

Copies of the teacher and principal evaluation instruments and summary data from the student surveys contemplated in (IV)(H)(1). USP Section IV.K(1)(m)

# Appendix 42

# **PRINCIPAL EVALUATION PROCESS**

**A Tucson Unified School District  
Model for Measuring Educator  
Effectiveness**

**Adapted from Arizona Department  
of Education Model for Measuring  
Educator Effectiveness**

Based on  
The AZ Framework for Measuring  
Educator Effectiveness

**APRIL 2013**

***TUSD***

## **ACKNOWLEDGEMENTS**

Tucson Unified School district Model for Measuring Educator Effectiveness: Principal Evaluation Process was adapted from Arizona Department of Education Model for Measuring Educator Effectiveness.

The Tucson Unified School District's Model would not be possible without the efforts and dedication of the following stakeholders:

- Dr. Deborah Anders, Principal
- Frank Armenta, Principal
- Eugene Butler Jr., Director Secondary Leadership-Middle Schools
- Victoria Callison, Director Magnet Schools Program
- Hortensia "Meg" Cota, Principal
- Richard Foster, Director Professional Development
- Ana Gallegos, Assistant Principal
- Michael Konrad, Principal
- Nicole Lowery, Senior Program Coordinator Human Resources
- David Scott, Director Accountability and Research
- Nancy Woll, Legal

Arizona's Principal Evaluation Process was created to assist local education agencies (LEAs) and schools in providing an example to measure teacher effectiveness, per ARS 15-203 (A) (38). This process/model aligns with State Board of Education's adopted Framework (April 2011), reflecting the following components:

- 33%: student academic progress
- 67%: teaching performance, reflective of the InTASC standards (includes self review)

Because this model has not yet been deemed valid and reliable, ADE highly recommends that no personnel decisions be made based upon a teacher's summative score, until the pilot analysis is completed (per HB 2823).

The state's teacher evaluation model was purposely designed to be flexible; LEAs and schools can substitute their own valid and reliable assessment data, other classroom, school/system-level data, and weight the measures to best fit their own cultures and context.

This document would not be possible without the tremendous efforts of the following educators and experts:

- Dr. Karen Butterfield, Associate Superintendent of Highly Effective Teachers & Leaders, ADE
- Dr. Deb Duvall, Executive Director of Arizona School Administrators (ASA)  
Dr. Carrie Giovannone, Deputy Associate Superintendent of Research & Evaluation, ADE
- Todd Petersen, Deputy Associate Superintendent of Educator Effectiveness, ADE
- Steve Larson, Program Specialist, Educator Excellence, ADE
- Virginia Stodola, Program Specialist, Educator Excellence, ADE
- Dr. Yating Tang, Program Evaluator, Research & Evaluation, ADE
- Mesa Public Schools
- The Charlotte Danielson Group, "*2011 Charlotte Danielson Framework for Teaching*"

It is our hope that this document/model be helpful to any Arizona LEA and/or school in their leadership evaluation efforts.

## STATUTORY AUTHORITY

Arizona Revised Statute §15-203 (A) (38) was passed by the legislature in spring 2009. This statute required that the State Board of Education “on or before December 15, 2011 adopt and maintain a model framework for a teacher and principal evaluation instrument that includes quantitative data on student academic progress that accounts for between thirty-three percent and fifty percent of the evaluation outcomes and best practices for professional development and evaluator training. School LEAs and charter schools shall use an instrument that meets the data requirements established by the State Board of Education to annually evaluate individual teachers and principals beginning in school year 2012-2013.”

As a result, the State Board of Education appointed an 18-member Task Force to develop the Arizona Framework for Measuring Educator Effectiveness for implementation of this statute.

The Task Force charged with creating the Framework conducted its work in service to the students in Arizona’s public schools. The Task Force members held that the goal of both teacher and principal evaluations is to enhance performance so that students receive a higher quality education. The Task Force also believed that evaluations are most effective as one part of a systemic approach to improving educator performance and student achievement.

The Task Force identified the following goals for the evaluation of teachers and principals to:

- Enhance and improve student learning;
- Use the evaluation process and data to improve teacher and principal performance;
- Incorporate multiple measurements of achievement;
- Communicate clearly defined expectations;
- Allow LEAs to use local instruments to fulfill the requirements of the framework;
- Reflect fairness, flexibility, and a research-based approach;
- Create a culture where data drives instructional decisions.
- Use the evaluation process and achievement data to drive professional development to enhance student performance.
- Increase data-informed decision making for student and teacher and principal evaluations fostering school cultures where student learning and progress is a continual part of redefining goals for all.

The State Board of Education approved the Arizona Framework for Measuring Educator Effectiveness on April 25, 2011. In 2012 the legislature made further revisions to the statutes related to teacher and principal evaluation systems. Those revisions included the designation of the four performance classifications used in the evaluation system as: “Ineffective”, “Developing”, “Effective” and “Highly Effective”. LEAs will be required by 2013-2014 to describe in policy how the performance classifications will be used in making employment-related decisions. The statute provides direction regarding multiyear contracts and transfer frequencies and includes the opportunity for incentives for those in the highest performance levels. Beginning in 2015-16 the policies must describe the support and consequences for those in the lowest performance levels.

The LEA’s definition of “inadequacy of classroom performance” must align with the performance classifications.

Please refer to specific references in the state statutes that follow:

15: 203 (A) 38  
15: 301 (A) 42  
15: 503 (B) (F)  
15: 521  
15: 536 (A) (C)  
15: 537, 538, 539  
15: 977

The Arizona Framework for Measuring Educator Effectiveness can be found here:  
<http://www.azed.gov/teacherprincipal-evaluation/az-framework/>

House Bill 2823 includes language detailing teacher evaluation criteria. Included are the following points:

1. Teachers must be observed at least twice per year teaching a complete and uninterrupted lesson.
2. The first and last observation must be separated by at least 60 calendar days.
3. Written observation results required within 10 business days.  
<http://www.azed.gov/teacherprincipal-evaluation/hb-2823/>

Note: Following the Spring 2012 Arizona Legislative Session, the Arizona Department of Education received a conditional Elementary and Secondary Education Act (ESEA) Waiver, which mandated the use of student growth, between two points in time, as a significant factor in the evaluation of educator effectiveness.

## OVERVIEW OF MEASURING EDUCATOR EFFECTIVENESS FRAMEWORK

Arizona Framework for Measuring Educator Effectiveness consists of three components:

- a. School-level Academic Progress Data
- b. Instructional Leadership Performance
- c. Optional: School-level Data (which includes Survey information)

Each component is made up of a variety of elements, some of which are described below.

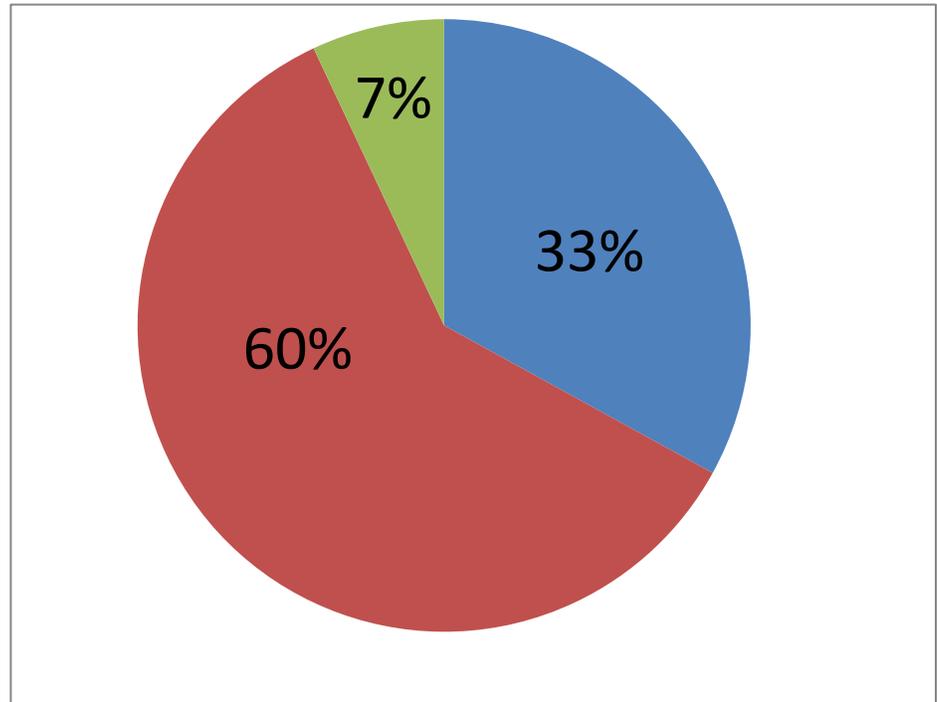
Note: Effective August, 2012 and per Arizona’s conditional Elementary and Secondary Education Act Waiver approved on July 19, 2012, a significant factor of educator evaluation will be based on student growth.

**Table 1 - Framework for Principal Evaluation Instruments**

	School-level Data	System/Program-Level Data	Instructional Leadership
<b>ALL PRINCIPALS</b>	<p>* AIMS</p> <p>* Stanford 10 (SAT 10)</p> <p><b>Required:</b></p> <p>Classroom-level elements shall account for at least 33% of evaluation outcomes.</p>	<p>*Survey Data</p> <p><b>Optional:</b></p> <p>School-level elements shall account for no more than 17% of evaluation outcomes; however, the sum of these data and school-level data shall not exceed 50% of the total evaluation outcome</p>	<p><b>Evaluation instruments shall provide for periodic classroom observations of all teachers and shall be based upon national standards, as approved by the State Board of Education.</b></p> <p><b>Required:</b></p> <p>Instructional Leadership results shall account for no more than 50 - 67% of evaluation outcomes.</p>

## Figure 1 - Weighting Group A

- **33% School-level Data**
- **60% Instructional Leadership**
- **7% Survey Data**



## OPERATIONAL DEFINITIONS

While a Glossary of Terms may be found in Appendix D, these operational definitions will assist the reader to be familiar with key concepts appearing frequently in this document.

**Business Days** – Business day is equivalent to a teacher work day.

**Calendar Days** – Equivalent to one day on the calendar.

**Component** - The Framework for Measuring Educator Effectiveness consists of three main parts or components: Instructional Leadership, School-level Student Academic Progress Data and System/Program Data, which in this document includes Survey Data.

**Element** - Each component has many possible parts or elements. For example, in this document Instructional Leadership is made up of six ISLLC Standards. School-level Student Academic Progress Data are AIMS and other testing results. System/Program Data are Survey Data which includes parent, teacher and student input.

**Evaluation Outcome** – One of four performance classifications derived from the accumulated School-level Student Academic Progress Data, Instructional Leadership practices, and System/Program Data (i.e. survey data in this model), and the associated recommendations for professional growth.

**Group A teachers** - Teachers with available classroom-level student achievement data that are valid and reliable, aligned to Arizona’s academic standards, and appropriate to individual teacher’s content areas.

**Performance Classification** - The outcome of the evaluation process is one of four designations of performance: “Ineffective”, “Developing”, “Effective” and “Highly Effective”.

**SMART Goals** – **Specific:** Who? What? Where? **Measurable:** How will the goals be measured? **Attainable:** Is the goal realistic, yet challenging? **Results-oriented:** Is the goal consistent with other goals established and fits with immediate and long range plans? **Time-bound:** Is it trackable and does it allow for monitoring of progress?

## PRINCIPAL EVALUATION PROCESS GUIDELINES

**Orientation** - The evaluator of the principal(s) will conduct an orientation and provide materials outlining the evaluation process. It is suggested that this be done by the superintendent, charter representative or designee in a group setting at the beginning of the school year.

**Conference - Beginning of the Year - By the end of the first quarter**, the principal and the evaluator will meet to discuss the evaluation process. Discussion must be about the principal's goals for the school; measurable targets; standards for performance; pertinent student academic progress data; the analyses of parent and staff survey data; and previous evaluation results.. It may be helpful to refer to the School Fast Fact Sheet when discussing school capacity, current achievement and teacher/student demographic information.

It is important to consider the context in which the evaluation occurs. This is an opportunity for the principal and the evaluator to discuss the full context of the school and any relevant information that would affect performance. The experience level of the principal should be taken into consideration. The performance of a novice principal is likely to be different from that of a more experienced principal. The school experience of the faculty, involvement of parents, etc. are other areas of consideration. Discussion of context should occur in the first conference.

The descriptions of the performance classification levels should be reviewed and discussed based on the goals being set during this conference.

Throughout the year the principal will work on established goals and collect evidence of success for future discussion with the evaluator. Planned and/or announced observations and/or conferences may also occur during this time.

**Conference 2 - Mid-Year:** By the end of January, this meeting will occur to identify areas of strengths and opportunities for improvement based upon documentation provided by the principal. Plans, activities and/or strategies to help improve student academic performance and leadership performance should be the outcomes for this conference. Mid-year adjustments to the Goal Setting Worksheet may be made at this time along with any relevant information that might impact progress towards meeting goals.

The principal should continue to work on the established goals and if appropriate, collect related evidence or artifacts for future documentation. Announced observations/conferences may also occur during this time.

**Conference 3 - End of year:** This is the principal evaluation conference that completes the evaluation cycle. A review of data and other evidences of the principal's leadership are done at this time. Information is recorded and points determined resulting in a

performance level designation. The identification of future actions for school or principal improvement/growth will also be determined. The Principal Performance Based Evaluation Summary Form is forwarded to the Superintendent/Charter Representative.

#### **NOTE: EVALUATION vs. OBSERVATION**

State Statutes distinguish between evaluation and observation of teachers. To be clear, observations of leadership practices, like those of teachers' practice, may be formal or informal. However, most observations of a principal will be informal. The evaluator will "observe" the principal during group meetings, or become aware of the principal's actions from newsletters or other printed material. Student academic progress and survey data will be reviewed by the evaluator. Multiple pieces of information or interactions may constitute the evaluator's informal "observations."

A formal observation, like that of a teacher, likely would be a scheduled, announced event. A formal observation of a principal may consist of the evaluator conducting a site visit or being present at a faculty or parent meeting.

Observations, whether formal or informal, are considered to be formative information; the results of which may be shared with the principal to facilitate professional growth and/or be "collected" as pieces of evidence to be considered during the summative evaluation process. The mid-year discussion or might entail a review of documents or artifacts reflecting the work products of the principal. These documents could include benchmark data of student progress data or survey input from parents, staff and/or students. An evaluator may look at the observation feedback provided to teachers or the professional development plans reflecting the evaluation outcome.

The **comprehensive, summative evaluation** occurs annually and results in a performance classification and the development of a professional growth or professional improvement plan that aligns with LEA goals and comprehensive evaluation outcomes.

#### **REVIEW OF COMPONENTS**

The Arizona Framework for Measuring Educator Effectiveness takes into account many factors when assessing the effectiveness of the teacher, including: informal and formal observations of teaching performance, the results of goal setting, surveys from parents and students, peer review and student/academic progress data. The SBE approved Framework provided LEAs latitude in determining the percentages tied to the evaluation components. While the opportunities to make those decisions remain, the LEAs that choose to use the Arizona Model for Measuring Educator Effectiveness shall adhere to the following requirements:

The final determination for this model is based on 100 possible points.

Instructional Leadership Practice = 60% (60 Points)

School-Level Student Academic Progress = 33% (33 Points)

System/Program-level Data/Survey Results = 7% (7 points)

**Instructional Leadership Component - 60% (60 Points) (includes teacher self review)**

The Arizona Framework for Measuring Educator Effectiveness requires the leadership portion of a principal's evaluation reflect the Educational Leadership Policy Standards: ISLLC 2008 as adopted by the National Policy Board for Educational Administration. ISLLC (Interstate School Leaders Licensure Consortium) Standards may be found in Appendix A and at these links:

[http://www.azed.gov/state-board-education/files/2011/10/item-4f-r7-2-602-r7-2-603.rule\\_.pdf](http://www.azed.gov/state-board-education/files/2011/10/item-4f-r7-2-602-r7-2-603.rule_.pdf)

[http://www.ccsso.org/Documents/2008/Educational\\_Leadership\\_Policy\\_Standards\\_2008.pdf](http://www.ccsso.org/Documents/2008/Educational_Leadership_Policy_Standards_2008.pdf)

The ISSLC Standards represent a universe of behaviors, functions and actions. It is not expected that all will be observed and accounted for in the principal's evaluation. They should be used as examples of behavior or pieces of the evidence that lead to the principal's evaluation outcome. It is not expected that the evaluation instrument use the exact wording reflected in the ISLLC Standards.

There are six ISLLC Standards generally related to the following areas of leadership:

1. Shared Vision
2. Learning/Instruction
3. Management
4. Collaboration
5. Professionalism
6. Education System

Appendix A provides the description of each standard and its associated functions. Also included in Appendix A are listings of possible actions, evidence and/or artifacts associated with each standard. This listing is neither exhaustive nor does it constitute expected actions or behaviors. It is simply representative of many areas of consideration by the evaluator.

A rubric describing levels of effectiveness for the Standards can be found in Appendix B

### **School-level Student Academic Progress - 33% (33 Points)**

The total of school-level data elements shall account for 33% of the evaluation outcome for the principal. AIMS data will be the only data point used for school year 2013-2103.

The language in ARS§15-203(A) (38) uses the phrase “academic progress”. According to the United States Department of Education, student growth is defined as “the change in student achievement (i.e., academic progress) for an individual student between two or more points in time”. Effective August 2012 and per the Arizona ESEA Conditional Waiver approved on July 19, 2012, a significant factor of educator evaluation will be based on student growth.

### **\*\*Survey Data Results**

The Measuring Educator Effectiveness Framework provides the option of System or Program-level Data to be used. Survey data elements will be comprised of the results of surveys conducted with the students, their parents and the teachers. Specific results and/or progress on these ratings will account for 7% of the principal’s comprehensive evaluation outcome.

Tucson Unified School District’s “School Quality Survey” will be used to solicit information from parents on the quality of their principal’s leadership practice and school, and from students on various aspects of teachers’ practice as well as how much the students say they learned or the extent to which they are engaged.

The Standards Assessment Inventory will be used to solicit information from teachers on various aspects of their principal’s leadership practice.

## **COMBINING TEACHER PERFORMANCE, STUDENT PROGRESS, & SURVEY DATA FOR A PERFORMANCE CLASSIFICATION**

In making judgments about the overall effectiveness of the school principal, the evaluator will refer to the evidence, information and/or data collected that is related to the three components: **Instructional Leadership Component** and associated actions or artifacts; Survey Data Results from staff, students and parents, reflecting the perception of those persons for whom the principal's actions impact; and **School -level Student Academic Progress** data reflecting the degree of improvement and progress made by the students in attendance at the school.

The evaluator will give consideration to the individual elements that comprise each component. Prior to the Principal Performance Based Evaluation Summary conference the evaluator should review the **Fast Facts about the school**, any previous conference notes, and/or **other documents** reflecting on the leadership of the principal, student academic progress data and the perceptions of those impacted by the principal's leadership.

As previously described, the performance of the principal in relation to **Instructional Leadership Practices** will constitute 60% of the evaluation outcome/classification).

Using the ISLLC Standards, there are six elements that make up 60 points, or 60% of the total points used in this model. The points possible for each standard were previously discussed. The degree to which the principal meets the standards is left to the evaluator based on the evidence and/or information collected or provided.

As defined in State Statutes and adopted by the State Board of Education, **School -Level Student Academic Progress** will constitute a minimum of 33% or 33 points of the evaluation outcome/classification. However, later events involving Arizona's NCLB flexibility waiver has placed added emphasis on student growth data.

**Survey data collected from the staff, parents and students** will represent 7%, or 7 points of the principal's evaluation outcome. The student and parent classroom data will be aggregated and represent the perception or impact of the principal's leadership. In reviewing the survey data, goals may be set based on information gleaned from the overall results or from the responses to individual questions.

One outcome of the annual evaluation of the principal, like that of the teacher, will be a "performance classification." The classification levels were adopted in State Statutes as: Highly Effective, Effective, Developing, and Ineffective.

The following tables show the range of points for each component of the model and the overall rating for the evaluation. Refer to Appendix F for the calculation form.

<b>Ineffective</b>	<b>Developing</b>	<b>Effective</b>	<b>Highly Effective</b>
44 points or less	45-56 points	57-75 points	76-100 points

## PERFORMANCE CLASSIFICATION RUBRIC

In judging or evaluating the principal's instructional leadership practice, school-level data and survey results, the evaluator will use a rubric aligned to the four performance classifications identified below.

**Highly Effective:** The principal consistently demonstrates the listed functions and other actions reflective of the Leadership Standards that are above and beyond stated expectations. Principals that perform at this level should exceed goals and any targets established for student performance and survey data. A highly Effective rating means that the only areas for growth would be to further expand on the strengths and find innovative ways to apply it to the benefit of the school and LEA. Specific comments (1.e, evidence, explanation) are required for rating a standard as Highly Effective. A Highly Effective rating means that performance is excellent. The employee is a top performer in all areas of leadership, student achievement and academic progress and in the perception of others.

**Effective:** The principal demonstrates the listed functions reflective of the leadership standards most of the time and meets goals and any targets established for student performance and survey data. Performance in this area is satisfactory and similar to that of others regarded as good performers. The indicator of performance delivered when rating one as Effective is that performance is very good. While there are areas remaining that require further development to be considered an excellent performer in this standard, an Effective rating is indicative of a valued administrator. (It is suggested that the evaluator and the principal discuss the evidence, data, or artifacts expected for an Effective Classification at the first conference.)

**Developing:** The principal sometimes demonstrates the listed functions reflective of the Leadership Standards and meets some of the goals and targets established for student performance and survey data. A Developing rating indicates that the employee performs well at times but requires more consistent performance overall. The principal demonstrates potential, but must focus on opportunities for improvement to elevate the performance in this standard.

**Ineffective:** The principal rarely demonstrates the listed functions reflective of the Leadership Standards and meets few goals and targets for student performance and survey data. The demonstrated performance of this principal requires intervention. An ineffective rating indicates that performance is unsatisfactory and the principal requires significant improvement. **Specific comments (i.e., evidence, explanation) are required when rating a standard Ineffective.**

## Summary

Stated in general terms the rubrics are designed to provide information about current practices and provide guidance for improvement. The Highly Effective classification is not lightly given or easily earned. The Effective classification describes the expected student outcomes and professional practice of all principals. It reflects one who is competent in the leadership role, attentive to the academic and other needs of the students and appreciated by staff and community. A principal classified as Effective is considered a valuable employee to the school or LEA. This description becomes the starting point from which a final classification level will be determined. **Classifications of Developing and Ineffective will require the development of a Professional Improvement Plan (Appendix E).** The contents of this plan will address the developmental needs of the novice principal or the corrective actions expected of the experienced principal.

# Setting Goals

## INSTRUCTIONAL LEADERSHIP

During the initial conference, the principal and the evaluator will review the instructional leadership practices identified in the ISLLC Standards. The functions associated with each Leadership Standard be reviewed and discussed. As stated earlier, the ISLLC Standards reflect a universe of behaviors and action - not all will be observed or accounted for in the evaluation outcome. However, the evaluator and principal should be clear as to the expectations in each leadership area.

Appendix A provides a listing of possible actions, evidence or artifacts associated with each Standard. The principal and the evaluator should reach agreement as to what actions or behaviors will be reflected in the various performance classifications.

Instructional Leadership accounts for 60% (60 points) of the evaluation outcome.

<b>Weighting Leadership Practice</b>			
<b>Leadership Standards</b>	<b>Functions</b>	<b>Point Value</b>	<b>Weight</b>
1. Shared Vision	a. collaboratively develop/implement mission/goals b. collect/use data to assess effectiveness c. create/implement plans to achieve goals d. promote continued and sustainable improvement e. monitor, evaluate, revise plans	15	X 1
2. Learning/Instruction	a. culture of collaboration, trust, learning b. comprehensive, rigorous curriculum c. personalized, motivating environment for students d. supervise instruction e. accountability system/monitor progress f. develop instructional leadership and staff capacity g. maximize time for instruction h. promote use of technology i. monitor and evaluate instructional program	15	X 1
3. Management	a. monitor/evaluate the management and operations b. obtain, allocate, align resources c. protect welfare and safety of students and staff d. develop capacity for distributed leadership e. ensure teacher and organizational time is focused on instruction/learning	10	X 1
4. Collaboration	a. collect data pertinent to the educational environment b. promote understanding and use of cultural, social and intellectual resources c. build and sustain positive relationships with families d. build and sustain positive relationships with community	10	X 1
5. Professionalism	a. ensure system of accountability for every student's success b. model self-awareness, reflective practice, ethical behavior c. safeguard the values of democracy, equity and diversity d. consider moral and legal consequences of decisions e. promote social justice and student needs	15	X .33
6. Education System	a. advocate for children, families and caregivers b. act to influence local state and national decisions c. assess, analyze, anticipate and adapt emerging trends	10	X .50

## SURVEY INFORMATION

The use of school surveys is not new. Arizona LEAs have surveyed parents and others for many years. The use of survey information in the evaluation of principals aligns with many of the practices identified in the ISLLC Leadership Standards.

If there is previous survey data it should be used as the initial baseline from which goals should be set. The survey goals should reflect not only an overall response rate but also a percentage of responses reflecting a positive attitude. The actual survey questions and response format will dictate the nature of goals, for example:

1. 70% of parent surveys will have an average rating of 2 or above on all levels. (SQS)
2. 70% of student surveys will have an average rating of 2 or above on all levels. (SQS)
3. Parent survey response rate will increase 10% from previous year
4. 80% teacher response rate is required for principal to receive Standards Assessment Inventory rating. **(SAI)**

Surveys account for 7% (7 points) of the evaluation outcome.  
All surveys should have a reliability index of at least .70.

<b>Weighted Survey Data</b>			
<b>Percentage of Survey Data</b>	<b>Example of Survey Data to be used for this portion of the Principal Evaluation</b>	<b>Point Value</b>	<b>Weight</b>
<b>7%</b>	<b>Standards Assessment Inventory (SAI)</b>	<b>5</b>	<b>X .80</b>
	<b>TUSD: School Quality Survey</b>	<b>3</b>	<b>X 1</b>

## Form Descriptions (forms may be found in APPENDIX D)

### DESCRIPTION OF FORMS-EVALUATING PRINCIPAL EFFECTIVENESS

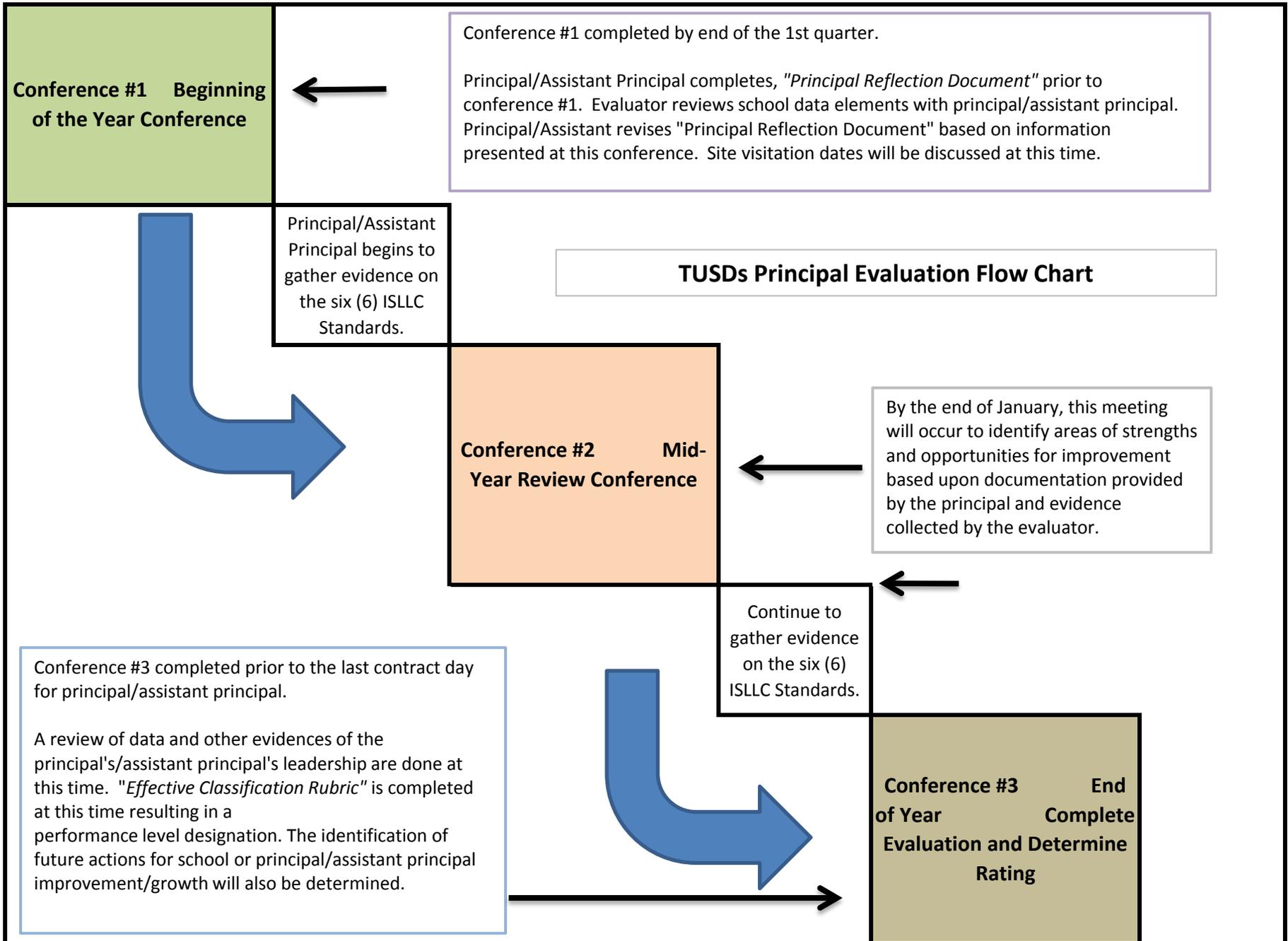
The following provides narrative descriptions of the forms used in the principal evaluation process.

**School Fast Fact:** The form provides demographic information about the school and staff. It also provides a leadership standard score from the previous Standards Assessment Inventory. Recent AIMS data is also provided. This data reflects prior year scores. This document should be reviewed and discussed early in the school year. This information is relevant to the goal setting process. This document can be located at <http://www.azed.gov/teacherprincipapl-evalaution/school-fast-fact>

**Principal Reflection/Goal-Setting Document:** This form is used as a self-assessment and goal setting form. The form is completed by the principal citing evidence, documents, or other artifacts reflecting leadership standards. Also cited is student progress data, survey data, areas of strengths and areas for improvement reflecting the impact of the principal's leadership on those most closely affiliated with the school. This form provides the principal an outline in preparation for the evaluation conferences.

**Mid-year Review Conference:** The principal and evaluator will meet at least once during the school year prior to the summary evaluation conference. During the mid-year conference information and work products will be reviewed, student benchmark or quarterly data will be discussed. The evaluator will indicate whether satisfactory progress is being demonstrated or not. Suggestions for future action will be recorded. A review of the Principal Reflection Document may be reviewed and updated during this conference.

**Principal Performance Based Evaluation Summary:** This two page form is used during the summative or year-end evaluation conference between the principal and the evaluator. The first page constitutes the accumulation of data representing the leadership actions of the principal, the perceptions of those persons impacted by this leadership and the progress of the students served at the school. Ideally, the first page is completed by the evaluator; however it is likely much of the information is available from the principal. During this conference the Principal Reflection/Goal-Setting Document and Mid-year Review forms should be available and referenced as needed. The second page, the Principal Performance Based Evaluation Summary, aligns with the legislative mandate and is the minimum requirement for documentation of the principal's effectiveness.



# **APPENDIX A**

## **ISLLC STANDARDS**

# INTERSTATE SCHOOL LEADERS LICENSURE CONSORTIUM (ISLLC) STANDARDS

## Instructional Standards, Functions and Sample Evidence

### Standard 1

An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders. (Shared Vision)

#### Functions:

- A. Collaboratively develop and implement a shared vision and mission
- B. Collect and use data to identify goals, assess organizational effectiveness, and promote organizational learning
- C. Create and implement plans to achieve goals
- D. Promote continuous and sustainable improvement
- E. Monitor, evaluate, revise plans

#### Sample Evidence:

- School Improvement Plan
- Teacher feedback
- Meeting agendas/minutes
- School-home communications
- Posted vision/goals statements
- Calendar of events
- Etc.
- Presentations to community
- Development of annual goals
- Reviews achievement data with staff
- Implements targeted PD
- Regularly reviews achievement data
- Homework, attendance, discipline plans

### Standard 2

An education leader promotes the success of every student by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional growth. (Culture of Learning/Instruction)

#### Functions:

- A. Nurture and sustain a culture of collaboration, trust, learning and high expectations
- B. Create a comprehensive, rigorous and coherent curricular program
- C. Create a personalized and motivating learning environment for students
- D. Supervise instruction
- E. Develop assessment and accountability systems to monitor student progress
- F. Develop the instructional and leadership capacity of staff
- G. Maximize time spent on quality instruction
- H. Promote the use of the most effective and appropriate technologies to support teaching and learning
- I. Monitor and evaluate the impact of the instructional program

### Sample Evidence:

- Number/% of HE, E, D, IE teachers
- Review of observation reports
- Staff survey data
- Staff memos, agendas, communications
- In-house staff development
- Calendars or monitoring schedules
- Use of technology by students, staff
- ensures teachers are reviewing and using data
- meets with IEP teams
- assigns low performing students to HE teachers
- identifies gaps in achievement by various groups
- PLC's
- AP, offerings or equivalent
- master schedule facilities, advanced elective and core course enrollments

### Standard 3

An education leader promotes the success of every student by ensuring management of the organization, operation and resources for a safe, efficient and effective learning environment. (Management)

#### Functions:

- A. Monitors and evaluate the management and operational systems
- B. Obtain, allocate, align and efficiently utilize the human, fiscal and technological resources
- C. Promote and protect the welfare and safety of students and staff
- D. Develop the capacity for distributed leadership
- E. Ensure teacher and organizational time is focused to support quality instruction and student learning

### Sample Evidence:

- Staff handbooks
- Substitute handbook
- Crisis plans
- Newsletters
- Phone or mail logs
- Required reposts – fire, safety, etc.
- Use of technology to streamline
- Discipline procedures/handbook
- Accreditation reports, follow thru
- Promotes and protects instructional time
- Facility use
- Etc.

### Standard 4

An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interest and needs, and mobilizing community resources. (Family and Community/Collaboration)

#### Functions:

- A. Collect and analyze data information pertinent to the educational environment
- B. Promote understanding, appreciation and use of the community's diverse cultural, social and intellectual resources
- C. Build and sustain positive relationships with families and caregivers
- D. Build and sustain productive relationships with community partners

### **Sample Evidence:**

- Meeting agendas/minutes
- Newsletters
- Site councils/PTA/Booster Clubs
- Student council involvement
- Use of community resources
- Balances differing needs-meetings, activities, etc.
- Creates a welcoming environment in the office
- Décor reflects diversity of student body
- Survey data analyzed/used
- Etc.

## **Standard 5**

An education leader promotes the success of every student by acting with integrity, fairness and in an ethical manner. (Professionalism)

### **Functions:**

- A. Ensure a system of accountability for every student's academic and social success
- B. Model principles of self-awareness, reflective practice, transparency and ethical behavior
- C. Safeguard the values of democracy, equity and diversity
- D. Consider and evaluate the potential moral and legal consequences of decision-making
- E. Promote social justice and ensures that individual student needs inform all aspects of schooling

### **Sample Evidence:**

- Extracurricular assemblies/events/activities
- Diversity/culture recognition
- Student handbook
- Citizenship/civic opportunities
- Community service
- Etc.
- school calendar of events
- accepts responsibility
- responds to challenges/handles dissent
- maintain confidentiality
- analyze attendance and discipline data with respect to equity issues

## **Standard 6**

An education leader promotes the success of every student by understanding, responding to and influencing the political, social, economic, legal and cultural context. (Social Context/Outreach)

### **Functions:**

- A. Advocate for children, families and caregivers
- B. Act to influence local, LEA, state and national decisions affecting student learning
- C. Assess, analyze and anticipate emerging trends and initiatives to adapt leadership strategies

### **Sample Evidence:**

- Interprets law, statute, policy
- Maintains research/trend familiarity
- Involvement in LEA
- Sharing information w/PTO/booster, etc.
- Awareness of Board actions
- Staff development for teachers
- Newsletters and other communication
- Meets with IEP teams
- Participates in the Title I plan development
- Advocate for students and learning
- Professional development for self
- Etc.

### **Considerations surrounding the evidence or observable actions or data**

Comparability and consistency among and between evaluators is often cited as an area of concern. One approach to addressing this concern is, when appropriate, the LEA would determine the evidence, data or actions it would expect to see. Depending on the standard and/or the specific function and/or rating, a listing of evidence may be completed. For example, Standard 1.1 – Is the vision and mission statement posted for others to view? Another example would be for Standard 2.4 – Is there evidence of principal “walk-troughs” or copies of observation reports? Depending on the decisions made at the LEA level, these types of evidence could be reflected in the rubric descriptions or they simply could be a listing from which judgments are made by the evaluator.

# **APPENDIX B**

## **EFFECTIVE CLASSIFICATION RUBRIC EXAMPLES**

# ISLLC STANDARDS

## “Effective” Classification Rubric Examples

### Standard 1

An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders. (Shared Vision)

An “effective” leader believes in, values and is committed to:

- every student learning
- collaboration with all stakeholders
- high expectation for all
- examining assumption and beliefs
- continuous improvement using evidence

An “effective” leader engages the stakeholders to reach consensus about vision, mission and goals. These become the basis for decisions, planning, budgeting and time allocation. Decisions are informed by data, research and best practices to identify the unique strengths and needs of students, gaps between current outcomes and goals, and areas for improvement.

Functions	Level of Performance			
	Distinguished	Proficient	Basic	Unsatisfactory
Shared Vision Using Data Creating Plans Promoting Improvement Monitoring	The school’s vision and mission as expressed in the school improvement plan have been developed with all of the stakeholders involved. The whole school community is involved in school improvement efforts.	The school’s vision and mission as expressed in the school improvement plan have been developed with some of the stakeholders involved. Parts of the school community are involved in school improvement efforts.	The school’s vision and mission as expressed in the school improvement plan have been developed with few of the stakeholders involved. There is limited school community involvement in school improvement efforts.	The school’s vision and mission as expressed in the school improvement plan have been developed with no evidence of the stakeholders involved. The school community is not involved in school improvement efforts.
	An implementation plan has been developed with objectives and strategies. Barriers to achieving the vision are identified and addressed.	An implementation plan has been developed with some objectives and strategies. Some barriers to achieving the vision are identified and addressed.	An implementation plan has been developed with few objectives and strategies. Few barriers to achieving the vision are identified and addressed.	An implementation plan has not been developed with objectives and strategies. Barriers to achieving the vision have not been identified and addressed.
	The plan is regularly monitored and supported with necessary resources. The plan is evaluated and revised at the end of the year.	The plan is monitored and supported with necessary resources. The plan may be evaluated at the end of the year.	The plan is infrequently monitored and lacks supporting resources. The plan may not be evaluated at the end of the year.	There is no plan in existence or not monitored and/or supported with necessary resources. The plan is not evaluated at the end of the year.

**Standard 2**

An education leader promotes the success of every student by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional growth. (Culture of Learning/Instruction)

An “effective” leader believes in, values and is committed to:

- Learning as the fundamental purpose of school
- Diversity as an asset
- Continuous professional growth and development
- Lifelong learning
- Collaboration with all stakeholders
- High expectations for all
- Student learning

An “effective” leader fosters a strong, positive professional culture; sharing and distributing responsibilities across all components of the instructional system (curriculum, materials, pedagogy and student assessment). Learning opportunities are targeted to the vision and goals differentiated to meet the needs of students. A strong professional culture includes reflection and timely specific feedback that improves practice. Leaders engage in continuous inquiry.

Functions	Level of Performance			
	Distinguished	Proficient	Basic	Unsatisfactory
Culture Curriculum Program Learning Environment Supervision Accountability Technology	High expectations for self, students and staff dominate the school’s culture. Most students and staff are consistently treated with fairness, dignity and respect. Organizational support systems effectively align resources for maximum student growth and development.	High expectations for self, students and staff are part of the school’s culture. Most students and staff are treated with fairness, dignity and respect. Organizational support systems align some resources for student growth and development.	Expectations for self, students and staff are part of the school’s culture. Most students and staff are treated with fairness, dignity and respect. Organizational support systems align some resources for student growth and development.	Expectations are not high for self, students and staff are part of the school’s culture. Most students and staff are rarely treated with fairness, dignity and respect. Organizational support systems are not aligned with resources for student growth and development.
	Professional development is planned to focus on specific student-learning needs. Lifetime learning is encouraged and modeled.	Professional development is planned to consider student-learning needs. Lifetime learning is encouraged.	Professional development is rarely planned to consider student-learning needs. Lifetime learning is rarely encouraged.	Professional development does not address student-learning needs. Lifetime learning is not encouraged or modeled.
	Student learning is consistently supported throughout the school by best practices, the use of data and technologies in teaching and learning. Barriers to student learning are systematically identified, classified and addressed.	Student learning is often supported by best practices, the use of data and appropriate technologies in teaching and learning. Barriers to student learning are often identified and addressed.	Student learning is occasionally supported by best practices, the use of data and technologies in teaching and learning. Barriers to student learning are rarely identified and addressed.	Student learning is not supported by best practices, data and technologies are not used in teaching and learning. Barriers to student learning are not identified and addressed.

An education leader promotes the success of every student by ensuring management of the organization, operation and resources for a safe, efficient and effective learning environment. (Management)

An "effective" leader believes in, values and is committed to:

- A safe and supportive learning environment
- Collaboration with all stakeholders
- Equitable distribution of resources
- Operational efficiently and effectively
- Management in service of staff and student learning

An "effective" leader ensures the success of all students and provides a high performing learning environment by efficiently and effectively aligning resources with vision and goals. The teaching and learning environment reflects an orderly management of resources: financial, human, time, materials, technology, and physical plant. Leaders address impediments to student and staff learning as they implement laws and policies to protect the civil and human rights and the safety of students and staff.

Functions	Level of Performance			
	Distinguished	Proficient	Basic	Unsatisfactory
Monitor/Evaluate Align Resources Welfare/Safety Distributed Leadership Focus Time	School operational and organizational systems are managed efficiently and effectively and monitored regularly to provide an aesthetically pleasing and effective instructional environment that is generally safe, healthy and supportive of learning. Fiscal resources are managed responsibly, efficiently and effectively. All school human, material, physical and time resources are often managed to maximize organizational school goals.	School operational and organizational systems provide an instructional environment that is generally safe, healthy and supportive of learning. Fiscal resources are managed responsibly. School human, material, physical and time resources are often focused on school goals.	School operational and organizational environment is frequently ineffective to provide an instructional environment that is generally safe, healthy and supportive of learning. Fiscal resources are poorly managed responsibly. School human, material, physical and time resources are often not used to support school goals.	School operational and organizational systems do not support an instructional environment that is generally safe, healthy and supportive of learning. Fiscal resources are managed irresponsibly, inefficiently and ineffectively. School human, material, physical and time resources are often not managed to support school goals.
	Emerging trends and potential problems are identified, studied and confronted. Communication skills are evident in throughout the school population.	Some emerging trends and potential problems are identified and confronted. Communication skills are effective in some segments of the school population.	Some emerging trends and potential problems are sometimes identified and confronted. Communication skills are inconsistent in some segments of the school population.	Some emerging trends and potential problems are rarely identified and confronted. Communication skills are ineffective in some segments of the school population.

**Standard 4**

An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interest and needs, and mobilizing community resources. (Family and Community/Collaboration)

An “effective” leader believes in, values and is committed to:

- High standards for all
- Including family and community as partners
- Respect for the diversity of family composition
- Continuous learning and improvement for all

An “effective” leader incorporates the participation and views of families and stakeholders for important school decisions and activities. Leaders regard diverse communities as a resource and assist families and others in the community to support their children’s learning.

Functions	Level of Performance			
	Distinguished	Proficient	Basic	Unsatisfactory
Data Use Community Involvement Respect for all Relationships	Credence is given to individuals and groups whose values and opinions may conflict. The school and community serve one another in collaborative ventures. Diversity is recognized and valued.	Tolerance is given to individuals and groups whose values and opinions may conflict. The school and community occasionally participate in collaborative ventures. Diversity is recognized and tolerated.	Tolerance is rarely given to individuals and groups whose values and opinions may conflict. The school and community participate minimally in collaborative ventures. Diversity is rarely acknowledged or valued.	Individuals and groups whose values and opinions may conflict are alienated. There are few or no collaborative partnerships for the school and community to participate in. Diversity is not pursued.
	The school is committed to high visibility and active involvement and communication with the larger community. Multiple partnerships are established with area businesses, institutions of higher education and community groups. The school develops and maintains effective media relations.	The school is committed to involvement and communication with the larger community. One or more partnerships are established with area businesses, institutions of higher education and community groups. The school seeks positive media relations.	There is minimal visibility, involvement and communication with the larger community. Limited partnerships are established with area businesses, institutions of higher education and community groups. The school seeks positive media relations.	The school does not communicate with the larger community. Few or no partnerships are established with area businesses, institutions of higher education and community groups. The school does not pursue positive media relations.

## Standard 5

An education leader promotes the success of every student by acting with integrity, fairness and in an ethical manner. (Professionalism)

An “effective” leader believes in, values and is committed to:

- The common good over personal interests
- Taking responsibilities for actions
- Ethical principles in all relationships and decisions
- Modeling high expectations
- Continuously improving knowledge and skills

An “effective” leader practices codes of conduct that reflect ethical personal conduct and fiscal responsibilities. Leaders remove barriers to high quality education. They hold high expectations of every student. With high stakes accountability effective leaders understand and address complex policies, leading from a position of caring and professional concern about students, and their learning, a culture of trust, openness and reflection about values and beliefs is modeled.

Functions	Level of Performance			
	Distinguished	Proficient	Basic	Unsatisfactory
Accountability Model Integrity Values Decision Making Social Justice	People are treated fairly and respectfully. The principal demonstrates values and attitudes that inspire the school community. The principal considers the impact of administrative practices on others.	People are usually treated fairly and respectfully. The principal demonstrates values and attitudes that are acceptable to the school community. The principal occasionally considers the impact of administrative practices on others.	People are often not treated fairly and respectfully. The principal demonstrates values and attitudes that rarely inspire the school community. The principal rarely considers the impact of administrative practices on others.	People are not treated fairly and respectfully. The principal demonstrates to the school community values and attitudes that discourage high levels of integrity. The principal ignores the impact of administrative practices on others.
	Legal and contractual obligations are fulfilled. Laws and procedures are applied fairly, wisely and considerately. The principal accepts responsibility for all aspects of school operations. The principal consistently protects the rights and confidentiality of students and staff.	Legal and contractual obligations are fulfilled. Laws and procedures are usually applied fairly. The principal occasionally denies responsibility for some aspects of school operations. The principal usually protects the rights and confidentiality of students and staff.	Legal and contractual obligations may be partially unfulfilled. Laws and procedures are often applied unfairly or inconsistently. The principal occasionally denies responsibility for some aspects of school operations. The principal may not protect the rights and confidentiality of students and staff.	Legal and contractual obligations are violated. Laws and procedures are applied unfairly. The principal denies responsibility for some aspects of school operations. The principal violates the rights and confidentiality of students and staff.
	Demonstrates a personal code of ethics. The principal examines personal and professional values, serves as a role model and uses the influence of the office to enhance the educational program. The principal opens the school to public scrutiny.	Demonstrates an awareness of professional ethics. The principal examines professional values, serves as a role model and occasionally uses the influence of the office to enhance the educational program. The principal opens the school to public observation occasionally.	Demonstrates minimal awareness of professional ethics. The principal is rarely viewed as a role model and occasionally uses the influence of the office for personal gain. The principal rarely opens the school to public observation.	Does not demonstrate an awareness of professional ethics. The principal is not accepted as a role model and uses the influence of the office for personal gain. The principal closes the school to public observation.

**Standard 6**

An education leader promotes the success of every student by understanding, responding to and influencing the political, social, economical, legal and cultural context. (Social Context/Outreach)

An “effective” leader is one who believes in, values and is committed to:

- Advocate for children and education
- Influence policies
- Uphold and improve laws and regulations
- Eliminate barriers to achievement
- Build on diverse social and cultural assets

An “effective” leader sees schools and districts as part of a larger local, state and federal system that supports the success of all students. Professional relationships enable an effective leader to identify, respond to and influence issues, public awareness and policies.

Functions	Level of Performance			
	Distinguished	Proficient	Basic	Unsatisfactory
Advocate Influence Aware of Trends	The environment in which schools operate is influenced on behalf of students and their families. Communication occurs among the school community concerning trends, issues and potential changes in the environment in which schools operate.	The school studies ways in which the environment in which schools operate may be influenced on behalf of students and their families. Communication processes have been initiated among the school community concerning trends, issues and potential changes in the environment in which schools operate.	The school has limited involvement with the environment in which schools operate and is influenced on behalf of students and their families. Some communication processes have been initiated among the school community concerning trends, issues and potential changes in the environment in which schools operate.	The school has no involvement with the environment in which schools operate and may be influenced on behalf of students and their families. No communication processes have been initiated among the school community concerning trends, issues and potential changes in the environment in which schools operate.
	The school community works within the framework of policies, laws and regulations enacted by local, state and federal authorities. Public policy is shaped to provide quality education for all students. Lines of communication have been developed with decision makers outside the school community.	Parts of the school community works within the framework of policies, laws and regulations enacted by local, state and federal authorities. The principal may occasionally seek input to public policy on behalf of students. Some lines of communication exist with decision makers outside the school community.	Parts of the school community work within the framework of policies, laws and regulations enacted by local, state and federal authorities. The principal may occasionally be unaware of public policy and its effect on students. Minimal lines of communication exist with decision makers outside the school community.	Parts of the school community work within the framework of policies, laws and regulations enacted by local, state and federal authorities. The principal does not participate in shaping public policy on behalf of students. No lines of communication exist with decision makers outside the school community.

# **APPENDIX C**

## **GLOSSARY OF TERMS**

## Term Definition

**Academic Progress:** A measurement of student academic performance. These measurements can be either: 1) the amount of academic growth a student experiences during one school year; or 2) a single measure of academic performance, including, but not limited to, formative assessments, summative assessments, and AZ LEARNS profiles.

**Aggregate:** In statistics, data combined from several measurements.

**Benchmark:** A standard by which something can be measured or judged. To measure according to specified standards in order to compare it with and improve one's own product.

**Best Practice:** Practices that are based on current research include the latest knowledge and technology and have proven successful across diverse student populations.

**Bias:** One's value judgments based on age, race, gender, appearance, perceived economic status, or accent. Bias may influence how one collects evidence and makes decisions based on that evidence.

**Classroom Observations:** Used to measure observable classroom processes including specific teacher practices, aspects of instruction, and interactions between teachers and students. Classroom observations can measure broad, overarching aspects of teaching or subject-specific or context-specific aspects of practice.

**Classroom-Level Data:** Data that is limited to student academic performance within an individual classroom or course. These may include AIMS scores, SAT 10 scores, district/school assessments, benchmark assessments, and other standardized assessments. Classroom-level data does NOT include teacher made quizzes or tests for a specific classroom.

**Component:** A category of measures within the evaluation system. In Arizona's Framework for Measuring Educator Effectiveness, the teacher evaluation system consists of the following three components: Classroom/School-level Data, and Teaching Performance. The principal evaluation system consists of the following three components: School-level Data, System/Program-level Data, and Instructional Leadership.

**Content Standard:** What students should know and be able to do. Content standards are broad descriptions of the knowledge and skills students should acquire in the core academic subject. The knowledge includes the important and enduring ideas, concepts, issues, and information. The skills include the ways of thinking; working, communicating, reasoning, and investigating that characterize each subject area. Content standards may emphasize interdisciplinary themes as well as concepts in the core academic subjects.

**Content Validity:** Assessments are aligned with written and enacted curriculum.

**Criterion-Referenced Test (CRT):** An assessment intended to measure how well a person has learned a specific body of knowledge and/or skills.

**Data:** Factual information, especially information organized for analysis or used to reason or make decisions.

**Data Analysis:** Examination of findings to determine and describe possible causes or reasons for the outcomes presented in the findings.

**Data Baseline:** Student performance data collected at or near the beginning of a cycle, before strategies and interventions and action plans have been implemented.

**Data Findings:** A presentation of the data without judgmental comments.

**Data Implications:** The logical inferences that are suggested as a result of the analysis of findings. Implications lead to the creation of task lists: actions that must be taken as a result of the implications.

**Data Systems:** A way to collect, store, analyze, and report on data.

**Data-Based Decision Making:** Analyzing existing sources of information, (class and school attendance, grades, test scores, portfolios, surveys, and interviews to make decisions. The process involves organizing and interpreting the data, creating action plans, and monitoring the effect actions have when implemented.

**Data-Driven Culture:** When the atmosphere and culture within a building or district is driven and supported by data.

**Demographic Indicators:** Describes the students who are included in the outcome data. This type of data gives us information, such as minority student achievement, Limited English Proficiency student achievement, attendance rates, mobility rates, and socioeconomic status of students. This is the type of data that tells you whether you have equity within the outcome measures. The statistical characteristics of human populations (e.g., age, race/ethnicity, experience, socioeconomic status). These statistics help describe the students who receive the outcome/performance scores.

**Disaggregated Data:** “Disaggregate” means to separate a whole into its parts. The process of breaking down data into smaller subsets in order to more closely analyze performance, disaggregation is an analysis tool that lets one determine whether there is equity on outcome measures, whether different groups of students are performing similarly on the outcomes.

**Dispositions:** Attitudes, aptitudes.

**Evaluation:** Evaluation occurs once a year and results in a performance classification and the development of a professional growth or professional improvement plan that aligns with LEA goals and comprehensive evaluation outcomes

**Formal Assessment:** This type of assessment allows the teacher to evaluate all the students systematically on the important skills and concepts in the theme, by using real reading and writing experiences that fit with the instruction. In other situations, or for certain students, teachers might use a skills test to examine specific skills or strategies taught in a theme.

**Formative Assessment:** Assessments used by teachers and students as part of instruction that provides feedback to adjust ongoing teaching and learning to improve students' achievement of core content.

**Framework:** A general set of guidelines that comprise the basic elements that shall be included in all teacher and principal evaluation instruments utilized by Arizona LEAs.

**Gap Analysis:** An analysis of the gap between where you are and where you want to be - a deficiency assessment.

**Goal (academic):** Based on a careful analysis of data, a goal defines the priority area(s) for a school/district's improvement initiatives.

**Group A Teachers:** Teachers with available classroom-level student achievement data that are valid and reliable, aligned to Arizona's academic standards, and appropriate to individual teachers' content areas.

**Group B Teachers:** Teachers with limited or no available classroom-level student achievement data that are valid and reliable, aligned to Arizona's academic standards, and appropriate to individual teachers' content areas.

**Growth Score:** Growth scores provide an equal interval scale from which one can quantify improvements in taught skills

**Indicator:** Descriptive statements that define Domain subsets.

**Informal Assessment:** This type of assessment allows the teacher to evaluate all the students systematically on the important skills and concepts in the theme by using real reading and writing experiences that fit with the instruction. In other situations, or for certain students, teachers might use a skills test to examine specific skills or strategies taught in a theme. Notes or checklists to record their observations from student-teacher conferences or informal classroom interactions can also be informal assessments.

**Instructional Leadership:** School leaders create and sustain a context for learning that puts students' learning first.

**Local Education Agency (LEA):** A public board of education or other public authority within a State, which maintains administrative control of public elementary or secondary schools in a city, county, township, school district, or other political subdivision of a state.

**Locally Developed Assessments:** Those assessments developed or administered at the local building level that can also measure the progress students are making toward the school improvement goals. In many instances, these assessments have not been analyzed for validity and/or reliability.

**Longitudinal Data:** Data/information about school, and students that is collected over multiple years for comparison purposes.

**Maintenance Goal:** A goal that current data does not indicate is an area of need, but one that requires continued resource support to ensure that current levels of achievement are maintained and/or improved.

**Mission:** A statement developed in concert with all stakeholders that creates a clear and focused statement of purpose and function. The mission statement identifies the priorities and educational beliefs of the school/district with regard to what is to be developed within its students. The mission statement provides direction for the staff and the parameters for decision-making.

**Model:** One serving as an example to be imitated or compared.

**Multiple Measures of Data:** Data that comes from multiple sources, such as: demographic, perception (surveys), student learning, and school system processes.

**Multiple Measures of Student Learning:** The various types of assessments of student learning, including for example, value-added or growth measures, curriculum-based tests, pre/post tests, capstone projects, oral presentations, performances, or artistic or other projects.

**Multiple Measures of Teacher Performance:** The various types of assessments of teachers' performance, including, for example, classroom observations, student test score data, self assessments, or student or parent surveys.

**Multiple Sources of Data:** Data that is derived from more than one source of data/information. See Assessment System, Data-Based Decision Making, and Triangulation.

**Non-tested Grades and Subjects:** Refers to the grades and subjects that are not required to be tested under the Elementary and Secondary Education Act or Arizona law.

**Norm-Referenced Test (NRT):** An assessment designed to compare an individual's performance to the performances of a group, called the "norm group."

**Objective:** Linked to goals. They identify the knowledge, skills, outcomes and results that are measurable, observable and quantifiable.

**Observation:** Observations, whether formal or informal, are considered to be formative information; the results of which may be shared to facilitate professional growth and/or be

“collected” as pieces of evidence to be considered during the summative evaluation process.

**Other Assessments:** The development and/or adaptation of other measures of student growth for non-tested grades and subjects used across schools or districts. These measures may include early reading measures; standardized end-of-course assessments; formative assessments; benchmark, interim, or unit assessments; and standardized measures of English language proficiency. Other assessments may be developed at either the state education agency or local education agency level. Teacher-developed assessments of student learning or growth also may fall into this category when those assessments meet expectations for rigor and comparability across classrooms in a district or across classrooms statewide.

**Outcome Indicators:** Outcome data tells us what the students learned; and what they achieved. Outcome data paints the performance picture. These are the kinds of data that tell us what percentage of students passed the state writing test, and the percentage of students receiving E/F's in their classes, etc. These data pieces tell you how student achievement is going. This is the type of data that indicates whether or not there is quality in your classroom, school, or district. Data that reports the outcomes or performance of the achievement results of students.

**Parent Surveys:** Questionnaires that usually ask parents to rate teachers on an extent-scale regarding various aspects of teachers' practice as well as the extent to which they are satisfied with the teachers' instruction.

**Pedagogy:** Generally refers to strategies of instruction, or a style of instruction.

**Peer Review:** The assessment of one teacher's performance by other teachers in the same field in order to maintain or enhance the quality of the work or performance in that field of teaching. Typically, the reviewers are not selected from among close colleagues or friends. This type of assessment helps maintain and enhance quality by detecting weaknesses and errors in specific works and performance.

**Perception Data:** Information collected that will indicate how stakeholders feel about something – data is usually gathered through survey/interview format.

**Pre- and Post-Tests:** Typically, locally developed student achievement tests that measure the content of the curriculum of a particular course. They are taken at the beginning of a time period (usually a semester or year) and then toward the end of that period to obtain a measure of student growth. Many pre- and post-test models also include mid-year assessments and formative assessments for teachers to adjust instruction throughout the course or year.

**Professional Development/Learning:** A process designed to enhance or improve specific professional competencies or the overall competence of a teacher.

**Professional Growth Plan:** A reflective, collaborative plan developed between administrators and teachers to provide opportunities for the professional growth of the teacher utilizing meaningful professional development and formative and summative assessment as tools, with the ultimate goal of improved student achievement.

**Professional Improvement Plan:** A prescriptive plan designed to assist teachers whose performance is unsatisfactory or below the minimum standard.

**Professional Learning Community:** Teachers in a school and its administrators continuously seek and share learning and then act on what they learn. The goal of their actions is to enhance their effectiveness as professionals so that students benefit.

**Rater Calibration (also called Recalibration):** An assessment of a rater's accuracy in scoring (adherence to the scoring standards) prior to beginning scoring. It usually consists of a set of pre-scored performances which the rater must score with sufficient accuracy to demonstrate eligibility for live scoring. Calibration tests generally contain performances that are exemplars at a particular score level and should, when possible cover the entire range of possible scores.

**Rater Certification:** An assessment of a rater's accuracy in scoring after initial training. It usually consists of a set of pre-scored performances that the rater must score with sufficient accuracy to demonstrate eligibility for live scoring. Certification tests generally contain performances that are exemplars at a particular score level and should, when possible cover the entire range of possible scores.

**Reliability:** The ability of an instrument to measure teacher performance consistently across different rates and different contexts.

**Results Driven Instruction:** Instruction informed by student achievement data and focused on results.

**Rubric:** An established and written set of criteria for scoring or evaluating one's performance in relationship to the established criteria. A method of measuring quality using a set of criteria with associated levels of performance.

**S.M.A.R.T. Goals Specific: Who? What? Where? Measurable:** How will the goals be measured? **Attainable:** Is the goal realistic, yet challenging? **Results-oriented:** Is the goal consistent with other goals established and fits with immediate and long rang plans? **Time-bound:** Is it trackable and does it allow for monitoring of progress?

**School Culture & Climate:** School culture and climate refers to the sum of the values, cultures, safety practices, and organizational structures within a school that cause it to function and react in particular ways.

**School Improvement Plan:** A document that provides for an identification of organization system and student academic performance goals, assessments aligned with each goal; the strategies and interventions for each goal, and the action plan with specific actions; and

timelines for the implementation of the school improvement process, with an annual update based on data.

**School Profile:** A school profile is a summary of information that describes the students within a specific school. The profile enables the school to identify student strengths and needs. It is the source from which student performance goals emerge, and provides baseline information related to student performance that can later be used in determining the success of the school's improvement plan.

**School-Level Data:** Data that are limited to student academic performance within an individual school. These may include AIMS scores, SAT 10 scores, district/school assessments, other standardized assessments, and AZ LEARNS profiles.

**Scientific-Based Research:** Scientific method is a body of techniques for investigating phenomena and acquiring new knowledge, as well as for correcting and integrating previous knowledge. It is based on gathering observable, empirical, measurable evidence, subject to specific principles of reasoning.

**Stakeholder:** An individual or group with an interest in the success of students and the school/district in delivering intended results and maintaining the viability of the school/district's services. Stakeholders influence the system, programs, and services. Staffs, parents, students, business community members and staff of educational institutions are examples.

**Status Score:** The score a student receives at particular period of time.

**Student Growth:** The change in student achievement for an individual student between two or more points in time.

**Student Portfolios:** A personal collection of information describing and documenting a student's achievements, learning, and goals.

**Student Survey:** Questionnaires that typically ask students to rate teachers on an extent-scale regarding various aspects of teachers' practice as well as how much students say they learned or the extent to which they were engaged.

**Summative Assessment:** Assessments used to determine whether students have met instructional goals or student learning outcomes at the end of a course or program.

**Teacher Survey:** Questionnaires that typically ask teachers to rate principals on an extent-scale regarding various aspects of principal's/school's performance on a variety of measures

**Team:** Any group of teachers that teach the same subject, students or grade levels.

**Triangulation:** Comparison of multiple data sources to determine strengths and weaknesses of a school's performance. Triangulation assures that school improvement decisions will not be made from a single assessment or data source.

**Validity:** The extent to which a test's content is representative of the actual skills learned and whether the test can allow accurate conclusions concerning achievement.

**Vision:** A statement that describes what the school hopes to be doing in the future. A vision statement is a clear description of the components and characteristics of the system that will be needed to deliver the mission of the organization.

# **APPENDIX D**

## **PRINCIPAL PERFORMANCE EVALAUTION FORMS**

**Principal Reflection Document**

Name of Teacher \_\_\_\_\_ School \_\_\_\_\_ Date \_\_\_\_\_

<b>Teaching Domains Leadership Standards/Functions</b>	<b>Evidence</b>
<p><b>Vision</b></p> <ul style="list-style-type: none"> <li>a. Collaboratively develop/implement mission/goals</li> <li>b. collect/use data to assess effectiveness</li> <li>c. create/implement plans to achieve goals</li> <li>d. promote continued and sustainable improvement</li> <li>e. monitor, evaluate, revise plans</li> </ul>	
<p><b>Learning/Instruction</b></p> <ul style="list-style-type: none"> <li>a. culture of collaboration, trust, learning</li> <li>b. comprehensive, rigorous curriculum</li> <li>c. personalized, motivating environment for students</li> <li>d. supervise instruction</li> <li>e. accountability system/monitor progress</li> <li>f. develop instructional leadership and staff capacity</li> <li>g. maximize time for instruction</li> <li>h. promote use of technology</li> <li>i. monitor and evaluate instructional program</li> </ul>	
<p><b>Management</b></p> <ul style="list-style-type: none"> <li>a. monitor/evaluate the management and operations</li> <li>b. obtain, allocate, align resources</li> <li>c. protect welfare and safety of students and staff</li> <li>d. develop capacity for distributed leadership</li> <li>e. ensure teacher and organizational time is focused on instruction/learning</li> </ul>	
<p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>a. collect data pertinent to the educational environment</li> <li>b. promote understanding and use of cultural, social and intellectual resources</li> <li>c. build and sustain positive relationships with families</li> <li>d. build and sustain positive relationships with community</li> </ul>	
<p><b>Professionalism</b></p> <ul style="list-style-type: none"> <li>a. ensure system of accountability for every student's success</li> <li>b. model self-awareness, reflective practice, ethical behavior</li> <li>c. safeguard the values of democracy, equity and diversity</li> <li>d. consider moral and legal consequences of decisions</li> <li>e. promote social justice and student needs</li> </ul>	
<p><b>Education System</b></p> <ul style="list-style-type: none"> <li>a. advocate for children, families and caregivers</li> <li>b. act to influence local state and national decisions</li> <li>c. assess, analyze, anticipate and adapt emerging trends</li> </ul>	

**Classroom Level Student Academic Progress Comments**

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**Survey Data Comments**

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<b>Areas of Strengths:</b>
<b>Continuing Activities</b>
<b>Areas for Improvement (if needed)</b>

<b>Midyear Review Conference</b>
----------------------------------

Name of Principal	School	Date
-------------------	--------	------

Principal Mid-Year Review (The evaluator determines whether the principal is making acceptable progress toward goal attainment. This area is marked S for satisfactory progress or NP for not progressing)

<b>Discussion of Leadership Practices:</b>						
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">1.Shared Vision ____</td> <td style="width: 50%; padding: 2px;">4.Collaboration ____</td> </tr> <tr> <td style="padding: 2px;">2.Culture of Learning/Instruction ____</td> <td style="padding: 2px;">5.Professionalism ____</td> </tr> <tr> <td style="padding: 2px;">3.Management ____</td> <td style="padding: 2px;">6.The Education System ____</td> </tr> </table>	1.Shared Vision ____	4.Collaboration ____	2.Culture of Learning/Instruction ____	5.Professionalism ____	3.Management ____	6.The Education System ____
1.Shared Vision ____	4.Collaboration ____					
2.Culture of Learning/Instruction ____	5.Professionalism ____					
3.Management ____	6.The Education System ____					
Areas of Strengths:						
Continuing Activities:						
Areas for Improvement (if needed):						

<b>DATA REVIEW</b>
Student Progress:
Survey Information:

\_\_\_\_\_  
Principal *(signature)*

\_\_\_\_\_  
Evaluator *(signature)*

**Principal Performance Based Evaluation**

Name of Principal \_\_\_\_\_ School \_\_\_\_\_ Date \_\_\_\_\_

<b>Leadership Standards S=Satisfactory NP=No Progress</b>	<b>S/NP</b>	<b>General Comments on Instructional Leadership Practices</b>	<b>Possible Points</b>	<b>Leadership Standards Score</b>	<b>Weighting of points</b>	<b>Points</b>
<b>1. Shared Vision</b>			<b>15</b>		<b>X 1</b>	
<b>2. Learning/ Instruction</b>			<b>15</b>		<b>X 1</b>	
<b>3. Management</b>			<b>10</b>		<b>X 1</b>	
<b>4. Collaboration</b>			<b>10</b>		<b>X 1</b>	
<b>5. Professionalism</b>			<b>15</b>		<b>X .33</b>	
<b>6. Education System</b>			<b>10</b>		<b>X .5</b>	
					<b>Sub total</b>	

<b>Growth Data</b>	<b>Possible Points</b>	<b>Results</b>	<b>Points</b>
<b>AIMS Data</b>	<b>33</b>		
		<b>Sub total</b>	

<b>Survey</b>	<b>Possible Points</b>	<b>Weighting</b>	<b>Results</b>	<b>Points</b>
<b>Standards Assessment Inventory</b>	<b>5</b>	<b>X .8</b>		
<b>TUSD: School Quality Survey</b>	<b>3</b>	<b>X 1</b>		
			<b>Sub total</b>	

**Principal Performance Classification:**

**Component Summary:**

Leadership    /60,      **Student Progress**    /33,      Survey    /7

<b>Ineffective</b>	<b>Developing</b>	<b>Effective</b>	<b>Highly Effective</b>
44 points or less	45-56 points	57-75 points	76-100 points

This principal received \_\_\_\_\_ points and is classified as \_\_\_\_\_.

<b>Areas of Recognition of Effort/commendation (required for Highly Effective Rating):</b>
<b>Professional Development of Self Improvement:</b>
<b>Deficiencies to Correct (required for Ineffective/Developing rating):</b>

<b>Principal (signature)</b>	<b>Date</b>	<b>Evaluator (signature)</b>	<b>Date</b>

*The signature may not constitute agreement; only acknowledgment of the discussion and receipt of the evaluation.*

# **APPENDIX E**

## **PLAN FOR IMPROVEMENT**

# **TEACHER EVALUATION PROCESS**

**A Tucson Unified School District  
Model for Measuring Educator  
Effectiveness**

**Adapted from Arizona Department  
of Education Model for Measuring  
Educator Effectiveness**

Based on  
The AZ Framework for Measuring  
Educator Effectiveness

**APRIL 2013**

***TUSD***

## ACKNOWLEDGEMENTS

Tucson Unified School District Model for Measuring Educator Effectiveness was adapted from Arizona Department of Education Model for Measuring Educator Effectiveness.

The Tucson Unified School District's Model would not be possible without the efforts and dedication of the following stakeholders:

- Nina Aldecoa, Teacher
- Norma Armendariz, Teacher
- Frances Banales, President Tucson Education Association
- Heather Bates, Teacher
- Kathryn Bolasky, Teacher
- Rose Cota, Teacher Mentor
- Richard Foster, Director Professional Development
- Sara Gamez, Sr. Analyst Human Resources
- Paula Godfrey, Principal Representative Educational Leaders Inc.
- Cruz, Herrera, Language Acquisition Coach
- Dan Ireland, Teacher, Special Education
- Steve Jackson, Teacher, Special Education
- Frank Larby, Coordinator School Improvement
- Nicole Lowery, Sr. Program Coordinator Human Resources
- Marcos Quijada, Director Elementary Leadership
- Lupita Perez, Teacher
- Tanya Schrantz, Teacher Mentor
- David Scott, Director Accountability & Research
- Elizabeth Slaine, Teacher
- Julie Torres, Teacher Mentor
- Helen Voysey, Teacher
- Nancy Woll, Legal

Arizona's Teacher Evaluation Process was created to assist local education agencies (LEAs) and schools in providing an example to measure teacher effectiveness, per ARS 15-203 (A) (38). This process/model aligns with State Board of Education's adopted Framework (April 2011), reflecting the following components:

- 33%: student academic progress
- 67%: teaching performance, reflective of the InTASC standards (includes self review)

Because this model has not yet been deemed valid and reliable, ADE highly recommends that no personnel decisions be made based upon a teacher's summative score, until the pilot analysis is completed (per HB 2823).

The state's teacher evaluation model was purposely designed to be flexible; LEAs and schools can substitute their own valid and reliable assessment data, other classroom, school/system-level data, and weight the measures to best fit their own cultures and context.

This document would not be possible without the tremendous efforts of the following educators and experts:

- Dr. Karen Butterfield, Associate Superintendent of Highly Effective Teachers & Leaders, ADE
- Dr. Deb Duvall, Executive Director of Arizona School Administrators (ASA)  
Dr. Carrie Giovannone, Deputy Associate Superintendent of Research & Evaluation, ADE
- Todd Petersen, Deputy Associate Superintendent of Educator Effectiveness, ADE
- Steve Larson, Program Specialist, Educator Excellence, ADE
- Virginia Stodola, Program Specialist, Educator Excellence, ADE
- Dr. Yating Tang, Program Evaluator, Research & Evaluation, ADE
- Mesa Public Schools
- The Charlotte Danielson Group, "*2011 Charlotte Danielson Framework for Teaching*"

It is our hope that this document/model be helpful to any Arizona LEA and/or school in their leadership evaluation efforts.

## STATUTORY AUTHORITY

Arizona Revised Statute §15-203 (A) (38) was passed by the legislature in spring 2009. This statute required that the State Board of Education “on or before December 15, 2011 adopt and maintain a model framework for a teacher and principal evaluation instrument that includes quantitative data on student academic progress that accounts for between thirty-three percent and fifty percent of the evaluation outcomes and best practices for professional development and evaluator training. School LEAs and charter schools shall use an instrument that meets the data requirements established by the State Board of Education to annually evaluate individual teachers and principals beginning in school year 2012-2013.”

As a result, the State Board of Education appointed an 18-member Task Force to develop the Arizona Framework for Measuring Educator Effectiveness for implementation of this statute.

The Task Force charged with creating the Framework conducted its work in service to the students in Arizona’s public schools. The Task Force members held that the goal of both teacher and principal evaluations is to enhance performance so that students receive a higher quality education. The Task Force also believed that evaluations are most effective as one part of a systemic approach to improving educator performance and student achievement.

The Task Force identified the following goals for the evaluation of teachers and principals to:

- Enhance and improve student learning;
- Use the evaluation process and data to improve teacher and principal performance;
- Incorporate multiple measurements of achievement;
- Communicate clearly defined expectations;
- Allow LEAs to use local instruments to fulfill the requirements of the framework;
- Reflect fairness, flexibility, and a research-based approach;
- Create a culture where data drives instructional decisions.
- Use the evaluation process and achievement data to drive professional development to enhance student performance.
- Increase data-informed decision making for student and teacher and principal evaluations fostering school cultures where student learning and progress is a continual part of redefining goals for all.

The State Board of Education approved the Arizona Framework for Measuring Educator Effectiveness on April 25, 2011. In 2012 the legislature made further revisions to the statutes related to teacher and principal evaluation systems. Those revisions included the designation of the four performance classifications used in the evaluation system as: “Ineffective”, “Developing”, “Effective” and “Highly Effective”. LEAs will be required by 2013-2014 to describe in policy how the performance classifications will be used in making employment-related decisions. The statute provides direction regarding multiyear contracts and transfer frequencies and includes the opportunity for incentives for those in the highest performance levels. Beginning in 2015-16 the policies must describe the support and consequences for those in the lowest performance levels.

The LEA’s definition of “inadequacy of classroom performance” must align with the performance classifications.

Please refer to specific references in the state statutes that follow:

15: 203 (A) 38  
15: 301 (A) 42  
15: 503 (B) (F)  
15: 521  
15: 536 (A) (C)  
15: 537, 538, 539  
15: 977

The Arizona Framework for Measuring Educator Effectiveness can be found here:  
<http://www.azed.gov/teacherprincipal-evaluation/az-framework/>

House Bill 2823 includes language detailing teacher evaluation criteria. Included are the following points:

1. Teachers must be observed at least twice per year teaching a complete and uninterrupted lesson.
2. The first and last observation must be separated by at least 60 calendar days.
3. Written observation results required within 10 business days.  
<http://www.azed.gov/teacherprincipal-evaluation/hb-2823/>

Note: Following the Spring 2012 Arizona Legislative Session, the Arizona Department of Education received a conditional Elementary and Secondary Education Act (ESEA) Waiver, which mandated the use of student growth, between two points in time, as a significant factor in the evaluation of educator effectiveness.

## OVERVIEW OF MEASURING EDUCATOR EFFECTIVENESS FRAMEWORK

Arizona Framework for Measuring Educator Effectiveness consists of three components:

- a. Classroom-level Academic Progress Data
- b. Teaching Performance
- c. Optional: School-level Data (which includes Survey information)

Each component is made up of a variety of elements, some of which are described below.

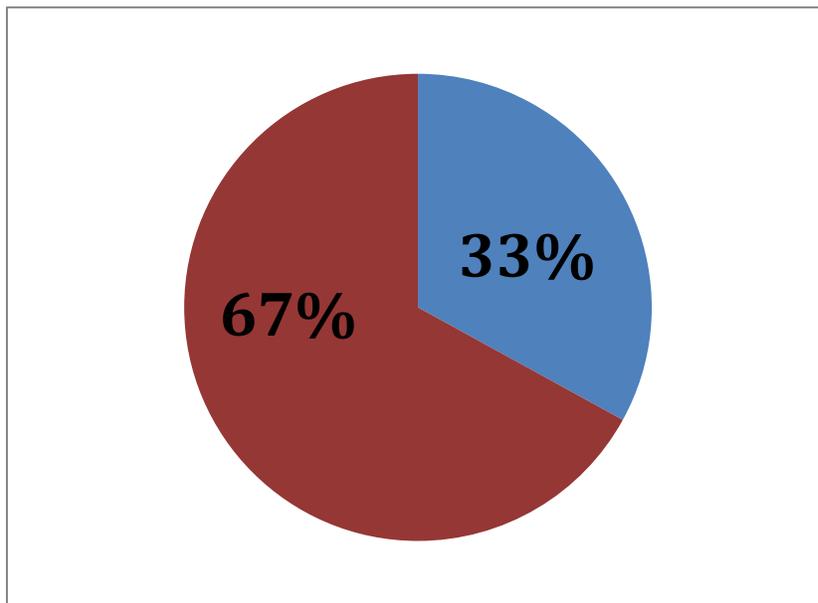
Note: Effective August, 2012 and per Arizona's conditional Elementary and Secondary Education Act Waiver approved on July 19, 2012, a significant factor of educator evaluation will be based on student growth.

**Table 1 - Framework for Teacher Evaluation Instruments – Group A**

	Classroom-level Data	School-Level Data (optional)	Teaching Performance
<p><b>GROUP "A"</b></p> <p>(Teachers with available classroom level student achievement data that are valid and reliable, aligned to Arizona's academic standards, and appropriate to individual teachers' content areas )</p>	<p><b>* AIMS</b></p> <p><b>Required:</b></p> <p><b>Classroom-level elements shall account for at least 33% of evaluation outcomes.</b></p>	<p><b>* AIMS (aggregate school, grade, or team level results)</b></p> <p><b>Optional:</b></p> <p><b>School-level elements shall account for no more than 17% of evaluation outcomes.</b></p>	<p><b>Evaluation instruments shall provide for periodic classroom observations of all teachers and shall be based upon national standards, as approved by the State Board of Education.</b></p> <p><b>Required:</b></p> <p><b>Teaching Performance results shall account for between 50 - 67% of evaluation outcomes.</b></p>

## Figure 1 - Weighting Group A

- **33% Classroom-level data**
- **67% Teaching Performance**



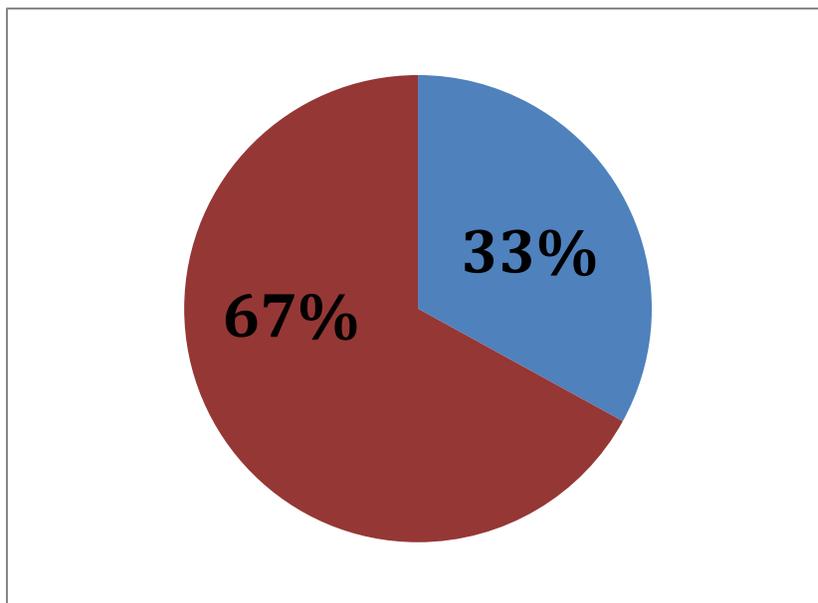
**Table 2 - Framework for Teacher Evaluation Instruments – Group B**

	<b>Classroom-level Data</b>	<b>School-Level Data</b>	<b>Teaching Performance</b>
<p><b>GROUP “B”</b></p> <p>(Teachers with limited or no available classroom level student achievement data that are valid and reliable, aligned to Arizona’s academic standards, and appropriate to individual teachers’ content areas.)</p>	<ul style="list-style-type: none"> <li>• <b>District / School Level Benchmark Assessments, aligned with Arizona State Standards</b></li> <li>• <b>District/Charter wide Assessments, if available</b></li> <li>• <b>Other valid and reliable classroom level data</b></li> </ul> <p><b>If available, these data shall be incorporated into the evaluation instrument. The sum of available classroom-level data and school-level data shall account for between 33% and 50% of evaluation outcomes.</b></p>	<p><b>AIMS (aggregate School, grade, or Team-level results)</b></p> <p><b>Required</b></p> <p><b>The sum of available school-level data and classroom-level data shall account for between 33% and 50% of evaluation outcomes.</b></p>	<p><b>Evaluation instruments shall provide for periodic classroom observations of all teachers and shall be based upon national standards, as approved by the State Board of Education.</b></p> <p><b>Required:</b></p> <p><b>Teaching Performance results shall account for between 50 - 67% of evaluation outcomes</b></p>

## Figure 2 - Weighting Group B

Sample 3:

- 33% School-level data
- 67% Teaching Performance



## OPERATIONAL DEFINITIONS

While a Glossary of Terms may be found in Appendix C, these operational definitions will assist the reader to be familiar with key concepts appearing frequently in this document.

**Business Days** – Business day is equivalent to a teacher work day.

**Calendar Days** – Equivalent to one day on the calendar.

**Component** - The Framework for Measuring Educator Effectiveness consists of three main parts or components: Teaching Performance, School/Grade/Classroom-level Student Academic Progress Data and System/Program Data, which in this document includes Survey Data.

**Comprehensive Summative Evaluation** - The annual conference and associated documentation that identifies the performance of the teacher in each component that results in one of four performance classifications. It includes the professional development recommendations.

**Element** - Each component has many possible parts or elements. For example, in this document Teaching Performance is made up of the four domains in Charlotte Danielson's Framework for Teaching. Classroom/School-level Student Academic Progress Data are AIMS and other testing results. System/Program Data are Survey Data which includes parent and student input.

**Evaluation Outcome** - The summative score that represents one of four performance classifications derived from the accumulated Student Academic Progress Data, Teaching Performance practices, and System/Program Data, and the associated recommendations for professional growth.

**Group A teachers** - Teachers with available classroom-level student achievement data that are valid and reliable, aligned to Arizona's academic standards, and appropriate to individual teacher's content areas.

**Group B teachers** - Teachers with limited or no available classroom-level student achievement data that are valid and reliable, aligned to Arizona's academic standards, and appropriate to individual teacher's content areas.

**Observation** - Observations, whether formal or informal, are considered to be formative information; the results of which may be shared to facilitate professional growth and/or be "collected" as pieces of evidence to be considered during the summative evaluation process.

- **Announced Observation** – Documented notice of a date range, not to exceed 2 weeks, during which the formal observation will be conducted (Example: On March 7th the evaluator emails the teacher the an observation will be conducted between April 15 & April 30).
- **Formal Observation** - Observation that encompasses an uninterrupted lesson.
- **Informal Observation** – Short observation that does not encompass a complete lesson. The results of which me be shared to facilitate professional growth and/r be collected as pieces of evidence to be considered during the summative evaluation.
- **Scheduled Observation** – Formal observation is calendared with a specific date and time agreed upon by teacher and administrator
- **Walk-Through** - Short observations of class(es) to gather generalized impression of the whole school. It is not to be used for evaluative purposes of specific teachers. Data gathered may prompt an additional observation.

**Performance Classification** - The outcome of the evaluation process is one of four designations of performance: “Ineffective”, “Developing”, “Effective” and “Highly Effective”.

**Teacher** - An individual who provides instruction to Pre-kindergarten, Kindergarten, grades 1 through 12, or ungraded classes; or who teaches in an environment other than a classroom setting and who maintains daily student attendance records.

## TEACHER EVALUATION PROCESS GUIDELINES

**Orientation** - The evaluator of the teacher(s) will conduct an orientation and provide materials outlining the evaluation process. This will be done by the principal or supervisor in a group setting Prior to the first teaching day of each school year. The difference between evaluation and observation will be discussed during this time.

**Conference - Beginning of the Year - By the end of the first quarter**, the teacher and the evaluator will meet to discuss the evaluation process. Discussion must be about the teacher's goals and objectives for the classroom/school; measurable targets; standards for performance; pertinent student academic progress data; the analyses of parent and student survey data; and previous evaluation results.. The Professional Growth Plan (Appendix B) will be completed during this meeting.

It is important to consider the context in which the evaluation occurs. The experience level of the teacher should be taken into consideration. The performance of a novice teacher (A teacher new to the profession with less than three years of experience) is likely to be different from that of a more experienced teacher (A teacher with three or more years of experience) or reassigned teacher (A teacher who has been newly assigned to a grade, a content area or a school). Discussion of context should occur in the first conference.

The descriptions of the performance classification levels should be reviewed and discussed based on the goals being set during this conference.

During this initial conference, the evaluator and the teacher will review the teaching practices identified in the Danielson Domains. It is suggested that the components associated with each Danielson Domain be reviewed and discussed. The evaluator and teacher should be clear as to the expectations in each domain.

Throughout the year the teacher will work on established goals and collect evidence of success for future discussion with the evaluator. Scheduled and/or announced observations and/or conferences may also occur during this time.

**Informal Observation** - This process is completed by the evaluator in preparation for the Pre-Observation Conference #1.

**\*Teacher Self-Review** - This process is completed by the teacher in preparation for the evaluation process. The teacher reflects on his/her professional skills and knowledge as they relate to the InTASC Standards. This may be completed through a reflection including the domains of a framework utilized in the observation process. This will be discussed at the Pre-Observation Conference #1.

**Pre-Observation Conference #1 - Prior to Pre-Observation Conference #1, the first formal observation will be scheduled.** A conference should precede this formal observation for the purpose of identifying the details of the upcoming observation. Lesson plans will be shared, activities described, materials identified, teacher self-review discussed, etc. This individual conference will be completed face to face. This is an appropriate time for the informal observation and teacher self review to be discussed.

**Formal Observation #1** - Observation of a complete and uninterrupted lesson.

**Post Observation Conference #1** - The purpose of this meeting is to identify areas of strengths and opportunities for improvement based upon documentation provided to the teacher. Plans, activities and/or strategies to help improve student academic performance and non-academic performance should be the outcomes of this conference. The evaluator and the teacher will complete the teacher review conference form. Adjustments to the Professional Growth Plan may also be made at this time. Forms for this conference can be located in Appendix B.

The teacher should continue to work on established goals and if appropriate, collect evidence or artifacts for future documentation. Announced observations/conferences may also occur during this time.

**Pre-Observation Conference #2** - An optional conference, may precede the second formal observation for the purpose of identifying the details of the upcoming observation. Lesson plans may be shared, activities described, materials identified, teacher self-review discussed, etc.

This conference will be held if:

- Nine or more indicators in Domains 1, 2 & 3 are scored at “unsatisfactory” or “basic” in the first observations;
- Per teacher request

**Formal Observation #2** - Observation of a complete and uninterrupted lesson. This is an announced observation in which the teacher has been given a date range of no more than two weeks.

**Post-Observation Conference #2** - This is the teacher evaluation conference and may complete the evaluation cycle. - **If this is the final Post Observation Conference, the summative evaluation document will be prepared and presented to the teacher at least one day before conference. This may be done electronically.** A review of data and other evidence of the teacher’s performance are done at this time. The identification of future actions for teacher improvement/growth will also be determined. The teacher evaluation and performance classification are forwarded to the Superintendent (or designee)/Charter Representative.

It is acceptable that the AIMS data being used in the evaluation process lags one year and represents prior year data.

## **NOTE: EVALUATION vs. OBSERVATION**

State Statutes distinguish between evaluation and observation of teachers. All teachers will be observed at least twice per year. To be clear, **observations** may be formal or informal. A formal observation is a scheduled, announced event, and the evaluator will “observe” the teacher during a complete and uninterrupted lesson. Please refer to House Bill 2823 for specific language regarding teacher observations. Student academic progress and survey data will be reviewed by the evaluator.

Observations, whether formal or informal, are considered to be formative information; the results of which may be shared with the teacher to facilitate professional growth and/or be “collected” as pieces of evidence to be considered during the summative evaluation process. The discussion or conference after the 1st observation might entail a review of documents or artifacts reflecting the work products of the teacher. These documents could include benchmark data of student progress data or survey input from parents and/or students.

The **comprehensive, summative evaluation** occurs annually and results in a performance classification and the development of a professional growth or professional improvement plan that aligns with LEA goals and comprehensive evaluation outcomes.

## **REVIEW OF COMPONENTS**

The Tucson Unified School District Model for Measuring Educator Effectiveness takes into account many factors when assessing the effectiveness of the teacher, including: informal and formal observations of teaching performance, the results of goal setting, surveys from parents and students, peer review and student/academic progress data. The final determination for this model is based on 100 possible points.

Teaching Performance = (67 Points)

School/Grade/Classroom-Level Student Academic Progress = 33% (33 Points)

### **Teaching Performance Component - 67% (67 Points) (includes teacher self review)**

The Tucson Unified School District Model for Measuring Educator Effectiveness requires the Teaching Performance portion of a teacher’s evaluation reflect the Council of Chief State School Officers 2011 InTASC Standards. Interstate Teacher Assessment and Support Consortium (InTASC) Standards may be found in Appendix B and at this link:

[http://www.ccsso.org/Resources/Programs/Interstate\\_Teacher\\_Assessment\\_Consortium\\_\(InTASC\).html](http://www.ccsso.org/Resources/Programs/Interstate_Teacher_Assessment_Consortium_(InTASC).html)

The Tucson Unified School District Model for Measuring Educator Effectiveness utilizes the Charlotte Danielson Framework for Teaching. This framework, found in Appendix A, is aligned to the InTASC Standards and describes levels of effectiveness for the four Danielson Domains.

The four Danielson Framework domains are:

- Planning and Preparation
- Classroom Environment
- Instruction
- Professional Responsibilities

Appendix C provides the description of each InTASC standard and its associated functions. Also included in

### **School/Grade/Classroom-level Student Academic Progress - 33% (33 Points)**

The total of school/grade/classroom-level data elements shall account for 33% of the evaluation outcome for the teacher. AIMS data will be the only data point used for school year 2013-2014.

The language in ARS§15-203(A) (38) uses the phrase “academic progress”. According to the United States Department of Education, student growth is defined as “the change in student achievement (i.e., academic progress) for an individual student between two or more points in time”. Effective August 2012 and per the Arizona ESEA Conditional Waiver approved on July 19, 2012, a significant factor of educator evaluation will be based on student growth.

### **\*\*Survey Data Results**

The Measuring Educator Effectiveness Framework provides the option of System or Program-level Data to be used. . Survey data elements will be comprised of the results of surveys conducted with the students, their parents and a peer review for informational and Professional Growth Plan purposes only.

Tucson Unified School District’s “School Quality Survey” will be used to solicit information from parents on the quality of their teachers and school, and from students on various aspects of teachers’ practice as well as how much the students say they learned or the extent to which they are engaged.

A teacher self-review reflecting on strengths and focus areas can be included in this section. The self-review is to be completed at the beginning of the academic year and reviewed at pre and post observation conferences as appropriate.

The results of these components (i.e., observation of teacher performance, classroom level data, survey data, peer-review, and the self-review) measuring teacher effectiveness will help drive the professional development recommendations for the teacher.

**\*\*NOTE:** It is the recommendation of the evaluation committee to use “School Quality Survey” data for informational purposes only. The results may be included in the Professional Growth Plan of the teacher.

## COMBINING TEACHER PERFORMANCE, STUDENT PROGRESS, & SURVEY DATA FOR A PERFORMANCE CLASSIFICATION

In making judgments about the overall effectiveness of the teacher, the evaluator will refer to the evidence, information and/or data collected that is related to the two components: **Teaching Performance** and associated actions or artifacts; and **School/Grade/Classroom-level Student Academic Progress** data reflecting the degree of improvement and progress made by the students in attendance at the school.

The evaluator will give consideration to the individual elements that comprise each component. Prior to the summative evaluation conference the evaluator should review the **Teacher's Self Review**, any previous conference notes, and/or **other documents** reflecting on the teacher's performance.

As previously described, the performance of the teacher in relation to **Teaching Performance** will constitute 67% of the evaluation outcome/classification (includes teacher's self review).

Using the Danielson Framework rubric, there are four domains that make up 67% or 67 points of the total points used in this model. The points possible for each domain are set forth in Appendix E. The degree to which the teacher meets the domains is left to the evaluator based on the evidence and/or information collected or provided.

As defined in State Statutes and adopted by the State Board of Education, **School/Grade/Classroom-Level Student Academic Progress** will constitute a minimum of 33% or 33 points of the evaluation outcome/classification. However, later events involving Arizona's NCLB flexibility waiver has placed added emphasis on student growth data.

**Survey data (collected from the parents and students)**, will be used for informational purposes. In reviewing the survey data, goals may be set based on information gleaned from the overall results or from the responses to individual questions.

The outcome of the annual evaluation of the teacher will be a "performance classification." The classification levels were adopted in State Statutes as: Highly Effective, Effective, Developing, and Ineffective.

The following tables show the range of points for each component of the model and the overall rating for the evaluation. Refer to Appendix F for the calculation form.

<b>Ineffective</b>	<b>Developing</b>	<b>Effective</b>	<b>Highly Effective</b>
39 points or less	40-55 points	56-73 points	74-100 points

## PERFORMANCE CLASSIFICATION RUBRIC

In judging or evaluating the teaching performance, student level data and survey results, the evaluator will use a formula to determine the four performance classifications identified below. The descriptors are not specific to a skill or behavior, but are general statements of effectiveness and are applicable to a variety of behaviors or actions.

As prescribed in A.R.S. § 15-203, beginning in school year 2013-2014 all school districts and charter schools shall classify each teacher in one of the following four performance classifications:

**Highly Effective:** A *highly effective* teacher consistently exceeds expectations. This teacher's students generally made exceptional levels of academic progress. The highly effective teacher demonstrates mastery of the state board of education adopted professional teaching standards, as determined by at least two classroom observations.

**Effective:** An *effective* teacher consistently meets expectations. This teacher's students generally made satisfactory levels of academic progress. The effective teacher demonstrates competency in the state board of education adopted professional teaching standards, as determined by at least two classroom observations.

**Developing:** A *developing* teacher fails to consistently meet expectations and requires a change in performance. This teacher's students generally made unsatisfactory levels of academic progress. The developing teacher demonstrates an insufficient level of competency in the state board of education adopted professional teaching standards, as determined by at least two classroom observations. The developing classification is not intended to be assigned to a veteran teacher for more than two consecutive years. This classification may be assigned to new or newly-reassigned teachers for more than two consecutive years.

**Ineffective:** An *ineffective* teacher consistently fails to meet expectations and requires a change in performance. This teacher's students generally made unacceptable levels of academic progress. The ineffective teacher demonstrates minimal competency in the state board of education adopted professional teaching standards, as determined by at least two classroom observations.

The teacher and principal should discuss the evidence, artifacts or data expected for the Effective level at the Beginning of the year Conference or Pre-Observation Conference #1 meeting.

## Summary

Stated in general terms the rubrics are designed to provide information about current practices and provide guidance for improvement. The Highly Effective classification is not lightly given or easily earned. The Effective classification describes the student outcomes and expected professional practice of teachers. It reflects one who is competent in the teaching role, attentive to the academic and other needs of the students and appreciated by staff and community. A teacher classified as Effective is considered a valuable employee. This description becomes the starting point from which a final classification level will be determined. **Classifications of Developing and Ineffective will require the development of a Professional Improvement Plan (Appendix F).** The contents of this plan will address the developmental needs of the novice teacher or the corrective actions expected of the experienced teacher.

# **APPENDIX A**

## **DANIELSON RUBRIC**

1a

## DEMONSTRATING KNOWLEDGE OF CONTENT AND PEDAGOGY

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

## DOMAIN 1

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

**1b** DEMONSTRATING KNOWLEDGE OF STUDENTS**UNSATISFACTORY • LEVEL 1**

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

**BASIC • LEVEL 2**

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

**CRITICAL ATTRIBUTES**

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

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

**POSSIBLE EXAMPLES**

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

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

## DOMAIN 1

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

## 1c SETTING INSTRUCTIONAL OUTCOMES

### UNSATISFACTORY • LEVEL 1

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

### BASIC • LEVEL 2

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

#### CRITICAL ATTRIBUTES

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

- 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.

#### POSSIBLE EXAMPLES

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

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

## DOMAIN 1

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

## 1d DEMONSTRATING KNOWLEDGE OF RESOURCES

### UNSATISFACTORY • LEVEL 1

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

### BASIC • LEVEL 2

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

#### CRITICAL ATTRIBUTES

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

- 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.

#### POSSIBLE EXAMPLES

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

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

## DOMAIN 1

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

## DOMAIN 1

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

## DOMAIN 1

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

## 2a

## CREATING AN ENVIRONMENT OF RESPECT AND RAPPORT

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

## DOMAIN 2

### PROFICIENT • LEVEL 3

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

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

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

### DISTINGUISHED • LEVEL 4

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

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

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

2b

## ESTABLISHING A CULTURE FOR LEARNING

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

## DOMAIN 2

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

**UNSATISFACTORY • LEVEL 1**

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

**BASIC • LEVEL 2**

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

**CRITICAL ATTRIBUTES**

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

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

**POSSIBLE EXAMPLES**

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

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

## DOMAIN 2

### PROFICIENT • LEVEL 3

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

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

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

### DISTINGUISHED • LEVEL 4

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

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

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

**2d**

**MANAGING STUDENT BEHAVIOR**

**UNSATISFACTORY • LEVEL 1**

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

**BASIC • LEVEL 2**

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

**CRITICAL ATTRIBUTES**

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

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

**POSSIBLE EXAMPLES**

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

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

## DOMAIN 2

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

**UNSATISFACTORY • LEVEL 1**

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

**BASIC • LEVEL 2**

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

**CRITICAL ATTRIBUTES**

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

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

**POSSIBLE EXAMPLES**

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

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

## DOMAIN 2

### PROFICIENT • LEVEL 3

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

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

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

### DISTINGUISHED • LEVEL 4

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

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

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

## 3a COMMUNICATING WITH STUDENTS

### UNSATISFACTORY • LEVEL 1

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

### BASIC • LEVEL 2

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

#### CRITICAL ATTRIBUTES

- At no time during the lesson does the teacher convey to students what they will be learning.
  - Students indicate through body language or questions that they don't understand the content being presented.
  - The teacher makes a serious content error that will affect students' understanding of the lesson.
  - Students indicate through their questions that they are confused about the learning task.
  - The teacher's communications include errors of vocabulary or usage or imprecise use of academic language.
  - The teacher's vocabulary is inappropriate to the age or culture of the students.
- The teacher provides little elaboration or explanation about what the students will be learning.
  - The teacher's explanation of the content consists of a monologue, with minimal participation or intellectual engagement by students.
  - The teacher makes no serious content errors but may make minor ones.
  - The teacher's explanations of content are purely procedural, with no indication of how students can think strategically.
  - The teacher must clarify the learning task so students can complete it.
  - The teacher's vocabulary and usage are correct but unimaginative.
  - When the teacher attempts to explain academic vocabulary, it is only partially successful.
  - The teacher's vocabulary is too advanced, or too juvenile, for students.

#### POSSIBLE EXAMPLES

- *A student asks, "What are we supposed to be doing?" but the teacher ignores the question.*
  - *The teacher states that to add fractions they must have the same numerator.*
  - *Students have a quizzical look on their faces; some may withdraw from the lesson.*
  - *Students become disruptive or talk among themselves in an effort to follow the lesson.*
  - *The teacher uses technical terms without explaining their meanings.*
  - *The teacher says "ain't."*
  - *And others...*
- *The teacher mispronounces "\_\_\_\_\_."*
  - *The teacher says, "And oh, by the way, today we're going to factor polynomials."*
  - *A student asks, "What are we supposed to be doing?" and the teacher clarifies the task.*
  - *A student asks, "What do I write here?" in order to complete a task.*
  - *The teacher says, "Watch me while I show you how to \_\_\_\_\_," asking students only to listen.*
  - *A number of students do not seem to be following the explanation.*
  - *Students are inattentive during the teacher's explanation of content.*
  - *Students' use of academic vocabulary is imprecise.*
  - *And others...*

## DOMAIN 3

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

## 3b

## USING QUESTIONING AND DISCUSSION TECHNIQUES

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

## DOMAIN 3

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

## 3c

## ENGAGING STUDENTS IN LEARNING

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

- Few students are intellectually engaged in the lesson.
  - Learning tasks/activities and materials require only recall or have a single correct response or method.
  - Instructional materials used are unsuitable to the lesson and/or the students.
  - The lesson drags or is rushed.
  - Only one type of instructional group is used (whole group, small groups) when variety would promote more student engagement.
- Some students are intellectually engaged in the lesson.
  - Learning tasks are a mix of those requiring thinking and those requiring recall.
  - Student engagement with the content is largely passive; the learning consists primarily of facts or procedures.
  - The materials and resources are partially aligned to the lesson objectives.
  - Few of the materials and resources require student thinking or ask students to explain their thinking.
  - The pacing of the lesson is uneven—suitable in parts but rushed or dragging in others.
  - The instructional groupings used are partially appropriate to the activities.

## POSSIBLE EXAMPLES

- *Most students disregard the assignment given by the teacher; it appears to be much too difficult for them.*
  - *Students fill out the lesson worksheet by copying words from the board.*
  - *Students are using math manipulative materials in a rote activity.*
  - *The teacher lectures for 45 minutes.*
  - *Most students don't have time to complete the assignment; the teacher moves on in the lesson.*
  - *And others...*
- *Students in only three of the five small groups are figuring out an answer to the assigned problem; the others seem to be unsure how they should proceed.*
  - *Students are asked to fill in a worksheet, following an established procedure.*
  - *There is a recognizable beginning, middle, and end to the lesson.*
  - *The teacher lectures for 20 minutes and provides 15 minutes for the students to write an essay; not all students are able to complete it.*
  - *And others...*

## DOMAIN 3

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

3d

## USING ASSESSMENT IN INSTRUCTION

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

**DOMAIN 3****PROFICIENT • LEVEL 3**

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

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

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

**DISTINGUISHED • LEVEL 4**

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

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

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

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

- The teacher ignores indications of student boredom or lack of understanding.
  - The teacher brushes aside students' questions.
  - The teacher conveys to students that when they have difficulty learning it is their fault.
  - In reflecting on practice, the teacher does not indicate that it is important to reach all students.
  - The teacher makes no attempt to adjust the lesson in response to student confusion.
- The teacher makes perfunctory attempts to incorporate students' questions and interests into the lesson.
  - The teacher conveys to students a level of responsibility for their learning but also his uncertainty about how to assist them.
  - In reflecting on practice, the teacher indicates the desire to reach all students but does not suggest strategies for doing so.
  - The teacher's attempts to adjust the lesson are partially successful.

## POSSIBLE EXAMPLES

- *The teacher says, "We don't have time for that today."*
  - *The teacher says, "If you'd just pay attention, you could understand this."*
  - *When a student asks the teacher to explain a mathematical procedure again, the teacher says, "Just do the homework assignment; you'll get it then."*
  - *And others...*
- *The teacher says, "I'll try to think of another way to come at this and get back to you."*
  - *The teacher says, "I realize not everyone understands this, but we can't spend any more time on it."*
  - *The teacher rearranges the way the students are grouped in an attempt to help students understand the lesson; the strategy is partially successful.*
  - *And others...*

## DOMAIN 3

## PROFICIENT • LEVEL 3

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

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

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

## DISTINGUISHED • LEVEL 4

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

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

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

**4a**

**REFLECTING ON TEACHING**

**UNSATISFACTORY • LEVEL 1**

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

**BASIC • LEVEL 2**

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

**CRITICAL ATTRIBUTES**

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

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

**POSSIBLE EXAMPLES**

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

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

## DOMAIN 4

**PROFICIENT • LEVEL 3**

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

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

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

**DISTINGUISHED • LEVEL 4**

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

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

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

## 4b

## MAINTAINING ACCURATE RECORDS

## UNSATISFACTORY • LEVEL 1

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

## BASIC • LEVEL 2

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

## CRITICAL ATTRIBUTES

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

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

## POSSIBLE EXAMPLES

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

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

## DOMAIN 4

### PROFICIENT • LEVEL 3

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

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

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

### DISTINGUISHED • LEVEL 4

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

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

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

**4c**

**COMMUNICATING WITH FAMILIES**

**UNSATISFACTORY • LEVEL 1**

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

**BASIC • LEVEL 2**

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

**CRITICAL ATTRIBUTES**

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

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

**POSSIBLE EXAMPLES**

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

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

## DOMAIN 4

### PROFICIENT • LEVEL 3

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

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

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

### DISTINGUISHED • LEVEL 4

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

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

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

**4d**

**PARTICIPATING IN THE PROFESSIONAL COMMUNITY**

**UNSATISFACTORY • LEVEL 1**

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

**BASIC • LEVEL 2**

The teacher maintains cordial relationships with colleagues to fulfill duties that the school or district requires. The teacher participates in the school's culture of professional inquiry when invited to do so. The teacher participates in school events and school and district projects when specifically asked.

**CRITICAL ATTRIBUTES**

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

- The teacher has cordial relationships with colleagues.
- When invited, the teacher participates in activities related to professional inquiry.
- When asked, the teacher participates in school activities, as well as district and community projects.

**POSSIBLE EXAMPLES**

- *The teacher doesn't share test-taking strategies with his colleagues. He figures that if his students do well, he will look good.*
- *The teacher does not attend PLC meetings.*
- *The teacher does not attend any school functions after the dismissal bell.*
- *The teacher says, "I work from 8:30 to 3:30 and not a minute more. I won't serve on any district committee unless they get me a substitute to cover my class."*
- *And others...*

- *The teacher is polite but seldom shares any instructional materials with his grade partners.*
- *The teacher attends PLC meetings only when reminded by her supervisor.*
- *The principal says, "I wish I didn't have to ask the teacher to 'volunteer' every time we need someone to chaperone the dance."*
- *The teacher contributes to the district literacy committee only when requested to do so by the principal.*
- *And others...*

## DOMAIN 4

### PROFICIENT • LEVEL 3

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

- The teacher has supportive and collaborative relationships with colleagues.
- The teacher regularly participates in activities related to professional inquiry.
- The teacher frequently volunteers to participate in school events and school district and community projects.

- *The principal remarks that the teacher's students have been noticeably successful since her teacher team has been focusing on instructional strategies during its meetings.*
- *The teacher has decided to take some free MIT courses online and to share his learning with colleagues.*
- *The basketball coach is usually willing to chaperone the ninth-grade dance because she knows all of her players will be there.*
- *The teacher enthusiastically represents the school during the district social studies review and brings his substantial knowledge of U.S. history to the course writing team.*
- *And others...*

### DISTINGUISHED • LEVEL 4

The teacher's relationships with colleagues are characterized by mutual support and cooperation, with the teacher taking initiative in assuming leadership among the faculty. The teacher takes a leadership role in promoting a culture of professional inquiry. The teacher volunteers to participate in school events and district projects, making a substantial contribution and assuming a leadership role in at least one aspect of school or district life.

- The teacher takes a leadership role in promoting activities related to professional inquiry.
- The teacher regularly contributes to and leads events that positively impact school life.
- The teacher regularly contributes to and leads significant district and community projects.

- *The teacher leads the group of mentor teachers at school, which is devoted to supporting teachers during their first years of teaching.*
- *The teacher hosts a book study group that meets monthly; he guides the book choices so that the group can focus on topics that will enhance their skills.*
- *The teacher leads the annual "Olympics" day, thereby involving the entire student body and faculty in athletic events.*
- *The teacher leads the district wellness committee, and involves healthcare and nutrition specialists from the community.*
- *And others...*

**UNSATISFACTORY • LEVEL 1**

The teacher engages in no professional development activities to enhance knowledge or skill. The teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. The teacher makes no effort to share knowledge with others or to assume professional responsibilities.

**BASIC • LEVEL 2**

The teacher participates to a limited extent in professional activities when they are convenient. The teacher engages in a limited way with colleagues and supervisors in professional conversation about practice, including some feedback on teaching performance. The teacher finds limited ways to assist other teachers and contribute to the profession.

**CRITICAL ATTRIBUTES**

- The teacher is not involved in any activity that might enhance knowledge or skill.
- The teacher purposefully resists discussing performance with supervisors or colleagues.
- The teacher ignores invitations to join professional organizations or attend conferences.

- The teacher participates in professional activities when they are required or provided by the district.
- The teacher reluctantly accepts feedback from supervisors and colleagues.
- The teacher contributes in a limited fashion to professional organizations.

**POSSIBLE EXAMPLES**

- *The teacher never takes continuing education courses, even though the credits would increase his salary.*
- *The teacher endures the principal's annual observations in her classroom, knowing that if she waits long enough, the principal will eventually leave and she will be able to simply discard the feedback form.*
- *Despite teaching high school honors mathematics, the teacher declines to join NCTM because it costs too much and makes too many demands on members' time.*
- *And others...*

- *The teacher politely attends district workshops and professional development days but doesn't make much use of the materials received.*
- *The teacher listens to his principal's feedback after a lesson but isn't sure that the recommendations really apply in his situation.*
- *The teacher joins the local chapter of the American Library Association because she might benefit from the free books—but otherwise doesn't feel it's worth much of her time.*
- *And others...*

## DOMAIN 4

**PROFICIENT • LEVEL 3**

The teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. The teacher actively engages with colleagues and supervisors in professional conversation about practice, including feedback about practice. The teacher participates actively in assisting other educators and looks for ways to contribute to the profession.

- The teacher seeks regular opportunities for continued professional development.
- The teacher welcomes colleagues and supervisors into the classroom for the purposes of gaining insight from their feedback.
- The teacher actively participates in organizations designed to contribute to the profession.

- *The teacher eagerly attends the district's optional summer workshops, knowing they provide a wealth of instructional strategies he'll be able to use during the school year.*
- *The teacher enjoys her principal's weekly walk-through visits because they always lead to a valuable informal discussion during lunch the next day.*
- *The teacher joins a science education partnership and finds that it provides him access to resources for his classroom that truly benefit his students.*
- *And others...*

**DISTINGUISHED • LEVEL 4**

The teacher seeks out opportunities for professional development and makes a systematic effort to conduct action research. The teacher solicits feedback on practice from both supervisors and colleagues. The teacher initiates important activities to contribute to the profession.

- The teacher seeks regular opportunities for continued professional development, including initiating action research.
- The teacher actively seeks feedback from supervisors and colleagues.
- The teacher takes an active leadership role in professional organizations in order to contribute to the profession.

- *The teacher's principal rarely spends time observing in her classroom. Therefore, she has initiated an action research project in order to improve her own instruction.*
- *The teacher is working on a particular instructional strategy and asks his colleagues to observe in his classroom in order to provide objective feedback on his progress.*
- *The teacher has founded a local organization devoted to literacy education; her leadership has inspired teachers in the community to work on several curriculum and instruction projects.*
- *And others...*

**UNSATISFACTORY • LEVEL 1**

The teacher displays dishonesty in interactions with colleagues, students, and the public. The teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. The teacher makes decisions and recommendations that are based on self-serving interests. The teacher does not comply with school and district regulations.

**BASIC • LEVEL 2**

The teacher is honest in interactions with colleagues, students, and the public. The teacher's attempts to serve students are inconsistent, and unknowingly contribute to some students being ill served by the school. The teacher's decisions and recommendations are based on limited though genuinely professional considerations. The teacher must be reminded by supervisors about complying with school and district regulations.

**CRITICAL ATTRIBUTES**

- The teacher is dishonest.
- The teacher does not notice the needs of students.
- The teacher engages in practices that are self-serving.
- The teacher willfully rejects district regulations.

- The teacher is honest.
- The teacher notices the needs of students but is inconsistent in addressing them.
- The teacher does not notice that some school practices result in poor conditions for students.
- The teacher makes decisions professionally but on a limited basis.
- The teacher complies with district regulations.

**POSSIBLE EXAMPLES**

- *The teacher makes some errors when marking the most recent common assessment but doesn't tell his colleagues.*
- *The teacher does not realize that three of her neediest students arrive at school an hour early every morning because their mothers can't afford daycare.*
- *The teacher fails to notice that one of his kindergartners is often ill, looks malnourished, and frequently has bruises on her arms and legs.*
- *When one of her colleagues goes home suddenly because of illness, the teacher pretends to have a meeting so that she won't have to share in the coverage responsibilities.*
- *The teacher does not file his students' writing samples in their district cumulative folders; it is time-consuming, and he wants to leave early for summer break.*
- *And others...*

- *The teacher says, "I have always known my grade partner to be truthful. If she called in sick today, then I believe her."*
- *The teacher considers staying late to help some of her students in after-school daycare but then realizes it would conflict with her health club class and so decides against it.*
- *The teacher notices a student struggling in his class and sends a quick email to the counselor. When he doesn't get a response, he assumes the problem has been taken care of.*
- *When the teacher's grade partner goes out on maternity leave, the teacher says "Hello" and "Welcome" to the substitute but does not offer any further assistance.*
- *The teacher keeps his district-required gradebook up to date but enters exactly the minimum number of assignments specified by his department chair.*
- *And others...*

## DOMAIN 4

## PROFICIENT • LEVEL 3

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

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

- *The teacher is trusted by his grade partners; they share information with him, confident it will not be repeated inappropriately.*
- *Despite her lack of knowledge about dance, the teacher forms a dance club at her high school to meet the high interest level of her students who cannot afford lessons.*
- *The teacher notices some speech delays in a few of her young students; she calls in the speech therapist to do a few sessions in her classroom and provide feedback on further steps.*
- *The English department chair says, "I appreciate when \_\_\_\_\_ attends our after-school meetings; he always contributes something meaningful to the discussion."*
- *The teacher learns the district's new online curriculum mapping system and writes in all of her courses.*
- *And others...*

## DISTINGUISHED • LEVEL 4

The teacher can be counted on to hold the highest standards of honesty, integrity, and confidentiality and takes a leadership role with colleagues. The teacher is highly proactive in serving students, seeking out resources when needed. The teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school. The teacher takes a leadership role in team or departmental decision making and helps ensure that such decisions are based on the highest professional standards. The teacher complies fully with school and district regulations, taking a leadership role with colleagues.

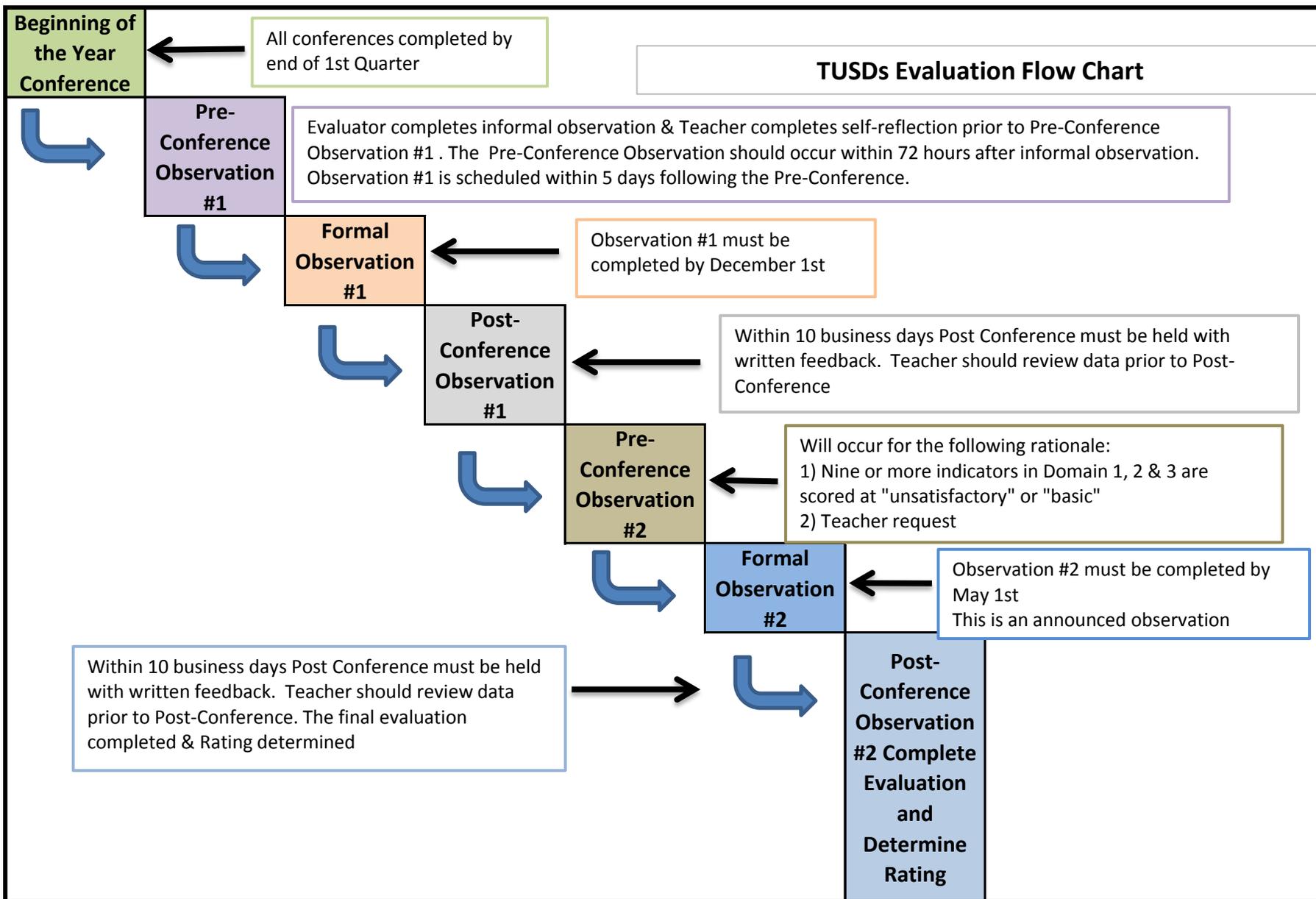
- The teacher is considered a leader in terms of honesty, integrity, and confidentiality.
- The teacher is highly proactive in serving students.
- The teacher makes a concerted effort to ensure opportunities are available for all students to be successful.
- The teacher takes a leadership role in team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

- *When a young teacher has trouble understanding directions from the principal, she immediately goes to a more seasoned teacher—who, she knows, can be relied on for expert advice and complete discretion.*
- *After the school's intramural basketball program is discontinued, the teacher finds some former student athletes to come in and work with his students, who have come to love the after-school sessions.*
- *The teacher enlists the help of her principal when she realizes that a colleague has been making disparaging comments about some disadvantaged students.*
- *The math department looks forward to their weekly meetings; their leader, the teacher, is always seeking new instructional strategies and resources for them to discuss.*
- *When the district adopts a new Web-based grading program, the teacher learns it inside and out so that she will be able to assist her colleagues with its implementation.*
- *And others...*

# **APPENDIX B**

## **OBSERVATION TOOLS**

### TUSDs Evaluation Flow Chart



**Tucson Unified School District**  
Professional Growth Plan

NAME: _____	SCHOOL: _____
ASSIGNMENT: _____	SCHOOL YEAR: _____
YEAR ONE: _____	YEAR TWO: _____
EMPLOYEE ID: _____	

1) What is my desired outcome for professional growth?

2) How does the outcome relate to TUSD goals and my school's goals (School Accountability Plan)?

3) What data sources/rationale did I use to establish my outcome?

4) Which professional development options/techniques listed below will I use?

- |  |  |
|--|--|
| <input type="checkbox"/> Peer Reflection Conversations               | <input type="checkbox"/> Study Group                           |
| <input type="checkbox"/> Delivery of Workshops/Courses               | <input type="checkbox"/> Action Research                       |
| <input type="checkbox"/> Development of Instructional Materials      | <input type="checkbox"/> Audio/Video Tape Analysis             |
| <input type="checkbox"/> Team Teaching                               | <input type="checkbox"/> Review of Professional Literature     |
| <input type="checkbox"/> Writing an analytical or reflective journal | <input type="checkbox"/> Pursuing National Board Certification |
| <input type="checkbox"/> Committee or Task Force Participation       | <input type="checkbox"/> Other (be specific) _____             |

Of the option/technique chosen it is:     Collaborative    OR     Independent

5) What data and/or evidence will I use to assess achievement of my outcome?

6) List anticipated/needed resources and if applicable, identify collaborative partners:

7) Devise a tentative timeline for the implementation of your plan with benchmarks and/or gathered evidence to judge your progress.

**TUSD Professional Growth Year Plan - Approval**

Signature: \_\_\_\_\_ (TEACHER) \_\_\_\_\_ (Date)

Approval by Principal/Administrator: \_\_\_\_\_ (Signature) \_\_\_\_\_ (Date)

## Protocol for Pre-Observation Conference

The teacher will complete this form and submit it to the appropriate evaluator prior to the pre-observation conference. The teacher should reflect on the Teaching Performance Evaluation rubric to complete this form and to prepare for the pre-observation conference.

Name of Teacher:	
School:	
Grade Level/Subject(s):	
Name of Observer:	
Date of Pre-Observation Conference:	
Date of Scheduled/Announced Classroom Observation	

Evidence of teacher performance will be gathered for all components for the Teacher Performance Evaluation. Evidence of planning and preparation and professional responsibilities will be gathered during the pre- and post-observation conference process through the review of lesson plans, student work, communication logs, conversation about practice, and other professional and instructional artifacts.

### Questions for discussion:

1. *To which part of your curriculum does this lesson relate? (1e)*
2. *How does this learning fit in the sequence of learning for this class? (1b, 1e, 1a)*
3. *Briefly describe the students in this class, including those with special needs. (1b)*
4. *What are your learning outcomes for this lesson? What do you want the students to understand? (1c, 1f)*
5. *How will you engage the students in the learning? What will you do? What will the students do? Will the students work in groups, or individually, or as a large group? Provide any worksheets or other materials the student will use. (1d, 1e, 1a)*
6. *How will you differentiate instruction for different individuals or groups of students in the class? (1d, 1c)*
7. *How and when will you know whether the students have learned what you intend? (1f)*
8. *Is there anything that you would like me to specifically observe during the lesson?*
9. *How is the lesson aligned to the Arizona Standards and/or the Arizona Common Core State Standards?*

## Protocol for Post-Observation Conference

The teacher will complete this form and submit it to the appropriate evaluator prior to the post-observation conference. The teacher should reflect on the Teaching Performance Evaluation rubric to complete this form and to prepare for the post-observation conference.

Name of Teacher:	
School:	
Grade Level/Subject(s):	
Name of Observer:	
Date of Pre-Observation Conference:	
Date of Scheduled/Announced Classroom Observation:	

Evidence of teacher performance will be gathered for all components of the Teacher Performance Evaluation. Evidence of planning and preparation and professional responsibilities will be gathered during the pre- and post-observation conference process through the review of lesson plans, student work, communication logs, conversation about practice, and other professional and instructional artifacts.

1. *In general, how successful was the lesson? Did the students learn what you intended for them to learn? How do you know? (3d, 4a)*
2. *If you were able to bring samples of student work, what would the samples reveal about the levels of student engagement and understanding? (3d, 3c)*
3. *Comment on your classroom procedures, student conduct and your use of physical space. To what extent did these contribute to student learning? (2c, 2d, 2e)*
4. *Did you depart from your plan? If so, how and why? (3e)*
5. *Comment on different aspects of your instructional delivery (e.g. activities, grouping of students, materials and resources.) To what extent were they effective? (2a, 2b, 3c, 3e, 1d, 1e)*
6. *If you had a chance to teach this lesson again to the same group of students, what would you do differently, from planning through execution? (4a)*

**Areas of Strength:**

**Areas for Improvement:**

\_\_\_\_\_  
Teacher (signature)

\_\_\_\_\_  
Evaluator (signature)

## Teacher Self-Review

Name of Teacher \_\_\_\_\_ School \_\_\_\_\_ Date \_\_\_\_\_

Teaching Domains/Functions	Evidence
<p><b>Domain 1: Planning and Preparation</b>            1a: Demonstrating Knowledge of Content and Pedagogy            1b: Demonstrating Knowledge of Students            1c: Setting Instructional Outcomes            1d: Demonstrating Knowledge of Resources            1e: Designing Coherent Instruction            1f: Designing Student Assessments</p>	
<p><b>Domain 2: Classroom Environment</b>            2a: Creating an Environment of Respect and Rapport            2b: Establishing a Culture for Learning            2c: Managing Classroom Procedures            2d: Managing Student Behavior            2e: Organizing Physical Space</p>	
<p><b>Domain 3: Instruction</b>            3a: Communicating With Students            3b: Using Questioning and Discussion Techniques            3c: Engaging Students in Learning            3d: Using Assessment in Instruction            3e: Demonstrating Flexibility and Responsiveness</p>	
<p><b>Domain 4: Professional Responsibilities</b>            4a: Reflecting on Teaching            4b: Maintaining Accurate Records            4c: Communicating With Families            4d: Participating in a Professional Community            4e: Growing and Developing Professionally            4f: Showing Professionalism</p>	
<b>Classroom Level Student Academic Progress Comments</b>	
<b>Survey Data Comments</b>	

### Teaching Performance Profile and Rating

Teacher Name:		Employee Identification Number				Formal Observation #1				Formal Observation #2				Final Score				TOTAL
School:		School Year:				Date:				Date:				Date:				
Grade/Subject/Dept																		
Evaluator:		Status: Probationary <input type="checkbox"/> Continuing <input type="checkbox"/>																
														see key below**				
<b>Domain 1: Planning and Preparation</b>																		
1a: Demonstrating Knowledge of Content and Pedagogy						✓	✓	✓	✓	✓	✓	✓	✓	0	1	2	3	
1b: Demonstrating Knowledge of Students														0	1	2	3	
1c: Setting Instructional Outcomes														0	1	2	3	
1d: Demonstrating Knowledge of Resources														0	1	2	3	
1e: Designing Coherent Instruction														0	1	2	3	
1f: Designing Student Assessments														0	1	2	3	
														Domain 1 Total				
<b>Domain 2: The Classroom Environment</b>																		
2a: Creating an Environment of Respect and Rapport														0	1	2	3	
2b: Establishing a Culture for Learning														0	1	2	3	
2c: Managing Classroom Procedures														0	1	2	3	
2d: Managing Student Behavior														0	1	2	3	
2e: Organizing Physical Space														0	1	2	3	
														Domain 2 Total				
<b>Domain 3: Instruction</b>																		
3a: Communicating With Students														0	1	2	3	
3b: Using Questioning and Discussion Techniques														0	1	2	3	
3c: Engaging Students in Learning														0	1	2	3	
3d: Using Assessment in Instruction														0	1	2	3	
3e: Demonstrating Flexibility and Responsiveness														0	1	2	3	
														Domain 3 Total				
<b>Domain 4: Professional Responsibilities</b>																		
4a: Reflecting on Teaching														0	1	2	3	
4b: Maintaining Accurate Records														0	1	2	3	
4c: Communicating With Families														0	1	2	3	
4d: Participating in a Professional Community														0	1	2	3	
4e: Growing and Developing Professionally														0	1	2	3	
4f: Showing Professionalism														0	1	2	3	
														Domain 4 Total				
<b>**KEY</b> U Unsatisfactory B Basic P Proficient D Distinguishe																		

**APPENDIX C**

**INTASC STANDARDS**

## **APPENDIX C**

### **InTASC STANDARDS**

## **Summary of Updated InTASC Core Teaching Standards**

The standards have been grouped into four general categories to help users organize their thinking about the standards:

### **The Learner and Learning**

Teaching begins with the learner. To ensure that each student learns new knowledge and skills, teachers must understand that learning and developmental patterns vary among individuals, that learners bring unique individual differences to the learning process, and that learners need supportive and safe learning environments to thrive. Effective teachers have high expectations for each and every learner and implement developmentally appropriate, challenging learning experiences within a variety of learning environments that help all learners meet high standards and reach their full potential. Teachers do this by combining a base of professional knowledge, including an understanding of how cognitive, linguistic, social, emotional, and physical development occurs, with the recognition that learners are individuals who bring differing personal and family backgrounds, skills, abilities, perspectives, talents and interests. Teachers collaborate with learners, colleagues, school leaders, families, members of the learners' communities, and community organizations to better understand their students and maximize their learning. Teachers promote learners' acceptance of responsibility for their own learning and collaborate with them to ensure the effective design and implementation of both self-directed and collaborative learning.

**Standard #1: Learner Development.** The teacher understands how learners grow and develop, recognizing that patterns of learning and development vary individually within and across the cognitive, linguistic, social, emotional, and physical areas, and designs and implements developmentally appropriate and challenging learning experiences.

**Standard #2: Learning Differences.** The teacher uses understanding of individual differences and diverse cultures and communities to ensure inclusive learning environments that enable each learner to meet high standards.

**Standard #3: Learning Environments.** The teacher works with others to create environments that support individual and collaborative learning, and that encourage positive social interaction, active engagement in learning, and self motivation.

## Content

Teachers must have a deep and flexible understanding of their content areas and be able to draw upon content knowledge as they work with learners to access information, apply knowledge in real world settings, and address meaningful issues to assure learner mastery of the content. Today's teachers make content knowledge accessible to learners by using multiple means of communication, including digital media and information technology. They integrate cross-disciplinary skills (e.g., critical thinking, problem solving, creativity, communication) to help learners use content to propose solutions, forge new understandings, solve problems, and imagine possibilities. Finally, teachers make content knowledge relevant to learners by connecting it to local, state, national, and global issues.

**Standard #4: Content Knowledge. The teacher understands the central concepts, tools of inquiry, and structures of the discipline(s) he or she teaches and creates learning experiences that make the discipline accessible and meaningful for learners to assure mastery of the content.**

**Standard #5: Application of Content. The teacher understands how to connect concepts and use differing perspectives to engage learners in critical thinking, creativity, and collaborative problem solving related to authentic local and global issues.**

## Instructional Practice

Effective instructional practice requires that teachers understand and integrate assessment, planning, and instructional strategies in coordinated and engaging ways. Beginning with their end or goal, teachers first identify student learning objectives and content standards and align assessments to those objectives. Teachers understand how to design, implement and interpret results from a range of formative and summative assessments. This knowledge is integrated into instructional practice so that teachers have access to information that can be used to provide immediate feedback to reinforce student learning and to modify instruction. Planning focuses on using a variety of appropriate and targeted instructional strategies to address diverse ways of learning, to incorporate new technologies to maximize and individualize learning, and to allow learners to take charge of their own learning and do it in creative ways.

**Standard #6: Assessment. The teacher understands and uses multiple methods of assessment to engage learners in their own growth, to monitor learner progress, and to guide the teacher's and learner's decision making.**

**Standard #7: Planning for Instruction. The teacher plans instruction that supports every student in meeting rigorous learning goals by drawing upon knowledge of content areas, curriculum, cross-disciplinary skills, and pedagogy, as well as knowledge of learners and the community context.**

**Standard #8: Instructional Strategies.** The teacher understands and uses a variety of instructional strategies to encourage learners to develop deep understanding of content areas and their connections, and to build skills to apply knowledge in meaningful ways.

## **Professional Responsibility**

Creating and supporting safe, productive learning environments that result in learners achieving at the highest levels is a teacher's primary responsibility. To do this well, teachers must engage in meaningful and intensive professional learning and self-renewal by regularly examining practice through ongoing study, self-reflection, and collaboration. A cycle of continuous self-improvement is enhanced by leadership, collegial support, and collaboration. Active engagement in professional learning and collaboration results in the discovery and implementation of better practice for the purpose of improved teaching and learning. Teachers also contribute to improving instructional practices that meet learners' needs and accomplish their school's mission and goals. Teachers benefit from and participate in collaboration with learners, families, colleagues, other school professionals, and community members. Teachers demonstrate leadership by modeling ethical behavior, contributing to positive changes in practice, and advancing their profession.

**Standard #9: Professional Learning and Ethical Practice.** The teacher engages in ongoing professional learning and uses evidence to continually evaluate his/her practice, particularly the effects of his/her choices and actions on others (learners, families, other professionals, and the community), and adapts practice to meet the needs of each learner.

**Standard #10: Leadership and Collaboration.** The teacher seeks appropriate leadership roles and opportunities to take responsibility for student learning, to collaborate with learners, families, colleagues, other school professionals, and community members to ensure learner growth, and to advance the profession.

# **APPENDIX D**

## **GLOSSARY OF TERMS**

## APPENDIX D GLOSSARY OF TERMS

### Term Definition

**Academic Progress:** A measurement of student academic performance. These measurements can be either: 1) the amount of academic growth a student experiences during one school year; or 2) a single measure of academic performance, including, but not limited to, formative assessments, summative assessments, and AZ LEARNS profiles.

**Aggregate:** In statistics, data combined from several measurements.

**Benchmark:** A standard by which something can be measured or judged. To measure according to specified standards in order to compare it with and improve one's own product.

**Best Practice:** Practices that are based on current research include the latest knowledge and technology and have proven successful across diverse student populations.

**Bias:** One's value judgments based on age, race, gender, appearance, perceived economic status, or accent. Bias may influence how one collects evidence and makes decisions based on that evidence.

**Classroom Observations:** Used to measure observable classroom processes including specific teacher practices, aspects of instruction, and interactions between teachers and students. Classroom observations can measure broad, overarching aspects of teaching or subject-specific or context-specific aspects of practice.

**Classroom-Level Data:** Data that is limited to student academic performance within an individual classroom or course. These may include AIMS scores, SAT 10 scores, district/school assessments, benchmark assessments, and other standardized assessments. Classroom-level data does NOT include teacher made quizzes or tests for a specific classroom.

**Component:** A category of measures within the evaluation system. In Arizona's Framework for Measuring Educator Effectiveness, the teacher evaluation system consists of the following three components: Classroom/School-level Data, and Teaching Performance. The principal evaluation system consists of the following three components: School-level Data, System/Program-level Data, and Instructional Leadership.

**Content Standard:** What students should know and be able to do. Content standards are broad descriptions of the knowledge and skills students should acquire in the core academic subject. The knowledge includes the important and enduring ideas, concepts, issues, and information. The skills include the ways of thinking; working, communicating, reasoning, and investigating that characterize each subject area. Content standards may emphasize interdisciplinary themes as well as concepts in the core academic subjects.

**Content Validity:** Assessments are aligned with written and enacted curriculum.

**Criterion-Referenced Test (CRT):** An assessment intended to measure how well a person has learned a specific body of knowledge and/or skills.

**Data:** Factual information, especially information organized for analysis or used to reason or make decisions.

**Data Analysis:** Examination of findings to determine and describe possible causes or reasons for the outcomes presented in the findings.

**Data Baseline:** Student performance data collected at or near the beginning of a cycle, before strategies and interventions and action plans have been implemented.

**Data Findings:** A presentation of the data without judgmental comments.

**Data Implications:** The logical inferences that are suggested as a result of the analysis of findings. Implications lead to the creation of task lists: actions that must be taken as a result of the implications.

**Data Systems:** A way to collect, store, analyze, and report on data.

**Data-Based Decision Making:** Analyzing existing sources of information, (class and school attendance, grades, test scores, portfolios, surveys, and interviews to make decisions. The process involves organizing and interpreting the data, creating action plans, and monitoring the effect actions have when implemented.

**Data-Driven Culture:** When the atmosphere and culture within a building or district is driven and supported by data.

**Demographic Indicators:** Describes the students who are included in the outcome data. This type of data gives us information, such as minority student achievement, Limited English Proficiency student achievement, attendance rates, mobility rates, and socioeconomic status of students. This is the type of data that tells you whether you have equity within the outcome measures. The statistical characteristics of human populations (e.g., age, race/ethnicity, experience, socioeconomic status). These statistics help describe the students who receive the outcome/performance scores.

**Disaggregated Data:** “Disaggregate” means to separate a whole into its parts. The process of breaking down data into smaller subsets in order to more closely analyze performance, disaggregation is an analysis tool that lets one determine whether there is equity on outcome measures, whether different groups of students are performing similarly on the outcomes.

**Dispositions:** Attitudes, aptitudes.

**Evaluation:** Evaluation occurs once a year and results in a performance classification and the development of a professional growth or professional improvement plan that aligns with LEA goals and comprehensive evaluation outcomes

**Formal Assessment:** This type of assessment allows the teacher to evaluate all the students systematically on the important skills and concepts in the theme, by using real reading and writing experiences that fit with the instruction. In other situations, or for certain students, teachers might use a skills test to examine specific skills or strategies taught in a theme.

**Formative Assessment:** Assessments used by teachers and students as part of instruction that provides feedback to adjust ongoing teaching and learning to improve students' achievement of core content.

**Framework:** A general set of guidelines that comprise the basic elements that shall be included in all teacher and principal evaluation instruments utilized by Arizona LEAs.

**Gap Analysis:** An analysis of the gap between where you are and where you want to be - a deficiency assessment.

**Goal (academic):** Based on a careful analysis of data, a goal defines the priority area(s) for a school/district's improvement initiatives.

**Group A Teachers:** Teachers with available classroom-level student achievement data that are valid and reliable, aligned to Arizona's academic standards, and appropriate to individual teachers' content areas.

**Group B Teachers:** Teachers with limited or no available classroom-level student achievement data that are valid and reliable, aligned to Arizona's academic standards, and appropriate to individual teachers' content areas.

**Growth Score:** Growth scores provide an equal interval scale from which one can quantify improvements in taught skills

**Indicator:** Descriptive statements that define Domain subsets.

**Informal Assessment:** This type of assessment allows the teacher to evaluate all the students systematically on the important skills and concepts in the theme by using real reading and writing experiences that fit with the instruction. In other situations, or for certain students, teachers might use a skills test to examine specific skills or strategies taught in a theme. Notes or checklists to record their observations from student-teacher conferences or informal classroom interactions can also be informal assessments.

**Instructional Leadership:** School leaders create and sustain a context for learning that puts students' learning first.

**Local Education Agency (LEA):** A public board of education or other public authority within a State, which maintains administrative control of public elementary or secondary schools in a city, county, township, school district, or other political subdivision of a state.

**Locally Developed Assessments:** Those assessments developed or administered at the local building level that can also measure the progress students are making toward the school improvement goals. In many instances, these assessments have not been analyzed for validity and/or reliability.

**Longitudinal Data:** Data/information about school, and students that is collected over multiple years for comparison purposes.

**Maintenance Goal:** A goal that current data does not indicate is an area of need, but one that requires continued resource support to ensure that current levels of achievement are maintained and/or improved.

**Mission:** A statement developed in concert with all stakeholders that creates a clear and focused statement of purpose and function. The mission statement identifies the priorities and educational beliefs of the school/district with regard to what is to be developed within its students. The mission statement provides direction for the staff and the parameters for decision-making.

**Model:** One serving as an example to be imitated or compared.

**Multiple Measures of Data:** Data that comes from multiple sources, such as: demographic, perception (surveys), student learning, and school system processes.

**Multiple Measures of Student Learning:** The various types of assessments of student learning, including for example, value-added or growth measures, curriculum-based tests, pre/post tests, capstone projects, oral presentations, performances, or artistic or other projects.

**Multiple Measures of Teacher Performance:** The various types of assessments of teachers' performance, including, for example, classroom observations, student test score data, self assessments, or student or parent surveys.

**Multiple Sources of Data:** Data that is derived from more than one source of data/information. See Assessment System, Data-Based Decision Making, and Triangulation.

**Non-tested Grades and Subjects:** Refers to the grades and subjects that are not required to be tested under the Elementary and Secondary Education Act or Arizona law.

**Norm-Referenced Test (NRT):** An assessment designed to compare an individual's performance to the performances of a group, called the "norm group."

**Objective:** Linked to goals. They identify the knowledge, skills, outcomes and results that are measurable, observable and quantifiable.

**Observation:** Observations, whether formal or informal, are considered to be formative information; the results of which may be shared to facilitate professional growth and/or be “collected” as pieces of evidence to be considered during the summative evaluation process.

**Other Assessments:** The development and/or adaptation of other measures of student growth for non-tested grades and subjects used across schools or districts. These measures may include early reading measures; standardized end-of-course assessments; formative assessments; benchmark, interim, or unit assessments; and standardized measures of English language proficiency. Other assessments may be developed at either the state education agency or local education agency level. Teacher-developed assessments of student learning or growth also may fall into this category when those assessments meet expectations for rigor and comparability across classrooms in a district or across classrooms statewide.

**Outcome Indicators:** Outcome data tells us what the students learned; and what they achieved. Outcome data paints the performance picture. These are the kinds of data that tell us what percentage of students passed the state writing test, and the percentage of students receiving E/F's in their classes, etc. These data pieces tell you how student achievement is going. This is the type of data that indicates whether or not there is quality in your classroom, school, or district. Data that reports the outcomes or performance of the achievement results of students.

**Parent Surveys:** Questionnaires that usually ask parents to rate teachers on an extent-scale regarding various aspects of teachers’ practice as well as the extent to which they are satisfied with the teachers’ instruction.

**Pedagogy:** Generally refers to strategies of instruction, or a style of instruction.

**Peer Review:** The assessment of one teacher’s performance by other teachers in the same field in order to maintain or enhance the quality of the work or performance in that field of teaching. Typically, the reviewers are not selected from among close colleagues or friends. This type of assessment helps maintain and enhance quality by detecting weaknesses and errors in specific works and performance.

**Perception Data:** Information collected that will indicate how stakeholders feel about something – data is usually gathered through survey/interview format.

**Pre- and Post-Tests:** Typically, locally developed student achievement tests that measure the content of the curriculum of a particular course. They are taken at the beginning of a time period (usually a semester or year) and then toward the end of that period to obtain a measure of student growth. Many pre- and post-test models also include mid-year assessments and formative assessments for teachers to adjust instruction throughout the course or year.

**Professional Development/Learning:** A process designed to enhance or improve specific professional competencies or the overall competence of a teacher.

**Professional Growth Plan:** A reflective, collaborative plan developed between administrators and teachers to provide opportunities for the professional growth of the teacher utilizing meaningful professional development and formative and summative assessment as tools, with the ultimate goal of improved student achievement.

**Professional Improvement Plan:** A prescriptive plan designed to assist teachers whose performance is unsatisfactory or below the minimum standard.

**Professional Learning Community:** Teachers in a school and its administrators continuously seek and share learning and then act on what they learn. The goal of their actions is to enhance their effectiveness as professionals so that students benefit.

**Rater Calibration (also called Recalibration):** An assessment of a rater's accuracy in scoring (adherence to the scoring standards) prior to beginning scoring. It usually consists of a set of pre-scored performances which the rater must score with sufficient accuracy to demonstrate eligibility for live scoring. Calibration tests generally contain performances that are exemplars at a particular score level and should, when possible cover the entire range of possible scores.

**Rater Certification:** An assessment of a rater's accuracy in scoring after initial training. It usually consists of a set of pre-scored performances that the rater must score with sufficient accuracy to demonstrate eligibility for live scoring. Certification tests generally contain performances that are exemplars at a particular score level and should, when possible cover the entire range of possible scores.

**Reliability:** The ability of an instrument to measure teacher performance consistently across different rates and different contexts.

**Results Driven Instruction:** Instruction informed by student achievement data and focused on results.

**Rubric:** An established and written set of criteria for scoring or evaluating one's performance in relationship to the established criteria. A method of measuring quality using a set of criteria with associated levels of performance.

**S.M.A.R.T. Goals Specific: Who? What? Where? Measurable:** How will the goals be measured? **Attainable:** Is the goal realistic, yet challenging? **Results-oriented:** Is the goal consistent with other goals established and fits with immediate and long rang plans? **Time-bound:** Is it trackable and does it allow for monitoring of progress?

**School Culture & Climate:** School culture and climate refers to the sum of the values, cultures, safety practices, and organizational structures within a school that cause it to function and react in particular ways.

**School Improvement Plan:** A document that provides for an identification of organization system and student academic performance goals, assessments aligned with each goal; the strategies and interventions for each goal, and the action plan with specific actions; and timelines for the implementation of the school improvement process, with an annual update based on data.

**School Profile:** A school profile is a summary of information that describes the students within a specific school. The profile enables the school to identify student strengths and needs. It is the source from which student performance goals emerge, and provides baseline information related to student performance that can later be used in determining the success of the school's improvement plan.

**School-Level Data:** Data that are limited to student academic performance within an individual school. These may include AIMS scores, SAT 10 scores, district/school assessments, other standardized assessments, and AZ LEARNS profiles.

**Scientific-Based Research:** Scientific method is a body of techniques for investigating phenomena and acquiring new knowledge, as well as for correcting and integrating previous knowledge. It is based on gathering observable, empirical, measurable evidence, subject to specific principles of reasoning.

**Stakeholder:** An individual or group with an interest in the success of students and the school/district in delivering intended results and maintaining the viability of the school/district's services. Stakeholders influence the system, programs, and services. Staffs, parents, students, business community members and staff of educational institutions are examples.

**Status Score:** The score a student receives at particular period of time.

**Student Growth:** The change in student achievement for an individual student between two or more points in time.

**Student Portfolios:** A personal collection of information describing and documenting a student's achievements, learning, and goals.

**Student Survey:** Questionnaires that typically ask students to rate teachers on an extent-scale regarding various aspects of teachers' practice as well as how much students say they learned or the extent to which they were engaged.

**Summative Assessment:** Assessments used to determine whether students have met instructional goals or student learning outcomes at the end of a course or program.

**Teacher Survey:** Questionnaires that typically ask teachers to rate principals on an extent-scale regarding various aspects of principal's/school's performance on a variety of measures

**Team:** Any group of teachers that teach the same subject, students or grade levels.

**Triangulation:** Comparison of multiple data sources to determine strengths and weaknesses of a school's performance. Triangulation assures that school improvement decisions will not be made from a single assessment or data source.

**Validity:** The extent to which a test's content is representative of the actual skills learned and whether the test can allow accurate conclusions concerning achievement.

**Vision:** A statement that describes what the school hopes to be doing in the future. A vision statement is a clear description of the components and characteristics of the system that will be needed to deliver the mission of the organization.

**APPENDIX E**

**SUMMATIVE FORMS**



**Areas of Recognition of Effort/Commendation (required for Highly Effective Rating):**

**Professional Development of Self Improvement:**

**Deficiencies to Correct (required for Ineffective/Developing rating):**

# **APPENDIX F**

## **PLAN FOR IMPROVEMENT**

## 2012-13 SQS Survey Results for K-2 Students by Race/Ethnicity

Instruction	Ethnicity	n-size	Strongly			Strongly	Don't Know/ Does Not Apply
			Agree	Agree	Disagree	Disagree	
1. My teacher encourages me to do my best.	White	1,322	79.8%	18.3%	1.3%	0.6%	--
	Afr. Amer.	305	74.1%	23.6%	1.3%	1.0%	--
	Hispanic	2,907	75.9%	22.7%	0.8%	0.7%	--
	Nat. Amer.	205	67.3%	30.2%	2.4%	0.0%	--
	As./Pac. Is.	163	78.5%	19.0%	1.2%	1.2%	--
	Unknown	1,282	77.9%	19.6%	1.4%	1.1%	--
2. My teacher gives me a chance to answer questions.	White	1,319	62.1%	34.1%	2.7%	1.1%	--
	Afr. Amer.	298	61.4%	35.2%	2.7%	0.7%	--
	Hispanic	2,872	63.7%	33.7%	1.8%	0.8%	--
	Nat. Amer.	203	56.2%	41.4%	1.5%	1.0%	--
	As./Pac. Is.	157	67.5%	28.0%	3.2%	1.3%	--
	Unknown	1,281	62.6%	33.2%	3.2%	1.0%	--
3. My teacher gives me a chance to ask questions.	White	1,303	63.8%	30.6%	4.4%	1.2%	--
	Afr. Amer.	302	60.9%	34.4%	3.0%	1.7%	--
	Hispanic	2,859	64.4%	31.4%	3.0%	1.2%	--
	Nat. Amer.	201	56.7%	38.8%	3.5%	1.0%	--
	As./Pac. Is.	155	65.2%	34.2%	0.0%	0.6%	--
	Unknown	1,261	64.6%	30.6%	3.3%	1.4%	--
4. I am learning to use computers at school.	White	1,309	62.8%	25.7%	6.5%	5.0%	--
	Afr. Amer.	291	57.4%	29.6%	5.5%	7.6%	--
	Hispanic	2,800	61.2%	30.3%	4.8%	3.7%	--
	Nat. Amer.	199	59.3%	30.2%	7.5%	3.0%	--
	As./Pac. Is.	155	61.9%	30.3%	4.5%	3.2%	--
	Unknown	1,254	63.9%	26.2%	5.4%	4.5%	--
5. I use a computer at home.	White	1,284	52.5%	30.2%	9.6%	7.7%	--
	Afr. Amer.	283	41.3%	28.6%	13.1%	17.0%	--
	Hispanic	2,730	47.4%	26.8%	12.0%	13.9%	--
	Nat. Amer.	190	32.6%	23.7%	25.3%	18.4%	--
	As./Pac. Is.	156	50.0%	27.6%	9.6%	12.8%	--
	Unknown	1,202	50.9%	25.1%	12.1%	11.9%	--

Environment	Ethnicity	n-size	Strongly			Strongly	Don't Know/ Know/
			Agree	Agree	Disagree	Disagree	

							Does Not Apply
6. The school is clean and well kept.	White	1,319	57.6%	34.0%	6.3%	2.1%	--
	Afr. Amer.	294	53.4%	35.4%	7.5%	3.7%	--
	Hispanic	2,882	56.7%	35.3%	5.3%	2.7%	--
	Nat. Amer.	204	52.9%	38.2%	6.9%	2.0%	--
	As./Pac. Is.	158	63.3%	28.5%	6.3%	1.9%	--
	Unknown	1,272	58.2%	31.9%	7.2%	2.8%	--
7. Students behave during class.	White	1,312	31.6%	48.9%	15.4%	4.1%	--
	Afr. Amer.	301	29.2%	46.8%	18.6%	5.3%	--
	Hispanic	2,862	34.1%	46.9%	14.6%	4.4%	--
	Nat. Amer.	202	26.2%	44.6%	22.3%	6.9%	--
	As./Pac. Is.	152	45.4%	36.8%	12.5%	5.3%	--
	Unknown	1,263	34.0%	46.6%	14.6%	4.9%	--
8. I feel safe at my school.	White	1,330	71.3%	23.8%	2.8%	2.2%	--
	Afr. Amer.	300	66.0%	28.0%	2.7%	3.3%	--
	Hispanic	2,889	67.5%	27.7%	2.8%	1.9%	--
	Nat. Amer.	204	60.3%	32.8%	5.4%	1.5%	--
	As./Pac. Is.	154	74.0%	21.4%	1.9%	2.6%	--
	Unknown	1,270	71.4%	23.6%	3.1%	1.8%	--

**Intercultural Proficiency**

	Ethnicity	n-size	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know/ Does Not Apply
9. I easily make friends with students of different races.	White	1,311	71.5%	23.2%	3.5%	1.8%	--
	Afr. Amer.	298	64.1%	31.5%	3.0%	1.3%	--
	Hispanic	2,875	68.3%	26.5%	3.2%	2.0%	--
	Nat. Amer.	203	56.7%	33.5%	7.4%	2.5%	--
	As./Pac. Is.	156	67.3%	26.9%	3.8%	1.9%	--
	Unknown	1,253	68.6%	25.2%	3.4%	2.8%	--
10. I don't hear students put down others because of their race.	White	1,278	61.0%	27.2%	6.8%	5.0%	--
	Afr. Amer.	291	47.8%	34.4%	10.3%	7.6%	--
	Hispanic	2,752	55.0%	30.1%	9.9%	5.1%	--
	Nat. Amer.	194	43.3%	34.5%	16.0%	6.2%	--
	As./Pac. Is.	147	44.2%	36.1%	12.2%	7.5%	--
	Unknown	1,222	51.9%	30.9%	10.3%	7.0%	--
11. Students of all races get along at this school.	White	1,304	63.1%	29.4%	5.3%	2.1%	--
	Afr. Amer.	289	53.6%	36.0%	8.7%	1.7%	--
	Hispanic	2,822	60.8%	32.5%	4.7%	2.0%	--
	Nat. Amer.	204	49.0%	42.2%	6.9%	2.0%	--

	As./Pac. Is.	150	60.7%	30.0%	4.7%	4.7%	--
	Unknown	1,234	59.5%	31.8%	5.9%	2.8%	--
12. Teachers treat students with respect.	White	1,323	75.5%	22.3%	1.0%	1.2%	--
	Afr. Amer.	298	71.1%	26.2%	1.3%	1.3%	--
	Hispanic	2,886	72.9%	24.3%	1.6%	1.1%	--
	Nat. Amer.	201	64.2%	34.8%	1.0%	0.0%	--
	As./Pac. Is.	154	73.4%	20.1%	2.6%	3.9%	--
	Unknown	1,257	75.9%	20.7%	2.1%	1.4%	--

**Personal Qualities**

	Ethnicity	n-size	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know/ Does Not Apply
13. I usually follow the school rules and stay out of trouble.	White	1,330	66.2%	29.8%	2.7%	1.3%	--
	Afr. Amer.	303	58.7%	32.7%	5.3%	3.3%	--
	Hispanic	2,886	65.7%	29.6%	3.5%	1.2%	--
	Nat. Amer.	205	62.0%	34.1%	3.4%	0.5%	--
	As./Pac. Is.	161	65.8%	26.1%	5.6%	2.5%	--
	Unknown	1,272	64.0%	30.7%	3.4%	2.0%	--

**Overall Satisfaction**

	Ethnicity	n-size	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know/ Does Not Apply
14. I like my school.	White	1,325	80.5%	16.0%	1.6%	2.0%	--
	Afr. Amer.	297	77.8%	17.8%	1.3%	3.0%	--
	Hispanic	2,850	79.8%	17.3%	1.4%	1.5%	--
	Nat. Amer.	204	78.9%	18.6%	1.5%	1.0%	--
	As./Pac. Is.	158	76.6%	17.1%	2.5%	3.8%	--
	Unknown	1,268	82.2%	14.7%	1.5%	1.7%	--

## 2012-13 SQS Survey Results for 3-12 Students by Race/Ethnicity

**Instruction**

	Ethnicity	n-size	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know/ Does Not Apply
1. My teachers help me when I need help with my schoolwork.	White	5,859	31.3%	53.3%	11.7%	3.7%	--
	Afr. Amer.	1,442	33.6%	50.5%	10.1%	5.8%	--
	Hispanic	12,449	32.3%	53.9%	10.1%	3.7%	--
	Nat. Amer.	707	33.5%	51.1%	10.2%	5.2%	--

	As./Pac. Is.	760	39.6%	49.2%	7.2%	3.9%	--
	Unknown	2,537	31.3%	50.8%	12.2%	5.8%	--
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2. My teachers give me a chance to answer questions.	White	6,100	40.8%	52.8%	5.1%	1.3%	--
	Afr. Amer.	1,477	43.0%	47.9%	6.1%	3.0%	--
	Hispanic	12,773	39.8%	53.8%	4.9%	1.6%	--
	Nat. Amer.	733	41.9%	48.6%	6.8%	2.7%	--
	As./Pac. Is.	778	43.1%	49.0%	5.7%	2.3%	--
	Unknown	2,626	39.4%	50.1%	7.2%	3.2%	--
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3. During class, students have a chance to discuss what they are learning.	White	5,992	30.4%	51.5%	14.4%	3.7%	--
	Afr. Amer.	1,445	35.4%	46.4%	13.1%	5.1%	--
	Hispanic	12,583	32.1%	50.7%	13.7%	3.4%	--
	Nat. Amer.	719	36.7%	50.2%	9.5%	3.6%	--
	As./Pac. Is.	771	30.6%	52.7%	11.9%	4.8%	--
	Unknown	2,577	31.6%	49.4%	14.0%	5.0%	--
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4. Students have a chance to express their opinions about what they are learning.	White	5,927	25.5%	49.2%	18.6%	6.6%	--
	Afr. Amer.	1,441	32.3%	46.2%	15.1%	6.3%	--
	Hispanic	12,491	28.0%	49.4%	17.4%	5.2%	--
	Nat. Amer.	712	33.0%	48.0%	13.6%	5.3%	--
	As./Pac. Is.	759	28.3%	53.8%	12.5%	5.4%	--
	Unknown	2,553	28.0%	46.3%	18.7%	7.0%	--
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5. My teachers give me a chance to ask questions.	White	6,080	44.8%	47.9%	5.8%	1.6%	--
	Afr. Amer.	1,474	47.8%	42.7%	6.0%	3.5%	--
	Hispanic	12,763	44.5%	48.3%	5.3%	1.9%	--
	Nat. Amer.	725	47.4%	44.4%	6.2%	1.9%	--
	As./Pac. Is.	772	49.9%	43.9%	3.4%	2.8%	--
	Unknown	2,623	43.1%	46.5%	7.5%	2.9%	--
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6. My teachers encourage me to do my best.	White	6,058	55.0%	37.2%	6.1%	1.7%	--
	Afr. Amer.	1,475	57.1%	33.2%	6.2%	3.5%	--
	Hispanic	12,722	54.8%	37.1%	5.9%	2.2%	--
	Nat. Amer.	722	57.2%	34.9%	5.4%	2.5%	--
	As./Pac. Is.	770	56.0%	36.1%	4.8%	3.1%	--
	Unknown	2,602	52.7%	36.5%	7.3%	3.6%	--
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7. I enjoy what I am learning in school.	White	5,981	31.3%	46.8%	15.2%	6.7%	--
	Afr. Amer.	1,447	35.6%	45.6%	11.5%	7.3%	--
	Hispanic	12,579	31.9%	48.4%	13.7%	6.0%	--
	Nat. Amer.	718	38.0%	47.2%	9.5%	5.3%	--
	As./Pac. Is.	769	37.8%	46.2%	9.8%	6.2%	--
	Unknown	2,583	33.6%	44.2%	14.1%	8.1%	--

8. This school does a good job of teaching me how to use computers.	White	5,762	25.0%	36.2%	24.5%	14.3%	--
	Afr. Amer.	1,414	30.8%	37.1%	20.6%	11.6%	--
	Hispanic	12,165	27.6%	39.1%	22.4%	10.9%	--
	Nat. Amer.	679	34.5%	36.8%	18.6%	10.2%	--
	As./Pac. Is.	732	26.4%	40.3%	21.6%	11.7%	--
	Unknown	2,484	27.6%	34.9%	23.5%	14.0%	--

9. I often use a computer at school to do my schoolwork.	White	5,633	7.5%	17.1%	35.0%	40.4%	--
	Afr. Amer.	1,382	10.3%	19.6%	34.0%	36.0%	--
	Hispanic	11,981	8.4%	19.6%	37.4%	34.6%	--
	Nat. Amer.	680	7.5%	19.6%	37.1%	35.9%	--
	As./Pac. Is.	725	9.8%	26.5%	36.0%	27.7%	--
	Unknown	2,442	9.5%	18.9%	34.9%	36.7%	--

10. I often use a computer with internet access at home to complete my homework.	White	5,815	18.8%	30.0%	25.2%	26.0%	--
	Afr. Amer.	1,406	19.1%	23.9%	28.8%	28.2%	--
	Hispanic	12,279	16.8%	29.8%	27.5%	25.9%	--
	Nat. Amer.	686	13.4%	25.7%	28.3%	32.7%	--
	As./Pac. Is.	744	29.7%	34.1%	20.3%	15.9%	--
	Unknown	2,481	19.1%	27.6%	28.0%	25.3%	--

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**Environment**

	Ethnicity	n-size	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know/ Does Not Apply
11. The school is clean and well kept.	White	6,038	22.9%	45.8%	22.3%	9.0%	--
	Afr. Amer.	1,460	23.9%	41.7%	21.2%	13.2%	--
	Hispanic	12,656	21.4%	47.2%	22.2%	9.2%	--
	Nat. Amer.	715	25.9%	45.3%	21.3%	7.6%	--
	As./Pac. Is.	765	20.4%	44.7%	23.7%	11.2%	--
	Unknown	2,608	23.2%	44.4%	21.1%	11.3%	--

12. Students behave during class.	White	5,966	11.0%	46.5%	30.4%	12.1%	--
	Afr. Amer.	1,449	11.0%	39.5%	32.8%	16.8%	--
	Hispanic	12,469	10.4%	48.9%	29.5%	11.1%	--
	Nat. Amer.	705	15.6%	42.4%	30.1%	11.9%	--
	As./Pac. Is.	758	14.0%	49.5%	25.1%	11.5%	--
	Unknown	2,574	11.6%	43.5%	30.6%	14.3%	--

13. My classrooms are comfortable places to learn.	White	6,024	32.3%	49.9%	12.9%	4.9%	--
	Afr. Amer.	1,451	33.0%	46.1%	12.5%	8.3%	--
	Hispanic	12,620	32.1%	51.4%	12.0%	4.5%	--
	Nat. Amer.	727	37.1%	46.5%	11.0%	5.4%	--
	As./Pac. Is.	765	31.9%	51.1%	11.8%	5.2%	--
	Unknown	2,595	32.7%	46.0%	15.1%	6.2%	--

14. I feel safe at my school.	White	6,011	37.6%	46.5%	10.7%	5.2%	--
	Afr. Amer.	1,463	37.6%	42.9%	12.6%	7.0%	--
	Hispanic	12,569	36.7%	48.2%	9.9%	5.2%	--
	Nat. Amer.	713	42.4%	42.4%	9.4%	5.9%	--
	As./Pac. Is.	762	34.8%	47.6%	11.9%	5.6%	--
	Unknown	2,583	37.2%	44.9%	10.6%	7.2%	--
15. There is someone who I can safely report bullying or harassment to at my school.	White	5,888	45.7%	40.5%	8.2%	5.5%	--
	Afr. Amer.	1,416	45.0%	37.4%	9.1%	8.5%	--
	Hispanic	12,266	45.6%	39.5%	9.0%	5.8%	--
	Nat. Amer.	698	46.3%	39.3%	7.6%	6.9%	--
	As./Pac. Is.	749	38.6%	41.9%	11.9%	7.6%	--
	Unknown	2,517	44.4%	37.7%	10.4%	7.4%	--
16. This year I have rarely been the victim of bullying or harassment.	White	5,904	45.2%	30.1%	12.1%	12.7%	--
	Afr. Amer.	1,403	41.1%	25.8%	13.7%	19.4%	--
	Hispanic	12,175	44.3%	28.8%	11.3%	15.5%	--
	Nat. Amer.	690	39.7%	26.7%	14.1%	19.6%	--
	As./Pac. Is.	729	37.3%	32.1%	16.2%	14.4%	--
	Unknown	2,479	43.4%	26.1%	15.7%	14.8%	--

Intercultural Proficiency							Don't Know/ Does Not Apply
	Ethnicity	n-size	Strongly Agree	Agree	Disagree	Strongly Disagree	
17. I easily make friends with students of different racial and ethnic backgrounds.	White	6,001	56.1%	35.9%	5.0%	3.0%	--
	Afr. Amer.	1,460	58.8%	30.4%	6.1%	4.7%	--
	Hispanic	12,660	58.0%	35.5%	4.1%	2.4%	--
	Nat. Amer.	711	53.0%	35.9%	6.8%	4.4%	--
	As./Pac. Is.	756	50.3%	40.1%	5.6%	4.1%	--
	Unknown	2,563	55.2%	35.1%	6.0%	3.7%	--
18. I rarely hear students say negative things about the racial or ethnic backgrounds of others.	White	5,936	27.9%	37.0%	21.4%	13.6%	--
	Afr. Amer.	1,437	25.1%	34.4%	21.6%	18.9%	--
	Hispanic	12,467	26.7%	39.9%	20.9%	12.4%	--
	Nat. Amer.	699	25.0%	38.8%	22.7%	13.4%	--
	As./Pac. Is.	747	24.4%	38.7%	24.4%	12.6%	--
	Unknown	2,543	26.9%	35.0%	22.8%	15.2%	--
19. I rarely hear students say negative things about the special needs of others.	White	5,953	32.3%	39.0%	18.0%	10.7%	--
	Afr. Amer.	1,433	31.0%	35.9%	19.5%	13.7%	--
	Hispanic	12,434	33.0%	40.2%	16.9%	10.0%	--
	Nat. Amer.	698	30.8%	36.0%	21.3%	11.9%	--
	As./Pac. Is.	743	27.6%	45.2%	19.1%	8.1%	--

	Unknown	2,522	32.5%	36.7%	19.0%	11.7%	--
20. Students of different racial and ethnic backgrounds get along at my school.	White	5,950	41.8%	46.1%	8.6%	3.5%	--
	Afr. Amer.	1,436	42.1%	40.9%	10.4%	6.5%	--
	Hispanic	12,481	42.3%	47.4%	7.0%	3.2%	--
	Nat. Amer.	704	38.1%	47.6%	10.4%	4.0%	--
	As./Pac. Is.	751	37.0%	47.5%	10.7%	4.8%	--
	Unknown	2,527	41.2%	45.0%	9.3%	4.6%	--
21. At my school it's okay to hang out with students of different racial/ethnic groups.	White	6,011	61.0%	33.9%	3.5%	1.6%	--
	Afr. Amer.	1,449	59.6%	31.1%	5.0%	4.2%	--
	Hispanic	12,629	62.0%	33.2%	3.0%	1.8%	--
	Nat. Amer.	720	57.9%	35.7%	4.4%	1.9%	--
	As./Pac. Is.	754	55.8%	35.1%	5.7%	3.3%	--
	Unknown	2,555	56.9%	35.2%	4.9%	3.1%	--
22. What I am learning in school helps me understand my own culture and the cultures of others.	White	5,847	29.3%	43.3%	19.2%	8.2%	--
	Afr. Amer.	1,417	35.7%	38.0%	14.9%	11.4%	--
	Hispanic	12,387	31.8%	44.4%	16.3%	7.5%	--
	Nat. Amer.	702	34.0%	41.6%	14.1%	10.3%	--
	As./Pac. Is.	761	31.0%	44.2%	14.7%	10.1%	--
	Unknown	2,520	33.0%	38.3%	18.8%	9.8%	--
23. Teachers treat students with respect.	White	6,013	43.9%	42.5%	10.0%	3.7%	--
	Afr. Amer.	1,453	45.4%	37.8%	10.6%	6.3%	--
	Hispanic	12,626	42.6%	42.8%	10.3%	4.3%	--
	Nat. Amer.	712	48.6%	39.3%	8.0%	4.1%	--
	As./Pac. Is.	760	45.9%	41.6%	7.8%	4.7%	--
	Unknown	2,554	42.8%	41.1%	11.3%	4.9%	--
24. I feel that adults at my school understand my learning needs.	White	5,925	36.1%	46.0%	13.0%	4.9%	--
	Afr. Amer.	1,433	41.6%	39.8%	12.0%	6.6%	--
	Hispanic	12,460	35.0%	47.5%	12.7%	4.8%	--
	Nat. Amer.	710	38.9%	45.5%	9.9%	5.8%	--
	As./Pac. Is.	752	32.3%	53.1%	8.9%	5.7%	--
	Unknown	2,543	36.0%	42.4%	15.1%	6.5%	--
25. I feel welcome at my school.	White	5,964	43.8%	42.6%	9.0%	4.5%	--
	Afr. Amer.	1,444	47.2%	37.0%	9.1%	6.8%	--
	Hispanic	12,557	45.8%	43.2%	7.0%	3.9%	--
	Nat. Amer.	720	48.3%	39.6%	7.2%	4.9%	--
	As./Pac. Is.	762	43.4%	43.4%	8.3%	4.9%	--
	Unknown	2,542	44.8%	41.0%	9.0%	5.2%	--

**Personal Qualities**      **Ethnicity**   **n-size**   **Strongly**   **Agree**   **Disagree**   **Strongly**   **Don't**

			Agree		Disagree		Know/ Does Not Apply
26. I attend school regularly and try not to be absent.	White	6,047	63.2%	31.3%	3.9%	1.6%	--
	Afr. Amer.	1,468	64.0%	28.6%	4.3%	3.1%	--
	Hispanic	12,687	57.6%	35.6%	4.7%	2.1%	--
	Nat. Amer.	715	55.0%	35.0%	7.4%	2.7%	--
	As./Pac. Is.	775	66.7%	26.7%	3.9%	2.7%	--
	Unknown	2,596	58.0%	33.7%	5.2%	3.0%	--
27. I usually follow the school rules and stay out of trouble.	White	6,064	56.5%	36.9%	5.0%	1.6%	--
	Afr. Amer.	1,472	49.5%	39.5%	7.0%	4.1%	--
	Hispanic	12,679	49.9%	41.6%	6.2%	2.3%	--
	Nat. Amer.	716	46.4%	42.5%	8.4%	2.8%	--
	As./Pac. Is.	768	59.2%	33.1%	4.7%	3.0%	--
	Unknown	2,580	49.3%	41.1%	6.8%	2.9%	--
28. I usually complete and turn in my homework on time.	White	6,018	46.3%	39.4%	11.3%	3.0%	--
	Afr. Amer.	1,451	41.2%	40.5%	13.8%	4.5%	--
	Hispanic	12,604	38.1%	44.4%	14.2%	3.4%	--
	Nat. Amer.	709	34.4%	41.5%	20.6%	3.5%	--
	As./Pac. Is.	765	48.9%	37.9%	7.7%	5.5%	--
	Unknown	2,576	39.0%	41.5%	14.6%	4.9%	--
29. I usually get to class on time.	White	6,048	59.4%	32.8%	5.7%	2.1%	--
	Afr. Amer.	1,466	52.5%	33.9%	9.5%	4.0%	--
	Hispanic	12,646	49.2%	39.1%	8.7%	3.0%	--
	Nat. Amer.	715	51.0%	33.8%	10.5%	4.6%	--
	As./Pac. Is.	769	59.0%	30.2%	6.4%	4.4%	--
	Unknown	2,586	50.5%	36.3%	9.2%	3.9%	--

Overall Satisfaction				Strongly Agree	Disagree	Strongly Disagree	Don't Know/ Does Not Apply
30. Overall, I am very satisfied with my school.	Ethnicity	n-size					
	White	5,687	42.7%	42.4%	9.6%	5.3%	--
	Afr. Amer.	1,329	46.8%	36.3%	8.8%	8.1%	--
	Hispanic	11,790	46.1%	40.3%	8.3%	5.3%	--
	Nat. Amer.	654	52.1%	34.3%	7.3%	6.3%	--
	As./Pac. Is.	719		42.3%	44.2%	7.4%	6.1%
Unknown	2,339		44.6%	39.1%	8.6%	7.7%	--