Acknowledgements

This handbook was created with input and support from:

Arizona Revised Statute § 15-203(A)(38)
Charlotte Danielson, Enhancing Professional Practice: A Framework for Teaching (2nd Edition)
Chicago Public Schools, The Excellence in Teaching Project
Electronic Forms and Rubrics for Enhancing Professional Practice: A Framework for Teaching,
    by Charlotte Danielson. Alexandria, VA: ASCD, 2008. Used by permission. All rights reserved.
InTASC Model Core Teaching Standards, CCSSO’s Interstate Teacher Assessment and Support Consortium (April 2011)
Mesa Public Schools Educators
Northbrook/Glenview School District 30, Appraisal System
The Arizona State Board of Education, Arizona Framework for Measuring Educator Effectiveness
## Table of Contents

Teacher Evaluation Committee 5

Evaluation Introduction 6

District Vision, Mission, Core Values, Priorities and Goals 7

Key Components of the Mesa Public Schools Classroom Teacher Evaluation System 8

Teaching Performance 8-10

Student Academic Progress

Identification of Group A and Group B Teachers 10-11

Student Academic Progress Profile and Rating for Group B Teachers 11

Student Academic Progress Cut Scores 11

Final Teacher Evaluation Rating 11

Professional Development

Teachers New to Mesa or Teachers New to Teaching 11-12

Professional Refinement Plan 12

Professional Remediation Plan 12

Inadequate of Classroom Performance 12-13

Appeal of Evaluation 13

Evaluation Timelines and Activities 14

Forms

Teaching Performance Evaluation Profile and Rating (Form 1) 17-18

Student Academic Progress Profile and Rating (Form 2) 19

Final Teacher Evaluation Rating (Form 3) 20

Professional Refinement Plan (Form 4) 21

Professional Remediation Plan (Form 5) 22

Protocol for Pre-Observation Conference (Form 6) 23
Appendix

Appendix A-Teaching Performance Evaluation 28

Appendix B-Summary of Domains 29

Appendix C-Domains, Components and Elements of the Teaching Performance Evaluation 30

Appendix D-Examples of Evidence and Artifacts 31-33

Appendix E-Common Themes in the Teaching Performance Evaluation 34

Appendix F-Group A and Group B Teachers 35

Appendix G-Measurements for Student Academic Progress 36

Appendix H-Student Academic Progress Cut Scores 37

Appendix I-Teacher Performance Classifications 38
# Teacher Evaluation Committee

## Teachers

<table>
<thead>
<tr>
<th>Name</th>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amy Andelora</td>
<td>Dobson High School</td>
</tr>
<tr>
<td>Nancy Berthold</td>
<td>Mesa High School</td>
</tr>
<tr>
<td>Cynthia Crown</td>
<td>Red Mountain High School</td>
</tr>
<tr>
<td>Kim Elliott</td>
<td>Smith Junior High School</td>
</tr>
<tr>
<td>James Epley</td>
<td>Mountain View High School</td>
</tr>
<tr>
<td>Dennis Esparza</td>
<td>Brimhall Junior High School</td>
</tr>
<tr>
<td>Jennifer Kunz</td>
<td>Zaharis Elementary School</td>
</tr>
<tr>
<td>Eileen Mattingly</td>
<td>Stapley Junior High School</td>
</tr>
<tr>
<td>Linda Newman</td>
<td>Franklin East Elementary School</td>
</tr>
<tr>
<td>Marie Smith</td>
<td>Johnson Elementary School</td>
</tr>
<tr>
<td>Aimee Stagnoli</td>
<td>Guerrero Elementary School</td>
</tr>
<tr>
<td>Kerri Whitely</td>
<td>Whitman Elementary School</td>
</tr>
</tbody>
</table>

## Specialists

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valeri Angus</td>
<td>Professional Development</td>
</tr>
<tr>
<td>Kathy Ray</td>
<td>Taft Elementary School</td>
</tr>
</tbody>
</table>

## Assistant Principals and Team Leaders

<table>
<thead>
<tr>
<th>Name</th>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tony Elmer</td>
<td>Carson Junior High School</td>
</tr>
<tr>
<td>James Gowdy</td>
<td>Red Mountain High School</td>
</tr>
</tbody>
</table>

## Principals

<table>
<thead>
<tr>
<th>Name</th>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kent Ashton</td>
<td>Mendoza Elementary School</td>
</tr>
<tr>
<td>Patricia Christie</td>
<td>Fremont Junior High School</td>
</tr>
<tr>
<td>Matthew Devlin</td>
<td>Rhodes Junior High School</td>
</tr>
<tr>
<td>Steven Green</td>
<td>Skyline High School</td>
</tr>
<tr>
<td>Suzanne McCullough</td>
<td>Superstition High School</td>
</tr>
<tr>
<td>Helen Riddle</td>
<td>Westwood High School</td>
</tr>
<tr>
<td>Monica Torres</td>
<td>Keller Elementary School</td>
</tr>
</tbody>
</table>

## Executive Directors and Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jill Bonewell</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Marlo Loria</td>
<td>Career and Technical Education</td>
</tr>
<tr>
<td>Joseph O’Reilly</td>
<td>Student Achievement Support</td>
</tr>
<tr>
<td>Tracy Yslas</td>
<td>Professional Development</td>
</tr>
</tbody>
</table>

## Assistant Superintendents

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suzan DePrez</td>
<td>Curriculum and Instruction</td>
</tr>
<tr>
<td>Peter Lesar</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Arlinda Mann</td>
<td>West Area</td>
</tr>
<tr>
<td>Holly Williams</td>
<td>East Area</td>
</tr>
</tbody>
</table>
In 2010, a state law was enacted to change the culture of education in Arizona and to improve how local education agencies evaluate classroom teachers. Arizona Revised Statute § 15-203(A)(38) requires the Arizona State Board of Education to adopt and maintain a model framework for a classroom teacher evaluation instrument that includes quantitative data on student academic progress. Furthermore, the statute states that student academic progress shall account for 33 to 50 percent of the classroom teacher evaluation outcomes. The Arizona State Board of Education approved the Arizona Framework for Measuring Educator Effectiveness, which complies with all legal requirements of the statute while providing school districts with some flexibility in developing their own classroom teacher evaluation systems. The state’s framework requires:

- Annual evaluation of teachers
- Rubrics for teaching performance aligned with national teaching standards as approved by the State Board of Education
- Multiple classroom observations that account for 50 to 67 percent of the classroom teacher evaluation outcomes
- Multiple student academic progress measurements that account for 33 to 50 percent of the classroom teacher evaluation outcomes

Through a collaborative effort involving teachers, principals, curriculum and instruction specialists, professional development leaders, and research and evaluation staff members, Mesa Public Schools has developed a classroom teacher evaluation system that aligns with the state’s framework and with the vision, mission, core values, priorities and goals that are part of the district’s strategic plan.

The classroom teacher evaluation system, which includes measurements of teaching performance and student academic progress, is designed to enhance teaching and student achievement through targeted professional development and data-informed decision making. It is intended to bring clarity, conversation and improvements to teaching and learning by:

- Providing a common district wide definition of effective teaching
- Embracing meaningful discussion and collaboration about teaching practices
- Focusing on continuous growth for all teachers
- Identifying and emphasizing strategies that have the greatest impact on student learning
### Vision Statement
Unprecedented Excellence in Education

### Mission Statement
The mission of Mesa Public Schools is to develop a highly educated and productive community, one student at a time.

### Core Values
In Mesa Public Schools, we believe…

- …each child is important.
- …learning is our focus.
- …collaboration and innovation are indispensable.
- …sound fiscal stewardship is essential.
- …diversity increases our opportunities.
- …success is expected and celebrated.

### Priorities and Goals

#### Priority 1: Learning and Achievement
**Goals**
1. Provide educational offerings that maximize learning and achievement by meeting individual student’s varied needs and interests.
2. Maximize the efficient and effective use of time, resources and staff to ensure academic excellence.
3. Monitor and support the academic progress of students.
4. Expect all stakeholders to take personal responsibility for student learning.

#### Priority 2: Relevant and High-Quality Comprehensive Curriculum
**Goals**
1. Develop and implement a comprehensive, relevant curriculum that is aligned with state academic standards.
2. Provide a wide range of co-curricular and extracurricular opportunities to develop a wide variety of skills.
4. Utilize technology that is relevant and enhances learning.

#### Priority 3: Highly Qualified and Highly Effective Personnel
**Goals**
1. Recruit highly qualified personnel.
2. Retain highly effective personnel.
3. Provide professional and personal support, recognition and rewards.

#### Priority 4: Safe Health and Nurturing Learning Environments
**Goals**
1. Incorporate health, physical activity and nutrition concepts into the curriculum.
2. Provide a safe environment.
3. Maintain a clean environment.
4. Provide a supportive environment for the workplace and educational excellence.

#### Priority 5: Students, Staff, Parents and Community Working Together
**Goals**
1. Provide timely and accurate information.
2. Promote and expand involvement with all families.
3. Develop meaningful, student-oriented community partnerships.

#### Priority 6: Optimal and Equitable Utilization of Resources
**Goals**
1. Capitalize on all viable revenue sources.
2. Allocate district resources in an equitable manner.
3. Manage district resources efficiently and effectively while emphasizing quality.
Key Components of the Mesa Public Schools Classroom Teacher Evaluation System

The Mesa Public Schools classroom teacher evaluation system is a collaborative model leading to improved teaching performance and increased student academic achievement. All teachers who provide instruction to pre-kindergarten, kindergarten, grades 1 through 12, or ungraded classes, or who teach in an environment other than a classroom setting and who maintains student attendance records for each instructional meeting will use the classroom teacher evaluation system. The classroom teacher evaluation system includes the following components and weighting:

- The **teaching performance** component will account for **67 percent** of a teacher’s final evaluation rating and will be determined by performance on the Framework for Teaching rubric developed by Charlotte Danielson.

- The **student academic progress** component will account for **33 percent** of the teacher’s final evaluation rating. Twenty percent of the 33 percent will be determined from student academic growth, while the remaining 13 percent will be determined by other student achievement results. The student academic progress component will be calculated through the use and review of data from multiple approved student achievement measurements.

At the conclusion of the evaluation process, a *Final Teacher Evaluation Rating (Form 3)* will be calculated using the categories and weightings listed above.

Based on established rubrics and in alignment with state labels, the performance indicators of **Highly Effective**, **Effective**, **Developing** and **Ineffective** will be used to rate a classroom teacher’s performance in the individual areas of teaching performance, student academic progress and overall performance.

**Teaching Performance**

Charlotte Danielson’s Framework for Teaching, which will be used as the teaching performance evaluation for each classroom teacher, is organized into four domains and 22 components. Complete descriptions of the domains and components can be found in *Appendix B* and *Appendix C*. The four domains are:

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

Mesa Public Schools refers to Danielson’s Framework for Teaching as the *Teaching Performance Evaluation (Appendix A)*. The *Teaching Performance Evaluation* identifies aspects of a teacher’s responsibilities that have been documented, through empirical studies and theoretical research, as promoting improved student learning. Evidence of teaching performance will be gathered for all components of the framework. Evidence for the domains of Classroom Environment and Instruction will be primarily collected through classroom observations. Evidence for the domains of Planning and Preparation and Professional Responsibilities will be provided by the teacher and gathered through the review of lesson plans, student work, communication logs, conversations about teaching practice, and other professional and instructional artifacts. Samples of evidence and artifacts are noted in *Appendix D*. 
The *Teaching Performance Evaluation* emphasizes that planning precedes the work in the classroom; a positive, engaging, student-centered classroom environment must be in place for quality instruction to occur; and teachers embracing high professional standards contribute to better instruction. Equity, cultural competence, high expectations, developmental appropriateness, attention to individual students, appropriate use of technology, and student assumption of responsibility are common themes that permeate the domains, components and elements of the *Teaching Performance Evaluation*.

Evaluators will be required to conduct at least one formal classroom observation and additional classroom observations, if deemed necessary by the evaluator or teacher, before completing the Fall Summative Teaching Performance Evaluation. Evaluators will be required to conduct at least one formal classroom observation and additional classroom observations, if deemed necessary by the evaluator or teacher, before completing the Spring Summative Teaching Performance Evaluation. The evaluator will provide the classroom teacher with the choice of a scheduled or unscheduled first formal classroom observation for the Fall Summative Teaching Performance Evaluation.

During pre- and post-observation conferences, which are part of the formal classroom observation process, teachers must be prepared to discuss the questions outlined in the *Protocol for Pre-Observation Conference (Form 6)* and the *Protocol for Post-Observation Conference (Form 7)*. Within 10 business days after each formal observation, a post-observation conference must be completed and the evaluator must provide written feedback to the teacher. The teacher will be provided the opportunity to complete a self-review during the Fall and Spring Summative Teaching Performance Evaluations. Teachers will be evaluated in each of the 22 components based on the evidence collected from pre- and post-observation conferences, informal and formal classroom observations, non-classroom observations and teacher self-reviews. Written communications and other information regarding interactions with students, parents, and co-workers may be considered as evidence by the evaluator, provided that the classroom teacher is given an opportunity to comment on the information during a conference or other communication with the evaluator.

If a classroom teacher is a continuing teacher as defined in A.R.S. §15-538.01(D) and receives a “Highly Effective” or “Effective” rating on the Fall Summative Teaching Performance Evaluation, the evaluator may waive the requirement of conducting a Spring Summative Teaching Performance Evaluation. Evaluator or teacher may request a Spring Summative Teaching Performance Evaluation. If the waiver occurs, the employee’s Final Summative Teaching Performance Evaluation will be completed using the Fall Summative Teaching Performance Evaluation scores.

A continuing status teacher who, after completing his or her fourth year with the district, has a performance classification of Effective or Highly Effective with no Developing marks in domains 1 and 4, will be evaluated in domains 2 and 3 only for the two subsequent school years. Following two years of being evaluated in domains 2 and 3 only, a full evaluation will start the next three-year cycle. If at any time during this three-year cycle the teacher earns a performance classification of Ineffective or Developing, a full evaluation will be conducted until the teacher achieves a minimum performance classification of Effective with no Developing marks in domains 1 and 4. At any time during the three-year sequence, evaluators have the discretion to place any teacher on the full evaluation and teachers may request to be placed on the full evaluation.
All classroom teachers, other than a continuing teacher as defined in A.R.S. §15-538.01(D) who receives a “Highly Effective” or “Effective” rating on the Fall Summative Teaching Performance Evaluation, will receive a Fall Summative Teaching Performance Evaluation and Spring Summative Teaching Performance Evaluation. The results of the two evaluations will be used to complete a Final Summative Teaching Performance Evaluation. If the teacher receives unequal scores for the same component of the Fall and Spring Summative Teaching Performance Evaluations, the evaluator will determine, in his or her sole discretion, which score most accurately reflects the teacher’s performance over the school year. At least 60 calendar days must elapse between the formal classroom observation of the Fall Summative Teaching Performance Evaluation and the formal classroom observation of the Spring Summative Teaching Performance Evaluation.

A classroom teacher who is scheduled to be evaluated by a school principal or other evaluator who was rated “Ineffective” or “Unsatisfactory” for the preceding school year may decline to be evaluated by such evaluator. By September 1, the district will notify teachers who have the foregoing right and, if so notified, the teacher must exercise the right by delivery of written notice to the Assistant Superintendent of Human Resources no later than September 15 of the current school year. Upon receipt of notice from the teacher, the Assistant Superintendent of Human Resources will assign responsibility for the teacher’s evaluation to another evaluator.

After the review of all teaching performance evidence, the teacher will receive a Final Summative Teaching Performance Evaluation that will be used to determine the teacher’s Teaching Performance Profile and Rating (Form 1). The teaching performance component of the evaluation system will account for 67 percent of the teacher’s final teacher evaluation rating. The levels of performance as they relate to teaching performance are defined as follows:

**Highly Effective**
There is evidence of high levels of knowledge, implementation and integration of performance standards, along with evidence of leadership initiative and willingness to model and serve as a mentor for colleagues. This rating refers to professional teaching that innovatively involves all students in the learning process and creates a true community of learners. Teachers performing at this level are master teachers and leaders in the field, both inside and outside their school.

**Effective**
There is evidence of increased knowledge, implementation and integration of performance standards, and clear proficiency and skill in the performance area. This rating refers to successful, professional teaching that is consistently at a high level. It is expected that most experienced teachers frequently perform at this level.

**Developing**
There is evidence of basic knowledge and implementation of performance standards. Integration of performance standards is not evident. This indicates that the teacher has the necessary knowledge and skills to be effective, but the application of those skills is inconsistent.

**Ineffective**
There is little or no knowledge and minimal implementation of performance standards. The teacher does not meet minimal performance standards and needs substantial improvement. This rating refers to teaching that does not convey an understanding of the concepts underlying the component. This level of performance is hindering learning or is doing harm in the classroom.
Student Academic Progress

Identification of Group A and Group B Teachers
Within the evaluation process, individuals will be identified as Group A or Group B teachers. Teachers with multiple approved classroom-level student achievement measurements aligned to the Arizona College and Career Ready Standards and appropriate to individual teacher content areas will be identified as Group A teachers. All other individuals will be identified as Group B teachers. Based on whether a teacher has been identified as a Group A or Group B teacher, appropriate classroom-level, grade-level or school-level data will be used to determine a teacher’s Student Academic Progress Profile and Rating (Form 2).

Teachers will be moved from Group B to Group A only after the Curriculum and Instruction and Research and Evaluation departments have reviewed and confirmed multiple appropriate student achievement measurements that have been developed for a specific group or subject area. Teachers will be moved from Group B to Group A as an entire district wide group (i.e. 3rd grade, math-geometry, elementary PE, welding, culinary arts, choir). Appendix F outlines the Group A and Group B teachers for the elementary and secondary divisions.

A classroom teacher who is transferred to a school assigned a letter grade of “D” or “F” for the previous school year may exercise the right to have the student academic progress part of the teacher’s evaluation from the teacher’s previous school used as the student academic progress part of the teacher’s current year evaluation. By September 1, the district will notify teachers who have the foregoing right and, if so notified, the teacher must exercise the right by delivery of written notice to the Assistant Superintendent of Human Resources no later than November 1 of the current school year. A teacher may exercise this right only for the first year of his or her assignment to a new school.

Student Academic Progress Profile and Rating for Group B Teachers
Elementary and secondary Group B teachers will use schoolwide assessment (approved district and state assessments) results for the development of their Student Academic Progress Profile and Rating (Form 2).

Student Academic Progress Cut Scores
District and state assessments will be reviewed, and cut scores will be established for those deemed valid and reliable. The student academic progress component of the evaluation system will account for 33 percent of the teacher’s final teacher evaluation rating. Twenty percent of the 33 percent will be determined by student academic growth, while the remaining 13 percent will be determined by other student achievement results.

Final Teacher Evaluation Rating
At the conclusion of the school year, the evaluator will review student achievement results from the past school year. The evaluator will complete the Student Academic Progress Profile and Rating (Form 2) for each teacher. The evaluator will apply the appropriate rubric scores to the Final Teacher Evaluation Rating (Form 3). The weighted scores for teaching performance (67 percent) and student academic progress (33 percent) will determine a Final Teacher Evaluation Numerical Score that will result in a Final Teacher Evaluation Rating of Highly Effective, Effective, Developing or Ineffective. These teacher performance classifications and descriptions, which have been adopted by the Arizona State Board of Education, can be found in Appendix I.
A teacher’s annual evaluation will conclude in the fall of the following school year. Prior to the end of the first quarter of the following school year, the evaluator will complete the Student Academic Progress Profile and Rating (Form 2) and Final Teacher Evaluation Rating (Form 3) forms for each teacher. Each teacher will review and finalize their documents.

Professional Development

Teachers New to Mesa Public Schools or Teachers New to Teaching
Professional development instructional specialists provide training specifically designed for probationary teachers in Mesa. This professional development series, adapted annually based on the needs of new teachers, is research-based and is aligned to state and national teaching standards and district initiatives. The induction program provides professional development modules as well as classroom observations and coaching with an assigned specialist. Teachers new to Mesa also receive differentiated support based upon years of experience and individual needs through professional development modules. Teachers new to Mesa with less than three years of experience will be assigned a professional development specialist for classroom observation and coaching. Experienced teachers new to Mesa may be assigned a professional development specialist upon administrator or teacher request for classroom observation and coaching.

Professional Refinement Plan
A Professional Refinement Plan (Form 4) will be established for every teacher who receives a final rating of “Highly Effective” or “Effective” on the Teaching Performance Profile and Rating (Form 1). Prior to the end of the present school year, the evaluator, in collaboration with the teacher, will develop a plan to target an area for refinement. The professional refinement plan will be implemented throughout the next evaluation cycle.

Professional Remediation Plan
A Professional Remediation Plan (Form 5) will be established for every teacher who receives a final rating of “Developing” or “Ineffective” on the Teaching Performance Profile and Rating (Form 1) or at any time at the discretion of the evaluator. The evaluator, in collaboration with the teacher, will develop a plan to target the areas(s) of deficiency. The plan will include goals, strategies, and action steps; identify training opportunities and other resources available for the employee to correct the deficiencies and demonstrate adequate classroom performance; and specify the date by which the employee must correct any deficiencies and demonstrate adequate classroom performance.

Alternative Performance Evaluation
In accordance with ARS 15-537, a classroom teacher may be placed on the alternative performance evaluation after three consecutive years of receiving a final summative rating of Highly Effective in the same district. Within the first four weeks of the school year, teachers rated as highly effective for 3 consecutive years must notify their evaluator if they would prefer a full evaluation cycle rather than the expedited performance review. Teachers will complete the request form located in the district’s evaluation tool. The default would be the expedited performance review. Prior to the end of the first quarter of the school year, the elevator will inform teachers rated as highly effective for 3 consecutive years that they receive a formal evaluation rather than the expedited performance review. The default would be the expedited performance review. Prior to the end of the first quarter, the evaluator will complete at least one formal walk-through. A formal walk-through requires verbal and written feedback posted in the District’s online evaluation system Formal Walk-Through Form). The evaluator will provide at least one additional formal
walk-through prior to the end of March.
Prior to the end of the second semester, the evaluator will complete a form (Form 9 in Perform) verifying that the teacher on the expedited performance review remains a highly effective teacher or recommending changing from an expedited evaluation process to the standard process for the following school year. The evaluator must verbally and in writing provide reasons for the recommended change of process.

**Inadequate Classroom Performance**

A classroom teacher shall be deemed inadequate when he or she receives a rating of “Ineffective” as a result of the Fall or Final Summative Teaching Performance Evaluation, or a rating of “Developing” or “Ineffective” as a result of the Fall or Final Summative Teaching Performance Evaluations for two consecutive school years.

If a classroom teacher meets the definition of Inadequate Classroom Performance based on the Fall or Final Summative Teaching Performance Evaluations, the evaluator will initiate the inadequate classroom performance process by completing the Notification of Inadequate Classroom Performance (Form 8) and submitting the form and the signed Teaching Performance Profile and Rating (Form 1) to the Human Resources Department. The fall notification must occur prior to the last Monday in November, and the spring notification prior to the last Monday in April. The Superintendent may issue a preliminary notice of inadequate classroom performance at any time after a teacher receives a rating of “Ineffective” as a result of the Fall or Final Summative Teaching Performance Evaluation. If the inadequate classroom performance process is not completed by the end of the school year in which it started, the process will continue in the following school year as necessary to allow the teacher the opportunity to complete the Professional Remediation Plan, correct inadequacies, and demonstrate adequate classroom performance.

If a classroom teacher has been issued a preliminary notice of inadequate classroom performance, the Assistant Superintendent of Human Resources will assign a second evaluator not from the school, to independently complete a second summative evaluation. The evaluation will include a review of all evidence collected by the original evaluator and at least one formal classroom observation conducted by each evaluator after the employee has been given an opportunity to complete a Professional Remediation Plan. The original evaluator and second evaluator will meet to determine whether there is interrater agreement identifying the employee has corrected inadequacies and demonstrated adequate classroom performance. The evaluators will inform the employee and the Assistant Superintendent of Human Resources of the results of the Fall or Final Summative Teaching Performance Evaluation.

If a classroom teacher receives a preliminary notice of inadequate classroom performance, the notice will be accompanied by a Professional Remediation Plan designed to help the teacher correct inadequacies and demonstrate adequate classroom performance. The plan will include goals, strategies, and action steps; identify training opportunities and other resources available for the employee to correct the deficiencies and demonstrate adequate classroom performance; and specify the date by which the employee must correct any deficiencies and demonstrate adequate classroom performance. The Professional Remediation Plan will remain in effect for not less than 45 instructional days.
## Appeal of Evaluation

A classroom teacher who disagrees with a Final Summative Evaluation may submit a written appeal to the Assistant Superintendent of Human Resources or designee within 10 calendar days after receipt of the evaluation instrument. The appeal must describe with specificity the alleged error or errors that are the basis for the appeal. Allegations of error regarding the evaluator’s judgment of the teacher’s performance during a formal or informal observation will not be considered in an appeal, if the evaluator’s perceptions of the teacher’s performance with regard to specific elements are properly documented. The Assistant Superintendent may decline to consider an appeal if the appeal is not timely or if the Assistant Superintendent determines that the evaluation will not affect the employee’s eligibility for, or amount of, career ladder, performance pay, or other form of compensation and will not materially affect an administrative decision regarding the employee’s employment for the subsequent school year.

## Evaluation Timelines and Activities

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Within the first two weeks of the school year</strong></td>
<td><strong>Classroom Teacher Evaluation Orientation</strong>&lt;br&gt;• Evaluator will provide an overview of the classroom Teacher evaluation system to all classroom teachers.</td>
</tr>
<tr>
<td><strong>Within the first four weeks of the school year</strong></td>
<td><strong>Alternative Performance Evaluation</strong>&lt;br&gt;• Within the first four weeks of the school year. Teachers rated as highly effective for 3 consecutive years must notify their evaluator if they would prefer a full evaluation cycle rather than the expedited performance review.&lt;br&gt;• Prior to the end of the first quarter of the school year, the evaluator will inform teachers rated as highly effective for 3 consecutive years that they receive a formal evaluation rather than the expedited performance review. The default would be the expedited performance review.&lt;br&gt;• Prior to the end of the first quarter, the evaluator will complete at least one formal walk-through. A formal walk-through requires verbal and written feedback posted in the district’s online evaluation system.&lt;br&gt;• The evaluator will provide at least one additional formal walk-through prior to the end of March.&lt;br&gt;• Prior to the end of the second semester, the evaluator will complete a form verifying that the teacher on the expedited performance review remains a highly effective teacher or recommending changing from an expedited evaluation process to the standard process for the following school year. The evaluator must verbally and in writing provide reasons for the recommended change of process.</td>
</tr>
<tr>
<td><strong>Prior to the end of the first semester</strong></td>
<td><strong>Fall Summative Teaching Performance Evaluation</strong>&lt;br&gt;• Collect evidence for Domains 1 and 4 through the pre- and post-observation conference process&lt;br&gt;• Collect evidence for Domains 2 and 3 through informal observations and the first formal observation&lt;br&gt;• Teacher completes self-review&lt;br&gt;• Complete the Fall Summative Teaching Performance Evaluation and record component scores in the Teaching Performance Profile and Rating (Form 1) in OnBase&lt;br&gt;• Complete the Final Summative Teaching Performance Evaluation for continuing status teachers in good standing and record component scores in the Teaching Performance Profile and Rating (Form 1) in OnBase</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Prior to the end of March</td>
<td><strong>Spring and Final Summative Teaching Performance Evaluations</strong></td>
</tr>
<tr>
<td></td>
<td>• Collect evidence for Domains 1 and 4 through the pre- and post-observation</td>
</tr>
<tr>
<td></td>
<td>conference process</td>
</tr>
<tr>
<td></td>
<td>• Collect evidence for Domains 2 and 3 through informal observations and the</td>
</tr>
<tr>
<td></td>
<td>second formal observation</td>
</tr>
<tr>
<td></td>
<td>• Teacher completes self-review</td>
</tr>
<tr>
<td></td>
<td>• Complete the Spring and Final Summative Teaching Performance Evaluations</td>
</tr>
<tr>
<td></td>
<td>for probationary teachers and continuing status teachers requiring a</td>
</tr>
<tr>
<td></td>
<td>Spring Summative Teaching Performance Evaluation and record component</td>
</tr>
<tr>
<td></td>
<td>scores in the Teaching Performance Profile and Rating (Form 1) in OnBase</td>
</tr>
<tr>
<td></td>
<td>• Final Summative Teaching Performance Evaluation scores will be used for</td>
</tr>
<tr>
<td></td>
<td>teacher RIF profiles</td>
</tr>
<tr>
<td>Prior to the last day of school</td>
<td><strong>Development of Refinement Plans</strong></td>
</tr>
<tr>
<td></td>
<td>• A Professional Refinement Plan (Form 4) will be established for every</td>
</tr>
<tr>
<td></td>
<td>teacher who receives a final rating of “Highly Effective” or “Effective”</td>
</tr>
<tr>
<td></td>
<td>on the Teaching Performance Profile and Rating (Form 1). Prior to the end</td>
</tr>
<tr>
<td></td>
<td>of the present school year, the evaluator, in collaboration with the</td>
</tr>
<tr>
<td></td>
<td>teacher, will develop a plan to target an area for refinement. The</td>
</tr>
<tr>
<td></td>
<td>professional refinement plan will be implemented throughout the next</td>
</tr>
<tr>
<td></td>
<td>evaluation cycle.</td>
</tr>
<tr>
<td>No timeline</td>
<td><strong>Development of Remediation Plans</strong></td>
</tr>
<tr>
<td></td>
<td>• A Professional Remediation Plan (Form 5) will be established for every</td>
</tr>
<tr>
<td></td>
<td>teacher who receives a final rating of “Developing” or “Ineffective” on</td>
</tr>
<tr>
<td></td>
<td>the Teaching Performance Profile and Rating (Form 1) or at any time at</td>
</tr>
<tr>
<td></td>
<td>the discretion of the evaluator. The evaluator, in collaboration with the</td>
</tr>
<tr>
<td></td>
<td>teacher, will develop a plan to target the areas(s) of deficiency.</td>
</tr>
<tr>
<td>Prior to August 15</td>
<td><strong>Evaluator Review of Student Achievement Data</strong></td>
</tr>
<tr>
<td></td>
<td>• After a thorough review of student achievement data from the past school</td>
</tr>
<tr>
<td></td>
<td>year, the evaluator will complete the Student Academic Progress Profile</td>
</tr>
<tr>
<td></td>
<td>and Rating (Form 2) and the Final Teacher Evaluation Rating (Form 3) for</td>
</tr>
<tr>
<td></td>
<td>all teachers in OnBase.</td>
</tr>
<tr>
<td>Prior to the end of August</td>
<td><strong>Teacher Review of Evaluation</strong></td>
</tr>
<tr>
<td></td>
<td>• Teacher reviews the Student Academic Progress Profile and Rating (Form 2)</td>
</tr>
<tr>
<td></td>
<td>from the past school year.</td>
</tr>
<tr>
<td></td>
<td>• Teacher reviews Final Teacher Evaluation Rating (Form 3) from the past</td>
</tr>
<tr>
<td></td>
<td>school year.</td>
</tr>
<tr>
<td></td>
<td>• Teacher electronically signs final evaluation in OnBase.</td>
</tr>
</tbody>
</table>
Forms
### Teaching Performance Profile and Rating (Form 1) – Forms must be completed electronically in PERFORM

<table>
<thead>
<tr>
<th>Teacher Name: __________________________</th>
<th>EIN: __________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>School: ________________________________</td>
<td>School Year: ____________________</td>
</tr>
<tr>
<td>Grade/Subject/Dept: ______________________</td>
<td>Evaluator: ______________________</td>
</tr>
<tr>
<td>Status: Probationary □ Continuing 1□ Continuing □ Retiree □ Late Hire □</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domain 1: Planning and Preparation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a: Demonstrating Knowledge of Content and Pedagogy</td>
</tr>
<tr>
<td>1b: Demonstrating Knowledge of Students</td>
</tr>
<tr>
<td>1c: Setting Instructional Outcomes</td>
</tr>
<tr>
<td>1d: Demonstrating Knowledge of Resources</td>
</tr>
<tr>
<td>1e: Designing Coherent Instruction</td>
</tr>
<tr>
<td>1f: Designing Student Assessments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domain 2: The Classroom Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a: Creating an Environment of Respect and Rapport</td>
</tr>
<tr>
<td>2b: Establishing a Culture for Learning</td>
</tr>
<tr>
<td>2c: Managing Classroom Procedures</td>
</tr>
<tr>
<td>2d: Managing Student Behavior</td>
</tr>
<tr>
<td>2e: Organizing Physical Space</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domain 3: Instruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>3a: Communicating With Students</td>
</tr>
<tr>
<td>3b: Using Questioning and Discussion Techniques</td>
</tr>
<tr>
<td>3c: Engaging Students in Learning</td>
</tr>
<tr>
<td>3d: Using Assessment in Instruction</td>
</tr>
<tr>
<td>3e: Demonstrating Flexibility and Responsiveness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall Summative</th>
<th>Spring Summative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal Observation #1</td>
<td>Formal Observation #2</td>
</tr>
<tr>
<td>Date: ____________</td>
<td>Date: ____________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ineffective</th>
<th>Developing</th>
<th>Effective</th>
<th>Highly Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ineffective</td>
<td>Developing</td>
<td>Effective</td>
<td>Highly Effective</td>
</tr>
<tr>
<td>Ineffective</td>
<td>Developing</td>
<td>Effective</td>
<td>Highly Effective</td>
</tr>
<tr>
<td>Ineffective</td>
<td>Developing</td>
<td>Effective</td>
<td>Highly Effective</td>
</tr>
</tbody>
</table>

Final Summative Due No Later Than March 31
### Domain 4: Professional Responsibilities

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

### Final Summative Teaching Performance Rating

<table>
<thead>
<tr>
<th>Ineffective (0) □</th>
<th>Developing (1) □</th>
<th>Effective (2) □</th>
<th>Highly Effective (3) □</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 or more Ineffective ratings</td>
<td>1 or 2 Ineffective ratings or 4 or more Developing ratings</td>
<td>Zero Ineffective ratings and fewer than 4 Developing ratings</td>
<td>At least 5 Highly Effective ratings combined in Domains 2 and 3 and Zero Ineffective and Developing ratings</td>
</tr>
</tbody>
</table>

---

**Evaluator’s Printed Name**

**Teacher’s Printed Name**

**Fall Summative**

Evaluator’s Signature  
Teacher’s Signature  
Date  
Date

**Final Summative**

Evaluator’s Signature  
Teacher’s Signature  
Date  
Date
**Student Academic Progress Profile and Rating (Form 2)**

Teacher:  
School:  
Evaluator:  
School Year:  
Grade/Subject/Dept:  
EIN:  

**Status:**
- Probationary
- Continuing 1
- Continuing
- Retiree
- Late Hire

## Student Academic Progress Profile-Growth

<table>
<thead>
<tr>
<th>Assessments</th>
<th>Ineffective (0)</th>
<th>Developing (1)</th>
<th>Effective (2)</th>
<th>Highly Effective (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Student Academic Progress-Growth

## Student Academic Progress Profile-Other

<table>
<thead>
<tr>
<th>Assessments</th>
<th>Ineffective (0)</th>
<th>Developing (1)</th>
<th>Effective (2)</th>
<th>Highly Effective (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Student Academic Progress-Other
Final Teacher Evaluation Rating (Form 3) – To be completed in PERFORM

Teacher: ___________________________ School Year: ___________________________ EIN: ___________________________

School: ___________________________ Grade/Subject/Dept: ___________________________

Evaluator: ___________________________

Status: ___________________________

<table>
<thead>
<tr>
<th>Status</th>
<th>Probationary</th>
<th>Continuing 1</th>
<th>Continuing</th>
<th>Retiree</th>
<th>Late Hire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probationary</td>
<td>□</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuing</td>
<td></td>
<td>□</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuing</td>
<td></td>
<td></td>
<td>□</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retiree</td>
<td></td>
<td></td>
<td></td>
<td>□</td>
<td></td>
</tr>
<tr>
<td>Late Hire</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□</td>
</tr>
</tbody>
</table>

Teaching Performance (67 percent) X .67 =

Student Academic Progress-Growth (20 percent) X .20 =

Student Academic Progress-Other (13 percent) X .13 =

+ Final Teacher Evaluation Numerical Score

<table>
<thead>
<tr>
<th>Final Teacher Evaluation Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ineffective □</td>
</tr>
<tr>
<td>Less than 1.0</td>
</tr>
</tbody>
</table>

Final Teacher Evaluation Rating

Evaluator’s Signature ___________________________ Teacher’s Signature ___________________________

Date ___________________________ Date ___________________________
# Professional Refinement Plan (Form 4)

<table>
<thead>
<tr>
<th>Teacher:</th>
<th>School Year:</th>
<th>EIN:</th>
</tr>
</thead>
<tbody>
<tr>
<td>School:</td>
<td>Grade/Subject/Dept:</td>
<td></td>
</tr>
<tr>
<td>Evaluator:</td>
<td>Status:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Probationary</td>
<td>Continuing</td>
</tr>
</tbody>
</table>

## Area for Refinement

## Plan

<table>
<thead>
<tr>
<th>Evaluator’s Signature</th>
<th>Teacher’s Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Date</th>
</tr>
</thead>
</table>

## Summary of Work Completed

<table>
<thead>
<tr>
<th>Evaluator’s Signature</th>
<th>Teacher’s Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Date</th>
</tr>
</thead>
</table>

21
### Professional Remediation Plan (Form 5)

<table>
<thead>
<tr>
<th>Teacher:</th>
<th>School Year:</th>
<th>EIN:</th>
</tr>
</thead>
<tbody>
<tr>
<td>School:</td>
<td>Grade/Subject/Dept:</td>
<td></td>
</tr>
<tr>
<td>Evaluator:</td>
<td>Status: Probationary</td>
<td>Continuing</td>
</tr>
</tbody>
</table>

#### Plan

**Goal:**

**Strategy 1:**

**Action Steps:**

**Strategy 2:**

**Action Steps:**

**Strategy 3:**

**Action Steps:**

Evaluator’s Signature  
Teacher’s Signature  
Date  
Date

#### Results

- [ ] Progress on goal
- [ ] Limited or no progress on goal

**Comments:**

Evaluator’s Signature  
Teacher’s Signature  
Date  
Date
Protocol for Pre-Observation Conference (Form 6)

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.

<table>
<thead>
<tr>
<th>Name of Teacher:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>School:</td>
<td></td>
</tr>
<tr>
<td>Grade Level/Subject(s):</td>
<td></td>
</tr>
<tr>
<td>Name of Observer:</td>
<td></td>
</tr>
<tr>
<td>Date of Pre-Observation Conference:</td>
<td></td>
</tr>
<tr>
<td>Date of Scheduled Classroom Observation:</td>
<td></td>
</tr>
</tbody>
</table>

Evidence of teaching performance will be gathered for all components of the Teaching 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, conversations about practice, and other professional and instructional artifacts.

Questions for discussion:

1. To which part of your curriculum does this lesson relate?

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

3. Briefly describe the students in this class, including those with special needs.

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

5. How will you engage the students in the learning? What will you do? What will the students do? Will the students work in small groups, individually or as a large group? Provide worksheets or other materials the students will use.

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

7. How and when will you know whether the students have learned what you intend?

8. Is there anything you would like me to specifically observe during the lesson?
Protocol for Post-Observation Conference (Form 7)

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.

<table>
<thead>
<tr>
<th>Name of Teacher:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>School:</td>
<td></td>
</tr>
<tr>
<td>Grade Level/Subject(s):</td>
<td></td>
</tr>
</tbody>
</table>

| Name of Observer: |   |
| Date of Classroom Observation: |   |
| Date of Scheduled Post-Observation Conference: |   |

Evidence of teaching performance will be gathered for all components of the Teaching 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, conversations 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?

2. If you were able to bring samples of student work, what would the samples reveal about the levels of student engagement and understanding?

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

4. Did you depart from your plan? If so, how and why?

5. Comment on different aspects of your instructional delivery (e.g., activities, grouping of students, materials and resources.) To what extent were they effective?

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?
The teacher listed above has been rated “Ineffective” on the Fall Summative Teaching Performance Evaluation or is a continuing status teacher who has been rated “Ineffective” or “Developing” on last year’s Final Summative Teaching Performance Evaluation and this year’s Fall Summative Teaching Performance Evaluation. A signed copy of the teachers’ Teaching Performance Profile and Rating (digitally signed in Perform) is included with this notification.

Listed below are the “Ineffective” components (and “Developing” components if the teacher is continuing status and rated “Ineffective” or “Developing” for two consecutive years as described above):

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. 
11. 
12. 

Evaluator’s Signature

Teacher’s Signature

Date

Date
The teacher listed above has been rated “Ineffective” on the Final Summative Teaching Performance Evaluation. A signed copy of the teachers’ *Teaching Performance Profile and Rating (digitally signed in Perform)* is included with this notification.

Listed below are the “Ineffective” components:

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. 
11. 
12. 

Evaluator’s Signature  
Teacher’s Signature

Date  
Date
Appendix
Appendix A-Teaching Performance Evaluation (2013 Danielson Framework for Teaching)

The 2013 Danielson Framework for Teaching can be accessed through a paper copy provided by your evaluator or by visiting the link https://danielsongroup.org/framework.
Appendix B-Summary of Domains

**Domain 1: Planning and Preparation**

Instructional planning includes a deep understanding of content and pedagogy and an understanding and appreciation of the students and what they bring to the educational experience. Understanding the content is not sufficient. The content must be transformed through instructional design into sequences of activities and exercises that make it accessible to students. All elements of the instructional design, including learning activities, materials, and strategies, must be appropriate to both the content and the students and aligned with larger instructional goals. In content and process, assessment techniques must also reflect the instructional outcomes and should serve to document student progress during and at the end of a teaching episode. In designing assessment strategies, teachers must consider their use for formative purposes. Assessments can provide diagnostic opportunities for students to demonstrate their level of understanding during the instructional sequence, while there is still time to make adjustments.

**Domain 2: The Classroom Environment**

Teachers create a learning environment through positive interpersonal interactions, efficient routines and procedures, clear and consistent standards of conduct, and a safe physical environment that supports learning. In addition, the environment encourages students to take pride in their work and to assume responsibility for their learning. Students respond to the warmth and caring of teachers, their high expectations for achievement, and their commitment to students. Students feel safe with these teachers and know that they can count on them to be fair and compassionate.

The components of Domain 2 are not associated with the learning of any particular content; instead, they set the stage for all learning. The teacher establishes a comfortable and respectful classroom environment, which cultivates a culture for learning and creates a safe place for risk-taking. The atmosphere is businesslike, with non-instructional routines and procedures handled efficiently; student behavior is cooperative and non-disruptive; and the physical environment is conducive to learning.

**Domain 3: Instruction**

Domain 3 contains the components that are at the heart of teaching. Teachers facilitate the engagement of students in learning, through the vision of students developing a complex understanding and participation in a community of learners. Students are engaged in meaningful work, which carries significance beyond the next test and is relevant to students’ lives.

Teachers who excel in Domain 3 have finely honed instructional skills. Their work in the classroom is fluid and flexible. They can shift easily from one approach to another when the situation demands it. They seamlessly incorporate ideas and concepts from other parts of the curriculum into their explanations and activities. Their questions probe student thinking and serve to extend understanding. They are attentive to different students in the class and the degree to which they are thoughtfully engaged; they carefully monitor student understanding as they proceed through well-designed questions or activities; and make minor mid-course corrections as needed. Above all, they promote the emergence of self-directed learners fully engaged in the work at hand.

**Domain 4: Professional Responsibilities**

The components in Domain 4 are associated with being a true professional educator. They encompass the roles assumed outside of and in addition to those in the classroom with students. Students rarely observe these activities; parents and the larger community observe them only intermittently. However, the activities are critical to preserving and enhancing the profession.

Domain 4 consists of a wide range of professional responsibilities, from self-reflection and professional growth, to participation in a professional community, to contributions made to the profession as a whole. The components also include interactions with the families of students, contacts with the larger community and advocacy for students. Domain 4 captures the essence of professionalism by teachers. As a result of their skills in this domain, teachers are full members of the teaching profession and committed to its enhancement.
### Domain 1: Planning and Preparation

**Component 1a: Demonstrating Knowledge of Content and Pedagogy**
- Knowledge of content and the structure of the discipline
- Knowledge of prerequisite relationships
- Knowledge of content-related pedagogy

**Component 1b: Demonstrating Knowledge of Students**
- Knowledge of child and adolescent development
- Knowledge of the learning process
- Knowledge of students’ skills, knowledge, and language proficiency
- Knowledge of students’ interests and cultural heritage
- Knowledge of students’ special needs

**Component 1c: Setting Instructional Outcomes**
- Value, sequence, and alignment
- Clarity
- Balance
- Suitability for diverse learners

**Component 1d: Demonstrating Knowledge of Resources**
- Resources for classroom use
- Resources to extend content knowledge and pedagogy
- Resources for students

**Domain 2: The Classroom Environment**

**Component 2a: Creating an Environment of Respect and Rapport**
- Teacher interaction with students
- Student interactions with other students

**Component 2b: Establishing a Culture for Learning**
- Importance of the content
- Expectations for learning and achievement
- Student pride in work

**Component 2c: Managing Classroom Procedures**
- Management of instructional groups
- Management of transitions
- Management of materials and supplies
- Performance of non-instructional duties
- Supervision of volunteers and paraprofessionals

**Component 2d: Managing Student Behavior**
- Expectations
- Monitoring of student behavior
- Response to student misbehavior

**Component 2e: Organizing Physical Space**
- Safety and accessibility
- Arrangement of furniture and use of physical resources

### Domain 3: Instruction

**Component 3a: Communicating with Students**
- Expectations for learning
- Directions and procedures
- Explanations of content
- Use of oral and written language

**Component 3b: Using Questioning and Discussion Techniques**
- Quality of questions
- Discussion techniques
- Student participation

**Component 3c: Engaging Students in Learning**
- Activities and assignments
- Grouping of students
- Instructional materials and resources
- Structure and pacing

**Component 3d: Using Assessment in Instruction**
- Assessment criteria
- Monitoring of student learning
- Feedback to students
- Student self-assessment and monitoring of progress

**Component 3e: Demonstrating Flexibility and Responsiveness**
- Lesson adjustment
- Response to students
- Persistence

### Domain 4: Professional Responsibilities

**Component 4a: Reflecting on Teaching**
- Accuracy
- Use in future teaching

**Component 4b: Maintaining Accurate Records**
- Student completion of assignments
- Student progress in learning
- Noninstructional records

**Component 4c: Communicating with Families**
- Information about the instructional program
- Information about individual students
- Engagement of families in the instructional program

**Component 4d: Participating in a Professional Community**
- Relationships with colleagues
- Involvement in a culture of professional inquiry
- Service to the school
- Participation in school and district projects

**Component 4e: Growing and Developing Professionally**
- Enhancement of content knowledge and pedagogical skill
- Receptivity to feedback from colleagues
- Service to profession

**Component 4f: Showing Professionalism**
- Integrity and ethical conduct
- Service to students
- Advocacy
- Decision making
- Compliance with school and district regulations
## Appendix D-Examples of Evidence and Artifacts

Artifacts are indicators of professional growth. They are not intended to be a portfolio of completed work. They are meant to support a teacher’s instructional improvement and progress toward his/her goals. Artifacts are not put into the personnel file. They are for dialogue purposes only.

The artifacts on the following list are intended as examples. There is no expectation that these specific artifacts be provided to the evaluator. Teachers may wish to provide evaluators with artifacts that are not on this list. Note that some artifacts, although listed in only one domain, may be evidence of practice in other domains as well.

### Domain 1: Planning and Preparation

<table>
<thead>
<tr>
<th>Lesson plans</th>
<th>Lesson plans and logs of meetings that involve collaborating with district specialists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit plans</td>
<td>Examples of collaboration with other practitioners</td>
</tr>
<tr>
<td>Discipline plans</td>
<td>List of professional books, resources and materials used to create lesson plan</td>
</tr>
<tr>
<td>Differentiation plans</td>
<td>Photographs of parents and other professionals volunteering and/or presenting in the classroom</td>
</tr>
<tr>
<td>Assessment plan for student achievement</td>
<td>PDFs and photo copies of resource lists</td>
</tr>
<tr>
<td>Substitute folder</td>
<td>Written abstracts of research articles for resources</td>
</tr>
<tr>
<td>Bulletin boards connected to units</td>
<td>Electronic bookmarks of educational sites/resources used</td>
</tr>
<tr>
<td>Student profiles</td>
<td>Google docs between classroom teachers and specialists with collaborative lesson plans</td>
</tr>
<tr>
<td>Student work samples</td>
<td>Examples of grouping based on pre-tests</td>
</tr>
<tr>
<td>Student portfolios</td>
<td>Examples of visual aids</td>
</tr>
<tr>
<td>Teaching artifacts such as primary sources</td>
<td>Examples of educational games to reinforce skills</td>
</tr>
<tr>
<td>Student and parent surveys</td>
<td>Examples of re-teaching with Google websites, math videos</td>
</tr>
<tr>
<td>Notes from workshops, conferences, professional texts and classes</td>
<td>Examples of student-designed rubrics</td>
</tr>
<tr>
<td>Curriculum Night presentation/handouts</td>
<td>Examples of varied assessment for large units</td>
</tr>
<tr>
<td>Examples of informal time with students</td>
<td>Examples of “small” regular assessments for basic skills and clear articulation of how they are used to plan</td>
</tr>
<tr>
<td>Student conferences/check-ins notations</td>
<td>Examples of pre-tests/entrance slips/exit slips</td>
</tr>
<tr>
<td>Charts with data collected from student files, test data, etc.</td>
<td>Examples of Topic-Do-LOT at beginning of lesson</td>
</tr>
<tr>
<td>Examples of getting to know students: interest inventories, etc.</td>
<td>Examples of daily essential questions, goals, and objectives</td>
</tr>
<tr>
<td>Examples of anecdotal records on students</td>
<td>Examples of computer usage and technology</td>
</tr>
<tr>
<td>Examples of modifications of assessments, assignments, lessons for SPED, ELL, Gifted (recognize IEPs and 504 Plans)</td>
<td></td>
</tr>
</tbody>
</table>
Domain 2: The Classroom Environment

CD, electronic presentations
Classroom observations
Problem solving notebook
Interviews
Behavior log
Homework plan
Log of parent contacts
Incentive and reward plans
Unit bulletin boards
Seating chart
Substitute plan folder
Physical layout of room
Diagram and photographs of room
Daily, weekly routine, schedules
Examples of classroom management plan
Evidence of character lessons, posters, and charts
Anecdotal records of student sharing
Notes on behavioral intervention
Examples of cooperative group activities
Modeling appropriate classroom behavior
Examples of student rubrics (so that students are aware of expected outcomes)
Examples of work completed checklist
Examples of positive feedback to and from students (certificates, notes)
Examples of student self-assessment

A collection of content specific resources (books, references, etc.)
Examples of learning stations (e.g. Writers’ Workshop)
Content related, relevant artifacts on walls
Sign-ups for computer access, publishing conferences
Photos of organizational areas
Agenda and minutes of training for assistants
Documentation and use of transition strategies (music, saying, clapping, lights, etc.)
Plans for instructional assistants and volunteers
Individual student schedules
Student checklists (for routines)
Examples of time management supports (timers, hand signals, lights, etc.)
Notes on strategies for students
Documentation of behavior intervention
Examples of positive intervention strategies and recognitions (i.e. marble jar, class and individual rewards, tally marks, etc.)
Student work displayed (in classroom, halls)
Examples of written objective for unit and lesson
Examples of KWL charts and content relevant posters

Domain 3: Instruction

Student achievement data
Classroom observations
Student work samples
Units of study
Technology links
Video and audio records of student performance
Extension and enrichment activities
Modifications
Examples of written feedback
Differentiation samples
Copies of quizzes, tests, assignments
Examples of journaling and autobiographies
Examples of student projects
Examples of objectives and goals, clear expectations
Google Docs comments

Examples of blogging, podcasting through practitioner’s website
Examples of syllabus with expectations
Examples of assignment guides
Student answers/participation recorded
Pictures or video of students utilizing a variety of materials/resources (SmartBoards, computers, leveled books, math games, etc.)
Examples of graphic organizers
Creation of leveled groups based on pre and post assessment
Video camera use
Conferencing notes
Class meeting notes
Videotaped instruction/interactions with students
Domain 4: Professional Responsibilities

Log of parent contacts
Newsletters
Published articles
Parent surveys
Voice mail and email logs
Reflection sheets and journals
Notes on lesson reflections and ideas for improvement
Parent letters and emails
Teacher certification classes, workshops
District, building committees
PD documentation
Coursework
Community service
National Board Accreditation
A list of conferences and workshops attended
Presentations made
Journals
Observations
Videotapes
Transcripts
Examples of specific report card comments
Examples of progress monitoring data and plans changed based on progress
Examples of attendance, grades, conference forms, report cards, anecdotal records, parent contacts logs, portfolios, etc.
Examples of promptness in meeting deadlines (i.e. IEP), timelines, meeting prep

Binders/folders of used materials
Notes/information from committee meetings, professional journals, team meetings/grade level meetings
Handouts and notations on continued professional development (conferences, workshops, conventions)
Examples of observations of other practitioners (via video or in person)
List of useful websites
Participation log of activities in professional organizations
Log of tutorials used for technology or other educational purposes
Notes from site visits to other institutions
Notes from working collaboratively with colleagues
Examples of participation in after school activities (i.e. Bingo Night)
Examples of professionalism based on participation with education association
Noted parent feedback based on teacher and student performance
Examples of providing extra support to students outside of assigned school hours
Examples of advocacy with attendance at PTO/PTAC, board meeting, student events to present or support programming
Examples of attending student activities outside the school day
Appendix E-Common Themes in the Teaching Performance Evaluation

**Equity**
A commitment to excellence is not complete without a commitment to equity. In an environment of respect and rapport, all students feel valued. Equal opportunities for all have not always occurred in public schools, especially considering the educational tradition of elitism. Equity provides for stimulating academic achievement (including higher education and the resultant careers) as well as additional levels of support for those traditionally underserved.

**Cultural Competence**
The cultural backgrounds of students shape their interpretation and understanding of material as well as their interactions with practitioners. Effective practitioners become knowledgeable about the cultural traditions, practices and interactions that might impact students in the classroom. This ensures that every child feels valued and optimizes the student's understanding of material and ability to share information.

**High Expectations**
Accomplished practitioners believe that all students are capable of high standards of learning and organize their practice accordingly. Instructional outcomes are set at a high and challenging level. The questions practitioners ask, the feedback they give, and the way they communicate with families all reflect the belief that students are capable of high-level work.

**Developmental Appropriateness**
Intellectual development shapes academic content. Effective practitioners observe patterns of development among students. Students’ ability to understand concepts depends on their cognitive structures at the time of instruction.

**Attention to Individual Students, Including Those With Special Needs**
Learning is done by individuals, not by groups. Therefore, effective practitioners provide learning experiences that are challenging on a variety of levels. Instructional plans, assessment strategies, interactions and feedback are appropriate for individual student needs.

**Appropriate Use of Technology**
Students’ familiarity and experience with technology are diverse. Effective practitioners stay abreast of new developments in technology and provide access for all students. Technology is used to enhance, not replace, learning. Used appropriately, technology is beneficial in planning, teaching, managing records, professional development and communicating with families.

**Student Assumption of Responsibility**
Effective practitioners recognize that they are responsible for creating a student-focused learning environment. An effective practitioner enlists student input and energy to create a community of learners in which students assume at least some of the responsibility for the learning environment.
## Appendix F-Group A and Group B Teachers

<table>
<thead>
<tr>
<th>Elementary Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group A</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Secondary Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group A</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
## Appendix G-Measurements for Student Academic Progress

<table>
<thead>
<tr>
<th>Grade Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elementary</strong></td>
<td>District and state assessments will be reviewed, and those deemed valid and reliable will be used for the student academic progress component.</td>
</tr>
<tr>
<td><strong>Junior High</strong></td>
<td>District and state assessments will be reviewed, and those deemed valid and reliable will be used for the student academic progress component.</td>
</tr>
<tr>
<td><strong>High School</strong></td>
<td>District and state assessments will be reviewed, and those deemed valid and reliable will be used for the student academic progress component.</td>
</tr>
<tr>
<td><strong>Choice and Success Schools</strong></td>
<td>District and state assessments will be reviewed, and those deemed valid and reliable will be used for the student academic progress component.</td>
</tr>
</tbody>
</table>
District and state assessments will be reviewed, and cut scores will be established for those deemed valid and reliable.
<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Effective</td>
<td>A <em>Highly Effective</em> 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.</td>
</tr>
<tr>
<td>Effective</td>
<td>An <em>Effective</em> 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.</td>
</tr>
<tr>
<td>Developing</td>
<td>A <em>Developing</em> 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. The Developing classification may be appropriate for new or newly-reassigned teachers, but for all other teachers it shall be limited to two years.</td>
</tr>
<tr>
<td>Ineffective</td>
<td>An <em>Ineffective</em> 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.</td>
</tr>
</tbody>
</table>