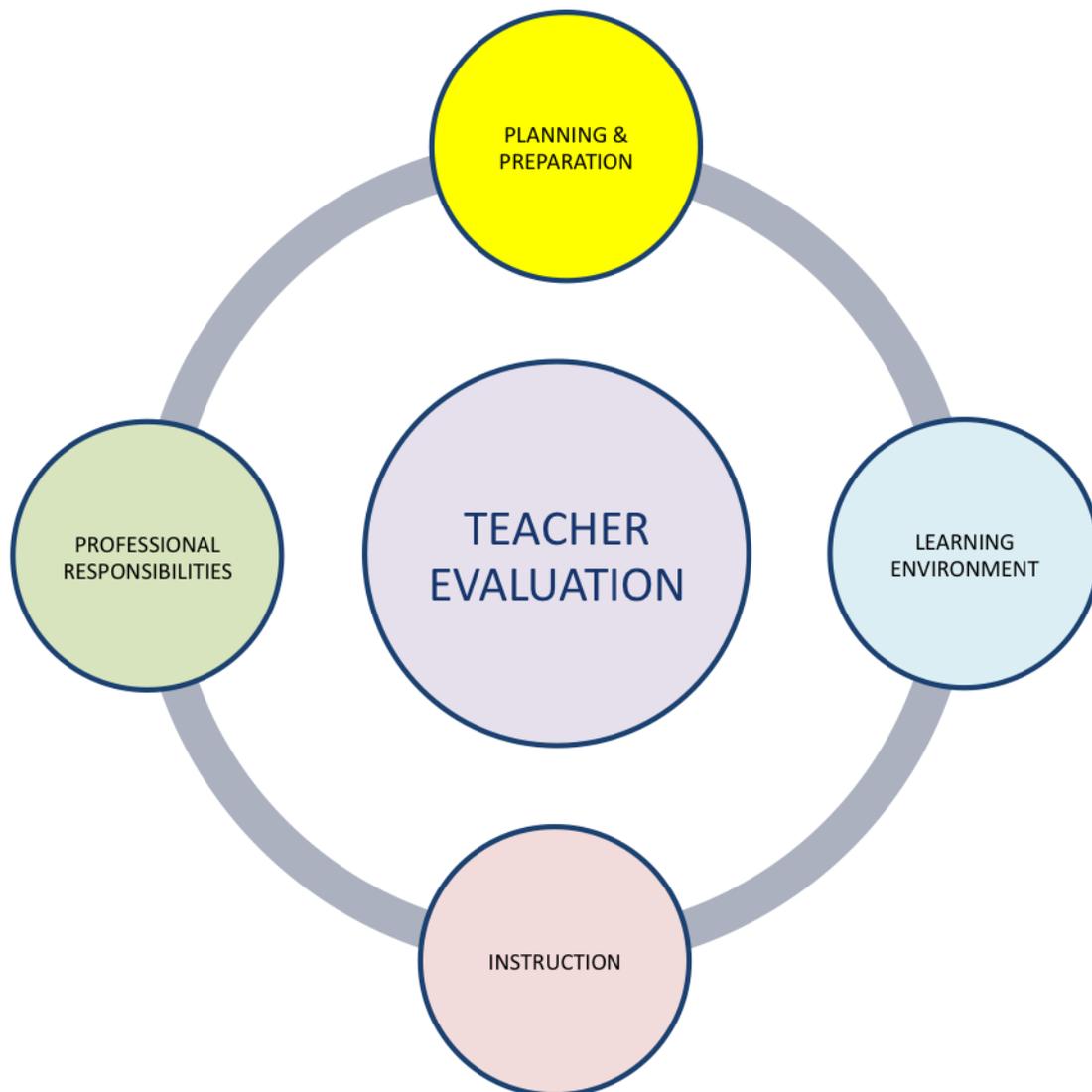


**2013-
2014**

Rochester City
School District

TEACHER EVALUATION GUIDE



**Annual Professional Performance Review
A Framework for Professional Practice**

September, 2013

**ROCHESTER CITY SCHOOL DISTRICT
131 West Broad Street
Rochester, NY 14614**

Teacher Evaluation Guide

2013-14

Based on the New York State Annual Professional Performance Review

(APPR) Guidelines and

Charlotte Danielson's Framework for Teaching

**Superintendent of Schools
Dr. Bolgen Vargas**

**President of Rochester Teachers Association
Dr. Adam Urbanski**

If any disagreement between this document and the NYS APPR approved document exists, the NYS APPR Document applies.

All forms and related APPR documentation are available on the following websites:

<http://www.rcsdk12.org//Domain/44> (ENGAGE ROCHESTER)

<http://www.rcsdk12.org//Domain/40> (CIT DEPARTMENT)

<http://www.rochesterteachers.com> (ROCHESTER TEACHERS ASSOCIATION)

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TIMELINE FOR APPR: TENURED AND NON-TENURED TEACHERS

Month	Tasks	IMPORTANT Deadlines
June	<input type="checkbox"/> Teacher chooses evaluation process for Professional Practice Review: Administrator, Administrator/Peer Review, or Administrator/PART.	Teacher Evaluation Selection due by <u>June 21, 2013</u>
September-October	<input type="checkbox"/> Administrator Lead Evaluator and/or Designee explains evaluation process and use of the Framework for Teaching (first two weeks of school year). <input type="checkbox"/> Administrator Lead Evaluator and/or Designee reviews the Domains and Elements of the Framework for Teaching (by September 30). <input type="checkbox"/> Teacher reviews the Framework for Teaching. <input type="checkbox"/> Goal Setting Meeting for Teacher with Administrator (or TIP if applicable) to reflect on professional practice and plan professional development in order to improve student achievement (see "Setting Professional Goals," p. 75). <input type="checkbox"/> Goals Submitted to Administrator and entered into e-Performance. Formal Observations may begin following Goal Setting Meeting.	<p>For teachers rated "Ineffective" or "Developing" based on 2012-2013 APPR composite scores, a Teacher Improvement Plan (TIP) or Development Plan is due no later than ten days after the start of the school year (see p. 8).</p> <p>Teacher Goal Setting Meeting should be completed and goals entered into e-Performance by <u>October 15</u>.</p>
October-April	<input type="checkbox"/> Begin Informal Observations of Teacher by Administrator (CIT Peer Reviewer when applicable) with feedback provided to teacher through written or oral communication. Informal Observations continue throughout school year. <input type="checkbox"/> Formal Observations* of Teacher by Administrator (CIT Peer Reviewer when applicable) with feedback provided to teacher and entered into e-Performance. Teachers may be referred to CIT for additional support if elements are rated "Developing" or "Ineffective." <input type="checkbox"/> Teacher acknowledges observations on e-Performance and may add comments or rebuttal.	<p>For non-tenured teachers, first Formal Observation* must be completed and entered into e-Performance by <u>November 30</u>.</p> <p>For non-tenured teachers, second Formal Observation* must be completed and entered into e-Performance by <u>April 30</u>.</p> <p>For tenured teachers, Formal Observation* must be completed and entered into e-Performance by <u>April 30</u>.</p>
April-May	<input type="checkbox"/> Professional Practice Review Evaluation completed by Administrator and entered into e-Performance. <input type="checkbox"/> Evaluation completed by CIT Peer Reviewer when applicable and entered into e-Performance. <input type="checkbox"/> Professional Practice Review Conference held with Administrator (separate conference with CIT Peer Reviewer when applicable) to discuss Evaluation ratings. <input type="checkbox"/> Teacher acknowledges Evaluation on e-Performance and may add comments or rebuttal.	Professional Practice Review must be completed and entered into e-Performance by <u>June 1</u>.
July-August	<input type="checkbox"/> Composite Scores sent to teachers. <input type="checkbox"/> If a teacher receives an APPR composite score of "Ineffective" or "Developing," a TIP or Development Plan must be written in consultation with the Administrator and Teacher (and Mentor, Peer Reviewer, and/or union representative as applicable). <input type="checkbox"/> Teachers rated "Ineffective" should be referred to CIT for a Professional Support Mentor. Teachers who receive two consecutive APPR composite ratings of "Ineffective" must be referred to CIT and offered Intervention support.	For teachers rated "Ineffective" or "Developing" based on APPR composite scores, a Teacher Improvement Plan (TIP) or Development Plan is due no later than ten days after the start of the school year (see p. 8).

*Pre-and Post- Observation Conference meetings are mandatory for Formal Observations:

- Pre-Observation Conference should take place at least one week prior to any formal observation.
- Post-Observation Conference should take place no later than one week after any formal observation.
- Administrators and Peer Reviewers should document the beginning and end time of observations and should stay long enough to reasonably assess the teacher's performance.

QUICK GLANCE: A FRAMEWORK FOR TEACHING

<p>Domain 1: Planning and Preparation</p> <p>1a. Demonstrating knowledge of content and pedagogy</p> <ul style="list-style-type: none"> ▪ <i>knowledge of content and the structure of the discipline</i> ▪ <i>knowledge of prerequisite relationships</i> ▪ <i>knowledge of content-related pedagogy</i> <p>1b. Demonstrating knowledge of students</p> <ul style="list-style-type: none"> ▪ <i>knowledge of child and adolescent development</i> ▪ <i>knowledge of the learning process</i> ▪ <i>knowledge of students' skills, knowledge and language proficiency</i> ▪ <i>knowledge of students' interests and cultural heritage</i> ▪ <i>knowledge of students' special needs</i> <p>1c. Setting instructional outcomes</p> <ul style="list-style-type: none"> ▪ <i>value, sequence and alignment</i> ▪ <i>clarity</i> ▪ <i>balance</i> ▪ <i>suitability for diverse learners</i> <p>1d. Demonstrating knowledge of resources</p> <ul style="list-style-type: none"> ▪ <i>resources for classroom use</i> ▪ <i>resources to extend content knowledge and pedagogy</i> ▪ <i>resources for students</i> <p>1e. Designing coherent instruction</p> <ul style="list-style-type: none"> ▪ <i>learning activities</i> ▪ <i>instructional materials and resources</i> ▪ <i>instructional groups</i> ▪ <i>lesson and unit structure</i> <p>1f. Designing student assessments</p> <ul style="list-style-type: none"> ▪ <i>congruence with instructional outcomes</i> ▪ <i>criteria and standards</i> ▪ <i>design of formative assessments</i> ▪ <i>use for planning</i> 	<p>Domain 2: Classroom Environment</p> <p>2a. Creating an environment of respect and rapport</p> <ul style="list-style-type: none"> ▪ <i>teacher interaction with students</i> ▪ <i>student interactions with one another</i> <p>2b. Establishing a culture for learning</p> <ul style="list-style-type: none"> ▪ <i>importance of the content</i> ▪ <i>expectations for learning and achievement</i> ▪ <i>student pride in work</i> <p>2c. Managing classroom procedures</p> <ul style="list-style-type: none"> ▪ <i>management of instructional groups</i> ▪ <i>management of transitions</i> ▪ <i>management of materials and supplies</i> ▪ <i>performance of non-instructional duties</i> ▪ <i>supervision of volunteers and paraprofessionals</i> <p>2d. Managing student behavior</p> <ul style="list-style-type: none"> ▪ <i>expectations</i> ▪ <i>monitoring of student behavior</i> ▪ <i>responses to student misbehavior</i> <p>2e. Organizing physical space</p> <ul style="list-style-type: none"> ▪ <i>safety and accessibility</i> ▪ <i>arrangement of furniture and use of physical resources</i>
<p>Domain 4: Professional Responsibilities</p> <p>4a. Reflection on Teaching</p> <ul style="list-style-type: none"> ▪ <i>accuracy</i> ▪ <i>use in future teaching</i> <p>4b. Maintaining accurate records</p> <ul style="list-style-type: none"> ▪ <i>student completion of assignments</i> ▪ <i>student progress in learning</i> ▪ <i>non-instructional records</i> <p>4c. Communicating with families</p> <ul style="list-style-type: none"> ▪ <i>information about the instructional program</i> ▪ <i>information about individual students</i> ▪ <i>engagement of families in the instructional program</i> <p>4d. Participating in a professional community</p> <ul style="list-style-type: none"> ▪ <i>relationships with colleagues</i> ▪ <i>involvement in a culture of professional inquiry</i> ▪ <i>service to school</i> ▪ <i>participation in school and district projects</i> <p>4e. Growing and developing professionally</p> <ul style="list-style-type: none"> ▪ <i>enhancement of content knowledge and pedagogical skill</i> ▪ <i>receptivity to feedback from colleagues</i> ▪ <i>service to profession</i> <p>4f. Showing professionalism</p> <ul style="list-style-type: none"> ▪ <i>integrity and ethical conduct</i> ▪ <i>service to students</i> ▪ <i>advocacy</i> ▪ <i>decision-making</i> ▪ <i>compliance with school and district regulations</i> 	<p>Domain 3: Instruction</p> <p>3a. Communicating with students</p> <ul style="list-style-type: none"> ▪ <i>expectations for learning</i> ▪ <i>directions and procedures</i> ▪ <i>explanations of content</i> ▪ <i>use of oral and written language</i> <p>3b. Using questioning and discussion techniques</p> <ul style="list-style-type: none"> ▪ <i>quality of questions</i> ▪ <i>discussion techniques</i> ▪ <i>student participation</i> <p>3c. Engaging students in learning</p> <ul style="list-style-type: none"> ▪ <i>activities and assignments</i> ▪ <i>grouping of students</i> ▪ <i>instructional materials and resources</i> ▪ <i>structure and pacing</i> <p>3d. Using assessment in instruction</p> <ul style="list-style-type: none"> ▪ <i>assessment criteria</i> ▪ <i>monitoring of student learning</i> ▪ <i>feedback to students</i> ▪ <i>student self-assessment and monitoring of progress</i> <p>3e. Demonstrating flexibility and responsiveness</p> <ul style="list-style-type: none"> ▪ <i>lesson adjustment</i> ▪ <i>response to students</i> ▪ <i>persistence</i>

INTRODUCTION TO THE FRAMEWORK

The Rochester City School District Professional Practice 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.

In the framework, the complex activity of teaching is divided into the seven New York State Annual Professional Performance Review (APPR) Standards for teacher evaluation that are clustered into the following four domains (as framed in the Danielson Teachscape Rubric approved by New York State):

- ✚ Domain 1: Planning and Preparation
- ✚ Domain 2: Classroom Environment
- ✚ Domain 3: Instruction
- ✚ Domain 4: Professional Responsibilities

The New York State APPR Standards included in this professional practice framework constitute a comprehensive set of elements reflecting the many different aspects of teaching and learning. Although the standards are distinct, they are, of course, related to one another. A teacher's planning and preparation affect instruction, and all these are affected by the reflection on practice that accompanies a unit or lesson. In addition, many features of teaching, such as the appropriate use of technology, do not constitute a single standard, but apply to all of them.

WHY USE A FRAMEWORK?

A framework for professional practice is not unique to education. Other professions---medicine, accounting, and architecture, among many others---have well established definitions of expertise and procedures to certify novice and advanced practitioners. Such procedures are the public's guarantee that the members of a profession hold themselves and their colleagues to high standards of practice. Similarly a framework for teaching is useful not only to practicing educators but to the larger community, because it conveys that educators, like other professionals, are members of a professional community.

A framework for professional practice can be used for a wide range of purposes, from meeting novices' needs to enhancing veterans' skills. Because teaching is complex, it is helpful to have a roadmap through the territory, structured around a shared understanding of teaching. Novice teachers, of necessity, are concerned with day-to-day survival; experienced teachers want to improve their effectiveness and help their colleagues to do so as well; accomplished teachers may want to move toward advanced certification and serve as lead teachers.

A COMMON LANGUAGE FOR PROFESSIONAL CONVERSATIONS

During conversations about practice, particularly when such conversations are organized around a common framework, teachers are able to learn from one another and from their supervisors, to thereby enrich their own teaching. It is this joint learning that makes the conversations so rich---and so valued.

It is through serious, professional conversations about the framework's components that the standards are validated for any particular setting. As educators study the components and consider them within their own contexts, they can determine which components and elements are applicable and which are not.

By providing an agreed-upon framework for excellence, a framework for teaching serves to **structure conversations** among educators about exemplary practice.

USES FOR A FRAMEWORK

The framework can be used in the following ways:

- ✚ Mentoring and Induction (A Roadmap for Interns)
- ✚ Reflection and Self-Assessment (Guidance for Interns and Experienced Professionals)
- ✚ Peer Review
- ✚ Supervision and Evaluation
- ✚ Focusing the Teacher Improvement Plan or Development Plan
- ✚ Setting Professional Goals

ROADMAP FOR INTERNS

The use of a variety of tools, based on the 4 domains of this framework, help to structure conversations and provide guidance to interns.

GUIDANCE FOR EXPERIENCED PROFESSIONALS

A framework answers the questions “What does a highly effective teacher know?” and “What does a highly effective teacher do in the performance of his/her duties?” A framework for teaching provides the structure for professional dialogue and sharing of techniques.

SUPERVISION AND EVALUATION/PEER REVIEW

Using the framework requires the following:

- + Formal observations
- + Conferences before and after the observation
 - o the Pre-Conference provides essential evidence of a teacher’s skill in planning a lesson
 - o the Post-Conference provides opportunities for reflection and professional growth
- + Multiple Informal Observations using the rubrics to provide feedback

APPLYING THE PROFESSIONAL PRACTICE FRAMEWORK FOR TEACHING TO CLASSROOM OBSERVATION

The RCSD Formal Teacher Observation Form enables observers to align their feedback directly with the domains and elements in the rubrics. This ensures that all observers are focused on teaching practices that impact student achievement. The RCSD Formal Teacher Observation Form provides the ability to collect evidence that is described in each of the Framework rubrics for the Classroom Environment and Instruction domains (domains 2 and 3). The data collected enable the observers and teachers to have rich, structured conversations about professional practice grounded in the Framework. This information encourages reflection, and becomes useful for the teacher in setting professional development goals and plans. By conducting classroom observations, supervisors, mentors and peer reviewers build a common understanding of a teacher’s development.. Conducting classroom observations is an essential part of the Framework, but formal classroom observations must be accompanied by conferences both before and after the lesson.

A STRUCTURE FOR FOCUSING A TEACHER’S GOALS

When experienced teachers consult with their supervisors or peer reviewers, or when interns meet with their mentors, they need a framework to determine which aspects of teaching require attention. From all the complex elements of instruction that are found in any lesson, they must choose the components on which to concentrate. A professional practice framework provides a structure to help make those decisions. With a framework, participants can conduct conversations about where to focus improvement efforts within the context of shared understandings. This provides teachers with a starting point for formulating their goals and for continuing conversations throughout the year as they continuously reflect on their practice. Additionally, when a teacher reflects on a lesson, a comprehensive framework is useful in identifying the source of any area in need of development and therefore in guiding improvement efforts. These conversations are conducted in an environment of professional respect and focus on continuous improvement.



WHO IS EVALUATED THROUGH THE APPR?

All classroom teachers must be evaluated in accordance with Education Law 3012-c and accompanying regulations. The RCSD APPR is an acknowledgement of a collaborative effort to improve instructional practice, to focus on student achievement, and to promote teacher development and collaboration among teachers. **Speech Teachers, Teachers of the Deaf and Teachers of the Blind who teach content are classroom teachers and are evaluated using the Teachscape Rubrics.**

Lead Teachers, School Psychologists, Counselors and Social Workers are evaluated using job-related rubrics approved by the RCSD. These are available on the following web sites:

<http://www.rcsdk12.org//Domain/44> (ENGAGE ROCHESTER)

<http://www.rcsdk12.org//Domain/40> (CIT DEPARTMENT)

<http://www.rochesterteachers.com> (ROCHESTER TEACHERS ASSOCIATION)

Audiologists, Adult Education Teachers, RPPP Teachers, and teachers who do not teach content are evaluated using the methods approved prior to 2011.

HOW ARE TEACHERS EVALUATED?

The New York State APPR requires that teachers' evaluations be based on the following:

- students' growth on state test scores/Student Learning Objectives (SLO'S) 20-25%
- students' growth/achievement on locally selected assessments (15-20%)
- "Other Measures" (60%), which includes observations and evaluations of professional practice by either the supervising administrator, or, if the teacher so chooses, by the administrator (31 points) and a Lead Teacher/Peer Evaluator (up to 29 points). Teachers also have the option to select the revised PART (Performance Appraisal Review for Teachers) for up to 29 points in lieu of the Lead Teacher/Peer Evaluator.
- APPR requires that at least 31 points of the "Other Measures" subcomponent shall be conducted by trained administrators, using the Teachscape Rubric, and based upon multiple observations, at least one of which shall be unannounced. Two formal observations are required.
- Each element of the Teachscape Domains shall be rated using the HEDI criteria, which will be converted to a four point scale: Highly Effective = 4 points, Effective = 3 points, Developing = 2 points, Ineffective = 1 point. The element scores shall be averaged to determine a score for that domain.
- If a teacher has selected either Peer Evaluation or PART for up to 29 points of their evaluation, that teacher shall receive a weighted average of the scores received from the Supervisor and the Peer Evaluator or PART.
- After the state growth score and local assessments have been determined, all teachers will receive a Composite Rating of Highly Effective, Effective, Developing or Ineffective.

SUMMARY OF A TEACHER'S CHOICES FOR THE "OTHER MEASURES" (60%)

Teachers select how they would like to be evaluated for the Professional Practice Review (60% of composite score).

CHOICE 1: ADMINISTRATOR ONLY

The teacher's professional practice will be evaluated by the teacher's administrator, who will conduct multiple observations using the Teachscape Rubric, including at least two formal observations.

OR

CHOICE 2: PEER REVIEW / ADMINISTRATOR

The teacher's professional practice will be evaluated by an appropriately trained Lead Teacher/CIT Peer Reviewer (29 of 60 points) **and** by the teacher's administrator (31 of 60 points), who will each conduct multiple observations using the Teachscape Rubric, including at least two formal observations..

OR

CHOICE 3: PART / ADMINISTRATOR

The teacher's professional practice will be evaluated based on the PART Guidelines (29 of 60 points, see appendix) using the Teachscape Rubric **and** by the teacher's administrator (31 of 60 points), who will conduct multiple observations using the Teachscape Rubric, including at least two formal observations,

TEACHER IMPROVEMENT (TIP)/DEVELOPMENT PLAN (see page 80 for form)

As required by New York State Education Law 3012-c, all teachers who receive a composite rating of Ineffective shall be required to develop a Teacher Improvement Plan (TIP) in collaboration with his/her supervisor and Lead Teacher/CIT Peer Reviewer, if assigned. A TIP shall be developed in consultation with the teacher and union representation shall be afforded at the teacher's request. A TIP is not a disciplinary action. At the end of a mutually agreed upon timeline, the teacher, administrator and mentor (if one has been assigned), and a union representative (if requested by the teacher) shall meet to assess the effectiveness of the TIP in assisting the teacher to achieve the goals set forth in the TIP. Based on the outcome of this assessment, the TIP shall be modified accordingly. Any teacher receiving consecutive APPR ratings of Ineffective shall be referred to the CIT Panel so that intervention services may be offered.

Teachers who receive a composite rating of Developing shall receive a Development Plan, which includes the recommendation of a Professional Support Mentor Teacher, when available, pursuant to the CIT Handbook. The Development Plan shall consist of targeted goal setting, recommended professional development designed to address any rubric domain for which the teacher received an ineffective or developing rating, and a timeframe for meeting the established goals.

The TIP/Development Plan should be developed any time after the composite score has been determined, but no later than the tenth (10th) day of the new school year. If the composite scores are not determined by the first day of the school year, the TIP/Development Plan should be developed within ten days after receipt of the composite score.



RUBRICS TO ASSESS A TEACHER'S PROFESSIONAL PRACTICE

Sixty points of a Teacher's Evaluation is based on a review of the teacher's Professional Practice assessed through multiple observations by the teacher's administrator, and if selected, a CIT Peer Reviewer. All evaluators have received extensive training in the use of the Teachscape Rubric, which is used to assess a teacher's professional practice. The following is a description of the four domains: Planning & Preparation, Classroom Environment, Instruction, and Professional Responsibilities.

DOMAIN 1: PLANNING AND PREPARATION

1a Demonstrating Knowledge of Content and Pedagogy

In order to guide student learning, highly effective teachers 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 such issues as global awareness and cultural diversity, as appropriate. 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 are familiar with the particular pedagogical approaches best suited to each discipline.

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 have 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 student questions*
- *Feedback to students that furthers learning*
- *Interdisciplinary connections in plans and practice*

DOMAIN 1: PLANNING AND PREPARATION

1a Demonstrating Knowledge of Content and Pedagogy

HIGHLY EFFECTIVE

Teacher displays extensive knowledge of the important concepts in the discipline and how these relate both to one another and to other disciplines. Teacher's plans and practice reflect understanding of prerequisite relationships among topics and concepts and a link to necessary cognitive structures by students to ensure understanding. Teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline, anticipating student misconceptions.

EFFECTIVE

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

CRITICAL ATTRIBUTES

In addition to the characteristics of effective,

- *Teacher cites intra- and inter-disciplinary content relationships.*
- *Teacher is proactive in uncovering student misconceptions and addressing them before proceeding.*

CRITICAL ATTRIBUTES

- *The teacher can identify important concepts of the discipline, and their relationships to one another.*
- *The teacher consistently provides clear explanations of the content.*
- *The teacher answers student questions accurately and provides feedback that furthers their learning.*
- *The teacher seeks out content-related professional development.*

POSSIBLE EXAMPLES

- *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 class on their beliefs as to why it is hotter in the summer than in the winter.*

POSSIBLE EXAMPLES

- *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 realized her students are not sure how to use a compass, so she plans to practice that before introducing the activity on angle measurement.*
- *The teacher plans to expand a unit on civics by having students simulate a court trial.*

DOMAIN 1: PLANNING AND PREPARATION

1a Demonstrating Knowledge of Content and Pedagogy

DEVELOPING

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

INEFFECTIVE

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

CRITICAL ATTRIBUTES

- *Teacher is familiar with the discipline but does not see conceptual relationships.*
- *Teacher's knowledge of prerequisite relationships is inaccurate or incomplete.*
- *Lesson and unit plans use limited instructional strategies and some are not be suitable to the content.*

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *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 re-grouping, even though some students have not fully grasped place value.*
- *The teacher always plans the same routine to study spelling: pre-test on Monday, copy the words 5 times each on Tuesday and test on Friday.*

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 students copy dictionary definitions each week to help his students learn to spell difficult words.*

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 subject content and its related pedagogy but 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 come with 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 planning lessons and identifying resources that will ensure their understanding.

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***
Children's lives beyond school influence their learning.
- **Knowledge of students' interest 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 teacher for use in planning instruction*
- *Student interests and needs learned and used by teacher in planning*
- *Teacher participation in community cultural events*
- *Teacher-designed opportunities for families to share heritage*
- *Teacher-created database of students with special needs available for teacher use*

DOMAIN 1: PLANNING AND PREPARATION
1b Demonstrating Knowledge of Students

HIGHLY EFFECTIVE

Teacher actively seeks knowledge of students' levels of development and their backgrounds, cultures, skills, language proficiency, interests, and special needs from a variety of sources. This information is acquired for individual students.

EFFECTIVE

Teacher understands the active nature of student learning, and attains information about levels of development for groups of students. The teacher also purposefully seeks knowledge from several sources of students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and attains this knowledge for groups of students.

CRITICAL ATTRIBUTES

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

CRITICAL ATTRIBUTES

- *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 heritage and incorporates this knowledge in lesson planning.*
- *The teacher is aware of the special needs represented by students in the class.*

POSSIBLE EXAMPLES

- *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; students will self-select the project that best meets their 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 attended 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.*

POSSIBLE EXAMPLES

- *The teacher creates an assessment of students' levels of cognitive development.*
- *The teacher examines previous year's cum 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 based on student 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, so he plans to read a Hanukah story in December.*
- *The teacher plans to ask her Spanish-speaking students to discuss their ancestry as part of their Social Studies unit studying South America.*

DOMAIN 1: PLANNING AND PREPARATION
1b Demonstrating Knowledge of Students

DEVELOPING

Teacher indicates the importance of understanding how students learn and the students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and attains this knowledge for the class as a whole.

INEFFECTIVE

Teacher demonstrates little or no understanding of how students learn, and little knowledge of students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and does not seek such understanding.

CRITICAL ATTRIBUTES

- *Teacher cites developmental theory, but does not seek to integrate it into lesson planning.*
- *Teacher is aware of the different ability levels in the class, but tends to teach to the "whole group."*
- *The teacher recognizes that children 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.*

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *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, she hasn't read them yet.*

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 amongst his students.*

DOMAIN 1: PLANNING AND PREPARATION

1c Setting Instructional Outcomes

Teaching is a purposeful activity; even the most imaginative activities are directed towards 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 so that all students are 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 are 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; not only is it important for students to learn to read, but educators also hope that they will like to read. In addition, experienced teachers are able to link their learning outcomes with others both within their discipline and in other disciplines.

Elements of Component 1c are:

- **Value, sequence, and alignment**
Students must be able to build their understanding of important ideas from concept to concept.
- **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*
- *Permit assessment of student attainment*
- *Outcomes differentiated for students of varied ability*

DOMAIN 1: PLANNING AND PREPARATION

1c Setting Instructional Outcomes

HIGHLY EFFECTIVE

All outcomes represent rigorous and important learning in the discipline. The outcomes are clear, written in the form of student learning, and permit viable methods of assessment. Outcomes reflect several different types of learning and, where appropriate, represent opportunities for both coordination and integration. Outcomes take into account the varying needs of individual students.

EFFECTIVE

Most outcomes represent rigorous and important learning in the discipline. All the instructional outcomes are clear, written in the form of student learning, and suggest viable methods of assessment. Outcomes reflect several different types of learning and opportunities for coordination. Outcomes take into account the varying needs of groups of students.

CRITICAL ATTRIBUTES

In addition to the characteristics of “effective,”

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

CRITICAL ATTRIBUTES

- *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 outcomes: factual, conceptual understanding, reasoning, social, management, communication.*
- *Outcomes are suitable to groups of students in the class, differentiated where necessary.*

POSSIBLE EXAMPLES

- *The teacher encourages his students to set their own goals; he provides them a taxonomy of challenge verbs to help them strive for higher expectations.*
- *Students will develop a concept map that links previous learning goals to those they are currently working on.*
- *Some students identify additional learning*

POSSIBLE EXAMPLES

- *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 teacher reviews the project expectations and modifies some goals to be in line with students’ IEP objectives.*

DOMAIN 1: PLANNING AND PREPARATION

1c Setting Instructional Outcomes

DEVELOPING

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 teacher has made no attempt at coordination or integration. Most of the outcomes are suitable for most of the students in the class based on global assessments of student learning.

INEFFECTIVE

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

CRITICAL ATTRIBUTES

- *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.*

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *Outcomes consist of understanding the relationship between addition and multiplication and memorizing facts.*
- *The outcomes are written with the needs of the “middle” group in mind; however, the advanced students are bored, and some lower-level students struggle.*

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 factual knowledge.*
- *The topic of the social studies unit involves the concept of “revolutions” but the teacher only expects his students to remember the important dates of battles.*
- *Despite having a number of ELL students in the class, the outcomes state that all writing must be grammatically correct*

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 non-instructional assistance to students. Teachers recognize the importance of discretion in the selection of resources, selecting those that align directly with the learning outcomes and which 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 access 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 non-academic lives.

Elements of component 1d are:

- **Resources for classroom use**
Materials should align with learning outcomes.
- **Resources to extend content knowledge and pedagogy**
Materials should further teachers’ professional knowledge.
- **Resources for students**
Materials should be appropriately challenging.

Indicators include:

- *District provided materials*
- *Range of texts*
- *Guest speakers*
- *Internet resources*
- *Materials provided by professional organizations*
- *Teacher continuing professional education courses or professional groups*
- *Community resources*

DOMAIN 1: PLANNING AND PREPARATION
1d Demonstrating Knowledge of Resources

HIGHLY EFFECTIVE

Teacher's knowledge of resources for classroom use, for expanding one's own knowledge, and for students is extensive, including those available through the school or district, in the community, through professional organizations and universities, and on the Internet.

EFFECTIVE

Teacher displays awareness of resources available for classroom use, for expanding one's own knowledge, and for students through the school or district and external to the school and on the Internet.

CRITICAL ATTRIBUTES

In addition to the characteristics of "effective,"

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

CRITICAL ATTRIBUTES

- *Texts are at varied levels.*
- *Texts are supplemented by guest speakers and field experiences.*
- *Teacher facilitates Internet resources.*
- *Resources are multi-disciplinary.*
- *Teacher expands knowledge with professional learning groups and organizations.*
- *Teacher pursues options offered by universities.*
- *Teacher provides lists of resources outside the class for students to draw on.*

POSSIBLE EXAMPLES

- *The teacher is not happy with the out-of-date textbook; his students will critique it and write their own text for social studies.*
- *The teacher spends the summer at Dow Chemical learning more about current research so 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.*

POSSIBLE EXAMPLES

- *The teacher provides her 5th graders a range of non-fiction texts about the American Revolution; no matter their reading level, all students can participate in the discussion of important concepts.*
- *The teacher took an online course on Literature to expand her knowledge of great American writers.*
- *The teacher distributes a list of summer reading materials that would help prepare his 8th graders' transition to high school.*

DOMAIN 1: PLANNING AND PREPARATION
1d Demonstrating Knowledge of Resources

DEVELOPING

Teacher displays basic awareness of resources available for classroom use, for expanding one's own knowledge, and for students through the school, but no knowledge of resources available more broadly.

INEFFECTIVE

Teacher is unaware of resources for classroom use, for expanding one's own knowledge, or for students available through the school or district.

CRITICAL ATTRIBUTES

- *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.*

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *For a unit on ocean life; the teacher really needs more books, but the school library only has three for him to borrow.*
- *The teacher knows she should learn more about teaching literacy, but the school only offered 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.*

POSSIBLE EXAMPLES

- *For their unit on China, the students accessed all of their information from the district-supplied textbook.*
- *Mr. J 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."*

DOMAIN 1: PLANNING AND PREPARATION

1e Demonstrating Coherent Instruction

Designing coherent instruction is the heart of planning, reflecting the teacher's knowledge of content and 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. It 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.

Elements of Component 1e are:

- **Learning activities**
Instruction is designed to engage students and advance them through the content.
- **Instructional materials and resources**
Materials and resources are appropriate to the learning needs of the students.
- **Instructional groups**
Groups are intentionally organized to support student learning.
- **Lesson and unit structure**
Plans are clear and sequenced to advance students' 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*
- *The use of varied resources*
- *Thoughtfully planned learning groups*
- *Structured lesson plan*

DOMAIN 1: PLANNING AND PREPARATION
1e Demonstrating Coherent Instruction

HIGHLY EFFECTIVE

Plans represent the coordination of in-depth content knowledge, understanding of different students' needs and available resources (including technology), resulting in a series of learning activities designed to engage students in high-level cognitive activity. These are differentiated, as appropriate, for individual learners. Instructional groups are varied as appropriate, with some opportunity for student choice. The lesson's or unit's structure is clear and allows for different pathways according to diverse student needs.

EFFECTIVE

Teacher coordinates knowledge of content, of students, and of resources, to design a series of learning experiences aligned to instructional outcomes and 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. The lesson or unit has a clear structure with appropriate and varied use of instructional groups.

CRITICAL ATTRIBUTES

In addition to the characteristics of "effective,"

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

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *The teacher's unit on ecosystems lists a variety of high level activities in a menu; students choose those that suit their approach to learning.*
- *While completing their projects, The teacher's students will have access to a wide variety of resources that she has coded by reading level so they can make the best selections.*
- *After the cooperative group lesson, students will reflect on their participation and make suggestions for new group arrangements in the future.*
- *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.*

POSSIBLE EXAMPLES

- *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 projects in small groups; he carefully selects group members based on their ability level and learning style.*
- *The teacher reviews lesson plans with her principal; they are well structured with pacing times and activities clearly indicated.*

DOMAIN 1: PLANNING AND PREPARATION
1e Demonstrating Coherent Instruction

DEVELOPING	INEFFECTIVE
<p>Some of the learning activities and materials are suitable to the instructional outcomes, and represent a moderate cognitive challenge, but with no differentiation for different students. Instructional groups partially support the instructional outcomes, with an effort at providing some variety. The lesson or unit has a recognizable structure; the progression of activities is uneven, with most time allocations reasonable.</p>	<p>The series of learning experiences is poorly aligned with the instructional outcomes and does not represent a coherent structure. The activities and are not designed to engage students in active intellectual activity and have unrealistic time allocations. Instructional groups do not support the instructional outcomes and offer no variety.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none"> • <i>Learning activities are moderately challenging.</i> • <i>Learning resources are suitable, but there is limited variety.</i> • <i>Instructional groups are random or only partially support objectives.</i> • <i>Lesson structure is uneven or may be unrealistic in terms of time expectations.</i> 	<ul style="list-style-type: none"> • <i>Learning activities are boring and/or not well aligned to the instructional goals.</i> • <i>Materials are not engaging or meet instructional outcomes.</i> • <i>Instructional groups do not support learning.</i> • <i>Lesson plans are not structured or sequenced and are unrealistic in their expectations.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>After the mini-lesson, the teacher plans to have the whole class play a game to reinforce the skill she taught.</i> • <i>The teacher found an atlas to use as a supplemental resource during the geography unit.</i> • <i>The teacher always lets students self-select their working groups because they behave better when they can choose who they want to sit with.</i> • <i>The teacher's lesson plans are nicely formatted, but the timing for many activities is too short to actually cover the concepts thoroughly.</i> 	<ul style="list-style-type: none"> • <i>After memorizing the parts of the microscope, the teacher plans to have his 9th graders color in the worksheet.</i> • <i>Despite having a textbook that was 15 years old, the teacher plans to use that as the sole resource for his Communism unit.</i> • <i>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.</i> • <i>The teacher's lesson plans are written on sticky notes in his grade book; they indicate: lecture, activity, or test.</i>

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, different methods are needed to assess reasoning skills than 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. Such formative assessment strategies are ongoing and may be used by both teachers and students to monitor progress towards the understanding the learning outcomes.

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

DOMAIN 1: PLANNING AND PREPARATION
1f Designing Student Assessments

HIGHLY EFFECTIVE

Teacher’s plan for student assessment is fully aligned with the instructional outcomes, with clear criteria and standards that show evidence of student contribution to their development. Assessment methodologies have been adapted for individual students, as needed. The approach to using formative assessment is well designed and includes student as well as teacher use of the assessment information. Teacher intends to use assessment results to plan future instruction for individual students.

EFFECTIVE

Teacher’s plan for student assessment is aligned with the instructional outcomes; assessment methodologies may have been adapted for groups of students. Assessment criteria and standards are clear. Teacher has a well-developed strategy for using formative assessment and has designed particular approaches to be used. Teacher intends to use assessment results to plan for future instruction for groups of students.

CRITICAL ATTRIBUTES

- In addition to the characteristics of “effective,”*
- 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.

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- To teach persuasive writing, Ms. H plans to have her class research and write to the principal on an issue that is important to the students: the use of cell phones in class.
- Mr. J’s students will write a rubric for their final project on the benefits of solar energy; Mr. J has shown them several sample rubrics and they will refer to those as they create a rubric of their own.
- After the lesson Mr. L asks 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.
- Mrs. T 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 the teacher during workshop time.

POSSIBLE EXAMPLES

- Mr. K knows that his students will write a persuasive essay on the state assessment; he plans to provide them with experiences developing persuasive writing as preparation.
- Ms. M worked on a writing rubric for her research assessment; she drew on multiple sources to be sure the levels of expectation were clearly defined.
- Mr. C creates a short questionnaire to distribute to his students at the end of class; based on their responses, he will organize them into different groups during the next lesson’s activities.
- Based on the previous morning’s formative assessment, Ms. D plans to have five students to work on a more challenging project, while she works with 6 other students to reinforce the concept.

DOMAIN 1: PLANNING AND PREPARATION
1f Designing Student Assessments

DEVELOPING	INEFFECTIVE
<p>Some of the instructional outcomes are assessed through the proposed approach, but others are not. Assessment criteria and standards have been developed, but they are not clear. Approach to the use of formative assessment is rudimentary, including only some of the instructional outcomes. Teacher intends to use assessment results to plan for future instruction for the class as a whole.</p>	<p>Assessment procedures are not congruent with instructional outcomes; the proposed approach contains no criteria or standards. Teacher has no plan to incorporate formative assessment in the lesson or unit, nor any plans to use assessment results in designing future instruction.</p>
CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none"> • <i>Only some of the instructional outcomes are addressed in the planned assessments.</i> • <i>Assessment criteria are vague.</i> • <i>Plans refer to the use of formative assessments, but they are not fully developed.</i> • <i>Assessment results are used to design lesson plans for the whole class, not individual students.</i> 	<ul style="list-style-type: none"> • <i>Assessments do not match instructional outcomes.</i> • <i>Assessments have no criteria.</i> • <i>No formative assessments have been designed.</i> • <i>Assessment results do not affect future plans.</i>
POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>The district goal for the Europe unit is for students to understand geo-political relationships; The teacher plans to have the students memorize all the country capitals and rivers.</i> • <i>The teacher 's students received their tests back; each one was simply marked with a letter grade at the top.</i> • <i>The plan indicates that the teacher will pause to "check for understanding" but without a clear process of how that will be done.</i> • <i>A student says, "If half the class passed the test, why are we all reviewing the material again?"</i> 	<ul style="list-style-type: none"> • <i>The teacher marks papers on the foundation of the US constitution based on grammar and punctuation; for every mistake, the grade drops from an A to a B, B to a C, etc.</i> • <i>After the students present their research on Globalization, the teacher tells them their letter grade; when students asked how he arrived at the grade, he responds, "After all these years in education, I just know what grade to give."</i> • <i>The teacher says, "What's the difference between formative assessment and the test I give at the end of the unit?"</i> • <i>The teacher says, "The district gave me this entire curriculum to teach, so I just have to keep moving."</i>

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 those 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 interaction 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 and safe.

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 model and teach students how to engage in respectful interactions with one another and acknowledge respectful interactions among students.

Indicators include:

- *Respectful talk and turn taking*
- *Respect for students' backgrounds and lives outside of the classroom*
- *Teacher and student body language*
- *Physical proximity*
- *Warmth and caring*
- *Politeness*
- *Encouragement*
- *Active listening*
- *Fairness*

DOMAIN 2: THE CLASSROOM ENVIRONMENT
2a Creating an Environment of Respect and Rapport

HIGHLY EFFECTIVE	EFFECTIVE
<p>Classroom interactions among the teacher and individual students are highly respectful, reflecting genuine warmth and 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 of interactions is that of connections with students as individuals.</p>	<p>Teacher-student interactions are friendly and demonstrate general caring and respect. Such interactions are appropriate to the ages, of the students. Students exhibit respect for the teacher. Interactions among students are generally polite and respectful. Teacher responds successfully to disrespectful behavior among students. The net result of the interactions is polite and respectful, but impersonal.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<p>In addition to the characteristics of “effective,”</p> <ul style="list-style-type: none"> • <i>Teacher demonstrates knowledge and caring about individual students’ lives beyond school.</i> • <i>When necessary, students correct one another in their conduct towards classmates.</i> • <i>There is no disrespectful behavior among students.</i> • <i>The teacher’s response to a student’s incorrect response respects the student’s dignity</i> 	<ul style="list-style-type: none"> • <i>Talk between teacher and students and among students is uniformly respectful.</i> • <i>Teacher responds to disrespectful behavior among students.</i> • <i>Teacher makes superficial connections with individual students.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>Teacher inquires about a student’s soccer game last weekend (or extracurricular activities or hobbies).</i> • <i>Students say “Shhh” to classmates while the teacher or another student is speaking.</i> • <i>Students clap enthusiastically for one another’s presentations for a job well done.</i> • <i>The teacher says “That’s an interesting idea, Josh, but you’re forgetting....”</i> 	<ul style="list-style-type: none"> • <i>Teacher greets students by name as they enter the class or during the lesson.</i> • <i>The teacher gets on the same level with students, such as kneeling beside a student working at a desk.</i> • <i>Students attend fully to what the teacher is saying.</i> • <i>Students wait for classmates to finish speaking before beginning to talk.</i> • <i>Students applaud politely following a classmate’s presentation to the class.</i> • <i>Students help each other and accept help from each other.</i> • <i>Teacher and students use courtesies such as “please/thank you, excuse me.”</i> • <i>Teacher says: “Don’t talk that way to your classmates” and the insults stop.</i>

DOMAIN 2: THE CLASSROOM ENVIRONMENT
2a Creating an Environment of Respect and Rapport

DEVELOPING	INEFFECTIVE
<p>Patterns of classroom interactions, both between the 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. Teacher attempts to respond to disrespectful behavior, with uneven results. The net result of the interactions is neutral: conveying neither warmth nor conflict.</p>	<p>Patterns of classroom interactions, both between the teacher and students and among students, are mostly negative, inappropriate, or insensitive to students' ages, cultural backgrounds, and developmental levels. Interactions are characterized by sarcasm, put-downs, or conflict. Teacher does not deal with disrespectful behavior.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none"> • <i>The quality of interactions between teacher and students, or among students, is uneven, with occasional disrespect.</i> • <i>Teacher attempts to respond to disrespectful behavior among students, with uneven results.</i> • <i>Teacher attempts to make connections with individual students, but student reactions indicate that the efforts are not completely successful or are unusual.</i> 	<ul style="list-style-type: none"> • <i>Teacher uses disrespectful talk towards students; Student body language indicates feelings of hurt or insecurity.</i> • <i>Students use disrespectful talk towards one another with no response from the teacher.</i> • <i>Teacher displays no familiarity with or caring about individual students' interests or personalities.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>Students attend passively to the teacher, but tend to talk, pass notes, etc. when other students are talking.</i> • <i>A few students do not engage with others in the classroom, even when put together in small groups.</i> • <i>Students applaud half-heartedly following a classmate's presentation to the class.</i> • <i>Teacher says: "Don't talk that way to your classmates" but student shrugs his/her shoulders</i> 	<ul style="list-style-type: none"> • <i>A student slumps in his/her chair following a comment by the teacher.</i> • <i>Students roll their eyes at a classmate's idea; the teacher does not respond.</i> • <i>Many students talk when the teacher and other students are talking; the teacher does not correct them.</i> • <i>Some students refuse to work with other students.</i> • <i>Teacher does not call students by their names.</i>

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 that it is essential 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.

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 while the work is challenging, they are capable of achieving it if they are prepared to work hard.

- **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 the work*
- *Expectations are high and supported through both verbal and nonverbal behaviors*
- *Quality is expected and recognized*
- *Effort and persistence are expected and recognized*
- *Confidence in ability is evidenced by teacher and students language and behaviors*
- *Expectation for all students to participate*

DOMAIN 2: THE CLASSROOM ENVIRONMENT

2b Establishing a Culture for Learning

HIGHLY EFFECTIVE	EFFECTIVE
The classroom culture is a cognitively vibrant place, characterized by a shared belief in the importance of learning. The teacher conveys high expectations for learning by all students and insists on hard work; students assume responsibility for high quality by initiating improvements, making revisions, adding detail and/or helping peers.	The classroom culture is a cognitively busy place where learning is valued by all with high expectations for learning the norm for most students. The teacher conveys that with hard work students can be successful; students understand their role as learners and consistently expend effort to learn. Classroom interactions support learning and hard work.

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
In addition to the characteristics of “effective,” <ul style="list-style-type: none">• <i>The teacher communicates a genuine passion for the subject.</i>• <i>Students indicate that they are not satisfied unless they have complete understanding.</i>• <i>Student questions and comments indicate a desire to understand the content, rather than, for example, simply learning a procedure for getting the correct answer.</i>• <i>Students recognize the efforts of their classmates.</i>• <i>Students take initiative in improving the quality of their work.</i>	<ul style="list-style-type: none">• <i>The teacher communicates the importance of learning, and that with hard work all students can be successful in it.</i>• <i>The teacher demonstrates a high regard for student abilities.</i>• <i>Teacher conveys an expectation of high levels of student effort.</i>• <i>Students expend good effort to complete work of high quality</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>The teacher says: “It’s really fun to find the patterns for factoring polynomials.”</i>• <i>Student asks a classmate to explain a concept or procedure since s/he didn’t quite follow the teacher’s explanation.</i>• <i>Students question one another on answers</i>• <i>Student asks the teacher whether s/he can re-do a piece of work since s/he now sees how it could be strengthened.</i>• <i>Students work even when the teacher isn’t working with them or directing their efforts.</i>	<ul style="list-style-type: none">• <i>Teacher says: “This is important; you’ll need to speak grammatical English when you apply for a job.”</i>• <i>Teacher says: “This idea is really important! It’s central to our understanding of history.”</i>• <i>Teacher says: “Let’s work on this together: it’s hard, but you all will be able to do it well.”</i>• <i>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.</i>

DOMAIN 2: THE CLASSROOM ENVIRONMENT

2b Establishing a Culture for Learning

DEVELOPING	INEFFECTIVE
<p>The classroom culture is characterized by little commitment to learning by teacher or students. The teacher appears to be only “going through the motions, and students indicate that they are interested in completion of a task, rather than quality.” The teacher conveys that student success is the result of natural ability rather than hard work; high expectations for learning are reserved for those students thought to have a natural aptitude for the subject.</p>	<p>The classroom culture is characterized by a lack of teacher or student commitment to learning, and/or little or no investment of student energy into the task at hand. Hard work is 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.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none">• <i>Teacher’s energy for the work is neutral: indicating neither a high level of commitment nor “blowing it off.”</i>• <i>The teacher conveys high expectations for only some students.</i>• <i>Students comply with the teacher’s expectations for learning, but don’t indicate commitment on their own initiative for the work.</i>• <i>Many students indicate that they are looking for an “easy path.”</i>	<ul style="list-style-type: none">• <i>The teacher conveys that the reasons for the work are external or trivializes the learning goals and assignments.</i>• <i>The teacher conveys to at least some students that the work is too challenging for them.</i>• <i>Students exhibit little or no pride in their work.</i>• <i>Class time is devoted more to socializing than to learning</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>Teacher says: “Let’s get through this.”</i>• <i>Teacher says: “I think most of you will be able to do this.”</i>• <i>Students consult with one another to determine how to fill in a worksheet, without challenging classmates’ thinking.</i>• <i>Teacher does not encourage students who are struggling.</i>• <i>Some students get to work after an assignment is given or after entering the room.</i>	<ul style="list-style-type: none">• <i>The teacher tells students that they’re doing a lesson because it’s on the test; in the book, or is district-directed.</i>• <i>Teacher says to a student: “Why don’t you try this easier problem?”</i>• <i>Students turn in sloppy or incomplete work</i>• <i>Students don’t engage in work and the teacher ignores it</i>• <i>Students have not completed their homework and the teacher does not respond</i>• <i>Almost all of the activities are busy work.</i>

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, non-instructional 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.”

Elements of Component 2c are:

- **Management of instructional groups**
Teachers help students to develop the skills to work purposefully and cooperatively in groups, 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 to 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 non-instructional duties**
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 know what to do, where to move*

DOMAIN 2: THE CLASSROOM ENVIRONMENT
2c Managing Classroom Procedures

HIGHLY EFFECTIVE	EFFECTIVE
<p>Instructional time is maximized due to efficient classroom routines and procedures. Students contribute to the management of instructional groups, transitions, and/or the handling of materials and supplies. Routines are well understood and may be initiated by students.</p>	<p>There is little loss of instructional time due to effective classroom routines and procedures. The teacher's management of instructional groups and/or the handling of materials and supplies are consistently successful. With minimal guidance and prompting, students follow established classroom routines.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<p>In addition to the characteristics of "effective,"</p> <ul style="list-style-type: none"> • <i>Students take the initiative with their classmates to ensure that their time is used productively.</i> • <i>Students themselves ensure that transitions and other routines are accomplished smoothly.</i> • <i>Students take initiative in distributing and collecting materials efficiently</i> 	<ul style="list-style-type: none"> • <i>The students are productively engaged during small group work.</i> • <i>Transitions between large and small group activities are smooth.</i> • <i>Routines for distribution and collection of materials and supplies work efficiently.</i> • <i>Classroom routines function smoothly.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>Students redirect classmates in small groups not working directly with the teacher to be more efficient in their work.</i> • <i>A student reminds classmates of the roles that they are to play within the group.</i> • <i>A student re-directs a classmate to the table s/he should be at following a transition.</i> • <i>Students propose an improved attention signal.</i> • <i>Students independently check themselves into class on the attendance board.</i> 	<ul style="list-style-type: none"> • <i>Students get started on an activity while the teacher takes attendance.</i> • <i>Students move smoothly between large and small group activities.</i> • <i>The teacher has an established timing device, such as counting down, to signal students to return to their desks.</i> • <i>Teacher has an established attention signal, such as raising a hand, or dimming the lights.</i> • <i>One member of each small group collects materials for the table.</i> • <i>There is an established color-coded system indicating where materials should be stored.</i> • <i>In small group work, students have established roles, they listen to one another, summarize g different views, etc.</i> • <i>Clean-up at the end of a lesson is fast and efficient.</i>

DOMAIN 2: THE CLASSROOM ENVIRONMENT
2c Managing Classroom Procedures

DEVELOPING	INEFFECTIVE
<p>Some instructional time is lost due to only partially effective classroom routines and procedures. The teacher’s management of instructional groups, transitions, and/or the handling of materials and supplies is inconsistent, leading to some disruption of learning. With regular guidance and prompting, students follow established routines.</p>	<p>Much instructional time is lost due to inefficient classroom routines and procedures. There is little or no evidence of the teacher managing instructional groups, transitions, and/or the handling of materials and supplies effectively. There is little evidence that students know or follow established routines.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none"> • <i>Small groups are only partially engaged while not working directly with the teacher.</i> • <i>Procedures for transitions, and distribution/collection of materials, seem to have been established, but their operation is rough.</i> • <i>Classroom routines function unevenly.</i> 	<ul style="list-style-type: none"> • <i>Students not working with the teacher are disruptive to the class.</i> • <i>There are no established procedures for distributing and collecting materials.</i> • <i>Procedures for other activities are confused or chaotic.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>Some students not working with the teacher are not productively engaged in learning.</i> • <i>Transitions between large and small group activities are rough but they are accomplished.</i> • <i>Students are not sure what to do when materials are being distributed or collected.</i> • <i>Students ask some clarifying questions about procedures</i> • <i>The attendance or lunch count consumes more time than it would need if the procedure were more routinized.</i> 	<ul style="list-style-type: none"> • <i>When moving into small groups, students are confused as to where they are supposed to go, whether they should take their chairs, etc.</i> • <i>There are long lines for materials and supplies or distributing supplies is time-consuming.</i> • <i>Students bump into one another lining up or sharpening pencils.</i> • <i>Roll-taking consumes much time at the beginning of the lesson and students are not working on anything.</i> • <i>Most students ask what they are to do or look around for clues from others.</i>

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.

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 makes 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 are 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 such a way that they respect the dignity of the student. The best responses are those that address misbehavior early in an episode, although this 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*
- *Fairness*
- *Absence of misbehavior*
- *Reinforcement of positive behavior*

THE CLASSROOM ENVIRONMENT
2d Managing Student Behavior

HIGHLY EFFECTIVE	EFFECTIVE
<p>Student behavior is entirely appropriate. Students take an active role in monitoring their own behavior and that of other students against standards of conduct. Teachers' monitoring of student behavior is subtle and preventive. Teacher's response to student misbehavior is sensitive to individual student needs , respects students' dignity.</p>	<p>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.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<p>In addition to the characteristics of "effective,"</p> <ul style="list-style-type: none"> • <i>Student behavior is entirely appropriate; no evidence of student misbehavior.</i> • <i>The teacher monitors student behavior without speaking – just moving about.</i> • <i>Students respectfully intervene as appropriate with classmates to ensure compliance with standards of conduct.</i> 	<ul style="list-style-type: none"> • <i>Standards of conduct appear to have been established.</i> • <i>Student behavior is generally appropriate.</i> • <i>The teacher frequently monitors student behavior.</i> • <i>Teacher's response to student misbehavior is effective.</i> • <i>Teacher acknowledges good behavior</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>A student suggests a revision in one of the classroom rules.</i> • <i>The teacher notices that some students are talking among themselves, and without a word, moves nearer to them; the talking stops.</i> • <i>The teacher asks to speak to a student privately about misbehavior.</i> • <i>A student reminds his/her classmates of the class rule about chewing gum.</i> 	<ul style="list-style-type: none"> • <i>Upon a non-verbal signal from the teacher, students correct their behavior.</i> • <i>The teacher moves to every section of the classroom, keeping a close eye on student behavior.</i> • <i>The teacher gives a student a "hard look," and the student stops talking to his/her neighbor.</i>

DOMAIN 2: THE CLASSROOM ENVIRONMENT
2d Managing Student Behavior

DEVELOPING	INEFFECTIVE
Standards of conduct appear to have been established, but their implementation is inconsistent. Teacher tries, with uneven results, to monitor student behavior and respond to student misbehavior. There is inconsistent implementation of the standards of conduct.	There appear to be no established standards of conduct, and little or no teacher monitoring of student behavior. Students challenge the standards of conduct. Response to students' misbehavior is repressive, or disrespectful of student dignity.

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none"> • <i>Teacher attempts to maintain order in the classroom but with uneven success; standards of conduct, if they exist, are not evident.</i> • <i>Teacher attempts to keep track of student behavior, but with no apparent system.</i> • <i>The teacher's response to student misbehavior is inconsistent: sometimes very harsh; other times lenient.</i> 	<ul style="list-style-type: none"> • <i>The classroom environment is chaotic, with no apparent standards of conduct.</i> • <i>The teacher does not monitor student behavior.</i> • <i>Some students violate classroom rules, without apparent teacher awareness.</i> • <i>When the teacher notices student misbehavior, s/he appears helpless to do anything about it.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>Classroom rules are posted, but neither teacher nor students refers to them.</i> • <i>The teacher repeatedly asks students to take their seats; they ignore him/her.</i> • <i>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."</i> 	<ul style="list-style-type: none"> • <i>Students are talking among themselves, with no attempt by the teacher to silence them.</i> • <i>An object flies through the air without apparent teacher notice</i> • <i>Students are running around the room, resulting in a chaotic environment.</i> • <i>Their phones and other electronics distract students and teacher doesn't do anything.</i>

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 they can participate actively. Both the teacher and students make effective use of computer (and other) technology.

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 are skillfully used students can engage with the content in a productive manner. At the highest levels of performance, the students themselves contribute to 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*

DOMAIN 2: THE CLASSROOM ENVIRONMENT
2e Organizing Physical Space

HIGHLY EFFECTIVE	EFFECTIVE
<p>The classroom is safe, and learning is accessible to all students including those with special needs. 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.</p>	<p>The classroom is safe, and learning is accessible to all students; teacher ensures that the physical arrangement is appropriate to the learning activities. Teacher makes effective use of physical resources, including computer technology.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<p>In addition to the characteristics of “effective,”</p> <ul style="list-style-type: none"> • <i>Modifications are made to the physical environment to accommodate students with special needs.</i> • <i>There is total alignment between the goals of the lesson and the physical environment.</i> • <i>Students take the initiative to adjust the physical environment.</i> • <i>Teachers and students make extensive and imaginative use of available technology</i> 	<ul style="list-style-type: none"> • <i>The classroom is safe, and all students are able to see and hear.</i> • <i>The classroom is arranged to support the instructional goals and learning activities.</i> • <i>The teacher makes appropriate use of available technology.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>Students ask if they can shift the furniture to better suit small group work, or discussion.</i> • <i>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.</i> • <i>A student suggests an application of the white board for an activity.</i> 	<ul style="list-style-type: none"> • <i>There are established guidelines concerning where backpacks are left during class to keep the pathways clear; students comply.</i> • <i>Desks are moved to make tables so students can work together, or in a circle for a class discussion.</i> • <i>The use of an Internet connection enriches the lesson.</i>

DOMAIN 2: THE CLASSROOM ENVIRONMENT
2e Organizing Physical Space

DEVELOPING	INEFFECTIVE
<p>The classroom is safe, and essential learning is accessible to most students, The teacher’s use of physical resources, including computer technology, is moderately effective. Teacher may attempt to modify the physical arrangement to suit learning activities, with partial success.</p>	<p>The physical environment is unsafe, or many students don’t have access to learning. There is poor alignment between the arrangement of furniture and resources, including computer technology, and the lesson activities.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none"> • <i>The physical environment is safe, and most students can see and hear.</i> • <i>The physical environment is not an impediment to learning, but does not enhance it.</i> • <i>The teacher makes limited use of available technology and other resources.</i> 	<ul style="list-style-type: none"> • <i>There are physical hazards in the classroom, endangering student safety.</i> • <i>Many students can’t see or hear the teacher or the board.</i> • <i>Available technology is not being used, even if available and its use would enhance the lesson.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>The teacher ensures that dangerous chemicals are stored safely.</i> • <i>The classroom desks remains in two semicircles, even though the activity for small groups would be better served by moving the desks to make tables for a portion of the lesson.</i> • <i>The teacher tries to use a computer to illustrate a concept, but requires several attempts to make it work.</i> 	<ul style="list-style-type: none"> • <i>There are electrical cords running around the classroom.</i> • <i>There is a pole in the middle of the room; some students can’t see the board.</i> • <i>A white board is in the classroom, but it is facing the wall, indicating that it is rarely, if ever, used.</i>

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 students know what it is that they are to do. When they present concepts and information, those presentations are made with accuracy, clarity and imagination; where appropriate 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. And the teacher's use of language is vivid, rich, and error free, affording the opportunity for students to hear language well used and to extend their own vocabularies. Teacher presents complex concepts in ways that provide scaffolding and access to students.

Elements of Component 3a are:

- **Expectations for learning**
The goals for learning are communicated clearly to students. Even if not conveyed at the outset of a lesson (for example, an inquiry lesson in science), by the end of the lesson students are clear about what they have been learning.
- **Directions for activities**
Students are clear about 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 activities may be provided orally, in writing, or in some combination of the two.
- **Explanations of content**
Skilled teachers, when explaining concepts 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.
- **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.

Indicators include:

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

DOMAIN 3: INSTRUCTION
3a Communicating with Students

HIGHLY EFFECTIVE

The teacher links the instructional purpose of the lesson to student interests; the directions and procedures are clear and anticipate possible student misunderstanding. Teacher’s explanation of content is thorough and clear, developing conceptual understanding through artful scaffolding and connecting with students’ interests. Students contribute to extending the content, and in explaining concepts to their classmates. Teacher’s spoken and written language is expressive, and the teacher finds opportunities to extend students’ vocabularies.

EFFECTIVE

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. Teacher’s explanation of content is well scaffolded, clear and accurate, and connects with students’ knowledge and experience. During the explanation of content, the teacher invites student intellectual engagement. Teacher’s spoken and written language is clear and correct. Vocabulary is appropriate to the students’ ages and interests.

CRITICAL ATTRIBUTES

In addition to the characteristics of “effective,”

- *The teacher points out possible areas for misunderstanding.*
- *Teacher explains content clearly and imaginatively, using metaphors and analogies to bring content to life.*
- *All students seem to understand the presentation.*
- *The teacher invites students to explain the content to the class, or to classmates.*
- *Teacher uses rich language, offering brief vocabulary lessons where appropriate.*

CRITICAL ATTRIBUTES

- *The teacher states clearly, at some point during the lesson, what the students will be learning.*
- *If appropriate, the teacher models the process to be followed in the task.*
- *Students engage with the learning task, indicating that they understand what they are to do.*
- *The teacher makes no content errors.*
- *Teacher’s explanation of content is clear, and invites student participation and thinking.*
- *Vocabulary and usage are correct and completely suited to the lesson.*
- *Vocabulary is appropriate to the students’ ages and levels of development.*

POSSIBLE EXAMPLES

- *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 needed, a student offers clarification about the learning task to classmates.*
- *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 by the water in a hose that has been sitting in the sun.*
- *The teacher says: “Who would like to explain this idea to us?”*
- *The teacher pauses during an explanation of the civil rights movement to remind students that the prefix “in” as in “inequality” means “not.” The prefix “un” also means the same thing.*

POSSIBLE EXAMPLES

- *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 of students: “Can anyone think of an example of that?”*
- *The teacher uses a board or projection device so students can refer to it without requiring the teacher’s attention.*

DOMAIN 3: INSTRUCTION
3a Communicating with Students

DEVELOPING

Teacher’s attempt to explain the instructional purpose has only limited success, and/or directions and procedures must be clarified after initial student confusion. Teacher’s explanation of the content may contain minor errors; some portions are clear; other portions are difficult to follow. Teacher’s explanation consists of a monologue, with no invitation to the students for intellectual engagement. Teacher’s spoken language is correct; however, vocabulary is limited, or not fully appropriate to the students’ ages or backgrounds.

INEFFECTIVE

The instructional purpose of the lesson is unclear to students and the directions and procedures are confusing. Teacher’s explanation of the content contains major errors. The teacher’s spoken or written language contains errors of grammar or syntax. Vocabulary is inappropriate, vague, or used incorrectly, leaving students confused.

CRITICAL ATTRIBUTES

- *The teacher refers in passing to what the students will be learning, or it is written on the board with no elaboration or explanation.*
- *Teacher must clarify the learning task so students can complete it.*
- *The teacher makes no serious content errors, although may make a minor error.*
- *The teacher’s explanation of the content consists of a monologue or is purely procedural with minimal participation by students.*
- *Vocabulary and usage are correct but unimaginative.*
- *Vocabulary is too advanced or juvenile for the students.*

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *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.*
- *Students ask “What do I write here?” in order to complete a task.*
- *The teacher says: “Watch me while I show you how to” with students asked 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.*

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 with an elementary class without explaining their meanings.*
- *The teacher says “ain’t.”*

DOMAIN 3: INSTRUCTION

3b Using Questioning and Discussion Techniques

Questioning and discussion are the only instructional strategies specifically referred to in the framework for teaching; this reflects their central importance to teachers' practice. But in the framework, it is important that questioning and discussion are used as techniques to deepen student understanding, rather than serving 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 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 non-formulaic, is likely to promote thinking by students. Class discussions are animated, engaging all students in important issues and in using their own language to deepen and extend their understanding. They may be based around questions formulated by the students themselves.

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, in 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 this. Therefore, high-level questions from students, either in the full class, or in small group discussions, provide evidence that these skills have been taught.

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 they provide students with sufficient time to think about their response, 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 may be helpful for the purpose of establishing the facts of an historical event, for example, but they should not be confused with the use of questioning to deepen students' understanding.
- **Discussion techniques**
Effective teachers promote learning through discussion. Some teachers report that "we discussed x" when what they mean is that "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, and enabling students to engage in discussion directly with one another, not always mediated by the teacher.
- **Student participation**
In some classes a few students tend to dominate the discussion,; other students, recognizing this pattern, hold back their contributions. Teacher uses a range of techniques to ensure that all students contribute to the discussion, and enlist 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*
- *High levels of student participation in discussion*

DOMAIN 3: INSTRUCTION

3b Using Questioning and Discussion Techniques

HIGHLY EFFECTIVE

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

EFFECTIVE

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

CRITICAL ATTRIBUTES

In addition to the characteristics of “effective,”

- *Students initiate higher-order questions.*
- *Students extend the discussion, enriching it.*
- *Students invite comments from their classmates during a discussion.*

CRITICAL ATTRIBUTES

- *Teacher uses open-ended questions, inviting students to think. and/or have multiple possible answers.*
- *The teacher makes effective use of wait time.*
- *The teacher builds on uses student responses to questions effectively.*
- *Discussions enable students to talk to one another, without ongoing mediation by the teacher.*
- *The teacher calls on most students, even those who don't initially volunteer.*
- *Many students actively engage in the discussion.*

POSSIBLE EXAMPLES

- *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 as to how we might figure this out?”*
- *A student asks “What if...?”*

POSSIBLE EXAMPLES

- *The teacher asks: “What might have happened if the colonists had not prevailed in the American war for independence?”*
- *The teacher uses plural the form in asking questions, such as: “What are some things you think might contribute to...?”*
- *The teacher asks: “Michael, can you comment on Mary's idea?” and Michael responds directly to Mary.*
- *The teacher asks a question and asks every student to write a brief response, then share with a partner before inviting a few to offer their ideas to the entire class.*

DOMAIN 3: INSTRUCTION

3b Using Questioning and Discussion Techniques

DEVELOPING

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

INEFFECTIVE

Teacher's questions are of low cognitive challenge, single correct responses, and asked in rapid succession. Interaction between teacher and students is predominantly recitation style, with the teacher mediating all questions and answers. A few students dominate the discussion.

CRITICAL ATTRIBUTES

- *Teacher frames some questions designed to promote student thinking, but only a few students are involved.*
- *Teacher invites students to respond directly to one another's ideas, but few students respond.*
- *Teacher calls on many students, but only a small number actually 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 teacher and students; students are not invited to speak directly to one another.*
- *A few students dominate the discussion.*

POSSIBLE EXAMPLES

- *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?" but the same three students offer comments.*
- *The teacher asks: "Michael, can you comment on Mary's idea?" but Michael does not respond, or makes a comment directly to the teacher.*

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 only calls on students who have their hands up.*

DOMAIN 3: INSTRUCTION

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, there is closure to the lesson, in which students derive the important learning from their own actions. A critical question for an observer in determining the degree of student engagement is “What are the students being asked to do?” If the answer to that question is that they are 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.

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 are aligned with the goals of the lesson, and require student thinking that emphasizes depth over breadth, and that may allow students to exercise some choice.

- **Grouping of students**

How students are grouped for instruction 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. While some teachers are obliged to use a school 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 adults or students, 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:

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

DOMAIN 3: INSTRUCTION

3c Engaging Students in Learning

HIGHLY EFFECTIVE	EFFECTIVE
<p>Virtually all students are intellectually engaged in challenging content, through well-designed learning tasks, and suitable scaffolding by the teacher, and fully aligned with the instructional outcomes. In addition, there is evidence of some student initiation of inquiry, and student contributions to the exploration of important content. The pacing of the lesson provides students the time needed to intellectually engage with and reflect upon their learning, and to consolidate their understanding. Students may have some choice in how they complete tasks and may serve as resources for one another.</p>	<p>The learning tasks and activities are aligned with the instructional outcomes and are designed to challenge student thinking, resulting in active intellectual engagement by most students with important and challenging content, and with teacher scaffolding to support that engagement. The pacing of the lesson is appropriate, providing most students the time needed to be intellectually engaged.</p>
CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<p>In addition to the characteristics of “effective”</p> <ul style="list-style-type: none">• <i>Virtually all students are highly engaged in the lesson.</i>• <i>Students take initiative to modify a learning task to make it more meaningful or relevant to their needs</i>• <i>Students suggest modifications to the grouping patterns used.</i>• <i>Students have extensive choice in how they complete tasks.</i>• <i>Students suggest modifications or additions to the materials being used.</i>• <i>Students have an opportunity for reflection and closure on the lesson to consolidate their understanding.</i>	<ul style="list-style-type: none">• <i>Most students are intellectually engaged in the lesson.</i>• <i>Learning tasks have multiple correct responses or approaches and/or demand higher-order thinking</i>• <i>Students have some choice in how they complete learning tasks.</i>• <i>There is a mix of different types of groupings, suitable to the lesson objectives.</i>• <i>Materials and resources support the learning goals and require intellectual engagement, as appropriate.</i>• <i>The pacing of the lesson provides students the time needed to be intellectually engaged</i>
POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>Students are asked to write an essay “in the style of Hemmingway.”</i>• <i>A student asks whether they might remain in their small groups to complete another section of the activity, rather than work independently.</i>• <i>Students identify or create their own learning materials.</i>• <i>Students summarize their learning from the lesson.</i>	<ul style="list-style-type: none">• <i>Students are asked to formulate a hypothesis about what might happen if the American voting system allowed for the direct election of presidents.</i>• <i>Students are given a task to do independently, then to discuss with a table group, followed by a report-out from each table.</i>• <i>There is a clear beginning, middle, and end to the lesson.</i>• <i>The lesson is neither rushed nor drags.</i>

DOMAIN 3: INSTRUCTION

3c Engaging Students in Learning

DEVELOPING

The learning tasks or prompts are partially aligned with the instructional outcomes but require only minimal thinking by students, allowing most students to be passive or merely compliant. The pacing of the lesson may not provide students the time needed to be intellectually engaged.

INEFFECTIVE

The learning tasks and activities, materials, resources, instructional groups and technology are poorly aligned with the instructional outcomes, or require only rote responses. The pace of the lesson is too slow or rushed. Few students are intellectually engaged or interested.

CRITICAL ATTRIBUTES

- *Some students are intellectually engaged in the lesson.*
- *Learning tasks are a mix of those requiring thinking and recall.*
- *Student engagement with the content is largely passive, learning primarily facts or procedures.*
- *Students have no choice in how they complete tasks.*
- *The teacher uses different instructional groupings; these are partially successful in achieving the lesson objectives.*
- *The materials and resources are partially aligned to the lesson objectives, only some of them demanding student thinking.*
- *The pacing of the lesson is uneven; suitable in parts, but rushed or dragging in others.*

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *Students are asked to fill in a worksheet, following an established procedure.*
- *There is a recognizable beginning, middle, and end to the lesson.*
- *Parts of the lesson have a suitable pace; other parts drag or feel rushed.*

POSSIBLE EXAMPLES

- *Students are able to fill out the lesson worksheet without understanding what it's asking them to do.*
- *The lesson drags, or feels rushed.*
- *Students complete "busy work" activities.*

DOMAIN 3: INSTRUCTION

3d Using Assessment in Instruction

Assessment of student learning plays an important role in instruction; no longer does it signal 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 they 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 their finger on "the pulse" of a lesson, monitoring student understanding and, where appropriate, offering feedback to students.

Of course, a teacher's actions in monitoring student learning, while it may superficially look the same as monitoring student behavior, has a fundamentally different purpose. When a teacher is monitoring behavior, he/she is alert to students who may be passing notes, or bothering their neighbors; when teachers monitor student learning, they 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 in order to grasp the content. In each case, the teacher may be circulating in the room, but his/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, teachers are alert to students' revealed 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 techniques (such as exit tickets) to ascertain the degree of understanding of every student in the class. Indeed, encouraging students (and actually teaching them the necessary skills) of monitoring their own learning against clear standards is demonstrated by teachers at high levels of performance. In this component.

But as important as monitoring of 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"

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, for example, 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. But even after carefully planning, monitoring of student learning must be woven 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 as to how they are doing, and how their work can be improved. Valuable feedback must be timely, constructive, and substantive, and provide students the guidance they need to improve their performance.

- **Student self-assessment and monitoring of progress**

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

Indicators include:

- *Teacher paying close attention to evidence of student understanding*
- *Teacher posing specifically-created questions to elicit evidence of student understanding*
- *Teacher circulating to monitor student learning and to offer feedback*
- *Students assessing their own work against established criteria*
- *Teacher adjusting instruction in response to evidence of student understanding (or lack of it)*

DOMAIN 3: INSTRUCTION
3d Using Assessment in Instruction

HIGHLY EFFECTIVE	EFFECTIVE
<p>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. Students self-assess and monitor their progress. A variety of feedback, from both the teacher and peers, is accurate, specific, and advances learning. Questions / prompts / assessments are used regularly to diagnose evidence of learning by individual students.</p>	<p>Assessment is regularly used during instruction, through monitoring of progress of learning by teacher and/or students, resulting in accurate, specific feedback that advances learning. Students appear to be aware of the assessment criteria; some of them engage in self-assessment. Questions/prompts / assessments are used to diagnose evidence of learning</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<p>In addition to the characteristics of “effective”</p> <ul style="list-style-type: none"> • <i>There is evidence that students have helped establish the evaluation criteria.</i> • <i>Teacher monitoring of student understanding is sophisticated and continuous: the teacher is constantly “taking the pulse” of the class.</i> • <i>Teacher makes frequent use of strategies to elicit information about individual student understanding.</i> • <i>Feedback to students is specific and timely, and is provided from many sources, including other students.</i> • <i>Students monitor their own understanding, either on their own initiative or as a result of tasks set by the teacher.</i> • <i>The teacher’s adjustments to the lesson are designed to assist individual students.</i> 	<ul style="list-style-type: none"> • <i>Students indicate that they clearly understand the characteristics of high-quality work.</i> • <i>The teacher elicits evidence of student understanding during the lesson. Students are invited to assess their own work and make improvements.</i> • <i>Feedback includes specific and timely guidance for at least groups of students</i> • <i>The teacher attempts to engage students in self- or peer-assessment.</i> • <i>When necessary, the teacher makes adjustments to the lesson to enhance understanding by groups of students.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>The teacher reminds students of the characteristics of high-quality work, (the assessment criteria), suggesting that the students themselves helped develop them.</i> • <i>While students are working, the teacher circulates providing substantive feedback to individual students.</i> • <i>The teacher uses popsicle sticks or exit tickets to elicit evidence of individual student understanding</i> • <i>Students offer feedback to their classmates on their work.</i> • <i>Students evaluate a piece of their writing against the writing rubric and confer with the teacher about how it could be improved.</i> 	<ul style="list-style-type: none"> • <i>The teacher circulates during small group or independent work, offering suggestions to groups of students.</i> • <i>The teacher uses a specifically-formulated question to elicit evidence of student understanding.</i> • <i>The teacher asks students to look over their papers to correct their errors.</i>

DOMAIN 3: INSTRUCTION
3d Using Assessment in Instruction

DEVELOPING	INEFFECTIVE
<p>Assessment is used sporadically to support instruction, through some monitoring of progress of learning by teacher and/or students. Feedback to students is general, and students appear to be only partially aware of the assessment criteria used to evaluate their work but few assess their own work. Questions/prompts/ assessments are rarely used to diagnose evidence of learning.</p>	<p>There is little or no assessment or monitoring of student learning; feedback is absent, or of poor quality. Students do not appear to be aware of the assessment criteria and do not engage in self-assessment.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none"> • <i>There is little evidence that the students understand how their work will be evaluated.</i> • <i>Teacher monitors understanding through a single method, or without eliciting evidence of understanding from all students</i> • <i>Teacher requests global indications of student understanding.</i> • <i>Feedback to students is not uniformly specific, not oriented towards future improvement of work.</i> • <i>The teacher makes only minor attempts to engage students in self- or peer-assessment.</i> • <i>The teacher's attempts to adjust the lesson are partially successful</i> 	<ul style="list-style-type: none"> • <i>The teacher gives no indication of what high quality work looks like.</i> • <i>The teacher makes no effort to determine whether students understand the lesson.</i> • <i>Feedback is only global.</i> • <i>The teacher does not ask students to evaluate their own or classmates' work.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>Teacher asks: "does anyone have a question?"</i> • <i>When a student completes a problem on the board, the teacher corrects the student's work without explaining why.</i> • <i>The teacher, after receiving a correct response from one student, continues, without ascertaining whether all students understand the concept.</i> 	<ul style="list-style-type: none"> • <i>A student asks: "How is this assignment going to be graded?"</i> • <i>A student asks "Does this quiz count towards my grade?"</i> • <i>The teacher forges ahead with a presentation without checking for understanding.</i> • <i>The teacher says: "good job, everyone"</i>

DOMAIN 3: INSTRUCTION

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 mid-stream 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 on occasion find that either a lesson is not going 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.

Elements of Component 3e are:

- **Lesson adjustment**
Experienced teachers are able to make both minor and (when needed) major adjustments to a lesson, a mid-course correction. 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 which 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 student interests and events of the day into a lesson*
- *Visible adjustment in the face of student lack of understanding*
- *Teacher seizing on a “teachable moment”*

DOMAIN 3: INSTRUCTION

3e Demonstrating Flexibility and Responsiveness

HIGHLY EFFECTIVE

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

EFFECTIVE

Teacher promotes the successful learning of all students, making minor adjustments as needed to instruction plans and accommodating student questions, needs and interests. The teacher persists in seeking approaches for students who have difficulty learning, drawing on a broad repertoire of strategies.

CRITICAL ATTRIBUTES

In addition to the characteristics of “effective,”

- *Teacher successfully executes a major lesson readjustment when needed.*
- *Teacher seizes on a teachable moment to enhance a lesson.*
- *The teacher conveys to students that s/he won't consider a lesson “finished” until every student understands, and that s/he has a broad range of approaches to use.*
- *In reflecting on practice, the teacher can cite others in the school and beyond who s/he has contacted for assistance in reaching some students.*

CRITICAL ATTRIBUTES

- *Teacher successfully makes a minor modification to the lesson.*
- *Teacher incorporates students' interests and questions into the heart of the lesson.*
- *The teacher conveys to students that s/he 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.*

POSSIBLE EXAMPLES

- *The teacher stops in mid-stream in a lesson, 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.”*

POSSIBLE EXAMPLES

- *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: “Let's try this way, and then uses another approach.”*

DOMAIN 3: INSTRUCTION

3e Demonstrating Flexibility and Responsiveness

DEVELOPING	INEFFECTIVE
<p>Teacher attempts to modify the lesson when needed and to respond to student questions and interests, with moderate success. Teacher accepts responsibility for student success, but has only a limited repertoire of strategies to draw upon.</p>	<p>Teacher adheres to the instruction plan in spite of evidence of poor student understanding or students' lack of interest. Teacher ignores student questions; when students experience difficulty, the teacher blames the students or their home environment.</p>
CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none">• <i>Teacher's efforts to modify the lesson are only partially successful.</i>• <i>Teacher makes perfunctory attempts to incorporate student questions and interests into the lesson.</i>• <i>The teacher conveys to students a level of responsibility for their learning, but uncertainty as to how to assist them.</i>• <i>In reflecting on practice, the teacher indicates the desire to reach all students, but does not suggest strategies to do so.</i>	<ul style="list-style-type: none">• <i>Teacher ignores indications of student boredom or lack of understanding.</i>• <i>Teacher brushes aside student questions.</i>• <i>Teacher makes no attempt to incorporate student interests into the lesson.</i>• <i>The teacher conveys to students that when they have difficulty learning, it is their fault.</i>• <i>In reflecting on practice, the teacher does not indicate that it is important to reach all students.</i>
POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>The teacher says: "I'll try to think of another way to come at this and get back to you."</i>• <i>The teacher says: "I realize not everyone understands this, but we can't spend any more time on it."</i>• <i>The teacher re-arranges the way the students are grouped in an attempt to help students understand the lesson.</i>	<ul style="list-style-type: none">• <i>The teacher says: "We don't have time for that today."</i>• <i>The teacher makes no attempt to adjust the lesson based on student confusion.</i>• <i>The teacher says: "If you'd just pay attention, you could understand this."</i>

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4a Reflection on Teaching

Reflecting on teaching encompasses the teacher's thinking that follows any instructional event, an analysis of the many decisions made both in planning and 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 what aspects of the instruction they will continue in future lessons. Teachers may reflect on their practice through collegial conversations, journal writing, examining student work, informal observations and conversations with students, or simply thinking about their teaching. Reflecting with accuracy, specificity and ability to use what has been learned in future teaching is a learned 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 and analyzing instruction through the lens of student learning becomes a habit of mind, leading to improvement in teaching and learning.

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**
In order for the potential of reflection to improve teaching 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 plans.

Indicators include:

- *Accurate reflections on a lesson.*
- *Citations of adjustments to practice, drawing on a repertoire of strategies.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4a Reflection on Teaching

HIGHLY EFFECTIVE

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, teacher offers specific alternative actions, complete with the probable success of different courses of action.

EFFECTIVE

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. Teacher makes a few specific suggestions of what could be tried another time the lesson is taught.

CRITICAL ATTRIBUTES

In addition to the characteristics of "effective,"

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

CRITICAL ATTRIBUTES

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

POSSIBLE EXAMPLES

- *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 different group strategies for improving a lesson.*

POSSIBLE EXAMPLES

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

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4a Reflection on Teaching

DEVELOPING	INEFFECTIVE
Teacher has a generally accurate impression of a lesson's effectiveness and the extent to which instructional outcomes were met. Teacher makes general suggestions about how a lesson could be improved.	Teacher does not know whether a lesson was effective or achieved its instructional outcomes, or teacher profoundly misjudges the success of a lesson. Teacher has no suggestions for how a lesson could be improved.
CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none">• <i>The teacher has a general sense of whether or not instructional practices were effective.</i>• <i>The teacher offers general modifications for future instruction.</i>	<ul style="list-style-type: none">• <i>The teacher considers the lesson but draws incorrect conclusions about its effectiveness.</i>• <i>The teacher makes no suggestions for improvement.</i>
POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>At the end of the lesson the teacher says, "I guess that went okay."</i>• <i>The teacher says: "I guess I'll try next time."</i>	<ul style="list-style-type: none">• <i>Despite evidence to the contrary, the teachers says, "My students did great on that lesson!"</i>• <i>The teacher says: "That was awful; I wish I knew what to do!"</i>

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4b Maintaining Accurate Records

An essential responsibility of professional educators is keeping accurate records of both instructional and non-instructional events. This includes student completion of assignments, student progress in learning, and records of non-instructional activities that are part of the day-to-day functions in a school setting, including such things as the return of signed permission slips for a field trip and money for school pictures. Proficiency in this component is vital, as 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 that is being recorded. For example, records of formal assessments may be recorded electronically, using spreadsheets and databases, allowing 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.

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 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.
- **Non-instructional records**
Non-instructional records encompass all the details of school life for which records must be maintained, particularly if they involve money. Examples are such things as knowing which students have returned their permissions 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 non-instructional records.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4b Maintaining Accurate Records

HIGHLY EFFECTIVE

Teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records, is fully effective. Students contribute information and participate in maintaining the records.

EFFECTIVE

Teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records, is fully effective.

CRITICAL ATTRIBUTES

In addition to the characteristics of "effective,"

- *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 non-instructional records for the class.*

CRITICAL ATTRIBUTES

- *The teacher's process for recording student work completion 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 non-instructional information is both efficient and effective.*

POSSIBLE EXAMPLES

- *A student from each team maintains the database of current and missing assignments for the team.*
- *When asked about their progress in a class, a student proudly shows her data file 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.*

POSSIBLE EXAMPLES

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

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4b Maintaining Accurate Records

DEVELOPING

Teacher's system for maintaining information on student completion of assignments and student progress in learning is rudimentary and only partially effective. Teacher's records for non-instructional activities are adequate, but require frequent monitoring to avoid errors.

INEFFECTIVE

Teacher's system for maintaining information on student completion of assignments and student progress in learning is nonexistent or in disarray. Teacher's records for non-instructional activities are in disarray, resulting in errors and confusion.

CRITICAL ATTRIBUTES

- *The teacher has process for recording student work completion. However, it may be out-of-date or does 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 non-instructional information, but not all, or it may contain some errors.*

CRITICAL ATTRIBUTES

- *Absence of a system for either instructional or non-instructional records.*
- *Record-keeping systems that are in disarray so as to provide incorrect or confusing information.*

POSSIBLE EXAMPLES

- *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.*

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.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4c Communicating with Families

Although the ability of families to participate in their child's learning varies widely due to other family or job obligations, it is the responsibility of teachers to provide opportunities for them to both understand the instructional program and their child's progress. Teachers establish relationships with families by communicating to them about the instructional program, about individual students and they invite 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 an essential caring on the part of the teacher, valued by families of students of all ages.

Elements of Component 4c are:

- **Information about the instructional program**
Frequent information is provided to families, as appropriate, about the instructional program.
- **Information about individual students**
Frequent information is provided to families, as appropriate, about students' individual progress.
- **Engagement of families in the instructional program**
Successful and frequent engagement opportunities are offered to families so 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.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4c Communicating with Families

HIGHLY EFFECTIVE

Teacher's communication with families is frequent and sensitive to cultural traditions, with students contributing to the communication. Response to family concerns is handled with professional and cultural sensitivity. Teacher's efforts to engage families in the instructional program are frequent and successful.

EFFECTIVE

Teacher communicates frequently with families about the instructional program and conveys information about individual student progress. Teacher makes some attempts to engage families in the instructional program; as appropriate information to families is conveyed in a culturally appropriate manner.

CRITICAL ATTRIBUTES

In addition to the characteristics of "effective,"

- On a regular basis, students 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.

CRITICAL ATTRIBUTES

- Information about the instructional program is available on a regular basis.
- The teacher sends information about student progress home on a regular basis.
- Teacher develops activities designed to successfully engage families in their children's learning, as appropriate.

POSSIBLE EXAMPLES

- Students-create materials for "Back to School" night that outline the approach for learning science
- Student daily reflection log describes learning and go home each week for a response from a parent or guardian.
- Students-design a project on charting family use of plastics.

POSSIBLE EXAMPLES

- The teacher-sends weekly newsletter home to families, including information that precedes homework, current class activities, community and/or school projects, field trips, etc.
- The teacher-created monthly progress report sent home for each student.
- The teacher sends home a project that asks students to interview a family member about growing up during the 1950's.

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4c Communicating with Families

DEVELOPING	INEFFECTIVE
<p>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. But communications are one-way and not always appropriate to the cultural norms of those families.</p>	<p>Teacher communication with families, about the instructional program, or about individual students, is sporadic or culturally inappropriate. Teacher makes no attempt to engage families in the instructional program.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none">• School or district-created materials about the instructional program are sent home.• Infrequent or incomplete information sent home by teachers about the instructional program.• Teacher maintains school-required grade book but does little else to inform families about student progress.• Teacher communications are sometimes inappropriate to families' cultural norms.	<ul style="list-style-type: none">• Little or no information regarding instructional program available to parents.• Families are unaware of their children's progress.• Lack of family engagement activities.• Culturally inappropriate communication

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• 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."• Weekly quizzes are sent home for parent/guardian signature.	<ul style="list-style-type: none">• A parent says, "I'd like to know what my kid is working on at school!"• A parent says, "I wish I knew something about my child's progress before the report card comes out."• A parent says, "I wonder why we never see any school work come home."

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4d Participating in a 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, and 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 and/or larger district. 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.

Elements of Component 4d are:

- **Relationships with colleagues**
Teachers maintain a professional collegial relationship that encourages 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 and support of community initiatives.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4d Participating in a Professional Community

HIGHLY EFFECTIVE

Relationships with colleagues are characterized by mutual support and cooperation, with the teacher taking initiative in assuming leadership among the faculty. Teacher takes a leadership role in promoting a culture of professional inquiry. 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.

EFFECTIVE

Relationships with colleagues are characterized by mutual support and cooperation; teacher actively participates in a culture of professional inquiry. Teacher volunteers to participate in school events and in school and district projects, making a substantial contribution.

CRITICAL ATTRIBUTES

In addition to the characteristics of “effective,”

- *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 school district and community projects.*

CRITICAL ATTRIBUTES

- *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.*

POSSIBLE EXAMPLES

- *The teacher leads the “mentor” teacher group at school, devoted to supporting new 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 school’s annual “Olympics” day, involving all students and faculty in athletic events.*
- *The teacher leads the school district wellness committee, involving healthcare and nutrition specialists from the community.*

POSSIBLE EXAMPLES

- *The principal remarks that the teacher’s students have been noticeably successful since her teacher team has been focusing on instructional strategies during their team meetings.*
- *The teacher has decided to take some of the free MIT courses online and to share his learning with colleagues.*
- *The basketball coach is usually willing to chaperone the 9th 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 her substantial knowledge of US history to the course writing team.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4d Participating in a Professional Community

DEVELOPING	INEFFECTIVE
<p>Teacher maintains cordial relationships with colleagues to fulfill duties that the school or district requires. Teacher becomes involved in the school's culture of professional inquiry when invited to do so. Teacher participates in school events and school and district projects when specifically asked.</p>	<p>Teacher's relationships with colleagues are negative or self-serving. Teacher avoids participation in a professional culture of inquiry, resisting opportunities to become involved. Teacher avoids becoming involved in school events or school and district projects.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none">• <i>The teacher has pleasant relationship with colleagues.</i>• <i>When invited, the teacher participates in activities related to professional inquiry.</i>• <i>When asked, the teacher participates in school activities, and school district and community projects.</i>	<ul style="list-style-type: none">• <i>The teacher's relationship with colleagues is characterized by negativity or combativeness.</i>• <i>The teacher purposefully avoids contributing to activities promoting professional inquiry.</i>• <i>The teacher avoids involvement in school activities and school district and community projects.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>The teacher is polite, but never shares any instructional materials with his grade partners.</i>• <i>The teacher only attends PLC meetings when reminded by her supervisor.</i>• <i>The principal says, "I wish I didn't have to ask the teacher to "volunteer" every time we need someone to chaperone the dance.</i>• <i>The teacher only contributes to the district Literacy committee when requested by the principal.</i>	<ul style="list-style-type: none">• <i>The teacher doesn't share test-taking strategies with his colleagues. He figures that if his students do well, it will make him look good.</i>• <i>The teacher L does not attend PLC meetings.</i>• <i>The teacher does not attend any school function after the dismissal bell.</i>• <i>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."</i>

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4e Growing and Developing Professionally

As in other professions, the complexity of teaching requires continued growth and development, in order 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 colleague through such activities as joint planning, study groups, and lesson study provide 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.

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 serving to enhance their personal practice and so they can provide leadership and support to colleagues.

Indicators include:

- Frequent teacher attendance in courses and workshops; regular academic reading.
- Participation in learning networks with colleagues; feedback freely shared
- Participation in professional organizations supporting academic inquiry.

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES
4e Growing and Developing Professionally

HIGHLY EFFECTIVE	EFFECTIVE
<p>Teacher seeks out opportunities for professional development and makes a systematic effort to conduct action research. Teacher seeks out feedback on teaching from both supervisors and colleagues. Teacher initiates important activities to contribute to the profession.</p>	<p>Teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. Teacher welcomes feedback from colleagues when made by supervisors or when opportunities arise through professional collaboration. Teacher participates actively in assisting other educators</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<p><i>In addition to the characteristics of “effective,”</i></p> <ul style="list-style-type: none"> • <i>The teacher seeks regular opportunities for continued professional development, including initiating action research.</i> • <i>The teacher actively seeks feedback from supervisors and colleagues.</i> • <i>The teacher takes an active leadership role in professional organizations in order to contribute to the teaching profession.</i> 	<ul style="list-style-type: none"> • <i>The teacher seeks regular opportunities for continued professional development.</i> • <i>The teacher welcomes colleagues and supervisors in the classroom for the purposes of gaining insight from their feedback.</i> • <i>The teacher actively participates in professional organizations designed to contribute to the profession.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none"> • <i>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.</i> • <i>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.</i> • <i>The teacher founded a local organization devoted to Literacy Education; her leadership has inspired teachers in the community to work on several curriculum and instruction projects.</i> 	<ul style="list-style-type: none"> • <i>The teacher eagerly attends the school district optional summer workshops finding them to be a wealth of instructional strategies he can use during the school year.</i> • <i>The teacher enjoys her principal’s weekly walk through visits because they always lead to a valuable informal discussion during lunch the next day.</i> • <i>The teacher joined a Science Education Partnership and finds that it provides him access to resources for his classroom that truly benefit his students’ conceptual understanding.</i>

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4e Growing and Developing Professionally

DEVELOPING	INEFFECTIVE
<p>Teacher participates in professional activities to a limited extent when they are convenient. Teacher accepts, with some reluctance, feedback on teaching performance from both supervisors and professional colleagues. Teacher finds limited ways to contribute to the profession</p>	<p>Teacher engages in no professional development activities to enhance knowledge or skill. Teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. Teacher makes no effort to share knowledge with others or to assume professional responsibilities.</p>

CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none">• <i>The teacher participates in professional activities when required or when provided by the school district.</i>• <i>The teacher reluctantly accepts feedback from supervisors and colleagues.</i>• <i>The teacher contributes in a limited fashion to educational professional organizations.</i>	<ul style="list-style-type: none">• <i>The teacher is not involved in any activity that might enhance knowledge or skill.</i>• <i>The teacher purposefully resists discussing performance with supervisors or colleagues.</i>• <i>The teacher ignores invitations to join professional organizations or attending conferences.</i>

POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>The teacher politely attends district workshops and professional development days, but doesn't make much use of the materials received.</i>• <i>The teacher listens to his principal's feedback after a lesson, but isn't sure that the recommendations really apply in his situation.</i>• <i>The teacher P 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 too much of her time.</i>	<ul style="list-style-type: none">• <i>The teacher never takes continuing education courses, even though the credits would increase his salary.</i>• <i>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 can simply discard the feedback form.</i>• <i>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.</i>

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4f Showing Professionalism

Expert teachers demonstrate professionalism in both service to students as well as to the profession. Teaching at the highest levels of performance in this component is student focused, putting students first, regardless of how this might challenge long-held assumptions, past practice or simply what is easier or more convenient for teachers. Accomplished teachers have a strong moral compass and are guided by what is in the best interest of students. Professionalism is displayed in a number of ways. For example, interactions with colleagues are conducted with honesty and integrity. Student needs are known and teachers access resources to step in and provide help that may extend beyond the classroom. Teachers advocate for their students in ways that might challenge traditional views and the educational establishment, seeking greater flexibility in the ways school rules and policies are applied. Professionalism is also displayed in the ways teachers approach problem solving and decision making, with student needs in mind. Finally, teachers consistently adhere to school and district policies and procedures, but are willing to work to improve those that may be outdated or ineffective.

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 procedures.

Indicators include:

- *Teacher has a reputation as someone who can be trusted and is often sought as a sounding board.*
- *During committee or planning work, teacher frequently reminds participants that the students are the utmost priority.*
- *Teacher will support students, even in the face of difficult situations or conflicting policies.*
- *Teachers challenge existing practice in order to put students first.*
- *Teacher consistently fulfills school district mandates regarding policies and procedures.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4e Showing Professionalism

HIGHLY EFFECTIVE

Teacher can be counted on to hold the highest standards of honesty, integrity, and confidentiality and takes a leadership role with colleagues. Teacher is highly proactive in serving students, seeking out resources when needed. 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. Teacher takes a leadership role in team or departmental decision-making and helps ensure that such decisions are based on the highest professional standards. Teacher complies fully with school and district regulations, taking a leadership role with colleagues.

EFFECTIVE

Teacher displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public. Teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. Teacher maintains an open mind in team or departmental decision-making. Teacher complies fully with school and district regulations.

CRITICAL ATTRIBUTES

In addition to the characteristics of “effective,”

- *Teacher is considered a leader in terms of honesty, integrity, and confidentiality.*
- *Teacher is highly proactive in serving students.*
- *Teacher makes a concerted effort to ensure opportunities are available for all students to be successful.*
- *Teacher takes a leadership role in team and departmental decision-making.*
- *Teacher takes a leadership role regarding school district regulations.*

CRITICAL ATTRIBUTES

- *Teacher is honest and known for having high standards of integrity.*
- *Teacher actively addresses student needs.*
- *Teacher actively works to provide opportunities for student success.*
- *Teacher willingly participates in team and departmental decision-making.*
- *Teacher complies completely with school district regulations.*

POSSIBLE EXAMPLES

- *When a young teacher has trouble understanding directions from the principal, she immediately goes to the teacher whom 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 was 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 learned it inside and out so that she could assist her colleagues.*

POSSIBLE EXAMPLES

- *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 minority 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.*

DOMAIN 4: PROFESSIONAL RESPONSIBILITIES

4f Showing Professionalism

DEVELOPING	INEFFECTIVE
<p>Teacher is honest in interactions with colleagues, students, and the public. Teacher's attempts to serve students are inconsistent, and does not knowingly contribute to some students being ill served by the school. Teacher's decisions and recommendations are based on limited though genuinely professional considerations. Teacher complies minimally with school and district regulations, doing just enough to get by.</p>	<p>Teacher displays dishonesty in interactions with colleagues, students, and the public. Teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. Teacher makes decisions and recommendations based on self-serving interests. Teacher does not comply with school and district regulations</p>
CRITICAL ATTRIBUTES	CRITICAL ATTRIBUTES
<ul style="list-style-type: none">• <i>Teacher is honest.</i>• <i>Teacher notices the needs of students, but is inconsistent in addressing them.</i>• <i>Teacher does not notice that some school practices result in poor conditions for students.</i>• <i>Teacher makes decisions professionally, but on a limited basis.</i>• <i>Teacher complies with school district regulations.</i>	<ul style="list-style-type: none">• <i>Teacher is dishonest.</i>• <i>Teacher does not notice the needs of students.</i>• <i>The teacher engages in practices that are self-serving.</i>• <i>The teacher willfully rejects school district regulations.</i>
POSSIBLE EXAMPLES	POSSIBLE EXAMPLES
<ul style="list-style-type: none">• <i>The teacher says, "I have always known my grade partner to be truthful. If she called in sick, then I believe her."</i>• <i>The teacher considers staying late to help some of her students in after-school daycare, but realizes it conflicts with her gym class so she decides against it.</i>• <i>The teacher notices a student struggling in his class and sends a quick e-mail to the counselor. When he doesn't get a response, he assumes it has been taken care of.</i>• <i>When her grade partner goes out on maternity leave, the teacher said, "Hello" and "Welcome" to her substitute, but does not offer any further assistance.</i>• <i>The teacher keeps his district-required grade book up to date, but enters exactly the minimum number of assignments specified by his department chair.</i>	<ul style="list-style-type: none">• <i>The teacher makes some errors when marking the last common assessment but doesn't tell his colleagues.</i>• <i>The teacher does not realize that three of her neediest students arrived at school an hour early every morning because their mother can't afford daycare.</i>• <i>The teacher fails to notice that one of her Kindergartners is often ill, looks malnourished, and frequently has bruises on her arms and legs.</i>• <i>When one of his colleagues goes home suddenly due to illness, the teacher pretends to have a meeting so that he won't have to share in the coverage responsibilities.</i>• <i>The teacher does not file her students' writing samples in their district cum folders; it is time consuming and she wants to leave early for summer break.</i>

SETTING PROFESSIONAL GOALS

New York State has emphasized that clear goals help focus teachers' attention and guide their subsequent efforts to develop into highly effective teachers. The aim of goal setting is for teachers to, at a minimum, annually reflect on their professional practice with the goal of improving student achievement. The goal setting meeting is the vehicle for the teacher and the administrator to hold a professional conversation to set attainable objectives to improve practice.

The Goal Setting process is for teachers to reflect on their professional practice by reviewing the Teachscape rubrics found in the *Teacher Evaluation Guide*. As a result of this self-assessment, the teacher should formulate a reasonable number of goals to discuss with his/her supervising administrator. The forming of goals by grade level or subject area is acceptable as long as each participant has reviewed his/her practice and found common areas of professional practice on which to focus with peers. The goals should be clearly written with teachers concentrating on improving their professional practice, as well as determining support they may need from administration to help in achieving these goals. The goals should be completed at or after the goal setting meeting. This ongoing process of setting professional goals aligned with the Teachscape rubrics enables teachers to have a guide for their professional development.

After examining the 4 domain rubrics, teachers should:

- ✚ reflect on their practice to assess their strengths and areas in which to grow
- ✚ determine (an) area(s) of focus(domains) for their development
- ✚ set specific goals
- ✚ determine an action plan to reach the desired outcomes
- ✚ repeat the process throughout the year

The administrator's role in this process is significant. Helping teachers set concrete, attainable goals will assist teachers in making informed decisions about their professional development. In addition, achievement of goals promises to impact the quality of a teacher's classroom performance and his/her professional success.

How are goals submitted?

The goals will be uploaded to e-Performance on Peoplesoft. A principal may enter suggested goals but the final goals must be by mutual agreement. Teachers and administrators should advocate for goals that are reasonable and fair. Knowing the past test results, attendance, and retention record of your students is useful evidence in these discussions.



STATE GROWTH SUBCOMPONENT/STUDENT LEARNING OBJECTIVES(SLOs)

Two sub-components of New York State's new evaluation system require measures of student learning. The state requires that 20-25% of a teacher's evaluation is from student growth on state assessments or "other comparable measures". Where a State Value Added Measure (VAM) is not provided, state regulations call for a student growth goal setting process called Student Learning Objectives (SLOs). For 2012-13 SLOs have been established by agreement between RTA and the District.

There is no SLO requirement for teachers assigned to grades 4-8 and grades 7 or 8 ELA or Math. These teachers will receive a VAM from the State. This score will count as 25% of the overall evaluation.

For all teachers of grades/subject areas for which a VAM is not provided for State Growth, 20% of a teacher's overall evaluation shall be based upon student growth using comparable measures.

The district will be providing a template and directions for teachers required to use SLOs for the student growth subcomponent. Teachers will need to complete the baseline test score information and rationale (e.g. what instruction will be offered).

LOCALLY SELECTED MEASURES OF STUDENT ACHIEVEMENT SUBCOMPONENT

Local measures shall be based upon average student achievement on either a state approved third party or regionally developed assessment. Each student in a teacher's confirmed roster shall receive a point value score based upon his or her achievement. All student point scores will be averaged to determine the teacher's score and HEDI rating.

Local measures will account for 15% where there is a VAM and 20% where there is no VAM.

COMPOSITE SCORES

A composite score is a teacher's final evaluation rating. The rating determines the teacher's APPR standing. It is calculated after the district receives the state assessment scores. Chronologically, the first rating that a teacher receives is the result of the Professional Practice Review. The maximum score for that subcomponent is 60 points. Next, results of the local assessments will be computed by the RCSD. Lastly, the New York State assessment scores are entered.

e-PERFORMANCE

The Professional Practice Review results are first reviewed by the teacher and administrator. It is uploaded electronically and the teacher has the ability to agree/disagree with the document. A rebuttal can be filed. All forms are available on e-Performance, including the TIP or Development Plan.

COMPOSITE SCORE RATING CHART

The following composite score rating chart is the final calculated score that is comprised of all three sub-components of the APPR. It is set by the NYS Commissioner of Education.

Highly Effective	91-100	Points
Effective	75-90	Points
Developing	65-74	Points
Ineffective	0-64	Points

Formal Teacher Observation Form

TIP

PART

Evaluation Selection Form

Appeals

FORMAL TEACHER OBSERVATION FORM

(to be done on e-Performance)

CAREER LEVEL	STATUS	FOR TIME PERIOD	OBSERVATION TIMELINE
<input type="checkbox"/> Intern	<input type="checkbox"/> Contract Substitute	<input type="checkbox"/> Sep. 1 - Nov. 30	Pre-Obs. Conference _____
<input type="checkbox"/> Resident	<input type="checkbox"/> 1 st Year Probationer	<input type="checkbox"/> Nov. 30 – March 30	Observation _____
<input type="checkbox"/> Professional	<input type="checkbox"/> 2 nd Year Probationer	<input type="checkbox"/> Other _____	Post-Obs. Conference _____
<input type="checkbox"/> Lead	<input type="checkbox"/> 3 rd Year Probationer		
	<input type="checkbox"/> Tenured		Empl. ID#: _____
	<input type="checkbox"/> Building Substitute		Tenure Area: _____

Teacher: _____ **Position:** _____

Observer: _____ **School/Location:** _____

Domain 2: [Learning Environment] Describe evidence of how teacher creates an environment of respect and rapport; manages classroom procedures and instructional groups; orchestrates behavior and utilizes available resources to create a safe/productive learning environment

Domain 3: [Instruction] Describe evidence of how teacher clearly and accurately communicates goals/expectations, supports critical thinking through effective questioning and discussion techniques, engages students in learning, chooses suitable materials/resources, structures/paces the lesson, provides assessment criteria, provides feedback, and flexibly makes adjustments to lesson when necessary.

Reflective Question (s):

Focus/Suggestions for Continued Growth: Using language from all four (4) Rubric Domains, the following are some suggestions for continued growth.

Does this observation raise serious concerns? Yes No

Signature of Observer: _____ Date: _____

I have read and (do / do not) agree with the above.

Signature of Teacher: _____ Date: _____

TEACHER IMPROVEMENT PLAN (TIP)/TEACHER DEVELOPMENT PLAN

CAREER LEVEL

- Intern
- Resident
- Professional
- Tenured
- Other _____

STATUS

- Contract Substitute
- 1st Year Probationer
- 2nd Year Probationer
- 3rd Year Probationer

DATE COMPOSITE SCORE RECEIVED: _____

LEVEL OF IMPROVEMENT PLAN

DEVELOPMENT PLAN

TIP

As required by Education Law 3012-c, all teachers who receive a **Composite Rating** of Ineffective, shall be required to develop a **Teacher Improvement Plan (TIP)** in collaboration with his/her supervisor and Lead Teacher/Peer Evaluator, if applicable. All teachers who receive a **Composite Rating** of Developing, shall be required to develop a **Development Plan** in collaboration with his/her supervisor and Lead Teacher/Peer Evaluator, if applicable. Union representation shall be afforded at the teacher's request.

Teacher: _____

Employee ID _____

Tenure: Area: _____

Observation Dates: _____

Observer: _____ School/Location _____

Position: _____

Place a check mark in the box next to any domain below that is rated as Developing or Ineffective.

Planning and Preparation

Learning Environment

Instruction

Professional Responsibilities

In the space below, describe the following: List goals to address the domains assessed as Developing or Ineffective; list differentiated activities to support the teacher's improvement in the areas listed above; describe the manner in which the improvement will be assessed and provide a timeline for achieving improvement.

Goals to address area(s) checked off above.	Activities/PD to support improvement	How will the improvement be assessed?	Timeline

List of Participants:

Date: _____

Cc: Personnel File

_____ **Recommendation made to teacher to contact CIT for a mentor**

Performance Appraisal Review for Teachers (PART) OPTIONS

PART is an annual process. **Each teacher is to select 1-2 teachers (at least one teacher must be from the same content area) and his/her immediate supervisor to complete this review.**

Whenever possible all members of the review team should be from the same building as the teacher who is completing the PART assignment.

PART Option #1 Structured Review of Student Work: A structured review of student work is a strategy for teachers and evaluators to “uncover” the immediate impact of instruction in student work products. Student work is a rich repository of evidence of teacher effort and success. Reviews of student work can be pursued by individuals, pairs or groups of teachers working collaboratively; however, each teacher would need to submit a separate year-end PART report.

PART Option#2 Teacher Portfolios: Evidence of Teaching Performance: A teacher portfolio provides collections of multiple strands of evidence from practice that, together, document a wide range of teaching practice, behaviors, and professional learning over time, both observable and non-observable.

Portfolios:

- Are authentic and usable by teachers of all subject areas and grade levels;
- Recognize the complexity of teaching
- Encourage reflection
- Are aligned with the district approved rubric that may or may not be observable by an evaluator.

Portfolios shall include:

- Samples of student work from throughout the school year.
- A wide variety of other evidence such as lesson and unit plans, action research plans, video, analysis of student learning data, teacher assignments, assessments, scoring rubrics, etc.



PART PROCESS

The following process for the PART review is very similar to the previous RCSD Traditional Summative Appraisal Structured Interview:

- Throughout the year the teacher collects evidence of his/her teaching performance.
- The PART team, consisting of the teacher's administrator and 1 or 2 teachers selected by the teacher, should meet with the teacher to review the PART Portfolio or PART Review of Student Work and have a discussion about the contents.
- Using the Teachscape rubric, the PART team should assess the Portfolio or Review of Student Work documentation. The team should reach a consensus on the ratings for each element in the four domains.
- The administrator is responsible for inputting the PART Team Evaluation. Because the PART team must have consensus on the ratings provided, Administrators must print out the PART team evaluation and show this to the rest of the PART team to confirm consensus. After this is done, the administrator should upload the PART team evaluation.

PART OPTION #1: REVIEW OF STUDENT WORK

The teacher is to select three students whose work was examined all year (one working at a proficient level, one working towards standards, and one not meeting teacher standards). The teacher should prepare a cover sheet (see p. 83 of the *Teacher Evaluation Guide*). The teacher should attach a narrative in which the questions on page 83 are answered. The teacher should provide evidence of his or her performance based on each Domain of the Teachscape Rubric.

TIPS FOR PART OPTION #1: REVIEW OF STUDENT WORK

- Teachers might consider compiling their evidence into 4 sections of a binder: Domain 1 (Planning and Preparation), Domain 2 (Classroom Environment), Domain 3 (Instruction), Domain 4 (Professional Responsibilities).
- Materials selected for the reviewers should be carefully chosen, relevant (based on the elements within each Domain) and representative of the teacher's professional practice. They form the basis for the professional conversation.
- Include a preface that provides an overview of the teacher's professional work as it relates to the elements within the 4 Domains.
- Include a table of contents which lists all material being included in the reviewers' packet.
- When meeting with the PART team, the teacher should be able to reference the rubric when discussing the Review of Student Work. For example, a teacher might have an example of the unit plans mentioned on the PART cover sheet. When discussing Domain 1, the teacher might reference how the unit plan reflects his/her knowledge of content and pedagogy, knowledge of students, instructional outcomes, knowledge of resources, etc. When discussing the Classroom Environment, the teacher might show a sample of how he/she established attention signals such as raising a hand, dimming lights, etc. or the teacher might show a sample of behavior management plan he/she used during the year, etc. When discussing the Instruction Domain, the teacher might show samples of questions asked during various units, or might describe the ways he/she engages students; for example via strategies such as Think, Pair, Share, etc. When discussing Domain 4, the teacher might show samples of communications with families. He or she might describe how a particular PD impacted his/her students' learning.

PART OPTION #2: TEACHER PORTFOLIO

This requires a systematic collection of evidence of the teacher's performance. It should include a wide range of documents concerning practice, behaviors, learning over time. Reflection is required. The work should be aligned with the Teachscape Rubric.

TIPS FOR PART OPTION #2: PORTFOLIO:

- Teachers might consider compiling their evidence into 4 sections of a binder: Domain 1 (Planning and Preparation), Domain 2 (Classroom Environment), Domain 3 (Instruction), Domain 4 (Professional Responsibilities).
- Materials selected for the reviewers should be carefully chosen, relevant (based on the elements within each Domain) and representative of the teacher's professional practice. They form the basis for the professional conversation.
- Include a preface that provides an overview of the teacher's professional work as it relates to the elements within the 4 Domains.
- Include a table of contents which lists all material being included in the reviewers' packet.
- When meeting with the PART team, the teacher should be able to reference the rubric when discussing the contents of the Portfolio. For example, a teacher might have an example of a unit plan in the portfolio. When discussing Domain 1, the teacher might reference how the plan reflects his/her knowledge of content and pedagogy, knowledge of students, instructional outcomes, knowledge of resources, etc. When discussing the Classroom Environment, the teacher might show a sample of how he/she established attention signals such as raising a hand, dimming lights, etc. or the teacher might show a sample of behavior management plan he/she used during the year, etc. When discussing the Instruction Domain, the teacher might show samples of questions asked during various units, or might describe the ways he/she engages students; for example via strategies such as Think, Pair, Share, etc. When discussing Domain 4, the teacher might show samples of communications with families. He or she might describe how a particular PD impacted his/her students' learning.



PART OPTION #1 STRUCTURED REVIEW OF STUDENT WORK

The purpose of the Structured Review of Student Work is to show student growth over the course of the school year. This will be done by using samples of rigorous student work from three students that have different ability levels. Teachers should pre-select the students from a class that would give them an opportunity to reflect on their teaching and student learning. The selected students should represent the class as a whole. **Teachers should remember that they are not being evaluated by how students do on the assignments.**

Each teacher is to select 1-2 teachers (at least one teacher must be from the same content area) and his/her immediate supervisor to complete this review.

Directions for Portfolio Piece:

- Select the class that you are going to use _____
 - How many students are assigned to the class? _____
 - What is the average daily attendance? _____
 - Describe the learning profiles of the students in this class.
- Please fill out the table below. Select three students whose work you will feature and provide the attendance for each time frame indicated. Remember to choose students who have different ability levels.

Student's Name	Timeframe	Attendance(Present/Possible)
Proficient Level:	Sept-Nov	
Working Towards Standards:	Dec-Feb	
Not Meeting Standards:	March-May	

- Select three units of study.
 - (Sept-Nov) _____
 - (Dec-Feb) _____
 - (March-May) _____
- Select an instructional assessment that will be used for each unit of study. (Instructional assessments must be connected to learning goals. Some examples include, but are not limited to the following: experiments, essays, final projects, unit tests etc.) These work samples will be included in your portfolio.
 - (Sept-Nov) _____
 - (Dec-Feb) _____
 - (March-May) _____
- Please attach a narrative in which you answer the following questions:
 - How did the needs of the students in this class affect your planning? Describe any instructional challenges represented in this class.
 - What were your learning goals for each unit? How were your selected assessments connected to the overall goals of the unit?
 - Write a separate paragraph in which you describe the following for each of the three students:
 - Describe each student's skills.
 - What does the student work indicate to you regarding the student's progress towards attaining the learning goals?
 - Write a concluding analysis reflecting on the following questions:
 - Comment on the feedback you provided the students.
 - As you compare and contrast the student responses to the instructional assessments, what did you learn about each student's conceptual understanding?
 - Based upon the student responses, what would you consider changing as you prepare to teach this instructional unit again?

NOTE1: During the year, if a selected student is no longer assigned to the teacher or no longer attends the class, the teacher should substitute the student with another student who has a similar learning profile.

NOTES

APPEALS PROCESS

Teachers who are rated Developing, Ineffective, or whose rating disqualifies them from the TIF Differentiated Assignment incentive may appeal their rating. The requirement to have a TIP may also be appealed.

Written appeals must be filed no later than 15 days from the receipt of the APPR Composite score (form on next page).

The teacher must enumerate the reasons for appealing the rating/TIP. All documents and relevant information must be included with the appeal. Specifics as to the areas under dispute must be contained within the Appeal. These items create the record of the Appeal.

The Superintendent and RTA President will form an Appeals Team that will hear the appeal. The Team is comprised of one administrator and one teacher from the CIT Joint Governing Panel. More than one team may operate at any given time.

The Team may affirm, modify, or reject the rating/TIP. The Team will issue a response no more than 30 days after receipt of the Appeal.

The Team can conduct interviews of the teacher and/or administrator. An RTA Representative may attend a teacher's interview. A teacher has the right to decline the interview.

If the Appeals Team is deadlocked, the Appeal is forwarded to the Superintendent, RTA President, and their jointly selected third party. The decision from this process is due no more than 60 days from the receipt of the appeal.

If the teacher demonstrates extenuating circumstances for being unavailable during the 15 day window for filing an appeal, the number of days will be extended by the number of days of unavailability.

The determination is final and binding. It cannot be grieved unless the process has not been followed.

The RTA has the right to file a class action grievance to challenge the District's compliance with this process.

APPR Appeals Form

Name (Please print)

Date

School

Tenure Area

Lead Evaluator (Supervising Administrator)

Title of Administrator

Peer Reviewer (If applicable)

Peer Reviewer's Location

Type of Appeal

Rating of Ineffective

Rating of Developing

Affects TIF Incentive

Teacher Improvement Plan (TIP)

Reasons for Appeal:

Specific area(s) of disagreement:

[additional pages may be added]

3 List and attach documents submitted:

Outcome: Affirm assigned rating Modify assigned rating Reject assigned rating

Appeals Team

Appeals Team

For CIT use only:

Date received: _____

Assigned to: _____

Interviews conducted on _____ of _____ and
on _____ on _____

Additional documentation received? Yes No

Outcome on _____

Forward to Superintendent, RTA President and 3rd Party on _____

Final outcome: _____

Please return the completed form to the CIT Office no later than _____. Thank you.

NOTES

NOTES