for non-tenured teachers and the summative evaluation form will serve as recommendation for renewal or non-renewal. For tenured and non-tenured teachers (who are renewed) a written summary of the conference is not required.

Summative / End of Year Process:

1. Teacher Self-Assessment By June 1st

The teacher reviews all information and data collected during the year and completes the Danielson FFT end-of-year self-assessment and a final report on progress for the one OPE and two SLOs for review by the evaluator.

2. Scoring By June 1st

The evaluator reviews submitted evidence, self-assessments and observation data to generate category and focus area ratings. The category ratings generate the final, summative rating.

3. End-of-Year Conference

By June 1st

The evaluator and the teacher meet to discuss all evidence collected to date and to discuss category ratings. Following the conference, the evaluator assigns a summative rating and generates a summary report of the evaluation by June 1st.

The Whole-School Student Measure (5%) will not be determined by the Hartford Public Schools by June 1st. If the whole-school score changes the teacher's final summative rating, then an additional conference will be held, but no later than September 15th.

Evaluation Process and Timelines Chart

All Classroom and Non-Classroom Teachers

ACTION	TYPE	FOCUS	MEETING	DUE DATE
Orientation	Evaluation Overview/Determination of Annual School Focus		Yes	By September 15
Finalize Objective #1 22.5%	Student Learning (SLO)	Standardized Assessment (<u>Required</u> When Available) OR Non-Standardized Assessment	Yes	By November 1
Finalize Objective #2 22.5%	Student Learning (SLO)	Non-Standardized Assessment		
Finalize Objective #3 10%	Objective of Parent Engagement (OPE)	Parent Out-Put(s) Encouraged AND / OR Student / Teacher Out-Put(s)		
Mid-Year Check-In (meeting may occur during a post- conference)	Tenured Classroom and Non-Classroom Teachers Progress / Modification (May Focus on All Measures) ----- Non-Tenured Classroom and Non-Classroom Teachers (Renew or Non-Renew)		Yes	By March 1
Summative Evaluation	Includes ----- 45% Student Related Outcomes (2 objectives) 40% Teacher Related Practice (3 observations) 10% Parent Feedback (1 objective) 5% Whole School Student Measure		Yes	By June 1 or September 15 (if rating changes due to whole-school student measure)

Ensuring Fairness and Accuracy: Evaluator Training, Monitoring and Auditing

The district has engaged in comprehensive planning, training and calibration regarding the Danielson FFT. The teacher evaluation committee chose the Danielson FFT and TeachScape web-based evaluation system based on the embedded training and calibration. All members of the Administrators' Union (evaluators of teachers) are required to train and pass the initial certification test under TeachScape. The training is significant (on average 15-30 hours of video training) and is ongoing for newly hired Administrators.

After the initial calibration assessment, evaluators will engage in a comprehensive annual recalibration program that has been negotiated with the Administrators' bargaining unit. The program requires co-observations, practice scoring videos and the passing of a one hour calibration assessment. There are professional development sessions scheduled 2 to 4 times annually to support evaluators in completing the program.

Support and Development

As a standalone, evaluation cannot hope to improve teaching practice and student learning. However, when paired with effective, relevant and timely support, the evaluation process has the potential to help move teachers along the path to exemplary practice.

Evaluation-Based Professional Learning

In any sector, people learn and grow by honestly co-assessing current performance, setting clear goals for future performance, and outlining the supports they need to close the gap. The professional learning opportunities for each teacher should be based on the individual strengths and needs that are identified through the evaluation process. The process may also reveal areas of common need among teachers, which can then be targeted with school-wide professional development opportunities.

Evaluation-based professional learning will be focused upon district and school-wide, group and individual needs grounded in performance on all measures that determine the level of effectiveness of a teacher. HPS provides monthly early release days that allow for district and school based professional learning aligned with evaluation-based teacher needs. The TeachScape FOCUS platform will be a resource to enable ongoing and self-initiated targeted professional learning.

Career Development and Growth

Rewarding exemplary performance identified through the evaluation process with opportunities for career development and professional growth is a critical step in both building confidence in the evaluation system itself and in building the capacity of all teachers.

The district's Department of Professional Learning Framework (Appendix A) provide a compass to foster teacher leadership.

The following are some of teacher leader positions offered in the district:

District-Based

Coordinator of Career Development
Coordinator of Teacher / Leader Development
Teacher-In Residence
Intervention Specialist

School-Based

Literacy Coach
Theme Coach
Instructional Coach
TEAM Lead Mentor

SECTION II: TEACHER PRACTICE RELATED INDICATORS

Teacher Practice Related Indicators

The Teacher Practice Related Indicators, half of the teacher evaluation model, evaluates the teacher's knowledge of a complex set of skills and competencies and how these are applied in a teacher's practice. It is comprised of two categories:

- Teacher Performance and Practice, which counts for 40%; and
- Parent Feedback, which counts for 10%.

Teacher Performance and Practice (40%)

The Teacher Performance and Practice category of the model is a comprehensive review of teaching practice against a rubric of practice, based on multiple observations. It comprises 40% of the summative rating. Following observations, evaluators provide teachers with specific feedback to identify teacher development needs and tailor support to those needs.

Teacher Practice Framework

The Identifying Instructional Excellence Committee reviewed the research and options for a framework of teaching practice and chose to adopt the Charlotte Danielson's Framework for Teaching (Appendix B).

Note – Forms / Examples located in Section IV

Overview of Observations

Research, such as the Gates Foundation's Measures of Effective Teaching study, has shown that multiple snapshots of practice conducted by multiple observers provide a more accurate picture of teacher performance than one or two observations per year. These observations don't have to cover an entire lesson to be valid. Partial period observations can provide valuable information and save observers precious time.

Observations in and of themselves aren't useful to teachers – it's the feedback based on observations that helps teachers to reach their full potential. All teachers deserve the opportunity to grow and develop through observations and timely feedback. In fact, teacher surveys conducted nationally demonstrate that most teachers are eager for more observations and feedback that they can then incorporate into their practice throughout the year.

Student Outcomes Related Indicators

A. Classroom Formal and Informal Observations (In-Class)

Classroom observations provide the most evidence for Domains 2 and 3 of the FFT; both pre-and post-conferences provide the opportunity for discussion of all four domains.

1. Formal

- In-class with pre and post conference required (announced)

2. Informal

- In-class with post-conference required (announced or unannounced)
- In-class) with post-conference optional (announced or unannounced)

B. Reviews of Practice (Out of Class)

Because the evaluation model aims to provide teachers with comprehensive feedback on their practice as defined by the Danielson FFT, all interactions with teachers and students that are relevant to instructional practice and professional conduct may contribute to performance evaluations. These interactions may include, but are not limited to, reviews of lesson/unit plans and assessments, planning meetings, data team meetings, professional learning community meetings, review of special education records, call-logs or notes from parent-teacher meetings, observations of coaching/mentoring other teachers, attendance records from professional development or school-based activities/events and typical professional occurrences with staff, parents, community members and students.

3. Review of Practice

- Out-of-class with pre and post-conference required (announced or unannounced)
- Out-of-class with pre-conference optional and post-conference required (announced or unannounced)
- Out-of-class with pre and post-conference optional (announced or unannounced)

Any Danielson FFT component from each of the four domains may be scored or not for a formal, informal or review of practice observation.

Pre and Post-Conferences

Pre-conferences are valuable for giving context for the lesson and information about the students to be observed and for setting expectations for the observation process. A pre-conference can be held with a group of teachers, where appropriate.

Post-conferences provide a forum for reflecting on the observation against the Danielson FFT and for generating action steps that will lead to the teacher's improvement. A good post-conference:

- begins with an opportunity for the teacher to share his/her self-assessment of the lesson observed
- cites objective evidence to paint a clear picture for both the teacher and the evaluator about the teacher's successes, what improvements will be made, and where future observations may focus
- involves written and/or verbal feedback from the evaluator

Observation Feedback

The goal of feedback is to help teachers grow as teachers and become more effective with each and every one of their students. With this in mind, evaluators should be clear and direct, presenting their comments in a way that is supportive and constructive. Feedback should include:

- specific evidence and ratings, where appropriate, on observed components of the Danielson FFT
- identified areas of strength and areas for growth
- specific recommendations for improvement

Note:

*****For any type of observation report and for any Danielson FFT component scored by the evaluator, written evidence to justify the score may be included in any section of the observation report. The evidence does not need to appear in each category / component section in order to apply. In the absence of written evidence, the teacher may request clarification.*****

******The pre and post conferences for additional informal or reviews of practice observations are optional at the discretion of the evaluator. A teacher may request in writing to the evaluator that a post-conference be held.******

Observation Track Placement Summary

There are six different observation tracks. A teacher's track is based upon one or more of the following variables: tenure status, prior year's evaluation rating, and classroom or non-classroom teacher. Each observation track timeline and requirements are outlined in a separate chart.

OBSERVATION TRACK PLACEMENT			
TRACK #	Tenure Status	Previous Evaluation Rating	Classroom or Non-Classroom
1	Tenured	Highly Effective / Effective (2.50 or higher)	Classroom
2	Tenured	Needs Improvement / Ineffective (2.49 or lower)	Classroom
3	Non-Tenured	N/A	Classroom
4	Non-Tenured	N/A	Non-Classroom
5	Tenured	Highly Effective / Effective (2.50 or higher)	Non-Classroom
6	Tenured	Needs Improvement / Ineffective (2.49 or lower)	Non-Classroom

Observation Timeline and Requirements – TRACK ONE (1)

Highly Effective or Effective (2.50 or higher)
Tenured Classroom Teachers

Based On Previous Year's Evaluation Rating

Action	Type	Announced (A) or Unannounced (UA)	Pre-Conference	Post-Conference	Due Date
<i>Minimum # of THREE Observations – Complete One Each</i>					
Observation	In-class (Formal)	A	Required	Required	Any Order By Nov. 15 Feb. 15 May 15
Observation	In-class (Informal)	A or UA	Optional	Required	
Observation	Out-of-Class (Review of Practice)	A or UA	Optional	Optional	

****Timelines can be modified as necessary due to specific circumstances****

****Domains 1, 2, 3 and 4 may be scored for any type of observation.****

*****For any type of observation report and for any Danielson FFT component scored by the evaluator, written evidence to justify the score may be included in any section of the observation report. The evidence does not need to appear in each category / component section in order to apply. In the absence of written evidence, the teacher may request clarification.*****

******The pre and post conferences for additional informal or reviews of practice observations are optional at the discretion of the evaluator. A teacher may request in writing to the evaluator that a post-conference be held.******

Observation Timeline and Requirements - TRACK TWO (2)

Needs Improvement or Ineffective (2.49 or lower)
Tenured Classroom Teachers

Based On Previous Year's Evaluation Rating

Action	Type	Announced (A) or Unannounced (UA)	Pre-Conference	Post-Conference	Due Date
<i>Minimum # of THREE Observations – Complete One Each</i>					
Observation	In-class (Formal)	A	Required	Required	Any Order By Nov. 15 Feb. 15 May 15
Observation	In-class (Formal)	A	Required	Required	
Observation	In-class (Informal)	A or UA	Optional	Required	

****Timelines can be modified as necessary due to specific circumstances****

****Domains 1, 2, 3 and 4 may be scored for any type of observation.****

*****For any type of observation report and for any Danielson FFT component scored by the evaluator, written evidence to justify the score may be included in any section of the observation report. The evidence does not need to appear in each category / component section in order to apply. In the absence of written evidence, the teacher may request clarification.*****

******The pre and post conferences for additional informal or reviews of practice observations are optional at the discretion of the evaluator. A teacher may request in writing to the evaluator that a post-conference be held.******

Required number pre and post observation conferences meet the Connecticut Guidelines For Educator Evaluation 2.3.2.b. Please refer to page 18 to understand the difference between an in-class formal and informal observation.

Observation Timeline and Requirements - TRACK THREE (3)

Non-Tenured Classroom Teachers

Action	Type	Announced (A) or Unannounced (UA)	Pre-Conference	Post-Conference	Due Date
<i>Minimum # of THREE Observations – Complete One Each</i>					
Observation	In-class (Formal)	A	Required	Required	Any Order By Nov. 1 Feb. 1 May 1 (3 rd not required if teacher recommended for Non-Renew)
Observation	In-class (Formal)	A	Required	Required	
Observation	In-class (Informal)	A or UA	Optional	Required	

****Timelines can be modified as necessary due to specific circumstances****

****Domains 1, 2, 3 and 4 may be scored for any type of observation.****

*****For any type of observation report and for any Danielson FFT component scored by the evaluator, written evidence to justify the score may be included in any section of the observation report. The evidence does not need to appear in each category / component section in order to apply. In the absence of written evidence, the teacher may request clarification.*****

******The pre and post conferences for additional informal or reviews of practice observations are optional at the discretion of the evaluator. A teacher may request in writing to the evaluator that a post-conference be held.******

Required number pre and post observation conferences meet the Connecticut Guidelines For Educator Evaluation 2.3.2.b. Please refer to page 18 to understand the difference between an in-class formal and informal observation.

Observation Timeline and Requirements - TRACK FOUR (4)

Non-Tenured Non-Classroom Teachers
(Social Worker, Literacy Coach, etc.)

Action	Type	Announced (A) or Unannounced (UA)	Pre-Conference	Post-Conference	Due Date
<i>Minimum # of THREE Observations – Complete One Each</i>					
Observation	Out-of Class (Review of Practice)	A	Required	Required	Any Order By Nov. 1 Feb. 1 May 1 (3 rd not required if teacher recommended for Non-Renew)
Observation	Out-of Class (Review of Practice)	A	Required	Required	
Observation	Out-of Class (Review of Practice)	A or UA	Optional	Required	

****Timelines can be modified as necessary due to specific circumstances****

****Domains 1, 2, 3 and 4 may be scored for any type of observation.****

*****For any type of observation report and for any Danielson FFT component scored by the evaluator, written evidence to justify the score may be included in any section of the observation report. The evidence does not need to appear in each category / component section in order to apply. In the absence of written evidence, the teacher may request clarification.*****

******The pre and post conferences for additional informal or reviews of practice observations are optional at the discretion of the evaluator. A teacher may request in writing to the evaluator that a post-conference be held.******

Observation Timeline and Requirements - TRACK FIVE (5)

Highly Effective or Effective (2.50 or higher)
Tenured Non-Classroom Teachers

Based On Previous Year's Evaluation Rating

Action	Type	Announced (A) or Unannounced (UA)	Pre-Conference	Post-Conference	Due Date
<i>Minimum # of THREE Observations – Complete One Each</i>					
Observation	Out-of Class (Review of Practice)	A	Required	Required	Any Order
Observation	Out-of Class (Review of Practice)	A or UA	Optional	Required	By Nov. 15
Observation	Out-of Class (Review of Practice)	A or UA	Optional	Optional	Feb. 15 May 15

****Timelines can be modified as necessary due to specific circumstances****

****Domains 1, 2, 3 and 4 may be scored for any type of observation.****

*****For any type of observation report and for any Danielson FFT component scored by the evaluator, written evidence to justify the score may be included in any section of the observation report. The evidence does not need to appear in each category / component section in order to apply. In the absence of written evidence, the teacher may request clarification.*****

******The pre and post conferences for additional informal or reviews of practice observations are optional at the discretion of the evaluator. A teacher may request in writing to the evaluator that a post-conference be held.******

Observation Timeline and Requirements - TRACK SIX (6)

Needs Improvement or Ineffective (2.49 or lower)
 Tenured Non-Classroom Teachers
 (Social Worker, Literacy Coach, etc.)

Based On Previous Year's Evaluation Rating

Action	Type	Announced (A) or Unannounced (UA)	Pre-Conference	Post-Conference	Due Date
<i>Minimum # of THREE Observations – Complete One Each</i>					
Observation	Out-of Class (Review of Practice)	A	Required	Required	Any Order By Nov. 1 Feb. 1 May 1
Observation	Out-of Class (Review of Practice)	A	Required	Required	
Observation	Out-of Class (Review of Practice)	A or UA	Optional	Required	

****Timelines can be modified as necessary due to specific circumstances****

****Domains 1, 2, 3 and 4 may be scored for any type of observation.****

*****For any type of observation report and for any Danielson FFT component scored by the evaluator, written evidence to justify the score may be included in any section of the observation report. The evidence does not need to appear in each category / component section in order to apply. In the absence of written evidence, the teacher may request clarification.*****

******The pre and post conferences for additional informal or reviews of practice observations are optional at the discretion of the evaluator. A teacher may request in writing to the evaluator that a post-conference be held.******

Formal Observation Process

All formal observation process forms are to be submitted electronically using the approved TeachScape observation system.

STEPS:

- Required 1. Evaluator will schedule the formal observation process.
- Required 2. Evaluator will provide the teacher with two (2) school days' notice of pre-conference meeting.
- Required 3. Teacher will submit pre-observation plan form prior to the pre-conference meeting.
- Optional 4. Evaluator may require teacher to submit supplemental documents (e.g. lesson plans, student work.)
- Required 5. Evaluator and teacher will conduct pre-observation conference at least one day before the observation.
- Required 6. A formal observation must be a minimum of 30 minutes and/or a full lesson.
- Required 7. Teacher will submit post-reflection form prior to scheduled post-conference.
- Optional 8. Evaluator may require teacher to submit supplemental documents (e.g. lesson plans, student work).
- Required 9. Evaluator and teacher will conduct a post-observation conference within seven (7) school days of observation.
- Required 10. Evaluator and teacher discuss evidence, recommendations, areas of strengths and growth at post-conference.
- Required 11. Evaluator will finalize observation report within five (5) school days of post-conference.
- Optional 12. Once observation report has been finalized, the teacher may submit an addendum within ten (10) days.
- Required 13. Teacher has an affirmative obligation to review and confirm receipt of finalized observation report within five (5) school days.

Points of Emphasis When a teacher confirms an observation report, it does not imply agreement.

Failure to confirm an observation report by the teacher does not invalidate the observation report submitted by the evaluator.

Timelines can be modified as necessary due to specific circumstances.

Note - Reviewing technical capacity to transition to electronic signature.

Informal Observation Process

All informal observation process forms are to be submitted electronically using the approved TeachScape observation system.

If Requested* - See applicable "Observation and Timeline Requirements" chart.

STEPS:

- | | |
|----------------------|---|
| <u>Optional</u> | 1. An informal observation may be announced or unannounced. |
| <u>Required</u> | 2. An informal observation will be a minimum of 20 minutes in length. |
| <u>If Requested*</u> | 3. Evaluator and teacher will conduct a post-observation conference within seven (7) school days of observation. |
| <u>Required</u> | 4. Evaluator will finalize observation report within five (5) school days of the actual informal observation or post-conference if it occurs. |
| <u>Optional</u> | 5. Once observation report has been finalized, the teacher may submit an addendum within ten (10) days. |
| <u>Required</u> | 6. Teacher has an affirmative obligation to review and confirm receipt of finalized observation report within five (5) school days. |

Points of Emphasis When an teacher confirms an observation report, it does not imply agreement.

Failure to confirm an observation report by the teacher does not invalidate the observation report submitted by the evaluator.

Timelines can be modified as necessary due to specific circumstances.

Note - Reviewing technical capacity to transition to electronic signature.

Review of Practice Observation Process

All review of practice observation process forms are to be submitted electronically using the approved TeachScape observation system.

If Required* and **If Requested***- See applicable "Observation and Timeline Requirements" chart.

STEPS:

- Optional 1. A review of practice observation may be announced or unannounced.
- If Required* 2. Evaluator will provide the teacher with two (2) school days' notice of pre-conference meeting.
- If Required* 3. Teacher will submit pre-observation plan form prior to the pre-conference meeting.
- Optional 4. Evaluator may require teacher to submit supplemental documents (e.g. lesson plans, student work).
- If Required* 5. Evaluator and teacher will conduct pre-observation conference at least one day before the observation.
- If Required* 6. Teacher will submit post-reflection form prior to scheduled post-conference.
- Optional 7. Evaluator may require teacher to submit supplemental documents (e.g. lesson plans, student work).
- If Requested* 8. Evaluator and teacher will conduct a post-observation conference within seven (7) school days of observation.
- If Required* 9. Evaluator and teacher discuss evidence, recommendations, areas of strengths and weakness at post-conference.
- Required 10. Evaluator will finalize observation report within five (5) school days of actual review of practice observation or post-conference if it occurs.
- Optional 11. Once observation report has been finalized, the teacher may submit an addendum within ten (10) days.
- Required 12. Teacher has an affirmative obligation to review and confirm receipt of finalized observation report within five (5) school days.

Points of Emphasis When an teacher confirms an observation report, it does not imply agreement.

Failure to confirm an observation report by the teacher does not invalidate the observation report submitted by the evaluator.

Timelines can be modified as necessary due to specific circumstances.

Note - Reviewing technical capacity to transition to electronic signature.

Single Observation Scoring and Rating

Danielson FFT Domain	Weight	Rating	Scale
1	20%	Highly Effective	3.5 – 4.0
2	30%	Effective	2.5 – 3.49
3	30%	Needs Improvement / Developing	1.5 – 2.49
4	20%	Unsatisfactory / Ineffective	1.0 – 1.49

Each component of each Domain may be scored using one of three types of observations at any time throughout the year. If a component is not scored, it will not count toward a particular observations rating.

Sample Observation Rating:

		FFT Components						Average	Domain Weight	Weighted Average
		A	B	C	D	E	F			
FFT Domain	1	3	Not Scored	3	Not Scored	3	2	2.75	20%	.55
	2	4	3	2	3	1		2.6	30%	.78
	3	3	2	3	2	Not Scored		2.5	30%	.75
	4	3	Not Scored	3.0	20%	.6				
									2.68 (Effective)	

Domain 4 – Professional Responsibilities

Summative Scoring

Evaluator shall use the following process to determine an overall score for Domain 4 Professional Responsibility. This will be completed as part of the Summative / End of the Year Process.

1. Review the evidence and components scored (if any) for Domain 4 on each observation.
2. Review the evidence collected by the evaluator and presented by the teacher for Domain 4.
3. Score each of the Domain 4 components based upon collected and reviewed evidence. The evaluator may elect not to score a component.
4. Average each component scored to determine an overall Domain 4 score.

Note – The scored components of Domain 4 included in observations are evidence to be considered but are NOT to be mathematically averaged into the final Domain 4 rating on the summative assessment.

Sample Scoring

DOMAIN 4 – PROFESSIONAL RESPONSIBILITIES (20%)		
COMPONENT	SCORE	OVERALL RATING (Averaged)
4a	Reflecting on Teaching	3
4b	Maintaining Accurate Records	1
4c	Communicating with Families	2
4d	Participating in a Professional Community	3
4e	Growing and Developing Professionally	3
4f	Showing Professionalism	2
		2.33

Scoring and Rating of Teacher Practice 40%

1. All scored components of Domain 1, 2, and 3 assessed via any of the three types of observation processes will be averaged by domain and the proper percentage will then be applied.
2. In regards to Domain 4 – Professional Responsibilities, the evaluator will score all components as part of the *Summative / End of the Year Process*. The evaluator will also review any scored components in Domain 4 as evidenced via the observation process and assess any other evidence presented by the teacher and/or gathered by the evaluator. The proper percentage of 20% for Domain 4 will then be applied.

Example:

		Observations			Average	Domain 4 Summative Assessment	Domain Weight	Weighted Average
		Informal (Average)	Formal (Average)	Review of Practice (Average)				
FFT Domain	1	2.5	2.75	2	2.416		20%	.4832
	2	2.75	2.6	Not Scored	2.675		30%	.8025
	3	2.6	2.5	Not Scored	2.55		30%	.765
	4	Not Scored	3.0	1.5	2.33 Overall average (not an average of observations) based upon evidence gathered through observations and other data sources.		20%	.466
							Final # weighted 40% of evaluation	
							2.5167 (Effective)	

Parent Feedback (10%)

Parent feedback data as solicited through the Hartford Public Schools' (HPS) School Climate and Connectedness Survey will be utilized for teachers to develop a measurable parent engagement objective. School Governance Councils (SGCs) have various levels of input to the survey process depending on the school. The performance on this objective represents 10% of a teacher overall rating.

Note – Adult Education teachers / educators may use STUDENT feedback in place of parent.

Overview of Objective of Parent Engagement (OPE)

The process is as follows:

- 1) School will administer the HPS' School Climate and Connectedness Survey for parents. Data will be aggregated at the school level.
- 2) Administrator will collaborate with faculty to determine school-level parent goals based on the survey feedback;
- 3) Teacher and evaluator will identify one related parent engagement objective with action plan and measurable outcomes.
- 4) The success of the parent engagement objective will be measurable. Measures may include parent, student, and/or teacher outputs.
- 5) Evaluator will determine a teacher's success on the parent engagement objective by using the four performance level ratings outlined below.

Phase One: Administration of HPS' School Climate and Connectedness Survey

The HPS's School Climate and Connectedness Survey for parents should be administered applying all district timelines and practices. The survey will be conducted at the whole-school level as opposed to the teacher-level, meaning parent feedback will be aggregated at the school level. This is to ensure adequate response rates from parents.

Parent surveys must be administered in a way that allows parents to feel comfortable providing feedback. Surveys should be confidential and survey responses should not be tied to parents' names. The parent survey should be administered annually and trends analyzed from year-to-year.

Phase Two: Determining School-Level Parent Goals

Principals and faculty should review the parent survey results prior to the beginning of the school year to identify areas of need. Each principal in collaboration with faculty will set parent engagement goal(s) based on the survey results. These goals will be at the school level.

Phase Three: Developing an Objective of Parent Engagement (OPE) at the Teacher Level

After school-level parent engagement goal(s) have been set, each teacher will determine, through collaboration with his/her evaluator, one related parent engagement objective he/she would like to pursue as part of his/her evaluation. Possible objectives include increasing student learning through parent engagement, improving communication with parents, helping parents become more effective in support of homework, improving parent-teacher conferences, increasing parent confidence in school safety etc.

The objective should outline a specific action plan and measurable outcomes.

Phase Four: Measurable Outcomes for OPE

Teachers and their evaluators should use their judgment in setting measurable outcomes. There are many ways a teacher can measure and demonstrate progress on their parent engagement objective. To measure the objective's degree of success the following can be used: parent, student, and/or teacher related outputs. It is strongly encouraged to use multiple measures especially parent outputs as a way to measure the degree of success.

Phase Five: Determining an OPE Level Rating

The rating should reflect the degree to which a teacher successfully reaches the measures of his/her parent engagement objective. This is accomplished through a review of evidence provided by the teacher and application of the following scale:

Exceeded (4)	All or most targets were met or substantially exceeded the target(s)
Met (3)	Most targets were met and some indicators were within a few points of the target(s).
Partially Met (2)	Many targets met but a notable percentage missed the target by a significant margin. However, taken as a whole, significant progress towards the objective was made.
Did Not Meet (1)	Some targets met but a substantial percentage did not.

Student Learning Objectives (SLOs) & Objective of Parent Engagement (OPE) Setting Process

All student learning and parent engagement objective process forms are to be submitted electronically using the approved TeachScape observation system.

STEPS:

- Required 1. Both student learning objectives and the parent engagement objective setting processes are to be finalized by November 1st.
- Required 2. Evaluator and teacher should follow the OPE five phase process as outlined in the Parent Feedback section.
- Required 3. Evaluator and teacher should follow the SLO four phase process as outlined in the Student Growth and Development section.
- Required 4. Evaluator requires teacher to submit both student learning objectives and parent engagement objective proposals prior to the objective setting conference.
- Required 5. Evaluator and teacher meet at objective setting conference and review all three proposals. If required by evaluator teacher will make changes and resubmit.
- Required 6. If approved by evaluator, evaluator confirms (acknowledges) all three proposals.

Points of Emphasis

When a teacher resubmits their objective based upon evaluator feedback, it does not imply agreement.

Timelines can be modified as necessary due to specific circumstances.

Note - Reviewing technical capacity to transition to electronic signature.

SECTION III: STUDENT OUTCOMES RELATED INDICATORS

Every teacher is in the profession to help children learn and grow, and teachers already think carefully about what knowledge, skills and talents they are responsible for nurturing in their students each year. As a part of the evaluation process, teachers will document those aspirations and anchor them in data.

Student Related Indicators

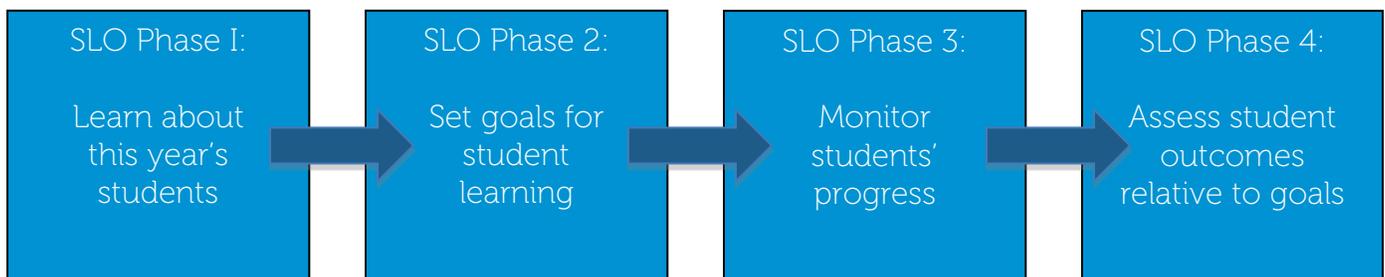
- Student growth and development, which counts for 45%; and
- Whole-school student learning counts for 5% of the total evaluation rating.

Student Growth and Development (45%)

Overview of Student Learning Objectives (SLOs)

Each teacher's students, individually and as a group, are different from other teachers' students, even in the same grade level or subject at the same school. For student growth and development to be measured for teacher evaluation purposes, it is imperative to use a method that takes each teacher's assignment, students and context into account. Student Learning Objectives (SLOs) is the approach for measuring student growth during the school year.

SLOs will support teachers in using a planning cycle that will be familiar to most teachers:



Note – SLO Forms / Examples are included in Section IV.

The four SLO phases are described in detail below:

Phase One – Discovery

This first phase is the discovery phase, just before the start of the school year and in its first few weeks. Once teachers know their rosters, they will access as much information as possible about their new students' baseline skills and abilities, relative to the grade level or course the teacher is teaching. End-of-year tests from the prior spring, prior grades, benchmark assessments and quick demonstration assessments are all examples of sources teachers can tap to understand both

individual student and group strengths and challenges. This information will be critical for goal setting in the next phase.

Phase Two – Set Objectives

Each teacher will write two SLOs. Teachers whose students take a standardized assessment will create one SLO based on standardized indicators and one SLO based on a minimum of one non-standardized indicator and a maximum of one additional standardized indicator. All other teachers will develop their two SLOs based on non-standardized indicators.

In regards to the **FIRST** student learning objective (22.5%) will be measured by one of two applicable assessment types:

Type of Assessment Required	
Local Standardized	Non-Standardized
If local standardized <u>not</u> applicable use non-standardized assessment	
For Example: MAP PSAT SAT DIAL3 PPVT-4 EVT-4 LAS Links Comprehensive Adult Student Assessment	For Example: School, department, grade level, teacher generated assessments



Note – Teachers and evaluators should work together to determine whether a local standardized assessment is applicable or not. If an agreement cannot be reached the final decision shall reside with the evaluator.

This district uses a specific definition of “standardized assessment.” As stated in the CT Guidelines for Teacher Evaluation, a standardized assessment is characterized by the following attributes:

- Administered and scored in a consistent – or “standard” – manner;
- Aligned to a set of academic or performance “standards;”
- Broadly administered (e.g., nation- or statewide);
- Commercially produced; and

- Often administered only once a year, although some standardized assessments are administered two or three times per year.

In regards to the **SECOND** student learning objective (22.5%) will be measured by a non-standardized assessment:

- All teachers who have one 22.5% SLO standardized assessment measure will be required to develop **one** non-standard based assessment measure.
- All other teachers will develop **two** SLO non-standardized assessment measures and each will count as 22.5% for a total of 45%.

Note – Teachers are encouraged to focus this student learning objective on the Common Core State Standards.

To create their SLOs, teachers will follow these four steps:

Step 1: Decide on the Student Learning Objectives

The objectives will be broad goals for student learning. They should each address a central purpose of the teacher's assignment and it should pertain to a large proportion of his/her students. Each SLO should reflect high expectations for student learning - at least a year's worth of growth (or a semester's worth for shorter courses) and should be aligned to relevant state, national (e.g., common core), or district standards for the grade level or course. Depending on the teacher's assignment, the objective might aim for content mastery (more likely at the secondary level) or it might aim for skill development (more likely at the elementary level or in arts classes).

Teachers are encouraged to collaborate with grade- level and/or subject- matter colleagues in the creation of SLOs. Teachers with similar assignments may have identical objectives although they will be individually accountable for their own students' results.

Step 2: Select Indicators of Academic Growth and Development (IAGDs)

An Indicator of Academic Growth and Development (IAGD) is the specific evidence, with a quantitative target, that will demonstrate whether the objective was met. Each SLO must include at least one indicator. Teachers are encouraged to select the option of multiple (IAGDS).

Each indicator should make clear (1) what evidence will be examined, (2) what level of performance is targeted, and (3) what proportion of students is projected to achieve the targeted performance level. Indicators can also address student subgroups, such as high or low- performing students, or ELL students. It is through the Phase I examination of student data that teachers will determine what level of performance to target for which students.

Since indicator targets are calibrated for the teacher's particular students, teachers with similar assignments may use the same evidence for their indicators, but they would be unlikely to have identical targets. For example, all 2nd grade teachers might use the same reading assessment as their IAGD, but the performance target and/or the proportion of students expected to achieve proficiency would likely vary among 2nd grade teachers.

Taken together, an SLO's indicators, if achieved, would provide evidence that the objective was met. Here are some examples of indicators that might be applied to the previous SLO examples:

Step 3: Provide Additional Information

During the goal-setting process, teachers and evaluators will discuss the following:

- the rationale for the objective, including relevant standards;
- any important technical information about the indicator evidence (like timing or scoring plans);
- the baseline data that was used to set each IAGD;
- interim assessments the teacher plans to use to gauge students' progress toward the SLO during the school year (optional); and
- any training or support the teacher thinks would help improve the likelihood of meeting the SLO (optional).

Step 4: Submit SLOs to Evaluator for Approval

SLOs are proposals until the evaluator approves them. While teachers and evaluators should confer during the goal-setting process to select mutually agreed-upon SLOs, ultimately, the evaluator must formally approve all SLO proposals.

The evaluator will examine each SLO relative to three criteria described below. SLOs must meet all three criteria to be approved. If they do not meet one or more criteria, the evaluator will discuss their feedback with the teacher during the fall Goal-Setting Conference. SLOs that are not approved must be revised and resubmitted to the evaluator.

SLO Approval Criteria

Priority of Content	Quality of Indicators	Rigor of Objective/Indicators
Objective is deeply relevant to teacher's assignment and addresses a large proportion of his/her students.	Indicators provide specific, measurable evidence. The indicators provide evidence about students' progress over the school year or semester during which they are with the teacher.	Objective and indicator(s) are attainable but ambitious and taken together, represent at least a year's worth of growth for students (or appropriate growth for a shorter interval of instruction).

Phase Three – Monitor Student Progress

Once SLOs are approved, teachers should monitor students' progress towards the objectives. They can, for example, examine student work products, administer interim assessments and track students' accomplishments and struggles. Teachers can share their interim findings with colleagues during collaborative time, and they can keep their evaluator apprised of progress.

If a teacher's assignment changes or if his/her student population shifts significantly, the SLOs can be adjusted during the Mid-Year Conference between the evaluator and the teacher. (See SLO / OPE Objectives Modification Form)

Phase Four – Assess Student Outcomes

At the end of the school year, the teacher should collect the evidence required by their indicators and submit it to their evaluator. Along with the evidence, teachers will complete and submit a self-assessment which asks teachers to reflect on the SLO outcomes by responding to the following four statements:

1. Describe the results and provide evidence for each indicator.
2. Provide your overall assessment of whether this objective was met.
3. Describe what you did that produced these results.
4. Describe what you learned and how you will use that going forward.

Evaluators will review the evidence and the teacher's self-assessment and assign one of four ratings to each SLO: Exceeded (4), Met (3), Partially Met (2), or Did Not Meet (1). These ratings are defined as follows:

Exceeded (4)	All or most students met or substantially exceeded the target(s) contained in the indicator(s).
Met (3)	Most students met the target(s) contained in the indicators within a few points on either side of the target(s).
Partially Met (2)	Many students met the target(s) but a notable percentage missed the target by more than a few points. However, taken as a whole, significant progress towards the goal was made.
Did Not Meet (1)	A few students met the target(s) but a substantial percentage of students did not. Little progress toward the goal was made.

For SLOs with more than one indicator, the evaluator will look at the results as a body of evidence regarding the accomplishment of the objective and score the SLO holistically.

The final student growth and development rating for a teacher is the average of their two SLO scores.

Example

	RATING (1-4)	OVERALL RATING – 45%
SLO #1 (22.5%)	3	2.5
SLO #2 (22.5%)	2	

Student Learning Objectives (SLOs) & Objective of Parent Engagement (OPE) Setting Process

All student learning and parent engagement objective process forms are to be submitted electronically using the approved TeachScape observation system.

STEPS:

- Required 1. Both student learning objectives and the parent engagement objective setting processes are to be finalized by November 1st.
- Required 2. Evaluator and teacher should follow the OPE five phase process as outlined in the Parent Feedback section.
- Required 3. Evaluator and teacher should follow the SLO four phase process as outlined in the Student Growth and Development section.
- Required 4. Evaluator requires teacher to submit both student learning objectives and parent engagement objective proposals prior to the objective setting conference.
- Required 5. Evaluator and teacher meet at objective setting conference and review all three proposals. If required by evaluator teacher will make changes and resubmit.
- Required 6. If approved by evaluator, evaluator confirms (acknowledges) all three proposals.

Points of Emphasis

When a teacher resubmits their objective based upon evaluator feedback, it does not imply agreement.

Timelines can be modified as necessary due to specific circumstances.

Note - Reviewing technical capacity to transition to electronic signature.

Whole-School Student Learning Indicator (5%)

A teacher's indicator rating shall be equal to the aggregate rating for multiple student learning indicators established for the principal's evaluation rating at that school. This will be default the principal's three student learning objectives as defined in the *Locally-Determined Measures of Academic Learning* section in the administrative evaluation handbook.

All teachers will have the Whole-School Student Measure (5%). However, the measure will **not** be determined by the Hartford Public Schools by June 1st. Therefore, if the whole-school score changes the teacher's final summative rating, then an additional conference will be held, but no later than September 15th.

SECTION IV: SUMMATIVE EVALUATION

Summative Evaluation Rating: Classroom and Non-Classroom Teachers



Each area will be calculated in the following manner as demonstrated in the example below:
(TeachScape will perform all required calculations)

Category	Focus	Score (1-4)	Weight	Points (score X weight)
Teacher Related Practice	Observations	2.8	40	112
Parent Feedback	Parent Engagement Objective	3	10	30
Student Related Outcomes	Student Learning Objectives	3.5	45	158
Whole-School Student Measure	Aggregate Score of Principal's 3 SLOs	3	5	15
Total Points				315 - Effective

Rating Scale:

Points	Rating
350 - 400	Highly Effective
250 - 349	Effective
150 - 249	Developing / Needs Improvement
100 - 149	Unsatisfactory / Ineffective

Failure to receive a score in any category will be addressed between the evaluator and the teacher with the final determination made by the evaluator.

All teachers will have the Whole-School Student Measure (5%). However, the measure will not be determined by the Hartford Public Schools by June 1st. Therefore, if the whole-school score changes the teacher's final summative rating, then an additional conference will be held, but no later than September 15th.

Summative / End of Year Evaluation Process

All process forms are to be submitted electronically using the approved TeachScope system.

STEPS:

Required 1. Evaluator will schedule and conduct the summative/end-of-year conference by June 1

Required 2. Evaluator will provide the teacher with two (2) school days' notice of conference.

Required 3. Non-tenured and tenured teacher will complete Mid-Year Self-Assessment prior to conference conducted by March 1.

Note The mid-year check-in for the non-tenured teacher will serve as the official recommendation by the evaluator for renewal or non-renewal. For any teacher recommended for non-renewal, it shall be the summative evaluation for that year.

Required 4. Tenured teacher will complete End of Year Self-Assessment prior to conference conducted by June 1.

Required 5. Non-tenured teacher will complete End of Self-Assessment prior to June 1.

Required 6. Evaluator will require teacher to submit supplemental documents (e.g. evidence pertaining to Domain 4 - Professionalism).

Required 7. Evaluator will require teacher to complete progress report on two student learning objectives (SLOs) and one parent engagement objective (OPE).

Required 7. Evaluator will score each of the Domain 4 components based upon evidence gathered in observations and other sources as collected by both the evaluator and teacher.

Required 8. Evaluator will score the two SLOs and one OPE.

Required 9. Evaluator and teacher discuss evidence and scores, recommendations, areas of strengths, of weakness and for growth at conference.

Note All teachers will have the Whole-School Student Measure (5%). However, the measure will **not** be determined by the Hartford Public Schools by June 1st. Therefore, if the whole-school score changes the teacher's final summative rating, then an additional conference will be held, but no later than September 15th.

- Required 10. Evaluator will finalize summative / end of year evaluation report within five (5) school days of conference.
- Optional 11. Once summative / end of year evaluation report has been finalized, the teacher may submit an addendum within ten (10) days.
- Required 12. Teacher has an affirmative obligation to review and confirm receipt of finalized summative / end of year evaluation report within five (5) school days.

Points of Emphasis When a teacher confirms a summative / end of year evaluation report, it does not imply agreement.

Failure to confirm a summative / end of year evaluation report by the teacher does not invalidate the report submitted by the evaluator.

Timelines can be modified as necessary due to specific circumstances.

Note - Reviewing technical capacity to transition to electronic signature.

Definition of Effectiveness and Ineffectiveness

The district defines teacher effectiveness and ineffectiveness as outlined in the Summative Evaluation Rating (page 46). A teacher may be defined as effective or ineffective based solely on one or multiple years of performance.

The standard for achieving tenure is excellence or the potential for excellence.

Dispute Resolution Process

Resolution of disputes between the evaluator and teacher may be remedied through the Superintendent's designee, the Office of Talent Management, or other established practices and procedures.

SECTION V: IMPROVEMENT AND REMEDIATION PLANS

There are two remediation support processes for evaluators to address below standard performance:

1. **The Specific Structured Support** process requires the evaluator to work collaboratively with the teacher to identify areas of need to develop an action plan. The action plan MAY include a timeline, objective, measurable outcome, needed resources, dates for observations, if applicable, and criteria for success. This process is embedded at the bottom of the HPS observation form in order for the support to be timely and ongoing throughout the observation process.
2. **The Professional Intensive Assistance (PIA)** process requires the evaluator to work collaboratively with the teacher to identify areas of need to develop an action plan. The action plan WILL include a timeline, objective, measurable outcome, needed resources, dates for observations, if applicable, and criteria for success. The *PIA* process requires a separate plan to be created outside of the regular evaluative process. Teachers may be placed on *PIA* at any time during the school year.

Teachers who receive a Needs Improvement / Developing or Ineffective summative rating on their end of year summative rating receive Specific Structured Support, Professional Intensive Assistance or another form of remediation as determined by the evaluator.

Union representation will be granted to teachers upon request as required by law.

Specific Structured Support

Purpose of Specific Structured Support

On occasion, teachers may need additional formal assistance to improve performance of their instructional or professional responsibilities. The purpose of this support is for it to be timely and ongoing.

Who Belongs in Specific Structured Support?

If there is a concern with a teacher's performance in one or more specific areas as identified in the Danielson FFT, s/he may be provided assistance through Specific Structured Support.

How does one receive Specific Structured Support?

At a post-observation conference an evaluator may include in the observation report in the section, entitled Specific Structured Support, an action plan. The action plan is designed to provide targeted support in areas of growth as outlined in the current or previous observation report(s). The action plan is designed to provide timely and ongoing support. The evaluator will discuss the concern formally with the teacher. The action plan may include a timeline, objective, measurable outcome, needed resources, dates for observations, if applicable, and criteria for success.

In the development and implementation of the Specific Structured Support, an effort should be made to mutually agree upon the entire action plan. In the event no agreement can be reached, the evaluator's decision is final.

The Specific Structured Support should remain in place until the support is not needed. Specific Structured Support is not a required precursor to Professional Intensive Assistance.

Professional Intensive Assistance

Purpose of Professional Intensive Assistance

The purpose of Professional Intensive Assistance is to provide guided assistance to teachers who are experiencing difficulty in meeting performance standards as defined by the FFT and to change evaluation phase.

Who Belongs in Professional Intensive Assistance (PIA)?

If an evaluator determines that a teacher's performance is lacking, the evaluator should conduct one formal observation prior to placing the teacher on PIA. The formal observation need not be negative for the teacher to be placed on PIA, as that determination is made at the discretion of the evaluator considering all of the information.

A teacher may also be placed on PIA for failing to adhere to professional standards of conduct. No formal observation is required prior to such a phase change. Absenteeism and tardiness should be included in the determination of acceptable job performance.

A teacher is not required to have taken part in Specific Structured Support prior to be placed on PIA.

A teacher may be placed on PIA at any time during the school year.

For any teacher experiencing difficulty in his/her job performance, the evaluator will document evidence of the difficulty and any attempted guided assistance or interventions that have been applied. The evaluator will notify the teacher in writing with attached documented evidence. The evaluator will schedule a date for a planning conference. The desired product of the conference will be a cooperatively developed plan providing the basis for the teacher's evaluation.

The PIA plan shall be in place of the final summative evaluation. However, the teacher on PIA is still responsible for all other measures (student learning objectives, parent engagement objective(s), etc.) that would otherwise apply as defined and required for every teacher. These measures will be recorded but shall not be included in the PIA outcome unless explicitly included in the PIA objectives.

Any teacher transferring from another school who is working in the PIA Phase must successfully complete his/her plan in his/her new school site.

What Happens in Professional Intensive Assistance?

Planning Conference and Timeline

- The evaluator will schedule an initial planning conference within 10 school days of notification
- The FFT and other defined and required measures for every teacher will be used as a basis to assess the teacher's performance
- The evaluator and teacher will establish performance criteria for areas in which improvement is needed

- Conditions, resources and support necessary and available for achievement of objectives will be identified
- Teachers may also seek support from the HFT Professional Support Team
- Plans for implementing objectives will be developed with activities, evaluation criteria, and time schedules clearly stated
- The plan will include a minimum of 2 formal observations within 45 days of placement in Professional Intensive Assistance.
- For teachers placed on PIA at the end of the school year, the 45-school day cycle should begin no later than the first day of school for students in the new school year
- The timetable for any teacher placed on PIA during the school year should be the same for both tenured and non-tenured teachers

In the development and implementation of the PIA Plan, an effort should be made to mutually agree upon the objectives and action plan. In the event no agreement can be reached, the evaluator's decision is final.

When evidence of sufficient growth is documented, the evaluator may recommend the teacher return to his/her previous evaluation phase or the evaluator may recommend the teacher for a 45-day extension in Professional Intensive Assistance. When evidence of sufficient growth is not documented, the evaluator may recommend termination or may recommend the teacher for a 45-day extension in Professional Intensive Assistance.

Additional 45-days timeline and re-evaluation:

- The desired product of the conference will be a cooperatively modified plan providing the basis for the teacher's evaluation
- The objective will remain the same with a modified action plan and additional strategies, support, and resources necessary and available
- The plan will include a minimum of 2 formal observations within the 45-day extension in Professional Intensive Assistance.

Outcomes of Evaluation and Re-Evaluation:

At the end of the first 45-day period, the evaluator will recommend one of the following:

- Return to the teacher's appropriate professional status
- Continued assistance with an extended 45-day period
- Recommend termination under Connecticut state statutes*

At the end of the extended 45-day period, the evaluator will recommend one of the following:

- Return to the teacher's appropriate professional status
- Recommend termination under Connecticut state statutes.*

At the close of a year if an teacher is on PIA then their rating would be recorded as "on PIA". On the PIA plan there would be a record of their performance in regards to the student learning objectives, whole school measures, feedback etc. as defined and required for every teacher.

* Nothing herein shall prevent the Administration and the HFT from counseling a teacher to leave employment with the district.

SECTION VI: FORMS/EXAMPLES (on TeachScape Only)

Pre-Observation Form (Classroom Teacher)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
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<input type="checkbox"/>	Intensive Assistance
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Educator: _____ School: _____ Grade: _____

Pre-Conference Date: _____

- *Evaluator will provide the educator with two school (2) days notice of pre-conference meeting.*
- *Educator will submit pre-observation plan form prior to the pre-conference meeting.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator will conduct pre-observation conference at least one day before the observation.*

1. What is the topic of your lesson and to which part of the curriculum does it relate?

2. How does this lesson fit in the sequence of learning for this class?

3. What are the demographics of your class? Identify the specific needs and accommodations that you will put in place to address the multiple learning needs of your class, including special education students.

4. What are your learning objectives / outcomes for this lesson? What do you want the students to understand?

5. How will you engage the students in learning? What teaching strategies do you plan to use? Describe the student participation in the learning activities.

6. How will you differentiate instruction for different individuals or groups of students?

7. How and when will you assess student learning? What evidence will you use to determine achievement of the lesson objectives?

8. What specific aspect of your instruction (Domain 2 and/or 3) would you like feedback on, if any?

This form submitted electronically indicates receipt by administration.

Post-Observation Reflection Form (Classroom Teacher)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
--------------------------	----------------

<input type="checkbox"/>	Intensive Assistance
--------------------------	-----------------------------

Educator: _____ **School:** _____ **Grade:** _____

Post-Conference Date: _____

- *Evaluator and educator will conduct a post-observation conference within seven (7) school days of observation.*
- *Educator will submit post-reflection form prior to scheduled post-conference.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator discuss evidence, recommendations, areas of strengths and weakness at post-conference.*

1. Did the students learn what you intended? What specific evidence do you have to confirm learning?

2. Comment on your classroom procedures, student conduct, and your use of physical space. To what extent did these contribute to student learning?

3. When you assessed student learning, how did you adjust your instruction, if necessary? Explain.

4. Describe to what extent the students were productively engaged in the lesson. What aspects of your lesson were most effective? What aspects were not?

5. If you had the opportunity to teach this lesson again to this same group of students, what would you do differently and why?

6. How will this lesson inform future instruction?

This form submitted electronically indicates receipt by administration.

Pre-Observation Form (Instructional Specialist)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
--------------------------	----------------

<input type="checkbox"/>	Intensive Assistance
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Educator: _____ **School:** _____ **Grade:** _____

Pre-Conference Date: _____

- *Evaluator will provide the educator with two school (2) days notice of pre-conference meeting.*
- *Educator will submit pre-observation plan form prior to the pre-conference meeting.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator will conduct pre-observation conference at least one day before the observation.*

1. What is the topic of your lesson/session and to which part of the curriculum/school or program goals does it relate?

2. How does the lesson/session fit in the sequence of learning for this class/participants?

3. What are the demographics of your class/participants? Identify the specific needs and accommodations that you will put in place to address the multiple learning needs of your class/participants, including special education students, if applicable.
--

4. What are your learning objectives/outcomes for this lesson/session? What do you want the students/participants to do or understand?
--

5. How will you engage the students/participants in the learning? What strategies do you plan to use? Describe the student/participant participation in the learning activities.
--

6. How will you differentiate for different individuals or groups?
--

7. How and when will you assess progress toward the objective/outcome? What evidence will you use to determine achievement of the objective/outcome?
--

8. What specific aspect of your practice (Domain 2 or 3) would you like feedback on, if any?
--

This form submitted electronically indicates receipt by administration.

Post-Observation Reflection Form (Instructional Specialist)

<input type="checkbox"/>	Non-Tenured
--------------------------	--------------------

<input type="checkbox"/>	Tenured
--------------------------	----------------

<input type="checkbox"/>	Intensive Assistance
--------------------------	-----------------------------

Educator: _____ **School:** _____ **Grade:** _____

Post-Conference Date: _____

- *Evaluator and educator will conduct a post-observation conference within seven (7) school days of observation.*
- *Educator will submit post-reflection form prior to scheduled post-conference.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator discuss evidence, recommendations, areas of strengths and weakness at post-conference.*

1. Did the students/participants learn what you intended? What specific evidence do you have to confirm learning?

2. Comment on your procedures, student/participant conduct, and use of physical space. To what extent did these contribute to learning?

3. When you assessed learning, how did you adjust your instruction, if necessary? Explain.

4. Describe to what extent the students/participants were productively engaged in the lesson. What aspects of your lesson/session were most effective? What aspects were not?

5. If you had the opportunity to teach this lesson/session again to this same group of students/participants what would you do differently and why?

6. How will this lesson inform future instruction?

This form submitted electronically indicates receipt by administration.

Pre-Observation Form (Library Media Specialist)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
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<input type="checkbox"/>	Intensive Assistance
--------------------------	-----------------------------

Educator: _____ **School:** _____ **Grade:** _____

Pre-Conference Date: _____

- *Evaluator will provide the educator with two school (2) days notice of pre-conference meeting.*
- *Educator will submit pre-observation plan form prior to the pre-conference meeting.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator will conduct pre-observation conference at least one day before the observation.*

1. What is the topic of your lesson/session and to which part of the curriculum/school or program goals does it relate?

2. How does the lesson/session fit in the sequence of learning for this class/participants?

3. What are the demographics of your class/participants? Identify the specific needs and accommodations that you will put in place to address the multiple learning needs of your class/participants, including special education students, if applicable.

4. What are your learning objectives/outcomes for this lesson/session? What do you want the students/participants to do or understand?

5. How will you engage the students/participants in the learning? What strategies do you plan to use? Describe the student/participant participation in the learning activities.

6. How will you differentiate for different individuals or groups?

7. How and when will you assess progress toward the objective/outcome? What evidence will you use to determine achievement of the objective/outcome?

8. What specific aspect of your practice (Domain 2 or 3) would you like feedback on, if any?

This form submitted electronically indicates receipt by administration.

Post-Observation Reflection Form (Library Media Specialist)

<input type="checkbox"/>	Non-Tenured
--------------------------	--------------------

<input type="checkbox"/>	Tenured
--------------------------	----------------

<input type="checkbox"/>	Intensive Assistance
--------------------------	-----------------------------

Educator: _____ **School:** _____ **Grade:** _____

Pre-Conference Date: _____

- *Evaluator will provide the educator with two school (2) days notice of pre-conference meeting.*
- *Educator will submit pre-observation plan form prior to the pre-conference meeting.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator will conduct pre-observation conference at least one day before the observation.*

1. What is the topic of your lesson/session and to which part of the curriculum/school or program goals does it relate?

2. How does the lesson/session fit in the sequence of learning for this class/participants?

3. What are the demographics of your class/participants? Identify the specific needs and accommodations that you will put in place to address the multiple learning needs of your class/participants, including special education students, if applicable.

4. What are your learning objectives/outcomes for this lesson/session? What do you want the students/participants to do or understand?

5. How will you engage the students/participants in the learning? What strategies do you plan to use? Describe the student/participant participation in the learning activities.

6. How will you differentiate for different individuals or groups?

7. How and when will you assess progress toward the objective/outcome? What evidence will you use to determine achievement of the objective/outcome?

8. What specific aspect of your practice (Domain 2 or 3) would you like feedback on, if any?

This form submitted electronically indicates receipt by administration.

Pre-Observation Form (School Counselors)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
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<input type="checkbox"/>	Intensive Assistance
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Educator: _____ School: _____ Grade: _____

Pre-Conference Date: _____

- *Evaluator will provide the educator with two school (2) days notice of pre-conference meeting.*
- *Educator will submit pre-observation plan form prior to the pre-conference meeting.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator will conduct pre-observation conference at least one day before the observation.*

1. What is the topic of your lesson/session and how does it relate to the overall program for this group/student?
How does the topic align to the Comprehensive Developmental School Counseling Program?

2. How does this lesson/session fit in the sequence of learning for this group/student?

3. What are the demographics of your group, if you have a group? Identify the specific needs and accommodations that you will put in place to address the multiple learning needs of your group/student.

4. What are your learning objectives/outcomes for this lesson/session? What do you anticipate the group/student to be able to do as a result of your work? Is the lesson/session objective an academic objective, a career objective, or a social/emotional objective?

5. How will you engage the group/student in the learning? What strategies do you plan to use? Describe the group/student participation in the learning activities.

6. How will you differentiate for individuals in the group?

This form submitted electronically indicates receipt by administration.

Post-Observation Reflection Form (School Counselor)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
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<input type="checkbox"/>	Intensive Assistance
--------------------------	-----------------------------

Educator: _____ **School:** _____ **Grade:** _____

Post-Conference Date: _____

- *Evaluator and educator will conduct a post-observation conference within seven (7) school days of observation.*
- *Educator will submit post-reflection form prior to scheduled post-conference.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator discuss evidence, recommendations, areas of strengths and weakness at post-conference.*

1. Did the group/student learn what you intended? What specific evidence do you have to confirm learning?

2. Comment on your procedures, student conduct, and your use of the CT Comprehensive Developmental School Counseling Guide. To what extent did these contribute to group/student learning?

3. When you assessed group/student learning, how did you adjust instruction, if necessary? Explain.

4. Describe to what extent the group/student was productively engaged in the session. What aspects of this lesson/session were most effective? What aspects were not? Please explain.

5. If you had the opportunity to teach this lesson/session again to this same group/student, what would you do differently and why?

6. How will this session/lesson inform future instruction?

This form submitted electronically indicates receipt by administration.

Pre-Observation Form (School Psychologist)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
--------------------------	----------------

<input type="checkbox"/>	Intensive Assistance
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Educator: _____ **School:** _____ **Grade:** _____

Pre-Conference Date: _____

- *Evaluator will provide the educator with two school (2) days notice of pre-conference meeting.*
- *Educator will submit pre-observation plan form prior to the pre-conference meeting.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator will conduct pre-observation conference at least one day before the observation.*

1. What is the topic of your lesson/session and how does it relate to the overall program for this group/student?

2. How does this lesson/session fit in the sequence of learning for this group/student?

3. What are the demographics of your group, if you have a group? Identify the specific accommodations that you will put in place to address the multiple needs of your group.

4. What are your objectives/outcomes for this lesson/session? What do you anticipate the group/student to be able to do as a result of your work?

5. How will you engage the group/student? What strategies do you plan to use? Describe how you expect the group/student to participate in the lesson/session.

6. How will you differentiate for individual differences in the group (if you have a group)?

This form submitted electronically indicates receipt by administration.

Post-Observation Reflection Form (School Psychologist)

<input type="checkbox"/>	Non-Tenured
--------------------------	--------------------

<input type="checkbox"/>	Tenured
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<input type="checkbox"/>	Intensive Assistance
--------------------------	-----------------------------

Educator: _____ **School:** _____ **Grade:** _____

Post-Conference Date: _____

- *Evaluator and educator will conduct a post-observation conference within seven (7) school days of observation.*
- *Educator will submit post-reflection form prior to scheduled post-conference.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator discuss evidence, recommendations, areas of strengths and weakness at post-conference.*

1. Did the group/student participate in the way you intended? Explain.
--

2. Comment on your procedures, student conduct, and your use of physical space. To what extent did these contribute to group/student outcomes?
--

3. When you assessed group/student engagement, how did you adjust your strategies, if necessary? Explain.

4. Describe to what extent the group/student was productively engaged in the session. What aspects of this lesson/session were most effective? What aspects were not?

5. If you had the opportunity to lead this lesson/session again to this same group/student, what would you do differently and why?
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6. How will this session/lesson inform future lessons/sessions?

This form submitted electronically indicates receipt by administration.

Pre-Observation Form (Therapist Specialist)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
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<input type="checkbox"/>	Intensive Assistance
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Educator: _____ **School:** _____ **Grade:** _____

Pre-Conference Date: _____

- *Evaluator will provide the educator with two school (2) days notice of pre-conference meeting.*
- *Educator will submit pre-observation plan form prior to the pre-conference meeting.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator will conduct pre-observation conference at least one day before the observation.*

1. What is the topic of your lesson/session and how does it relate to the overall program for this group/student?

2. How does this lesson/session fit in the sequence of learning for this group/student?

3. What are the demographics of your group, if you have a group? Identify the specific needs and accommodations that you will put in place to address the multiple learning needs of your group/student.

4. What are your learning objectives/outcomes for this lesson/session? What do you anticipate the group/student will be able to do as a result of your work?

5. How will you engage the group/student in the learning? What strategies do you plan to use? Describe the group/student participation in the learning activities.

6. How will you differentiate for individuals in the group?

This form submitted electronically indicates receipt by administration.

Post-Observation Reflection Form (School Psychologist)

<input type="checkbox"/>	Non-Tenured
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<input type="checkbox"/>	Tenured
--------------------------	----------------

<input type="checkbox"/>	Intensive Assistance
--------------------------	-----------------------------

Educator: _____ **School:** _____ **Grade:** _____

Post-Conference Date: _____

- *Evaluator and educator will conduct a post-observation conference within seven (7) school days of observation.*
- *Educator will submit post-reflection form prior to scheduled post-conference.*
- *Evaluator may require educator to submit supplemental documents (e.g. lesson plans, student work).*
- *Evaluator and educator discuss evidence, recommendations, areas of strengths and weakness at post-conference.*

1. Did the group/student learn what you intended? What specific evidence do you have to confirm learning?

2. Comment on your procedures, student conduct, and your use of physical space. To what extent did these contribute to group/student learning?
--

3. When you assessed group/student learning, how did you adjust instruction, if necessary? Explain.

4. Describe to what extent the group/student was productively engaged in the session. What aspects of this lesson/session were most effective? What aspects were not?

5. If you had the opportunity to teach this lesson/session again to this same group/student, what would you do differently and why?

6. How will this session/lesson inform future instruction?
--

This form submitted electronically indicates receipt by administration.

Observation Report (Formal, Informal, & Review of Practice)

The formal, informal and review of practice reports are the same.
Disregard the dates included in the report, they do not reflect the approved timeline.

Report for Hartford Teacher2 • Formal Observation #1(Required)

Assessment Title: Formal Observation #1(Required)
Score: 2.46 Developing / Needs Improvement
Evaluator: Hartford Principal1
>= 1 <= 1.49 Unsatisfactory / Ineffective
> 1.49 <= 2.49 Developing / Needs Improvement
> 2.49 <= 3.49 Effective
> 3.49 <= 4 Highly Effective

This is a modified observation report. Disregard dates, they are not in-line with agreed upon process. Pages of this report have been omitted.

Observation rating

Confirmed by Hartford Principal1 on Sep 9, 2013 7:48:19 AM
Acknowledged by Hartford Teacher2 on Sep 9, 2013 7:48:33 AM

Observation Details

Evaluator is required to confirm the report. The process is not complete until this is done.

Domain 1: Planning and Preparation:

Component 1a: Demonstrating Knowledge of Content

and Pedagogy:

3 Effective

Notes and Evidence

Teacher is required to acknowledge the report. The process is not complete until this is done.

text,
Sep 9, 2013 7:39:25 AM

text,
Sep 9, 2013 7:39:31 AM

Component 1b: Demonstrating Knowledge of Students: Non Evident

Component 1c: Setting Instructional Outcomes: 3 Effective

Notes and Evidence

Notes and evidence aligned with FFT component and corresponding score.

text,
Sep 9, 2013 7:39:25 AM

text,
Sep 9, 2013 7:39:34 AM

Any FFT component (Domains 1 - 4) may be scored or not for any type of observation.

Score Summary

1: Planning and Preparation	2.8	
1a: Demonstrating Knowledge of Content and Pedagogy	3	Effective
1b: Demonstrating Knowledge of Students		Non Evident
1c: Setting Instructional Outcomes	3	Effective
1d: Demonstrating Knowledge of Resources	3	Effective
1e: Designing Coherent Instruction	2	Developing/Needs Improvement
1f: Designing Student Assessments	3	Effective
2: The Classroom Environment	2.6	
2a: Creating an Environment of Respect and Rapport	2	Developing/Needs Improvement
2b: Establishing a Culture for Learning	3	Effective
2c: Managing Classroom Procedures	4	Highly Effective
2d: Managing Student Behavior	2	Developing/Needs Improvement
2e: Organizing Physical Space	2	Developing/Needs Improvement
3: Instruction	2.4	
3a: Communicating with Students	3	Effective
3b: Using Questioning and Discussion Techniques	3	Effective
3c: Engaging Students in Learning	2	Developing/Needs Improvement
3d: Using Assessment in Instruction	1	Ineffective/Unsatisfactory
3e: Demonstrating Flexibility and Responsiveness	3	Effective
4: Professional Responsibilities	2	
4a: Reflecting on Teaching		Non Evident
4b: Maintaining Accurate Records	2	Developing/Needs Improvement
4c: Communicating with Families		Non Evident
4d: Participating in the Professional Community		Non Evident
4e: Growing and Developing Professionally		Non Evident
4f: Showing Professionalism		Non Evident

Overall Comments

Areas of Strength

text, text, text, text, text,

Areas of Growth

text, text, text, text, text,

Recommendations

text, text, text, text, text,

Additional Comments

text, text, text, text, text,

Areas of strength, growth and recommendations should align with scored components.

Pre-Observation Planning Form and Conference (required)

Submitted by Hartford Teacher2 on Sep 9, 2013 7:46:53 AM

Scheduled for Sep 9, 2013 7:45:00 AM

Pre-Observation Supplemental Documents (optional - at request by evaluator)

There is no information available for this part.

Post-Observation Planning Form and Conference (required)

Submitted by Hartford Teacher2 on Sep 9, 2013 7:49:43 AM

Scheduled for Sep 11, 2013 11:45:00 AM

Post-Observation Supplemental Documents (optional - at request by evaluator)

There is no information available for this part.

Evaluator Supplemental Documents (optional)

There is no information available for this part.

Narrative for Technical Matters(optional)

Not Yet Started

See section in handbook for complete details.

Specific Structured Support Form(optional)

Not Yet Started

Submitted by Hartford Principal1 on Sep 9, 2013 7:45:47 AM

2013 - 2014 Hartford Public Schools: Dates & Information re:observation(required) (formal)

Dates and Information

Date of the Actual Observation: *

September 9, 2013

Date of the Actual Pre-conference: *

September 9, 2013

Date of the Actual Post-conference: *

September 11, 2013

Grade(s) of class being observed: *

7

Subject of class/event being observed: *

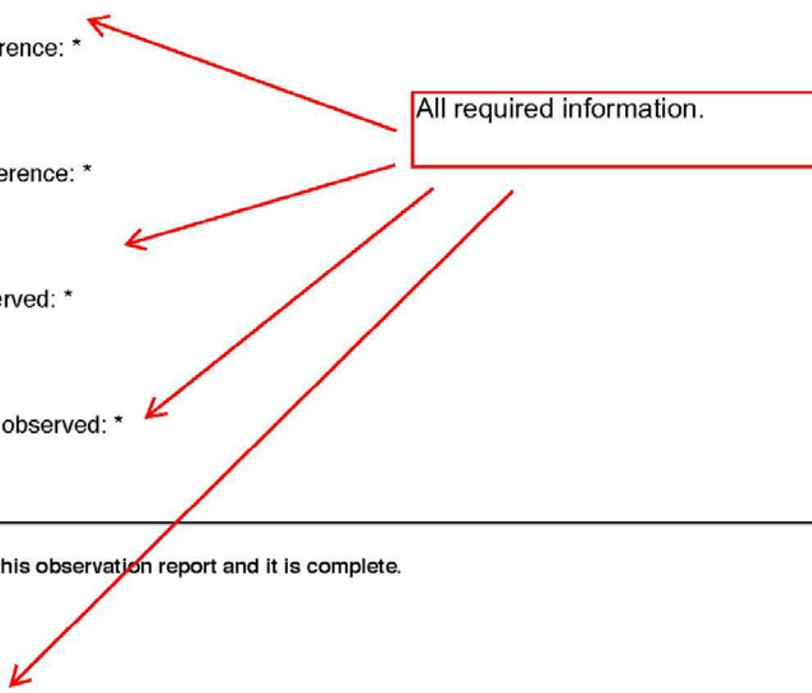
Math

I, the evaluator have reviewed this observation report and it is complete.

Enter your full name below *

Paula A. Principal

All required information.



Teacher Addendum (optional)

There is no information available for this part.

Policies and Procedures

- When an educator confirms a summative / end of year evaluation report it does not imply agreement. -Failure to confirm a summative /end of year evaluation report by the educator does not invalidate the report submitted by the evaluator. -Timelines can be modified as necessary due to specific circumstances.

Student Learning Objective (SLO) Form

Name:
Position/Grade:
Date of Conference:

School & Year:
Evaluator:
Date SLO Approved by Evaluator:

Select one student assessment focus based upon requirements outlined in HPS TEVAL Handbook:

State Standard-Based

Local Standard-Based

Non Standard-Based

A **Student Learning Objective (SLO)** should be a broad goal for student learning. It should reflect high expectations for student learning and should be aligned to relevant state, nation, and/or district standards. An **Indicator of Academic Growth and Development (IAGD)** is a measure used to determine success in achieving the SLO.

Population: What students are addressed in this SLO?

SLO #_1_:

Rationale: Why was this SLO chosen? What specific standards does it address?

Indicator(s) of Academic Growth and Development (IAGD): What are the targeted performance expectations? Multiple IAGDs are encouraged but are not required.

IAGD #1:

IAGD #2:

IAGD #3:

Baseline Data: Include what you know about the targeted students' performance, skills and achievement levels at the beginning of the year relevant to this SLO as well as any additional student data or background information that you used in setting your objective.

Action Plan/Timeline: Outline the steps and approach you plan to take in order to make progress towards, and ultimately achieve, your SLO.

Evidence: Describe what data you will collect to assess progress toward achieving the SLO.

Professional Learning/Support: Identify the professional learning and/or other type(s) of support that you will require in order to achieve this SLO.

This form submitted electronically indicates receipt by administration.

Student Learning Objective (SLO) Reflection Form

Name:
Position/Grade:

School & Year:
Evaluator:

Select one student assessment focus based upon requirements outlined in HPS TEVAL Handbook:

State Standard-Based

Local Standard-Based

Non Standard-Based

Write in the results of IAGD #1 and reflect on how you may improve your professional practice.

IAGD #1 Results:

Write in the results of IAGD #2 and reflect on how you may improve your professional practice.

IAGD #2 Results:

Write in the results of IAGD #3 and reflect on how you may improve your professional practice.

IAGD #3 Results:

Additional Comments:

This form submitted electronically indicates receipt by administration.

Objective of Parent Engagement (OPE) Form

Name:
Position/Grade:
Date of Conference:

School & Year:
Evaluator:
Date PEO Approved by Evaluator:

A **Parent Engagement Objective (OPE)** should be aligned with the school level parent engagement goal which was developed from parent feedback received through the HPS School Climate and Connectedness Survey process. A target should be a measure used to determine success in achieving the OPE.

Population: What students are addressed in this OPE?

OPE #_1_:

Rationale: What is the school level parent engagement goal this OPE is aligned with?

Target(s): What are the targeted performance expectations? Multiple targets are encouraged but are not required.

Target #1:

Target #2:

Target #3:

Baseline Data: Include what you know about the targeted students' performance, skills and achievement levels at the beginning of the year relevant to this OPE.

Action Plan/Timeline: Outline the steps and approach you plan to take in order to make progress towards, and ultimately achieve, your OPE.

Evidence: Describe what data you will collect to assess progress toward achieving the OPE.

Professional Learning/Support: Identify the professional learning and/or other type(s) of support that you will require in order to achieve this OPE.

This form submitted electronically indicates receipt by administration.

Objective of Parent Engagement (OPE) Reflection Form

Name:
Position/Grade:

School & Year:
Evaluator:

Write in the results of Target #1 and reflect on how you may improve your professional practice.

Target #1 Results:

Write in the results of Target #2 and reflect on how you may improve your professional practice.

Target #2 Results:

Write in the results of Target #3 and reflect on how you may improve your professional practice.

Target #3 Results:

Additional Comments:

This form submitted electronically indicates receipt by administration.

SLO / OPE Modification Form

Name:
Position/Grade:
Date of Mid-Year Conference:

School & Year:
Evaluator:
Date Modification(s) Approved by Evaluator:

Communicate all modifications in the appropriate space provided.

SLO 1 – Modification (if any)

SLO 2 – Modification (if any)

OPE - Modification (if any)

This form submitted electronically indicates receipt by administration.

Summative / End of Year Evaluation Report

This report is currently being revised during the Summer 2014 in TeachScape.

SECTION VII: FORMS (NOT on TeachScape)

Change to Professional Intensive Assistance (PIA) Phase Form

Date: _____ **Teacher:** _____ **School:** _____ **Grade:** _____ **Year:** _____
Evaluator: _____

On _____ we met to review and discuss your performance. As a result, please be informed that as of today you are being placed in **Professional Intensive Assistance**. You may want to carefully review the Professional Intensive Assistance section of the Evaluation Handbook to learn about important next steps in this process.

You are being placed in Professional Intensive Assistance for not meeting minimum standards of performance with respect to the indicators of effective teaching and professional responsibility. Please note the critical incidents cited under each area(s) of concern:

Specific reasons educator is being placed in Intensive Assistance Status (i.e. FFT Indicators, Professional Code of Conduct and attendance (includes tardiness)/discipline)

Educator Date

Evaluator Date

Professional Intensive Assistance (PIA) Planning Form

Date: _____ Educator: _____ School: _____ Grade: _____ Year: _____
Evaluator: _____

PI Timeline: _____ to _____ (45 schooldays)

This form should be completed by the teacher and the supervisor during **the initial objective setting intervention conference**. The teacher should bring a completed draft copy of this form with self-initiated goals that address the problem areas, for discussion..

Component(s) of professional practice needing immediate attention:

Professional Development Objective(s) and Action Plan:

(Please set measurable goals with expected dates of completion)

Objective 1: _____

Action Plan(s): _____

Measure(s) of Success: _____

(write in terms of methods and outcomes):

Support and Resources: _____

(include non-evaluative support such as peer observation, peer coaching, model lesson plans, etc.)

Expected Date of Completion: _____

Objective 2: _____

Action Plan(s): _____

Measure(s) of Success: _____

(write in terms of methods and outcomes):

Support and Resources: _____

(include non-evaluative support such as peer observation, peer coaching, model lesson plans, etc.)

Expected Date of Completion: _____

Schedule of Observation(s) and Progress Meetings (as appropriate to plan):

Educator Date

Evaluator Date

Professional Intensive Assistance (PIA) Completion Form

Date: _____ Educator: _____ School: _____ Grade: _____ Year: _____
Evaluator: _____

PI Timeline: _____ to _____ (45 school days)

This form should be used at the end of a 45-day Intensive Assistance time period. The teacher should bring this completed form to the conference with his/her evaluator along with any evidence of successful completion of the Intensive Assistance Plan.

Component(s) of professional practice that needed immediate attention:

Results of Professional Intervention Objective(s) and Action Plan:

(Please set measurable goals with expected dates of completion)

Objective 1 Outcome: _____

Action Plan(s) Outcome: _____

Measure(s) of Success: _____

(write in terms of methods and outcomes):

Support and Resources: _____

(include non-evaluative support such as peer observation, peer coaching, model lesson plans, etc.)

Date of Completion: _____

Objective 2 Outcome: _____

Action Plan(s) Outcome: _____

Measure(s) of Success: _____

(write in terms of methods and outcomes):

Support and Resources: _____

(include non-evaluative support such as peer observation, peer coaching, model lesson plans, etc.)

Date of Completion: _____

Notes on Progress: _____

Recommendation:

- PIA Plan successfully completed. Move to Track # _____
- PIA Plan partially completed; acceptable progress. 45 school-day extension granted. Final Review Date _____
- PIA Plan revised, continue in PIA until next progress meeting on _____
- PIA Plan progress is unsatisfactory. Refer to Human Resources.

Educator

Date

Evaluator

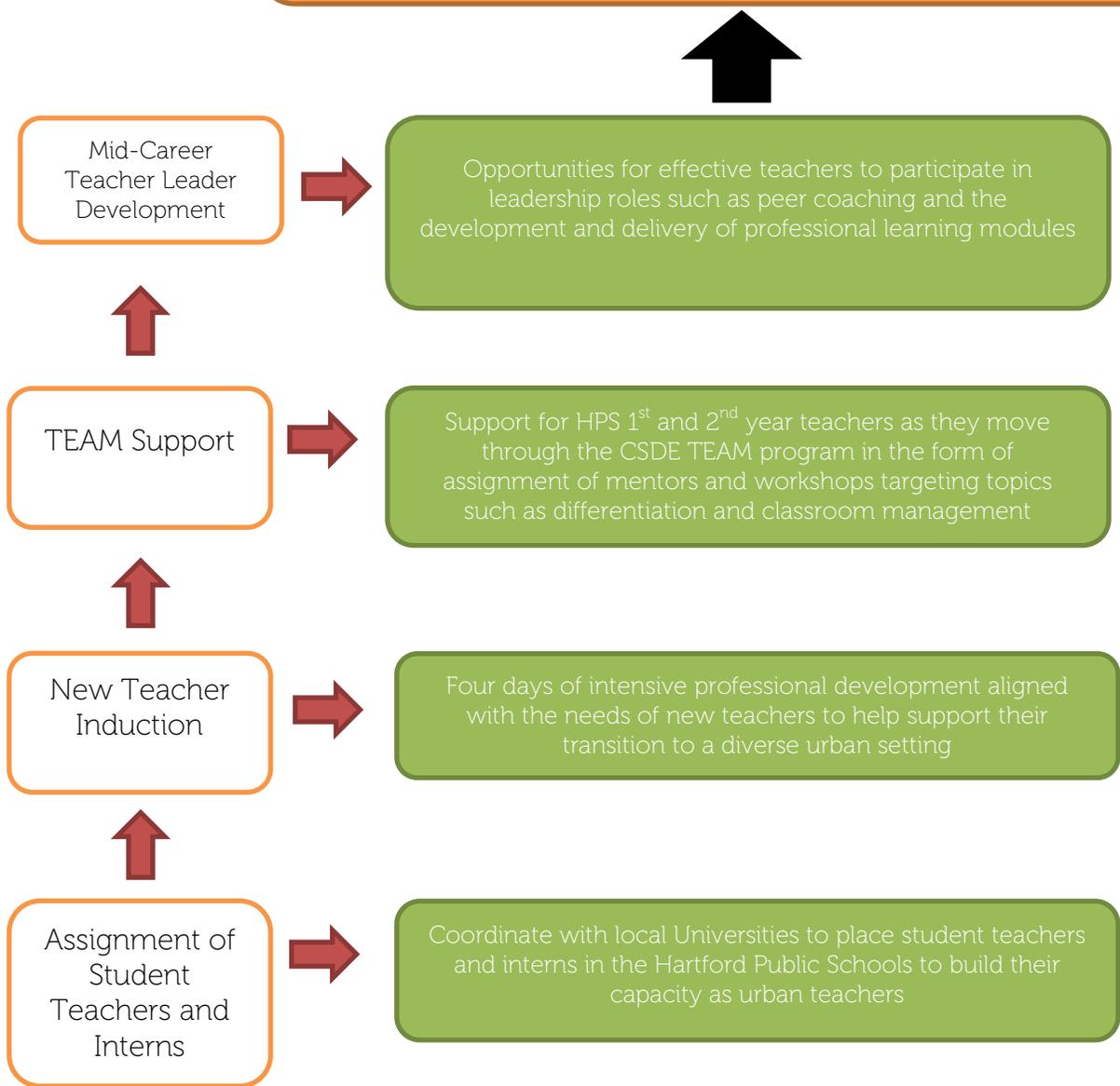
Date

SECTION VII: APPENDICES

HPS Department of Professional Learning Framework

The mission of the Department of Professional Learning is to build capacity and resiliency in our educators as a means of retaining the district's most effective teachers and leaders.

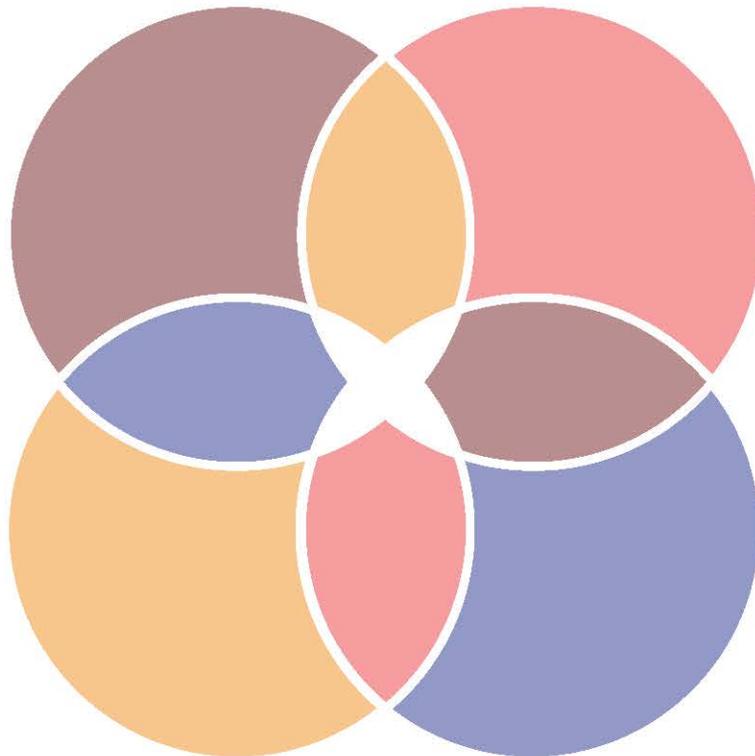
Effective Teacher and Leader Retention



Danielson Framework for Teaching (FFT) 2013

THE FRAMEWORK FOR TEACHING
EVALUATION INSTRUMENT

2013 EDITION



CHARLOTTE DANIELSON



The Danielson Group

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The Framework for Teaching Evaluation Instrument (2013) is available in PDF format from the Danielson Group website. Any educator may download this file and use the print version in his or her own setting.

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THE FRAMEWORK FOR TEACHING
EVALUATION INSTRUMENT

2013 EDITION

CHARLOTTE DANIELSON



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The Framework for Teaching identifies those aspects of a teacher’s responsibilities that have been documented through empirical studies and theoretical research as promoting improved student learning. While the Framework is not the only possible description of practice, these responsibilities seek to define what teachers should know and be able to do in the exercise of their profession.

The 1996 Edition

First published by ASCD in 1996, *Enhancing Professional Practice: A Framework for Teaching* was an outgrowth of the research compiled by Educational Testing Service (ETS) for the development of *Praxis III: Classroom Performance Assessments*, an observation-based evaluation of first-year teachers used for the purpose of licensing. The Framework extended this work by examining current research to capture the skills of teaching required not only by novice teachers but by experienced practitioners as well.

The Framework quickly found wide acceptance by teachers, administrators, policymakers, and academics as a comprehensive description of good teaching, including levels of performance—unsatisfactory, basic, proficient, and distinguished—for each of its 22 components.

The 2007 Edition

The 2007 edition of the Framework, also published by ASCD as *Enhancing Professional Practice: A Framework for Teaching*, incorporated several important enhancements. Most importantly, it reflected educational research that had been conducted since 1996; this was fully described in its Appendix, “The Research Foundation.” Moreover, the 2007 edition included frameworks for non-classroom specialist positions, such as school librarians, nurses, and counselors. These individuals, while typically part of the teacher bargaining unit in a school district, have very different responsibilities from those of classroom teachers. Therefore, they need their own frameworks, tailored to the details of their work. These frameworks were written to reflect the recommendations of their professional organizations, such as the American Association of School Librarians, but organized according to the same structure as that of the Framework for Teaching: Planning and Preparation, The Environment, Delivery of Service (the equivalent of Instruction), and Professional Responsibilities.

The 2007 edition of the Framework for Teaching retained the architecture of the 1996 edition; in both cases, the complex work of teaching is divided into 4 domains and 22 components. Furthermore, each component is composed of several smaller elements, which serve to further define the component. A few of the components were renamed:

- 1c: “Selecting Instructional Goals” was changed to “Setting Instructional Outcomes.”
- 1f: “Assessing Student Learning” was revised to “Designing Student Assessments.”
- 3a: “Communicating Clearly and Accurately” was revised to “Communicating with Students.”
- 3d: “Providing Feedback to Students” was altered to “Using Assessment in Instruction.”
- 4d: “Contributing to the School and District” was changed to “Participating in a Professional Community.”

INTRODUCTION

Most of these revisions were simple clarifications to the language. In the case of 4d, for example, the original name implied to some people that “Contributing to the School and District” was an additional responsibility, not integral to the work of teaching; whereas the new name, “Participating in a Professional Community,” suggests that it is an essential professional obligation.

However, the revisions to 1f and 3d were significant: the 2007 edition clearly assigned the design of student assessments (1f) to Domain 1: Planning and Preparation, and 3d: Using Assessment in Instruction to Domain 3: Instruction. These distinctions were not as apparent in the 1996 edition.

The 2011 Edition

In 2009, the Bill and Melinda Gates Foundation embarked on the large research project, Measures of Effective Teaching (MET), which entailed the video capture of over 23,000 lessons, analyzed according to five observation protocols, with the results of those analyses (together with other measures) correlated to value-added measures of student learning. The aim of the study was to determine which aspects of a teacher’s practice were most highly correlated with high levels of student progress.

The Framework for Teaching was one of the models selected for this large-scale study, which involved the (online) training and certification of hundreds of observers for the purpose of rating the quality of teaching in the lessons. In order to fulfill this obligation, it became necessary to supply additional tools to aid in the training of observers, so that they could make accurate and consistent judgments about teaching practice as demonstrated in the large numbers of videotaped lessons. The following additional tools included:

- *Rubric language tighter even than that of the 2007 edition of the Framework for Teaching.* Furthermore, the levels of performance in the 2011 revision are written at the component, rather than the element, level. While providing less detail, the component-level rubrics capture all the essential information from those at the element level and are far easier to use in evaluation than are those at the element level.
- *“Critical attributes” for each level of performance for each component.* These critical attributes provide essential guidance for observers in distinguishing between practice at adjacent levels of performance. They are of enormous value in training and in the actual work of observation and evaluation.
- *Possible examples for each level of performance for each component.* These examples serve to illustrate the meanings of the rubric language. However, they should be regarded for what they are: possible examples. They are not intended to describe **all** the possible ways in which a certain level of performance might be demonstrated in the classroom; those are, of necessity, particular to each grade and subject. The possible examples simply serve to illustrate what practice might look like in a range of settings.

These enhancements to the Framework for Teaching, while created in response to the demands of the MET study, turned out to be valuable additions to the instrument in all its applications. Practitioners found that the enhancements not only made it easier to determine the level of

performance reflected in a classroom for each component of the Framework, but also contributed to judgments that are more accurate and more worthy of confidence. As the stakes in teacher evaluation become higher, this increased accuracy is absolutely essential.

As with the 2007 edition, there were absolutely no changes to the architecture of the 2011 edition. Therefore, those educators who invested resources in learning the language of the 2007 edition simply gained additional tools to help them in the challenging work of applying the Framework to actual classroom teaching.

The 2013 Edition

The principal reason for releasing the 2013 edition of *The Framework for Teaching Evaluation Instrument* was to respond to the instructional implications of the Common Core State Standards (CCSS). Since the CCSS have been adopted in the vast majority of states, it seemed to make sense to explore what these would mean in the classroom.

The CCSS, when fully implemented, will have a profound effect on education in America. They envision, for literacy and mathematics initially, deep engagement by students with important concepts, skills, and perspectives. They emphasize active, rather than passive, learning by students. In all areas, they place a premium on deep conceptual understanding, thinking and reasoning, and the skill of argumentation (students taking a position and supporting it with logic and evidence).

In particular, the CCSS advocate specific recommendations in different curricular areas:

- In ELA and literacy in all fields, a close reading of text and a greater emphasis on nonfiction works in addition to fiction
- In mathematics, a focus on the principal topics in each grade level, with growing fluency and skill in the application of mathematical concepts

To the extent that the CCSS deal with what students should learn in school so they will be prepared for college and careers, the biggest implications are in the areas of curriculum and assessment. Educators and policymakers must revise their curricula and their classroom and district assessments, and must locate instructional materials to support the new learning.

But teachers will also have to acquire new instructional skills in order to bring the CCSS to life for their students. Teaching for deep conceptual understanding, for argumentation, and for logical reasoning have not, after all, been high priorities in most school districts or preparation programs. In most classrooms, students don't take an active role in their own learning, nor do they (respectfully) challenge the thinking of their classmates. All of this will represent a major departure, and therefore a major challenge, for many teachers.

But educators who are familiar with the Framework for Teaching will recognize much in the philosophy of the CCSS that is similar to the underlying concepts of the Framework. After all, the centerpiece of the Framework is student engagement, which is defined not as "busy" or "on task," but as "intellectually active." Learning activities for students may be "hands-on," but they should always be "minds-on." Furthermore, the hallmark of distinguished-level practice in the Framework is that

INTRODUCTION

teachers have been able to create a community of learners, in which students assume a large part of the responsibility for the success of a lesson; they make suggestions, initiate improvements, monitor their own learning against clear standards, and serve as resources to one another.

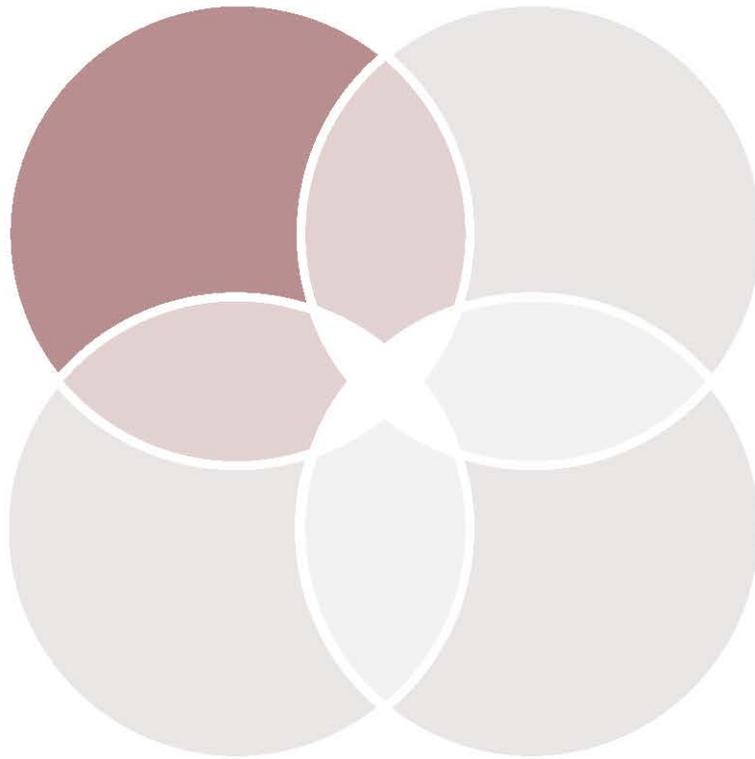
However, despite a deep shared philosophy of teaching and learning between the CCSS and the Framework, there are some specific additions that can be made to the rubric language to bring it into complete alignment; those have been added, particularly in the following domains:

- Domain 1—1c: Setting Instructional Outcomes, 1e: Designing Coherent Instruction, and 1f: Designing Student Assessments
- Domain 3—3a: Communicating with Students, 3b: Using Questioning and Discussion Techniques, 3c: Engaging Students in Learning, and 3d: Using Assessment in Instruction

But because the Framework is a generic instrument, applying to all disciplines, and the CCSS are discipline specific, many of the enhancements to the Framework are located in the possible examples, rather than in the rubric language or critical attributes for each level of performance.

Attentive readers who are deeply familiar with the Framework may notice some slight modifications to the language of the rubrics themselves; this has been done, as in previous revisions, in the interests of clarity. Teaching is highly complex work, and describing it is also challenging; as we receive feedback on confusing words and phrases, we try to improve the wording to minimize ambiguity. But educators who have become familiar with the 2011 version of the Framework, who “speak that language” and may have completed the online training and assessment program produced by Teachscape, should know that none of the revisions would alter the assessments of teaching represented in the videotaped lessons.

DOMAIN 1



PLANNING AND PREPARATION

DOMAIN 1 • PLANNING AND PREPARATION

1a DEMONSTRATING KNOWLEDGE OF CONTENT AND PEDAGOGY

In order to guide student learning, teachers must have command of the subjects they teach. They must know which concepts and skills are central to a discipline and which are peripheral; they must know how the discipline has evolved into the 21st century, incorporating issues such as global awareness and cultural diversity. Accomplished teachers understand the internal relationships within the disciplines they teach, knowing which concepts and skills are prerequisite to the understanding of others. They are also aware of typical student misconceptions in the discipline and work to dispel them. But knowledge of the content is not sufficient; in advancing student understanding, teachers must be familiar with the particularly pedagogical approaches best suited to each discipline.

The elements of component 1a are:

Knowledge of content and the structure of the discipline

Every discipline has a dominant structure, with smaller components or strands, as well as central concepts and skills.

Knowledge of prerequisite relationships

Some disciplines—for example, mathematics—have important prerequisites; experienced teachers know what these are and how to use them in designing lessons and units.

Knowledge of content-related pedagogy

Different disciplines have “signature pedagogies” that have evolved over time and been found to be most effective in teaching.

Indicators include:

- Lesson and unit plans that reflect important concepts in the discipline
- Lesson and unit plans that accommodate prerequisite relationships among concepts and skills
- Clear and accurate classroom explanations
- Accurate answers to students' questions
- Feedback to students that furthers learning
- Interdisciplinary connections in plans and practice

UNSATISFACTORY • LEVEL 1

In planning and practice, the teacher makes content errors or does not correct errors made by students. The teacher displays little understanding of prerequisite knowledge important to student learning of the content. The teacher displays little or no understanding of the range of pedagogical approaches suitable to student learning of the content.

CRITICAL ATTRIBUTES

- The teacher makes content errors.
- The teacher does not consider prerequisite relationships when planning.
- The teacher's plans use inappropriate strategies for the discipline.

POSSIBLE EXAMPLES

- *The teacher says, "The official language of Brazil is Spanish, just like other South American countries."*
- *The teacher says, "I don't understand why the math book has decimals in the same unit as fractions."*
- *The teacher has his students copy dictionary definitions each week to help them learn to spell difficult words.*
- *And others...*

BASIC • LEVEL 2

The teacher is familiar with the important concepts in the discipline but displays a lack of awareness of how these concepts relate to one another. The teacher indicates some awareness of prerequisite learning, although such knowledge may be inaccurate or incomplete. The teacher's plans and practice reflect a limited range of pedagogical approaches to the discipline or to the students.

- The teacher's understanding of the discipline is rudimentary.
- The teacher's knowledge of prerequisite relationships is inaccurate or incomplete.
- Lesson and unit plans use limited instructional strategies, and some are not suitable to the content.

- *The teacher plans lessons on area and perimeter independently of one another, without linking the concepts together.*
- *The teacher plans to forge ahead with a lesson on addition with regrouping, even though some students have not fully grasped place value.*
- *The teacher always plans the same routine to study spelling: pretest on Monday, copy the words five times each on Tuesday and Wednesday, test on Friday.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher displays solid knowledge of the important concepts in the discipline and how these relate to one another. The teacher demonstrates accurate understanding of prerequisite relationships among topics. The teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the subject.

- The teacher can identify important concepts of the discipline and their relationships to one another.
- The teacher provides clear explanations of the content.
- The teacher answers students' questions accurately and provides feedback that furthers their learning.
- Instructional strategies in unit and lesson plans are entirely suitable to the content.

- *The teacher's plan for area and perimeter invites students to determine the shape that will yield the largest area for a given perimeter.*
- *The teacher has realized her students are not sure how to use a compass, and so she plans to have them practice that skill before introducing the activity on angle measurement.*
- *The teacher plans to expand a unit on civics by having students simulate a court trial.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher displays extensive knowledge of the important concepts in the discipline and how these relate both to one another and to other disciplines. The teacher demonstrates understanding of prerequisite relationships among topics and concepts and understands the link to necessary cognitive structures that ensure student understanding. The teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline and the ability to anticipate student misconceptions.

- The teacher cites intra- and interdisciplinary content relationships.
- The teacher's plans demonstrate awareness of possible student misconceptions and how they can be addressed.
- The teacher's plans reflect recent developments in content-related pedagogy.

- *In a unit on 19th-century literature, the teacher incorporates information about the history of the same period.*
- *Before beginning a unit on the solar system, the teacher surveys the students on their beliefs about why it is hotter in the summer than in the winter.*
- *And others...*

DOMAIN 1 • PLANNING AND PREPARATION

1b DEMONSTRATING KNOWLEDGE OF STUDENTS

Teachers don't teach content in the abstract; they teach it to students. In order to ensure *student* learning, therefore, teachers must know not only their content and its related pedagogy but also the students to whom they wish to teach that content. In ensuring student learning, teachers must appreciate what recent research in cognitive psychology has confirmed, namely, that students learn through active intellectual engagement with content. While there are patterns in cognitive, social, and emotional developmental stages typical of different age groups, students learn in their individual ways and may have gaps or misconceptions that the teacher needs to uncover in order to plan appropriate learning activities. In addition, students have lives beyond school—lives that include athletic and musical pursuits, activities in their neighborhoods, and family and cultural traditions. Students whose first language is not English, as well as students with other special needs, must be considered when a teacher is planning lessons and identifying resources to ensure that all students will be able to learn.

The elements of component 1b are:

Knowledge of child and adolescent development

Children learn differently at different stages of their lives.

Knowledge of the learning process

Learning requires active intellectual engagement.

Knowledge of students' skills, knowledge, and language proficiency

What students are able to learn at any given time is influenced by their level of knowledge and skill.

Knowledge of students' interests and cultural heritage

Children's backgrounds influence their learning.

Knowledge of students' special needs

Children do not all develop in a typical fashion.

Indicators include:

- Formal and informal information about students gathered by the teacher for use in planning instruction
- Student interests and needs learned by the teacher for use in planning
- Teacher participation in community cultural events
- Teacher-designed opportunities for families to share their heritages
- Database of students with special needs

UNSATISFACTORY • LEVEL 1

The teacher displays minimal understanding of how students learn—and little knowledge of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages—and does not indicate that such knowledge is valuable.

CRITICAL ATTRIBUTES

- The teacher does not understand child development characteristics and has unrealistic expectations for students.
- The teacher does not try to ascertain varied ability levels among students in the class.
- The teacher is not aware of students' interests or cultural heritages.
- The teacher takes no responsibility to learn about students' medical or learning disabilities.

POSSIBLE EXAMPLES

- *The lesson plan includes a teacher presentation for an entire 30-minute period to a group of 7-year-olds.*
- *The teacher plans to give her ELL students the same writing assignment she gives the rest of the class.*
- *The teacher plans to teach his class Christmas carols, despite the fact that he has four religions represented among his students.*
- *And others...*

BASIC • LEVEL 2

The teacher displays generally accurate knowledge of how students learn and of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages, yet may apply this knowledge not to individual students but to the class as a whole.

- The teacher cites developmental theory but does not seek to integrate it into lesson planning.
- The teacher is aware of the different ability levels in the class but tends to teach to the “whole group.”
- The teacher recognizes that students have different interests and cultural backgrounds but rarely draws on their contributions or differentiates materials to accommodate those differences.
- The teacher is aware of medical issues and learning disabilities with some students but does not seek to understand the implications of that knowledge.

- *The teacher's lesson plan has the same assignment for the entire class in spite of the fact that one activity is beyond the reach of some students.*
- *In the unit on Mexico, the teacher has not incorporated perspectives from the three Mexican-American children in the class.*
- *Lesson plans make only peripheral reference to students' interests.*
- *The teacher knows that some of her students have IEPs, but they're so long that she hasn't read them yet.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher understands the active nature of student learning and attains information about levels of development for groups of students. The teacher also purposefully acquires knowledge from several sources about groups of students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages.

- The teacher knows, for groups of students, their levels of cognitive development.
- The teacher is aware of the different cultural groups in the class.
- The teacher has a good idea of the range of interests of students in the class.
- The teacher has identified "high," "medium," and "low" groups of students within the class.
- The teacher is well informed about students' cultural heritages and incorporates this knowledge in lesson planning.
- The teacher is aware of the special needs represented by students in the class.

- *The teacher creates an assessment of students' levels of cognitive development.*
- *The teacher examines previous years' cumulative folders to ascertain the proficiency levels of groups of students in the class.*
- *The teacher administers a student interest survey at the beginning of the school year.*
- *The teacher plans activities using his knowledge of students' interests.*
- *The teacher knows that five of her students are in the Garden Club; she plans to have them discuss horticulture as part of the next biology lesson.*
- *The teacher realizes that not all of his students are Christian, and so he plans to read a Hanukkah story in December.*
- *The teacher plans to ask her Spanish-speaking students to discuss their ancestry as part of their social studies unit on South America.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher understands the active nature of student learning and acquires information about levels of development for individual students. The teacher also systematically acquires knowledge from several sources about individual students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages.

- The teacher uses ongoing methods to assess students' skill levels and designs instruction accordingly.
- The teacher seeks out information from all students about their cultural heritages.
- The teacher maintains a system of updated student records and incorporates medical and/or learning needs into lesson plans.

- *The teacher plans his lesson with three different follow-up activities, designed to meet the varied ability levels of his students.*
- *The teacher plans to provide multiple project options; each student will select the project that best meets his or her individual approach to learning.*
- *The teacher encourages students to be aware of their individual reading levels and make independent reading choices that will be challenging but not too difficult.*
- *The teacher attends the local Mexican heritage day, meeting several of his students' extended family members.*
- *The teacher regularly creates adapted assessment materials for several students with learning disabilities.*
- *And others...*

DOMAIN 1 • PLANNING AND PREPARATION

1c SETTING INSTRUCTIONAL OUTCOMES

Teaching is a purposeful activity; even the most imaginative activities are directed toward certain desired learning. Therefore, establishing instructional outcomes entails identifying exactly what students will be expected to learn; the outcomes describe not what students will *do*, but what they will *learn*. The instructional outcomes should reflect important learning and must lend themselves to various forms of assessment through which all students will be able to demonstrate their understanding of the content. Insofar as the outcomes determine the instructional activities, the resources used, their suitability for diverse learners, and the methods of assessment employed, they hold a central place in domain 1.

Learning outcomes may be of a number of different types: factual and procedural knowledge, conceptual understanding, thinking and reasoning skills, and collaborative and communication strategies. In addition, some learning outcomes refer to dispositions; it's important not only that students learn to read but also, educators hope, that they will *like* to read. In addition, experienced teachers are able to link their learning outcomes with outcomes both within their discipline and in other disciplines.

The elements of component 1c are:

Value, sequence, and alignment

Outcomes represent significant learning in the discipline reflecting, where appropriate, the Common Core State Standards.

Clarity

Outcomes must refer to what students will learn, not what they will do, and must permit viable methods of assessment.

Balance

Outcomes should reflect different types of learning, such as knowledge, conceptual understanding, and thinking skills.

Suitability for diverse students

Outcomes must be appropriate for all students in the class.

Indicators include:

- Outcomes of a challenging cognitive level
- Statements of student learning, not student activity
- Outcomes central to the discipline and related to those in other disciplines
- Outcomes permitting assessment of student attainment
- Outcomes differentiated for students of varied ability

UNSATISFACTORY • LEVEL 1

The outcomes represent low expectations for students and lack of rigor, and not all of these outcomes reflect important learning in the discipline. They are stated as student activities, rather than as outcomes for learning. Outcomes reflect only one type of learning and only one discipline or strand and are suitable for only some students.

CRITICAL ATTRIBUTES

- Outcomes lack rigor.
- Outcomes do not represent important learning in the discipline.
- Outcomes are not clear or are stated as activities.
- Outcomes are not suitable for many students in the class.

POSSIBLE EXAMPLES

- *A learning outcome for a fourth-grade class is to make a poster illustrating a poem.*
- *All the outcomes for a ninth-grade history class are based on demonstrating factual knowledge.*
- *The topic of the social studies unit involves the concept of revolutions, but the teacher expects his students to remember only the important dates of battles.*
- *Despite the presence of a number of ELL students in the class, the outcomes state that all writing must be grammatically correct.*
- *None of the science outcomes deals with the students' reading, understanding, or interpretation of the text.*
- *And others...*

BASIC • LEVEL 2

Outcomes represent moderately high expectations and rigor. Some reflect important learning in the discipline and consist of a combination of outcomes and activities. Outcomes reflect several types of learning, but the teacher has made no effort at coordination or integration. Outcomes, based on global assessments of student learning, are suitable for most of the students in the class.

- Outcomes represent a mixture of low expectations and rigor.
- Some outcomes reflect important learning in the discipline.
- Outcomes are suitable for most of the class.

- *Outcomes consist of understanding the relationship between addition and multiplication and memorizing facts.*
- *The reading outcomes are written with the needs of the "middle" group in mind; however, the advanced students are bored, and some lower-level students are struggling.*
- *Most of the English Language Arts outcomes are based on narrative.*
- *And others...*

PROFICIENT • LEVEL 3

Most outcomes represent rigorous and important learning in the discipline and are clear, are written in the form of student learning, and suggest viable methods of assessment. Outcomes reflect several different types of learning and opportunities for coordination, and they are differentiated, in whatever way is needed, for different groups of students.

- Outcomes represent high expectations and rigor.
- Outcomes are related to “big ideas” of the discipline.
- Outcomes are written in terms of what students will learn rather than do.
- Outcomes represent a range of types: factual knowledge, conceptual understanding, reasoning, social interaction, management, and communication.
- Outcomes, differentiated where necessary, are suitable to groups of students in the class.

- *One of the learning outcomes is for students to “appreciate the aesthetics of 18th-century English poetry.”*
- *The outcomes for the history unit include some factual information, as well as a comparison of the perspectives of different groups in the run-up to the Revolutionary War.*
- *The learning outcomes include students defending their interpretation of the story with citations from the text.*
- *And others...*

DISTINGUISHED • LEVEL 4

All outcomes represent high-level learning in the discipline. They are clear, are written in the form of student learning, and permit viable methods of assessment. Outcomes reflect several different types of learning and, where appropriate, represent both coordination and integration. Outcomes are differentiated, in whatever way is needed, for individual students.

- The teacher’s plans reference curricular frameworks or blueprints to ensure accurate sequencing.
- The teacher connects outcomes to previous and future learning.
- Outcomes are differentiated to encourage individual students to take educational risks.

- *The teacher encourages his students to set their own goals; he provides them a taxonomy of challenge verbs to help them strive to meet the teacher’s higher expectations of them.*
- *Students will develop a concept map that links previous learning goals to those they are currently working on.*
- *Some students identify additional learning.*
- *The teacher reviews the project expectations and modifies some goals to be in line with students’ IEP objectives.*
- *One of the outcomes for a social studies unit addresses students analyzing the speech of a political candidate for accuracy and logical consistency.*
- *And others...*

DOMAIN 1 • PLANNING AND PREPARATION

1d DEMONSTRATING KNOWLEDGE OF RESOURCES

Student learning is enhanced by a teacher’s skillful use of resources. Some of these are provided by the school as “official” materials; others are secured by teachers through their own initiative. Resources fall into several different categories: those used in the classroom by students, those available beyond the classroom walls to enhance student learning, resources for teachers to further their own professional knowledge and skill, and resources that can provide noninstructional assistance to students. Teachers recognize the importance of discretion in the selection of resources, selecting those that align directly with the learning outcomes and will be of most use to the students. Accomplished teachers also ensure that the selection of materials and resources is appropriately challenging for every student; texts, for example, are available at various reading levels to make sure all students can gain full access to the content and successfully demonstrate understanding of the learning outcomes. Furthermore, expert teachers look beyond the school for resources to bring their subjects to life and to assist students who need help in both their academic and nonacademic lives.

The elements of component 1d are:

Resources for classroom use

Materials must align with learning outcomes.

Resources to extend content knowledge and pedagogy

Materials that can further teachers’ professional knowledge must be available.

Resources for students

Materials must be appropriately challenging.

Indicators include:

- Materials provided by the district
- Materials provided by professional organizations
- A range of texts
- Internet resources
- Community resources
- Ongoing participation by the teacher in professional education courses or professional groups
- Guest speakers

UNSATISFACTORY • LEVEL 1

The teacher is unaware of resources to assist student learning beyond materials provided by the school or district, nor is the teacher aware of resources for expanding one's own professional skill.

CRITICAL ATTRIBUTES

- The teacher uses only district-provided materials, even when more variety would assist some students.
- The teacher does not seek out resources available to expand her own skill.
- Although the teacher is aware of some student needs, he does not inquire about possible resources.

POSSIBLE EXAMPLES

- *For their unit on China, the students find all of their information in the district-supplied textbook.*
- *The teacher is not sure how to teach fractions but doesn't know how he's expected to learn it by himself.*
- *A student says, "It's too bad we can't go to the nature center when we're doing our unit on the environment."*
- *In the literacy classroom, the teacher has provided only narrative works.*
- *And others...*

BASIC • LEVEL 2

The teacher displays some awareness of resources beyond those provided by the school or district for classroom use and for extending one's professional skill but does not seek to expand this knowledge.

- The teacher uses materials in the school library but does not search beyond the school for resources.
- The teacher participates in content-area workshops offered by the school but does not pursue other professional development.
- The teacher locates materials and resources for students that are available through the school but does not pursue any other avenues.

- *For a unit on ocean life, the teacher really needs more books, but the school library has only three for him to borrow. He does not seek out others from the public library.*
- *The teacher knows she should learn more about literacy development, but the school offered only one professional development day last year.*
- *The teacher thinks his students would benefit from hearing about health safety from a professional; he contacts the school nurse to visit his classroom.*
- *In the second-grade math class, the teacher misuses base 10 blocks in showing students how to represent numbers.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher displays awareness of resources beyond those provided by the school or district, including those on the Internet, for classroom use and for extending one's professional skill, and seeks out such resources.

- Texts are at varied levels.
- Texts are supplemented by guest speakers and field experiences.
- The teacher facilitates the use of Internet resources.
- Resources are multidisciplinary.
- The teacher expands her knowledge through professional learning groups and organizations.
- The teacher pursues options offered by universities.
- The teacher provides lists of resources outside the classroom for students to draw on.

- *The teacher provides her fifth graders a range of nonfiction texts about the American Revolution so that regardless of their reading level, all students can participate in the discussion of important concepts.*
- *The teacher takes an online course on literature to expand her knowledge of great American writers.*
- *The ELA lesson includes a wide range of narrative and informational reading materials.*
- *The teacher distributes a list of summer reading materials that will help prepare his eighth graders' transition to high school.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher's knowledge of resources for classroom use and for extending one's professional skill is extensive, including those available through the school or district, in the community, through professional organizations and universities, and on the Internet.

- Texts are matched to student skill level.
- The teacher has ongoing relationships with colleges and universities that support student learning.
- The teacher maintains a log of resources for student reference.
- The teacher pursues apprenticeships to increase discipline knowledge.
- The teacher facilitates student contact with resources outside the classroom.

- *The teacher is not happy with the out-of-date textbook; his students will critique it and write their own material for social studies.*
- *The teacher spends the summer at Dow Chemical learning more about current research so that she can expand her knowledge base for teaching chemistry.*
- *The teacher matches students in her Family and Consumer Science class with local businesses; the students spend time shadowing employees to understand how their classroom skills might be used on the job.*
- *And others...*

DOMAIN 1 • PLANNING AND PREPARATION

1e DESIGNING COHERENT INSTRUCTION

Designing coherent instruction is the heart of planning, reflecting the teacher’s knowledge of content and of the students in the class, the intended outcomes of instruction, and the available resources. Such planning requires that educators have a clear understanding of the state, district, and school expectations for student learning and the skill to translate these into a coherent plan. It also requires that teachers understand the characteristics of the students they teach and the active nature of student learning. Educators must determine how best to sequence instruction in a way that will advance student learning through the required content. Furthermore, such planning requires the thoughtful construction of lessons that contain cognitively engaging learning activities, the incorporation of appropriate resources and materials, and the intentional grouping of students. Proficient practice in this component recognizes that a well-designed instruction plan addresses the learning needs of various groups of students; one size does not fit all. At the distinguished level, the teacher plans instruction that takes into account the specific learning needs of each student and solicits ideas from students on how best to structure the learning. This plan is then implemented in domain 3.

The elements of component 1e are:

Learning activities

Instruction is designed to engage students and advance them through the content.

Instructional materials and resources

Aids to instruction are appropriate to the learning needs of the students.

Instructional groups

Teachers intentionally organize instructional groups to support student learning.

Lesson and unit structure

Teachers produce clear and sequenced lesson and unit structures to advance student learning.

Indicators include:

- Lessons that support instructional outcomes and reflect important concepts
- Instructional maps that indicate relationships to prior learning
- Activities that represent high-level thinking
- Opportunities for student choice
- Use of varied resources
- Thoughtfully planned learning groups
- Structured lesson plans

UNSATISFACTORY • LEVEL 1

Learning activities are poorly aligned with the instructional outcomes, do not follow an organized progression, are not designed to engage students in active intellectual activity, and have unrealistic time allocations. Instructional groups are not suitable to the activities and offer no variety.

CRITICAL ATTRIBUTES

- Learning activities are boring and/or not well aligned to the instructional goals.
- Materials are not engaging or do not meet instructional outcomes.
- Instructional groups do not support learning.
- Lesson plans are not structured or sequenced and are unrealistic in their expectations.

POSSIBLE EXAMPLES

- *After his ninth graders have memorized the parts of the microscope, the teacher plans to have them fill in a worksheet.*
- *The teacher plans to use a 15-year-old textbook as the sole resource for a unit on communism.*
- *The teacher organizes her class in rows, seating the students alphabetically; she plans to have students work all year in groups of four based on where they are sitting.*
- *The teacher's lesson plans are written on sticky notes in his gradebook; they indicate: lecture, activity, or test, along with page numbers in the text.*
- *And others...*

BASIC • LEVEL 2

Some of the learning activities and materials are aligned with the instructional outcomes and represent moderate cognitive challenge, but with no differentiation for different students. Instructional groups partially support the activities, with some variety. The lesson or unit has a recognizable structure; but the progression of activities is uneven, with only some reasonable time allocations.

- Learning activities are moderately challenging.
- Learning resources are suitable, but there is limited variety.
- Instructional groups are random, or they only partially support objectives.
- Lesson structure is uneven or may be unrealistic about time expectations.

- *After a mini-lesson, the teacher plans to have the whole class play a game to reinforce the skill she taught.*
- *The teacher finds an atlas to use as a supplemental resource during the geography unit.*
- *The teacher always lets students self-select a working group because they behave better when they can choose whom to sit with.*
- *The teacher's lesson plans are well formatted, but the timing for many activities is too short to actually cover the concepts thoroughly.*
- *The plan for the ELA lesson includes only passing attention to students' citing evidence from the text for their interpretation of the short story.*
- *And others...*

PROFICIENT • LEVEL 3

Most of the learning activities are aligned with the instructional outcomes and follow an organized progression suitable to groups of students. The learning activities have reasonable time allocations; they represent significant cognitive challenge, with some differentiation for different groups of students and varied use of instructional groups.

- Learning activities are matched to instructional outcomes.
- Activities provide opportunity for higher-level thinking.
- The teacher provides a variety of appropriately challenging materials and resources.
- Instructional student groups are organized thoughtfully to maximize learning and build on students' strengths.
- The plan for the lesson or unit is well structured, with reasonable time allocations.

- *The teacher reviews her learning activities with a reference to high-level "action verbs" and rewrites some of the activities to increase the challenge level.*
- *The teacher creates a list of historical fiction titles that will expand her students' knowledge of the age of exploration.*
- *The teacher plans for students to complete a project in small groups; he carefully selects group members by their reading level and learning style.*
- *The teacher reviews lesson plans with her principal; they are well structured, with pacing times and activities clearly indicated.*
- *The fourth-grade math unit plan focuses on the key concepts for that level.*
- *And others...*

DISTINGUISHED • LEVEL 4

The sequence of learning activities follows a coherent sequence, is aligned to instructional goals, and is designed to engage students in high-level cognitive activity. These are appropriately differentiated for individual learners. Instructional groups are varied appropriately, with some opportunity for student choice.

- Activities permit student choice.
- Learning experiences connect to other disciplines.
- The teacher provides a variety of appropriately challenging resources that are differentiated for students in the class.
- Lesson plans differentiate for individual student needs.

- *The teacher's unit on ecosystems lists a variety of challenging activities in a menu; the students choose those that suit their approach to learning.*
- *While completing their projects, the students will have access to a wide variety of resources that the teacher has coded by reading level so that students can make the best selections.*
- *After the cooperative group lesson, the students will reflect on their participation and make suggestions.*
- *The lesson plan clearly indicates the concepts taught in the last few lessons; the teacher plans for his students to link the current lesson outcomes to those they previously learned.*
- *The teacher has contributed to a curriculum map that organizes the ELA Common Core State Standards in tenth grade into a coherent curriculum.*
- *And others...*

DOMAIN 1 • PLANNING AND PREPARATION

1f

DESIGNING STUDENT ASSESSMENTS

Good teaching requires both assessment *of* learning and assessment *for* learning. Assessments *of* learning ensure that teachers know that students have learned the intended outcomes. These assessments must be designed in such a manner that they provide evidence of the full range of learning outcomes; that is, the methods needed to assess reasoning skills are different from those for factual knowledge. Furthermore, such assessments may need to be adapted to the particular needs of individual students; an ESL student, for example, may need an alternative method of assessment to allow demonstration of understanding. Assessment *for* learning enables a teacher to incorporate assessments directly into the instructional process and to modify or adapt instruction as needed to ensure student understanding. Such assessments, although used during instruction, must be designed as part of the planning process. These formative assessment strategies are ongoing and may be used by both teachers and students to monitor progress toward understanding the learning outcomes.

The elements of component 1f are:**Congruence with instructional outcomes**

Assessments must match learning expectations.

Criteria and standards

Expectations must be clearly defined.

Design of formative assessments

Assessments for learning must be planned as part of the instructional process.

Use for planning

Results of assessment guide future planning.

Indicators include:

- Lesson plans indicating correspondence between assessments and instructional outcomes
- Assessment types suitable to the style of outcome
- Variety of performance opportunities for students
- Modified assessments available for individual students as needed
- Expectations clearly written with descriptors for each level of performance
- Formative assessments designed to inform minute-to-minute decision making by the teacher during instruction

UNSATISFACTORY • LEVEL 1

Assessment procedures are not congruent with instructional outcomes and lack criteria by which student performance will be assessed. The teacher has no plan to incorporate formative assessment in the lesson or unit.

CRITICAL ATTRIBUTES

- Assessments do not match instructional outcomes.
- Assessments lack criteria.
- No formative assessments have been designed.
- Assessment results do not affect future plans.

POSSIBLE EXAMPLES

- *The teacher marks papers on the foundation of the U.S. Constitution mostly on grammar and punctuation; for every mistake, the grade drops from an A to a B, a B to a C, etc.*
- *The teacher says, "What's the difference between formative assessment and the test I give at the end of the unit?"*
- *The teacher says, "The district gave me this entire curriculum to teach, so I just have to keep moving."*
- *And others...*

BASIC • LEVEL 2

Assessment procedures are partially congruent with instructional outcomes. Assessment criteria and standards have been developed, but they are not clear. The teacher's approach to using formative assessment is rudimentary, including only some of the instructional outcomes.

- Only some of the instructional outcomes are addressed in the planned assessments.
- Assessment criteria are vague.
- Plans refer to the use of formative assessments, but they are not fully developed.
- Assessment results are used to design lesson plans for the whole class, not individual students.

- *The district goal for the unit on Europe is for students to understand geopolitical relationships; the teacher plans to have the students memorize all the country capitals and rivers.*
- *The plan indicates that the teacher will pause to "check for understanding" but does not specify a clear process for accomplishing that goal.*
- *A student asks, "If half the class passed the test, why are we all reviewing the material again?"*
- *And others...*

PROFICIENT • LEVEL 3

All the instructional outcomes may be assessed by the proposed assessment plan; assessment methodologies may have been adapted for groups of students. Assessment criteria and standards are clear. The teacher has a well-developed strategy for using formative assessment and has designed particular approaches to be used.

- All the learning outcomes have a method for assessment.
- Assessment types match learning expectations.
- Plans indicate modified assessments when they are necessary for some students.
- Assessment criteria are clearly written.
- Plans include formative assessments to use during instruction.
- Lesson plans indicate possible adjustments based on formative assessment data.

- *The teacher knows that his students will have to write a persuasive essay on the state assessment; he plans to provide them with experiences developing persuasive writing as preparation.*
- *The teacher has worked on a writing rubric for her research assessment; she has drawn on multiple sources to be sure the levels of expectation will be clearly defined.*
- *The teacher creates a short questionnaire to distribute to his students at the end of class; using their responses, he will organize the students into different groups during the next lesson's activities.*
- *Employing the formative assessment of the previous morning's project, the teacher plans to have five students work on a more challenging one while she works with six other students to reinforce the previous morning's concept.*
- *And others...*

DISTINGUISHED • LEVEL 4

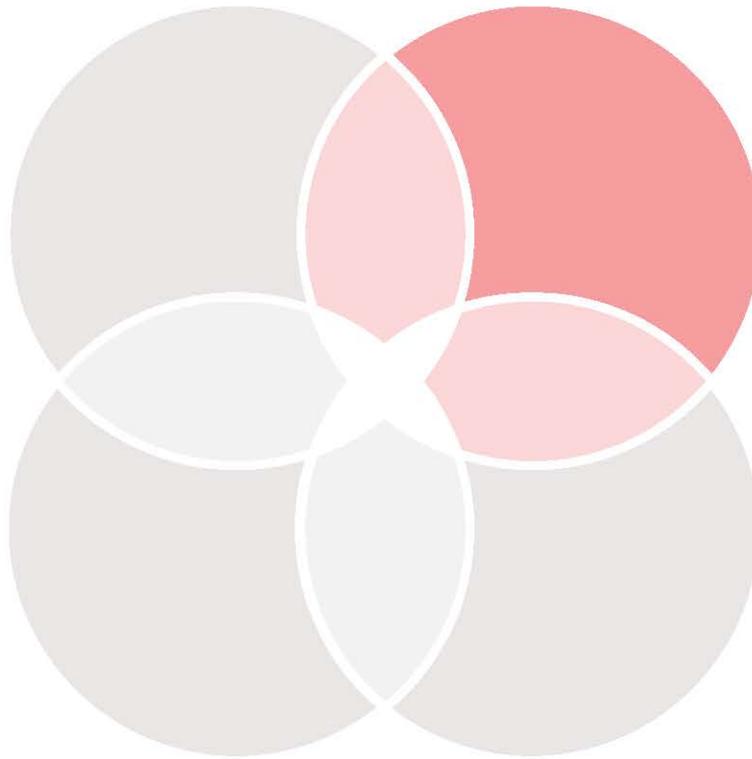
All the instructional outcomes may be assessed by the proposed assessment plan, with clear criteria for assessing student work. The plan contains evidence of student contribution to its development. Assessment methodologies have been adapted for individual students as the need has arisen. The approach to using formative assessment is well designed and includes student as well as teacher use of the assessment information.

- Assessments provide opportunities for student choice.
- Students participate in designing assessments for their own work.
- Teacher-designed assessments are authentic, with real-world application as appropriate.
- Students develop rubrics according to teacher-specified learning objectives.
- Students are actively involved in collecting information from formative assessments and provide input.

- *To teach persuasive writing, the teacher plans to have his class research and write to the principal on an issue that is important to the students: the use of cell phones in class.*
- *The students will write a rubric for their final project on the benefits of solar energy; the teacher has shown them several sample rubrics, and they will refer to those as they create a rubric of their own.*
- *After the lesson the teacher plans to ask students to rate their understanding on a scale of 1 to 5; the students know that their rating will indicate their activity for the next lesson.*
- *The teacher has developed a routine for her class; students know that if they are struggling with a math concept, they sit in a small group with her during workshop time.*
- *And others...*

DOMAIN 2 • THE CLASSROOM ENVIRONMENT

DOMAIN 2



THE CLASSROOM ENVIRONMENT

DOMAIN 2 • THE CLASSROOM ENVIRONMENT

2a CREATING AN ENVIRONMENT OF RESPECT AND RAPPORT

An essential skill of teaching is that of managing relationships with students and ensuring that relationships among students are positive and supportive. Teachers create an environment of respect and rapport in their classrooms by the ways they interact with students and by the interactions they encourage and cultivate among students. An important aspect of respect and rapport relates to how the teacher responds to students and how students are permitted to treat one another. Patterns of interactions are critical to the overall tone of the class. In a respectful environment, all students feel valued, safe, and comfortable taking intellectual risks. They do not fear put-downs or ridicule from either the teacher or other students.

“Respect” shown to the teacher by students should be distinguished from students complying with standards of conduct and behavior. Caring interactions among teachers and students are the hallmark of component 2a (Creating an Environment of Respect and Rapport); while adherence to the established classroom rules characterizes success in component 2d (Managing Student Behavior).

The elements of component 2a are:

Teacher interactions with students, including both words and actions

A teacher’s interactions with students set the tone for the classroom. Through their interactions, teachers convey that they are interested in and care about their students.

Student interactions with other students, including both words and actions

As important as a teacher’s treatment of students is, how students are treated by their classmates is arguably even more important to students. At its worst, poor treatment causes students to feel rejected by their peers. At its best, positive interactions among students are mutually supportive and create an emotionally healthy school environment. Teachers not only model and teach students how to engage in respectful interactions with one another but also acknowledge such interactions.

Indicators include:

- Respectful talk, active listening, and turn-taking
- Acknowledgment of students’ backgrounds and lives outside the classroom
- Body language indicative of warmth and caring shown by teacher and students
- Physical proximity
- Politeness and encouragement
- Fairness

UNSATISFACTORY • LEVEL 1

Patterns of classroom interactions, both between teacher and students and among students, are mostly negative, inappropriate, or insensitive to students' ages, cultural backgrounds, and developmental levels. Student interactions are characterized by sarcasm, put-downs, or conflict. The teacher does not deal with disrespectful behavior.

CRITICAL ATTRIBUTES

- The teacher is disrespectful toward students or insensitive to students' ages, cultural backgrounds, and developmental levels.
- Student body language indicates feelings of hurt, discomfort, or insecurity.
- The teacher displays no familiarity with, or caring about, individual students.
- The teacher disregards disrespectful interactions among students.

POSSIBLE EXAMPLES

- *A student slumps in his chair following a comment by the teacher.*
- *Students roll their eyes at a classmate's idea; the teacher does not respond.*
- *Many students talk when the teacher and other students are talking; the teacher does not correct them.*
- *Some students refuse to work with other students.*
- *The teacher does not call students by their names.*
- *And others...*

BASIC • LEVEL 2

Patterns of classroom interactions, both between teacher and students and among students, are generally appropriate but may reflect occasional inconsistencies, favoritism, and disregard for students' ages, cultures, and developmental levels. Students rarely demonstrate disrespect for one another. The teacher attempts to respond to disrespectful behavior, with uneven results. The net result of the interactions is neutral, conveying neither warmth nor conflict.

- The quality of interactions between teacher and students, or among students, is uneven, with occasional disrespect or insensitivity.
- The teacher attempts to respond to disrespectful behavior among students, with uneven results.
- The teacher attempts to make connections with individual students, but student reactions indicate that these attempts are not entirely successful.

- *Students attend passively to the teacher, but tend to talk, pass notes, etc. when other students are talking.*
- *A few students do not engage with others in the classroom, even when put together in small groups.*
- *Students applaud halfheartedly following a classmate's presentation to the class.*
- *The teacher says, "Don't talk that way to your classmates," but the student shrugs her shoulders.*
- *And others...*

PROFICIENT • LEVEL 3

Teacher-student interactions are friendly and demonstrate general caring and respect. Such interactions are appropriate to the ages, cultures, and developmental levels of the students. Interactions among students are generally polite and respectful, and students exhibit respect for the teacher. The teacher responds successfully to disrespectful behavior among students. The net result of the interactions is polite, respectful, and business-like, though students may be somewhat cautious about taking intellectual risks.

- Talk between teacher and students and among students is uniformly respectful.
- The teacher successfully responds to disrespectful behavior among students.
- Students participate willingly, but may be somewhat hesitant to offer their ideas in front of classmates.
- The teacher makes general connections with individual students.
- Students exhibit respect for the teacher.

- *The teacher greets students by name as they enter the class or during the lesson.*
- *The teacher gets on the same level with students, kneeling, for instance, beside a student working at a desk.*
- *Students attend fully to what the teacher is saying.*
- *Students wait for classmates to finish speaking before beginning to talk.*
- *Students applaud politely following a classmate's presentation to the class.*
- *Students help each other and accept help from each other.*
- *The teacher and students use courtesies such as "please," "thank you," and "excuse me."*
- *The teacher says, "Don't talk that way to your classmates," and the insults stop.*
- *And others...*

DISTINGUISHED • LEVEL 4

Classroom interactions between teacher and students and among students are highly respectful, reflecting genuine warmth, caring, and sensitivity to students as individuals. Students exhibit respect for the teacher and contribute to high levels of civility among all members of the class. The net result is an environment where all students feel valued and are comfortable taking intellectual risks.

- The teacher demonstrates knowledge and caring about individual students' lives beyond the class and school.
- There is no disrespectful behavior among students.
- When necessary, students respectfully correct one another.
- Students participate without fear of put-downs or ridicule from either the teacher or other students.
- The teacher respects and encourages students' efforts.

- *The teacher inquires about a student's soccer game last weekend (or extracurricular activities or hobbies).*
- *Students say "Shhh" to classmates who are talking while the teacher or another student is speaking.*
- *Students clap enthusiastically for one another's presentations for a job well done.*
- *The teacher says, "That's an interesting idea, Josh, but you're forgetting..."*
- *A student questions a classmate, "Didn't you mean _____?" and the classmate reflects and responds, "Oh, maybe you are right!"*
- *And others...*

DOMAIN 2 • THE CLASSROOM ENVIRONMENT

2b ESTABLISHING A CULTURE FOR LEARNING

A “culture for learning” refers to the atmosphere in the classroom that reflects the educational importance of the work undertaken by both students and teacher. It describes the norms that govern the interactions among individuals about the activities and assignments, the value of hard work and perseverance, and the general tone of the class. The classroom is characterized by high cognitive energy, by a sense that what is happening there is important, and by a shared belief that it is essential, and rewarding, to get it right. There are high expectations for all students; the classroom is a place where the teacher and students value learning and hard work.

Teachers who are successful in creating a culture for learning know that students are, by their nature, intellectually curious, and that one of the many challenges of teaching is to direct the students’ natural energy toward the content of the curriculum. They also know that students derive great satisfaction, and a sense of genuine power, from mastering challenging content in the same way they experience pride in mastering, for example, a difficult physical skill.

Part of a culture of hard work involves precision in thought and language; teachers whose classrooms display such a culture insist that students use language to express their thoughts clearly. An insistence on precision reflects the importance placed, by both teacher and students, on the quality of thinking; this emphasis conveys that the classroom is a business-like place where important work is being undertaken. The classroom atmosphere may be vibrant, even joyful, but it is not frivolous.

DOMAIN 2 • THE CLASSROOM ENVIRONMENT

The elements of component 2b are:

Importance of the content and of learning

In a classroom with a strong culture for learning, teachers convey the educational value of what the students are learning.

Expectations for learning and achievement

In classrooms with robust cultures for learning, all students receive the message that although the work is challenging, they are capable of achieving it if they are prepared to work hard. A manifestation of teachers' expectations for high student achievement is their insistence on the use of precise language by students.

Student pride in work

When students are convinced of their capabilities, they are willing to devote energy to the task at hand, and they take pride in their accomplishments. This pride is reflected in their interactions with classmates and with the teacher.

Indicators include:

- Belief in the value of what is being learned
- High expectations, supported through both verbal and nonverbal behaviors, for both learning and participation
- Expectation of high-quality work on the part of students
- Expectation and recognition of effort and persistence on the part of students
- High expectations for expression and work products

UNSATISFACTORY • LEVEL 1

The classroom culture is characterized by a lack of teacher or student commitment to learning, and/or little or no investment of student energy in the task at hand. Hard work and the precise use of language are not expected or valued. Medium to low expectations for student achievement are the norm, with high expectations for learning reserved for only one or two students.

CRITICAL ATTRIBUTES

- The teacher conveys that there is little or no purpose for the work, or that the reasons for doing it are due to external factors.
- The teacher conveys to at least some students that the work is too challenging for them.
- Students exhibit little or no pride in their work.
- Students use language incorrectly; the teacher does not correct them.

POSSIBLE EXAMPLES

- *The teacher tells students that they're doing a lesson because it's in the book or is district-mandated.*
- *The teacher says to a student, "Why don't you try this easier problem?"*
- *Students turn in sloppy or incomplete work.*
- *Many students don't engage in an assigned task, and yet the teacher ignores their behavior.*
- *Students have not completed their homework; the teacher does not respond.*
- *And others...*

BASIC • LEVEL 2

The classroom culture is characterized by little commitment to learning by the teacher or students. The teacher appears to be only "going through the motions," and students indicate that they are interested in the completion of a task rather than the quality of the work. The teacher conveys that student success is the result of natural ability rather than hard work, and refers only in passing to the precise use of language. High expectations for learning are reserved for those students thought to have a natural aptitude for the subject.

- The teacher's energy for the work is neutral, neither indicating a high level of commitment nor ascribing the need to do the work to external forces.
- The teacher conveys high expectations for only some students.
- Students exhibit a limited commitment to complete the work on their own; many students indicate that they are looking for an "easy path."
- The teacher's primary concern appears to be to complete the task at hand.
- The teacher urges, but does not insist, that students use precise language.

- *The teacher says, "Let's get through this."*
- *The teacher says, "I think most of you will be able to do this."*
- *Students consult with one another to determine how to fill in a worksheet, without challenging one another's thinking.*
- *The teacher does not encourage students who are struggling.*
- *Only some students get right to work after an assignment is given or after entering the room.*
- *And others...*

PROFICIENT • LEVEL 3

The classroom culture is a place where learning is valued by all; high expectations for both learning and hard work are the norm for most students. Students understand their role as learners and consistently expend effort to learn. Classroom interactions support learning, hard work, and the precise use of language.

- The teacher communicates the importance of the content and the conviction that with hard work all students can master the material.
- The teacher demonstrates a high regard for students' abilities.
- The teacher conveys an expectation of high levels of student effort.
- Students expend good effort to complete work of high quality.
- The teacher insists on precise use of language by students.

- *The teacher says, "This is important; you'll need to speak grammatical English when you apply for a job."*
- *The teacher says, "This idea is really important! It's central to our understanding of history."*
- *The teacher says, "Let's work on this together; it's hard, but you all will be able to do it well."*
- *The teacher hands a paper back to a student, saying, "I know you can do a better job on this." The student accepts it without complaint.*
- *Students get to work right away when an assignment is given or after entering the room.*
- *And others...*

DISTINGUISHED • LEVEL 4

The classroom culture is a cognitively busy place, characterized by a shared belief in the importance of learning. The teacher conveys high expectations for learning for all students and insists on hard work; students assume responsibility for high quality by initiating improvements, making revisions, adding detail, and/or assisting peers in their precise use of language.

- The teacher communicates passion for the subject.
- The teacher conveys the satisfaction that accompanies a deep understanding of complex content.
- Students indicate through their questions and comments a desire to understand the content.
- Students assist their classmates in understanding the content.
- Students take initiative in improving the quality of their work.
- Students correct one another in their use of language.

- *The teacher says, "It's really fun to find the patterns for factoring polynomials."*
- *A student says, "I don't really understand why it's better to solve this problem that way."*
- *A student asks a classmate to explain a concept or procedure since he didn't quite follow the teacher's explanation.*
- *Students question one another on answers.*
- *A student asks the teacher for permission to redo a piece of work since she now sees how it could be strengthened.*
- *And others...*

DOMAIN 2 • THE CLASSROOM ENVIRONMENT

2c

MANAGING CLASSROOM PROCEDURES

A smoothly functioning classroom is a prerequisite to good instruction and high levels of student engagement. Teachers establish and monitor routines and procedures for the smooth operation of the classroom and the efficient use of time. Hallmarks of a well-managed classroom are that instructional groups are used effectively, noninstructional tasks are completed efficiently, and transitions between activities and management of materials and supplies are skillfully done in order to maintain momentum and maximize instructional time. The establishment of efficient routines, and teaching students to employ them, may be inferred from the sense that the class “runs itself.”

The elements of component 2c are:**Management of instructional groups**

Teachers help students to develop the skills to work purposefully and cooperatively in groups or independently, with little supervision from the teacher.

Management of transitions

Many lessons engage students in different types of activities: large group, small group, independent work. It's important that little time is lost as students move from one activity to another; students know the “drill” and execute it seamlessly.

Management of materials and supplies

Experienced teachers have all necessary materials at hand and have taught students to implement routines for distribution and collection of materials with a minimum of disruption to the flow of instruction.

Performance of classroom routines

Overall, little instructional time is lost in activities such as taking attendance, recording the lunch count, or the return of permission slips for a class trip.

Indicators include:

- Smooth functioning of all routines
- Little or no loss of instructional time
- Students playing an important role in carrying out the routines
- Students knowing what to do, where to move

UNSATISFACTORY • LEVEL 1

Much instructional time is lost due to inefficient classroom routines and procedures. There is little or no evidence of the teacher's managing instructional groups and transitions and/or handling of materials and supplies effectively. There is little evidence that students know or follow established routines.

CRITICAL ATTRIBUTES

- Students not working with the teacher are not productively engaged.
- Transitions are disorganized, with much loss of instructional time.
- There do not appear to be any established procedures for distributing and collecting materials.
- A considerable amount of time is spent off task because of unclear procedures.

POSSIBLE EXAMPLES

- *When moving into small groups, students ask questions about where they are supposed to go, whether they should take their chairs, etc.*
- *There are long lines for materials and supplies.*
- *Distributing or collecting supplies is time consuming.*
- *Students bump into one another when lining up or sharpening pencils.*
- *At the beginning of the lesson, roll-taking consumes much time and students are not working on anything.*
- *And others...*

BASIC • LEVEL 2

Some instructional time is lost due to partially effective classroom routines and procedures. The teacher's management of instructional groups and transitions, or handling of materials and supplies, or both, are inconsistent, leading to some disruption of learning. With regular guidance and prompting, students follow established routines.

- Students not working directly with the teacher are only partially engaged.
- Procedures for transitions seem to have been established, but their operation is not smooth.
- There appear to be established routines for distribution and collection of materials, but students are confused about how to carry them out.
- Classroom routines function unevenly.

- *Some students not working with the teacher are off task.*
- *Transition between large- and small-group activities requires five minutes but is accomplished.*
- *Students ask what they are to do when materials are being distributed or collected.*
- *Students ask clarifying questions about procedures.*
- *Taking attendance is not fully routinized; students are idle while the teacher fills out the attendance form.*
- *And others...*

PROFICIENT • LEVEL 3

There is little loss of instructional time due to effective classroom routines and procedures. The teacher's management of instructional groups and transitions, or handling of materials and supplies, or both, are consistently successful. With minimal guidance and prompting, students follow established classroom routines.

- Students are productively engaged during small-group or independent work.
- Transitions between large- and small-group activities are smooth.
- Routines for distribution and collection of materials and supplies work efficiently.
- Classroom routines function smoothly.

- *In small-group work, students have established roles; they listen to one another, summarizing different views, etc.*
- *Students move directly between large- and small-group activities.*
- *Students get started on an activity while the teacher takes attendance.*
- *The teacher has an established timing device, such as counting down, to signal students to return to their desks.*
- *The teacher has an established attention signal, such as raising a hand or dimming the lights.*
- *One member of each small group collects materials for the table.*
- *There is an established color-coded system indicating where materials should be stored.*
- *Cleanup at the end of a lesson is fast and efficient.*
- *And others...*

DISTINGUISHED • LEVEL 4

Instructional time is maximized due to efficient and seamless classroom routines and procedures. Students take initiative in the management of instructional groups and transitions, and/or the handling of materials and supplies. Routines are well understood and may be initiated by students.

- With minimal prompting by the teacher, students ensure that their time is used productively.
- Students take initiative in distributing and collecting materials efficiently.
- Students themselves ensure that transitions and other routines are accomplished smoothly.

- *Students redirect classmates in small groups not working directly with the teacher to be more efficient in their work.*
- *A student reminds classmates of the roles that they are to play within the group.*
- *A student redirects a classmate to the table he should be at following a transition.*
- *Students propose an improved attention signal.*
- *Students independently check themselves into class on the attendance board.*
- *And others...*

DOMAIN 2 • THE CLASSROOM ENVIRONMENT

2d MANAGING STUDENT BEHAVIOR

In order for students to be able to engage deeply with content, the classroom environment must be orderly; the atmosphere must feel business-like and productive, without being authoritarian. In a productive classroom, standards of conduct are clear to students; they know what they are permitted to do and what they can expect of their classmates. Even when their behavior is being corrected, students feel respected; their dignity is not undermined. Skilled teachers regard positive student behavior not as an end in itself, but as a prerequisite to high levels of engagement in content.

The elements of component 2d are:

Expectations

It is clear, either from what the teacher says, or by inference from student actions, that expectations for student conduct have been established and that they are being implemented.

Monitoring of student behavior

Experienced teachers seem to have eyes in the backs of their heads; they are attuned to what's happening in the classroom and can move subtly to help students, when necessary, re-engage with the content being addressed in the lesson. At a high level, such monitoring is preventive and subtle, which may make it challenging to observe.

Response to student misbehavior

Even experienced teachers find that their students occasionally violate one or another of the agreed-upon standards of conduct; how the teacher responds to such infractions is an important mark of the teacher's skill. Accomplished teachers try to understand why students are conducting themselves in such a manner (are they unsure of the content? are they trying to impress their friends?) and respond in a way that respects the dignity of the student. The best responses are those that address misbehavior early in an episode, although doing so is not always possible.

Indicators include:

- Clear standards of conduct, possibly posted, and possibly referred to during a lesson
- Absence of acrimony between teacher and students concerning behavior
- Teacher awareness of student conduct
- Preventive action when needed by the teacher
- Absence of misbehavior
- Reinforcement of positive behavior

UNSATISFACTORY • LEVEL 1

There appear to be no established standards of conduct, or students challenge them. There is little or no teacher monitoring of student behavior, and response to students' misbehavior is repressive or disrespectful of student dignity.

CRITICAL ATTRIBUTES

- The classroom environment is chaotic, with no standards of conduct evident.
- The teacher does not monitor student behavior.
- Some students disrupt the classroom, without apparent teacher awareness or with an ineffective response.

POSSIBLE EXAMPLES

- *Students are talking among themselves, with no attempt by the teacher to silence them.*
- *An object flies through the air, apparently without the teacher's notice.*
- *Students are running around the room, resulting in chaos.*
- *Students use their phones and other electronic devices; the teacher doesn't attempt to stop them.*
- *And others...*

BASIC • LEVEL 2

Standards of conduct appear to have been established, but their implementation is inconsistent. The teacher tries, with uneven results, to monitor student behavior and respond to student misbehavior.

- The teacher attempts to maintain order in the classroom, referring to classroom rules, but with uneven success.
- The teacher attempts to keep track of student behavior, but with no apparent system.
- The teacher's response to student misbehavior is inconsistent: sometimes harsh, other times lenient.

- *Classroom rules are posted, but neither the teacher nor the students refer to them.*
- *The teacher repeatedly asks students to take their seats; some ignore her.*
- *To one student: "Where's your late pass? Go to the office." To another: "You don't have a late pass? Come in and take your seat; you've missed enough already."*
- *And others...*

PROFICIENT • LEVEL 3

Student behavior is generally appropriate. The teacher monitors student behavior against established standards of conduct. Teacher response to student misbehavior is consistent, proportionate, and respectful to students and is effective.

- Standards of conduct appear to have been established and implemented successfully.
- Overall, student behavior is generally appropriate.
- The teacher frequently monitors student behavior.
- The teacher's response to student misbehavior is effective.

- *Upon a nonverbal signal from the teacher, students correct their behavior.*
- *The teacher moves to every section of the classroom, keeping a close eye on student behavior.*
- *The teacher gives a student a "hard look," and the student stops talking to his neighbor.*
- *And others...*

DISTINGUISHED • LEVEL 4

Student behavior is entirely appropriate. Students take an active role in monitoring their own behavior and/or that of other students against standards of conduct. Teacher monitoring of student behavior is subtle and preventive. The teacher's response to student misbehavior is sensitive to individual student needs and respects students' dignity.

- Student behavior is entirely appropriate; any student misbehavior is very minor and swiftly handled.
- The teacher silently and subtly monitors student behavior.
- Students respectfully intervene with classmates at appropriate moments to ensure compliance with standards of conduct.

- *A student suggests a revision to one of the classroom rules.*
- *The teacher notices that some students are talking among themselves and without a word moves nearer to them; the talking stops.*
- *The teacher speaks privately to a student about misbehavior.*
- *A student reminds her classmates of the class rule about chewing gum.*
- *And others...*

DOMAIN 2 • THE CLASSROOM ENVIRONMENT

2e

ORGANIZING PHYSICAL SPACE

The use of the physical environment to promote student learning is a hallmark of an experienced teacher. Its use varies, of course, with the age of the students: in a primary classroom, centers and reading corners may structure class activities; while with older students, the position of chairs and desks can facilitate, or inhibit, rich discussion. Naturally, classrooms must be safe (no dangling wires or dangerous traffic patterns), and all students must be able to see and hear what's going on so that they can participate actively. Both the teacher and students must make effective use of electronics and other technology.

The elements of component 2e are:**Safety and accessibility**

Physical safety is a primary consideration of all teachers; no learning can occur if students are unsafe or if they don't have access to the board or other learning resources.

Arrangement of furniture and use of physical resources

Both the physical arrangement of a classroom and the available resources provide opportunities for teachers to advance learning; when these resources are used skillfully, students can engage with the content in a productive manner. At the highest levels of performance, the students themselves contribute to the use or adaptation of the physical environment.

Indicators include:

- Pleasant, inviting atmosphere
- Safe environment
- Accessibility for all students
- Furniture arrangement suitable for the learning activities
- Effective use of physical resources, including computer technology, by both teacher and students

UNSATISFACTORY • LEVEL 1

The classroom environment is unsafe, or learning is not accessible to many. There is poor alignment between the arrangement of furniture and resources, including computer technology, and the lesson activities.

CRITICAL ATTRIBUTES

- There are physical hazards in the classroom, endangering student safety.
- Many students can't see or hear the teacher or see the board.
- Available technology is not being used even if it is available and its use would enhance the lesson.

POSSIBLE EXAMPLES

- *There are electrical cords running around the classroom.*
- *There is a pole in the middle of the room; some students can't see the board.*
- *A whiteboard is in the classroom, but it is facing the wall.*
- *And others...*

BASIC • LEVEL 2

The classroom is safe, and essential learning is accessible to most students. The teacher makes modest use of physical resources, including computer technology. The teacher attempts to adjust the classroom furniture for a lesson or, if necessary, to adjust the lesson to the furniture, but with limited effectiveness.

- The physical environment is safe, and most students can see and hear the teacher or see the board.
- The physical environment is not an impediment to learning but does not enhance it.
- The teacher makes limited use of available technology and other resources.

- *The teacher ensures that dangerous chemicals are stored safely.*
- *The classroom desks remain in two semicircles, requiring students to lean around their classmates during small-group work.*
- *The teacher tries to use a computer to illustrate a concept but requires several attempts to make the demonstration work.*
- *And others...*

PROFICIENT • LEVEL 3

The classroom is safe, and students have equal access to learning activities; the teacher ensures that the furniture arrangement is appropriate to the learning activities and uses physical resources, including computer technology, effectively.

- The classroom is safe, and all students are able to see and hear the teacher or see the board.
- The classroom is arranged to support the instructional goals and learning activities.
- The teacher makes appropriate use of available technology.

- *There are established guidelines concerning where backpacks are left during class to keep the pathways clear; students comply.*
- *Desks are moved together so that students can work in small groups, or desks are moved into a circle for a class discussion.*
- *The use of an Internet connection extends the lesson.*
- *And others...*

DISTINGUISHED • LEVEL 4

The classroom environment is safe, and learning is accessible to all students, including those with special needs. The teacher makes effective use of physical resources, including computer technology. The teacher ensures that the physical arrangement is appropriate to the learning activities. Students contribute to the use or adaptation of the physical environment to advance learning.

- Modifications are made to the physical environment to accommodate students with special needs.
- There is total alignment between the learning activities and the physical environment.
- Students take the initiative to adjust the physical environment.
- The teacher and students make extensive and imaginative use of available technology.

- *Students ask if they can shift the furniture to better suit small-group work or discussion.*
- *A student closes the door to shut out noise in the corridor or lowers a blind to block the sun from a classmate's eyes.*
- *A student suggests an application of the whiteboard for an activity.*
- *And others...*

DOMAIN 3



INSTRUCTION

3a

COMMUNICATING WITH STUDENTS

Teachers communicate with students for several independent, but related, purposes. First, they convey that teaching and learning are purposeful activities; they make that purpose clear to students. They also provide clear directions for classroom activities so that students know what to do; when additional help is appropriate, teachers model these activities. When teachers present concepts and information, they make those presentations with accuracy, clarity, and imagination, using precise, academic language; where amplification is important to the lesson, skilled teachers embellish their explanations with analogies or metaphors, linking them to students' interests and prior knowledge. Teachers occasionally withhold information from students (for example, in an inquiry science lesson) to encourage them to think on their own, but what information they do convey is accurate and reflects deep understanding of the content. And teachers' use of language is vivid, rich, and error free, affording the opportunity for students to hear language used well and to extend their own vocabularies. Teachers present complex concepts in ways that provide scaffolding and access to students.

The elements of component 3a are:**Expectations for learning**

The goals for learning are communicated clearly to students. Even if the goals are not conveyed at the outset of a lesson (for example, in an inquiry science lesson), by the end of the lesson students are clear about what they have been learning.

Directions for activities

Students understand what they are expected to do during a lesson, particularly if students are working independently or with classmates, without direct teacher supervision. These directions for the lesson's activities may be provided orally, in writing, or in some combination of the two, with modeling by the teacher, if it is appropriate.

Explanations of content

Skilled teachers, when explaining concepts and strategies to students, use vivid language and imaginative analogies and metaphors, connecting explanations to students' interests and lives beyond school. The explanations are clear, with appropriate scaffolding, and, where appropriate, anticipate possible student misconceptions. These teachers invite students to be engaged intellectually and to formulate hypotheses regarding the concepts or strategies being presented.

Use of oral and written language

For many students, their teachers' use of language represents their best model of both accurate syntax and a rich vocabulary; these models enable students to emulate such language, making their own more precise and expressive. Skilled teachers seize on opportunities both to use precise, academic vocabulary and to explain their use of it.

Indicators include:

- Clarity of lesson purpose
- Clear directions and procedures specific to the lesson activities
- Absence of content errors and clear explanations of concepts and strategies
- Correct and imaginative use of language

UNSATISFACTORY • LEVEL 1

The instructional purpose of the lesson is unclear to students, and the directions and procedures are confusing. The teacher's explanation of the content contains major errors and does not include any explanation of strategies students might use. The teacher's spoken or written language contains errors of grammar or syntax. The teacher's academic vocabulary is inappropriate, vague, or used incorrectly, leaving students confused.

CRITICAL ATTRIBUTES

- At no time during the lesson does the teacher convey to students what they will be learning.
- Students indicate through body language or questions that they don't understand the content being presented.
- The teacher makes a serious content error that will affect students' understanding of the lesson.
- Students indicate through their questions that they are confused about the learning task.
- The teacher's communications include errors of vocabulary or usage or imprecise use of academic language.
- The teacher's vocabulary is inappropriate to the age or culture of the students.

POSSIBLE EXAMPLES

- *A student asks, "What are we supposed to be doing?" but the teacher ignores the question.*
- *The teacher states that to add fractions they must have the same numerator.*
- *Students have a quizzical look on their faces; some may withdraw from the lesson.*
- *Students become disruptive or talk among themselves in an effort to follow the lesson.*
- *The teacher uses technical terms without explaining their meanings.*
- *The teacher says "ain't."*
- *And others...*

BASIC • LEVEL 2

The teacher's attempt to explain the instructional purpose has only limited success, and/or directions and procedures must be clarified after initial student confusion. The teacher's explanation of the content may contain minor errors; some portions are clear, others difficult to follow. The teacher's explanation does not invite students to engage intellectually or to understand strategies they might use when working independently. The teacher's spoken language is correct but uses vocabulary that is either limited or not fully appropriate to the students' ages or backgrounds. The teacher rarely takes opportunities to explain academic vocabulary.

- The teacher provides little elaboration or explanation about what the students will be learning.
- The teacher's explanation of the content consists of a monologue, with minimal participation or intellectual engagement by students.
- The teacher makes no serious content errors but may make minor ones.
- The teacher's explanations of content are purely procedural, with no indication of how students can think strategically.
- The teacher must clarify the learning task so students can complete it.
- The teacher's vocabulary and usage are correct but unimaginative.
- When the teacher attempts to explain academic vocabulary, it is only partially successful.
- The teacher's vocabulary is too advanced, or too juvenile, for students.

- *The teacher mispronounces "_____."*
- *The teacher says, "And oh, by the way, today we're going to factor polynomials."*
- *A student asks, "What are we supposed to be doing?" and the teacher clarifies the task.*
- *A student asks, "What do I write here?" in order to complete a task.*
- *The teacher says, "Watch me while I show you how to _____," asking students only to listen.*
- *A number of students do not seem to be following the explanation.*
- *Students are inattentive during the teacher's explanation of content.*
- *Students' use of academic vocabulary is imprecise.*
- *And others...*

PROFICIENT • LEVEL 3

The instructional purpose of the lesson is clearly communicated to students, including where it is situated within broader learning; directions and procedures are explained clearly and may be modeled. The teacher's explanation of content is scaffolded, clear, and accurate and connects with students' knowledge and experience. During the explanation of content, the teacher focuses, as appropriate, on strategies students can use when working independently and invites student intellectual engagement. The teacher's spoken and written language is clear and correct and is suitable to students' ages and interests. The teacher's use of academic vocabulary is precise and serves to extend student understanding.

- The teacher states clearly, at some point during the lesson, what the students will be learning.
- The teacher's explanation of content is clear and invites student participation and thinking.
- The teacher makes no content errors.
- The teacher describes specific strategies students might use, inviting students to interpret them in the context of what they're learning.
- Students engage with the learning task, indicating that they understand what they are to do.
- If appropriate, the teacher models the process to be followed in the task.
- The teacher's vocabulary and usage are correct and entirely suited to the lesson, including, where appropriate, explanations of academic vocabulary.
- The teacher's vocabulary is appropriate to students' ages and levels of development.

- *The teacher says, "By the end of today's lesson you're all going to be able to factor different types of polynomials."*
- *In the course of a presentation of content, the teacher asks students, "Can anyone think of an example of that?"*
- *The teacher uses a board or projection device for task directions so that students can refer to it without requiring the teacher's attention.*
- *The teacher says, "When you're trying to solve a math problem like this, you might think of a similar, but simpler, problem you've done in the past and see whether the same approach would work."*
- *The teacher explains passive solar energy by inviting students to think about the temperature in a closed car on a cold, but sunny, day or about the water in a hose that has been sitting in the sun.*
- *The teacher uses a Venn diagram to illustrate the distinctions between a republic and a democracy.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher links the instructional purpose of the lesson to the larger curriculum; the directions and procedures are clear and anticipate possible student misunderstanding. The teacher's explanation of content is thorough and clear, developing conceptual understanding through clear scaffolding and connecting with students' interests. Students contribute to extending the content by explaining concepts to their classmates and suggesting strategies that might be used. The teacher's spoken and written language is expressive, and the teacher finds opportunities to extend students' vocabularies, both within the discipline and for more general use. Students contribute to the correct use of academic vocabulary.

- If asked, students are able to explain what they are learning and where it fits into the larger curriculum context.
- The teacher explains content clearly and imaginatively, using metaphors and analogies to bring content to life.
- The teacher points out possible areas for misunderstanding.
- The teacher invites students to explain the content to their classmates.
- Students suggest other strategies they might use in approaching a challenge or analysis.
- The teacher uses rich language, offering brief vocabulary lessons where appropriate, both for general vocabulary and for the discipline.
- Students use academic language correctly.

- *The teacher says, "Here's a spot where some students have difficulty; be sure to read it carefully."*
- *The teacher asks a student to explain the task to other students.*
- *When clarification about the learning task is needed, a student offers it to classmates.*
- *The teacher, in explaining the westward movement in U.S. history, invites students to consider that historical period from the point of view of the Native Peoples.*
- *The teacher asks, "Who would like to explain this idea to us?"*
- *A student asks, "Is this another way we could think about analogies?"*
- *A student explains an academic term to classmates.*
- *The teacher pauses during an explanation of the civil rights movement to remind students that the prefix in- as in inequality means "not" and that the prefix un- also means the same thing.*
- *A student says to a classmate, "I think that side of the triangle is called the hypotenuse."*
- *And others...*

3b USING QUESTIONING AND DISCUSSION TECHNIQUES

Questioning and discussion are the only instructional strategies specifically referred to in the Framework for Teaching, a decision that reflects their central importance to teachers' practice. In the Framework it is important that questioning and discussion be used as techniques to deepen student understanding rather than serve as recitation, or a verbal "quiz." Good teachers use divergent as well as convergent questions, framed in such a way that they invite students to formulate hypotheses, make connections, or challenge previously held views. Students' responses to questions are valued; effective teachers are especially adept at responding to and building on student responses and making use of their ideas. High-quality questions encourage students to make connections among concepts or events previously believed to be unrelated and to arrive at new understandings of complex material. Effective teachers also pose questions for which they do not know the answers. Even when a question has a limited number of correct responses, the question, being nonformulaic, is likely to promote student thinking.

Class discussions are animated, engaging all students in important issues and promoting the use of precise language to deepen and extend their understanding. These discussions may be based around questions formulated by the students themselves. Furthermore, when a teacher is building on student responses to questions (whether posed by the teacher or by other students), students are challenged to explain their thinking and to cite specific text or other evidence (for example, from a scientific experiment) to back up a position. This focus on argumentation forms the foundation of logical reasoning, a critical skill in all disciplines.

Not all questions must be at a high cognitive level in order for a teacher's performance to be rated at a high level; that is, when exploring a topic, a teacher might begin with a series of questions of low cognitive challenge to provide a review, or to ensure that everyone in the class is "on board." Furthermore, if questions are at a high level, but only a few students participate in the discussion, the teacher's performance on the component cannot be judged to be at a high level. In addition, during lessons involving students in small-group work, the quality of the students' questions and discussion in their small groups may be considered as part of this component. In order for students to formulate high-level questions, they must have learned how to do so. Therefore, high-level questions from students, either in the full class or in small-group discussions, provide evidence that these skills have been taught.

DOMAIN 3 • INSTRUCTION

The elements of component 3b are:

Quality of questions/prompts

Questions of high quality cause students to think and reflect, to deepen their understanding, and to test their ideas against those of their classmates. When teachers ask questions of high quality, they ask only a few of them and provide students with sufficient time to think about their responses, to reflect on the comments of their classmates, and to deepen their understanding. Occasionally, for the purposes of review, teachers ask students a series of (usually low-level) questions in a type of verbal quiz. This technique may be helpful for the purpose of establishing the facts of a historical event, for example, but should not be confused with the use of questioning to deepen students' understanding.

Discussion techniques

Effective teachers promote learning through discussion. A foundational skill that students learn through engaging in discussion is that of explaining and justifying their reasoning and conclusions, based on specific evidence. Teachers skilled in the use of questioning and discussion techniques challenge students to examine their premises, to build a logical argument, and to critique the arguments of others. Some teachers report, "We discussed x," when what they mean is "I said x." That is, some teachers confuse discussion with explanation of content; as important as that is, it's not discussion. Rather, in a true discussion a teacher poses a question and invites all students' views to be heard, enabling students to engage in discussion directly with one another, not always mediated by the teacher. Furthermore, in conducting discussions, skilled teachers build further questions on student responses and insist that students examine their premises, build a logical argument, and critique the arguments of others.

Student participation

In some classes a few students tend to dominate the discussion; other students, recognizing this pattern, hold back their contributions. The skilled teacher uses a range of techniques to encourage all students to contribute to the discussion and enlists the assistance of students to ensure this outcome.

Indicators include:

- Questions of high cognitive challenge, formulated by both students and teacher
- Questions with multiple correct answers or multiple approaches, even when there is a single correct response
- Effective use of student responses and ideas
- Discussion, with the teacher stepping out of the central, mediating role
- Focus on the reasoning exhibited by students in discussion, both in give-and-take with the teacher and with their classmates
- High levels of student participation in discussion

UNSATISFACTORY • LEVEL 1

The teacher's questions are of low cognitive challenge, with single correct responses, and are asked in rapid succession. Interaction between the teacher and students is predominantly recitation style, with the teacher mediating all questions and answers; the teacher accepts all contributions without asking students to explain their reasoning. Only a few students participate in the discussion.

CRITICAL ATTRIBUTES

- Questions are rapid-fire and convergent, with a single correct answer.
- Questions do not invite student thinking.
- All discussion is between the teacher and students; students are not invited to speak directly to one another.
- The teacher does not ask students to explain their thinking.
- Only a few students dominate the discussion.

POSSIBLE EXAMPLES

- *All questions are of the "recitation" type, such as "What is 3 x 4?"*
- *The teacher asks a question for which the answer is on the board; students respond by reading it.*
- *The teacher calls only on students who have their hands up.*
- *A student responds to a question with wrong information, and the teacher doesn't follow up.*
- *And others...*

BASIC • LEVEL 2

The teacher's questions lead students through a single path of inquiry, with answers seemingly determined in advance. Alternatively, the teacher attempts to ask some questions designed to engage students in thinking, but only a few students are involved. The teacher attempts to engage all students in the discussion, to encourage them to respond to one another, and to explain their thinking, with uneven results.

- The teacher frames some questions designed to promote student thinking, but many have a single correct answer, and the teacher calls on students quickly.
- The teacher invites students to respond directly to one another's ideas, but few students respond.
- The teacher calls on many students, but only a small number actually participate in the discussion.
- The teacher asks students to explain their reasoning, but only some students attempt to do so.

- *Many questions are of the "recitation" type, such as "How many members of the House of Representatives are there?"*
- *The teacher asks, "Who has an idea about this?" The usual three students offer comments.*
- *The teacher asks, "Maria, can you comment on Ian's idea?" but Maria does not respond or makes a comment directly to the teacher.*
- *The teacher asks a student to explain his reasoning for why 13 is a prime number but does not follow up when the student falters.*
- *And others...*

PROFICIENT • LEVEL 3

While the teacher may use some low-level questions, he poses questions designed to promote student thinking and understanding. The teacher creates a genuine discussion among students, providing adequate time for students to respond and stepping aside when doing so is appropriate. The teacher challenges students to justify their thinking and successfully engages most students in the discussion, employing a range of strategies to ensure that most students are heard.

- The teacher uses open-ended questions, inviting students to think and/or offer multiple possible answers.
- The teacher makes effective use of wait time.
- Discussions enable students to talk to one another without ongoing mediation by teacher.
- The teacher calls on most students, even those who don't initially volunteer.
- Many students actively engage in the discussion.
- The teacher asks students to justify their reasoning, and most attempt to do so.

- *The teacher asks, "What might have happened if the colonists had not prevailed in the American war for independence?"*
- *The teacher uses the plural form in asking questions, such as "What are some things you think might contribute to _____?"*
- *The teacher asks, "Maria, can you comment on Ian's idea?" and Maria responds directly to Ian.*
- *The teacher poses a question, asking every student to write a brief response and then share it with a partner, before inviting a few to offer their ideas to the entire class.*
- *The teacher asks students when they have formulated an answer to the question "Why do you think Huck Finn did _____?" to find the reason in the text and to explain their thinking to a neighbor.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher uses a variety or series of questions or prompts to challenge students cognitively, advance high-level thinking and discourse, and promote metacognition. Students formulate many questions, initiate topics, challenge one another's thinking, and make unsolicited contributions. Students themselves ensure that all voices are heard in the discussion.

- Students initiate higher-order questions.
- The teacher builds on and uses student responses to questions in order to deepen student understanding.
- Students extend the discussion, enriching it.
- Students invite comments from their classmates during a discussion and challenge one another's thinking.
- Virtually all students are engaged in the discussion.

- *A student asks, "How many ways are there to get this answer?"*
- *A student says to a classmate, "I don't think I agree with you on this, because..."*
- *A student asks of other students, "Does anyone have another idea how we might figure this out?"*
- *A student asks, "What if...?"*
- *And others...*

3c

ENGAGING STUDENTS IN LEARNING

Student engagement in learning is the centerpiece of the Framework for Teaching; all other components contribute to it. When students are engaged in learning, they are not merely “busy,” nor are they only “on task.” Rather, they are intellectually active in learning important and challenging content. The critical distinction between a classroom in which students are compliant and busy, and one in which they are engaged, is that in the latter students are developing their understanding through what they do. That is, they are engaged in discussion, debate, answering “what if?” questions, discovering patterns, and the like. They may be selecting their work from a range of (teacher-arranged) choices, and making important contributions to the intellectual life of the class. Such activities don’t typically consume an entire lesson, but they are essential components of engagement.

A lesson in which students are engaged usually has a discernible structure: a beginning, a middle, and an end, with scaffolding provided by the teacher or by the activities themselves. Student tasks are organized to provide cognitive challenge, and then students are encouraged to reflect on what they have done and what they have learned. That is, the lesson has closure, in which teachers encourage students to derive the important learning from the learning tasks, from the discussion, or from what they have read. Critical questions for an observer in determining the degree of student engagement are “What are the students being asked to do? Does the learning task involve thinking? Are students challenged to discern patterns or make predictions?” If the answer to these questions is that students are, for example, filling in blanks on a worksheet or performing a rote procedure, they are unlikely to be cognitively engaged.

In observing a lesson, it is essential not only to watch the teacher but also to pay close attention to the students and what they are doing. The best evidence for student engagement is what students are saying and doing as a consequence of what the teacher does, or has done, or has planned. And while students may be physically active (e.g., using manipulative materials in mathematics or making a map in social studies), it is not essential that they be involved in a hands-on manner; it is, however, essential that they be challenged to be “minds-on.”

DOMAIN 3 • INSTRUCTION

The elements of component 3c are:

Activities and assignments

The activities and assignments are the centerpiece of student engagement, since they determine what it is that students are asked to do. Activities and assignments that promote learning require student thinking that emphasizes depth over breadth and encourage students to explain their thinking.

Grouping of students

How students are grouped for instruction (whole class, small groups, pairs, individuals) is one of the many decisions teachers make every day. There are many options; students of similar background and skill may be clustered together, or the more-advanced students may be spread around into the different groups. Alternatively, a teacher might permit students to select their own groups, or they could be formed randomly.

Instructional materials and resources

The instructional materials a teacher selects to use in the classroom can have an enormous impact on students' experience. Though some teachers are obliged to use a school's or district's officially sanctioned materials, many teachers use these selectively or supplement them with others of their choosing that are better suited to engaging students in deep learning—for example, the use of primary source materials in social studies.

Structure and pacing

No one, whether an adult or a student, likes to be either bored or rushed in completing a task. Keeping things moving, within a well-defined structure, is one of the marks of an experienced teacher. And since much of student learning results from their reflection on what they have done, a well-designed lesson includes time for reflection and closure.

Indicators include:

- Student enthusiasm, interest, thinking, problem solving, etc.
- Learning tasks that require high-level student thinking and invite students to explain their thinking
- Students highly motivated to work on all tasks and persistent even when the tasks are challenging
- Students actively “working,” rather than watching while their teacher “works”
- Suitable pacing of the lesson: neither dragged out nor rushed, with time for closure and student reflection

UNSATISFACTORY • LEVEL 1

The learning tasks/activities, materials, and resources are poorly aligned with the instructional outcomes, or require only rote responses, with only one approach possible. The groupings of students are unsuitable to the activities. The lesson has no clearly defined structure, or the pace of the lesson is too slow or rushed.

CRITICAL ATTRIBUTES

- Few students are intellectually engaged in the lesson.
- Learning tasks/activities and materials require only recall or have a single correct response or method.
- Instructional materials used are unsuitable to the lesson and/or the students.
- The lesson drags or is rushed.
- Only one type of instructional group is used (whole group, small groups) when variety would promote more student engagement.

POSSIBLE EXAMPLES

- *Most students disregard the assignment given by the teacher; it appears to be much too difficult for them.*
- *Students fill out the lesson worksheet by copying words from the board.*
- *Students are using math manipulative materials in a rote activity.*
- *The teacher lectures for 45 minutes.*
- *Most students don't have time to complete the assignment; the teacher moves on in the lesson.*
- *And others...*

BASIC • LEVEL 2

The learning tasks and activities are partially aligned with the instructional outcomes but require only minimal thinking by students and little opportunity for them to explain their thinking, allowing most students to be passive or merely compliant. The groupings of students are moderately suitable to the activities. The lesson has a recognizable structure; however, the pacing of the lesson may not provide students the time needed to be intellectually engaged or may be so slow that many students have a considerable amount of “downtime.”

- Some students are intellectually engaged in the lesson.
- Learning tasks are a mix of those requiring thinking and those requiring recall.
- Student engagement with the content is largely passive; the learning consists primarily of facts or procedures.
- The materials and resources are partially aligned to the lesson objectives.
- Few of the materials and resources require student thinking or ask students to explain their thinking.
- The pacing of the lesson is uneven—suitable in parts but rushed or dragging in others.
- The instructional groupings used are partially appropriate to the activities.

- *Students in only three of the five small groups are figuring out an answer to the assigned problem; the others seem to be unsure how they should proceed.*
- *Students are asked to fill in a worksheet, following an established procedure.*
- *There is a recognizable beginning, middle, and end to the lesson.*
- *The teacher lectures for 20 minutes and provides 15 minutes for the students to write an essay; not all students are able to complete it.*
- *And others...*

PROFICIENT • LEVEL 3

The learning tasks and activities are fully aligned with the instructional outcomes and are designed to challenge student thinking, inviting students to make their thinking visible. This technique results in active intellectual engagement by most students with important and challenging content and with teacher scaffolding to support that engagement. The groupings of students are suitable to the activities. The lesson has a clearly defined structure, and the pacing of the lesson is appropriate, providing most students the time needed to be intellectually engaged.

- Most students are intellectually engaged in the lesson.
- Most learning tasks have multiple correct responses or approaches and/or encourage higher-order thinking.
- Students are invited to explain their thinking as part of completing tasks.
- Materials and resources support the learning goals and require intellectual engagement, as appropriate.
- The pacing of the lesson provides students the time needed to be intellectually engaged.
- The teacher uses groupings that are suitable to the lesson activities.

- *Five students (out of 27) have finished an assignment early and begin talking among themselves; the teacher assigns a follow-up activity.*
- *Students are asked to formulate a hypothesis about what might happen if the American voting system allowed for the direct election of presidents and to explain their reasoning.*
- *Students are given a task to do independently, then to discuss with a table group, followed by a reporting from each table.*
- *Students are asked to create different representations of a large number using a variety of manipulative materials.*
- *The lesson is neither rushed nor does it drag.*
- *And others...*

DISTINGUISHED • LEVEL 4

Virtually all students are intellectually engaged in challenging content through well-designed learning tasks and activities that require complex thinking by students. The teacher provides suitable scaffolding and challenges students to explain their thinking. There is evidence of some student initiation of inquiry and student contributions to the exploration of important content; students may serve as resources for one another. The lesson has a clearly defined structure, and the pacing of the lesson provides students the time needed not only to intellectually engage with and reflect upon their learning but also to consolidate their understanding.

- Virtually all students are intellectually engaged in the lesson.
- Lesson activities require high-level student thinking and explanations of their thinking.
- Students take initiative to improve the lesson by (1) modifying a learning task to make it more meaningful or relevant to their needs, (2) suggesting modifications to the grouping patterns used, and/or (3) suggesting modifications or additions to the materials being used.
- Students have an opportunity for reflection and closure on the lesson to consolidate their understanding.

- *Students are asked to write an essay in the style of Hemmingway and to describe which aspects of his style they have incorporated.*
- *Students determine which of several tools—e.g., a protractor, spreadsheet, or graphing calculator—would be most suitable to solve a math problem.*
- *A student asks whether they might remain in their small groups to complete another section of the activity, rather than work independently.*
- *Students identify or create their own learning materials.*
- *Students summarize their learning from the lesson.*
- *And others...*

3d USING ASSESSMENT IN INSTRUCTION

Assessment of student learning plays an important new role in teaching: no longer signaling the *end* of instruction, it is now recognized to be an integral *part* of instruction. While assessment *of* learning has always been and will continue to be an important aspect of teaching (it's important for teachers to know whether students have learned what teachers intend), assessment *for* learning has increasingly come to play an important role in classroom practice. And in order to assess student learning for the purposes of instruction, teachers must have a “finger on the pulse” of a lesson, monitoring student understanding and, where feedback is appropriate, offering it to students.

A teacher's actions in monitoring student learning, while they may superficially look the same as those used in monitoring student behavior, have a fundamentally different purpose. When monitoring behavior, teachers are alert to students who may be passing notes or bothering their neighbors; when monitoring student learning, teachers look carefully at what students are writing, or listen carefully to the questions students ask, in order to gauge whether they require additional activity or explanation to grasp the content. In each case, the teacher may be circulating in the room, but his or her purpose in doing so is quite different in the two situations.

Similarly, on the surface, questions asked of students for the purpose of monitoring learning are fundamentally different from those used to build understanding; in the former, the questions seek to reveal students' misconceptions, whereas in the latter the questions are designed to explore relationships or deepen understanding. Indeed, for the purpose of monitoring, many teachers create questions specifically to elicit the extent of student understanding and use additional techniques (such as exit tickets) to determine the degree of understanding of every student in the class. Teachers at high levels of performance in this component, then, demonstrate the ability to encourage students and actually teach them the necessary skills of monitoring their own learning against clear standards.

But as important as monitoring student learning and providing feedback to students are, however, they are greatly strengthened by a teacher's skill in making mid-course corrections when needed, seizing on a “teachable moment,” or enlisting students' particular interests to enrich an explanation.

DOMAIN 3 • INSTRUCTION

The elements of component 3d are:

Assessment criteria

It is essential that students know the criteria for assessment. At its highest level, students themselves have had a hand in articulating the criteria (for example, of a clear oral presentation).

Monitoring of student learning

A teacher's skill in eliciting evidence of student understanding is one of the true marks of expertise. This is not a hit-or-miss effort, but is planned carefully in advance. Even after planning carefully, however, a teacher must weave monitoring of student learning seamlessly into the lesson, using a variety of techniques.

Feedback to students

Feedback on learning is an essential element of a rich instructional environment; without it, students are constantly guessing at how they are doing and at how their work can be improved. Valuable feedback must be timely, constructive, and substantive and must provide students the guidance they need to improve their performance.

Student self-assessment and monitoring of progress

The culmination of students' assumption of responsibility for their learning is when they monitor their own learning and take appropriate action. Of course, they can do these things only if the criteria for learning are clear and if they have been taught the skills of checking their work against clear criteria.

Indicators include:

- The teacher paying close attention to evidence of student understanding
- The teacher posing specifically created questions to elicit evidence of student understanding
- The teacher circulating to monitor student learning and to offer feedback
- Students assessing their own work against established criteria

UNSATISFACTORY • LEVEL 1

Students do not appear to be aware of the assessment criteria, and there is little or no monitoring of student learning; feedback is absent or of poor quality. Students do not engage in self- or peer assessment.

CRITICAL ATTRIBUTES

- The teacher gives no indication of what high-quality work looks like.
- The teacher makes no effort to determine whether students understand the lesson.
- Students receive no feedback, or feedback is global or directed to only one student.
- The teacher does not ask students to evaluate their own or classmates' work.

POSSIBLE EXAMPLES

- *A student asks, "How is this assignment going to be graded?"*
- *A student asks, "Is this the right way to solve this problem?" but receives no information from the teacher.*
- *The teacher forges ahead with a presentation without checking for understanding.*
- *After the students present their research on globalization, the teacher tells them their letter grade; when students ask how he arrived at the grade, the teacher responds, "After all these years in education, I just know what grade to give."*
- *And others...*

BASIC • LEVEL 2

Students appear to be only partially aware of the assessment criteria, and the teacher monitors student learning for the class as a whole. Questions and assessments are rarely used to diagnose evidence of learning. Feedback to students is general, and few students assess their own work.

- There is little evidence that the students understand how their work will be evaluated.
- The teacher monitors understanding through a single method, or without eliciting evidence of understanding from students.
- Feedback to students is vague and not oriented toward future improvement of work.
- The teacher makes only minor attempts to engage students in self- or peer assessment.

- *The teacher asks, "Does anyone have a question?"*
- *When a student completes a problem on the board, the teacher corrects the student's work without explaining why.*
- *The teacher says, "Good job, everyone."*
- *The teacher, after receiving a correct response from one student, continues without ascertaining whether other students understand the concept.*
- *The students receive their tests back; each one is simply marked with a letter grade at the top.*
- *And others...*

PROFICIENT • LEVEL 3

Students appear to be aware of the assessment criteria, and the teacher monitors student learning for groups of students. Questions and assessments are regularly used to diagnose evidence of learning. Teacher feedback to groups of students is accurate and specific; some students engage in self-assessment.

- The teacher makes the standards of high-quality work clear to students.
- The teacher elicits evidence of student understanding.
- Students are invited to assess their own work and make improvements; most of them do so.
- Feedback includes specific and timely guidance, at least for groups of students.

- *The teacher circulates during small-group or independent work, offering suggestions to students.*
- *The teacher uses specifically formulated questions to elicit evidence of student understanding.*
- *The teacher asks students to look over their papers to correct their errors; most of them engage in this task.*
- *And others...*

DISTINGUISHED • LEVEL 4

Assessment is fully integrated into instruction, through extensive use of formative assessment. Students appear to be aware of, and there is some evidence that they have contributed to, the assessment criteria. Questions and assessments are used regularly to diagnose evidence of learning by individual students. A variety of forms of feedback, from both teacher and peers, is accurate and specific and advances learning. Students self-assess and monitor their own progress. The teacher successfully differentiates instruction to address individual students' misunderstandings.

- Students indicate that they clearly understand the characteristics of high-quality work, and there is evidence that students have helped establish the evaluation criteria.
- The teacher is constantly “taking the pulse” of the class; monitoring of student understanding is sophisticated and continuous and makes use of strategies to elicit information about individual student understanding.
- Students monitor their own understanding, either on their own initiative or as a result of tasks set by the teacher.
- High-quality feedback comes from many sources, including students; it is specific and focused on improvement.

- *The teacher reminds students of the characteristics of high-quality work, observing that the students themselves helped develop them.*
- *While students are working, the teacher circulates, providing specific feedback to individual students.*
- *The teacher uses popsicle sticks or exit tickets to elicit evidence of individual student understanding.*
- *Students offer feedback to their classmates on their work.*
- *Students evaluate a piece of their writing against the writing rubric and confer with the teacher about how it could be improved.*
- *And others...*

3e**DEMONSTRATING FLEXIBILITY AND RESPONSIVENESS**

“Flexibility and responsiveness” refer to a teacher’s skill in making adjustments in a lesson to respond to changing conditions. When a lesson is well planned, there may be no need for changes during the course of the lesson itself. Shifting the approach in midstream is not always necessary; in fact, with experience comes skill in accurately predicting how a lesson will go and being prepared for different possible scenarios. But even the most skilled, and best prepared, teachers will occasionally find either that a lesson is not proceeding as they would like or that a teachable moment has presented itself. They are ready for such situations. Furthermore, teachers who are committed to the learning of all students persist in their attempts to engage them in learning, even when confronted with initial setbacks.

The elements of component 3e are:**Lesson adjustment**

Experienced teachers are able to make both minor and (at times) major adjustments to a lesson, or mid-course corrections. Such adjustments depend on a teacher’s store of alternate instructional strategies and the confidence to make a shift when needed.

Response to students

Occasionally during a lesson, an unexpected event will occur that presents a true teachable moment. It is a mark of considerable teacher skill to be able to capitalize on such opportunities.

Persistence

Committed teachers don’t give up easily; when students encounter difficulty in learning (which all do at some point), these teachers seek alternate approaches to help their students be successful. In these efforts, teachers display a keen sense of efficacy.

Indicators include:

- Incorporation of students’ interests and daily events into a lesson
- The teacher adjusting instruction in response to evidence of student understanding (or lack of it)
- The teacher seizing on a teachable moment

UNSATISFACTORY • LEVEL 1

The teacher ignores students' questions; when students have difficulty learning, the teacher blames them or their home environment for their lack of success. The teacher makes no attempt to adjust the lesson even when students don't understand the content.

CRITICAL ATTRIBUTES

- The teacher ignores indications of student boredom or lack of understanding.
- The teacher brushes aside students' questions.
- The teacher conveys to students that when they have difficulty learning it is their fault.
- In reflecting on practice, the teacher does not indicate that it is important to reach all students.
- The teacher makes no attempt to adjust the lesson in response to student confusion.

POSSIBLE EXAMPLES

- *The teacher says, "We don't have time for that today."*
- *The teacher says, "If you'd just pay attention, you could understand this."*
- *When a student asks the teacher to explain a mathematical procedure again, the teacher says, "Just do the homework assignment; you'll get it then."*
- *And others...*

BASIC • LEVEL 2

The teacher accepts responsibility for the success of all students but has only a limited repertoire of strategies to use. Adjustment of the lesson in response to assessment is minimal or ineffective.

- The teacher makes perfunctory attempts to incorporate students' questions and interests into the lesson.
- The teacher conveys to students a level of responsibility for their learning but also his uncertainty about how to assist them.
- In reflecting on practice, the teacher indicates the desire to reach all students but does not suggest strategies for doing so.
- The teacher's attempts to adjust the lesson are partially successful.

- *The teacher says, "I'll try to think of another way to come at this and get back to you."*
- *The teacher says, "I realize not everyone understands this, but we can't spend any more time on it."*
- *The teacher rearranges the way the students are grouped in an attempt to help students understand the lesson; the strategy is partially successful.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher successfully accommodates students' questions and interests. Drawing on a broad repertoire of strategies, the teacher persists in seeking approaches for students who have difficulty learning. If impromptu measures are needed, the teacher makes a minor adjustment to the lesson and does so smoothly.

- The teacher incorporates students' interests and questions into the heart of the lesson.
- The teacher conveys to students that she has other approaches to try when the students experience difficulty.
- In reflecting on practice, the teacher cites multiple approaches undertaken to reach students having difficulty.
- When improvising becomes necessary, the teacher makes adjustments to the lesson.

- *The teacher says, "That's an interesting idea; let's see how it fits."*
- *The teacher illustrates a principle of good writing to a student, using his interest in basketball as context.*
- *The teacher says, "This seems to be more difficult for you than I expected; let's try this way," and then uses another approach.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher seizes an opportunity to enhance learning, building on a spontaneous event or students' interests, or successfully adjusts and differentiates instruction to address individual student misunderstandings. Using an extensive repertoire of instructional strategies and soliciting additional resources from the school or community, the teacher persists in seeking effective approaches for students who need help.

- The teacher seizes on a teachable moment to enhance a lesson.
- The teacher conveys to students that she won't consider a lesson "finished" until every student understands and that she has a broad range of approaches to use.
- In reflecting on practice, the teacher can cite others in the school and beyond whom he has contacted for assistance in reaching some students.
- The teacher's adjustments to the lesson, when they are needed, are designed to assist individual students.

- *The teacher stops a lesson midstream and says, "This activity doesn't seem to be working. Here's another way I'd like you to try it."*
- *The teacher incorporates the school's upcoming championship game into an explanation of averages.*
- *The teacher says, "If we have to come back to this tomorrow, we will; it's really important that you understand it."*
- *And others...*

DOMAIN 4 • PROFESSIONAL RESPONSIBILITIES

DOMAIN 4



PROFESSIONAL RESPONSIBILITIES

DOMAIN 4 • PROFESSIONAL RESPONSIBILITIES

4a REFLECTING ON TEACHING

Reflecting on teaching encompasses the teacher’s thinking that follows any instructional event, an analysis of the many decisions made in both the planning and the implementation of a lesson. By considering these elements in light of the impact they had on student learning, teachers can determine where to focus their efforts in making revisions and choose which aspects of the instruction they will continue in future lessons. Teachers may reflect on their practice through collegial conversations, journal writing, examining student work, conversations with students, or simply thinking about their teaching. Reflecting with accuracy and specificity, as well as being able to use in future teaching what has been learned, is an acquired skill; mentors, coaches, and supervisors can help teachers acquire and develop the skill of reflecting on teaching through supportive and deep questioning. Over time, this way of thinking both reflectively and self-critically and of analyzing instruction through the lens of student learning—whether excellent, adequate, or inadequate—becomes a habit of mind, leading to improvement in teaching and learning.

The elements of component 4a are:

Accuracy

As teachers gain experience, their reflections on practice become more accurate, corresponding to the assessments that would be given by an external and unbiased observer. Not only are the reflections accurate, but teachers can provide specific examples from the lesson to support their judgments.

Use in future teaching

If the potential of reflection to improve teaching is to be fully realized, teachers must use their reflections to make adjustments in their practice. As their experience and expertise increases, teachers draw on an ever-increasing repertoire of strategies to inform these adjustments..

Indicators include:

- Accurate reflections on a lesson
- Citation of adjustments to practice that draw on a repertoire of strategies

UNSATISFACTORY • LEVEL 1

The teacher does not know whether a lesson was effective or achieved its instructional outcomes, or the teacher profoundly misjudges the success of a lesson. The teacher has no suggestions for how a lesson could be improved.

CRITICAL ATTRIBUTES

- The teacher considers the lesson but draws incorrect conclusions about its effectiveness.
- The teacher makes no suggestions for improvement.

POSSIBLE EXAMPLES

- *Despite evidence to the contrary, the teacher says, "My students did great on that lesson!"*
- *The teacher says, "That was awful; I wish I knew what to do!"*
- *And others...*

BASIC • LEVEL 2

The teacher has a generally accurate impression of a lesson's effectiveness and the extent to which instructional outcomes were met. The teacher makes general suggestions about how a lesson could be improved.

- The teacher has a general sense of whether or not instructional practices were effective.
- The teacher offers general modifications for future instruction.

- *At the end of the lesson, the teacher says, "I guess that went okay."*
- *The teacher says, "I guess I'll try _____ next time."*
- *And others...*

PROFICIENT • LEVEL 3

The teacher makes an accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes and can cite general references to support the judgment. The teacher makes a few specific suggestions of what could be tried another time the lesson is taught.

- The teacher accurately assesses the effectiveness of instructional activities used.
- The teacher identifies specific ways in which a lesson might be improved.

- *The teacher says, "I wasn't pleased with the level of engagement of the students."*
- *The teacher's journal indicates several possible lesson improvements.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher makes a thoughtful and accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes, citing many specific examples from the lesson and weighing the relative strengths of each. Drawing on an extensive repertoire of skills, the teacher offers specific alternative actions, complete with the probable success of different courses of action.

- The teacher's assessment of the lesson is thoughtful and includes specific indicators of effectiveness.
- The teacher's suggestions for improvement draw on an extensive repertoire.

- *The teacher says, "I think that lesson worked pretty well, although I was disappointed in how the group at the back table performed."*
- *In conversation with colleagues, the teacher considers strategies for grouping students differently to improve a lesson.*
- *And others...*

DOMAIN 4 • PROFESSIONAL RESPONSIBILITIES

4b MAINTAINING ACCURATE RECORDS

An essential responsibility of professional educators is keeping accurate records of both instructional and noninstructional events. These include student completion of assignments, student progress in learning, and noninstructional activities that are part of the day-to-day functions in a school setting, such as the return of signed permission slips for a field trip and money for school pictures. Proficiency in this component is vital because these records inform interactions with students and parents and allow teachers to monitor learning and adjust instruction accordingly. The methods of keeping records vary as much as the type of information being recorded. For example, teachers may keep records of formal assessments electronically, using spreadsheets and databases, which allow for item analysis and individualized instruction. A less formal means of keeping track of student progress may include anecdotal notes that are kept in student folders.

The elements of component 4b are:

Student completion of assignments

Most teachers, particularly at the secondary level, need to keep track of student completion of assignments, including not only whether the assignments were actually completed but also students' success in completing them.

Student progress in learning

In order to plan instruction, teachers need to know where each student "is" in his or her learning. This information may be collected formally or informally but must be updated frequently.

Noninstructional records

Noninstructional records encompass all the details of school life for which records must be maintained, particularly if they involve money. Examples include tracking which students have returned their permission slips for a field trip or which students have paid for their school pictures.

Indicators include:

- Routines and systems that track student completion of assignments
- Systems of information regarding student progress against instructional outcomes
- Processes of maintaining accurate noninstructional records

UNSATISFACTORY • LEVEL 1

The teacher's system for maintaining information on student completion of assignments and student progress in learning is nonexistent or in disarray. The teacher's records for noninstructional activities are in disarray, the result being errors and confusion.

CRITICAL ATTRIBUTES

- There is no system for either instructional or noninstructional records.
- Record-keeping systems are in disarray and provide incorrect or confusing information.

POSSIBLE EXAMPLES

- *A student says, "I'm sure I turned in that assignment, but the teacher lost it!"*
- *The teacher says, "I misplaced the writing samples for my class, but it doesn't matter—I know what the students would have scored."*
- *On the morning of the field trip, the teacher discovers that five students never turned in their permission slips.*
- *And others...*

BASIC • LEVEL 2

The teacher's system for maintaining information on student completion of assignments and student progress in learning is rudimentary and only partially effective. The teacher's records for noninstructional activities are adequate but inefficient and, unless given frequent oversight by the teacher, prone to errors.

- The teacher has a process for recording student work completion. However, it may be out of date or may not permit students to access the information.
- The teacher's process for tracking student progress is cumbersome to use.
- The teacher has a process for tracking some, but not all, noninstructional information, and it may contain some errors.

- *A student says, "I wasn't in school today, and my teacher's website is out of date, so I don't know what the assignments are!"*
- *The teacher says, "I've got all these notes about how the kids are doing; I should put them into the system, but I just don't have time."*
- *On the morning of the field trip, the teacher frantically searches all the drawers in the desk looking for the permission slips and finds them just before the bell rings.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher's system for maintaining information on student completion of assignments, student progress in learning, and noninstructional records is fully effective.

- The teacher's process for recording completion of student work is efficient and effective; students have access to information about completed and/or missing assignments.
- The teacher has an efficient and effective process for recording student attainment of learning goals; students are able to see how they're progressing.
- The teacher's process for recording noninstructional information is both efficient and effective.

- *On the class website, the teacher creates a link that students can access to check on any missing assignments.*
- *The teacher's gradebook records student progress toward learning goals.*
- *The teacher creates a spreadsheet for tracking which students have paid for their school pictures.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher's system for maintaining information on student completion of assignments, student progress in learning, and noninstructional records is fully effective. Students contribute information and participate in maintaining the records.

- Students contribute to and maintain records indicating completed and outstanding work assignments.
- Students contribute to and maintain data files indicating their own progress in learning.
- Students contribute to maintaining noninstructional records for the class.

- *A student from each team maintains the database of current and missing assignments for the team.*
- *When asked about her progress in a class, a student proudly shows her portfolio of work and can explain how the documents indicate her progress toward learning goals.*
- *When they bring in their permission slips for a field trip, students add their own information to the database.*
- *And others...*

DOMAIN 4 • PROFESSIONAL RESPONSIBILITIES

4c COMMUNICATING WITH FAMILIES

Although the ability of families to participate in their child's learning varies widely because of other family or job obligations, it is the responsibility of teachers to provide opportunities for them to understand both the instructional program and their child's progress. Teachers establish relationships with families by communicating to them about the instructional program, conferring with them about individual students, and inviting them to be part of the educational process itself. The level of family participation and involvement tends to be greater at the elementary level, when young children are just beginning school. However, the importance of regular communication with families of adolescents cannot be overstated. A teacher's effort to communicate with families conveys the teacher's essential caring, valued by families of students of all ages.

The elements of component 4c are:

Information about the instructional program

The teacher frequently provides information to families about the instructional program.

Information about individual students

The teacher frequently provides information to families about students' individual progress.

Engagement of families in the instructional program

The teacher frequently and successfully offers engagement opportunities to families so that they can participate in the learning activities.

Indicators include:

- Frequent and culturally appropriate information sent home regarding the instructional program and student progress
- Two-way communication between the teacher and families
- Frequent opportunities for families to engage in the learning process

UNSATISFACTORY • LEVEL 1

The teacher provides little information about the instructional program to families; the teacher's communication about students' progress is minimal. The teacher does not respond, or responds insensitively, to parental concerns.

CRITICAL ATTRIBUTES

- Little or no information regarding the instructional program is available to parents.
- Families are unaware of their children's progress.
- Family engagement activities are lacking.
- There is some culturally inappropriate communication.

POSSIBLE EXAMPLES

- *A parent says, "I'd like to know what my kid is working on at school."*
- *A parent says, "I wish I could know something about my child's progress before the report card comes out."*
- *A parent says, "I wonder why we never see any schoolwork come home."*
- *And others...*

BASIC • LEVEL 2

The teacher makes sporadic attempts to communicate with families about the instructional program and about the progress of individual students but does not attempt to engage families in the instructional program. Moreover, the communication that does take place may not be culturally sensitive to those families.

- School- or district-created materials about the instructional program are sent home.
- The teacher sends home infrequent or incomplete information about the instructional program.
- The teacher maintains a school-required gradebook but does little else to inform families about student progress.
- Some of the teacher's communications are inappropriate to families' cultural norms.

- *A parent says, "I received the district pamphlet on the reading program, but I wonder how it's being taught in my child's class."*
- *A parent says, "I emailed the teacher about my child's struggles with math, but all I got back was a note saying that he's doing fine."*
- *The teacher sends home weekly quizzes for parent or guardian signature.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher provides frequent and appropriate information to families about the instructional program and conveys information about individual student progress in a culturally sensitive manner. The teacher makes some attempts to engage families in the instructional program.

- The teacher regularly makes information about the instructional program available.
- The teacher regularly sends home information about student progress.
- The teacher develops activities designed to engage families successfully and appropriately in their children's learning.
- Most of the teacher's communications are appropriate to families' cultural norms.

- *The teacher sends a weekly newsletter home to families that describe current class activities, community and/or school projects, field trips, etc.*
- *The teacher creates a monthly progress report, which is sent home for each student.*
- *The teacher sends home a project that asks students to interview a family member about growing up during the 1950s.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher communicates frequently with families in a culturally sensitive manner, with students contributing to the communication. The teacher responds to family concerns with professional and cultural sensitivity. The teacher's efforts to engage families in the instructional program are frequent and successful.

- Students regularly develop materials to inform their families about the instructional program.
- Students maintain accurate records about their individual learning progress and frequently share this information with families.
- Students contribute to regular and ongoing projects designed to engage families in the learning process.
- All of the teacher's communications are highly sensitive to families' cultural norms.

- *Students create materials for Back-to-School Night that outline the approach for learning science.*
- *Each student's daily reflection log describes what she or he is learning, and the log goes home each week for review by a parent or guardian.*
- *Students design a project on charting their family's use of plastics.*
- *And others...*

DOMAIN 4 • PROFESSIONAL RESPONSIBILITIES

4d PARTICIPATING IN THE PROFESSIONAL COMMUNITY

Schools are, first of all, environments to promote the learning of students. But in promoting student learning, teachers must work with their colleagues to share strategies, plan joint efforts, and plan for the success of individual students. Schools are, in other words, professional organizations for teachers, with their full potential realized only when teachers regard themselves as members of a professional community. This community is characterized by mutual support and respect, as well as by recognition of the responsibility of all teachers to be constantly seeking ways to improve their practice and to contribute to the life of the school. Inevitably, teachers' duties extend beyond the doors of their classrooms and include activities related to the entire school or larger district, or both. These activities include such things as school and district curriculum committees or engagement with the parent-teacher organization. With experience, teachers assume leadership roles in these activities.

The elements of component 4d are:

Relationships with colleagues

Teachers maintain professional collegial relationships that encourage sharing, planning, and working together toward improved instructional skill and student success.

Involvement in a culture of professional inquiry

Teachers contribute to and participate in a learning community that supports and respects its members' efforts to improve practice.

Service to the school

Teachers' efforts move beyond classroom duties by contributing to school initiatives and projects.

Participation in school and district projects

Teachers contribute to and support larger school and district projects designed to improve the professional community.

Indicators include:

- Regular teacher participation with colleagues to share and plan for student success
- Regular teacher participation in professional courses or communities that emphasize improving practice
- Regular teacher participation in school initiatives
- Regular teacher participation in and support of community initiatives

UNSATISFACTORY • LEVEL 1

The teacher's relationships with colleagues are negative or self-serving. The teacher avoids participation in a professional culture of inquiry, resisting opportunities to become involved. The teacher avoids becoming involved in school events or school and district projects.

CRITICAL ATTRIBUTES

- The teacher's relationships with colleagues are characterized by negativity or combativeness.
- The teacher purposefully avoids contributing to activities promoting professional inquiry.
- The teacher avoids involvement in school activities and district and community projects.

POSSIBLE EXAMPLES

- *The teacher doesn't share test-taking strategies with his colleagues. He figures that if his students do well, he will look good.*
- *The teacher does not attend PLC meetings.*
- *The teacher does not attend any school functions after the dismissal bell.*
- *The teacher says, "I work from 8:30 to 3:30 and not a minute more. I won't serve on any district committee unless they get me a substitute to cover my class."*
- *And others...*

BASIC • LEVEL 2

The teacher maintains cordial relationships with colleagues to fulfill duties that the school or district requires. The teacher participates in the school's culture of professional inquiry when invited to do so. The teacher participates in school events and school and district projects when specifically asked.

- The teacher has cordial relationships with colleagues.
- When invited, the teacher participates in activities related to professional inquiry.
- When asked, the teacher participates in school activities, as well as district and community projects.

- *The teacher is polite but seldom shares any instructional materials with his grade partners.*
- *The teacher attends PLC meetings only when reminded by her supervisor.*
- *The principal says, "I wish I didn't have to ask the teacher to 'volunteer' every time we need someone to chaperone the dance."*
- *The teacher contributes to the district literacy committee only when requested to do so by the principal.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher’s relationships with colleagues are characterized by mutual support and cooperation; the teacher actively participates in a culture of professional inquiry. The teacher volunteers to participate in school events and in school and district projects, making a substantial contribution.

- The teacher has supportive and collaborative relationships with colleagues.
- The teacher regularly participates in activities related to professional inquiry.
- The teacher frequently volunteers to participate in school events and school district and community projects.

- *The principal remarks that the teacher’s students have been noticeably successful since her teacher team has been focusing on instructional strategies during its meetings.*
- *The teacher has decided to take some free MIT courses online and to share his learning with colleagues.*
- *The basketball coach is usually willing to chaperone the ninth-grade dance because she knows all of her players will be there.*
- *The teacher enthusiastically represents the school during the district social studies review and brings his substantial knowledge of U.S. history to the course writing team.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher’s relationships with colleagues are characterized by mutual support and cooperation, with the teacher taking initiative in assuming leadership among the faculty. The teacher takes a leadership role in promoting a culture of professional inquiry. The teacher volunteers to participate in school events and district projects, making a substantial contribution and assuming a leadership role in at least one aspect of school or district life.

- The teacher takes a leadership role in promoting activities related to professional inquiry.
- The teacher regularly contributes to and leads events that positively impact school life.
- The teacher regularly contributes to and leads significant district and community projects.

- *The teacher leads the group of mentor teachers at school, which is devoted to supporting teachers during their first years of teaching.*
- *The teacher hosts a book study group that meets monthly; he guides the book choices so that the group can focus on topics that will enhance their skills.*
- *The teacher leads the annual “Olympics” day, thereby involving the entire student body and faculty in athletic events.*
- *The teacher leads the district wellness committee, and involves healthcare and nutrition specialists from the community.*
- *And others...*

DOMAIN 4 • PROFESSIONAL RESPONSIBILITIES

4e GROWING AND DEVELOPING PROFESSIONALLY

As in other professions, the complexity of teaching requires continued growth and development in order for teachers to remain current. Continuing to stay informed and increasing their skills allows teachers to become ever more effective and to exercise leadership among their colleagues. The academic disciplines themselves evolve, and educators constantly refine their understanding of how to engage students in learning; thus, growth in content, pedagogy, and information technology are essential to good teaching. Networking with colleagues through such activities as joint planning, study groups, and lesson study provides opportunities for teachers to learn from one another. These activities allow for job-embedded professional development. In addition, professional educators increase their effectiveness in the classroom by belonging to professional organizations, reading professional journals, attending educational conferences, and taking university classes. As they gain experience and expertise, educators find ways to contribute to their colleagues and to the profession.

The elements of component 4e are:

Enhancement of content knowledge and pedagogical skill

Teachers remain current by taking courses, reading professional literature, and remaining current on the evolution of thinking regarding instruction.

Receptivity to feedback from colleagues

Teachers actively pursue networks that provide collegial support and feedback.

Service to the profession

Teachers are active in professional organizations in order to enhance both their personal practice and their ability to provide leadership and support to colleagues.

Indicators include:

- Frequent teacher attendance in courses and workshops; regular academic reading
- Participation in learning networks with colleagues; freely shared insights
- Participation in professional organizations supporting academic inquiry

UNSATISFACTORY • LEVEL 1

The teacher engages in no professional development activities to enhance knowledge or skill. The teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. The teacher makes no effort to share knowledge with others or to assume professional responsibilities.

CRITICAL ATTRIBUTES

- The teacher is not involved in any activity that might enhance knowledge or skill.
- The teacher purposefully resists discussing performance with supervisors or colleagues.
- The teacher ignores invitations to join professional organizations or attend conferences.

POSSIBLE EXAMPLES

- *The teacher never takes continuing education courses, even though the credits would increase his salary.*
- *The teacher endures the principal's annual observations in her classroom, knowing that if she waits long enough, the principal will eventually leave and she will be able to simply discard the feedback form.*
- *Despite teaching high school honors mathematics, the teacher declines to join NCTM because it costs too much and makes too many demands on members' time.*
- *And others...*

BASIC • LEVEL 2

The teacher participates to a limited extent in professional activities when they are convenient. The teacher engages in a limited way with colleagues and supervisors in professional conversation about practice, including some feedback on teaching performance. The teacher finds limited ways to assist other teachers and contribute to the profession.

- The teacher participates in professional activities when they are required or provided by the district.
- The teacher reluctantly accepts feedback from supervisors and colleagues.
- The teacher contributes in a limited fashion to professional organizations.

- *The teacher politely attends district workshops and professional development days but doesn't make much use of the materials received.*
- *The teacher listens to his principal's feedback after a lesson but isn't sure that the recommendations really apply in his situation.*
- *The teacher joins the local chapter of the American Library Association because she might benefit from the free books—but otherwise doesn't feel it's worth much of her time.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. The teacher actively engages with colleagues and supervisors in professional conversation about practice, including feedback about practice. The teacher participates actively in assisting other educators and looks for ways to contribute to the profession.

- The teacher seeks regular opportunities for continued professional development.
- The teacher welcomes colleagues and supervisors into the classroom for the purposes of gaining insight from their feedback.
- The teacher actively participates in organizations designed to contribute to the profession.

- *The teacher eagerly attends the district's optional summer workshops, knowing they provide a wealth of instructional strategies he'll be able to use during the school year.*
- *The teacher enjoys her principal's weekly walk-through visits because they always lead to a valuable informal discussion during lunch the next day.*
- *The teacher joins a science education partnership and finds that it provides him access to resources for his classroom that truly benefit his students.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher seeks out opportunities for professional development and makes a systematic effort to conduct action research. The teacher solicits feedback on practice from both supervisors and colleagues. The teacher initiates important activities to contribute to the profession.

- The teacher seeks regular opportunities for continued professional development, including initiating action research.
- The teacher actively seeks feedback from supervisors and colleagues.
- The teacher takes an active leadership role in professional organizations in order to contribute to the profession.

- *The teacher's principal rarely spends time observing in her classroom. Therefore, she has initiated an action research project in order to improve her own instruction.*
- *The teacher is working on a particular instructional strategy and asks his colleagues to observe in his classroom in order to provide objective feedback on his progress.*
- *The teacher has founded a local organization devoted to literacy education; her leadership has inspired teachers in the community to work on several curriculum and instruction projects.*
- *And others...*

DOMAIN 4 • PROFESSIONAL RESPONSIBILITIES

4f

SHOWING PROFESSIONALISM

Expert teachers demonstrate professionalism in service both to students and to the profession. Teaching at the highest levels of performance in this component is student focused, putting students first regardless of how this stance might challenge long-held assumptions, past practice, or simply the easier or more convenient procedure. Accomplished teachers have a strong moral compass and are guided by what is in the best interest of each student. They display professionalism in a number of ways. For example, they conduct interactions with colleagues in a manner notable for honesty and integrity. Furthermore, they know their students' needs and can readily access resources with which to step in and provide help that may extend beyond the classroom. Seeking greater flexibility in the ways school rules and policies are applied, expert teachers advocate for their students in ways that might challenge traditional views and the educational establishment. They also display professionalism in the ways they approach problem solving and decision making, with student needs constantly in mind. Finally, accomplished teachers consistently adhere to school and district policies and procedures but are willing to work to improve those that may be outdated or ineffective.

The elements of component 4f are:**Integrity and ethical conduct**

Teachers act with integrity and honesty.

Service to students

Teachers put students first in all considerations of their practice.

Advocacy

Teachers support their students' best interests, even in the face of traditional practice or beliefs.

Decision making

Teachers solve problems with students' needs as a priority.

Compliance with school and district regulations

Teachers adhere to policies and established procedures.

Indicators include:

- The teacher having a reputation as being trustworthy and often sought as a sounding board
- The teacher frequently reminding participants during committee or planning work that students are the highest priority
- The teacher supporting students, even in the face of difficult situations or conflicting policies
- The teacher challenging existing practice in order to put students first
- The teacher consistently fulfilling district mandates regarding policies and procedures

UNSATISFACTORY • LEVEL 1

The teacher displays dishonesty in interactions with colleagues, students, and the public. The teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. The teacher makes decisions and recommendations that are based on self-serving interests. The teacher does not comply with school and district regulations.

CRITICAL ATTRIBUTES

- The teacher is dishonest.
- The teacher does not notice the needs of students.
- The teacher engages in practices that are self-serving.
- The teacher willfully rejects district regulations.

POSSIBLE EXAMPLES

- *The teacher makes some errors when marking the most recent common assessment but doesn't tell his colleagues.*
- *The teacher does not realize that three of her neediest students arrive at school an hour early every morning because their mothers can't afford daycare.*
- *The teacher fails to notice that one of his kindergartners is often ill, looks malnourished, and frequently has bruises on her arms and legs.*
- *When one of her colleagues goes home suddenly because of illness, the teacher pretends to have a meeting so that she won't have to share in the coverage responsibilities.*
- *The teacher does not file his students' writing samples in their district cumulative folders; it is time-consuming, and he wants to leave early for summer break.*
- *And others...*

BASIC • LEVEL 2

The teacher is honest in interactions with colleagues, students, and the public. The teacher's attempts to serve students are inconsistent, and unknowingly contribute to some students being ill served by the school. The teacher's decisions and recommendations are based on limited though genuinely professional considerations. The teacher must be reminded by supervisors about complying with school and district regulations.

- The teacher is honest.
- The teacher notices the needs of students but is inconsistent in addressing them.
- The teacher does not notice that some school practices result in poor conditions for students.
- The teacher makes decisions professionally but on a limited basis.
- The teacher complies with district regulations.

- *The teacher says, "I have always known my grade partner to be truthful. If she called in sick today, then I believe her."*
- *The teacher considers staying late to help some of her students in after-school daycare but then realizes it would conflict with her health club class and so decides against it.*
- *The teacher notices a student struggling in his class and sends a quick email to the counselor. When he doesn't get a response, he assumes the problem has been taken care of.*
- *When the teacher's grade partner goes out on maternity leave, the teacher says "Hello" and "Welcome" to the substitute but does not offer any further assistance.*
- *The teacher keeps his district-required gradebook up to date but enters exactly the minimum number of assignments specified by his department chair.*
- *And others...*

PROFICIENT • LEVEL 3

The teacher displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public. The teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. The teacher maintains an open mind in team or departmental decision making. The teacher complies fully with school and district regulations.

- The teacher is honest and known for having high standards of integrity.
- The teacher actively addresses student needs.
- The teacher actively works to provide opportunities for student success.
- The teacher willingly participates in team and departmental decision making.
- The teacher complies completely with district regulations.

- *The teacher is trusted by his grade partners; they share information with him, confident it will not be repeated inappropriately.*
- *Despite her lack of knowledge about dance, the teacher forms a dance club at her high school to meet the high interest level of her students who cannot afford lessons.*
- *The teacher notices some speech delays in a few of her young students; she calls in the speech therapist to do a few sessions in her classroom and provide feedback on further steps.*
- *The English department chair says, "I appreciate when _____ attends our after-school meetings; he always contributes something meaningful to the discussion."*
- *The teacher learns the district's new online curriculum mapping system and writes in all of her courses.*
- *And others...*

DISTINGUISHED • LEVEL 4

The teacher can be counted on to hold the highest standards of honesty, integrity, and confidentiality and takes a leadership role with colleagues. The teacher is highly proactive in serving students, seeking out resources when needed. The teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school. The teacher takes a leadership role in team or departmental decision making and helps ensure that such decisions are based on the highest professional standards. The teacher complies fully with school and district regulations, taking a leadership role with colleagues.

- The teacher is considered a leader in terms of honesty, integrity, and confidentiality.
- The teacher is highly proactive in serving students.
- The teacher makes a concerted effort to ensure opportunities are available for all students to be successful.
- The teacher takes a leadership role in team and departmental decision making.
- The teacher takes a leadership role regarding district regulations.

- *When a young teacher has trouble understanding directions from the principal, she immediately goes to a more seasoned teacher—who, she knows, can be relied on for expert advice and complete discretion.*
- *After the school's intramural basketball program is discontinued, the teacher finds some former student athletes to come in and work with his students, who have come to love the after-school sessions.*
- *The teacher enlists the help of her principal when she realizes that a colleague has been making disparaging comments about some disadvantaged students.*
- *The math department looks forward to their weekly meetings; their leader, the teacher, is always seeking new instructional strategies and resources for them to discuss.*
- *When the district adopts a new Web-based grading program, the teacher learns it inside and out so that she will be able to assist her colleagues with its implementation.*
- *And others...*



Charlotte Danielson, acclaimed educator, continues to improve the language of the Framework for Teaching Evaluation Instrument in response to feedback from the field. During the past year she has met with teachers, supervisors, and researchers across the country to learn from empirical studies and theoretical research about current issues with teacher evaluation systems and student achievement.

Key Points about the 2013 Edition

The framework for teaching document is an evolving instrument, but the core concepts and architecture (domains, components, and elements) have remained the same.

- Major concepts of the Common Core State Standards are included. For example, deep conceptual understanding, the importance of student intellectual engagement, and the precise use of language have always been at the foundation of the Framework for Teaching, but are more clearly articulated in this edition.
- The language has been tightened to increase ease of use and accuracy in assessment.
- Many of the enhancements to the Framework are located in the possible examples, rather than in the rubric language or critical attributes for each level of performance.



Danielson Instructional Specialist Rubric 2007

Domain 1 for Instructional Specialists: Planning and Preparation				
COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1a: Demonstrating - knowledge of current trends in specialty area and professional development	Instructional specialist demonstrates little or no familiarity with specialty area or trends in professional development.	Instructional specialist demonstrates basic familiarity with specialty area and trends in professional development.	Instructional specialist demonstrates thorough knowledge of specialty area and trends in professional development.	Instructional specialist's knowledge of specialty area and trends in professional development is wide and deep; specialist is regarded as an expert by colleagues.
1b: Demonstrating - knowledge of the school's program and levels of teacher skill in delivering that program	Instructional specialist demonstrates little or no knowledge of the school's program or of teacher skill in delivering that program.	Instructional specialist demonstrates basic knowledge of the school's program and of teacher skill in delivering that program.	Instructional specialist demonstrates thorough knowledge of the school's program and of teacher skill in delivering that program.	Instructional specialist is deeply familiar with the school's program and works to shape its future direction and actively seeks information as to teacher skill in that program.
1c: Establishing goals for the instructional support program appropriate to the setting and the teachers served	Instructional specialist has no clear goals for the instructional support program, or they are inappropriate to either the situation or the needs of the staff.	Instructional specialist's goals for the instructional support program are rudimentary and are partially suitable to the situation and the needs of the staff.	Instructional specialist's goals for the instructional support program are clear and are suitable to the situation and the needs of the staff.	Instructional specialist's goals for the instructional support program are highly appropriate to the situation and the needs of the staff. They have been developed following consultations with administrators and colleagues.

DOMAIN 1 FOR INSTRUCTIONAL SPECIALISTS: PLANNING AND PREPARATION *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1d: Demonstrating knowledge of resources, both within and beyond the school and district	Instructional specialist demonstrates little or no knowledge of resources available in the school or district for teachers to advance their skills.	Instructional specialist demonstrates basic knowledge of resources available in the school and district for teachers to advance their skills.	Instructional specialist is fully aware of resources available in the school and district and in the larger professional community for teachers to advance their skills.	Instructional specialist actively seeks out new resources from a wide range of sources to enrich teachers' skills in implementing the school's program.
1e: Planning the instructional support program, integrated with the overall school program	Instructional specialist's plan consists of a random collection of unrelated activities, lacking coherence or an overall structure.	Instructional specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Instructional specialist's plan is well designed to support teachers in the improvement of their instructional skills.	Instructional specialist's plan is highly coherent, taking into account the competing demands of making presentations and consulting with teachers, and has been developed following consultation with administrators and teachers.
1f: Developing a plan to evaluate the instructional support program	Instructional specialist has no plan to evaluate the program or resists suggestions that such an evaluation is - important.	Instructional specialist has a rudimentary plan to evaluate the instructional support - program.	Instructional support specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Instructional specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

Domain 2 for Instructional Specialists: The Environment

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2a: Creating an - environment of trust and respect	Teachers are reluctant to request assistance from the instructional specialist, fearing that such a request will be treated as a sign of deficiency.	Relationships with the instructional specialist are cordial; teachers don't resist initiatives established by the instructional specialist.	Relationships with the instructional specialist are respectful, with some contacts initiated by teachers.	Relationships with the instructional specialist are highly respectful and trusting, with many contacts initiated by teachers.
2b: Establishing a culture for ongoing instructional improvement	Instructional specialist conveys the sense that the work of improving instruction is externally mandated and is not important to school improvement.	Teachers do not resist the offerings of support from the instructional specialist.	Instructional specialist promotes a culture of professional inquiry in which teachers seek assistance in improving their instructional skills.	Instructional specialist has established a culture of professional inquiry in which teachers initiate projects to be undertaken with the support of the specialist.
2c: Establishing clear procedures for teachers to gain access to instructional support	When teachers want to access assistance from the instructional specialist, they are not sure how to go about it.	Some procedures (for example, registering for workshops) are clear to teachers, whereas others (for example, receiving informal support) are not.	Instructional specialist has established clear procedures for teachers to use in gaining access to support.	Procedures for access to instructional support are clear to all teachers and have been developed following consultation with administrators and teachers.

DOMAIN 2 FOR INSTRUCTIONAL SPECIALISTS: THE ENVIRONMENT *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2d: Establishing and maintaining norms of behavior for professional interactions	No norms of professional conduct have been established; teachers are frequently disrespectful in their interactions with one another.	Instructional specialist's efforts to establish norms of professional conduct are partially successful.	Instructional specialist has established clear norms of mutual respect for professional interaction.	Instructional specialist has established clear norms of mutual respect for professional interaction. Teachers ensure that their colleagues adhere to these standards of conduct.
2e: Organizing physical space for workshops or training	Instructional specialist makes poor use of the physical environment, resulting in poor access by some participants, time lost due to poor use of training equipment, or little alignment between the physical arrangement and the workshop activities.	The physical environment does not impede workshop activities.	Instructional specialist makes good use of the physical environment, resulting in engagement of all participants in the workshop activities.	Instructional specialist makes highly effective use of the physical environment, with teachers contributing to the physical arrangement.

Domain 3 for Instructional Specialists: Delivery of Service

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3a: Collaborating with teachers in the design of instructional units and lessons	Instructional specialist declines to collaborate with classroom teachers in the design of instructional lessons and units.	Instructional specialist collaborates with classroom teachers in the design of instructional lessons and units when specifically asked to do so.	Instructional specialist initiates collaboration with classroom teachers in the design of instructional lessons and units.	Instructional specialist initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.
3b: Engaging teachers in learning new instructional skills	Teachers decline opportunities to engage in professional learning.	Instructional specialist's efforts to engage teachers in professional learning are partially successful, with some participating.	All teachers are engaged in acquiring new instructional skills.	Teachers are highly engaged in acquiring new instructional skills and take initiative in suggesting new areas for growth.
3c: Sharing expertise with staff	Instructional specialist's model lessons and workshops are of poor quality or are not appropriate to the needs of the teachers being served.	The quality of the instructional specialist's model lessons and workshops is mixed, with some of them being appropriate to the needs of the teachers being served.	The quality of the instructional specialist's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served.	The quality of the instructional specialist's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served. The instructional specialist conducts extensive follow-up work with teachers.

DOMAIN 3 FOR INSTRUCTIONAL SPECIALISTS: DELIVERY OF SERVICE *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3d: Locating resources for teachers to support instructional improvement	Instructional specialist fails to locate resources for instructional improvement for teachers, even when specifically requested to do so.	Instructional specialist's efforts to locate resources for instructional improvement for teachers are partially successful, reflecting incomplete knowledge of what is available.	Instructional specialist locates resources for instructional improvement for teachers when asked to do so.	Instructional specialist is highly proactive in locating resources for instructional improvement for teachers, anticipating their needs.
3e: Demonstrating flexibility and responsiveness	Instructional specialist adheres to his plan, in spite of evidence of its inadequacy.	Instructional specialist makes modest changes in the support program when confronted with evidence of the need for change.	Instructional specialist makes revisions to the support program when it is needed.	Instructional specialist is continually seeking ways to improve the support program and makes changes as needed in response to student, parent, or teacher input.

Domain 4 for Instructional Specialists: Professional Responsibilities

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4a: Reflecting on practice	Instructional specialist does not reflect on practice, or the reflections are inaccurate or self-serving.	Instructional specialist's reflection on practice is moderately accurate and objective without citing specific examples and with only global suggestions as to how it might be improved.	Instructional specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Instructional specialist makes some specific suggestions as to how the support program might be improved.	Instructional specialist's reflection is highly accurate and perceptive, citing specific examples. Instructional specialist draws on an extensive repertoire to suggest alternative strategies, accompanied by a prediction of the likely consequences of each.
4b: Preparing and submitting budgets and reports	Instructional specialist does not follow established procedures for preparing budgets and submitting reports. Reports are routinely late.	Instructional specialist's efforts to prepare budgets are partially successful, anticipating most expenditures and following established procedures. Reports are sometimes submitted on time.	Instructional specialist's budgets are complete, anticipating all expenditures and following established procedures. Reports are always submitted on time.	Instructional specialist anticipates and responds to teacher needs when preparing budgets, following established procedures and suggesting improvements to those procedures. Reports are submitted on time.
4c: Coordinating work with other instructional specialists	Instructional specialist makes no effort to collaborate with other instructional specialists within the district.	Instructional specialist responds positively to the efforts of other instructional specialists within the district to collaborate.	Instructional specialist initiates efforts to collaborate with other instructional specialists within the district.	Instructional specialist takes a leadership role in coordinating projects with other instructional specialists within and beyond the district.

DOMAIN 4 FOR INSTRUCTIONAL SPECIALISTS: PROFESSIONAL RESPONSIBILITIES *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4d: Participating in a professional community	Instructional specialist's relationships with colleagues are negative or self-serving, and the specialist avoids being involved in school and district events and projects.	Instructional specialist's relationships with colleagues are cordial, and the specialist participates in school and district events and projects when specifically requested.	Instructional specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Instructional specialist makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.
4e: Engaging in professional development	Instructional specialist does not participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.	Instructional specialist's participation in professional development activities is limited to those that are convenient or are required.	Instructional specialist seeks out opportunities for professional development based on an individual assessment of need.	Instructional specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as participating in state or national conferences for other specialists.
4f: Showing professionalism, including integrity and confidentiality	Instructional specialist displays dishonesty in interactions with colleagues and violates norms of confidentiality.	Instructional specialist is honest in interactions with colleagues and respects norms of confidentiality.	Instructional specialist displays high standards of honesty and integrity in interactions with colleagues and respects norms of confidentiality.	Instructional specialist can be counted on to hold the highest standards of honesty and integrity and takes a leadership role with colleagues in respecting the norms of confidentiality.

Danielson Library Media Specialist Rubric 2007

Domain 1 for Library/Media Specialists: Planning and Preparation				
COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1a: Demonstrating knowledge of literature and current trends in library/media practice and information technology	Library/media specialist demonstrates little or no knowledge of literature and of current trends in practice and information technology.	Library/media specialist demonstrates limited knowledge of literature and of current trends in practice and information technology.	Library/media specialist demonstrates thorough knowledge of literature and of current trends in practice and information technology.	Drawing on extensive professional resources, library/media specialist demonstrates rich understanding of literature and of current trends in information technology.
1b: Demonstrating knowledge of the school's program and student information needs within that program	Library/media specialist demonstrates little or no knowledge of the school's content standards and of students' needs for information skills within those standards.	Library/media specialist demonstrates basic knowledge of the school's content standards and of students' needs for information skills within those standards.	Library/media specialist demonstrates thorough knowledge of the school's content standards and of students' needs for information skills within those standards.	Library/media specialist takes a leadership role within the school and district to articulate the needs of students for information technology within the school's academic program.
1c: Establishing goals for the library/media program appropriate to the setting and the students served	Library/media specialist has no clear goals for the media program, or they are inappropriate to either the situation in the school or the age of the students.	Library/media specialist's goals for the media program are rudimentary and are partially suitable to the situation in the school and the age of the students.	Library/media specialist's goals for the media program are clear and appropriate to the situation in the school and to the age of the students.	Library/media specialist's goals for the media program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with students and colleagues.

DOMAIN 1 FOR LIBRARY/MEDIA SPECIALISTS: PLANNING AND PREPARATION *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1d: Demonstrating knowledge of resources, both within and beyond the school and district, and access to such resources as - interlibrary loan	Library/media specialist demonstrates little or no knowledge of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.	Library/media specialist demonstrates basic knowledge of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.	Library/media specialist is fully aware of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.	Library/media specialist is fully aware of resources available for students and teachers and actively seeks out new resources from a wide range of sources to enrich the school's program.
1e: Planning the library/ media program integrated with the overall school program	Library/media program consists of a random collection of unrelated activities, lacking coherence or an overall - structure.	Library/media specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Library/media specialist's plan is well designed to support both teachers and students in their information needs.	Library/media specialist's plan is highly coherent, taking into account the competing demands of scheduled time in the library, consultative work with teachers, and work in maintaining and extending the collection; the plan has been developed after consultation with teachers.
1f: Developing a plan to evaluate the library/media program	Library/media specialist has no plan to evaluate the program or resists suggestions that such an evaluation is important.	Library/media specialist has a rudimentary plan to evaluate the library/media program.	Library/media specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Library/media specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

DOMAIN 2 FOR LIBRARY/MEDIA SPECIALISTS: THE ENVIRONMENT

COMPONENT	LEVEL OF PERFORMANCE			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2a: Creating an - environment of respect and rapport	Interactions, both between the library/media specialist and students and among students, are negative, inappropriate, or insensitive to students' cultural backgrounds and are characterized by sarcasm, put-downs, or conflict.	Interactions, both between the library/media specialist and students and among students, are generally appropriate and free from conflict but may be characterized by occasional displays of insensitivity or lack of responsiveness to cultural or developmental differences among students.	Interactions, both between the library/media specialist and students and among students, are polite and respectful, reflecting general warmth and caring, and are appropriate to the cultural and developmental differences among groups of students.	Interactions among the library/media specialist, individual students, and the classroom teachers are highly respectful, reflecting genuine warmth and caring and sensitivity to students' cultures and levels of development. Students themselves ensure high levels of civility among students in the library.
2b: Establishing a culture for investigation and love of literature	Library/media specialist conveys a sense that the work of seeking information and reading literature is not worth the time and energy required.	Library/media specialist goes through the motions of performing the work of the position, but without any real commitment to it.	Library/media specialist, in interactions with both students and colleagues, conveys a sense of the importance of seeking information and reading literature.	Library/media specialist, in interactions with both students and colleagues, conveys a sense of the essential nature of seeking information and reading literature. Students appear to have internalized these values.
2c: Establishing and - maintaining library - procedures	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) are either nonexistent or inefficient, resulting in general confusion. Library assistants are confused as to their role.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) have been established but function sporadically. Efforts to establish guidelines for library assistants are partially successful.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) have been established and function smoothly. Library assistants are clear as to their role.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) are seamless in their operation, with students assuming considerable responsibility for their smooth operation. Library assistants work independently and contribute to the success of the media center.

DOMAIN 2 FOR LIBRARY/MEDIA SPECIALISTS: THE ENVIRONMENT *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2d: Managing student behavior	There is no evidence that standards of conduct have been established, and there is little or no monitoring of student behavior. Response to student misbehavior is repressive or disrespectful of student dignity.	It appears that the library/media specialist has made an effort to establish standards of conduct for students and tries to monitor student behavior and respond to student misbehavior, but these efforts are not always successful.	Standards of conduct appear to be clear to students, and the library/media specialist monitors student behavior against those standards. Library/media specialist's response to student misbehavior is appropriate and respectful to students.	Standards of conduct are clear, with evidence of student participation in setting them. Library/media specialist's monitoring of student behavior is subtle and preventive, and response to student misbehavior is sensitive to individual student needs. Students take an active role in monitoring the standards of behavior.
2e: Organizing physical space to enable smooth flow	Library/media specialist makes poor use of the physical environment, resulting in poor traffic flow, confusing signage, inadequate space devoted to work areas and computer use, and general confusion.	Library/media specialist's efforts to make use of the physical environment are uneven, resulting in occasional confusion.	Library/media specialist makes effective use of the physical environment, resulting in good traffic flow, clear signage, and adequate space devoted to work areas and computer use.	Library/media specialist makes highly effective use of the physical environment, resulting in clear signage, excellent traffic flow, and adequate space devoted to work areas and computer use. In addition, book displays are attractive and inviting.

DOMAIN 3 FOR LIBRARY/MEDIA SPECIALISTS: DELIVERY OF SERVICE

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3a: Maintaining and extending the library collection in accordance with the school's needs and within budget limitations	Library/media specialist fails to adhere to district or professional guidelines in selecting materials for the collection and does not periodically purge the collection of outdated material. Collection is unbalanced among different areas.	Library/media specialist is partially successful in attempts to adhere to district or professional guidelines in selecting materials, to weed the collection, and to establish balance.	Library/media specialist adheres to district or professional guidelines in selecting materials for the collection and periodically purges the collection of outdated material. Collection is balanced among different areas.	Library/media specialist selects materials for the collection thoughtfully and in consultation with teaching colleagues, and periodically purges the collection of outdated material. Collection is balanced among different areas.
3b: Collaborating with teachers in the design of instructional units and lessons	Library/media specialist declines to collaborate with classroom teachers in the design of instructional lessons and units.	Library/media specialist collaborates with classroom teachers in the design of instructional lessons and units when specifically asked to do so.	Library/media specialist initiates collaboration with classroom teachers in the design of instructional lessons and units.	Library/media specialist initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.
3c: Engaging students in enjoying literature and in learning information skills	Students are not engaged in enjoying literature and in learning information skills because of poor design of activities, poor grouping strategies, or inappropriate materials.	Only some students are engaged in enjoying literature and in learning information skills due to uneven design of activities, grouping strategies, or partially appropriate materials.	Students are engaged in enjoying literature and in learning information skills because of effective design of activities, grouping strategies, and appropriate materials.	Students are highly engaged in enjoying literature and in learning information skills and take initiative in ensuring the engagement of their peers.

DOMAIN 3 FOR LIBRARY/MEDIA SPECIALISTS: DELIVERY OF SERVICE *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3d: Assisting students and teachers in the use of technology in the library/media center	Library/media specialist declines to assist students and teachers in the use of technology in the library/media center.	Library/media specialist assists students and teachers in the use of technology in the library/media center when specifically asked to do so.	Library/media specialist initiates sessions to assist students and teachers in the use of technology in the library/media center.	Library/media specialist is proactive in initiating sessions to assist students and teachers in the use of technology in the library/media center.
3e: Demonstrating flexibility and responsiveness	Library/media specialist adheres to the plan, in spite of evidence of its inadequacy.	Library/media specialist makes modest changes in the library/media program when confronted with evidence of the need for change.	Library/media specialist makes revisions to the library/media program when they are needed.	Library/media specialist is continually seeking ways to improve the library/media program and makes changes as needed in response to student, parent, or teacher input.

DOMAIN 4 FOR LIBRARY/MEDIA SPECIALISTS: PROFESSIONAL RESPONSIBILITIES

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4a: Reflecting on practice	Library/media specialist does not reflect on practice, or the reflections are inaccurate or self-serving.	Library/media specialist's reflection on practice is moderately accurate and objective, without citing specific examples and with only global suggestions as to how it might be improved.	Library/media specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Library/media specialist makes some specific suggestions as to how the media program might be improved.	Library/media specialist's reflection is highly accurate and perceptive, citing specific examples. Library/media specialist draws on an extensive repertoire to suggest alternative strategies and their likely success.
4b: Preparing and submitting reports and budgets	Library/media specialist ignores teacher requests when preparing requisitions and budgets or does not follow established procedures. Inventories and reports are routinely late.	Library/media specialist's efforts to prepare budgets are partially successful, responding sometimes to teacher requests and following procedures. Inventories and reports are sometimes submitted on time.	Library/media specialist honors teacher requests when preparing requisitions and budgets and follows established procedures. Inventories and reports are submitted on time.	Library/media specialist anticipates teacher needs when preparing requisitions and budgets, follows established procedures, and suggests improvements to those procedures. Inventories and reports are submitted on time.
4c: Communicating with the larger community	Library/media specialist makes no effort to engage in outreach efforts to parents or the larger community.	Library/media specialist makes sporadic efforts to engage in outreach efforts to parents or the larger community.	Library/media specialist engages in outreach efforts to parents and the larger community.	Library/media specialist is proactive in reaching out to parents and establishing contacts with outside libraries, coordinating efforts for mutual benefit.

DOMAIN 4 FOR LIBRARY/MEDIA SPECIALISTS: PROFESSIONAL RESPONSIBILITIES *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4d: Participating in a professional community	Library/media specialist's relationships with colleagues are negative or self-serving, and the specialist avoids being involved in school and district events and projects.	Library/media specialist's relationships with colleagues are cordial, and the specialist participates in school and district events and projects when specifically requested.	Library/media specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Library/media specialist makes a substantial contribution to school and district events and projects and assumes leadership with colleagues.
4e: Engaging in professional development	Library/media specialist does not participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.	Library/media specialist's participation in professional development activities is limited to those that are convenient or are required.	Library/media specialist seeks out opportunities for professional development based on an individual assessment of need.	Library/media specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.
4f: Showing professionalism	Library/media specialist displays dishonesty in interactions with colleagues, students, and the public; violates copyright laws.	Library/media specialist is honest in interactions with colleagues, students, and the public; respects copyright laws.	Library/media specialist displays high standards of honesty and integrity in interactions with colleagues, students, and the public; adheres carefully to copyright laws.	Library/media specialist can be counted on to hold the highest standards of honesty and integrity and takes a leadership role with colleagues in ensuring there is no plagiarism or violation of copyright laws.

Danielson School Counselors Rubric 2007

DOMAIN 1 FOR SCHOOL COUNSELORS: PLANNING AND PREPARATION				
COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1a: Demonstrating knowledge of counseling theory and techniques	Counselor demonstrates little understanding of counseling theory and techniques.	Counselor demonstrates basic understanding of counseling theory and techniques.	Counselor demonstrates understanding of counseling theory and techniques.	Counselor demonstrates deep and thorough understanding of counseling theory and techniques.
1b: Demonstrating knowledge of child and adolescent development	Counselor displays little or no knowledge of child and adolescent development.	Counselor displays partial knowledge of child and adolescent development.	Counselor displays accurate understanding of the typical developmental characteristics of the age group, as well as exceptions to the general patterns.	In addition to accurate knowledge of the typical developmental characteristics of the age group and exceptions to the general patterns, counselor displays knowledge of the extent to which individual students follow the general patterns.
1c: Establishing goals for the counseling program appropriate to the setting and the students served	Counselor has no clear goals for the counseling program, or they are inappropriate to either the situation or the age of the students.	Counselor's goals for the counseling program are rudimentary and are partially suitable to the situation and the age of the students.	Counselor's goals for the counseling program are clear and appropriate to the situation in the school and to the age of the students.	Counselor's goals for the counseling program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with students, parents, and colleagues.

DOMAIN 1 FOR SCHOOL COUNSELORS: PLANNING AND PREPARATION *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1d: Demonstrating knowledge of state and federal regulations and of resources both within and beyond the school and district	Counselor demonstrates little or no knowledge of governmental regulations and of resources for students available through the school or district.	Counselor displays awareness of governmental regulations and of resources for students available through the school or district, but no knowledge of resources available more broadly.	Counselor displays awareness of governmental regulations and of resources for students available through the school or district, and some familiarity with resources external to the school.	Counselor's knowledge of governmental regulations and of resources for students is extensive, including those available through the school or district and in the community.
1e: Planning the counseling program, integrated with the regular school program	Counseling program consists of a random collection of unrelated activities, lacking coherence or an overall structure.	Counselor's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Counselor has developed a plan that includes the important aspects of counseling in the setting.	Counselor's plan is highly coherent and serves to support not only the students individually and in groups, but also the broader educational program.
1f: Developing a plan to evaluate the counseling program	Counselor has no plan to evaluate the program or resists suggestions that such an evaluation is important.	Counselor has a rudimentary plan to evaluate the counseling program.	Counselor's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Counselor's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

DOMAIN 2 FOR SCHOOL COUNSELORS: THE ENVIRONMENT

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2a: Creating an environment of respect and rapport	Counselor's interactions with students are negative or inappropriate, and the counselor does not promote positive interactions among students.	Counselor's interactions are a mix of positive and negative; the counselor's efforts at encouraging positive interactions among students are partially successful.	Counselor's interactions with students are positive and respectful, and the counselor actively promotes positive student-student interactions.	Students seek out the counselor, reflecting a high degree of comfort and trust in the relationship. Counselor teaches students how to engage in positive interactions.
2b: Establishing a culture for productive communication	Counselor makes no attempt to establish a culture for productive communication in the school as a whole, either among students or among teachers, or between students and teachers.	Counselor's attempts to promote a culture throughout the school for productive and respectful communication between and among students and teachers are partially successful.	Counselor promotes a culture throughout the school for productive and respectful communication between and among students and teachers.	The culture in the school for productive and respectful communication between and among students and teachers, while guided by the counselor, is maintained by both teachers and students.
2c: Managing routines and procedures	Counselor's routines for the counseling center or classroom work are nonexistent or in disarray.	Counselor has rudimentary and partially successful routines for the counseling center or classroom.	Counselor's routines for the counseling center or classroom work effectively.	Counselor's routines for the counseling center or classroom are seamless, and students assist in maintaining them.

DOMAIN 2 FOR SCHOOL COUNSELORS: THE ENVIRONMENT *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2d: Establishing standards of conduct and contributing to the culture for student behavior throughout the school	Counselor has established no standards of conduct for students during counseling sessions and makes no contribution to maintaining an environment of civility in the school.	Counselor's efforts to establish standards of conduct for counseling sessions are partially successful. Counselor attempts, with limited success, to contribute to the level of civility in the school as a whole.	Counselor has established clear standards of conduct for counseling sessions and makes a significant contribution to the environment of civility in the school.	Counselor has established clear standards of conduct for counseling sessions, and students contribute to maintaining them. Counselor takes a leadership role in maintaining the environment of civility in the school.
2e: Organizing physical space	The physical environment is in disarray or is inappropriate to the planned activities.	Counselor's attempts to create an inviting and well-organized physical environment are partially successful.	Counseling center or classroom arrangements are inviting and conducive to the planned activities.	Counseling center or classroom arrangements are inviting and conducive to the planned activities. Students have contributed ideas to the physical arrangement.

DOMAIN 3 FOR SCHOOL COUNSELORS: DELIVERY OF SERVICE

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3a: Assessing student needs	Counselor does not assess student needs, or the assessments result in inaccurate conclusions.	Counselor's assessments of student needs are perfunctory.	Counselor assesses student needs and knows the range of student needs in the school.	Counselor conducts detailed and individualized assessments of student needs to contribute to program planning.
3b: Assisting students and teachers in the formulation of academic, personal/social, and career plans, based on knowledge of student needs	Counselor's program is independent of identified student needs.	Counselor's attempts to help students and teachers formulate academic, personal/social, and career plans are partially successful.	Counselor helps students and teachers formulate academic, personal/social, and career plans for groups of students.	Counselor helps individual students and teachers formulate academic, personal/social, and career plans.
3c: Using counseling techniques in individual and classroom programs	Counselor has few counseling techniques to help students acquire skills in decision making and problem solving for both interactions with other students and future planning.	Counselor displays a narrow range of counseling techniques to help students acquire skills in decision making and problem solving for both interactions with other students and future planning.	Counselor uses a range of counseling techniques to help students acquire skills in decision making and problem solving for both interactions with other students and future planning.	Counselor uses an extensive range of counseling techniques to help students acquire skills in decision making and problem solving for both interactions with other students and future planning.

DOMAIN 3 FOR SCHOOL COUNSELORS: DELIVERY OF SERVICE *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3d: Brokering resources to meet needs	Counselor does not make connections with other programs in order to meet student needs.	Counselor's efforts to broker services with other programs in the school are partially successful.	Counselor brokers with other programs within the school or district to meet student needs.	Counselor brokers with other programs and agencies both within and beyond the school or district to meet individual student needs.
3e: Demonstrating flexibility and responsiveness	Counselor adheres to the plan or program, in spite of evidence of its inadequacy.	Counselor makes modest changes in the counseling program when confronted with evidence of the need for change.	Counselor makes revisions in the counseling program when they are needed.	Counselor is continually seeking ways to improve the counseling program and makes changes as needed in response to student, parent, or teacher input.

DOMAIN 4 FOR SCHOOL COUNSELORS: PROFESSIONAL RESPONSIBILITIES

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4a: Reflecting on practice	Counselor does not reflect on practice, or the reflections are inaccurate or self-serving.	Counselor's reflection on practice is moderately accurate and objective without citing specific examples and with only global suggestions as to how it might be improved.	Counselor's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Counselor makes some specific suggestions as to how the counseling program might be improved.	Counselor's reflection is highly accurate and perceptive, citing specific examples that were not fully successful for at least some students. Counselor draws on an extensive repertoire to suggest alternative strategies.
4b: Maintaining records and submitting them in a timely fashion	Counselor's reports, records, and documentation are missing, late, or inaccurate, resulting in confusion.	Counselor's reports, records, and documentation are generally accurate but are occasionally late.	Counselor's reports, records, and documentation are accurate and are submitted in a timely manner.	Counselor's approach to record keeping is highly systematic and efficient and serves as a model for colleagues in other schools.
4c: Communicating with families	Counselor provides no information to families, either about the counseling program as a whole or about individual students.	Counselor provides limited though accurate information to families about the counseling program as a whole and about individual students.	Counselor provides thorough and accurate information to families about the counseling program as a whole and about individual students.	Counselor is proactive in providing information to families about the counseling program and about individual students through a variety of means.

DOMAIN 4 FOR SCHOOL COUNSELORS: PROFESSIONAL RESPONSIBILITIES *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4d: Participating in a professional community	Counselor's relationships with colleagues are negative or self-serving, and counselor avoids being involved in school and district events and projects.	Counselor's relationships with colleagues are cordial, and counselor participates in school and district events and projects when specifically requested.	Counselor participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Counselor makes a substantial contribution to school and district events and projects and assumes leadership with colleagues.
4e: Engaging in professional development	Counselor does not participate in professional development activities even when such activities are clearly needed for the development of counseling skills.	Counselor's participation in professional development activities is limited to those that are convenient or are required.	Counselor seeks out opportunities for professional development based on an individual assessment of need.	Counselor actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.
4f: Showing professionalism	Counselor displays dishonesty in interactions with colleagues, students, and the public; violates principles of confidentiality.	Counselor is honest in - interactions with colleagues, students, and the public; does not violate confidentiality.	Counselor displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public; advocates for students when needed.	Counselor can be counted on to hold the highest standards of honesty, integrity, and confidentiality and to advocate for students, taking a leadership role with colleagues.

Danielson School Psychologist Rubric 2007

DOMAIN 1 FOR SCHOOL PSYCHOLOGISTS: PLANNING AND PREPARATION				
COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1a: Demonstrating - knowledge and skill in using psychological instruments to evaluate students	Psychologist demonstrates little or no knowledge and skill in using psychological instruments to evaluate students.	Psychologist uses a limited number of psychological instruments to evaluate students.	Psychologist uses 5–8 psychological instruments to evaluate students and determine accurate diagnoses.	Psychologist uses a wide range of psychological instruments to evaluate students and knows the proper situations in which each should be used.
1b: Demonstrating knowledge of child and adolescent development and psychopathology	Psychologist demonstrates little or no knowledge of child and adolescent development and psychopathology.	Psychologist demonstrates basic knowledge of child and adolescent development and psychopathology.	Psychologist demonstrates thorough knowledge of child and adolescent development and psychopathology.	Psychologist demonstrates extensive knowledge of child and adolescent development and psychopathology and knows variations of the typical patterns.
1c: Establishing goals for the psychology program appropriate to the setting and the students served	Psychologist has no clear goals for the psychology program, or they are inappropriate to either the situation or the age of the students.	Psychologist's goals for the treatment program are rudimentary and are partially suitable to the situation and the age of the students.	Psychologist's goals for the treatment program are clear and appropriate to the situation in the school and to the age of the students.	Psychologist's goals for the treatment program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with students, parents, and colleagues.

DOMAIN 1 FOR SCHOOL PSYCHOLOGISTS: PLANNING AND PREPARATION *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1d: Demonstrating knowledge of state and federal regulations and of resources both within and beyond the school and district	Psychologist demonstrates little or no knowledge of governmental regulations or of resources for students available through the school or district.	Psychologist displays awareness of governmental regulations and of resources for students available through the school or district, but no knowledge of resources available more broadly.	Psychologist displays awareness of governmental regulations and of resources for students available through the school or district and some familiarity with resources external to the district.	Psychologist's knowledge of governmental regulations and of resources for students is extensive, including those available through the school or district and in the community.
1e: Planning the psychology program, integrated with the regular school program, to meet the needs of individual students and including prevention	Psychologist's plan consists of a random collection of unrelated activities, lacking coherence or an overall structure.	Psychologist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Psychologist has developed a plan that includes the important aspects of work in the setting.	Psychologist's plan is highly coherent and preventive and serves to support students individually, within the broader educational program.
1f: Developing a plan to evaluate the psychology program	Psychologist has no plan to evaluate the program or resists suggestions that such an evaluation is important.	Psychologist has a rudimentary plan to evaluate the psychology program.	Psychologist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Psychologist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

DOMAIN 2 FOR SCHOOL PSYCHOLOGISTS: THE ENVIRONMENT

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2a: Establishing rapport with students	Psychologist's interactions with students are negative or inappropriate; students appear uncomfortable in the testing center.	Psychologist's interactions are a mix of positive and negative; the psychologist's efforts at developing rapport are partially successful.	Psychologist's interactions with students are positive and respectful; students appear comfortable in the testing center.	Students seek out the psychologist, reflecting a high degree of comfort and trust in the relationship.
2b: Establishing a culture for positive mental health throughout the school	Psychologist makes no attempt to establish a culture for positive mental health in the school as a whole, either among students or teachers, or between students and teachers.	Psychologist's attempts to promote a culture throughout the school for positive mental health in the school among students and teachers are partially successful.	Psychologist promotes a culture throughout the school for positive mental health in the school among students and teachers.	The culture in the school for positive mental health among students and teachers, while guided by the psychologist, is maintained by both teachers and students.
2c: Establishing and maintaining clear procedures for referrals	No procedures for referrals have been established; when teachers want to refer a student for special services, they are not sure how to go about it.	Psychologist has established procedures for referrals, but the details are not always clear.	Procedures for referrals and for meetings and consultations with parents and administrators are clear to everyone.	Procedures for all aspects of referral and testing protocols are clear to everyone and have been developed in consultation with teachers and administrators.

DOMAIN 2 FOR SCHOOL PSYCHOLOGISTS: THE ENVIRONMENT *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2d: Establishing standards of conduct in the testing center	No standards of conduct have been established, and psychologist disregards or fails to address negative student behavior during an evaluation.	Standards of conduct appear to have been established in the testing center. Psychologist's attempts to monitor and correct negative student behavior during an evaluation are partially successful.	Standards of conduct have been established in the testing center. Psychologist monitors student behavior against those standards; response to students is appropriate and respectful.	Standards of conduct have been established in the testing center. Psychologist's monitoring of students is subtle and preventive, and students engage in self-monitoring of behavior.
2e: Organizing physical space for testing of students and storage of materials	The testing center is disorganized and poorly suited to student evaluations. Materials are not stored in a secure location and are difficult to find when needed.	Materials in the testing center are stored securely, but the center is not completely well organized, and materials are difficult to find when needed.	The testing center is well organized; materials are stored in a secure location and are available when needed.	The testing center is highly organized and is inviting to students. Materials are stored in a secure location and are convenient when needed.

DOMAIN 3 FOR SCHOOL PSYCHOLOGISTS: DELIVERY OF SERVICE

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3a: Responding to referrals; consulting with teachers and administrators	Psychologist fails to consult with colleagues or to tailor evaluations to the questions raised in the referral.	Psychologist consults on a sporadic basis with colleagues, making partially successful attempts to tailor evaluations to the questions raised in the referral.	Psychologist consults frequently with colleagues, tailoring evaluations to the questions raised in the referral.	Psychologist consults frequently with colleagues, contributing own insights and tailoring evaluations to the questions raised in the referral.
3b: Evaluating student needs in compliance with National Association of School Psychologists (NASP) guidelines	Psychologist resists administering evaluations, selects instruments inappropriate to the situation, or does not follow established procedures and guidelines.	Psychologist attempts to administer appropriate evaluation instruments to students but does not always follow established time lines and safeguards.	Psychologist administers appropriate evaluation instruments to students and ensures that all procedures and safeguards are faithfully adhered to.	Psychologist selects, from a broad repertoire, those assessments that are most appropriate to the referral questions and conducts information sessions with colleagues to ensure that they fully understand and comply with procedural time lines and safeguards.
3c: Chairing evaluation team	Psychologist declines to assume leadership of the evaluation team.	Psychologist assumes leadership of the evaluation team when directed to do so, preparing adequate IEPs.	Psychologist assumes leadership of the evaluation team as a standard expectation; prepares detailed IEPs.	Psychologist assumes leadership of the evaluation team and takes initiative in assembling materials for meetings. IEPs are prepared in an exemplary manner.

DOMAIN 3 FOR SCHOOL PSYCHOLOGISTS: DELIVERY OF SERVICE *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3d: Planning interventions to maximize students' likelihood of success	Psychologist fails to plan interventions suitable to students, or interventions are mismatched with the findings of the assessments.	Psychologist's plans for students are partially suitable for them or are sporadically aligned with identified needs.	Psychologist's plans for students are suitable for them and are aligned with identified needs.	Psychologist develops comprehensive plans for students, finding ways to creatively meet student needs and incorporate many related elements.
3e: Maintaining contact with physicians and community mental health service providers	Psychologist declines to maintain contact with physicians and community mental health service providers.	Psychologist maintains occasional contact with physicians and community mental health service providers.	Psychologist maintains ongoing contact with physicians and community mental health service providers.	Psychologist maintains ongoing contact with physicians and community mental health service providers and initiates contacts when needed.
3f: Demonstrating flexibility and responsiveness	Psychologist adheres to the plan or program, in spite of evidence of its inadequacy.	Psychologist makes modest changes in the treatment program when confronted with evidence of the need for change.	Psychologist makes revisions in the treatment program when it is needed.	Psychologist is continually seeking ways to improve the treatment program and makes changes as needed in response to student, parent, or teacher input.

DOMAIN 4 FOR SCHOOL PSYCHOLOGISTS: PROFESSIONAL RESPONSIBILITIES

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4a: Reflecting on practice	Psychologist does not reflect on practice, or the reflections are inaccurate or self-serving.	Psychologist's reflection on practice is moderately accurate and objective without citing specific examples, and with only global suggestions as to how it might be improved.	Psychologist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Psychologist makes some specific suggestions as to how the counseling program might be improved.	Psychologist's reflection is highly accurate and perceptive, citing specific examples that were not fully successful for at least some students. Psychologist draws on an extensive repertoire to suggest alternative strategies.
4b: Communicating with families	Psychologist fails to communicate with families and secure necessary permission for evaluations or communicates in an insensitive manner.	Psychologist's communication with families is partially successful; permissions are obtained, but there are occasional insensitivities to cultural and linguistic traditions.	Psychologist communicates with families and secures necessary permission for evaluations and does so in a manner sensitive to cultural and linguistic traditions.	Psychologist secures necessary permissions and communicates with families in a manner highly sensitive to cultural and linguistic traditions. Psychologist reaches out to families of students to enhance trust.
4c: Maintaining accurate records	Psychologist's records are in disarray; they may be missing, illegible, or stored in an insecure location.	Psychologist's records are accurate and legible and are stored in a secure location.	Psychologist's records are accurate and legible, well organized, and stored in a secure location.	Psychologist's records are accurate and legible, well organized, and stored in a secure location. They are written to be understandable to another qualified professional.

DOMAIN 4 FOR SCHOOL PSYCHOLOGISTS: PROFESSIONAL RESPONSIBILITIES *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4d: Participating in a professional community	Psychologist's relationships with colleagues are negative or self-serving, and psychologist avoids being involved in school and district events and projects.	Psychologist's relationships with colleagues are cordial, and psychologist participates in school and district events and projects when specifically requested.	Psychologist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Psychologist makes a substantial contribution to school and district events and projects and assumes leadership with colleagues.
4e: Engaging in professional development	Psychologist does not participate in professional development activities, even when such activities are clearly needed for the ongoing development of skills.	Psychologist's participation in professional development activities is limited to those that are convenient or are required.	Psychologist seeks out opportunities for professional development based on an individual assessment of need.	Psychologist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.
4f: Showing professionalism	Psychologist displays dishonesty in interactions with colleagues, students, and the public and violates principles of confidentiality.	Psychologist is honest in interactions with colleagues, students, and the public, plays a moderate advocacy role for students, and does not violate confidentiality.	Psychologist displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public, and advocates for students when needed.	Psychologist can be counted on to hold the highest standards of honesty, integrity, and confidentiality and to advocate for students, taking a leadership role with colleagues.

Danielson Therapeutic Specialist Rubric 2007

DOMAIN 1 FOR THERAPEUTIC SPECIALISTS: PLANNING AND PREPARATION				
COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1a: Demonstrating knowledge and skill in the specialist therapy area; holding the relevant certificate or license	Specialist demonstrates little or no knowledge and skill in the therapy area; does not hold the necessary certificate or license.	Specialist demonstrates basic knowledge and skill in the therapy area; holds the necessary certificate or license.	Specialist demonstrates thorough knowledge and skill in the therapy area; holds the necessary certificate or license.	Specialist demonstrates extensive knowledge and skill in the therapy area; holds an advanced certificate or license.
1b: Establishing goals for the therapy program appropriate to the setting and the students served	Specialist has no clear goals for the therapy program, or they are inappropriate to either the situation or the age of the students.	Specialist's goals for the therapy program are rudimentary and are partially suitable to the situation and to the age of the students.	Specialist's goals for the therapy program are clear and appropriate to the situation in the school and to the age of the students.	Specialist's goals for the therapy program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with administrators and teachers.
1c: Demonstrating knowledge of district, state, and federal regulations and guidelines	Specialist demonstrates little or no knowledge of special education laws and procedures.	Specialist demonstrates basic knowledge of special education laws and procedures.	Specialist demonstrates thorough knowledge of special education laws and procedures.	Specialist's knowledge of special education laws and procedures is extensive; specialist takes a leadership role in reviewing and revising district policies.

DOMAIN 1 FOR THERAPEUTIC SPECIALISTS: PLANNING AND PREPARATION *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1d: Demonstrating knowledge of resources, both within and beyond the school and district	Specialist demonstrates little or no knowledge of resources for students available through the school or district.	Specialist demonstrates basic knowledge of resources for students available through the school or district.	Specialist demonstrates thorough knowledge of resources for students available through the school or district and some familiarity with resources outside the district.	Specialist demonstrates extensive knowledge of resources for students available through the school or district and in the larger community.
1e: Planning the therapy program, integrated with the regular school program, to meet the needs of individual students	Therapy program consists of a random collection of unrelated activities, lacking coherence or an overall structure.	Specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Specialist has developed a plan that includes the important aspects of work in the setting.	Specialist's plan is highly coherent and preventive and serves to support students individually, within the broader educational program.
1f: Developing a plan to evaluate the therapy program	Specialist has no plan to evaluate the program or resists suggestions that such an evaluation is important.	Specialist has a rudimentary plan to evaluate the therapy program.	Specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

DOMAIN 2 FOR THERAPEUTIC SPECIALISTS: THE ENVIRONMENT

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2a: Establishing rapport with students	Specialist's interactions with students are negative or inappropriate; students appear uncomfortable in the testing and treatment center.	Specialist's interactions are a mix of positive and negative; the specialist's efforts at developing rapport are partially successful.	Specialist's interactions with students are positive and respectful; students appear comfortable in the testing and treatment center.	Students seek out the specialist, reflecting a high degree of comfort and trust in the relationship.
2b: Organizing time effectively	Specialist exercises poor judgment in setting priorities, resulting in confusion, missed deadlines, and conflicting schedules.	Specialist's time-management skills are moderately well developed; essential activities are carried out, but not always in the most efficient manner.	Specialist exercises good judgment in setting priorities, resulting in clear schedules and important work being accomplished in an efficient manner.	Specialist demonstrates excellent time-management skills, accomplishing all tasks in a seamless manner; teachers and students understand their schedules.
2c: Establishing and maintaining clear procedures for referrals	No procedures for referrals have been established; when teachers want to refer a student for special services, they are not sure how to go about it.	Specialist has established procedures for referrals, but the details are not always clear.	Procedures for referrals and for meetings and consultations with parents and administrators are clear to everyone.	Procedures for all aspects of referral and testing protocols are clear to everyone and have been developed in consultation with teachers and administrators.

DOMAIN 2 FOR THERAPEUTIC SPECIALISTS: THE ENVIRONMENT *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2d: Establishing standards of conduct in the treatment center	No standards of conduct have been established, and specialist disregards or fails to address negative student behavior during evaluation or treatment.	Standards of conduct appear to have been established for the testing and treatment center. Specialist's attempts to monitor and correct negative student behavior during evaluation and treatment are partially successful.	Standards of conduct have been established for the testing and treatment center. Specialist monitors student behavior against those standards; response to students is appropriate and respectful.	Standards of conduct have been established for the testing and treatment center. Specialist's monitoring of students is subtle and preventive, and students engage in self-monitoring of behavior.
2e: Organizing physical space for testing of students and providing therapy	The testing and treatment center is disorganized and poorly suited to working with students. Materials are usually available.	The testing and treatment center is moderately well organized and moderately well suited to working with students. Materials are difficult to find when needed.	The testing and treatment center is well organized; materials are available when needed.	The testing and treatment center is highly organized and is inviting to students. Materials are convenient when needed.

DOMAIN 3 FOR THERAPEUTIC SPECIALISTS: DELIVERY OF SERVICE

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3a: Responding to referrals and evaluating student needs	Specialist fails to respond to referrals or makes hasty assessments of student needs.	Specialist responds to referrals when pressed and makes adequate assessments of student needs.	Specialist responds to referrals and makes thorough assessments of student needs.	Specialist is proactive in responding to referrals and makes highly competent assessments of student needs.
3b: Developing and implementing treatment plans to maximize students' success	Specialist fails to develop treatment plans suitable for students, or plans are mismatched with the findings of assessments.	Specialist's plans for students are partially suitable for them or sporadically aligned with identified needs.	Specialist's plans for students are suitable for them and are aligned with identified needs.	Specialist develops comprehensive plans for students, finding ways to creatively meet student needs and incorporate many related elements.
3c: Communicating with families	Specialist fails to communicate with families and secure necessary permission for evaluations or communicates in an insensitive manner.	Specialist's communication with families is partially successful; permissions are obtained, but there are occasional insensitivities to cultural and linguistic traditions.	Specialist communicates with families and secures necessary permission for evaluations, doing so in a manner sensitive to cultural and linguistic traditions.	Specialist secures necessary permissions and communicates with families in a manner highly sensitive to cultural and linguistic traditions. Specialist reaches out to families of students to enhance trust.

DOMAIN 3 FOR THERAPEUTIC SPECIALISTS: DELIVERY OF SERVICE *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3d: Collecting information; writing reports	Specialist neglects to collect important information on which to base treatment plans; reports are inaccurate or not appropriate to the audience.	Specialist collects most of the important information on which to base treatment plans; reports are accurate but lacking in clarity and not always appropriate to the audience.	Specialist collects all the important information on which to base treatment plans; reports are accurate and appropriate to the audience.	Specialist is proactive in collecting important information, interviewing teachers and parents if necessary; reports are accurate and clearly written and are tailored for the audience.
3e: Demonstrating flexibility and responsiveness	Specialist adheres to the plan or program, in spite of evidence of its inadequacy.	Specialist makes modest changes in the treatment program when confronted with evidence of the need for change.	Specialist makes revisions in the treatment program when they are needed.	Specialist is continually seeking ways to improve the treatment program and makes changes as needed in response to student, parent, or teacher input.

DOMAIN 4 FOR THERAPEUTIC SPECIALISTS: PROFESSIONAL RESPONSIBILITIES

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4a: Reflecting on practice	Specialist does not reflect on practice, or the reflections are inaccurate or self-serving.	Specialist's reflection on practice is moderately accurate and objective without citing specific examples, and with only global suggestions as to how it might be improved.	Specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Specialist makes some specific suggestions as to how the therapy program might be improved.	Specialist's reflection is highly accurate and perceptive, citing specific examples that were not fully successful for at least some students. Specialist draws on an extensive repertoire to suggest alternative strategies.
4b: Collaborating with teachers and administrators	Specialist is not available to staff for questions and planning and declines to provide background material when requested.	Specialist is available to staff for questions and planning and provides background material when requested.	Specialist initiates contact with teachers and administrators to confer regarding individual cases.	Specialist seeks out teachers and administrators to confer regarding cases, soliciting their perspectives on individual students.
4c: Maintaining an effective data-management system	Specialist's data-management system is either nonexistent or in disarray; it cannot be used to monitor student progress or to adjust treatment when needed.	Specialist has developed a rudimentary data-management system for monitoring student progress and occasionally uses it to adjust treatment when needed.	Specialist has developed an effective data-management system for monitoring student progress and uses it to adjust treatment when needed.	Specialist has developed a highly effective data-management system for monitoring student progress and uses it to adjust treatment when needed. Specialist uses the system to communicate with teachers and parents.

DOMAIN 4 FOR THERAPEUTIC SPECIALISTS: PROFESSIONAL RESPONSIBILITIES *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4d: Participating in a professional community	Specialist's relationships with colleagues are negative or self-serving, and specialist avoids being involved in school and district events and projects.	Specialist's relationships with colleagues are cordial, and specialist participates in school and district events and projects when specifically asked to do so.	Specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Specialist makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.
4e: Engaging in professional development	Specialist does not participate in professional development activities, even when such activities are clearly needed for the development of skills.	Specialist's participation in professional development activities is limited to those that are convenient or are required.	Specialist seeks out opportunities for professional development based on an individual assessment of need.	Specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.
4f: Showing professionalism, including integrity, advocacy, and maintaining confidentiality	Specialist displays dishonesty in interactions with colleagues, students, and the public and violates principles of confidentiality.	Specialist is honest in interactions with colleagues, students, and the public, plays a moderate advocacy role for students, and does not violate norms of confidentiality.	Specialist displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public and advocates for students when needed.	Specialist can be counted on to hold the highest standards of honesty, integrity, and confidentiality and to advocate for students, taking a leadership role with colleagues.

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Beth Schiavino-Narvaez, Ed.D
Superintendent of Schools



Where the future is present.

**Hartford Public Schools (HPS)
Administrator Professional Leadership
& Evaluation Handbook**

2015 - 2016

Developed By HPS Educators

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SECTION I: INTRODUCTION

Administrative Evaluation Committee

Committee Members from 2012 - 2013:

Jill Cutler-Hodgman	Chief Labor and Legal Officer
Peter Dart	Principal, Environmental Sciences Magnet @ Mary Hooker
Leonard Epps	Principal in Residence
Dr. Stacy Chambers	Principal, McDonough Expeditionary Learning School
Steven Dellinger-Pate	Principal, Pathways Academy of Technology & Design
Martin Folan	Principal, University High School of Science & Engineering
Leslyee Frederick	Executive Director of Assessment and Intervention
Eduardo Genao	Chief of Early Literacy and Parent Engagement
John Hennelly	Interim Portfolio Director
Joseph Kopf	Assistant Principal, Sport & Medical Science Academy
Adam Johnson	Principal, Law & Government Academy at HPHS
Nicholas Jones Jr.	Principal, Simpson-Waverly School
Michael Maziarz	Principal, Academy of Engineering & Green Technology HPHS
George Michna	Executive Director of Research and Evaluation
Elizabeth Michaelis	Portfolio Director
Dr. Scott Nicol	Executive Director of Performance Management
Abby Olinger Quint	Director of Assessment Systems and Data Acquisition
Elaine Papas	Principal and President, Hartford Public School Administrators
Jonathan Swan	Deputy Chief Portfolio Director
Nathaniel Ziegler	Director of Special Education

Three Phases of Implementation

The Hartford Public Schools' (HPS) Administrator Development and Evaluation Handbook 2013 – 2014 was developed and fully endorsed by the Administrative Evaluation Committee. The handbook was approved by the CT State Department of Education (CSDE) in June 2013.

The 2014 – 2015 version, with minor adjustments, was approved by the CT State Department of Education (July 2014) and endorsed by the Hartford Principals and Supervisors Association (August 2014).

Phase I 2013 – 2014

- All building administrators (principal, assistant principal, deans) will partake in 100% of the professional leadership and evaluation process.

Phase II 2014 – 2015

- The Administrative Evaluation Committee will determine the parameters for applying the professional leadership and evaluation process to central office administrators.

Phase III 2015 – 2016

- Continued implementation of 2014 – 2015. Currently, a waiver request has been submitted and is being reviewed by the CT State Department of Education. The waiver requests for a partial implementation of the central office administrator evaluation requirement.

Pending the outcome of the waiver request, an addendum to this document will be forthcoming.

SECTION II: ADMINISTRATOR EVALUATION AND DEVELOPMENT

Purpose and Rationale

A robust administrator evaluation system is a powerful means to develop a shared understanding of leader effectiveness for the state of Connecticut. The Connecticut administrator evaluation model defines administrator effectiveness in terms of (1) administrator practice (the actions taken by administrators that have been shown to impact key aspects of school life); (2) the results that come from this leadership (teacher effectiveness and student achievement); and (3) the perceptions of the administrator's leadership among key stakeholders in their community.

The model describes four levels of performance for administrators and focuses on the practices and outcomes of **Effective** administrators. An *effective* rating represents fully satisfactory performance, and it is the rigorous standard expected of most experienced administrators.

The model includes a *highly effective* performance level for those who exceed these characteristics, but highly effective ratings are reserved for those who could serve as a model for leaders across their district or even statewide.

This model for administrator evaluation has several benefits for participants and for the broader community. It provides a structure for the ongoing development of principals and other administrators to establish a basis for assessing their strengths and growth areas so they have the feedback they need to get better. It also serves as a means for districts to hold themselves accountable for ensuring that every child in their district attends a school with effective leaders.

SECTION III: SYSTEM OVERVIEW

Administrator Evaluation and Support Framework

The evaluation and support system consists of multiple measures to paint an accurate and comprehensive picture of administrator performance. All administrators will be evaluated in four components, grouped into two major categories: Leadership Practice and Student Outcomes.

1. **Leadership Practice Related Indicators:** An evaluation of the core leadership practices and skills that positively affect student learning. This category is comprised of two components:
 - (a) **Observation of Leadership Performance and Practice (40%)** as defined in the Connecticut Leadership Rubric (CLR). (Appendix A)
 - (b) **Stakeholder Feedback (10%)** on leadership practice through surveys.
2. **Student Outcomes Related Indicators:** An evaluation of an administrator's contribution to student academic progress, at the school and classroom level. This category is comprised of two components:
 - (a) **Student Learning (45%):** (a) performance and growth on locally-determined measures.
 - (b) **Teacher Effectiveness Outcomes (5%)** as determined by an aggregation of teachers' success with respect to Student Learning Objectives (SLOs)

Scores from each of the four components will be combined to produce a summative performance rating of Highly Effective, Effective, Needs Improvement / Developing or Ineffective / Unsatisfactory. The performance levels are defined as:

- **Highly Effective** – Substantially exceeding indicators of performance
- **Effective** – Meeting indicators of performance
- **Needs Improvement / Developing** – Meeting some indicators of performance but not others
- **Ineffective / Unsatisfactory** – Not meeting indicators of performance

Three Evaluation Phases

There are three evaluation phases:

- Induction and Learning (I/L) Phase
- Learning and Growth (L/G) Phase
- Intervention and Support (I/S) Phase

Although each of these phases differ, all leadership practice indicators and student outcome related indicators as outlined above equally apply to all administrators regardless of phase placement.

Induction and Learning Phase (I/L)

Purpose

The purpose of the Leadership for the Induction and Learning Phase is to provide administrators with opportunities to develop and demonstrate competence in the Connecticut Leadership Rubric (CLR). During this 1 to 3 year time period, evaluators will:

- Closely supervise first-time or newly hired administrators into the Hartford Public Schools system.
- Ensure that first-time, newly hired administrators are displaying the identified criteria and evidence of CLR.
- Ensure that first-time or newly hired administrators receive the support and mentorship they need to be successful in a new leadership position.
- Reassess administrator strengths as they relate to the CLR for those who have successfully completed the Intervention and Support Phase.

Who belongs in the I/L Phase?

The Induction and Learning Phase is a 1 to 3 year evaluation phase that includes an induction process designed to provide continuous mentoring and coaching for newly certified and practicing administrators. Beginning administrators will receive training, mentoring support and assistance in the key processes that are instrumental to administrator success in Hartford as delineated in the CLR.

Leadership development in this phase will also apply to:

- Newly hired experienced administrators new to the district.
- Administrators who have received a rating of *either needs improvement / developing or ineffective / unsatisfactory* in the previous school year.

For experienced administrators transferring to another school within the district, the Induction and Learning Phase is optional at the discretion of the evaluator.

For administrators performing at a high level in the CLR, year two and three of the evaluation phase become optional at the discretion of the evaluator.

Each I/L administrator will participate in a comprehensive administrator orientation program that should begin prior to the start of school and should include all the critical policy, management and system information at the outset, along with an overview of the administrative professional leadership and evaluation process.

Site Visits

For the I/L Phase, there will be a minimum of four on-site observation visits, the first to occur no later than September 1st, the second to occur no later than December 1st, the third to occur no later than March 1st, and the fourth to occur no later than June 1st.

Two of these observations will include both pre and post conferences that will result in written feedback from the evaluator to be completed within two weeks of the visit. The other two site visits require a post-conference with an optional pre-conference. These two site visits may be unannounced.

If deemed necessary, the evaluator may adjust timelines. These adjustments shall not be considered a procedural violation subject to the grievance process

Additional Site Visits

An evaluator may, at his/her discretion, conduct additional site visits with an administrator at any time. These site visits may be announced or unannounced and may or may not include a pre and/or post conference. The purpose of these visits may be simply to check in on progress or to give the administrator an opportunity to discuss how progress is being made.

Mentoring and Support for Beginning Administrators in the I/L Phase

Each administrator in year one of the I/L Phase will be assigned a leadership coach. The leadership coach will provide the administrator focused support in the CLR.

Administrators in year two and three of the phase may be assigned a leadership coach at the discretion of the Office of Talent Management in consultation with the assigned evaluator.

Learning and Growth (L/G) Phase

Purpose

The purpose of the L/G Phase is to provide administrators with opportunities to maintain and deepen the criteria in the Connecticut Leadership Rubric (CLR). During this phase evaluators will:

- Assess administrator competencies as defined in the CLR.
- Meet with his/her School/Department Accountability Team to review district goals/objectives, and to ensure alignment with school goals and objectives.
- Provide opportunities for continuous professional growth.
- Encourage risk-taking, creativity and innovation.
- Create an environment in which administrators are reflective about their work.
- Provide opportunities for mentoring and collaborative work with other administrators, sharing staff/student work and best practices.

Who belongs in the L/G Phase?

The L/G Phase is for administrators who have demonstrated competency as measured by the CLR.

This phase encourages collaboration, innovation, professional responsibility, peer support, academic contributions to school/staff/student growth all in the spirit of improved student learning. Administrators in the L/G Phase are encouraged to:

- Share their work with their colleagues.
- Take on new leadership opportunities.
- Become mentors to new administrators.
- Explore research options that will contribute to improved student learning.
- Contribute to the HPS professional learning community.
- Become a reflective administrator practitioner.

Site Visits

For the L/G Phase, there will be a minimum of two on-site observation visits, the first to occur no later than December 1st, the second to occur no later than May 1st.

One of these observations will include both pre and post conferences that will result in written feedback from the evaluator to be completed within two weeks of the visit. The

other site visits require a post-conference with an optional pre-conference. These two site visits may be unannounced.

If deemed necessary, the evaluator may adjust timelines. These adjustments shall not be considered a procedural violation subject to the grievance process.

Additional Site Visits

An evaluator may, at his/her discretion, conduct additional site visits with an administrator at any time. These site visits may be announced or unannounced and may or may not include a pre and/or post conference. The purpose of these visits may be simply to check in on progress or to give the administrator an opportunity to discuss how progress is being made.

Intervention and Support (I/S) Phase

Purpose

The I/S Phase consists of close supervision for administrators who are experiencing difficulty demonstrating effectiveness with the Connecticut Leadership Rubric (CLR).

Who Belongs in the I/S Phase

Administrators performing below standard may be moved to Intervention and Support at any time of the year. Assignment to this phase is for any administrator who is demonstrating a clear lack of proficiency meeting the criteria in the CLR.

For any administrator experiencing difficulty demonstrating proficiency in his/her job performance, the evaluator will document evidence of the difficulty and any attempted assistance or interventions that have been applied. The deterioration of an administrator's performance will be put in writing and discussed with the administrator. The evaluator will notify the administrator in writing. Notification of this change in phase will be given to the administrator, Office of Talent Management (OTM) and Legal and Labor.

Additionally, any administrator who is transferring from another school/department in the district and is in the I/S Phase, must successfully complete his/her Intervention and Support Plan in his/her new setting.

What Happens in Intervention and Support

Administrators in Intervention and Support are in need of immediate assistance and close supervision. The areas of deficiency must be clearly articulated and a specific intervention and assistance plan must be created. Upon the initiation of this process, an administrator has 45 days to demonstrate substantial progress in the area of deficiency. An additional 45 days may be granted if enough progress warrants this extension. If an administrator successfully completes his/her intervention plan, he/she needs to be placed in the Induction and Learning Phase for close supervision and support for an agreed upon period of time. When successful in I/L, the administrator can be placed in Learning and Growth. If an administrator is unsuccessful in Intervention and Support, the administrator will be referred to Legal and Labor for the termination process.

Planning Conference and Timeline

Administrators who are moved into Intervention and Support will receive notification of this move in writing. The evaluator will schedule an initial planning conference

immediately. Using the CLR, the administrator's performance will be assessed and the evaluator will establish performance criteria for areas in which improvement is needed.

Using a 45-day Improvement Plan, objectives will be identified with conditions, resources, and support necessary and available for achievement of objectives. A plan for implementing objectives will be developed with activities, evaluation criteria and a time schedule for evaluation. The plan will include a minimum of 2 site visit observations within 45 days of placement in Intervention and Support and a pre and post conference with written feedback. If evidence of growth is documented, a 45-day extension may be granted with revised objectives (if necessary) and time schedule for re- evaluation.

Additional Resources and Assistance

Administrators experiencing difficulty will be given assistance for a 45-day period, beginning no more than 10 days after entering the I/S Phase. An extension of an additional 45 days may be granted based on documentation and approved by the evaluator if there is evidence of growth. Administrators in the I/S Phase may also seek support from an administrator focus group leader.

Outcomes of Re-Evaluation

At the end of the first 45-day period, the evaluator will recommend one of the following:

- A return to the Induction and Learning Phase.
- Further interventions with an extended 45-day intervention period (for a maximum of two 45 day periods in the Intervention and Support Phase).
- Counseling out (notify OTM and Legal and Labor).
- Termination (notify OTM and Legal and Labor).

If a second 45-day period is granted, at the end of the second 45-day period, the evaluator will recommend one of the following:

- A return to the Induction or Learning Phase.
- Counseling out through OTM and Legal and Labor.
- Termination (notify OTM and Legal and Labor).

Process and Timeline

This section describes the process by which administrators and their evaluators collect evidence about practice and results over the course of a year, culminating with a final rating and recommendations for continued improvement. The annual cycle allows for flexibility in implementation and lends itself well to a meaningful and doable process. The model encourages two things:

1. That evaluators prioritize the evaluation process, spending more and better time in schools observing practice and giving feedback; and
2. That both administrators and evaluators focus on the depth and quality of the interactions that occur in the process, not just on completing the steps.

Each administrator participates in the evaluation process as a cycle of continuous improvement. The cycle is the centerpiece of state guidelines designed to have all educators play a more active, engaged role in their professional growth and development. For every administrator, evaluation begins with goal-setting for the school year, setting the stage for implementation of a goal-driven plan. The cycle continues with a Mid-Year Formative Review, followed by continued implementation. The latter part of the process offers administrators a chance to self-assess and reflect on progress to date, a step that informs the summative evaluation. Evidence from the summative evaluation and self-assessment become important sources of information for the administrator's subsequent goal setting, as the cycle continues into the subsequent year.

Each administrator regardless of their evaluation phase participates in the entire evaluation process.

Process / Timelines at a Glance

Activity	Induction & Learning	Learning & Growth
School Accountability Process (SAP) & Objective Setting Process	July 1 st thru September 30 th	
1 st Site Observation	By September 1 st (Principals) By September 30 th (APs / Deans)	By December 1 st
Finalize SAP / All Objectives	By September 30 th	
2 nd Site Observation	By December 1 st	By May 1 st
Mid-Year Review	By January 31 st	
3 rd Site Observation	By March 1 st	N/A
4 th Site Observation	By June 1 st	N/A
Year-End SAP & Evaluation Reflections	By June 10 th (Evaluator may adjust timeline)	
Year-End Evaluation Conference with Summative Rating	By July 30 th	
<p>Year End Evaluation Conference may need to be completed earlier than July 30th based upon the work year of the evaluatee or other considerations. Any adjustments to the evaluation rating due to unavailable data must occur by September 15th.</p>		
<p>If deemed necessary, the evaluator may adjust timelines. These adjustments shall not be considered a procedural violation subject to the grievance process.</p>		

Step 1: Orientation and Context-Setting

To begin the process, the administrator needs five things to be in place:

1. Student learning data are available for review by the administrator.
2. Stakeholder survey data are available for review by the administrator.
3. The superintendent has communicated his/her student learning priorities for the year.
4. The administrator has developed a school improvement plan and/or school accountability plan that includes student learning goals.

Step 2: Goal-Setting and Plan Development

Before a school year starts, administrators identify three Student Learning Objectives (SLOs) and two survey targets, drawing on available data, the superintendent's priorities, their school accountability plan and prior evaluation results (where applicable). They also determine two areas of focus for their practice.

Administrators should start with the outcomes they want to achieve. This includes setting three SLOs and two targets related to stakeholder parent and teacher feedback.

Then administrators identify the areas of focus for their practice *that will help them accomplish* their SLOs and survey targets, choosing from among the elements of the Connecticut School Leadership Standards. While administrators are rated on all six Performance Expectations, administrators are not expected to focus on improving their practice in all areas in a given year. Rather, they should identify two specific focus areas of growth to facilitate professional conversation about their leadership practice with their evaluator. It is likely that at least one and perhaps both, of the practice focus areas will be in teaching and learning, given its central role in driving student achievement. What is critical is that the administrator can connect improvement in the practice focus areas to the outcome goals and survey targets, creating a logical through-line from practice to outcomes.

Next, the administrator and the evaluator meet to discuss and agree on the objectives and practice focus areas. This is an opportunity to discuss the administrator's choices and to explore questions such as:

- Are there any assumptions about specific objectives that need to be shared because of the local school context?
- Are there any elements for which proficient performance will depend on factors beyond the control of the principals? If so, how will those dependencies be accounted for in the evaluation process?

- What are the sources of evidence to be used in assessing an administrator's performance?

The evaluator and administrator also discuss the appropriate resources and professional learning needs to support the administrator in accomplishing his/her objectives. Together, these components – the objectives, the focus areas and the resources and supports – comprise an individual's evaluation and support plan. In the event of any disagreement, the evaluator has the authority and responsibility to finalize the objectives, supports and sources of evidence to be used. The school accountability plan and the objectives should be finalized no later than September 30th.

If deemed necessary, the evaluator may adjust timelines. These adjustments shall not be considered a procedural violation subject to the grievance process.

Step 3: Plan Implementation and Evidence Collection

As the administrator implements the plan, he/she and the evaluator both collect evidence about the administrator's practice. For the evaluator, this must include the required number of site visits (see I/L and L/G phase requirements). Periodic, purposeful school visits offer critical opportunities for evaluators to observe, collect evidence and analyze the work of school leaders.

Unlike visiting a classroom to observe a teacher, school visits to observe administrator practice can vary significantly in length and setting. It is recommended that evaluators plan visits carefully to maximize the opportunity to gather evidence relevant to an administrator's practice focus areas. Further, central to this process is providing meaningful feedback based on observed practice. The following represent some examples of what a site visit may entail.

- Data systems and reports for student information
- Artifacts of data analysis and plans for response
- Observations of teacher team meetings
- Observations of administrative/leadership team meetings
- Observations of classrooms where the administrator is present
- Communications to parents and community
- Conversations with staff
- Conversations with students
- Conversations with families

The number of required school site visits depends on the evaluation phase of the administrator.

Induction / Learning				Learning / Growth			
<i>SITE VISITS MAY BE DONE IN ANY ORDER</i>							
Site Visit	Pre – Conference	Post- Conference	Announced (A) or Unannounced (U)	Site Visit	Pre – Conference	Post- Conference	Announced (A) or Unannounced (U)
1	Yes	Yes	A	1	Yes	Yes	A
2	Yes	Yes	A	2	Optional	Yes	A or U
3	Optional	Yes	A or U				
4	Optional	Yes	A or U				

Besides the school visit requirement, there are no prescribed evidence requirements. The model relies on the professional judgment of the evaluator with input from the administrator to determine appropriate sources of evidence and ways to collect evidence.

Step 4: Mid-Year Formative Review

Midway through the school year (especially at a point when interim student assessment data are available for review) is an ideal time for a formal check-in to review progress. In preparation for meeting:

- The administrator analyzes available student achievement data and considers progress toward outcome goals.
- The evaluator reviews observation and feedback forms to identify key themes for discussion.

The administrator and evaluator hold a Mid-Year Formative Conference and complete the Mid-Year Evaluation Form no later than January 31st, with explicit discussion of progress

toward student learning targets, as well as any areas of performance related to standards of performance and practice.

If deemed necessary, the evaluator may adjust timelines. These adjustments shall not be considered a procedural violation subject to the grievance process.

Step 5: Year-End Reflections

By June 10th the administrator will complete all year-end reflections including those related to the SAP, student learning objectives and the CLR. The administrator and evaluator will complete the forms on TeachScape in Section IX.

The administrator should also review his/her focus areas and determine if he/she considers him/herself on track or not.

Step 6: Summative Review and Rating

The administrator and evaluator meet by July 30th to discuss the administrator's self-reflections and all evidence collected over the course of the year. The evaluator completes the summative evaluation report, shares it with the administrator and adds it to the administrator's personnel file with any written comments attached that the administrator requests to be added within two weeks of receipt of the report.

Summative ratings must be completed for all administrators by July 30th. Should test data not yet be available at the time of a final rating, a rating must be completed based on evidence that is available. When the summative rating for an administrator may be significantly impacted by test data or teacher effectiveness ratings, the evaluator should recalculate the administrator's summative rating when the data is available and submit the adjusted rating no later than September 15.

SECTION IV: LEADERSHIP PRACTICE RELATED INDICATORS

The Leadership Practice Related Indicators evaluate the administrator's knowledge of a complex set of skills and competencies and how these are applied in leadership practice. It is comprised of two components:

- Observation of Leadership Practice, which counts for 40%; and
- Stakeholder Feedback, which counts for 10%.

Component #1: Observation of Leadership Practice (40%)

An assessment of an administrator's leadership practice – by direct observation of practice and the collection of other evidence – is 40% of an administrator's summative rating.

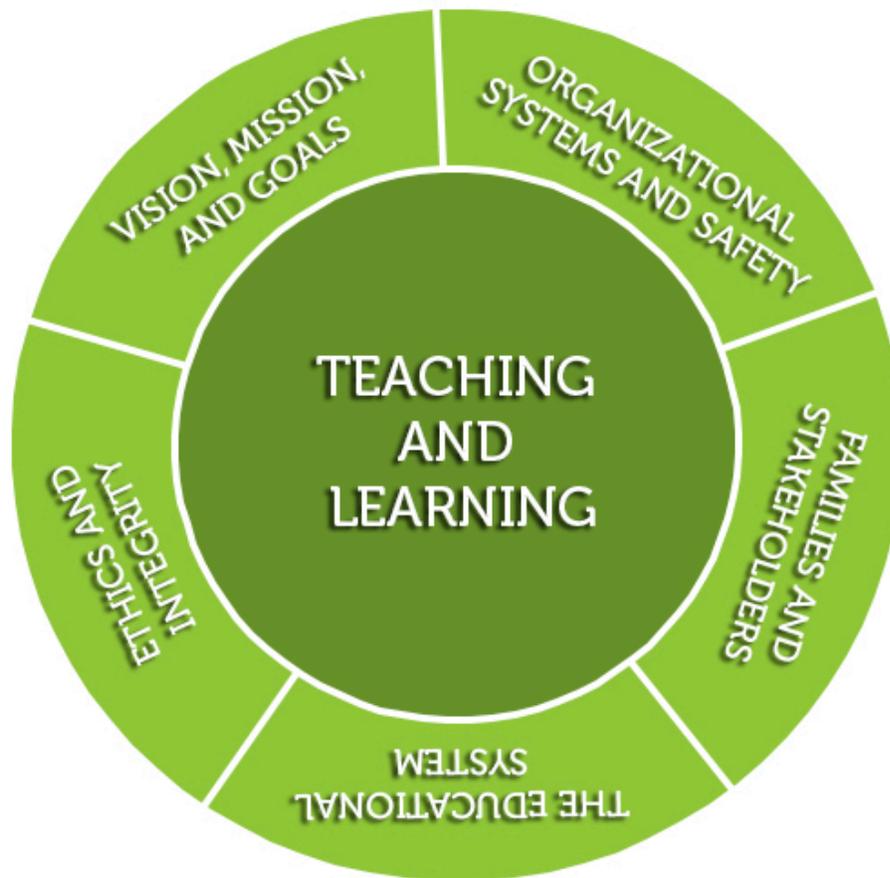
Leadership practice is described in the Connecticut Leadership Rubric (CLR).

1. **Vision, Mission and Goals:** *Education leaders ensure the success and achievement of all students by guiding the development and implementation of a shared vision of learning, a strong organizational mission and high expectations for student performance.*
2. **Teaching and Learning:** *Education leaders ensure the success and achievement of all students by monitoring and continuously improving teaching and learning.*
3. **Organizational Systems and Safety:** *Education leaders ensure the success and achievement of all students by managing organizational systems and resources for a safe, high-performing learning environment.*
4. **Families and Stakeholders:** *Education leaders ensure the success and achievement of all students by collaborating with families and stakeholders to respond to diverse community interests and needs and to mobilize community resources.*
5. **Ethics and Integrity:** *Education leaders ensure the success and achievement of all students by being ethical and acting with integrity.*
6. **The Education System:** *Education leaders ensure the success and achievement of all students and advocate for their students, faculty and staff needs by influencing systems of political, social, economic, legal and cultural contexts affecting education.*

All six of these performance expectations contribute to successful schools, but research shows that some have a bigger impact than others. In particular, improving teaching and learning is at the core of what effective educational leaders do. As such, **Performance**

Expectation 2 (Teaching and Learning) comprises approximately half of the leadership practice rating and the other five performance expectations are equally weighted.

Figure 1: Leadership Practice – 6 Performance Expectations



These weightings should be consistent for all building administration.

In order to arrive at these ratings, administrators are measured against the Connecticut Leadership Rubric (CLR) which describes leadership actions across four performance levels for each of the six performance expectations and associated elements. The four performance levels are:

- **Highly Effective:** The Highly Effective Level focuses on the concepts of

developing capacity for action and leadership beyond the individual leader. Collaboration and involvement from a wide range of staff, students and stakeholders is prioritized as appropriate in distinguishing Exemplary performance from Proficient performance.

- **Effective:** The rubric is anchored at the Effective Level using the indicator language from the Connecticut School Leadership Standards. The specific indicator language is highlighted in **bold** at the Effective level.
- **Needs Improvement / Developing:** The Needs Improvement / Developing Level focuses on leaders with a general knowledge of leadership practices but most of those practices do not necessarily lead to positive results.
- **Ineffective / Unsatisfactory:** The Ineffective / Unsatisfactory Level focuses on a limited understanding of leadership practices and general inaction on the part of the leader.

Two key concepts, indicated by bullets, are often included as indicators. Each concept demonstrates a continuum of performance across the row, from *ineffective / unsatisfactory* to *highly effective*.

Arriving at a Leadership Practice Summative Rating

Summative ratings are based on the evidence for each performance expectation in the CLR. Evaluators collect written evidence about and observe the administrator's leadership practice across the six performance expectations described in the rubric. Specific attention is paid to leadership performance areas identified as needing development.

This is accomplished through the following steps, undertaken by the administrator being evaluated and by the evaluator completing the evaluation:

The administrator and evaluator meet for a Goal-Setting Conference to identify focus areas for development of the administrator's leadership practice.

1. The administrator collects evidence about his/her practice and the evaluator collects evidence about administrator practice with a particular emphasis on the identified focus areas for development. **Evaluators of administrators must conduct at least two school site observations for any administrator on the Learning and Growth Phase and should conduct at least four school site observations for administrators who are on the Induction and Learning Phase.**
2. The administrator and evaluator hold a Mid-Year Formative Conference with a focused discussion of progress toward proficiency in the focus areas identified as needing development.
3. Near the end of the school year, the administrator reviews all information and data collected during the year and completes a summative self-assessment for review by the evaluator, identifying areas of strength and continued growth, as well as progress on the focus areas.
4. The evaluator and the administrator meet to discuss all evidence collected to date. Following the conference, the evaluator uses the preponderance of evidence to assign a summative rating of *highly effective*, *effective*, *needs improvement/developing* or *ineffective / unsatisfactory* for each performance expectation. Then the evaluator assigns a total practice rating based on the criteria in the chart below and generates a summary report.

Building Administrators:

Exemplary	Proficient	Developing	Below Standard
<p><i>Highly Effective</i> on Teaching and Learning +</p> <p><i>Highly Effective</i> on at least 2 other performance expectations +</p> <p>No rating below <i>Effective</i> on any performance expectation</p>	<p>At least <i>Effective</i> on Teaching and Learning +</p> <p>At least <i>Effective</i> on at least 3 other performance expectations +</p> <p>No rating below <i>Needs Improvement / Developing</i> on any performance expectation</p>	<p>At least <i>Needs Improvement / Developing</i> on Teaching and Learning +</p> <p>At least <i>Needs Improvement / Developing</i> on at least 3 other performance expectations</p>	<p><i>Ineffective/ Unsatisfactory</i> on Teaching and Learning</p> <p>or</p> <p><i>Ineffective/ Unsatisfactory</i> on at least 3 other performance expectations</p>

Component #2: Stakeholder Feedback (10%)

Feedback from stakeholders – assessed by administration of a survey with measures that align to the Connecticut Leadership Rubric (CLR) – is 10% of an administrator's summative rating.

Parent and teacher feedback data as solicited through the Hartford Public Schools' (HPS) School Climate and Connectedness Survey will be utilized for administrators to develop a measurable stakeholder feedback objective which include teacher and parent targets.

The objective setting process is as follows:

Steps 1 and 2 would have occurred in the previous school year.

School will administer the HPS' School Climate and Connectedness Survey for parents, staff (teachers) and students. Data will be aggregated at the school level.

1. Administrator will collaborate with teaching faculty and School Governance Councils to determine school-level objectives based on the survey feedback;

Note – If Step 2 did not occur in the previous school year it can be done at the start of the new school year.

2. Administrator will identify one stakeholder objective using corresponding form in Section VIII.

Steps 3 – 7 will occur in the new school year.

3. Two of the targets must incorporate specific baseline and results of the HPS' School Climate and Connectedness Survey involving teachers and parents. The targets may address subset data of the survey results.
4. A third target is encouraged.
5. School will administer the HPS' School Climate and Connectedness Survey for parents, staff (teachers) and students. Data will be aggregated at the school level.
6. Evaluator will determine a rating on the stakeholder objective by using the four performance level ratings outlined below.

Exceeded (4)	All or most targets were met or substantially exceeded the target(s).
Met (3)	Most targets were met and some indicators were within a few points of the target(s).
Partially Met (2)	Many targets met but a notable percentage missed the target by a significant margin. However, taken as a whole, significant progress toward the objective was made.
Did Not Meet (1)	Some targets met but a substantial percentage did not.

7. Evaluator will determine an overall summative stakeholder feedback rating.

Highly Effective	Effective	Needs Improvement / Developing	Unsatisfactory / Ineffective
4	3	2	1

SECTION V: STUDENT OUTCOMES RELATED INDICATORS

The Student Outcomes Related Indicators capture the administrator's impact on student learning and comprise half of the final rating.

Student Related Indicators includes two components:

- Student Learning, which counts for 45%; and
- Teacher Effectiveness Outcomes, which counts for 5%.

Component #3: Student Learning (45%)

Student learning is assessed by performance and growth on locally-determined measures. They will account for 45% of the administrator's evaluation.

Locally-Determined Measures (Student Learning Objectives)

Administrators establish three Student Learning Objectives (SLOs) on measures they select. In selecting measures, certain parameters apply:

- All measures must align to Connecticut Content Standards and are strongly encouraged to align with Common Core State Standards.
- At least one of the measures must focus on student outcomes from subjects and/or grades not assessed on state-administered assessments.
- For administrators in high school, one measure must include the cohort graduation rate and the extended graduation rate, as defined in the State's approved application for flexibility under the Elementary and Secondary Education Act. All protections related to the assignment of school accountability ratings for cohort graduation rate and extended graduation rate shall apply to the use of graduation data for principal evaluation.
- For administrators assigned to a school in "review" or "turnaround" status, indicators will align with the performance targets set in the school's mandated improvement plan.

	SLO 1	SLO 2	SLO 3
Elementary or Middle School Administrator	Non-tested subjects or grades	Broad discretion	
High School Administrator	Graduation (meets the non-tested grades or subjects requirement)	Broad discretion	
Central Office Administrator	N/A for 2015 – 2016 only		

Beyond these parameters, administrators have broad discretion in selecting indicators, including, but not limited to:

- Student performance on district-adopted assessments (e.g., commercial content area assessments, Advanced Placement examinations, International Baccalaureate examinations, MAP, LAS Links, SAT, PSAT).
- Students' progress toward graduation in the school using strong predictive indicators, including but not limited to 9th and/or 10th grade credit accumulation and/or the percentage of students that pass 9th and/or 10th grade subjects most commonly associated with graduation.
- Students' performance or growth on school-or classroom-developed assessments in subjects and grade levels for which there are not available state assessments.

The process for selecting measures and creating SLOs should strike a balance between alignment to district student learning priorities and a focus on the most significant school-level student learning needs. To do so, it is critical that the process follow a pre-determined timeline.

- First, the district establishes student learning priorities for a given school year based on available data. These may be a continuation for multi-year improvement strategies or a new priority that emerges from achievement data.
- The administrator uses available data to craft a school accountability plan. This is done in collaboration with other stakeholders and includes a manageable set of clear student learning targets.
- The administrator chooses student learning priorities for her/his own evaluation that are (a) aligned to district priorities (b) aligned with the school accountability plan.

- The administrator chooses measures that best assess the priorities and develops clear and measurable SLOs for the chosen assessments/indicators.
- The administrator shares the SLOs with her/his evaluator, informing a conversation designed to ensure that:
 - The objectives are adequately ambitious.
 - There is adequate data that can be collected to make a fair judgment about whether the administrator met the established objectives.
 - The objectives are based on a review of student characteristics (e.g., mobility, attendance, demographic and learning characteristics) relevant to the assessment of the administrator against the objective.
 - The professional resources are appropriate to supporting the administrator in meeting the performance targets.
- The process' intended outcome is for the administrator and his/her evaluator to come to mutual agreement on all three SLOs. However, should their not be mutual agreement the evaluator would make the final determination.
- The administrator and evaluator collect interim data on the SLOs to inform a mid-year conversation (which is an opportunity to assess progress and, as needed, adjust targets) and summative data to inform summative ratings.
- At the summative conference the administrator provides evidence and reflection regarding the SLO outcomes. The evaluator scores each SLO and then determines a student learning summative rating.

Scoring each Student Learning Objective (SLO)

Exceeded (4)	All or most targets were met or substantially exceeded the target(s).
Met (3)	Most targets were met and some indicators were within a few points of the target(s).
Partially Met (2)	Many targets met but a notable percentage missed the target by a significant margin. However, taken as a whole, significant progress toward the objective was made.
Did Not Meet (1)	Some targets met but a substantial percentage did not.

Arriving at Student Learning Summative Rating

Use the provided rubric to determine the overall 45% score:

Highly Effective	Effective	Needs Improvement / Developing	Ineffective / Unsatisfactory
Met all 3 SLOs and exceeded at least 2 SLOs	Met 2 SLOs and partially met the 3rd	Met 1 SLO and partially met at least 1 other	Met 0 SLOs OR Met 1 SLO and did not meet either of the other 2

Component #4: Teacher Effectiveness Outcomes (5%)

Teacher effectiveness outcomes – as measured by an aggregation of teachers’ student learning objectives (SLOs) – make up 5% of an administrator’s evaluation.

Improving teacher effectiveness outcomes is central to an administrator’s role in driving improved student learning. That is why, in addition to measuring the actions that administrators take to increase teacher effectiveness – from hiring and placement to ongoing professional learning to feedback on performance – the administrator evaluation and support model also assesses the outcomes of all of that work.

As part of Connecticut’s teacher evaluation state model, teachers are assessed in part on their accomplishment of SLOs. This is the basis for assessing administrators’ contribution to teacher effectiveness outcomes. In order to maintain a strong focus on teachers setting ambitious SLOs for their evaluation, it is imperative that evaluators of administrators discuss with the administrator their strategies in working with teachers to set SLOs. Without attention to this issue, there is a substantial risk of administrators not encouraging teachers to set ambitious SLOs.

For principals, the teacher effectiveness rating is calculated including all teachers assigned to the school. For assistant principals and deans, the teacher effectiveness rating is calculated including only those teachers with whom the assistant principal or dean is the evaluator.

Teachers’ student learning objectives not scored by the evaluator are calculated against the teacher effectiveness percentage counting as ineffective unless the scoring of said student learning objectives is waived.

Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
95 -100% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> with >50% rated as <i>Highly Effective</i> on the student growth portion of their evaluation	50 - 94% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> on the student growth portion of their evaluation	31-49% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> on the student growth portion of their evaluation	0-30% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> on the student growth portion of their evaluation

SECTION VI: SUMMATIVE ADMINISTRATOR EVALUATION RATING

Summative Scoring

Each administrator shall annually receive a summative rating in one of four levels:

1. Highly Effective
2. Effective
3. Needs Improvement / Developing
4. Ineffective / Unsatisfactory

Determining Summative Ratings

The rating will be determined using the following steps:

1. Determining a Leader Practice Rating;
2. Determining an Student Outcomes Rating; and
3. Combining the two into an overall rating using the Summative Matrix.

Each step is illustrated below:

A. PRACTICE: Leadership Practice (40%) + Stakeholder Feedback (10%) = 50%

The practice rating derives from an administrator's performance on the six performance expectations of the Common Core of Leading Evaluation Rubric (CLR), one parent engagement objective and one teacher feedback objective. The observation of administrator performance and practice counts for 40% of the total rating and feedback objectives count for 10% of the total rating.

To determine the 50% Leadership Practice Rating the evaluator must apply the Decision Rule 1, 2 and 3 in the context of the chart below.

The completion of this data will be completed on TeachScope.

LEADERSHIP PRACTICE RATING				
Performance Expectations and Elements	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Performance Expectation 1: Vision, Mission and Goals				
Performance Expectation 2: Teaching and Learning				
Performance Expectation 3: Organizational Systems and Safety				
Performance Expectation 4: Families and Stakeholders				
Performance Expectation 5: Ethics and Integrity				
Performance Expectation 6: The Education System				
Leadership Practice Rating (Decision Rule 1) 40%				
Stakeholder Feedback	Exceeded	Met	Partially Met	Did Not Meet
Stakeholder Feedback Objective (SFO)				
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Stakeholder Feedback Rating 10% (Decision Rule 2)				
USE DECISION RULE 3 TO COMPLETE THE OVERALL PRACTICE RATING BELOW				
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
OVERALL PRACTICE RATING 50%				

Decision Rules 1, 2 and 3

DECISION RULE 1: LEADERSHIP PRACTICE

Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Highly Effective on Teaching and learning Highly Effective on at least 2 other performance expectations No rating below Effective on any performance expectation	At least Effective on Teaching and learning At least Effective on at least 3 other performance expectations No rating below Needs Improvement / Developing on any performance expectation	At least Needs Improvement / Developing on Teaching and Learning At least Needs Improvement / Developing at least 3 other performance expectations	Unsatisfactory / Ineffective on Teaching and learning or Unsatisfactory / Ineffective on at least 3 other performance expectations

DECISION RULE 2: STAKEHOLDER FEEDBACK

Highly Effective	Effective	Needs Improvement / Developing	Unsatisfactory / Ineffective
(4)	(3)	(2)	(1)

DECISION RULE 3: OVERALL PRACTICE RATING

If the Stakeholder Feedback Rating	Then the Overall Practice Rating is:
Highly Effective (4)	Leadership Practice rating plus 1
Effective (3) or Needs Improvement /	Leadership Practice rating
Unsatisfactory / Ineffective (1)	Leadership Practice rating minus 1

B. OUTCOMES: Student Learning (45%) + Teacher Effectiveness Outcomes (5%) = 50%

The outcomes rating is derived from student learning – student performance and progress on the three student learning objectives and teacher effectiveness outcomes.

To determine the 50% Student Outcome Rating the evaluator must apply the Decision Rule 4, 5, and 6 in the context of the chart below.

The completion of this data will be completed on TeachScape.

OUTCOME RATING				
Student Learning Objectives	Exceeded	Met	Partially Met	Did Not Meet
SLO 1				
SLO 2				
SLO 3				
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Student Learning Objectives Rating (Decision Rule 4) 45%				
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Teacher Effectiveness Rating (Decision Rule 5) 5%				
USE DECISION RULE 6 TO COMPLETE THE OVERALL OUTCOMES RATING BELOW				
	Highly Effective (4)	Effective (3)	Needs Improvement (2)	Unsatisfactory / Ineffective (1)

OVERALL OUTCOMES RATING 50%				
-----------------------------------	--	--	--	--

Decision Rule 4, 5, and 6

DECISION RULE 4: STUDENT LEARNING OBJECTIVES (SLOs)

Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Met all 3 SLOs and exceeded at least 2 SLOs	Met 2 SLOs and partially met the 3rd SLOs	Met 1 SLO and partially met at least 1 other	Met 0 SLOs OR Met 1 SLO and did not meet either of the other 2

DECISION RULE 5: TEACHER EFFECTIVENESS

Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
95 -100% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> with >50% rated as <i>Highly Effective</i> on the student growth portion of their evaluation	50 - 94% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> on the student growth portion of their evaluation	31-49% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> on the student growth portion of their evaluation	0-30% of teachers are rated <i>Effective</i> or <i>Highly Effective</i> on the student growth portion of their evaluation

DECISION RULE 8: OVERALL OUTCOMES RATING

If the Teacher Effectiveness rating is:	Then the overall Outcomes rating is:
Highly Effective (4)	Student Learning rating plus 1
Effective (3) or Needs Improvement / Developing (2)	Student Learning rating
Unsatisfactory / Ineffective (1)	Student Learning rating minus 1

C. OVERALL: Leader Practice + Student Outcomes

The overall rating combines the practice and outcomes ratings using the matrix below. Using the ratings determined for each major category: Student Outcomes-Related Indicators and Leader Practice-Related Indicators, follow the respective column and row to the center of the matrix.

If the two major categories are highly discrepant (e.g., a rating of *highly effective* for Leader Practice and a rating of *ineffective / unsatisfactory* for Student Outcomes), then the evaluator should examine the data and gather additional information in order to determine a summative rating.

The completion of this data will be completed on TeachScape.

<i>Summative Rating Matrix</i>		<i>Practice Related Indicators Rating</i>			
		Highly Effective	Effective	Needs Improvement / Developing	Ineffective / Unsatisfactory
<i>Outcomes Related Indicators Rating</i>	Highly Effective	Highly Effective	Highly Effective	Effective	<i>Gather further information</i>
	Effective	Highly Effective	Effective	Needs Improvement / Developing	Needs Improvement / Developing
	Needs Improvement / Developing	Effective	Needs Improvement / Developing	Needs Improvement / Developing	Ineffective / Unsatisfactory
	Ineffective / Unsatisfactory	<i>Gather further information</i>	Needs Improvement / Developing	Ineffective / Unsatisfactory	Ineffective / Unsatisfactory

Adjustment of Summative Rating: Summative ratings must be completed for all administrators by July 30 of a given school year. Should test data not yet be available at the time of a summative rating, a rating must be completed based on evidence that is available. When the

summative rating for an administrator may be significantly affected by test data, the evaluator should recalculate the administrator's final summative rating when the data is available and submit the adjusted rating not later than September 15. These adjustments should inform goal setting in the new school year.

Definition of Effectiveness and Ineffectiveness

The district defines administrator effectiveness and ineffectiveness as outlined in the Summative Evaluation Rating. A teacher may be defined as effective or ineffective based solely on one or multiple years of performance.

An administrator receiving a needs / improvement or ineffective / unsatisfactory rating will be placed on the Induction / Learning I/L Phase.

The standard for achieving tenure is excellence or the potential for excellence.

Dispute-Resolution Process

Resolution of disputes between the evaluator and administrator may be remedied through the Office of Talent Management's designee or other established practices and procedures.

An administrator, who believes the process to have been implemented unfairly, may appeal the results of the process according to the rights granted through the administrator's contract. The due process rights of school administrators as regards to all procedural steps including, but not limited to meeting timelines, shall be grievable in accordance with grievance procedure in Article V and the Language in Article XIII, Section A.5 of the agreement.

SECTION VII: FORMS
(Uploaded to TeachScape)

Leadership Focus Areas Form (1)

Name:
Position:
Date of Conference:

School and Year:
Evaluator:
Date Approved:

[This form must be completed by administrator, printed out, signed off by evaluator and administrator, scanned into a PDF file and uploaded into TeachScope.](#)

Each administrator will identify two leadership focus areas as aligned with the CT State Department of Education’s Leader Evaluation Rubric.

Select two of the focus areas below by checking off two boxes. In the narrative section for each focus area selected, briefly justify your selection.

	Performance Expectation #1 – Vision, Mission, and Goals
Check Box if Selecting <input type="checkbox"/>	<i>Education leader ensure the success and achievement of all students by guiding the development and implementation of a shared vision of learning, a strong organizational mission and staff² and high expectations for student performance.</i>
Justify Selection →	

	Performance Expectation #2 – Teaching and Learning
Check Box if Selecting <input type="checkbox"/>	<i>Education leaders ensure the success and achievement of all students by monitoring and continuously improving teaching and learning.</i>
Justify Selection →	

Performance Expectation #3 – Organizational Systems and Safety

Check Box if Selecting

Education leaders ensure the success and achievement of all students by managing organizational systems and resources for a safe, high-performing learning environment.

Justify Selection →

Performance Expectation #4 – Families and Stakeholders

Check Box if Selecting

Education leaders ensure the success and achievement of all students by collaborating with families and other stakeholders to respond to diverse community interests and needs and to mobilize community resources.

Justify Selection →

Performance Expectation #5 – Ethics and Integrity

Check Box if Selecting

Education leaders ensure the success and well-being of all student and staff by modeling ethical behavior and integrity.

Justify Selection →

Performance Expectation #6 – The Education System

<p>Check Box if Selecting</p> <p><input type="checkbox"/></p>	<p><i>Education leaders ensure the success and achievement of all students and advocate for their student, faculty and staff needs by influencing social, cultural, economic, legal and political contexts affecting education.</i></p>
<p>Justify Selection →</p>	

Administrator Signature / Date

Evaluator Signature / Date

5) What specific aspect of the site visit would you like feedback on that may improve your leadership proficiency?

Administrator Signature / Date

Evaluator Signature / Date

Site Visit Observation Form (3)

Name:
Position:
Date of Observation:

School and Year:
Evaluator:

Induction and Learning

Learning and Growth

Intervention

[This form must be completed by evaluator, printed out, signed off by evaluator and administrator, scanned into a PDF file and uploaded into TeachScape.](#)

Site observations are based upon the CT State Department of Education Leadership Rubric. Evaluators may score all or as little as one leadership rubric component. Evaluators should score both components identified as areas of focus for the administrator.

Scoring Key

Highly Effective (HE)
 Effective (E)
 Needs Improvement / Developing (NI/D)
 Ineffective / Unsatisfactory (I/U)

Not Scored (NS)

Performance Expectation 1: VISION, MISSION AND GOALS						
<u>Component</u>		<u>Score</u>				
Element A:	High Expectations for All	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
Element B:	Shared Commitments to Implement and Sustain the Vision, Mission and Goals	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
Element C:	Continuous Improvement toward the Vision, Mission and Goals	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
<u>Evidence</u>						
•						

Performance Expectation 2: TEACHING AND LEARNING					
<u>Component</u>		<u>Score</u>			
Element A:	Strong Professional Culture	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I <input type="checkbox"/> NS
Element B:	Curriculum and Instruction	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I <input type="checkbox"/> NS
Element C:	Assessment and Accountability	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I <input type="checkbox"/> NS
<u>Evidence</u>					
•					

Performance Expectation 3: ORGANIZATIONAL SYSTEMS AND SAFETY					
<u>Component</u>		<u>Score</u>			
Element A:	Welfare and Safety of Students, Faculty and Staff	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I <input type="checkbox"/> NS
Element B:	Operational Systems	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I <input type="checkbox"/> NS
Element C:	Fiscal and Human Resources	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I <input type="checkbox"/> NS
<u>Evidence</u>					
•					

Performance Expectation 4: FAMILIES AND STAKEHOLDERS					
<u>Component</u>		<u>Score</u>			
Element A:	Collaboration with Families and Community Members	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I <input type="checkbox"/> NS

Element B:	Community Interests and Needs	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
Element C:	Community Resources	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
<u>Evidence</u>						
•						

Performance Expectation 5: ETHICS AND INTEGRITY						
<u>Component</u>		<u>Score</u>				
Element A:	Ethical and Legal Standards of the Profession	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
Element B:	Personal Values and Beliefs	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
Element C:	High Standards for Self and Others	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
<u>Evidence</u>						
•						

Performance Expectation 6: THE EDUCATION SYSTEM						
<u>Component</u>		<u>Score</u>				
Element A:	Professional Influence	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
Element B:	The Educational Policy Environment	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
Element C:	Policy Engagement	<input type="checkbox"/> HE	<input type="checkbox"/> E	<input type="checkbox"/> NI/D	<input type="checkbox"/> U/I	<input type="checkbox"/> NS
<u>Evidence</u>						
•						

--

Recommendations for Improvement / Next Steps
<ul style="list-style-type: none">•

Additional Comments
<ul style="list-style-type: none">•

Observation Rating

- Highly Effective Effective Needs Improvement / Developing Ineffective /Unsatisfactory

Administrator Signature / Date

Evaluator Signature / Date

Post-Site Visit Observation Form (4)

Name:
Position:
Date of Observation:

School and Year:
Evaluator:

Induction and Learning

Learning and Growth

Intervention

This form must be completed by administrator, printed out, signed off by evaluator and administrator, scanned into a PDF file and uploaded into TeachScape.

Post-site visit reflection forms are to be completed by the administrator prior to the post-conference. They are to better inform the evaluator when completing the site visit observation report and to assist in a productive post-conference.

- 1) Reflect on the evidence collected during the site visit. How does the evidence support your leadership practice focus areas and align with SAP/SIP goals?

- 2) Reflect on the evidence collected during the site visit. Identify next steps for improving programs, systems, initiatives, etc., based on your leadership practice focus areas and SAP/SIP goals.

- 3) Reflect on the evidence collected during the site visit. Identify areas for continued growth based on your leadership practice focus areas.

Administrator Signature / Date

Evaluator Signature / Date

Student Learning Objective (SLO) #1 Form (5)

Name:
Position:
Date of Conference:

School and Year:
Evaluator:
Date SLO Approved:

[This form must be completed by administrator, printed out, signed off by evaluator and administrator, scanned into a PDF file and uploaded into TeachScape.](#)

Check all that apply based upon requirements outlined in HPS ADEVAL Handbook:

- State Standard-Based Local Standard-Based Non Standard-Based
- Graduation Cohort Other

A **Student Learning Objective (SLO)** should be a broad goal for student learning. It should reflect high expectations for student learning and should be aligned to relevant state, nation, and/or district standards. An **Indicator of Academic Growth and Development (IAGD)** is a measure used to determine success in achieving the SLO.

Population: What students are addressed in this SLO?

SLO #_1_:

Rationale: Why was this SLO chosen? What specific standards does it address?

Indicator(s) of Academic Growth and Development (IAGD): What are the targeted performance expectations? Multiple IAGDs are encouraged but are not required.

IAGD #1:

IAGD #2:

IAGD #3:

Baseline Data: Include what you know about the targeted students' performance, skills and achievement levels at the beginning of the year relevant to this SLO as well as any additional student data or background information that you used in setting your objective.

Action Plan/Timeline: Outline the steps and approach you plan to take in order to make progress towards, and ultimately achieve, your SLO.

Evidence: Describe what data you will collect to assess progress toward achieving the SLO.

Professional Learning/Support: Identify the professional learning and/or other type(s) of support that you will require in order to achieve this SLO.

Administrator Signature / Date

Evaluator Signature / Date

Student Learning Objective (SLO) #2 Form (6)

Name:
Position:
Date of Conference:

School and Year:
Evaluator:
Date SLO Approved:

This form must be completed by administrator, printed out, signed off by evaluator and administrator, scanned into a PDF file and uploaded into TeachScape.

Check all that apply based upon requirements outlined in HPS ADEVAL Handbook:

- State Standard-Based Local Standard-Based Non Standard-Based
 Graduation Cohort Other

A **Student Learning Objective (SLO)** should be a broad goal for student learning. It should reflect high expectations for student learning and should be aligned to relevant state, nation, and/or district standards. An **Indicator of Academic Growth and Development (IAGD)** is a measure used to determine success in achieving the SLO.

Population: What students are addressed in this SLO?

SLO #_2_:

Rationale: Why was this SLO chosen? What specific standards does it address?

Indicator(s) of Academic Growth and Development (IAGD): What are the targeted performance expectations? Multiple IAGDs are encouraged but are not required.

IAGD #1:
IAGD #2:
IAGD #3:

Baseline Data: Include what you know about the targeted students' performance, skills and achievement levels at the beginning of the year relevant to this SLO as well as any additional student data or background information that you used in setting your objective.

Action Plan/Timeline: Outline the steps and approach you plan to take in order to make progress towards, and ultimately achieve, your SLO.

Evidence: Describe what data you will collect to assess progress toward achieving the SLO.

Professional Learning/Support: Identify the professional learning and/or other type(s) of support that you will require in order to achieve this SLO.

Administrator Signature / Date

Evaluator Signature / Date

Student Learning Objective (SLO) #3 Form (7)

Name:
Position:
Date of Conference:

School and Year:
Evaluator:
Date SLO Approved:

This form must be completed by administrator, printed out, signed off by evaluator and administrator, scanned into a PDF file and uploaded into TeachScape.

Check all that apply based upon requirements outlined in HPS ADEVAL Handbook:

- State Standard-Based Local Standard-Based Non Standard-Based
 Graduation Cohort Other

A **Student Learning Objective (SLO)** should be a broad goal for student learning. It should reflect high expectations for student learning and should be aligned to relevant state, nation, and/or district standards. An **Indicator of Academic Growth and Development (IAGD)** is a measure used to determine success in achieving the SLO.

Population: What students are addressed in this SLO?

SLO #_3_:

Rationale: Why was this SLO chosen? What specific standards does it address?

Indicator(s) of Academic Growth and Development (IAGD): What are the targeted performance expectations? Multiple IAGDs are encouraged but are not required.

IAGD #1:

IAGD #2:

IAGD #3:

Baseline Data: Include what you know about the targeted students' performance, skills and achievement levels at the beginning of the year relevant to this SLO as well as any additional student data or background information that you used in setting your objective.

Action Plan/Timeline: Outline the steps and approach you plan to take in order to make progress towards, and ultimately achieve, your SLO.

Evidence: Describe what data you will collect to assess progress toward achieving the SLO.

Professional Learning/Support: Identify the professional learning and/or other type(s) of support that you will require in order to achieve this SLO.

Administrator Signature / Date

Evaluator Signature / Date

Stakeholder Feedback Objective (SFO) Form (8)

Name:
Position:
Date of Conference:

School and Year:
Evaluator:
Date SFO Approved:

This form must be completed by administrator, printed out, signed off by evaluator and administrator, scanned into a PDF file and uploaded into TeachScape.

A **Stakeholder Feedback Objective (SFO)** should be developed from parent feedback received through the HPS School Climate and Connectedness Survey process. At least one of the targets to measure the success of the **SFO** should be directly measurable by the School Climate and Connectedness Survey data.

SFO:

Rationale / Baseline Data: Why was this SFO chosen? Include specific data from the School Climate and Connectedness Survey.

Targets: What are the targets to measure the success of the SFO? A parent and teacher target should be developed.

Target #1:

Target #2:

Target #3:

Action Plan/Timeline: Outline the steps and approach you plan to take in order to make progress towards, and ultimately achieve, your SFO.

Evidence: Describe what data you will collect to assess progress toward achieving the SFO.

Professional Learning/Support: Identify the professional learning and/or other type(s) of support that you will require in order to achieve this SFO.

Administrator Signature / Date

Evaluator Signature / Date

Mid-Year Evaluation Form (9)

Name:
Position:
Date of Conference:

School and Year:
Evaluator:

- Form is based upon the Connecticut Leadership Rubric (CLR).
- Complete process no later than January 31st.
- Evaluator may choose to focus on any of the categories.
- Evaluator is encouraged to comment on administrator's progress on the two focus areas.
- Administrator may submit evidence on any categories not required by evaluator.
- SAP objectives or any other specific job responsibility may fall under one or more of the categories.

VISION, MISSION, AND GOALS

Administrator's Evidence:

Evaluator's Rating:

Highly Effective Effective Needs Improvement Ineffective / Unsatisfactory

Evaluator's Comments:

TEACHING AND LEARNING

Administrator's Evidence:

Evaluator's Rating:

- Highly Effective Effective Needs Improvement Ineffective / Unsatisfactory

Evaluator's Comments:

ORGANIZATIONAL SYSTEMS AND SAFETY

Administrator's Evidence:

Evaluator's Rating:

- Highly Effective Effective Needs Improvement Ineffective / Unsatisfactory

Evaluator's Comments:

FAMILIES AND STAKEHOLDERS

Administrator's Evidence:

Evaluator's Rating:

- Highly Effective Effective Needs Improvement Ineffective / Unsatisfactory

Evaluator's Comments:

ETHICS AND INTEGRITY

Administrator's Evidence:

Evaluator's Rating:

- Highly Effective Effective Needs Improvement Ineffective / Unsatisfactory

Evaluator's Comments:

THE EDUCATION SYSTEM

Administrator's Evidence:

Evaluator's Rating:

- Highly Effective Effective Needs Improvement Ineffective / Unsatisfactory

Evaluator's Comments:

Overall Mid-Year Rating:

- Highly Effective Effective Needs Improvement Ineffective / Unsatisfactory

Evaluator's Comments:

Administrator Signature / Date

Evaluator Signature / Date

Change of Evaluation Phase Form (10)

Date: _____ **Administrator:** _____ **School:** _____ **Department:** _____

On _____ we met to review and discuss your performance. As a result, please be informed that as of today you are being placed in **Intervention and Support**. You may want to carefully review the Intervention and Support section of HPS Administrator Professional Leadership and Evaluation Handbook to learn about important next steps in this process.

You are being placed in Professional Intervention for not meeting minimum standards of performance with respect to the indicators of the CLR. Please note the critical indicators of concern:

Administrator Signature / Date

Evaluator Signature / Date

Professional Intervention and Support Improvement Form (11)

Date: _____ **Administrator:** _____ **Evaluator:** _____

I/S Timeline: _____ **to** _____ (45 schooldays)

This form should be completed by the administrator and the evaluator during the initial objective-setting conference. The administrator may want to bring a completed draft copy with self-initiated objectives that address the problem area for discussion.

Component(s) of professional practice needing immediate attention:

Professional Development Objective(s) and Action Plan:
(Please set measurable goals with expected dates of completion)

Objective 1: _____

Action Plan(s): _____

Measure(s) of Success: _____
(Write in terms of methods and outcomes)

Support and Resources: _____
(Include non-evaluative support such as peer observation, peer coaching, etc.)

Expected Date of Completion: _____

Objective 2: _____

Action Plan(s): _____

Measure(s) of Success: _____
(Write in terms of methods and outcomes)

Support and Resources: _____
(Include non-evaluative support such as peer observation, peer coaching, etc.)

Expected Date of Completion: _____

Schedule of Observation(s) and Progress Meetings (as appropriate to plan):

Administrator **Date** **Evaluator** **Date**

Professional Intervention and Support Completion Form (12)

Date: _____ **Administrator:** _____ **Evaluator:** _____

I/S Timeline: _____ **to** _____ (45 schooldays)

This form should be used at the end of the 45 day intervention time period. The administrator will want to bring evidence of completion of the objectives that addressed the problem areas.

Component(s) of professional practice needing immediate attention:

Professional Development Objective(s) and Action Plan:
(Please set measurable goals with expected dates of completion)

Objective 1 Outcome : _____

Action Plan(s): _____

Measure(s) of Success: _____

Support and Resources: _____

Date of Completion: _____

Objective 2 Outcome: _____

Action Plan(s): _____

Measure(s) of Success: _____

Support and Resources: _____

Date of Completion: _____

Recommendation:

- I/S Plan successfully completed. Move to I/L Phase.
- I/S Plan partially successful; acceptable progress. 45 school-day extension granted. Final review date_____
- I/S Plan revised, continue in IS until next progress meeting on _____
- I/S Plan progress is unsatisfactory. Refer to Office of Legal and Labor

Administrator _____ **Date** _____ **Evaluator** _____ **Date** _____

End of Year Reflection Form (13)

Name: _____
Position: _____

School / Year: _____
Evaluator: _____

Form to be **completed by June 10th** and submitted to evaluator.

ADEVAL Form 14 is designed for the administrator to communicate results and reflect on their performance and to facilitate a beneficial professional conversation at the summative evaluative conference. The administrator will be evaluated in all areas by their evaluator on ADEVAL Form 15.

Practice Related Indicators:

Connecticut Leadership Rubric (CLR)

For each area of the CLR indicate a self-assessed level of performance and reflect upon your performance citing evidence and making recommendations for future growth. Refer to the CLR on page 70 of the ADEVAL Handbook.

Vision, Mission and Goals

Indicates Leadership Focus Area

Highly Effective Effective Needs Improvement / Developing Ineffective / Unsatisfactory

Reflection / Evidence

Teaching and Learning

Indicates Leadership Focus Area

Highly Effective Effective Needs Improvement / Developing Ineffective / Unsatisfactory

Reflection / Evidence

Organizational Systems and Safety

Indicates Leadership Focus Area

Highly Effective *Effective* *Needs Improvement / Developing* *Ineffective / Unsatisfactory*

Reflection / Evidence

Families and Stakeholders

Indicates Leadership Focus Area

Highly Effective *Effective* *Needs Improvement / Developing* *Ineffective / Unsatisfactory*

Reflection / Evidence

Ethics and Integrity

Indicates Leadership Focus Area

Highly Effective *Effective* *Needs Improvement / Developing* *Ineffective / Unsatisfactory*

Reflection / Evidence

The Education System

Indicates Leadership Focus Area

- Highly Effective* *Effective* *Needs Improvement / Developing* *Ineffective / Unsatisfactory*

Reflection / Evidence

Stakeholder Feedback

For each stakeholder objective indicate a self-assessed level of performance measured against the “target(s)” as aligned with the rubric located on page 27 of the ADEVAL Handbook. Provide evidence to justify your assessment and make recommendations for future growth.

Objective of Parent Engagement

- Exceeded (4)* *Met (3)* *Partially Met (2)* *Did Not Meet (1)*

Reflection / Evidence

Teacher Engagement Objective

- Exceeded (4)* *Met (3)* *Partially Met (2)* *Did Not Meet (1)*

Reflection / Evidence

Outcomes Related Indicators Comments:

For each student learning objective indicate a self-assessed level of performance measured against the “indicator(s) of academic growth and development” as aligned with the rubric located on page 30 of the ADEVAL Handbook. Provide evidence to justify your assessment and make recommendations for future growth.

Student Learning Objective #1

Exceeded (4) Met (3) Partially Met (2) Did Not Meet (1)

Reflection / Evidence

Student Learning Objective #2

Exceeded (4) Met (3) Partially Met (2) Did Not Meet (1)

Reflection / Evidence

Student Learning Objective #3

Exceeded (4) *Met (3)* *Partially Met (2)* *Did Not Meet (1)*

Reflection / Evidence

Evaluator Signature / Date

Administrator Signature / Date

Summative Evaluation Form (14)

Name: _____
Position: _____
Conference Date: _____

School / Year: _____
Evaluator: _____

Conference and form to be **completed by July 30th**

Evaluation Phase:

Induction & Learning (I/L) Learning & Growth (L/G) Intervention & Support (I/S)

Site Visit Dates:

Site Visit #1: _____
Site Visit #2: _____

Site Visit #3 (If Required): _____
Site Visit #4 (If Required): _____

Additional Site-Visits: _____

Mid-Year Review Date: _____

Summative Evaluation Summary:

Practice Related Indicators Rating: HE E NI / D I / U
Outcomes Related Indicators Rating: HE E NI / D I / U

OVERALL SUMMATIVE RATING:

IMPORTANT REQUIREMENT

Use Summative Rating Matrix to determine rating – see ADEVAL Handbook page 38

- Highly Effective
 Effective
 Needs Improvement / Developing
 Ineffective / Unsatisfactory

Next School Year's Evaluation Phase: (Refer to ADEVAL Handbook pages 9 – 15 for guidance.)

Induction & Learning (I/L) Learning & Growth (L/G) Intervention & Support (I/S)

Evaluator Signature / Date

Administrator Signature / Date

Practice Related Indicators Summary (Use Decision Rules 1 through 3 – see ADEVAL Handbook page 35):

Performance Expectations & Elements	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Performance Expectation 1: Vision, Mission & Goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Expectation 2: Teaching & Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Expectation 3: Organizational Systems & Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Expectation 4: Families & Stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Expectation 5: Ethics & Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Expectation 6: The Education System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Practice Rating (Decision Rule 1) 40%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholder Feedback	Exceeded	Met	Partially Met	Did Not Meet
Stakeholder Feedback Objective (SFO)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Stakeholder Feedback Rating (Decision Rule 2) 10%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USE DECISION RULE 3 TO COMPLETE THE OVERALL PRACTICE RATING BELOW				
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
OVERALL PRACTICE RELATED INDICATORS RATING 50%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Practice Related Indicators Comments:

Communicate on the administrator's overall progress / performance including recommendations for improvement.

Leadership Focus Area 1 (Required)

Leadership Focus Area 2 (Required)

Other Leadership Performance Areas (Optional)

Stakeholder Feedback Objective (Required)

Outcomes Related Indicators Summary (Use Decision Rules 4 through 6 – see ADEVAL Handbook page 37):

Student Learning Objectives	Exceeded	Met	Partially Met	Did Not Meet
SLO 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SLO 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SLO 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Student Learning Objectives Rating (Decision Rule 4) 45%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
Teacher Effectiveness Rating (Decision Rule 5) 5% <i>% to be provided by central office</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USE DECISION RULE 6 TO COMPLETE THE OVERALL OUTCOMES RATING BELOW				
	Highly Effective (4)	Effective (3)	Needs Improvement / Developing (2)	Unsatisfactory / Ineffective (1)
OVERALL OUTCOMES RELATED INDICATORS RATING 50%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Outcomes Related Indicators Comments:

Communicate on the administrator's overall progress / performance including recommendations for improvement.

SLO 1 (Required)

SLO 2 (Required)

SLO 3 (Required)

Overall Comments:

Make any additional relevant comments.

(Optional)

SECTION X: APPENDICES

Appendix A – Connecticut Leadership Rubric (CLR)

Performance Expectation 1: Vision, Mission and Goals:

Education leader¹ ensure the success and achievement of all students by guiding the development and implementation of a shared vision of learning, a strong organizational mission and staff² and high expectations for student performance.

Element A: High Expectations for All

Leaders ensure that the creation of the vision, mission, and goals establishes high expectations for all students and staff.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<i>1. Information & analysis shape vision, mission and goals</i>	relies on their own knowledge and assumptions to shape school-wide vision, mission and goals.	uses data to set goals for students shapes a vision and mission based on basic data and analysis.	uses varied sources of information and analyzes data about current practices and outcomes to shape a vision, mission and goals.	uses a wide-range of data to inform the development of and to collaboratively track progress toward achieving the vision, mission and goals.
<i>2. Alignment to policies</i>	does not align the school's vision, mission and goals to district, state or federal policies.	establishes school vision, mission and goals that are partially aligned to district priorities.	aligns the vision, mission and goals of the school to district, state and federal policies.	builds the capacity of all staff to ensure the vision, mission and goals are aligned to district, state and federal policies.
<i>3. Diverse perspectives, collaboration, and effective learning</i>	provides limited opportunities for stakeholder involvement in Developing / Needs Improvement and implementing, the school's vision, mission and goals. creates a vision, mission and goals that set low expectations for students.	offers staff and other stakeholders some opportunities to participate in the development of the vision, mission and goals. develops a vision, mission and goals that set high expectations for most students.	incorporates diverse perspectives and collaborates with all stakeholders³ to develop a shared vision, mission and goals so that all students have equitable and effective learning opportunities.	collaboratively creates a shared vision of high expectations with all stakeholders ³ and builds staff capacity to implement a shared vision for high student achievement.

¹**Leader:** Connecticut School leaders who are employed under their intermediate administrator 092 certificate (e.g., curriculum coordinator, principal, assistant principal, department head and other educational supervisory positions)

Element B: Shared Commitments to Implement and Sustain the Vision, Mission and Goals

Leaders ensure that the process of implementing and sustaining the vision, mission and goals is inclusive, building common understandings and commitments among all stakeholders.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Shared understandings guide decisions & evaluation of outcomes.</i>	tells selected staff and stakeholders about decision-making processes related to implementing and sustaining the vision, mission and goals.	develops understanding of the vision, mission and goals with staff and stakeholders. provides increased involvement for staff and other stakeholders in selecting and implementing effective improvement strategies and sustaining the vision, mission and goals.	develops shared understandings, commitments and responsibilities with the school community and other stakeholders for the vision, mission and goals to guide decisions and evaluate actions and outcomes.	engages and empowers staff and other stakeholders to take responsibility for selecting and implementing effective improvement strategies and sustaining progress toward the vision, mission and goals.
2 and 3 combined— <i>Communicates vision; Advocates for effective learning for all</i>	Is unaware of the need to communicate or advocate for the school’s vision, mission and goals or for effective learning for all.	builds stakeholders’ understanding and support for the vision, mission and goals. generates some support for equitable and effective learning opportunities for all students.	publicly advocates the vision, mission and goals so that the school community understands and supports equitable and effective learning opportunities for all students.	effectively articulates urgency to stakeholders to reach student goals and achieve the vision and mission. persuasively communicates the importance of equitable learning opportunities for all students and the impact on students and the community if these opportunities are not available.

Element C: Continuous Improvement toward the Vision, Mission and Goals

Leaders ensure the success and achievement of all students by consistently monitoring and refining the implementation of the vision, mission and goals.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<i>1. Analyzes data to identify needs and gaps between outcomes and goals</i>	is unaware of the need to analyze data and information to assess progress toward student achievement goals and the vision and mission.	uses data to identify gaps between current outcomes and goals for some areas of school improvement.	uses data systems and other sources of information to identify strengths and needs of students, gaps between current outcomes and goals and areas for improvement.	collaboratively reviews and analyzes data and other information with staff and stakeholders to identify individual student needs and gaps to goals. works with faculty to collectively identify specific areas for improvement at the school, classroom and student level.
<i>2 and 3 combined—Uses data and collaborates to design, assess and change programs</i>	is unaware of the need to use data, research or best practice to inform and shape programs and activities.	uses some systems and processes for planning, prioritizing and managing change and inquires about the use of research and best practices to design programs to achieve the school's vision, mission and goals.	uses data, research and best practice to shape programs and activities and regularly assesses their effects. analyzes data and collaborates with stakeholders in planning and carrying out changes in programs and activities.	collaboratively develops and promotes comprehensive systems and processes to monitor progress and drive planning and prioritizing using data, research and best practices. engages all stakeholders in building and leading a school-wide continuous improvement cycle.
<i>3. Identifies and addresses barriers to achieving goals</i>	does not proactively identify barriers to achieving the vision, mission and goals, or does not address identified barriers.	manages barriers to the achievement of the school's vision, mission and goals on a situational level.	identifies and addresses barriers to achieving the vision, mission and goals	focuses conversations, initiatives and plans on minimizing barriers to improving student achievement and is unwavering in urging staff to maintain and improve their focus on student outcomes.

				uses challenges or barriers as opportunities to learn and to develop staff.
<i>4. Seeks and aligns resources</i>	is unaware of the need to seek or align resources necessary to sustain the school's vision, mission and goals.	aligns resources to some initiatives related to the school's vision, mission and goals.	seeks and aligns resources to achieve the vision, mission and goals.	<p>builds capacity of the school and its staff to provide services that sustain the school's vision, mission and goals.</p> <p>prioritizes the allocation of resources to be consistent with the school's vision, mission and goals.</p>

Leader Evaluation Rubric

Performance Expectation 2: Teaching and Learning

Education leaders ensure the success and achievement of all students by monitoring and continuously improving teaching and learning.

Element A: Strong Professional Culture

Leaders develop a strong professional culture which leads to quality instruction focused on student learning and the strengthening of professional competencies.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Closes achievement gaps</i>	<p>is unaware of the achievement gap¹.</p> <p>is working toward improvement for only some students.</p>	<p>uses student outcome data to build their own awareness of achievement gaps.</p> <p>is Developing / Needs Improvement a personal commitment to improvement for all students.</p>	<p>develops shared understanding and commitment to close achievement gaps¹ so that all students achieve at their highest levels.</p>	<p>regularly shares ongoing data on achievement gaps and works with faculty to identify and implement solutions.</p> <p>establishes a culture in which faculty members create classroom and student goals aligned with ensuring all students achieve at high levels.</p>
2. <i>Supports and Evaluates Professional Development</i>	<p>provides professional development that is misaligned with faculty and student needs.</p> <p>does not monitor classroom instruction for the implementation of professional development content.</p>	<p>provides professional development for staff that addresses some but not all needs for improvement.</p>	<p>supports and evaluates professional development to broaden faculty² teaching skills to meet the needs of all students</p>	<p>works with staff to provide job-embedded professional development and follow-up supports aligned to specific learning needs.</p> <p>collaborates with staff to monitor and evaluate the effectiveness of professional development based on student outcomes.</p>

¹**Achievement gap** (attainment gap) refers to the disparity on a number of educational measures between performance groups of students, especially groups defined by gender, race/ethnicity and socioeconomic status. The gap can be observed on a variety of measures, including standardized test scores, grade point average, dropout rates, and college enrollment and completion rates.

²**Faculty:** certified school faculty

<p><i>3 and 4 combined – Fosters Inquiry and Collaboration for Improvement</i></p>	<p>establishes most strategies and directions without staff collaboration and is rarely open to new ideas and strategies.</p> <p>is uninvolved in faculty conversations to resolve student learning challenges.</p>	<p>models learning and seeks opportunities for personal growth.</p> <p>encourages staff collaboration and growth to improve teaching and learning.</p>	<p>seeks opportunities for personal and professional growth through continuous inquiry.</p> <p>fosters respect for diverse ideas and inspires others to collaborate to improve teaching and learning.</p>	<p>develops processes for continuous inquiry with all staff and inspires others to seek opportunities for personal and professional growth.</p> <p>builds a culture of candor, openness to new ideas, and collaboration to improve instruction with all staff.</p>
<p><i>5. Supports Teacher Reflection and Leadership</i></p>	<p>provides insufficient time and resources for teachers to work together on instructional improvement.</p> <p>provides few roles for teacher leadership and rarely encourages teachers to seek leadership opportunities.</p>	<p>recognizes the importance of teacher reflection and provides some opportunities for teachers to reflect on classroom practices and their leadership interests.</p>	<p>provides support, time and resources to engage faculty in reflective practice that leads to evaluating and improving instruction and in pursuing leadership opportunities.</p>	<p>provides time and resources for teacher collaboration and builds the capacity of teachers to lead meetings focused on improving instruction.</p> <p>builds a strong instructional leadership team, builds the leadership capacity of promising staff, and distributes leadership opportunities among staff.</p>
<p><i>6. Provides Feedback to Improve Instruction</i></p>	<p>ineffectively uses data, assessments or evaluation methods to support feedback.</p> <p>does not consistently provide specific and constructive feedback or effectively monitor for changes in practice.</p>	<p>provides sporadic feedback based on data, assessments or evaluations.</p> <p>monitors some teachers' practice for improvements based on feedback.</p>	<p>provides timely, accurate, specific and ongoing feedback using data, assessments and evaluation methods that improve teaching and learning.</p>	<p>provides regular, timely and constructive feedback to all staff and monitors for implementation and improved practice.</p> <p>creates a culture of candid feedback and opportunities for staff to review each other's data and instructional practice and provide feedback to each other.</p>

Element B: Curriculum and Instruction

Leaders understand and expect faculty to plan, implement and evaluate standards-based curriculum and challenging instruction aligned with Connecticut and national standards.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<p><i>1 and 2 combined – Aligns Curriculum, Instruction and Assessment to Standards</i></p>	<p>is unaware of how to align curriculum with standards, instruction and assessments.</p>	<p>builds their own understanding of state and national standards.</p> <p>develops curriculum, instruction and assessment methods that are loosely aligned to standards.</p>	<p>develops a shared understanding of curriculum, instruction and alignment of standards-based instructional programs.</p> <p>ensures the development, implementation and evaluation of curriculum, instruction and assessment by aligning content standards, teaching, professional development and assessment methods.</p>	<p>builds the capacity of all staff to collaboratively develop, implement and evaluate curriculum and instruction that meet or exceed state and national standards.</p> <p>monitors and evaluates the alignment of all instructional processes.</p>
<p><i>3. Improves Instruction for the Diverse Needs of All Students</i></p>	<p>supports the use of instructional strategies that do not meet the diverse learning needs of students.</p>	<p>uses evidence-based instructional strategies and instructional practices that address the learning needs of some but not all student populations.</p>	<p>uses evidence-based strategies and instructional practices to improve learning for the diverse needs of all student populations¹.</p>	<p>builds the capacity of staff to collaboratively identify differentiated learning needs for student groups.</p> <p>works with staff to continuously adjust instructional practices and strategies to meet the needs of every student.</p>

¹Diverse student needs: students with disabilities, cultural and linguistic differences, characteristics of gifted and talented, varied socio-economic backgrounds, varied school readiness, or other factors affecting learning.

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
4. <i>Collaboratively Monitors and Adjusts Curriculum and Instruction</i>	<p>is unaware of how to analyze student progress using student work.</p> <p>supports the use of curriculum and instruction that fail to consistently meet the needs of all students.</p>	<p>analyzes student work and monitors student progress with occasional collaboration from staff.</p> <p>facilitates adjustments to curriculum and instruction that meet the needs of some but not all students.</p>	<p>develops collaborative processes to analyze student work, monitor student progress and adjust curriculum and instruction to meet the diverse needs of all students.</p>	<p>empowers faculty members to continuously monitor student progress and improve curriculum and instruction to meet the learning needs of every student.</p>
5. <i>Provides Resources and Training for Extended Learning</i>	<p>identifies only limited resources and supports for extending learning beyond the classroom.</p>	<p>promotes learning beyond the classroom provides inconsistent support and resources to faculty around extending learning opportunities.</p>	<p>provides faculty and students with access to instructional resources, training and technical support to extend learning beyond the classroom walls.</p>	<p>builds strong faculty commitment to extending learning beyond the classroom.</p> <p>collaborates with faculty to attain necessary resources and provide ongoing training and support for extended learning.</p>
6. <i>Supports the Success of Faculty and Students as Global Citizens¹</i>	<p>focuses only on established academic standards as goals for student and staff skills.</p> <p>provides limited support or development for staff or students associated with the dispositions for a global citizen.</p>	<p>supports some staff and students in Developing / Needs Improvement their understanding of the knowledge, skills and dispositions needed for success as global citizens.</p>	<p>assists faculty and students to continually develop the knowledge, skills and dispositions to live and succeed as global citizens.</p>	<p>establishes structures for staff to continuously discuss the skill, knowledge and dispositions necessary for success as global citizens.</p> <p>faculty and students have multiple opportunities to develop global knowledge, skills and dispositions.</p>

¹A **Global Citizen** uses 21st century knowledge, skills and dispositions to communicate effectively, think creatively, respect diversity, gain an awareness and understandings of the wider world, appreciate different cultures and points of view and work to make the world a better place.

Element C: Assessment and Accountability

Leaders use assessments, data systems and accountability strategies to improve achievement, monitor and evaluate progress and close achievement gaps.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<p><i>1 and 2 combined– Uses Multiple Sources of Information¹ to Improve Instruction</i></p>	<p>monitors limited sources of student information and staff evaluation data.</p> <p>does not connect information to school goals and/or instruction.</p>	<p>develops awareness and understanding among staff of a variety of assessments and sources of information on student progress and instruction.</p> <p>is learning to use multiple sources of information to identify areas for improvement.</p>	<p>uses district, state, national, and international assessments and multiple sources of information to analyze student performance, advance instructional accountability, and improve teaching and learning.</p>	<p>builds the capacity and accountability of staff to monitor multiple sources of information and a range of assessments for each student.</p> <p>empowers staff members to continuously use multiple sources of information to adjust instructional strategies and improve teaching and learning.</p>
<p><i>3. Staff Evaluation</i></p>	<p>conducts occasional classroom observations for some staff.</p> <p>does not connect evaluation results to professional development or school improvement goals.</p>	<p>completes evaluations for all staff according to stated requirements.</p> <p>uses some evaluation results to inform professional development.</p>	<p>implements district and state processes to conduct staff evaluations to strengthen teaching, learning and school improvement.</p>	<p>sets and monitors meaningful goals with each staff member, accurately differentiates ratings and provides additional evaluation activity and feedback for Developing / Needs Improvement or Ineffective / Unsatisfactory teachers.</p> <p>develops and supports individual staff learning plans and school improvement goals based on evaluations.</p>

<p>4. <i>Communicates Progress</i></p>	<p>provides limited information about student progress to faculty and families.</p>	<p>provides updates on student progress to faculty and families.</p>	<p>interprets data and communicates progress toward the vision, mission and goals for faculty and all other stakeholders.</p>	<p>builds the capacity of all staff to share ongoing progress updates with families and other staff members.</p> <p>consistently connects results to the vision, mission and goals of the school and frequently updates staff and families around progress and needs for improvement.</p>
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¹**Multiple sources of information:** Including but not limited to test scores, work samples, school climate data, teacher/family conferences and observations. Multiple assessments would include local, state, national, and international assessments.

Leader Evaluation Rubric

Performance Expectation 3: Organizational Systems and Safety

Education leaders ensure the success and achievement of all students by managing organizational systems and resources for a safe, high-performing learning environment.

Element A: Welfare and Safety of Students, Faculty and Staff

Leaders ensure a safe environment by addressing real and potential challenges to the physical and emotional safety and security of students, faculty and staff.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<i>1. Safety and security plan</i>	insufficiently plans for school safety.	develops a safety and security plan and monitors its implementation. creates minimal engagement with the community around safety plan.	develops, implements and evaluates a comprehensive safety and security plan in collaboration with district, community and public safety responders.	continuously engages the school community in the development, implementation and evaluation of a comprehensive safety and security plan.
<i>2. Positive school climate for learning</i>	is unaware of the link between school climate and student learning. acts alone in addressing school climate issues.	seeks input and discussion from school community members to build his/her own understanding of school climate. plans to develop a school climate focused on learning and social/ emotional safety.	advocates for, creates and supports collaboration that fosters a positive school climate which promotes the learning and well-being of the school community.	supports ongoing collaboration from staff and community to review and strengthen a positive school climate. develops a school climate that supports and sustains learning, social/emotional safety and success for every member of the school community.
<i>3. Community norms for learning</i>	uses his/her own judgment to develop norms for behavior. does not consistently implement or monitor norms for accountable behavior.	develops and informs staff about community norms for accountable behavior. monitors for implementation of established norms.	involves families and the community in Developing / Needs Improvement, implementing and monitoring guidelines and community norms for accountable behavior to ensure student learning.	builds ownership for all staff, community and students to develop and review community norms for accountable behavior. students, staff and parents all hold themselves and each other accountable for following the established norms.

Element B: Operational Systems

Leaders distribute responsibilities and supervise management structures and practices to improve teaching and learning.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1 and 4 combined – <i>Evaluate and Improve operational systems</i>	ineffectively monitors operational processes. makes minimal improvements to the operational system.	reviews existing processes and plans improvements to operational systems.	uses problem-solving skills and knowledge of operational planning to continuously evaluate and revise. processes to improve the operational system.	continuously evaluates and revises school processes. plans ahead for learning needs and proactively creates improved operational systems to support new instructional strategies.
2. <i>Safe physical plant</i>	maintains a physical plant that does not consistently meet guidelines and legal requirements for safety.		ensures a safe physical plant according to local, state and federal guidelines and legal requirements for safety.	develops systems to maintain and improve the physical plant and rapidly resolve any identified safety.
1. <i>Data systems to inform practice</i>	uses existing data systems that provide inadequate information to inform practice.	monitors communication and data systems to provide support to practice.	facilitates the development of communication and data systems that assure the accurate and timely exchange of information to inform practice.	gathers regular input from faculty on new communications or data systems that could improve practice. seeks new capabilities and resources based on school community input.
2. <i>Equipment and technology for learning</i>	uses existing equipment and technology or technology that ineffectively supports teaching and learning.	identifies new equipment and technologies and/or maintains existing technology. is learning about how technology can support the learning environment.	oversees acquisition, maintenance and security of equipment and technologies that support the teaching and learning environment.	develops capacity among the school community to acquire, maintain and ensure security of equipment and technology and to use technology to improve instructional practices and enhance communication.

Element C: Fiscal and Human Resources

Leaders establish an infrastructure for finance and personnel that operates in support of teaching and learning.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<i>1 and 2 combined – Aligns resources to goals</i>	operates a budget that does not align with district or state guidelines. allocates resources that are not aligned to school goals.	develops and operates a budget within fiscal guidelines. aligns resources to school goals and to strengthening professional practice.	develops and operates a budget within fiscal guidelines that aligns resources of school, district, state and federal regulations. seeks, secures and aligns resources to achieve vision, mission and goals to strengthen professional practice and improve student learning.	works with community to secure necessary funds to support school goals. aligns and reviews budgets on a regular basis to meet evolving needs for professional practice and to improve student learning.
<i>3. Recruits and retains staff</i>	uses hiring processes that involve few recruiting sources. provides limited support for early career teachers and has few strategies to retain teachers.	reviews and improves processes for recruiting and selecting staff. provides support to early career teachers but has limited strategies to develop and retain effective teachers.	implements practices to recruit, support and retain highly qualified staff.	involves all stakeholders in processes to recruit, select and support effective new staff. implements strategies and practices that successfully retain and develop effective staff in the school and district.
<i>4. Conducts staff evaluations</i>	does not consistently implement district/state evaluation processes. evaluation results are not used to improve teaching and learning.	prioritizes and completes staff evaluation processes. is beginning to connect evaluation process and results to professional learning.	conducts staff evaluation processes to improve and support teaching and learning, in keeping with district and state policies.	coordinates staff to conduct staff evaluation processes and differentiate evaluation process based on individual teacher performance. works with staff to connect evaluation processes to professional learning and instructional improvement.

Leader Evaluation Rubric

Performance Expectation 4: Families and Stakeholders

Education leaders ensure the success and achievement of all students by collaborating with families and other stakeholders to respond to diverse community interests and needs and to mobilize community resources.

Element A: Collaboration with Families and Community Members

Leaders ensure the success of all students by collaborating with families and stakeholders.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Accesses family and community resources</i>	is unaware of how to access resources or support from families and the community.	reaches out to the broader community to access resources and support. secures community resources that are not consistently aligned to student learning.	coordinates the resources of schools, family members and the community to improve student achievement.	consistently seeks and mobilizes family and community resources and support aligned to improving achievement for all students.
2. <i>Engages families in decisions</i>	provides limited opportunities for families to engage in educational decisions. does not ensure that families feel welcome in the school environment.	welcomes family involvement in some school decisions and events that support their children's education.	welcomes and engages all families in decision-making to support their children's education.	engages families consistently in understanding and contributing to decisions about school-wide and student-specific learning needs.
3. <i>Communicates with families and community</i>	uses limited strategies to communicate with families and community members. limits opportunities for families and community members to share input or concerns with the school.	shares information and progress with families. provides opportunities for families and community members to share input and concerns with the school.	uses a variety of strategies to engage in open communication with staff and families and community members.	uses a variety of strategies and builds the capacity of all staff to facilitate open and regular communication between the school and families and community members.

Element B: Community Interests and Needs

Leaders respond and contribute to community interests and needs to provide the best possible education for students and their families.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Communicates effectively</i>	ineffectively communicates with members of the school community.	communicates clearly with most people. seeks more opportunities to interact with stakeholders.	demonstrates the ability to understand, communicate with, and interact effectively with people.	communicates and interacts effectively with a wide range of stakeholders. builds the skills of staff to ensure clear two-way communication and understanding with all stakeholders.
2. <i>Understands and accommodates diverse¹ student and community conditions</i>	uses limited resources to understand diverse student needs. demonstrates limited knowledge of community conditions and dynamics.	collects information to understand diverse student and community conditions. provides some accommodations for diverse student and community conditions.	uses assessment strategies and research methods to understand and address the diverse needs of student and community conditions and dynamics.	uses assessment strategies and research with all staff to build understanding of diverse student and community conditions. collaborates with staff to meet the diverse needs of students and the community.
3. <i>Capitalizes on diversity</i>	demonstrates limited awareness of community diversity as an educational asset.	values community diversity. develops some connections between community diversity and educational programs.	capitalizes on the diversity of the community as an asset to strengthen education.	integrates community diversity into multiple aspects of the educational program to meet the learning needs of all students.
4. <i>Collaborates with community programs</i>	establishes limited collaboration with community programs. community programs address few student learning needs.	collaborates with community programs to meet some student learning needs.	collaborates with community programs serving students with diverse needs.	builds and regularly reviews and strengthens partnerships with community programs to meet the diverse needs of all students.
5. <i>Involves all stakeholders</i>	provides limited opportunities for stakeholder input. occasionally excludes or ignores competing perspectives.	elicits some stakeholder involvement and input. seeks occasional input from competing educational perspectives.	involves all stakeholders, including those with competing or conflicting educational perspectives.	builds a culture of ongoing open discussion for all stakeholders. actively seeks and values alternate viewpoints.

¹Diversity: including, but not limited to cultural, ethnic, racial, economic, linguistic, generational

Element C: Community Resources

Leaders maximize shared resources among schools, districts and communities in conjunction with other organizations and agencies that provide critical resources for children and families.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Collaborates with community agencies</i>	works with community agencies when needed. provides limited access to community resources and services to children and families.	collaborates with some community agencies for health, social or other services. provides some access to resources and services to children and families.	collaborates with community agencies for health, social and other services that provide essential resources and services to children and families.	proactively identifies and prioritizes essential resources and services for children and families. collaborates with community agencies to provide prioritized services and consistently evaluates service quality.
2. <i>Develops relationships with community agencies</i>	develops limited relationships with community agencies. community partnerships inconsistently meet the needs of the school community.	develops relationships with community organizations and agencies. evaluates some partnerships to ensure benefit to agencies and school community.	develops mutually – beneficial relationships with community organizations and agencies to share school and community resources.	develops ongoing relationships with community agencies aligned to school needs. assesses partnerships on a regular basis to ensure mutual benefit and shared resources for school and agency.
3. <i>Applies resources to meet the needs of children and families</i>	does not consistently align resources to the educational needs of the school.	aligns resources to the educational needs of students. supports the educational needs of most families.	applies resources and funds to support the educational needs of all children and families.	identifies educational needs of students and families and aligns all resources to specific needs.

Leader Evaluation Rubric

Performance Expectation 5: Ethics and Integrity

Education leaders ensure the success and well-being of all student and staff by modeling ethical behavior and integrity.

Element A: Ethical and Legal Standards of the Profession

Leaders demonstrate ethical and legal behavior.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<i>1. Professional Responsibility</i>	does not consistently exhibit or promote professional responsibility in accordance with the Connecticut Code of Professional Responsibility for Educators.		exhibits and promotes professional conduct in accordance with Connecticut’s Code of Professional Responsibility for Educators.	continuously communicates, clarifies and collaborates to ensure professional responsibilities for all educators.
<i>2. Ethics</i>	does not consistently demonstrate personal and professional ethical practices.		models personal and professional ethics, integrity, justice, and fairness and holds others to the same standards.	holds high expectations of themselves and staff to ensure educational professionalism, ethics, integrity, justice, and fairness.
<i>3. Equity and Social Justice¹</i>	does not consistently promote educational equity and social justice for students.	earns respect and is building professional influence to foster educational equity and social justice for all stakeholders.	uses professional influence and authority to foster and sustain educational equity and social justice for all students and staff.	<ul style="list-style-type: none"> • removes barriers to high-quality education that derive from all sources of educational disadvantage or discrimination. • promotes social justice by ensuring all students have access to educational opportunities.
<i>4. Rights and Confidentiality</i>	does not consistently protect the rights of students, families and staff and/or maintain appropriate confidentiality.		protects the rights of students, families and staff and maintains confidentiality	<ul style="list-style-type: none"> • builds a shared commitment to protecting the rights of all students and stakeholders. • maintains confidentiality, as appropriate.

¹**Social Justice:** recognizing the potential of all students and providing them with the opportunity to reach that potential regardless of ethnic origin, economic level, gender, sexual orientation, race, religion, etc. to ensure fairness and equity for all students.

Element B: Personal Values and Beliefs

Leaders demonstrate a commitment to values, beliefs and practices aligned with the vision, mission and goals for student learning.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Respects the Dignity and Worth of Each Individual</i>	does not consistently treat everyone with respect.		demonstrates respect for the inherent dignity and worth of each individual.	promotes the recognition of the dignity and worth of everyone.
1. <i>Models Respect for Diversity and Equitable Practices</i>	does not consistently demonstrate respect for diversity and equitable practices for all stakeholders.		models respect for diversity and equitable practices for all stakeholders.	builds a shared commitment to diversity and equitable practices for all stakeholders.
5. <i>Advocates for Mission, Vision and Goals</i>	does not consistently advocate for or act on commitments stated in the mission, vision and goals.	advocates for the vision, mission and goals.	advocates for and acts on commitments stated in the vision, mission and goals to provide equitable, appropriate and effective learning opportunities.	advocates and actively engages the participation and support of all stakeholders towards the vision, mission and goals to provide equitable, appropriate and effective learning opportunities.
6. <i>Ensures a Positive Learning Environment</i>	does not consistently address challenges or contribute to a positive learning environment.	addresses some challenges or engages others to ensure values and beliefs promote the school vision, mission and goals.	overcomes challenges and leads others to ensure that values and beliefs promote the school vision, mission and goals needed to ensure a positive learning environment.	skillfully anticipates and overcomes challenges and collaborates with others to ensure that values and beliefs promote the school vision, mission and goals needed to ensure a positive learning environment.

Element C: High Standards for Self and Others

Leaders model and expect Highly Effective practices for personal and organizational performance, ensuring accountability for high standards of student learning.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Lifelong Learning</i>	does not consistently engage in or seek personal professional learning opportunities.	recognizes the importance of personal learning needs. uses some research and best practices for professional growth.	models, reflects on and builds capacity for lifelong learning through an increased understanding of research and best practices.	models reflection and continuous growth by publicly sharing their own learning process based on research and best practices and its relationship to organizational improvement.
2. <i>Support of Professional Learning</i>	does not consistently support and use professional development to strengthen curriculum, instruction and assessment.	supports professional development that is primarily related to curriculum and instructional needs.	supports on-going professional learning and collaborative opportunities designed to strengthen curriculum, instruction and assessment.	supports and collaboratively uses differentiated professional development strategies to strengthen curriculum, instruction and assessment.
3. <i>Allocates Resources Equitably</i>	does not equitably use resources to sustain and strengthen organizational performance.	allocates resources which address some organizational needs.	allocates resources equitably to sustain a high level of organizational performance.	actively seeks and provides resources to equitably build, sustain and strengthen organizational performance.
4. <i>Promotes Appropriate Use of Technology</i>	demonstrates a limited understanding of technology and ethical implications for its use.	promotes the use of technology and has addressed some legal, social and ethical issues.	promotes understanding of the legal, social and ethical use of technology among all members of the school community.	is highly skilled at understanding, modeling and guiding the legal, social and ethical use of technology among all members of the school community.
5. <i>Inspires Student Success</i>	ineffectively builds trust, respect and communication to achieve expected levels of performance and student success.	promotes communication and is building trust and respect to strengthen school performance and student learning.	inspires and instills trust, mutual respect and honest communication to achieve optimal levels of performance and student success.	creates a collaborative learning community which inspires and instills trust, mutual respect and honest communication to sustain optimal levels of performance and student success.

Leader Evaluation Rubric

Performance Expectation 6: The Education System

Education leaders ensure the success and achievement of all students and advocate for their student, faculty and staff needs by influencing social, cultural, economic, legal and political contexts affecting education.

Element A: Professional Influence

Leaders improve the broader, social, cultural, economic, legal and political contexts of education for all students and families.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
<i>1. Promotes public discussion about educational laws, policies and regulations</i>	does not consistently follow current federal, state and local education laws, policies and regulations and has limited conversations about how they impact education.	follows current education legislation, seeks opportunities to engage in professional learning activities to understand issues and implications, and shares information with the school community.	promotes public discussion within the school community about federal, state and local laws, policies and regulations affecting education.	engages the entire school community in dialogue about educational issues that may lead to proactive change within and beyond his/her own school and district as appropriate.
<i>2. Builds relationships with stakeholders and policymakers</i>	takes few opportunities to engage stakeholders in educational issues.	identifies some issues that affect education and maintains a professional relationship with stakeholders and policymakers.	develops and maintains relationships with a range of stakeholders and policymakers to identify, understand, respond to, and influence issues that affect education.	actively engages local, regional and/or national stakeholders and policymakers through local community meetings and state or national organizations, using various modes of communication.
<i>3. Advocates for equity, access and adequacy of student and family resources</i>	has limited understanding and/or ineffectively uses resources for family services and support through community agencies.	is learning how to help students and families locate, acquire and access programs, services or resources to create equity.	advocates for equity, access and adequacy in providing for student and family needs using a variety of strategies to meet educational expectations.	empowers the school community to successfully and appropriately advocate for equal and adequate access to services and resources for all.

Element B: The Educational Policy Environment

Leaders uphold and contribute to policies and political support for excellence and equity in education.

The Leader...

Indicator	Ineffective / Unsatisfactory	Developing / Needs Improvement	Effective	Highly Effective
1. <i>Accurately communicates educational performance</i>	<p>ineffectively communicates with members of the school community.</p> <p>does not fully understand growth, trends and implications for improvement.</p>	<p>reviews school growth measures and student data.</p> <p>conducts basic data analyses and communicates data about educational performance.</p>	<p>collects, analyzes, evaluates and accurately communicates data about educational performance in a clear and timely way.</p>	<p>engages the school community and stakeholders in analysis of school and student data that leads to identifying important indicators of school progress, greater understandings and implications for growth and refinements to the school or district's mission, vision and goals.</p>
2. <i>Improves public understanding of legislation, policy and laws</i>	<p>provides incomplete information to the public to understand school or student results, legal issues, practices and implications.</p>	<p>shares information about federal, state and local laws, policies and regulations.</p> <p>provides information to decision-makers and the community.</p>	<p>communicates effectively with decision-makers and the community to improve public understanding of federal, state and local laws, policies and regulations.</p>	<p>actively communicates and clarifies federal, state and local laws, policies and regulations with stakeholders and decision makers to improve public understanding and input.</p>
3. <i>Upholds laws and influences educational policies and regulations</i>	<p>does not consistently uphold laws, regulations.</p>	<p>upholds federal, state and local laws and seeks to engage in public discourse about policies and regulations to support education.</p>	<p>upholds federal, state and local laws and influences policies and regulations in support of education.</p>	<p>works with district, state and/or national leaders to advocate for/or provide feedback about the implementation effectiveness of policies or regulations.</p>