



RSU5  
Durham Freeport Pownal  
Growth & Evaluation

Special Education  
Instructional Strategist  
Professional Practice  
Rubrics and Evaluation  
Summary

## I. SPECIAL EDUCATION RESPONSIBILITIES

### The Instructional Strategist:

	4 Highly Effective	3 Effective	2 Improvement Needed	1 Does Not Meet Standards
<b>a. Knowledge and compliance</b>	Demonstrates extensive knowledge of special education laws and procedures. Oversees compliance with all procedural timelines and safeguards.	Demonstrates thorough knowledge of special education laws and procedures. Ensures compliance with all procedural timelines and safeguards.	Demonstrates basic knowledge of special education laws and procedures, but needs support in implementation; does not always follow established timelines and safeguards.	Demonstrates little or no knowledge of special education laws and procedures, and/or does not follow established procedures and guidelines.
<b>b. Written Consent</b>	Consistently prepares forms for parents to sign to ensure necessary permissions are granted before testing and for releasing of information to outside agencies or individuals.	Ensures necessary permission for evaluations and for release of information to outside agencies or individuals are granted.	Sometimes ensures necessary permissions for testing, but not those for release of information.	Fails to have the necessary permissions for evaluations or release of information
<b>c. IEP Meetings</b>	Effectively facilitates IEP meetings that foster input from all constituents in an effort to meet consensus.	Facilitates IEP meetings that gather input from constituents to form consensus.	Facilitates IEP meetings that may not gather input from all constituents; is partially successful in attempts to form consensus.	Facilitates Team meetings that do not gather input from all constituents; is unsuccessful in attempts to form consensus.
<b>d. Responding to SAT &amp; written referrals</b>	Proactively responds to referrals and guides staff in choosing the most suitable assessment procedures to address referral questions.	Responds to referrals and guides staff in choosing suitable assessment procedures to address referral questions.	Responds to referrals when pressed but may not guide staff in choosing assessment procedures to address referral questions.	Fails to respond to referrals, or makes hasty assessments of student needs.

<b>e.</b> <b>Written reports</b>	Oversees reports for accuracy and clarity. Ensures that analyses, conclusions and recommendations are valuable.	Oversees reports for accuracy in analyses, conclusions and recommendations.	Oversees reports for accuracy, but analyses, conclusions and recommendations are not always clear or appropriate.	Does not accurately oversee reports, and analyses, conclusions and recommendations are unclear and inappropriate.
<b>f.</b> <b>IEP Writing</b>	Ensures IEPs are thorough yet concise, well written and include appropriate goals and benchmarks that uniquely address student needs.	Ensures IEPs are thorough, well written and include appropriate goals and benchmarks.	Does not always ensure thorough or well-written IEPs, and IEPs may be unnecessarily long or somewhat appropriate.	Does not ensure thorough or well- written IEPs, and IEPs are not thorough, poorly written and may include inappropriate recommendations.
<b>g.</b> <b>Monitoring progress</b>	Guides special education teachers in comprehensively and effectively measuring progress towards IEP goals and objectives, and reconvenes the IEP Team if necessary prior to IEP expiration.	Guides special education teachers in measuring progress towards IEP goals and objectives, and provides feedback to students and parents.	Attempts to guide special education teachers in measuring progress towards IEP goals and objectives but may not be effective.	Does not guide special education teachers in measuring progress towards IEP goals or objectives.
<b>h.</b> <b>Assistive technology and software</b>	Is highly knowledgeable about assistive technology and adept at finding resources in the area when needed. Vigilantly ensures that assistive technologies and software required by IEP are being used, maintained and monitored correctly.	Is knowledgeable about assistive technology and able to find resources in the area when needed. Often checks to see that assistive technologies and software are being used, maintained and monitored correctly.	Is aware of assistive technology, but may not be able to find resources in the area. Does not always check to see that assistive technologies and software are being used, maintained and monitored correctly.	Is unaware of assistive technology, and/or unable to find resources when needed. Does not check to see that assistive technologies and software are being used, maintained or monitored correctly.
<b>i.</b> <b>Communicating with families</b>	Uses a language parents can understand and creates an inviting environment in which parents feel they are active participants in the IEP process.	Creates a welcoming environment in which parents feel they are participants in the IEP process.	Creates an environment in which parents may not feel they are participants in the IEP process.	Creates a hostile environment in which parents do not feel they are participants in the IEP process.

<b>j. Reporting</b>	Communicates detailed and helpful feedback to parents about to clarify student progress towards IEP goal attainment and/or special education process at team meetings and through informal conversations.	Communicates helpful feedback to parents to clarify student progress towards IEP goal attainment and/or special education process at team meetings and through informal conversations.	Utilizes only team meetings to communicate feedback to parents to clarify student progress towards IEP goal attainment and/or special education process.	Conducts team meetings as required, but does not communicate effectively to parents to clarify student progress towards IEP goal attainment and/or special education process .
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Overall rating: \_\_\_\_\_

Comments:

## II ANALYSIS OF STUDENT WORK AND FOLLOW-UP

### The Instructional Strategist:

	4 Highly Effective	3 Effective	2 Improvement Needed	1 Does Not Meet Standards
<b>a.</b> Assessment	Involved in comprehensive assessment of the strengths and weaknesses of the special education departments in the assigned schools.	Carefully assesses the strengths and weaknesses of the special education departments in the assigned schools.	Makes a quick assessment of the strengths and weaknesses of the special education departments in the assigned schools.	Does not gather much information on the school strengths or weaknesses of the special education departments in the assigned schools.
<b>b.</b> Planning	Creates a robust, research-based plan of action to address the weaknesses of the special education departments in the assigned schools.	Consults current best practices in developing short- and long-term plans to address the weaknesses of the special education departments in the assigned schools.	Develops an improvement plan with minimal consultation of current educational research to address the weaknesses of the special education departments in the assigned schools..	Does not consult current educational research to address the weaknesses of the special education departments in the assigned schools.

<p><b>c.</b> <b>Engagement</b></p>	<p>Challenges special education teachers by presenting the gap between current student data and vision for improvement. Gets strong staff commitment to robust, ambitious student achievement targets.</p>	<p>Motivates special education teachers to improve student achievement by comparing students' current achievement data to district grade-level data.</p>	<p>Encourages special education teachers to improve student achievement.</p>	<p>Urges special education teachers to improve student achievement.</p>
<p><b>d.</b> <b>Expectations</b></p>	<p>Ensures that all special education teachers effectively design and implement IEP services.</p>	<p>Guides special education teachers towards implementing IEP services.</p>	<p>Sometimes redirects special education teachers who are not implementing IEP services.</p>	<p>Fails to respond to special education teachers who are not implementing IEP services.</p>
<p><b>e.</b> <b>Lesson Development</b></p>	<p>Facilitates special education teachers in the development of well-structured lessons with challenging, measurable objectives and appropriate teaching strategies; follows up through formal and informal coaching.</p>	<p>Provides guidance to special education teachers to develop well-structured lessons with measurable objectives and appropriate strategies for implementation; usually follows up through formal and informal coaching.</p>	<p>Provides limited guidance to special education teachers to develop well-structured lessons and/or does not consistently address patterns of weak lesson development practices.</p>	<p>Does not share expectations for the development of well-structured lessons, or provide support to special education teachers, and/or discriminate between strong and weak lesson-planning practices.</p>
<p><b>f.</b> <b>Assessments</b></p>	<p>Oversees the administration of diagnostic, formative and summative assessments that align with instructional goals to monitor student learning, and uses the results to coach teachers re: instruction.</p>	<p>Oversees the administration of formative and summative assessments to measure student learning, and uses the results to coach teachers re: instruction.</p>	<p>Oversees the administration of formative and summative assessments where special education teachers look them over to see if there is anything to be re-taught.</p>	<p>Oversees the administration of formative and summative assessments and moves on without planning follow-up with students.</p>

<b>g. Tracking progress</b>	Regularly measures progress, gives and takes feedback to continuously motivate colleagues to improve.	Periodically measures progress, listens to feedback to motivate colleagues to improve.	Occasionally measures progress and focuses on feedback and motivates colleagues to improve.	Is too caught up in daily crises to focus on emerging data.
<b>h. Diverse Learners' Needs</b>	Expertly uses PLC meetings and observations to ensure that special education teachers know and employ effective teaching strategies and practices for diverse learners.	Uses observations to identify and share a variety of teaching strategies and practices that are effective with diverse learners.	Occasionally looks for evidence of and accurately identifies effective teaching strategies and practices during observations.	Does not look for evidence of and/or cannot accurately identify more than a few effective teaching strategies and practices during observations.
<b>i. Data-informed Decision- making</b>	Uses multiple sources of evidence related to student learning to: lead educator teams; inform school and district short- and long-term goals; and improve organizational performance, educator effectiveness, and student learning	Uses multiple sources of evidence to inform educator effectiveness, and student learning.	May identify multiple sources of student learning data but does not lead to improved performance and/or analysis of the data is sometimes inaccurate.	Does not analyze student data and/or does not analyze the data accurately.

Overall rating: \_\_\_\_\_

Comments:

### III. COMMUNICATION AND CULTURE

**The Instructional Strategist:**

	4 Highly Effective	3 Effective	2 Improvement Needed	1 Does Not Meet Standards
<b>a. Communication</b>	Successfully and skillfully communicates with all school staff using a variety of channels (face-to-face, email, written).	Uses a variety of means to effectively communicate with school staff.	Has limited communication and is not aware of effective ways to communicate with school staff.	Is not an effective communicator with most school staff.
<b>b. Consensus Building</b>	Employs a variety of strategies to build consensus successfully within the school community around critical school decisions while encouraging dialogue and different points of view.	Employs a variety of strategies to build consensus successfully within the school community.	Employs a limited number of strategies to build consensus within the school community, with varying degrees of success.	Does not attempt to build consensus within the school community, or attempts at consensus-building around critical school decisions are unsuccessful.
<b>c. Outreach</b>	Frequently solicits and uses feedback and help from special education staff, students, parents, and colleagues.	Regularly reaches out to special education staff, students, parents, and colleagues for feedback and help.	Occasionally asks special education staff, students, parents, or colleagues for feedback.	Rarely or never reaches out to others for feedback or help.
<b>d. Planning</b>	Plans for the year, month, week, and day to allow proactive prioritizing and attainment of short- and long-term goals and demands.	Plans for the year, month, week, and day, attending to the highest priority items.	Has a plan to accomplish tasks but is often distracted from them.	Does not have a plan to accomplish tasks.
<b>e. Follow-Up</b>	Has a highly effective system for recording key information, remembering, prioritizing, and following up.	Has an effective system for recording key information, remembering, and following up.	Has a system for recording key information, but sometimes doesn't follow up.	Does not have a system for recording key information and rarely follow up.

<b>f. Efficiency</b>	Manages quickly and decisively the highest-priority electronic communication and paperwork and delegates appropriately.	Effectively manages electronic communication, paperwork, and responsibilities.	Strives to manages electronic communication, paperwork, and responsibilities but often falls behind.	Does not effectively manages electronic communication, paperwork, and responsibilities.
<b>g. Delegation</b>	Delegates appropriate tasks to staff members and follows up with guidance to ensure that tasks are implemented.	Delegates appropriate tasks to staff members and supports progress.	Sometimes delegates tasks that should be done by others.	Does not delegate tasks that should be done by others.
<b>h. Meetings</b>	Successfully ensures that all IEP teams meet within timeframes and use time productively.	Ensures that IEP teams meet within timeframes and use time productively.	Ensures that IEP teams meet within timeframes but the time is not used productively.	Does not ensure that IEP meet within timeframes and and are not used productively.

Overall rating: \_\_\_\_\_

Comments:



**IV. FAMILY & COMMUNITY OUTREACH**

**The Instructional Strategist:**

	<b>4 Highly Effective</b>	<b>3 Effective</b>	<b>2 Improvement Needed</b>	<b>1 Does Not Meet Standards</b>
<b>a. Relationships with Parents</b>	Shows respect, empathy and fairness to parents' diverse backgrounds, identities, strengths and challenges; and builds strong relationships.	Is fair and respectful towards student differences and builds positive relationships with most parents.	Is fair and respectful towards most students and builds positive relationships with some parents.	Can be unfair and disrespectful to parents; plays favorites.
<b>b. Openness</b>	Welcomes and respects families of all. Responds to concerns, and gets a number of families actively involved in the school.	Makes parents feel welcome, listens to their concerns, and tries to get families involved.	Reaches out to parents and tries to understand their perspective.	Makes little effort to reach out to families and is defensive when parents express concerns.
<b>c. Communicating with families</b>	Ensures that special education teachers promptly and frequently inform all parents, even those who are hard to reach, of positive news about students, and immediately flags any problems.	Encourages special education teachers to update parents on good news and promptly informs parents of behavior and learning problems; attempts to contact hard-to-reach parents.	Asks special special education teachers to send home updates to parents about behavior and learning problems, but rarely mentions positive news.	Does not expect special education teachers to contact parents with news about students.
<b>d. Learning Expectations</b>	Ensures that special education teachers engage in communication with parents about learning expectations and ways they can support student learning.	Encourages special education teachers to engage in ongoing communication with parents about learning expectations and specific ways they can support student learning.	Asks special education teachers to send home information about learning expectations.	Does not expect special education teachers to send home the school's learning expectations.

Overall rating: \_\_\_\_\_

Comments:

## V. PROFESSIONAL RESPONSIBILITIES

### The Instructional Strategist:

	4 Highly Effective	3 Effective	2 Improvement Needed	1 Does Not Meet Standards
<b>a. Reliability</b>	Carries out paperwork, duties and assignments conscientiously and punctually; prioritizes tasks; keeps meticulous records.	Is punctual and reliable with paperwork, duties and assignments; prioritizes tasks; keeps accurate records.	Occasionally skips or is late with paperwork, duties and/or assignments; sometimes makes errors in records.	Frequently skips and is late with paperwork, duties and assignments; makes errors in records.
<b>b. Professionalism</b>	Presents as a consummate professional in words, action and appearance.	Usually demonstrates professional demeanor in words, action and appearance.	Is occasionally and/or slightly unprofessional in words, action and/or appearance.	Is unprofessional in words, action and appearance.
<b>c. Judgment</b>	Is invariably ethical, honest and transparent, uses impeccable judgment and respects confidentiality.	Is ethical and transparent, uses good judgment and maintains confidentiality with students.	Sometimes uses questionable judgment, is less than completely forthright and/or discloses confidential information.	Acts in an ethically questionable manner, uses poor judgment and/or discusses confidential information.
<b>d. Contributions</b>	Frequently contributes valuable ideas and expertise to Leadership teams, meetings and committees to further the school's mission.	Contributes ideas and expertise to Leadership teams, meetings and committees to support the school's mission.	Is reluctant to contribute to Leadership teams, meetings and committees, or contributions are minimally helpful.	Does not contribute to Leadership teams, meetings or committees.
<b>e. Communication</b>	Accurately discerns key information for prompt communication with administration.	Keeps the administration informed about concerns and asks for help when it is needed.	Is reluctant to share concerns with the administration or to ask for help.	Does not share concerns, or constantly complains and is not open to help.

<b>f. Openness</b>	Actively seeks out feedback and suggestions, and uses them to improve performance.	Listens thoughtfully to other viewpoints and responds constructively to suggestions and criticism.	Is somewhat defensive about criticism; listens to feedback and suggestions but is resistant to change.	Is very defensive about criticism; refuses to listen to feedback or suggestions; is resistant to change.
<b>g. Reflecting on practice</b>	Makes perceptive and accurate reflections on practice, citing specific examples of what was not successful, then draws on extensive repertoire to suggest alternative strategies for instruction.	Provides accurate and objective reflections on practice, citing specific positive and negative characteristics. Makes some specific suggestions as to how instruction might be improved.	Is moderately accurate and objective in reflections on practice without citing specific examples. Only makes global suggestions as to how instruction might be improved.	Does not reflect on practice, or the reflections are inaccurate or self-serving.
<b>h. Professional Development</b>	Actively learns about best practices from fellow professionals, workshops, readings, study groups, the Internet, and other sources.	Seeks out effective teaching ideas from fellow professionals, workshops, readings, study groups and the Internet.	Keeps an eye out for new ideas for improving teaching and learning.	Is not open to ideas for improving teaching and learning.
<b>i. Flexibility</b>	Easily adapts to changes in schedules, case load, and other issues as needed.	Is able to adapt to changes in schedules, case load, and other issues as needed.	Has difficulty adapting to changes in schedules, case load, and other issues.	Is unable to adapt to changes in schedules, case load, and other issues.
<b>j. Certification</b>	Holds the necessary and current license, and has taken advanced graduate courses in areas of specialty relevant to licensure.	Holds the necessary and current certification.	Holds waiver while working towards certification.	Does not hold the necessary certification or has allowed certification to expire.

Overall rating: \_\_\_\_\_

Comments:

## Evaluation Summary Page

Instructional Strategist's Name: \_\_\_\_\_ School Year: \_\_\_\_\_

School: \_\_\_\_\_ Evaluator: \_\_\_\_\_

### **RATINGS ON INDIVIDUAL RUBRICS:**

#### I. Special Education Responsibilities

Highly Effective      Effective      Improvement Needed      Does Not Meet Standards

#### II. Analysis of Student Work and Follow-Up

Highly Effective      Effective      Improvement Needed      Does Not Meet Standards

#### III. Communication and Culture

Highly Effective      Effective      Improvement Needed      Does Not Meet Standards

#### IV. Family and Community Outreach

Highly Effective      Effective      Improvement Needed      Does Not Meet Standards

#### V. Professional Responsibilities

Highly Effective      Effective      Improvement Needed      Does Not Meet Standards

#### Professional Practice Overall Rating

Highly Effective (4)      Effective (3)      Improvement Necessary (2)      Does Not Meet Standards (1)

Professional practice overall rating: \_\_\_\_\_

#### **Student Growth:**

Student Growth Discussion reflected in educator e-portfolio:    Yes    No

Goal Setting will include student growth component:                  Required    Optional

Evaluator comments including goal progress:

Instructional Strategist Comments:

Evaluator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Instructional Strategist's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(The instructional strategist's signature indicates that they have seen and discussed the evaluation; it does not necessarily denote agreement with the report.)