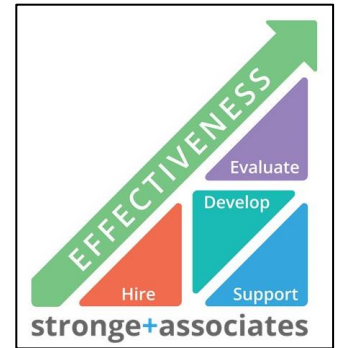

Stronge⁺



Teacher Effectiveness Performance Evaluation System Handbook

ACKNOWLEDGEMENTS

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**Effectiveness is the goal.
Evaluation is merely the means.©**

FOREWORD



The Stronge Teacher Effectiveness Performance Evaluation System (TEPES) is a key component of the Stronge Teacher and Leader Effectiveness System. Our Effectiveness System contains components for hiring, developing, evaluating, and supporting educators through a set of uniform, aligned criteria. The evaluation component contains parallel, but unique sets of performance standards for all types of educators--teachers, educational specialists, principals and assistant principals, central office leaders, and superintendents. This handbook focuses on the teacher component.

Stronge⁺ is an enhanced version of the original Stronge Teacher Effectiveness Performance Evaluation System. We have taken lessons-learned from users throughout the United States and internationally to make modifications to the framework where warranted. These changes include the following:

General:

- Clarified which portions of the framework could be tailored.
- Clarified unclear or redundant wording.
- Clarified teacher practice versus student outcome measures.
- Replaced "tenured" and "non-tenured" with "new" and "veteran" to allow districts leeway in categorizing teacher experience.
- Added a self-assessment section.
- Updated research references in Part II.

Performance standards:

- All performance standard names remain the same, but the wording of standards 2, 3, 4, 6, and 7 were adjusted slightly for clarity.

Performance indicators:

- Modified the wording of performance indicators in each performance standard to provide clarity and added additional research-based indicators, when warranted.

Performance Appraisal Rubrics:

- Added the caveat of "in addition to meeting the requirements of *Effective...*" to the header of each *Highly Effective* rating rather than including it in the wording of the rating, itself.
- Clarified the wording of the various rating levels for each performance standard.

Growth Measures:

- Retitled and modified wording on the Multiple Measures section.
- Added detail on the Student Learning Objectives process.

Performance Improvement:

- Clarified the criteria by which a teacher may be removed from or remain on a *Performance Improvement Plan*.

Forms:

- Standardized administrative information on forms.
- Changed the name and format of the *Teacher Observation/Document Review Form* to *Formative Feedback Form 1* to clarify that it may be used for any type of feedback.
- Added and modified *Formative Feedback Form 2*, which was previously not available in all user locations.
- Modified the format of the *Documentation Log Cover Sheet* to make it more concise.
- Included an optional *Support Dialogue Form*, which was not previously available in all locations.
- Modified the *Performance Improvement Plan Form* to include the option for the teacher to remain on an improvement plan, which was explained in the text, but not on the form.

The biggest change you will notice is in the format of this handbook. The main text now focuses totally on the Stronge TEPEs framework, rather than attempting to incorporate changing state policies, timelines, specific state student outcome measures, weighting, and so forth. This will allow for a more enduring handbook that remains current for several years. A state-specific appendix that may be more frequently updated is included for certain user locations.

One of the hallmarks of the Stronge model is the ability to modify certain aspects of it to meet school district needs. Consequently, one of the most significant changes to the handbook is that we have specifically annotated where the system is able to be tailored. We have also highlighted key points and have provided a series of tips that school districts and administrators might wish to consider. The modifications, highlights, and tips are identified with arrows to the right side of the text. School districts are encouraged to thoughtfully review these areas and tailor this handbook to “make it their own.”

As always, we encourage your feedback and look forward to working with you as you continue your important work of improving teacher and leader effectiveness.

Kind Regards,



James H. Stronge, Ph.D.

President, Stronge & Associates Educational Consulting, LLC

PART I: INTRODUCTION AND PROCESS

INTRODUCTION TO TEPES



The Stronge Teacher Effectiveness Performance Evaluation System (TEPES) uses the Goals and Roles Performance Evaluation Model[®] (short title: Goals and Roles Model[®]) developed by Dr. James Stronge for collecting and presenting data to document performance based on well-defined job expectations. TEPES provides a balance between structure and flexibility. It is prescriptive in that it defines common purposes and expectations, thereby guiding effective instructional practice. At the same time, it provides flexibility, thereby allowing for creativity and individual teacher initiative. The goal is to support the continuous growth and development of each teacher by monitoring, analyzing, and applying pertinent data compiled within a system of meaningful feedback.

Purposes and Characteristics of TEPES

The primary purposes and distinguishing characteristics of TEPES are shown in Figures 1 and 2.

Figure 1: Primary Purposes of TEPES

PRIMARY PURPOSES
Optimizes student learning and growth
Improves the quality of instruction by ensuring accountability for classroom performance and teacher effectiveness
Contributes to successful achievement of the goals and objectives defined in the vision, mission, and goals of the school district
Provides a basis for instructional improvement through productive teacher performance appraisal and professional growth
Encourages collaboration between the teacher and evaluator through an evaluation system that promotes self-growth, instructional effectiveness, and improvement of overall job performance

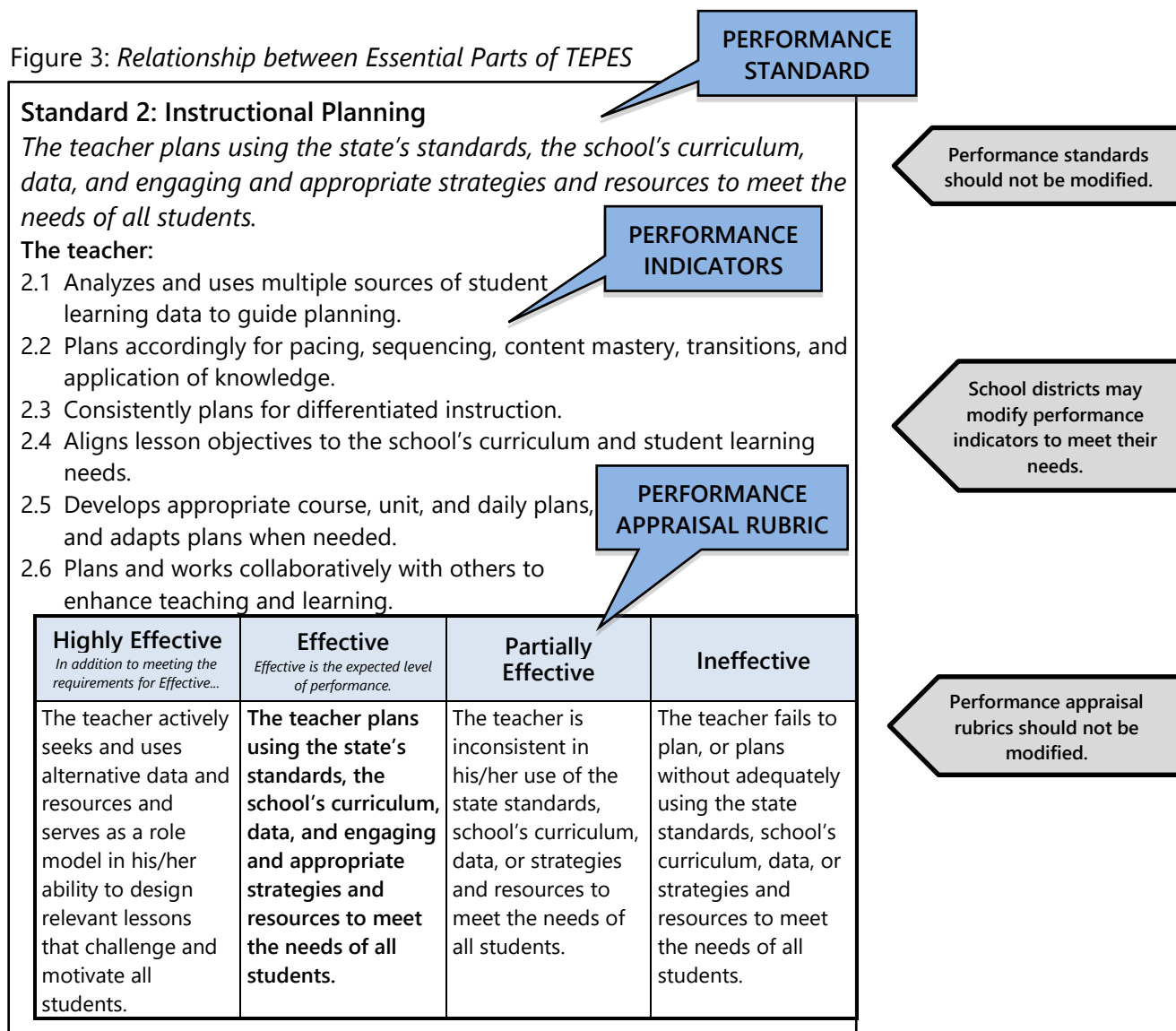
Figure 2: Distinguishing Characteristics of TEPES

DISTINGUISHING CHARACTERISTICS
Focuses on the relationship between professional performance and improved learner academic achievement
Provides sample performance indicators for each of the teacher performance standards
Documents teacher performance based on multiple data sources
Provides procedures for conducting performance reviews that stress accountability, promote professional improvement, and increase the involvement of teachers in the evaluation process
Includes a support system for providing assistance when needed

Essential Components of TEPES

Clearly defined professional responsibilities for teachers constitute the foundation for the Teacher Effectiveness Performance Evaluation System. A fair and comprehensive evaluation system provides sufficient detail and accuracy so that both teachers and evaluators will reasonably understand their job expectations. TEPES uses a two-tiered approach consisting of seven performance standards and multiple performance indicators, to define the expectations for teacher performance. Teachers will be rated on the performance standards using performance appraisal rubrics. The relationship between these components is depicted in Figure 3.

Figure 3: Relationship between Essential Parts of TEPES

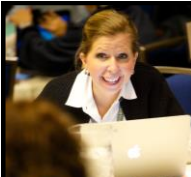


The *effective* column is bolded throughout the handbook as it is the expected level of performance.

Performance Standards

Performance standards refer to the major duties performed by a teacher. Figure 4 shows the seven performance standards in TEPES that serve as the basis for a teacher's evaluation. Standards 1-6 relate to a teacher's practice whereas standard 7 focuses on the results of the teacher's work as evidenced by student growth.

Figure 4: *Performance Standards*

	1. Professional Knowledge The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.		5. Learning Environment The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.
	2. Instructional Planning The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.		6. Professionalism The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.
	3. Instructional Delivery The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.		7. Student Progress The work of the teacher results in acceptable, measurable, and appropriate student progress.
	4. Assessment of/for Learning The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents, and stakeholders.	Some districts/states prefer to incorporate student outcome measures directly into a teacher's evaluation, rather than incorporating them under the overarching umbrella of standard 7.	

Performance Indicators

Performance indicators help teachers and their evaluators clarify job expectations by providing samples of observable, tangible behaviors for each standard (see Part II). That is, the performance indicators are examples of the types of performance that will occur if a standard is being successfully met. The list of performance indicators is not exhaustive, is not intended to be prescriptive, and is not intended to be a checklist. All performance indicators may not be applicable to a particular work assignment. Further teachers are not expected to demonstrate each performance indicator. It should be noted that indicators in one standard may be closely related to indicators in another standard. This is because the standards, themselves, are not mutually exclusive and may have overlapping aspects. Figure 3, shown previously, depicts the sample performance indicators for the *Instructional Planning* standard.

Ratings are made at the performance standard level, NOT at the performance indicator level.

Performance Appraisal Rubrics

The performance appraisal rubric is a behavioral summary scale that guides evaluators in assessing *how well* a standard is performed. It states the measure of performance expected of teachers and provides a qualitative description of performance at each level. In some instances, quantitative terms are included to augment the qualitative description. The resulting performance appraisal rubric provides a clearly delineated step-wise progression, moving from highest to lowest levels of performance. Each level is intended to be qualitatively superior to all lower levels. Teachers who earn a *highly effective* rating must meet the requirements for the *effective* level and go beyond it. Performance appraisal rubrics are provided to increase reliability among evaluators and to help teachers focus on ways to enhance their teaching practice. Part II includes rubrics related to each performance standard. Figure 3, shown previously, depicts the performance appraisal rubric for the *Instructional Planning* standard.

The description provided in the *effective* level of the rubric is the actual performance standard; thus, *effective* is the expected level of performance.

Responsibilities of Site Administrators

The site administrator has the ultimate responsibility for ensuring that TEPES is executed faithfully and effectively in the school. For an evaluation system to be meaningful, it must provide its users with relevant and timely feedback, thus administrators other than the site administrator, such as assistant principals, may be designated by the evaluator to supervise, monitor, and assist with the multiple data source collection.

TEACHER PRACTICE MEASURES



A fair and equitable performance evaluation system for the role of a professional acknowledges the complexities of the job. Thus, multiple data sources are necessary to provide for a comprehensive and authentic “performance portrait” of the teacher’s work. Observations, the documentation log and student surveys provide valuable information for the teacher practice portion of a teacher’s evaluation. Measures of student progress, while typically associated with outcome measures, are also listed in Figure 5 as they may provide supplemental information related to the performance standards.

Figure 5: *Data Sources for Teacher Evaluation*

Data Source	Description
Observations	Formal classroom observations focus directly on the teacher performance standards. Informal observations or walk-throughs are intended to provide more frequent information on a wider variety of contributions made by the teacher. Evaluators are encouraged to conduct observations by visiting classrooms, observing instruction, and observing work in non-classroom settings.
Documentation Log	The Documentation Log includes both specific required artifacts and teacher-selected artifacts that provide evidence of meeting performance standards. Teachers should submit authentic artifacts created in their day-to-day work and should reflect on them as appropriate.
Student Surveys	Surveys provide information to the teachers about perceptions of job performance and may assist with professional goal-setting. The actual survey responses are seen only by the teacher who prepares a survey summary for inclusion in the Documentation Log.
Measures of Student Progress	Depending on grade level, content area, and students' ability level, appropriate measures of academic performance are identified to provide information on learning gains. In addition, Student Learning Objectives and their attainment provide another important source of information on student progress.

Alignment of Performance Standards with Data Sources

Some performance standards are best documented through observation; other standards may require additional documentation techniques. Therefore, multiple data sources are used. Figure 6 shows the data sources that are likely to provide the most powerful evidence related to each performance standard.

Figure 6: *Multiple Data Sources Aligned with Performance Standards*

Performance Standards	Data Sources			
	Observations	Documentation Log	Student Surveys	Measures of Student Progress
Professional Knowledge	P	S	S	S
Instructional Planning	S	P	S	S
Instructional Delivery	P	S	S	S
Assessment of/for Learning	S	P		S
Learning Environment	P	S	S	
Professionalism	S	P	S	
Student Progress				P
P-Primary source S-Supplemental source				

Observations *NJ regulations in this area can change annually. Please refer to the NJ Appendix for the latest update.*

Observations are intended to provide information on a wide variety of contributions made by teachers in the classroom or to the school community as a whole. Administrators are continually observing in their schools by walking through classrooms and non-instructional spaces, attending meetings, and participating in school activities. These day-to-day observations are not necessarily noted in writing, but they do serve as a source of information.

The timeline, number, and duration of observations described in this section are minimum requirements for TEPES. School districts may modify these aspects to meet their district/state requirements.

Formal Observations

Classroom observations provide key information on several of the performance standards. New teachers will be observed at least three times per year. These observations may be announced or unannounced. It is recommended that two of these observations occur prior to the end of the first semester and the third by March 1. Veteran teachers will be observed at least once per year. Additional observations for any staff member will be at the site administrator's discretion. All observations will include a classroom observation of at least 30 consecutive minutes and a post-observation conference. A pre-observation conference may be conducted at the request of the teacher or the administrator. A sample pre-observation conference form is shown in Part III.

School districts should determine the criteria for what constitutes a "new" versus "veteran" teacher.

Evaluators use observations as one source of information to determine whether a teacher is meeting the performance standards. The evaluator provides feedback about the observation using one of the observation or feedback forms (see Part III) and through a post-observation conference with the teacher.

Other observation forms may be used at the evaluator's discretion.

Informal Observations



Additional informal observations may be conducted for any teacher at the discretion of the evaluator. These informal observations may be of shorter duration and may be documented using an appropriate observation or feedback form (see Part III). Evaluators will provide feedback from informal observations through any appropriate means.

Observation documentation will be given to the teacher and one copy will be maintained by the evaluator for the entire evaluation cycle to document growth and development.

Documentation Log

The purpose of the Documentation Log (see Part III) is to provide evidence of performance related to specific standards. Some items may be required by the school district; however, other documents may be included upon evaluator request and/or teacher choice. These documents provide administrators with information they likely would not receive in an observation. Specifically, the Documentation Log should include artifacts that result from the day-to-day work of the teachers; artifacts should not be created solely for the purpose of evaluation. The Documentation Log provides the teacher with an opportunity for self-reflection, allows demonstration of quality work, and creates a basis for two-way communication with an evaluator. The emphasis is on the quality of work, not the quantity of materials presented. A cover sheet (see Part III) should be placed at the front of the required and optional documents if the Documentation Log is submitted in hard-copy.

Schools/districts should make clear their expectations related to the number and format (hard-copy or electronic) of artifacts.

The reflective aspect of artifacts provides one of the key benefits for teachers. Teachers should be encouraged to reflect on how the artifact was used and how it might be improved.

The Documentation Log is a work in progress and should be updated throughout the evaluation cycle, but should be available for review at any time per the administrator's request. At a minimum, evaluators will review and provide feedback on the Documentation Log annually. Additionally, new teachers will meet with administrators and/or evaluators to review their Documentation Log by the end of the first semester. Figure 7 shows examples of items that may be included in the Documentation Log. This is not an all-inclusive list.

Administrators are free to maintain their own documentation (e.g., evaluator notes or running records) relative to the teacher's performance.

Figure 7: *Sample Items in a Documentation Log*

Perf. Std.	Examples of Evidence
Professional Knowledge	• Transcripts of coursework • Annotated Professional Development certificates • Annotated list of instructional activities • Lesson/intervention plan • Journals/notes that represent reflective thinking and professional growth • Samples of innovative approaches developed by teacher
Instructional Planning	• Differentiation in lesson planning and practice • Analysis of classroom assessment • Data-driven curriculum revision work, such as sample lesson or unit plans, course syllabus, intervention plan, substitute lesson plan, or annotated learning objectives TEPES Requirement: Evidence of using data about student learning to guide planning and instruction

School districts are free to add additional required items or to modify the *Examples of Evidence* listing.

Perf. Std.	Examples of Evidence
Instructional Delivery	- Annotated photographs of class activities - Handouts or sample work - Video/audio samples of instructional units
Assessment of/for Learning	- Samples of baseline and periodic assessments given - Samples of both formative and summative assessment - Graphs or tables of student results - Records within electronic curriculum mapping tool - Brief report describing your record keeping system and how it is used to monitor student progress - Copy of scoring rubrics - Photographs or photocopies of student work with written comments - Samples of educational reports, progress reports or letters prepared for parents or students - Copy of disaggregated analysis of student achievement scores on standardized test - Copy of students' journals of self-reflection and self-monitoring TEPES Requirement: Evidence of the use of baseline and periodic assessments
Learning Environment	- Student survey summary information - List of classroom rules with brief explanation of the procedures used to develop and reinforce them - Schedule of daily classroom routines - Explanation of behavior management philosophy and procedures
Professionalism	- Record of participation in extracurricular activities and events - Record of professional development taken or given - Examples of collaborative work with peers - Evidence of communication with students, families, colleagues and community such as a copy of classroom newsletter or other parent information documents or a sample copy of interim reports TEPES Requirement: Evidence of commitment to professional growth; communication with parents
Student Progress	Assessment results showing student progress or achievement TEPES Requirement: Student Learning Objective document – Revised at midterm and end of year

Teachers should be encouraged to collaborate on the types of artifacts they may wish to submit based on their grade/subject area.

Student Surveys

The purpose of the student survey is to collect information that will help teachers reflect on their practice (i.e., for formative evaluation); in other words, to provide feedback directly to the teacher for growth and development. The student survey may provide information that may not be accurately obtained in observations.

Student Surveys are optional, but highly recommended, as they provide teachers with the perception of the receivers of their services.

Four different versions of the student survey are provided to reflect developmental differences. Teachers of grades K-8 administer the survey to the entire class. In situations where students change classes, teachers should administer surveys to at least two classes. Teachers of grades 9-12 administer the surveys to at least two classes per semester. Teachers may add additional questions to the surveys at their discretion.

The teacher retains sole access to the results of the student surveys, but should include the *Student Survey Summary* (see Part III) in the Documentation Log. It is recommended that surveys be administered near the end of the first semester so teachers can use the information for formative feedback. Teachers have the option of surveying their students again at the end of the year to see if their perceptions have changed.

Survey questions address the teacher standards and have been written at the appropriate readability level using the Flesch-Kincaid Readability Scale.

Self-Assessment

At the beginning of the school year, it is highly recommended that teachers conduct a self-assessment of professional practice to reflect on their strengths, areas for improvement, and strategies for growth. Teachers should consider all relevant information, including previous feedback from their evaluator, previous survey results, and student growth measures. Based on areas that need improvement, teachers should consider developing professional practice goals which they can share with their evaluator for ideas on strategies they might consider to help achieve the goal. A sample self-assessment form is in Part III.

Self-assessment is an optional, but highly recommended practice.

STUDENT OUTCOME MEASURES

Multiple Measures *NJ regulations in this area can change annually. Please refer to the NJ Appendix for the latest update.*



may account for a teacher's evaluation. It is *approximately 30 percent* have a direct measure of standards assessment additional measures for percent of teachers and to ensure there are one or more additional measures for the approximately 30 percent of teachers who can appropriately use the state assessment results as one of multiple growth measures in the evaluation. Quantitative measures of growth based on

States typically provide explicit guidance on the type of student outcome measures that may be used, the weighting of these measures, and decision rules for their implementation. School districts should modify this portion of the handbook to reflect applicable guidance.

Depending on state guidance, measures of student progress significant percentage of a important to understand that of public-school teachers will student progress based on state results. However, there must be the remaining approximately 70

validated achievement measures that already are being used locally should be considered when determining local growth measures.

Student Learning Objectives¹

One approach to linking student progress to teacher performance involves building the capacity for teachers and their evaluators to interpret data so that target objectives for student improvement can be set. Setting learning objectives based squarely on student performance is a powerful way to enhance professional performance and, in turn, positively impact student achievement. Student learning objectives are designed to improve student learning.

Some states call these *Student Growth Objectives* or *Student Achievement Goal Setting*.

The description in this section illustrates a practical way of implementing the SLO process. When mandated, school districts should follow state guidelines for creating and evaluating SLOs.

Teachers have a definite and powerful impact on student learning and academic performance. Depending on grade level, content area, and learners' ability level, appropriate measures of learner performance are identified to provide information on learning gains. Performance measures may include standardized test results as well as other pertinent data sources. Teachers set objectives for improving student progress based on the results of performance measures. The student learning objectives and their attainment constitute an important data source for evaluation.

The Intent of Student Learning Objectives

One of the purposes of student learning objectives includes focusing attention on instructional improvement. This process is based on determining baseline performance, developing strategies for improvement, monitoring progress and assessing results at the end of the academic year. Figure 8 specifies the intent of student learning objectives.

Figure 8: *Intent of Student Learning Objectives*



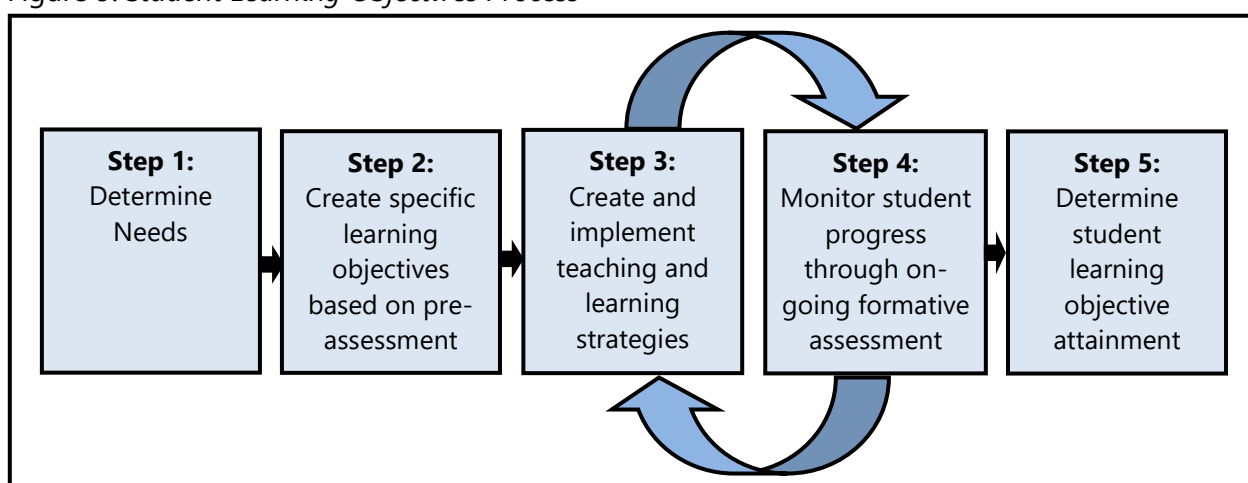
Make explicit the connection between teaching and learning
Make instructional decisions based upon student data
Provide a tool for school improvement
Increase the effectiveness of instruction via continuous professional growth
Focus attention on student results
Increase student achievement

¹ Portions of this section were adapted from Stronge, J. H., & Grant, L. W. (2009). *Student achievement goal setting: Using data to improve teaching and learning*. Larchmont, NY: Eye on Education. Adapted with permission.

Student Learning Objectives Process

Creating student learning objectives involves several steps, beginning with knowing where students are in relation to what is expected of them. Once that is known, the teacher can set specific, measurable objectives based on the demands of the curriculum, educational environment, and needs of the students. The next part of the process is recursive in that the teacher creates and implements strategies and monitors progress. As progress is monitored, the teacher makes adjustments to the teaching and learning strategies. Finally, a summative judgment is made regarding student learning for a specific period of time. Figure 9 depicts these steps.

Figure 9: *Student Learning Objectives Process*¹



Step 1: Determine Needs

To begin this process, teachers need to determine the area on which to focus and how broad or narrow that focus should be. They should consider the skills and knowledge necessary for mastery, the understanding students currently have, and the differences between students.

A review of data from previous years, curricular/student needs, and/or school vision/mission can help teachers determine a focus area.

Once a focus is determined, teachers must choose the assessment they will use to measure the focus area. Pre-assessment is necessary to obtain baseline data on each student. Assessments should have as high a degree of validity and reliability as possible. Assessments must be able to offer ways to pre-and post-assess students' knowledge and skills, be cumulative in nature, and

Assessments to consider include: criterion- or norm-referenced tests; standardized achievement tests; school adopted benchmark assessments, and authentic measures.

¹ This process, as laid out by Stronge, J.H., & Grant, L. H. (2009), is known as the Student Achievement Goal Setting Process; however, it may be modified to be the Student Learning Objective Process.

be linked to important curricular outcomes. Post-assessment data must be available prior to the summative evaluation.

Step 2: Create Specific Learning Objectives Based on Pre-Assessment Data

Each teacher, using the results of the pre-assessment, sets an annual objective for improving learner/program outcomes. The objectives describe observable behavior and/or measurable results that will occur when an objective is achieved. The acronym SMART (Figure 10) is a useful way to self-assess an objective's feasibility and worth.

The terms used in the SMART acronym may be slightly different in various locations.

Figure 10: *Acronym for Developing Student Learning Objectives*

S pecific	The objective is focused, for example, by content area, by learners' needs.
M easurable	An appropriate instrument/measure is selected to assess the objective.
A ppropriate	The objective is within the teacher's control to effect change.
R ealistic, but rigorous	The objective is feasible for the teacher.
T ime-bound	The objective is contained within a single school year.

Figure 11 contains samples of the objectives that teachers may develop. They are intended to serve as models for how student learning objectives may be written. Based on the results of the pre-assessment, teachers may consider writing whole group, tiered, individual, or program objectives (if applicable).

Figure 11: *Sample Student Learning Objectives*

High School French 1

During the current school year, all students will make measurable progress in French I vocabulary and speaking as measured by the school-developed assessment. All students will improve their pre-assessment score by 65 percentage points on the post-assessment.

Third Grade Reading

During the current school year, all students will make measurable progress in the area of reading comprehension as measured by the STAR reading assessment.

- Students scoring 2.7 and below will score at least 1.3 years higher on the post-assessment than the pre-assessment.
- Students scoring between 2.9 and 4.2 will score at least 1.0 years higher on the post-assessment than the pre-assessment.

Step 3: Create and Implement Teaching and Learning Strategies

As part of the SLO development process, teachers must determine strategies to help their students achieve the objective. Figure 12 provides examples of strategies teachers might select to help improve student learning.

Figure 12: *Examples of Strategies to Improve Student Learning*

Modified teaching/work arrangement
Cooperative planning with master teachers, team members, department members
Demonstration lessons/service delivery by colleagues, curriculum specialists, teacher mentors
Visits to other classrooms
Use of a variety of instructional strategies
Focused classroom observation
Development of curricular supplements
Completion of workshops, conferences, coursework
Co-teaching; collaborative teaching

Research-based, high-yield instructional strategies should be used when possible.

Step 4: Monitor Progress through on-going Formative Assessment

Throughout the year, teachers should collect informal and formal data pertaining to the objective. They should reflect on the progress toward the achievement of the objective and the effectiveness of the strategies they have been using. If progress is not apparent from using a particular strategy, modifications to the strategy should be made or a new strategy should be implemented.

Strategies should be adjusted as needed. Unless there are extenuating circumstances, the objective, itself, should not be adjusted.

Step 5: Determine Student Learning Objective Attainment

At the end of the course/year, teachers administer the post-assessment and analyze the results. It is crucial that the post-assessment measure the same content/skill as the pre-assessment. Results of the post-assessment are then compared with the established objective.

Administrative Process

Initial Approval of Objective

Teachers are responsible for submitting their objectives to their evaluator within the first month of the school year. The evaluator and the teacher then meet to discuss data from the initial assessment and to review the annual objective. A new objective is identified each year. The

Student Learning Objective Progress Form (see Part III) may be used for developing and assessing the annual objective.

Mid-Year Review of Objective

A mid-year review of progress on the objective is held for all teachers. At the principal's discretion, this review may be conducted through peer teams, coaching with the evaluator, sharing at a staff meeting or professional day, or in another format that promotes discussion, collegiality, and reflection. The mid-year review should be held within 30 days of the end of the first semester. It is the principal's responsibility to establish the format and select the time of the review.

End-of-Year Review of Objective

By the appropriate date, as determined by the principal, each teacher is responsible for assessing the growth made on the objective and for submitting documentation to the evaluator. The school district must determine a method by which to rate student learning objective achievement as *highly effective*, *effective*, *partially effective*, or *ineffective*. This criterion needs to be established and communicated at the beginning of the year.

The school district must determine the method by which to rate SLO achievement. Also, decision rules for absenteeism, newcomers, and other extenuating circumstances should be determined at the state/district level.

RATING TEACHER PERFORMANCE



Formal evaluation of performance quality typically occurs at the summative evaluation stage, which comes at the end of the evaluation cycle (e.g., school year). The ratings for each performance standard are based on multiple sources of information and are completed only after pertinent data from all sources have been reviewed.

Teachers will be rated on each performance standard using a performance appraisal rubric (see Part II). As previously discussed, the rubric is a behavioral summary scale that describes performance levels for each teacher performance standard. The scale states the measure of performance expected of teachers and provides a general description of what each rating entails. Figure 13 explains the four levels of ratings.

Teachers are rated on performance standards, not performance indicators.

Teachers are expected to perform at the *effective* level.

School districts/states may modify the rating level names.

Figure 13: *Rating Levels*

Level	Description	Definition
Highly Effective	The teacher performing at this level maintains performance, accomplishments, and behaviors that <u>consistently and considerably surpass</u> the established performance standard, and does so in a manner that exemplifies the school's mission and goals. This rating is reserved for performance that is truly exemplary.	Exceptional performance: • sustains high performance over a period of time • consistently exhibits behaviors that have a strong positive impact on student learning and the school climate • serves as a role model to others
Effective	The teacher <u>consistently meets</u> the performance standard in a manner that is aligned with the school's mission and goals.	Proficient performance: • meets the requirements contained in the performance standard • exhibits behaviors that have a positive impact on student learning and the school climate • demonstrates willingness to learn and apply new skills
Partially Effective	The teacher's performance is <u>inconsistent in meeting</u> the established performance standard and/or in working toward the school's mission and goals. The teacher may be starting to exhibit desirable traits related to the standard, but has not yet reached the full level of proficiency expected (i.e., developing) or the teacher's performance is lacking in a particular area (i.e., needs improvement).	Developing/needs improvement performance: • requires support in meeting the performance standard • results in less than expected quality of student performance • leads to areas for teacher improvement being jointly identified and planned between the teacher and evaluator
Ineffective	The teacher <u>consistently performs below</u> the established performance standard or in a manner that is inconsistent with the school's mission and goals.	Unacceptable performance: • does not meet the requirements contained in the performance standard • results in minimal student learning • may contribute to a recommendation for the teacher not being considered for continued employment

Interim Evaluation

All new teachers will receive a mid-year interim review to provide systematic feedback prior to the summative review. These teachers will be evaluated using multiple data sources to determine that the teacher has shown evidence of each of the performance standards. Evaluators will use the *Interim Performance Report* (see Part III) and should discuss the results with the teacher at an interim evaluation conference. During the conference, evaluators should also provide

School districts may choose to include veteran teachers.

Because sufficient evidence likely will not have been accrued by mid-year, an actual rating for each standard is not given on the interim evaluation.

mid-year feedback on the Documentation Log (including survey results) and the progress students are making toward the objective identified in the *Student Learning Objective Progress Form*.

Summative Evaluation

In making judgments for the summative assessment on each of the seven performance standards the evaluator should determine where the “preponderance of evidence” exists, based on evidence from the multiple data sources. Preponderance of evidence as used in this context is intended to mean the overall weight of evidence. In many instances, there will be performance evidence that may fit in more than one rating category. When aggregating the total set of data and making a summative decision, the question to be asked is, “In which rating category does the evidence best fit?”

Evaluators should consider all evidence from multiple data sources as well as the wording of the rubric to determine the appropriate rating level.

Evaluators will use the *Summative Performance Report* (Part III) to rate and provide evidence pertaining to each performance standard. The results of the evaluation will be discussed with the teacher at a summative evaluation conference.

Single Summative Rating

In addition to receiving a diagnostic rating for each of the seven performance standards, the teacher will receive a single summative evaluation rating at the conclusion of the evaluation cycle. This summative rating will reflect an overall evaluation rating for the employee. The intent is not to replace the diagnostic value of the seven performance standards; rather it is to provide an overall rating of the employee’s performance. The overall summative rating will be judged to be *highly effective*, *effective*, *partially effective*, or *ineffective*.

A single summative rating is an optional calculation based on state guidance.

Performance standards 1-6 are weighted equally as a percentage of the total evaluation, with Standard 7 accounting for a larger portion as determined by the state or school district, as applicable. Scores will be calculated using the following scale:

The actual weighting of performance standards should be determined by the school district based on state guidance.

Ineffective = 1
Partially Effective = 2
Effective = 3
Highly Effective = 4

Figure 14 shows an example of how a cumulative summative rating would be calculated **if** performance standards 1-6 were weighted as 50 percent (8.3 percent each), with Standard 7 accounting for 50 percent of the evaluation.

Figure 14: Example of Weighted Calculations

Performance Standard	Performance Rating	Points	Weight	Weighted Total (Points x Weight)
Standard 1	Highly Effective	4	.083	.332
Standard 2	Effective	3	.083	.249
Standard 3	Effective	3	.083	.249
Standard 4	Effective	3	.083	.249
Standard 5	Effective	3	.083	.249
Standard 6	Highly Effective	4	.083	.332
Standard 7	Highly Effective	4	.500	2.000
Cumulative Summative Rating				3.660

School districts may prefer to convert this calculation to a 100-point scale.

The overall summative rating will be judged as *highly effective*, *effective*, *partially effective*, or *ineffective* using the following suggested range of scores:

Ineffective = 1.00 – 1.74

Partially Effective = 1.75 – 2.49

Effective = 2.50 – 3.49

Highly Effective = 3.50 – 4.00

The summative rating range should be determined by the school district based on state guidance.

Note: Regardless of the overall total points earned, three or more *partially effective* ratings on individual performance standards will result in an overall rating of *partially effective* or *ineffective*. Similarly, one *ineffective* rating on any one performance standard may result in an overall *ineffective* rating.

School districts may modify these criteria.

Evaluation Schedule

Summative evaluations are to be completed before the last week of school for all contract types. Figure 15 details the recommended evaluation schedule for all components of the evaluation system. If non-renewal of a teacher is anticipated, the summative evaluation ideally occurs at least one semester prior to the end of school year, provided that the teacher has had an opportunity to complete all of the *Performance Improvement Plan* activities (described in the next section of this handbook).

Prior to the beginning of the school year, school districts should modify the evaluation schedule to meet their own needs.

Figure 15: *Recommended TEPEs Evaluation Schedule* *NJ regulations in this area can change annually. Please refer to the NJ Appendix for the latest update.*

Timeline	Activity for Professional Improvement	Task or Document	Responsibility of	
			Administrator	Teacher
During the 1 st month	- Conduct optional self-assessment (all teachers) - Establish student learning objective (all teachers)	<i>Self-Assessment Form</i>		✓
		<i>Student Learning Objective Progress Form</i>	✓	✓
Before the end of the 1 st quarter	Observation of all new teachers	<i>Observation or Formative Feedback Form</i>	✓	
Before the end of the 2 nd quarter	Observation of all new teachers	<i>Observation or Formative Feedback Form</i>	✓	
Before end of the 1 st semester	Summary of student survey feedback (all teachers)	<i>Student Surveys and Student Survey Summary Form</i>		✓
Mid-year	- Mid-year review of student learning objective (all teachers) - Review of new teachers' Documentation Log - Interim performance evaluation of new teachers	<i>Student Learning Objective Progress Form</i>	✓	✓
		<i>Documentation Log</i>	✓	✓
		<i>Interim Performance Report</i>	✓	
During the 2 nd semester	Observation of all teachers	<i>Observation or Formative Feedback Form</i>	✓	
10 calendar days prior to summative evaluation date	- End-of-year review of student learning/program objective (all teachers) - Submit Documentation Log (all teachers)	<i>Student Learning/Program Objective Progress Form</i>	✓	✓
		<i>Documentation Log</i>	✓	✓
Before last week of school	Summative evaluation (all teachers)	<i>Summative Performance Report</i>	✓	

Documentation Records

Documentation records are maintained by both the teacher and the principal/evaluator for the entire evaluation period. If the teacher transfers among the district's schools, the documentation may be forwarded to the receiving school's site administrator. At the end of an evaluation cycle, the evaluator retains copies of the *Student Learning Objective Progress Form*, *Documentation Log Cover Sheet*, *Observation or Formative Feedback Form(s)*, and *Summative Performance Report* at the school/worksites.

IMPROVING PROFESSIONAL PERFORMANCE



Supporting teachers is essential to the success of schools. Many resources are needed to assist teachers in growing professionally. Sometimes additional support is required to help teachers develop so that they can meet the performance standards.

Two tools are provided in TEPES that may be used at the discretion of the evaluator. The first is the *Support Dialogue*, a school-level discussion between the administrator and the teacher. It is a conversation about performance needs in order to address the needs. The second is the *Performance Improvement Plan* which has a more formal structure and is used for notifying a teacher of *ineffective* performance. Both tools may be used for all teachers, regardless of contract status. The tools may be used independently of each other. Figure 16 shows the differences between the two processes.

Figure 16: Tools to Improve Professional Performance

	Support Dialogue	Performance Improvement Plan
Purpose	For teachers who are in need of additional support. These teachers attempt to fulfill the standard, but are often ineffective.	For teachers: • whose professional practice would benefit from additional support; • who receive two or more “not evident” annotations on an interim review; or • who receive two or more standards rated as <i>partially effective</i> or one or more standards rated as <i>ineffective</i> on a summative evaluation.
Initiates Process	Evaluator, administrator, or teacher	Evaluator*
Documentation	Optional: <i>Support Dialogue Form</i> Memo or other record of the discussion/other forms of documentation at the building/ worksite level	Required: <i>Performance Improvement Plan Form</i> Building/Worksite Level Human Resource Department is notified
Outcomes	• Sufficient improvement – no more support needed • Some progress – continued support • Little or no progress – teacher may be moved to a <i>Performance Improvement Plan</i>	• Sufficient improvement – no longer on <i>Performance Improvement Plan</i> • Some progress – continue on <i>Performance Improvement Plan</i> • Little or no progress – teacher may be recommended for dismissal

*The evaluator for teachers may be the principal or district supervisor. If a designee, an assistant principal, for example, has been collecting documentation such as observations, the evaluator and the principal confer about the *Performance Improvement Plan*. The evaluator is responsible for the overall supervision of personnel in the worksite/department/school and as such monitors the *Performance Improvement Plan* and makes the recommendation to the superintendent about the employee's progress.

Support Dialogue

The *Support Dialogue* is initiated by evaluators or teachers at any point during the school year for use with personnel whose professional practice would benefit from additional support. It is designed to facilitate discussion about the area(s) of concern and ways to address those concerns. During the initial session, both parties share what each will do to support the teacher's growth, and decide when to meet again. After the agreed-upon time to receive support and implement changes in professional practice has elapsed, the evaluator and teacher meet again to discuss the impact of the changes. The entire *Support Dialogue* process is intended to be completed within a predetermined time period as it offers targeted support.

It is important to note that the support dialogue process is not intended to be punitive. Teachers should feel free to request the targeted support it offers.

The desired outcome would be that the teacher's practice has improved to a proficient level. In the event that improvements in performance are still needed, the evaluator makes a determination to either extend the time of the support dialogue because progress has been made, or to allocate additional time or resources. If the necessary improvement is not made, the employee may be placed on a *Performance Improvement Plan*. Sample prompts for conversations with the teacher are shown in Figure 17.

Figure 17: Sample Prompts

	Sample Prompts for the Initial Conversation What challenges have you encountered in addressing _____ (tell specific concern)? What have you tried to address the concern of _____ (tell specific concern)? What do you need in order to address your concerns?
	Sample Prompts for the Follow-Up Conversation Last time we met, we talked about _____ (tell specific concern). What has gone well? What has not gone as well?

Performance Improvement Plan

If a teacher's performance does not meet the expectations established by the school, the teacher may be placed on a *Performance Improvement Plan* (see Part III). A *Performance Improvement Plan* is designed to support a teacher in addressing areas of concern through targeted supervision and additional resources. It may be used by an evaluator at any point during the year for a teacher whose professional practice would benefit from additional support. In addition, a teacher will be placed on a *Performance Improvement Plan* if he or she receives the following:

School districts may modify this section to meet their specific policies.

- Two or more performance standards annotated as "Not Evident" on an *Interim Performance Report*:

- Two or more performance standards rated as *partially effective* on a *Summative Performance Report*, or
- One or more performance standards rated as *ineffective* on a *Summative Performance Report*.

Implementation of Performance Improvement Plan

When a teacher is placed on a *Performance Improvement Plan*, the evaluator must:

- provide written notification to the teacher of the area(s) of concern that need(s) to be addressed, and
- formulate a *Performance Improvement Plan* in conjunction with the teacher, and
- review the results of the *Performance Improvement Plan* with the teacher immediately following the predetermined time period, or according to the specifically established target dates.

Assistance may include:

- support from a professional peer or supervisor, or
- conferences, classes, and workshops on specific topics, and/or
- other resources to be identified.

Resolution of Performance Improvement Plan

Prior to the evaluator making a final recommendation, the evaluator meets with the teacher to review progress made on the *Performance Improvement Plan*, according to the timeline. The options for a final recommendation are:

- Sufficient improvement has been achieved; the teacher is no longer on a *Performance Improvement Plan* and is rated *effective* on the applicable standard(s) based on all available evidence.
- Partial improvement has been achieved but more improvement is needed; the teacher remains on a *Performance Improvement Plan* and is rated *partially effective* on the applicable standard(s) based on all available evidence.
- Little or no improvement has been achieved; the teacher is rated *ineffective* on the applicable standard(s) based on all available evidence.

When a teacher is rated *ineffective*, the teacher may be recommended for dismissal. If not dismissed, a new improvement plan will be implemented. Following completion of the *Performance Improvement Plan*, if the teacher is rated *ineffective* a second time, the teacher will be recommended for dismissal.

Request for Review of an Ineffective Rating

The teacher may request a review of the evidence in relation to an *ineffective* rating received on a summative evaluation, or as a result of a *Performance Improvement Plan*, in accordance with the policies and procedures of the school district.

PART II: PERFORMANCE STANDARDS



Teachers are evaluated on each performance standard using the performance appraisal rubrics found beneath the listing of performance standards and indicators in this section. The performance indicators are provided as samples of activities that address the standard. A brief description of the research base for each performance standard is provided after the rubric.

Teachers do not need to be in an official teacher leader position to be rated as highly effective.

The list of performance indicators is not exhaustive and is not intended to be prescriptive or used as a checklist. Teachers may not be expected to demonstrate each performance indicator, depending on local policy.

Performance Standard 1: Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

Sample Performance Indicators (Examples may include, but are not limited to the following.)

The teacher:

- 1.1 Addresses relevant curriculum standards.
- 1.2 Integrates key content elements and facilitates students' use of higher-level thinking skills in instruction.
- 1.3 Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real-world experiences and applications.
- 1.4 Demonstrates an accurate, current, and deep knowledge of the subject matter and a working knowledge of relevant technology.
- 1.5 Exhibits pedagogical skills relevant to the subject area(s) taught and best practices based on current research.
- 1.6 Bases instruction on goals that reflect high expectations for all students commensurate with their developmental levels.
- 1.7 Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group.
- 1.8 Demonstrates an understanding of appropriate accommodations for diverse learners (e.g., English learners, gifted learners, students with special needs, etc.).
- 1.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of communication as it relates to a specific discipline and/or grade level.

Professional Knowledge Rubric

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher continually enriches the curriculum and serves as a role model in his/her knowledge of the subject matter and the proper pedagogy for the content and developmental needs of students.	The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.	The teacher is inconsistent in demonstrating an understanding of the curriculum, content, and student development or lacks fluidity in using the knowledge in practice.	The teacher demonstrates an inadequate understanding of the curriculum, content, or student development, or fails to use the knowledge in practice.

Research Base

Contemporary research has found that an effective teacher:

- Has a deep understanding of the facts, concepts, principles, methodology, and important generalizations of subject area.¹
- Has solid content knowledge and such knowledge has positive associations with students' learning at all grade levels.²
- Has solid pedagogical content knowledge – knowledge of how particular topics, problems, or issues are organized, represented, and adapted to the diverse interests and abilities of learners, and presented for instruction. The knowledge also includes teachers' understanding of how students learn, or fail to learn, and practice that is highly topic, person, and situation specific.³
- Is more likely to ask higher-level questions, encourage students to explore alternative explanations, engage students in inquiry-based learning and student-directed activities, due to his or her strong professional knowledge.⁴
- Makes connections across subject areas to engage students in challenging, integrated, and exploratory learning around personal and social concerns that appeal to them.⁵

Performance Standard 2: Instructional Planning

The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.

Sample Performance Indicators *(Examples may include, but are not limited to the following.)*

The teacher:

- 2.1 Analyzes and uses multiple sources of student learning data to guide planning.
- 2.2 Plans accordingly for pacing, sequencing, content mastery, transitions, and application of knowledge.
- 2.3 Consistently plans for differentiated instruction.
- 2.4 Aligns lesson objectives to the school's curriculum and student learning needs.
- 2.5 Develops appropriate course, unit, and daily plans, and adapts plans when needed.
- 2.6 Plans and works collaboratively with others to enhance teaching and learning.

Instructional Planning Rubric

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher actively seeks and uses alternative data and resources and serves as a role model in his/her ability to design relevant lessons that challenge and motivate all students.	The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.	The teacher is inconsistent in his/her use of the state standards, school's curriculum, data, or strategies and resources to meet the needs of all students.	The teacher fails to plan, or plans without adequately using the state standards, school's curriculum, data, or strategies and resources to meet the needs of all students.

Research Base

Contemporary research has found that an effective teacher:

- Systematically develops objectives, questions, and activities that reflect higher-level and lower-level cognitive skills as appropriate for the content and the students.⁶
- Relates current lesson to past and future lesson, and takes into account the needs of their students and the nature of what he/she wants to teach.⁷
- Mentally walks through the lesson presentations beforehand, anticipating where problems of understanding or organization might occur and makes adjustments up until the last minute.⁸
- Maximizes the amount, depth, and coherence of content coverage, which significantly impact student learning.⁹
- Uses student assessment data in the planning of instruction; based on data drawn from frequent assessments, he/she makes data-driven decisions about what goals and objectives to address and what learning materials to select.¹⁰

Performance Standard 3: Instructional Delivery

The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.

Sample Performance Indicators *(Examples may include, but are not limited to the following.)*

The teacher:

- 3.1 Builds upon students' existing knowledge and skills.
- 3.2 Differentiates the instructional content, process, product, and learning environment to meet individual developmental needs.
- 3.3 Motivates students for learning, reinforces learning goals consistently throughout the lesson, and provides appropriate closure.
- 3.4 Develops higher-order thinking through questioning and problem-solving activities.
- 3.5 Uses a variety of relevant instructional strategies and resources.
- 3.6 Provides remediation, enrichment, and acceleration to further student understanding of material and learning.
- 3.7 Uses appropriate instructional technology to enhance student learning.
- 3.8 Communicates clearly, checks for understanding using multiple levels of questioning, and adjusts instruction accordingly.

Instructional Delivery Rubric

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher fluidly modifies strategies, materials, and groupings to optimize students' opportunities to learn and serves as a role model on how to keep all students challenged in focused work in which they are active problem-solvers and learners.	The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.	The teacher is inconsistent in his/her use of relevant instructional strategies or in engaging students in active learning, promoting key skills, or meeting individual learning needs.	The teacher fails to use relevant instructional strategies or is inadequate in engaging students in active learning, promoting key skills, or meeting individual learning needs of all students.

Research Base

Contemporary research has found that an effective teacher:

- Uses a repertoire of instructional strategies to communicate and interact with students around academic content, and to support student engagement.¹¹

- Uses multiple instructional materials, activities, strategies, and assessment techniques to meet students' needs and maximize the learning of all students.¹²
- Provides clear, in-depth explanations of academic content and covers higher-order concepts and skills thoroughly.¹³
- Is supportive and persistent in keeping students on task and encouraging them to actively integrate new information with prior learning.¹⁴
- Uses multiple levels (particularly higher cognitive levels) of questioning to stimulate student thinking and monitor student learning.¹⁵
- Makes the learning process and the outcomes of learning have authentic "bearing" on students' life.¹⁶

Performance Standard 4: Assessment of/for Learning

The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents, and stakeholders.

Sample Performance Indicators (Examples may include, but are not limited to the following.)

The teacher:

- 4.1 Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning.
- 4.2 Involves students in setting learning goals and monitoring their own progress.
- 4.3 Uses a variety of formal and informal assessment strategies and instruments that are valid and appropriate for the content and for the student population.
- 4.4 Uses high quality questioning to gauge student understanding.
- 4.5 Uses assessment tools for both formative and summative purposes to inform, guide, and adjust students' learning.
- 4.6 Collaborates with others to develop common assessments, when appropriate.
- 4.7 Aligns student assessment with approved curriculum standards and benchmarks.
- 4.8 Collects and maintains a record of sufficient assessment data to support accurate reporting of student progress.
- 4.9 Communicates constructive and frequent feedback on student learning to students, parents, and other stakeholders (e.g. other teachers, administration, community members, as appropriate).

Assessment of/for Learning Rubric

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher collaborates with colleagues to use assessment data, re-examines and fine-tunes teaching based on these data, teaches students how to monitor their own progress, and serves as a role model in using assessment to impact student learning.	The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents and stakeholders.	The teacher uses a limited selection of assessment strategies or is inconsistent in linking assessment to intended learning outcomes, using assessment data to plan/modify instruction, or in providing timely feedback.	The teacher uses an inadequate variety of assessment sources, assesses infrequently, does not use baseline or feedback data to make instructional decisions, or fails to provide student feedback in a timely manner.

Research Base

Contemporary research has found that an effective teacher:

- Offers regular, timely, and specific feedback that helps students to reach a different viewpoint, indicates alternative strategies, indicates directions that should be pursued, and provides extra information or elaboration when needed.¹⁷
- Analyzes student assessments to determine the degree to which the intended learning outcomes align with the test items and student understanding of objectives.¹⁸
- Interprets information from teacher-made tests and standardized assessments to guide instruction and gauge student progress by examining questions missed to determine if the student has trouble with the content or the test structure.¹⁹
- Treats mistakes as opportunities to learn; targets students' specific misconceptions or errors that occur in a content area or a skill set and provides informative guidance on what they need to do to maximize their performance.²⁰
- Provides feedback that focuses on task/product, process, and student self-regulation and is actionable in terms of empowering students to take further actions, rather than just telling students whether their answer is right or wrong.²¹

Performance Standard 5: Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

Sample Performance Indicators (Examples may include, but are not limited to the following.)

The teacher:

- 5.1 Arranges the classroom to maximize learning while providing a safe environment.
- 5.2 Establishes clear expectations, with student input, for classroom rules and procedures early in the school year, and enforces them consistently and fairly.
- 5.3 Maximizes instructional time and minimizes disruptions.
- 5.4 Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic.
- 5.5 Encourages student engagement, inquiry, and intellectual risk-taking.
- 5.6 Promotes respectful interactions and an understanding of students' diversity, including language, culture, race, gender, and special needs.
- 5.7 Actively listens and makes accommodations for all student needs, both intellectually and affectively.
- 5.8 Promotes an environment that is academically appropriate, stimulating, and challenging.

Learning Environment Rubric

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher serves as a role model in creating a dynamic learning environment where students monitor their own behavior and develop a sense of responsibility.	The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.	The teacher is inconsistent in using resources, routines, and procedures or in providing a respectful, positive, safe, student-centered environment.	The teacher is inadequate in addressing student behavior issues, displays a detrimental attitude, ignores safety standards, or fails to otherwise provide an environment that is conducive to learning.

Research Base

Contemporary research has found that an effective teacher:

- Establishes and communicates classroom rules and expectations, monitors student behavior, keeps students on task, and infuses humor, care, and respect into the classroom interactions, so as to develop a climate that is conducive to student development across cognitive, motivational, emotional, and behavioral domains.²²

- Creates a positive learning environment that is defined by attributes of caring, enthusiastic, supportive, safe, challenging, and academically robust.²³
- Develops functional floor plans with teacher and student work areas and furniture/materials placement for optimal benefit.²⁴
- Orchestrates smooth transitions and maintains momentum throughout teaching and learning.²⁵
- Protects instruction from disruption and makes the most out of every instructional moment.²⁶
- Builds teacher-student relationships that are characterized by empathy, warmth, genuineness, non-directiveness, higher-order thinking, encourage learning/challenge, and adapt to individual and social differences.²⁷

Performance Standard 6: Professionalism

The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.

Sample Performance Indicators (Examples may include, but are not limited to the following.)

The teacher:

- 6.1 Adheres to federal and state laws, school policies, ethical guidelines, and procedural requirements.
- 6.2 Maintains positive professional behavior (e.g., appearance, demeanor, punctuality, and attendance).
- 6.3 Incorporates learning from professional growth opportunities into instructional practice and reflects upon the effectiveness of implemented strategies.
- 6.4 Identifies and evaluates personal strengths and weaknesses, and sets goals for improvement of personal knowledge and skills.
- 6.5 Engages in activities outside the classroom intended for school and student enhancement.
- 6.6 Works in a collegial and collaborative manner with administrators, other school personnel, and the community to promote students' well-being and success.
- 6.7 Builds positive and professional relationships with parents through frequent and appropriate communication concerning students' progress.
- 6.8 Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues.
- 6.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of oral and written communication.

Professionalism Rubric

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher serves as a role model in professional behavior, uses optimal means of communication, and initiates activities that contribute to the development of colleagues and the enrichment of the wider school community.	The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.	The teacher is inconsistent in displaying professional judgment, collaborating or communicating with relevant stakeholders, participating in professional growth opportunities, or applying learning from growth opportunities in the classroom.	The teacher fails to adhere to legal, ethical, or professional standards, demonstrates a reluctance or disregard toward school policy, or infrequently takes advantage of professional growth opportunities.

Research Base

Contemporary research has found that an effective teacher:

- Values and practices the principles, standards, ethics, and legal responsibilities of teaching; and demonstrates professional competence, performance, and conduct that reflect appropriate goals, purposes, values and beliefs.²⁸
- Has high self-efficacy and the self-perceived abilities to accomplish desired outcomes are related to the effort he/she invests in teaching, the goals he/she sets, and persistence when setbacks occur.²⁹
- Has a commitment to continuous improvement and perpetual learning; actively engages in self-directed learning based on a set of established goals and in community with like professionals.³⁰
- Acts individually and collectively to advance the teaching profession, and acts as a shaper, promoter, and well-informed critic of educational policies, instructional innovations, and internal changes that impact on student learning.³¹
- Uses multiple forms of communication between school and home, such as home visits, frequent positive calls home (not centering on students' academic problems, misbehavior, or negative attitudes), on-line connections for homework and information sharing, parent-teacher-student conferences, exhibitions of student work, and parent participation in school activities.³²

Performance Standard 7: Student Progress

The work of the teacher results in acceptable, measurable, and appropriate student progress.

Sample Performance Indicators *(Examples may include, but are not limited to the following.)*

The teacher:

- 7.1 Sets acceptable, measurable and appropriate achievement goals for student progress based on baseline data.
- 7.2 Documents the progress of each student throughout the year.
- 7.3 Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other multiple measures of student growth.
- 7.4 Uses available performance outcome data to continually document and communicate student progress and develop interim learning targets.

Student Progress Rubric

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher is a role model in that his/her work results in an exceptional level of student progress with all populations of learners.	The work of the teacher results in acceptable, measurable, and appropriate student progress.	The work of the teacher results in student progress that does not meet the established standard and/or is not achieved with all populations taught by the teacher.	The work of the teacher fails to result in acceptable student progress.

Research Base

Contemporary research has found that an effective teacher:

- Monitors student progress systematically to use student performance data to continuously evaluate the effectiveness of his/her teaching and make more informed instructional decisions.³³
- Aligns intended learning outcomes, instruction, and assessment.³⁴
- Develops learning goals based on student achievement data, and the goals meet the criteria of SMART – specific, measurable, achievable, realistic/rigorous, and time-bound.³⁵
- Connects learning tasks with students' goals to increase the value of the task and thus increase motivation; and provides specific feedback so that students can evaluate their own performance and mark their progress.³⁶
- Gathers assessment information informally every day and formally on a regular basis, and makes sure the data are actionable and instructionally tractable in order to move instruction and learning forward.³⁷

PART III: FORMS AND LOGS

INTRODUCTION

Part III contains copies of forms supporting the evaluation of teachers. The evaluator and the teacher use the forms to provide evidence of the quality of work performed. The evaluator maintains the forms and provides copies to the teacher. At a minimum, the evaluator retains copies of the completed *Student Learning Objective Progress Form*, *Documentation Log Cover Sheet* (if used), *Observation or Feedback Forms*, *Summative Performance Report*, and *Performance Improvement Plan* (if needed).

School districts may modify these forms to meet their needs.

The electronic version of each form contains the same information but may be in a different format.

Figure 18: *Forms and Logs*

Area	Form	Documentation Completed by	
		Evaluator	Teacher
Self-Reflection	Self-Assessment Form		✓
Observation/ Formative Feedback	Pre-Observation Conference Record	✓	
	Formative Feedback Form 1	✓	
	Formative Feedback Form 2	✓	
	Time-on-Task Chart	✓	
	Questioning Techniques Analysis	✓	
Documentation Log	Documentation Log Cover Sheet		✓
	Communication Log		✓
	Professional Development Log		✓
Surveys	Student Surveys Grade K-2 Student Survey Grade 3-5 Student Survey Grade 6-8 Student Survey Grade 9-12 Student Survey		
	Student Survey Summary		✓
Student Growth	Student Learning Objective Progress Form	✓	✓
Evaluation	Interim Performance Report	✓	
	Summative Performance Report	✓	
Improvement	Support Dialogue Form	✓	✓
	Performance Improvement Plan Form	✓	✓

Self-Assessment Form

Directions: This is an optional form that teachers may use to do a self-assessment of their performance related to each standard. The indicators are examples of what successful performance of that standard may entail, but they should not be viewed as a checklist of behaviors.

Date: _____

1. Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

- | | |
|--|--|
| 1.1 Addresses relevant curriculum standards. | 1.6 Bases instruction on goals that reflect high expectations for all students commensurate with their developmental levels. |
| 1.2 Integrates key content elements and facilitates students' use of higher-level thinking skills in instruction. | 1.7 Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group. |
| 1.3 Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real-world experiences and applications. | 1.8 Demonstrates an understanding of appropriate accommodations for diverse learners (e.g., English learners, gifted learners, students with special needs, etc.). |
| 1.4 Demonstrates an accurate, current, and deep knowledge of the subject matter and a working knowledge of relevant technology. | 1.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of communication as it relates to a specific discipline and/or grade level. |
| 1.5 Exhibits pedagogical skills relevant to the subject area(s) taught and best practices based on current research. | |

Strengths:

Areas for Growth:

2. Instructional Planning

The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.

- | | |
|---|---|
| 2.1 Analyzes and uses multiple sources of student learning data to guide planning. | 2.4 Aligns lesson objectives to the school's curriculum and student learning needs. |
| 2.2 Plans accordingly for pacing, sequencing, content mastery, transitions, and application of knowledge. | 2.5 Develops appropriate course, unit, and daily plans, and adapts plans when needed. |
| 2.3 Consistently plans for differentiated instruction. | 2.6 Plans and works collaboratively with others to enhance teaching and learning. |

Strengths:

Areas for Growth:

3. Instructional Delivery

The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.

- | | |
|--|---|
| 3.1 Builds upon students' existing knowledge and skills. | 3.5 Uses a variety of relevant instructional strategies and resources. |
| 3.2 Differentiates the instructional content, process, product, and learning environment to meet individual developmental needs. | 3.6 Provides remediation, enrichment, and acceleration to further student understanding of material and learning. |
| 3.3 Motivates students for learning, reinforces learning goals consistently throughout the lesson, and provides appropriate closure. | 3.7 Uses appropriate instructional technology to enhance student learning. |
| 3.4 Develops higher-order thinking through questioning and problem-solving activities. | 3.8 Communicates clearly, checks for understanding using multiple levels of questioning, and adjusts instruction accordingly. |

Strengths:

Areas for Growth:

4. Assessment of/for Learning

The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents, and stakeholders.

- | | |
|--|---|
| 4.1 Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning. | 4.6 Collaborates with others to develop common assessments, when appropriate. |
| 4.2 Involves students in setting learning goals and monitoring their own progress. | 4.7 Aligns student assessment with approved curriculum standards and benchmarks. |
| 4.3 Uses a variety of formal and informal assessment strategies and instruments that are valid and appropriate for the content and for the student population. | 4.8 Collects and maintains a record of sufficient assessment data to support accurate reporting of student progress. |
| 4.4 Uses high quality questioning to gauge student understanding. | 4.9 Communicates constructive and frequent feedback on student learning to students, parents, and other stakeholders (e.g., other teachers, administration, community members, as appropriate). |
| 4.5 Uses assessment tools for both formative and summative purposes to inform, guide, and adjust students' learning. | |

Strengths:

Areas for Growth:

5. Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

- | | |
|---|---|
| 5.1 Arranges the classroom to maximize learning while providing a safe environment. | 5.5 Encourages student engagement, inquiry, and intellectual risk-taking. |
| 5.2 Establishes clear expectations, with student input, for classroom rules and procedures early in the school year, and enforces them consistently and fairly. | 5.6 Promotes respectful interactions and an understanding of students' diversity, including language, culture, race, gender, and special needs. |
| 5.3 Maximizes instructional time and minimizes disruptions. | 5.7 Actively listens and makes accommodations for all student needs, both intellectually and affectively. |
| 5.4 Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic. | 5.8 Promotes an environment that is academically appropriate, stimulating, and challenging. |

Strengths:

Areas for Growth:

6. Professionalism

The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.

- | | |
|---|---|
| 6.1 Adheres to federal and state laws, school policies, ethical guidelines, and procedural requirements. | 6.6 Works in a collegial and collaborative manner with administrators, other school personnel, and the community to promote students' well-being and success. |
| 6.2 Maintains positive professional behavior (e.g., appearance, demeanor, punctuality, and attendance). | 6.7 Builds positive and professional relationships with parents through frequent and appropriate communication concerning students' progress. |
| 6.3 Incorporates learning from professional growth opportunities into instructional practice and reflects upon the effectiveness of implemented strategies. | 6.8 Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues. |
| 6.4 Identifies and evaluates personal strengths and weaknesses, and sets goals for improvement of personal knowledge and skills. | 6.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of oral and written communication. |
| 6.5 Engages in activities outside the classroom intended for school and student enhancement. | |

Strengths:

Areas for Growth:

7. Student Progress

The work of the teacher results in acceptable, measurable, and appropriate student progress.

- | | |
|--|--|
| 7.1 Sets acceptable, measurable and appropriate achievement goals for student progress based on baseline data. | 7.3 Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other multiple measures of student growth. |
| 7.2 Documents the progress of each student throughout the year. | 7.4 Uses available performance outcome data to continually document and communicate student progress and develop interim learning targets. |

Strengths:

Areas for Growth:

Comments:

Pre-Observation Conference Record

Teacher: _____ Grade/Subject: _____

Evaluator: _____ Date: _____

Inquiries	Notes
1. Describe the lesson that will be observed. What have/will you have done instructionally with students in the days prior to the observation?	
2. Describe the population of the class.	
3. What will be observed?	
4. What instructional methods will be used?	
5. What would you like to be highlighted in this lesson?	
6. What do you believe to be any areas of concern?	

The following several pages include four different forms that may be used for observations. Districts may choose to use any or all of these based on their needs. Districts may also use a different observation form of their choosing.

Formative Feedback Form 1

Directions: Evaluators should use this form to provide feedback to teachers about the evidence they have collected through observation, a review of teacher artifacts, or via other means.

Teacher: _____ Grade/Subject: _____

Evaluator: _____ Date/Time: _____

1. Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

- 1.1 Addresses relevant curriculum standards.
- 1.2 Integrates key content elements and facilitates students' use of higher-level thinking skills in instruction.
- 1.3 Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real-world experiences and applications.
- 1.4 Demonstrates an accurate, current, and deep knowledge of the subject matter and a working knowledge of relevant technology.
- 1.5 Exhibits pedagogical skills relevant to the subject area(s) taught and best practices based on current research.
- 1.6 Bases instruction on goals that reflect high expectations for all students commensurate with their developmental levels.
- 1.7 Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group.
- 1.8 Demonstrates an understanding of appropriate accommodations for diverse learners (e.g., English learners, gifted learners, students with special needs, etc.).
- 1.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of communication as it relates to a specific discipline and/or grade level.

Evidence:

Observation ☐ Artifacts ☐ Other ☐

2. Instructional Planning

The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.

- 2.1 Analyzes and uses multiple sources of student learning data to guide planning.
- 2.2 Plans accordingly for pacing, sequencing, content mastery, transitions, and application of knowledge.
- 2.3 Consistently plans for differentiated instruction.
- 2.4 Aligns lesson objectives to the school's curriculum and student learning needs.
- 2.5 Develops appropriate course, unit, and daily plans, and adapts plans when needed.
- 2.6 Plans and works collaboratively with others to enhance teaching and learning.

Evidence:

Observation ☐ Artifacts ☐ Other ☐

3. Instructional Delivery

The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.

- 3.1 Builds upon students' existing knowledge and skills.
- 3.2 Differentiates the instructional content, process, product, and learning environment to meet individual developmental needs.
- 3.3 Motivates students for learning, reinforces learning goals consistently throughout the lesson, and provides appropriate closure.
- 3.4 Develops higher-order thinking through questioning and problem-solving activities.
- 3.5 Uses a variety of relevant instructional strategies and resources.
- 3.6 Provides remediation, enrichment, and acceleration to further student understanding of material and learning.
- 3.7 Uses appropriate instructional technology to enhance student learning.
- 3.8 Communicates clearly, checks for understanding using multiple levels of questioning, and adjusts instruction accordingly.

Evidence:

Observation ☐ Artifacts ☐ Other ☐

4. Assessment of/for Learning

The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents, and stakeholders.

- 4.1 Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning.
- 4.2 Involves students in setting learning goals and monitoring their own progress.
- 4.3 Uses a variety of formal and informal assessment strategies and instruments that are valid and appropriate for the content and for the student population.
- 4.4 Uses high quality questioning to gauge student understanding.
- 4.5 Uses assessment tools for both formative and summative purposes to inform, guide, and adjust students' learning.
- 4.6 Collaborates with others to develop common assessments, when appropriate.
- 4.7 Aligns student assessment with approved curriculum standards and benchmarks.
- 4.8 Collects and maintains a record of sufficient assessment data to support accurate reporting of student progress.
- 4.9 Communicates constructive and frequent feedback on student learning to students, parents, and other stakeholders (e.g. other teachers, administration, community members, as appropriate).

Evidence:

Observation ☐ Artifacts ☐ Other ☐

5. Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

- 5.1 Arranges the classroom to maximize learning while providing a safe environment.
- 5.2 Establishes clear expectations, with student input, for classroom rules and procedures early in the school year, and enforces them consistently and fairly.
- 5.3 Maximizes instructional time and minimizes disruptions.
- 5.4 Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic.
- 5.5 Encourages student engagement, inquiry, and intellectual risk-taking.
- 5.6 Promotes respectful interactions and an understanding of students' diversity, including language, culture, race, gender, and special needs.
- 5.7 Actively listens and makes accommodations for all student needs, both intellectually and affectively.
- 5.8 Promotes an environment that is academically appropriate, stimulating, and challenging.

Evidence:

Observation ☐ Artifacts ☐ Other ☐

6. Professionalism

The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.

- 6.1 Adheres to federal and state laws, school policies, ethical guidelines, and procedural requirements.
- 6.2 Maintains positive professional behavior (e.g., appearance, demeanor, punctuality, and attendance).
- 6.3 Incorporates learning from professional growth opportunities into instructional practice and reflects upon the effectiveness of implemented strategies.
- 6.4 Identifies and evaluates personal strengths and weaknesses, and sets goals for improvement of personal knowledge and skills.
- 6.5 Engages in activities outside the classroom intended for school and student enhancement.
- 6.6 Works in a collegial and collaborative manner with administrators, other school personnel, and the community to promote students' well-being and success.
- 6.7 Builds positive and professional relationships with parents through frequent and appropriate communication concerning students' progress.
- 6.8 Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues.
- 6.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of oral and written communication.

Evidence:

Observation ☐ Artifacts ☐ Other ☐

7. Student Progress

The work of the teacher results in acceptable, measurable, and appropriate student progress.

- 7.1 Sets acceptable, measurable and appropriate achievement goals for student progress based on baseline data.
- 7.2 Documents the progress of each student throughout the year.
- 7.3 Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other multiple measures of student growth.
- 7.4 Uses available performance outcome data to continually document and communicate student progress and develop interim learning targets.

Evidence:

Observation ☐ Artifacts ☐ Other ☐

Additional Comments:

Teacher's Signature: _____ Date: _____

Evaluator's Signature: _____ Date: _____

Formative Feedback Form 2

Directions: Evaluators use this form to provide formative feedback to teachers based on observation or other relevant sources. Once completed, this form will be submitted to the teacher.

NOTE: This form is not to be used as a checklist. It is not expected that each indicator would be observed or otherwise documented on this form during a single observation or documentation period.

- Evidence may be positive and/or negative examples/omissions.
- Evidence may be documented in the general evidence box under each performance standard or next to the applicable indicator.
- If the evaluator checks *Evident Area of Strength* or *Evident Area of Weakness*, he/she must enter evidence related to that indicator; however, evidence for an indicator may be listed without annotating it as an area of strength or weakness.
- As formative feedback, documenting an indicator as an *Evident Area of Strength* or *Evident Area of Weakness* will not necessarily equate to a particular summative rating in that performance standard. Rather, summative ratings are based on a preponderance of evidence collected over the entire evaluation cycle.

Teacher: _____ Grade/Subject: _____

Evaluator: _____ Date/Time: _____

This form documents evidence from the following sources:

☐ Observation

☐ Artifacts

☐ Conferences

☐ Other _____

Standard 1: Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

Standard 1 Evidence:

Standard 1 Indicators	Evident Area of Strength	Evident Area of Weakness
1.1 Addresses relevant curriculum standards.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.2 Integrates key content elements and facilitates students' use of higher-level thinking skills in instruction.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.3 Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real-world experiences and applications.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.4 Demonstrates an accurate, current, and deep knowledge of the subject matter and a working knowledge of relevant technology.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.5 Exhibits pedagogical skills relevant to the subject area(s) taught and best practices based on current research.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.6 Bases instruction on goals that reflect high expectations for all students commensurate with their developmental levels.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.7 Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.8 Demonstrates an understanding of appropriate accommodations for diverse learners (e.g., English learners, gifted learners, students with special needs, etc.).	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
1.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of communication as it relates to a specific discipline and/or grade level.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
Other:	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	

Standard 2: Instructional Planning

The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.

Standard 2 Evidence:

Standard 2 Indicators	Evident Area of Strength	Evident Area of Weakness
2.1 Analyzes and uses multiple sources of student learning data to guide planning.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence (form will expand)</i>	
2.2 Plans accordingly for pacing, sequencing, content mastery, transitions, and application of knowledge.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence (form will expand)</i>	
2.3 Consistently plans for differentiated instruction.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence (form will expand)</i>	
2.4 Aligns lesson objectives to the school's curriculum and student learning needs.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence (form will expand)</i>	
2.5 Develops appropriate course, unit, and daily plans, and adapts plans when needed.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence (form will expand)</i>	
2.6 Plans and works collaboratively with others to enhance teaching and learning.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence (form will expand)</i>	
Other:	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence (form will expand)</i>	

Standard 3: Instructional Delivery

The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.

Standard 3 Evidence:

Standard 3 Indicators	Evident Area of Strength	Evident Area of Weakness
3.1 Builds upon students' existing knowledge and skills.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
3.2 Differentiates the instructional content, process, product, and learning environment to meet individual developmental needs.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
3.3 Motivates students for learning, reinforces learning goals consistently throughout the lesson, and provides appropriate closure.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
3.4 Develops higher-order thinking through questioning and problem-solving activities.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
3.5 Uses a variety of relevant instructional strategies and resources.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
3.6 Provides remediation, enrichment, and acceleration to further student understanding of material and learning.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
3.7 Uses appropriate instructional technology to enhance student learning.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
3.8 Communicates clearly, checks for understanding using multiple levels of questioning, and adjusts instruction accordingly.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
Other:	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	

Standard 4: Assessment of/for Learning

The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents, and stakeholders.

Standard 4 Evidence:

Standard 4 Indicators	Evident Area of Strength	Evident Area of Weakness
4.1 Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.2 Involves students in setting learning goals and monitoring their own progress.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.3 Uses a variety of formal and informal assessment strategies and instruments that are valid and appropriate for the content and for the student population.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.4 Uses high quality questioning to gauge student understanding.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.5 Uses assessment tools for both formative and summative purposes to inform, guide, and adjust students' learning.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.6 Collaborates with others to develop common assessments, when appropriate.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.7 Aligns student assessment with approved curriculum standards and benchmarks.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.8 Collects and maintains a record of sufficient assessment data to support accurate reporting of student progress.	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
4.9 Communicates constructive and frequent feedback on student learning to students, parents, and other stakeholders (e.g., other teachers, administration, community members, as appropriate).	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	
Other:	Check if applicable	Check if applicable
	Enter Evidence (form will expand)	

Standard 5: Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

Standard 5 Evidence:

Standard 5 Indicators	Evident Area of Strength	Evident Area of Weakness
5.1 Arranges the classroom to maximize learning while providing a safe environment.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
5.2 Establishes clear expectations, with student input, for classroom rules and procedures early in the school year, and enforces them consistently and fairly.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
5.3 Maximizes instructional time and minimizes disruptions.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
5.4 Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
5.5 Encourages student engagement, inquiry, and intellectual risk-taking.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
5.6 Promotes respectful interactions and an understanding of students' diversity, including language, culture, race, gender, and special needs.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
5.7 Actively listens and makes accommodations for all student needs, both intellectually and affectively.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
5.8 Promotes an environment that is academically appropriate, stimulating, and challenging.	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	
Other:	<i>Check if applicable</i>	<i>Check if applicable</i>
	<i>Enter Evidence</i>	

Standard 6: Professionalism

The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.

Standard 6 Evidence:

Standard 6 Indicators	Evident Area of Strength	Evident Area of Weakness
6.1 Adheres to federal and state laws, school policies, ethical guidelines, and procedural requirements.	Check if applicable	Check if applicable
	Enter Evidence	
6.2 Maintains positive professional behavior (e.g., appearance, demeanor, punctuality, and attendance).	Check if applicable	Check if applicable
	Enter Evidence	
6.3 Incorporates learning from professional growth opportunities into instructional practice and reflects upon the effectiveness of implemented strategies.	Check if applicable	Check if applicable
	Enter Evidence	
6.4 Identifies and evaluates personal strengths and weaknesses, and sets goals for improvement of personal knowledge and skills.	Check if applicable	Check if applicable
	Enter Evidence	
6.5 Engages in activities outside the classroom intended for school and student enhancement.	Check if applicable	Check if applicable
	Enter Evidence	
6.6 Works in a collegial and collaborative manner with administrators, other school personnel, and the community to promote students' well-being and success.	Check if applicable	Check if applicable
	Enter Evidence	
6.7 Builds positive and professional relationships with parents through frequent and appropriate communication concerning students' progress.	Check if applicable	Check if applicable
	Enter Evidence	
6.8 Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues.	Check if applicable	Check if applicable
	Enter Evidence	
6.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of oral and written communication.	Check if applicable	Check if applicable
	Enter Evidence	
Other:	Check if applicable	Check if applicable
	Enter Evidence	

Standard 7: Student Progress

The work of the teacher results in acceptable, measurable, and appropriate student progress.

Standard 7 Evidence:

Standard 7 Indicators	Evident Area of Strength	Evident Area of Weakness
7.1 Sets acceptable, measurable and appropriate achievement goals for student progress based on baseline data.	Check if applicable	Check if applicable
	Enter Evidence	
7.2 Documents the progress of each student throughout the year.	Check if applicable	Check if applicable
	Enter Evidence	
7.3 Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other multiple measures of student growth.	Check if applicable	Check if applicable
	Enter Evidence	
7.4 Uses available performance outcome data to continually document and communicate student progress and develop interim learning targets.	Check if applicable	Check if applicable
	Enter Evidence	
Other:	Check if applicable	Check if applicable
	Enter Evidence	

Comments:

Teacher's Signature: _____ Date: _____

Evaluator's Signature: _____ Date: _____

Time-on-Task Chart

Teacher: _____ Grade/Subject: _____ Number of Students: _____

Observer: _____ Date: _____ Start/End Time: _____

Interval	Task, activity, event, question	Off-Task Behaviors (Note # of students)	Teacher Management Strategy	
5 min		Disrupting Others _____ # Visibly Disengaged _____ #	Verbal ☐ Nonverbal ☐ Positive ☐ Negative ☐	Comments:
10 min		Disrupting Others _____ # Visibly Disengaged _____ #	Verbal ☐ Nonverbal ☐ Positive ☐ Negative ☐	Comments:
15 min		Disrupting Others _____ # Visibly Disengaged _____ #	Verbal ☐ Nonverbal ☐ Positive ☐ Negative ☐	Comments:
20 min		Disrupting Others _____ # Visibly Disengaged _____ #	Verbal ☐ Nonverbal ☐ Positive ☐ Negative ☐	Comments:
25 min		Disrupting Others _____ # Visibly Disengaged _____ #	Verbal ☐ Nonverbal ☐ Positive ☐ Negative ☐	Comments:
30 min		Disrupting Others _____ # Visibly Disengaged _____ #	Verbal ☐ Nonverbal ☐ Positive ☐ Negative ☐	Comments:

Notes:

Disrupting Others includes students who are not only off-task, but also are distracting others for the teacher-assigned tasks.

Visibly Disengaged includes students who are not focusing on the teacher-assigned tasks (e.g. daydreaming), but who are not distracting other students

Teacher Management Strategy is any action taken by the teacher in response to (or in anticipation of) a lack of attention by students.

Questioning Techniques Analysis

Directions: Record all the questions asked by the teacher orally and in writing during the lesson. Place the question in the space beneath the appropriate level. Then tally the number of questions by level and calculate a percentage.

Teacher: _____ Grade/Subject: _____

Observer: _____ Date/Time: _____

Type of Question	Total #	Percent
Low Cognitive (Recall)		
Intermediate Cognitive (Comprehension)		
Application and High Cognitive (analysis, synthesis, evaluation)		
Total of all questions		

Based on the percentages what level of thinking was targeted?

How clearly worded were the questions?

Documentation Log Cover Sheet

Directions: In addition to the required items specified by the school district, teachers should include other artifacts of their choosing that show evidence that they are meeting the standards.

Teacher: _____ School Year: _____

Perf. Stnd.	Examples of Evidence	Evidence Included
Professional Knowledge	• Transcripts of coursework • Annotated Professional Development certificates • Annotated list of instructional activities • Lesson/intervention plan • Journals/notes that represent reflective thinking and professional growth • Samples of innovative approaches developed by teacher	
Instructional Planning	• Differentiation in lesson planning and practice • Analysis of classroom assessment • Data-driven curriculum revision work, such as sample lesson or unit plans, course syllabus, intervention plan, substitute lesson plan, or annotated learning objectives TEPES Requirement: Evidence of using data about student learning to guide planning and instruction	
Instructional Delivery	• Annotated photographs of class activities • Handouts or sample work • Video/audio samples of instructional units	

Perf. Stnd.	Examples of Evidence	Evidence Included
Assessment of/for Learning	• Samples of baseline and periodic assessments given • Samples of both formative and summative assessment • Graphs or tables of student results • Records within electronic curriculum mapping tool • Brief report describing your record keeping system and how it is used to monitor student progress • Copy of scoring rubrics • Photographs or photocopies of student work with written comments • Samples of educational reports, progress reports or letters prepared for parents or students • Copy of disaggregated analysis of student achievement scores on standardized test • Copy of students' journals of self-reflection and self-monitoring TEPES Requirement: Evidence of the use of baseline and periodic assessments	
Learning Environment	• Student survey summary information • List of classroom rules with brief explanation of the procedures used to develop and reinforce them • Schedule of daily classroom routines • Explanation of behavior management philosophy and procedures	
Professionalism	• Record of participation in extracurricular activities and events • Record of professional development taken or given • Examples of collaborative work with peers • Evidence of communication with students, families, colleagues and community such as a copy of classroom newsletter or other parent information documents or a sample copy of interim reports TEPES Requirement: Evidence of commitment to professional growth; communication with parents	
Student Progress	• Assessment results showing student progress or achievement TEPES Requirement: Student Learning Objective document – Revised at midterm and end of year	

Communication Log

Teacher: _____ School Year: _____

Date	Person	Purpose	Mode	Notes
			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	
			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	
			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	
			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	
			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	
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			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	
			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	
			☐ Conference ☐ Email ☐ Note/Letter ☐ Telephone	

Professional Development Log

Teacher: _____ School Year: _____

Professional Development Activity	Date	Location	Evidence of Satisfactory Completion Received
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____
			☐ Grade ☐ Certificate ☐ Other _____

Grade K-2 Student Survey

Directions. As your teacher reads the sentence, color the face that shows what you think.

Teacher: _____

Date: _____

	Yes	Sometimes	No
1. My teacher knows a lot about what he or she is teaching.			
2. My teacher is ready to teach every day.			
3. My teacher makes learning interesting.			
4. My teacher explains things so I understand.			
5. My teacher uses different ways help me learn.			
6. My teacher helps me when learning is hard.			
7. I can do the work my teacher gives me.			
8. My teacher knows what I'm good at.			

	Yes	Sometimes	No
9. My teacher lets my parents know how I am doing in school.			
10. I can ask and answer questions in my class.			
11. I know what the rules are in my class.			
12. I am happy when I am in class.			
13. I learn new things in my class.			
14. My teacher is eager to learn new things.			
15. My teacher listens to me.			
*			

*Add other elements if needed, such as school-wide goals, or subject-specific elements.

Grade 3-5 Student Survey

Directions: DO NOT PUT YOUR NAME ON THIS SURVEY: Follow along as your teacher reads the statements. Respond to the statements by placing a checkmark (✓) beneath the response—"YES," "SOMETIMES," or "NO"—that best describes how you feel about the statement.

Teacher: _____ Date: _____

	Yes	Sometimes	No
1. My teacher knows a lot about what is taught.			
2. My teacher is prepared and ready for teaching every day.			
3. My teacher explains things so I understand.			
4. My teacher makes class interesting and challenging.			
5. My teacher uses different ways to teach and help me learn.			
6. I am able to do the work my teacher gives me.			
7. My teacher allows me to show my learning in a variety of ways.			
8. My teacher lets my parents know how I am doing in school.			
9. My teacher returns my work with helpful comments on it.			
10. My teacher makes it okay for me to ask questions when I don't understand something.			
11. My teacher shows respect to all students.			
12. I know what the rules are in my class.			

	Yes	Sometimes	No
13. I learn new things in my class.			
14. My teacher is enthusiastic and eager to learn.			
15. My teacher listens to me.			
*			
*			

*Add other elements if needed, such as school-wide goals, or subject-specific elements.

Grade 6-8 Student Survey

The purpose of this survey is to allow you to give your teacher ideas about how this class might be improved.

Directions: DO NOT PUT YOUR NAME ON THIS SURVEY. Write your teacher's name, date, and class/period in the space provided. Listed below are several statements about this class. Indicate your agreement with each statement by placing a check (✓) in the appropriate box. If you wish to comment, please write your comments at the end of the survey.

Teacher: _____ Date: _____ Class/Period: _____

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
1. My teacher knows a lot about what is taught.					
2. My teacher uses a variety of teaching practices during class.					
3. My teacher prepares materials in advance and has them ready to use.					
4. My teacher plans activities that help me learn.					
5. My teacher explains things so I understand.					
6. My teacher makes class interesting and challenging.					
7. My teacher uses different ways to teach and help me learn.					
8. My teacher gives me help when I need it.					
9. I am able to do the work my teacher gives me.					
10. My teacher allows me to demonstrate my learning in a variety of ways.					
11. My teacher lets my parents know how I am doing in school.					
12. My teacher uses lots of different tests, quizzes, and assignments to find my strengths and where I need help.					
13. My teacher makes it okay for me to ask questions when I don't understand something.					
14. My teacher shows respect to all students.					
15. My teacher handles classroom disruptions well.					
16. I learn new things in my class.					

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
17. My teacher sets high learning standards for the class.					
18. My teacher is enthusiastic and eager to learn himself/herself.					
19. My teacher gives clear instructions.					
20. My teacher listens to me.					
*					
*					

*Add other elements if needed, such as school-wide goals, or subject-specific elements.

Grade 9-12 Student Survey

The purpose of this survey is to allow you to give your teacher ideas about how this class might be improved.

Directions: DO NOT PUT YOUR NAME ON THIS SURVEY. Write your teacher's name, date, and class period in the space provided. Listed below are several statements about this class. Indicate your agreement with each statement by placing a check (✓) in the appropriate box. If you wish to comment, please write your comments at the end of the survey.

Teacher: _____ Date: _____ Class/Period: _____

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
1. My teacher has deep knowledge about the subject he/she teaches.					
2. My teacher uses a variety of teaching strategies during class.					
3. My teacher creates well-organized and well-developed lessons.					
4. My teacher's lessons have clear and appropriate learning objectives for the subject area taught.					
5. My teacher uses a variety of activities and methods to engage me.					
6. My teacher makes class interesting and challenging.					
7. My teacher recognizes us as individual learners with varying learning backgrounds, abilities, needs and preferences.					
8. My teacher modifies his/her teaching approaches when I don't understand.					
9. My teacher allows me to demonstrate my learning in a variety of ways.					
10. My teacher uses a variety of assessments to determine what I have learned.					
11. My teacher uses assessment results to identify my strengths and the areas in which I need help.					
12. My teacher shares feedback about my learning progress with me and my parents.					

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
13. My teacher shows respect to all students.					
14. My teacher communicates and maintains classroom rules, routines, and procedures.					
15. My teacher makes the learning experience challenging but rewarding.					
16. My teacher sets high learning standards for the class.					
17. My teacher is enthusiastic and eager to improve teaching practice.					
18. My teacher is passionate about teaching and has a commitment for student learning.					
19. My teacher is approachable and listens to me.					
20. My teacher contacts my parents to involve them in my learning.					
*					
*					

*Add other elements if needed, such as school-wide goals, or subject-specific elements.

Comments:

Student Survey Summary

Teacher: _____ School Year: _____

Grade(s): _____ Subject(s): _____

Survey Version Given: ☐ Grades K-2 ☐ Grades 3-5 ☐ Grades 6-8 ☐ Grades 9-12

Number of Surveys Distributed	Number of Completed Surveys Returned	Percentage of Completed Surveys Returned

Student Satisfaction Analysis

Describe your survey population(s) (i.e., list appropriate demographic characteristics such as grade level and subject for students).

List factors that might have influenced the results (e.g., survey was conducted as the bell rang for dismissal).

Analyze survey responses and answer the following questions:

A) What did students perceive as your major strengths?

B) What did students perceive as your major weaknesses?

C) How can you use this information for continuous professional growth?

You may include a copy of this form in the *Learning Environment* section of the Documentation Log.

Student Learning Objective Progress Form

Directions: This form is a tool to assist teachers in setting an objective that results in measurable learner progress. **NOTE:** When applicable, learner progress should be the focus of the objective.

Teacher: _____ School Year: _____

Grade(s): _____ Subject(s): _____

Initial Objective Submission (due by _____ to the evaluator)

I. Setting (Describe the population and special learning circumstances)		
II. Content/Subject/Field Area (The area/topic addressed based on learner achievement, data analysis, or observational data)		
III. Baseline Data (What is shown by the current data?)	☐ Data attached	
IV. Objective Statement (Describe what you want learners/program to accomplish)		
V. Means for Attaining Objective (Strategies used to accomplish the objective)		
Strategy	Evidence	Target Date

Teacher's Signature: _____ Date: _____

Evaluator's Signature: _____ Date: _____

VI. Mid-Year Review

(Describe objective progress and other relevant data)

Mid-year review conducted on_____

Initials: _____(teacher) _____(evaluator)

☐ *Data attached*

Teacher's Signature: _____ Date: _____

Evaluator's Signature: _____ Date: _____

End-of-Year Review☐ Appropriate Data ReceivedStrategies used and data provided demonstrate appropriate Student Growth ☐ Yes ☐ No

Evaluator's Signature: _____ Date: _____

Interim Performance Report

Directions: Evaluators use this form to maintain a record of evidence documented for each teacher performance standard. Evidence can be drawn from formal observations, informal observations, documentation log review, and other appropriate sources. This form should be maintained by the evaluator during the course of the evaluation cycle. This report is shared at a meeting with the teacher held within appropriate timelines.

Teacher: _____ Grade/Subject: _____

Evaluator: _____ Date: _____

Strengths:

Areas of Improvement:

Teacher's Name: _____

Teacher's Signature: _____ Date: _____

Evaluator's Name: _____

Evaluator's Signature: _____ Date: _____

1. Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

- | | |
|--|--|
| 1.1 Addresses relevant curriculum standards. | 1.6 Bases instruction on goals that reflect high expectations for all students commensurate with their developmental levels. |
| 1.2 Integrates key content elements and facilitates students' use of higher-level thinking skills in instruction. | 1.7 Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group. |
| 1.3 Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real-world experiences and applications. | 1.8 Demonstrates an understanding of appropriate accommodations for diverse learners (e.g., English learners, gifted learners, students with special needs, etc.). |
| 1.4 Demonstrates an accurate, current, and deep knowledge of the subject matter and a working knowledge of relevant technology. | 1.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of communication as it relates to a specific discipline and/or grade level. |
| 1.5 Exhibits pedagogical skills relevant to the subject area(s) taught and best practices based on current research. | |

Comments:

☐ Evident ☐ Not Evident

2. Instructional Planning

The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.

- | | |
|---|---|
| 2.1 Analyzes and uses multiple sources of student learning data to guide planning. | 2.4 Aligns lesson objectives to the school's curriculum and student learning needs. |
| 2.2 Plans accordingly for pacing, sequencing, content mastery, transitions, and application of knowledge. | 2.5 Develops appropriate course, unit, and daily plans, and adapts plans when needed. |
| 2.3 Consistently plans for differentiated instruction. | 2.6 Plans and works collaboratively with others to enhance teaching and learning. |

Comments:

☐ Evident ☐ Not Evident

3. Instructional Delivery

The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.

- | | |
|--|---|
| 3.1 Builds upon students' existing knowledge and skills. | 3.5 Uses a variety of relevant instructional strategies and resources. |
| 3.2 Differentiates the instructional content, process, product, and learning environment to meet individual developmental needs. | 3.6 Provides remediation, enrichment, and acceleration to further student understanding of material and learning. |
| 3.3 Motivates students for learning, reinforces learning goals consistently throughout the lesson, and provides appropriate closure. | 3.7 Uses appropriate instructional technology to enhance student learning. |
| 3.4 Develops higher-order thinking through questioning and problem-solving activities. | 3.8 Communicates clearly, checks for understanding using multiple levels of questioning, and adjusts instruction accordingly. |

Comments:

☐ Evident ☐ Not Evident

4. Assessment of/for Learning

The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents, and stakeholders.

- | | |
|--|---|
| 4.1 Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning. | 4.6 Collaborates with others to develop common assessments, when appropriate. |
| 4.2 Involves students in setting learning goals and monitoring their own progress. | 4.7 Aligns student assessment with approved curriculum standards and benchmarks. |
| 4.3 Uses a variety of formal and informal assessment strategies and instruments that are valid and appropriate for the content and for the student population. | 4.8 Collects and maintains a record of sufficient assessment data to support accurate reporting of student progress. |
| 4.4 Uses high quality questioning to gauge student understanding. | 4.9 Communicates constructive and frequent feedback on student learning to students, parents, and other stakeholders (e.g., other teachers, administration, community members, as appropriate). |
| 4.5 Uses assessment tools for both formative and summative purposes to inform, guide, and adjust students' learning. | |

Comments:

☐ Evident ☐ Not Evident

5. Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

- | | |
|---|---|
| 5.1 Arranges the classroom to maximize learning while providing a safe environment. | 5.5 Encourages student engagement, inquiry, and intellectual risk-taking. |
| 5.2 Establishes clear expectations, with student input, for classroom rules and procedures early in the school year, and enforces them consistently and fairly. | 5.6 Promotes respectful interactions and an understanding of students' diversity, including language, culture, race, gender, and special needs. |
| 5.3 Maximizes instructional time and minimizes disruptions. | 5.7 Actively listens and makes accommodations for all student needs, both intellectually and affectively. |
| 5.4 Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic. | 5.8 Promotes an environment that is academically appropriate, stimulating, and challenging. |

Comments:

☐ Evident ☐ Not Evident

6. Professionalism

The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.

- | | |
|---|---|
| 6.1 Adheres to federal and state laws, school policies, ethical guidelines, and procedural requirements. | 6.6 Works in a collegial and collaborative manner with administrators, other school personnel, and the community to promote students' well-being and success. |
| 6.2 Maintains positive professional behavior (e.g., appearance, demeanor, punctuality, and attendance). | 6.7 Builds positive and professional relationships with parents through frequent and appropriate communication concerning students' progress. |
| 6.3 Incorporates learning from professional growth opportunities into instructional practice and reflects upon the effectiveness of implemented strategies. | 6.8 Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues. |
| 6.4 Identifies and evaluates personal strengths and weaknesses, and sets goals for improvement of personal knowledge and skills. | 6.9 Uses precise language, correct vocabulary and grammar, and acceptable forms of oral and written communication. |
| 6.5 Engages in activities outside the classroom intended for school and student enhancement. | |

Comments:

☐ Evident ☐ Not Evident

7. Student Progress

The work of the teacher results in acceptable, measurable, and appropriate student progress.

- | | |
|--|--|
| 7.1 Sets acceptable, measurable and appropriate achievement goals for student progress based on baseline data. | 7.3 Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other multiple measures of student growth. |
| 7.2 Documents the progress of each student throughout the year. | 7.4 Uses available performance outcome data to continually document and communicate student progress and develop interim learning targets. |

Comments:

☐ Evident ☐ Not Evident

Summative Performance Report

Directions: Evaluators use this form at the end of the school year to provide teachers with an assessment of performance. The teacher should receive a copy of the form. The signed form is submitted to the site administrator within 10 calendar days of the summative evaluation meeting.
Note: Three or more "partially effective" ratings on individual performance standards will result in an overall "partially effective" or "ineffective" rating. Similarly, one "ineffective" rating on a performance standard may result in an overall "ineffective" rating.

Teacher: _____ Grade/Subject: _____

Evaluator: _____ Date: _____

Contract Status: _____

Documentation Reviewed: ☐ Documentation Log ☐ Student Learning Objective Progress Form
☐ Observation/Formative Feedback Forms ☐ Other _____

Performance Standard 1: Professional Knowledge

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher continually enriches the curriculum and serves as a role model in his/her knowledge of the subject matter and the proper pedagogy for the content and developmental needs of students.	The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.	The teacher is inconsistent in demonstrating an understanding of the curriculum, content, and student development or lacks fluidity in using the knowledge in practice.	The teacher demonstrates an inadequate understanding of the curriculum, content, or student development, or fails to use the knowledge in practice.
☐	☐	☐	☐
Comments: 			

Performance Standard 2: Instructional Planning

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher actively seeks and uses alternative data and resources and serves as a role model in his/her ability to design relevant lessons that challenge and motivate all students.	The teacher plans using the state's standards, the school's curriculum, data, and engaging and appropriate strategies and resources to meet the needs of all students.	The teacher is inconsistent in his/her use of the state standards, school's curriculum, data, or strategies and resources to meet the needs of all students.	The teacher fails to plan, or plans without adequately using the state standards, school's curriculum, data, or strategies and resources to meet the needs of all students.
☐	☐	☐	☐
Comments: 			

Performance Standard 3: Instructional Delivery

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher fluidly modifies strategies, materials, and groupings to optimize students' opportunities to learn and serves as a role model on how to keep all students challenged in focused work in which they are active problem-solvers and learners.	The teacher uses a variety of research-based instructional strategies relevant to the content area to engage students in active learning, to promote key skills, and to meet individual learning needs.	The teacher is inconsistent in his/her use of relevant instructional strategies or in engaging students in active learning, promoting key skills, or meeting individual learning needs.	The teacher fails to use relevant instructional strategies or is inadequate in engaging students in active learning, promoting key skills, or meeting individual learning needs of all students.
☐	☐	☐	☐
Comments: 			

Performance Standard 4: Assessment of/for Learning

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher collaborates with colleagues to use assessment data, re-examines and fine-tunes teaching based on these data, teaches students how to monitor their own progress, and serves as a role model in using assessment to impact student learning.	The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, guide instructional content and delivery methods, and provide timely feedback to students, parents and stakeholders.	The teacher uses a limited selection of assessment strategies or is inconsistent in linking assessment to intended learning outcomes, using assessment data to plan/modify instruction, or in providing timely feedback.	The teacher uses an inadequate variety of assessment sources, assesses infrequently, does not use baseline or feedback data to make instructional decisions, or fails to provide student feedback in a timely manner.
☐	☐	☐	☐
Comments:			

Performance Standard 5: Learning Environment

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher serves as a role model in creating a dynamic learning environment where students monitor their own behavior and develop a sense of responsibility.	The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.	The teacher is inconsistent in using resources, routines, and procedures or in providing a respectful, positive, safe, student-centered environment.	The teacher is inadequate in addressing student behavior issues, displays a detrimental attitude, ignores safety standards, or fails to otherwise provide an environment that is conducive to learning.
☐	☐	☐	☐
Comments:			

Performance Standard 6: Professionalism

Highly Effective <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher serves as a role model in professional behavior, uses optimal means of communication, and initiates activities that contribute to the development of colleagues and the enrichment of the wider school community.	The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.	The teacher is inconsistent in displaying professional judgment, collaborating or communicating with relevant stakeholders, participating in professional growth opportunities, or applying learning from growth opportunities in the classroom.	The teacher fails to adhere to legal, ethical, or professional standards, demonstrates a reluctance or disregard toward school policy, or infrequently takes advantage of professional growth opportunities.
☐	☐	☐	☐
Comments:			

Performance Standard 7: Student Progress

Highly Effective* <i>In addition to meeting the requirements for Effective...</i>	Effective <i>Effective is the expected level of performance.</i>	Partially Effective	Ineffective
The teacher is a role model in that his/her work results in an exceptional level of student progress with all populations of learners.	The work of the teacher results in acceptable, measurable, and appropriate student progress.	The work of the teacher results in student progress that does not meet the established standard and/or is not achieved with all populations taught by the teacher.	The work of the teacher fails to result in acceptable student progress.
☐	☐	☐	☐
Comments:			

Evaluation Summary

- ☐ Recommended for continued employment.
- ☐ Recommended for placement on a *Performance Improvement Plan*. (One or more standards are *ineffective* or two or more standards are *partially effective*.)
- ☐ Recommended for Dismissal/Non-renewal. (The teacher has failed to make progress on a *Performance Improvement Plan*, or the teacher consistently performs below the established standards, or in a manner that is inconsistent with the school's mission and goals.)

Commendations:

Areas Noted for Improvement:

Teacher Improvement Goals:

Overall Evaluation Summary Criteria

☐ Highly Effective

☐ Effective

☐ Partially Effective

☐ Ineffective

Teacher's Signature/Date

Signature denotes the review occurred, not necessarily agreement with the final recommendation.

Administrator's Signature/Date

Support Dialogue Form

Directions: Teachers and evaluators may use this form to facilitate discussion on areas that need additional support. This form is optional.

What is the area of targeted support?

What are some of the issues in the area that are causing difficulty?

What strategies have you already tried and what was the result?

What new strategies or resources might facilitate improvement in this area?

Teacher's Name: _____

Teacher's Signature: _____ Date: _____

Evaluator's Name: _____

Evaluator's Signature: _____ Date: _____

Performance Improvement Plan Form

Teacher: _____ Grade/Subject: _____

Evaluator: _____ School: _____

Performance Standard Number	Performance Deficiencies within the Standard to be Corrected	Resources/Assistance Provided Activities to be Completed by the Teacher	Target Dates

_____ Evaluator's Signature/Date Initiated	_____ Teacher's Signature/Date Initiated
---	---

The teacher's signature denotes receipt of the form, and acknowledgment that the evaluator has notified the teacher of ineffective performance.

Results of Performance Improvement Plan¹:

Performance Standard Number	Performance Deficiencies within the Standard to be Corrected	Comments	Review Dates ²

Final recommendation based on outcome of Improvement Plan:

- ☐ The performance deficiencies have been satisfactorily corrected: The teacher is no longer on a *Performance Improvement Plan*.
- ☐ Partial improvement has been achieved but more improvement is needed; the teacher remains on a *Performance Improvement Plan*
- ☐ The deficiencies were not corrected: The teacher is recommended for non-renewal/dismissal.

Evaluator's Signature/Date Reviewed

Teacher's Signature/Date Reviewed

Signature denotes the review occurred, not necessarily agreement with the final recommendation.

¹ These sections are to be completed collaboratively by the evaluator and the teacher. Pages may be added, if needed.

² Review dates should be prior to target dates for each improvement objective. Each review is intended to document support and assistance provided to the teacher.

____ Additional Pages Attached

New Jersey Specific Requirements

APPENDIX 2023-2024

Nancy Richmond, Ed.D.
April Gonzalez, Stronge & Associates New Jersey Coordinator

This appendix articulates the evaluation requirements mandated by the State of New Jersey. Districts should follow this guidance when implementing the Stronge Teacher Effectiveness Performance Evaluation System. Please contact April Gonzalez at (757) 797-9662 or april.gonzalez@strongeandassociates.com if you have questions.

Evaluating Educational Services Professionals and Other Specialists

While a number of educators in public schools are not classroom teachers, they play very important roles in the overall educational development of students. These educators provide academic and personal counseling, serve on Child Study Teams, and support athletic programs. Their roles include library/media specialists, school nurses, school psychologists, school social workers, occupational therapists, in addition to many other positions important to our state's schoolchildren. Together, these roles constitute nearly 20% of certificated educators. All New Jersey students deserve to attend schools with high-quality professionals serving in these positions, and all of these professionals deserve meaningful opportunities for growth. - TEACHNJ Act, 2012

The information in this appendix applies to Education Specialists as well as Teachers.

Formal Observations

The New Jersey Department of Education (NJDOE) has specified the following observation requirements:

- **Non-tenured Teachers in Years 1 - 4:** Three observations; each observation at least 20 minutes; face-to-face post-observation conference required after each observation. Multiple observers are required.
- **Tenured teachers:** Two observations; each observation at least 20 minutes; at least one face-to-face post-observation conference required. Multiple observers are *recommended*.
- **CAP Teachers:** One additional observation required.

Figure A1: *Observation Requirements*

Teacher Group	Number of required observations	Length of observations
Non-tenured teachers, years 1 - 4	3 observations	20 minutes (minimum)
Tenured teachers	2 observations	20 minutes (minimum)
CAP teachers	1 additional observation	20 minutes (minimum)

Within the minimum requirements, all teachers must have at least one unannounced and one announced observation. A pre-observation conference is required for announced observations. The post-observation conference must be held prior to further evaluative observations. Additional observations for any staff member will be at the site administrator's discretion.

After the first year, teachers who receive an overall *ineffective* or *partially effective* rating on their summative evaluation (and therefore on a Corrective Action Plan) are required to have one additional observation, and multiple observers are required.³

The NJDOE provided notification of Educator Evaluation Rubric Weights for the 2023-2024 school year indicating that the department is committed to the continuous improvement of fair and equitable evaluations for all New Jersey educators. With this in mind, evaluation rates for the 2023-2024 school year will remain unchanged.⁴

Measures of Student Progress

The New Jersey Department of Education has specified that Student Achievement (Standard 7 in the Stronge Evaluation System) will account for 15% of the evaluation for teachers. The sections below explain two such measures – Student Growth Percentiles (SGPs) and Student Growth Objectives (SGOs).⁵

Student Growth Percentile Score (SGP)

Student growth percentiles (SGPs) describe the progress students make from one year to the next compared to students with similar state standards-based achievement test history. This provides an understanding of how much progress students made based on where they started – regardless of whether they started as low, moderate, or high achieving students.

For mSGP to be part of a teacher's evaluation, the teacher must be:

- a. Assigned to a 4th-8th grade English language arts or 4th-7th grade mathematics course for 60% or more of the year prior to the date on which the state test was administered, and

³ AchieveNJ, Teacher Practice as per NJDOE updated September 2021

⁴ AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

⁵ AchieveNJ, Teacher Practice

- b. Assigned 20 unique students by the district through the Course Roster Submission during the school year of the evaluation, or the combination of up to two previous years plus the current year.
- c. These students must be enrolled for 70% or more of the course duration prior to the administration of the test.

Although teachers receiving an mSGP score must only complete one Student Growth Objective (SGO), it is the strong recommendation of the NJDOE for all teacher to write two. If a teacher does not write two SGO's and fall below the 20 unique student mark, they will not be eligible to receive a summative score.⁶

Student Growth Objectives (SGO)

The *Student Outcome Measures* section of the handbook contains a detailed description of the Student Learning Objectives (SLO) process. In New Jersey, SLOs are referred to as Student Growth Objectives (SGOs). While the handbook contains an extensive description of this process, the most valuable source of information about the use of SGOs is through the most recent NJDOE/AchieveNJ guidance:⁷

The NJDOE notes that although teachers receiving an mSGP score must only complete one Student Growth Objective (SGO), it is the strong recommendation of the NJDOE for all teachers to write two. If a teacher does not write two SGO's and fall below the 20 unique student mark, they will not be eligible to receive a summative score. The NJDOE also offers on-line training in the development and monitoring of the SGO process at:

<https://www.state.nj.us/education/AchieveNJ/teacher/videos/>

The summative rating for all teachers shall include student growth objectives (SGOs) and teacher practice as per NJDOE guidelines, 2023-2024. The following NJDOE guidelines, established in 2014-15, remain in effect for the 2023-24 school year.⁸

1. Teachers who do not receive SGP scores must set 2 SGOs.⁹ For teachers who receive SGP scores it is strongly recommended that they set 2 SGOs.
2. A teacher develops SGOs in consultation with (and with the approval of) his or her principal.
3. SGOs must be aligned to New Jersey Student Learning Standards and measure student achievement and/or growth between two points of time.

⁶ AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

⁷ AchieveNJ, Teacher Practice as per NJDOE updated September 2021

⁸ AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

⁹ AchieveNJ, Student Growth Objectives as per NJDOE updated October, 2017

4. SGOs must be specific, measurable and based on students' prior learning data when available.
5. A teacher's final SGO rating is determined by the principal.
6. Administrators are required to complete annual SGO training.

SMART Acronym

New Jersey uses a slightly different acronym for SMART objectives¹⁰ than depicted in the main handbook.

Figure A2: *Acronym for Developing Student Growth Objectives*

S pecific:	How many students learn what or grow by how much?
M easurable:	Use assessments to compare <u>starting points</u> to <u>ending points</u>
A mbitious, but achievable:	Determine a <u>reasonable amount of growth</u>
R elevant:	Aligned to <u>standards</u>
T ime-bound:	Set an appropriate instructional period

SGO Scoring¹¹

School districts will comply with New Jersey Department of Education guidelines to determine a method by which to rate student growth objective achievement as *exceptional*, *full*, *partial*, or *insufficient*. These criteria should be communicated to teachers at the beginning of the year.

The specific approach to scoring an SGO must be determined at the local level (district and school) and will depend in large part on the approach the individual teacher is taking, the subject that is being taught, and the quality of the assessment being used.

The figure below provides the NJDOE's basic example of SGO scoring (details of the actual goal are omitted).

¹⁰ AchieveNJ, Teacher Practice as per NJDOE updated September 2021

¹¹ AchieveNJ SGO Training Module One, May 7, 2013

Figure A3: *Example SGO Scoring Plan* (for 60 Students from 2 Class Periods)

Class Size	Objective Attainment Based on Number of Students Achieving Target/Growth Score			
	4	3	2	1
60 students	*90% (54 or more Students)	80% (48 -53 Students)	70% (42-47 Students)	70% or less (Fewer than 42 students)

*These numbers will be determined by the teacher and principal based on knowledge of students to create a rigorous and attainable goal.

In scoring an SGO, the 1 – 4 rating should be based on the number of targeted students that reached the goal (teachers may set SGOs for specific groups of students, rather than a whole class). As noted in Figure A3, this number can be expressed as a percentage or as a whole number. An SGO form and SGO scoring for are available on certain software platforms.

Key Dates¹²

Please remember these key upcoming dates and ensure that all educators are trained prior to evaluations occurring:

1. All teachers who are to be evaluated and receive summative scores must be notified of policies and procedures related to the evaluation rubrics by **October 1**.
2. Student Growth Objectives, Professional Development Plans (PDPs) and Corrective Action Plans (CAPs) must be in place by **October 31**. **PDPs for staff hired during the school year must be in place** within 30 instructional days of arrival in the district.

Summative Evaluation

Pursuant to N.J.A.C. 6A:10-4.1(d) and 5.1(d), the chart below lists the evaluation component weights for the 2023-2024 school year.

Type of Educator	Evaluation Component Weights
mSGP Teachers	- Teacher Practice: 70% - SGO: 25% - mSGP: 5%
Non-mSGP Teachers	- Teacher Practice: 85% - SGO: 15%

¹² AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

Figure A4: *mSGP Teacher Evaluation Percentages*¹³

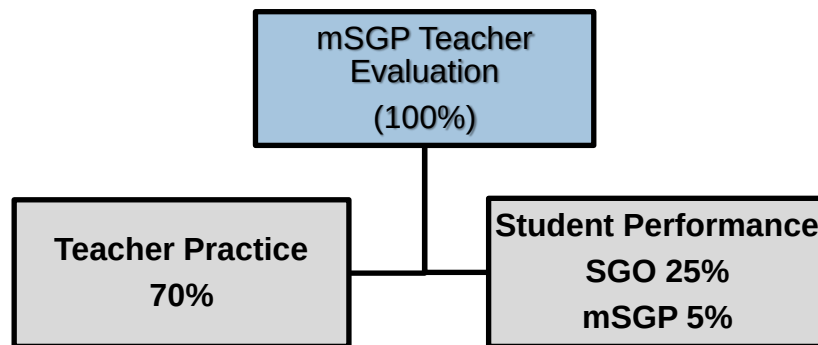


Figure A4 depicts how Teacher Practice and Student Performance are calculated in the teacher's summative evaluation for those teachers who receive an mSGP score and SGO score. Teacher Practice, based on Stronge Standards 1 – 6, counts for 70% of the summative evaluation and Student Performance counts for 30% (based on SGO scores and mSGP scores).

Figure A5: *SGO Teacher Evaluation Percentages*¹⁴

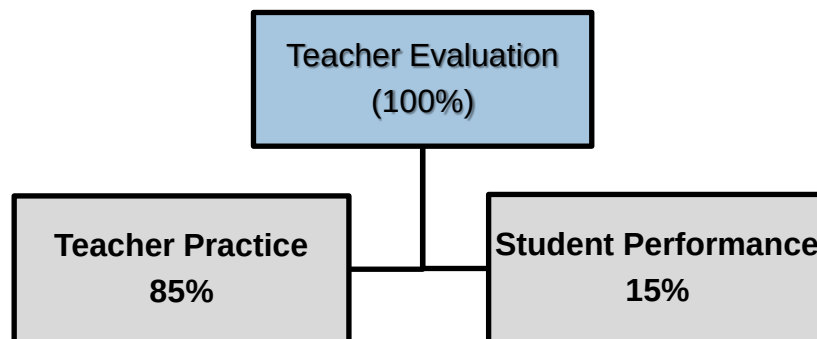


Figure A5 depicts how Teacher Practice and Student Performance are calculated in the teacher's summative evaluation for those teachers who receive an SGO score. Teacher Practice, based on Stronge Standards 1 – 6, counts for 85% of the summative evaluation and Student Performance counts for 15% (based on SGO scores).

¹³ AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

¹⁴ AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

Figure A6 shows the weighting of each standard taking into account the weighting for the Teacher Practice and Student Achievement components prescribed by the NJDOE, 2023-2024.¹⁵

Figure A6: *Weighting of Performance Standards*

Component		Weights
Teacher Practice (Standards 1-6)	Standard 1	14.16%
	Standard 2	14.16%
	Standard 3	14.16%
	Standard 4	14.16%
	Standard 5	14.16%
	Standard 6	14.16%
Student Achievement (Standard 7)	SGOs	15%

Scores will be calculated using the following scale:

Ineffective = 1

Partially Effective = 2

Effective = 3

Highly Effective = 4

Final Summative Rating Calculation Examples

Once the scores for all evaluation measures are finalized, each educator will receive a final summative rating on a scale from 1 – 4. The overall summative rating will be judged as *highly effective*, *effective*, *partially effective*, or *ineffective* using the scale in Figure A7 released by the NJDOE.¹⁶

Figure A7: *Summative Rating Performance Level Ranges*¹⁷

Ineffective	Partially Effective	Effective	Highly Effective
1.0-1.84	1.85-2.64	2.65-3.49	3.50 – 4.00

¹⁵ AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

¹⁶ AchieveNJ, Educator Evaluation Guidance for 2023-2024 as per NJDOE Broadcast August 2, 2023

¹⁷ <https://www.nj.gov/education/AchieveNJ/resources/scoring.shtml>

Figure A8 illustrates the conversion of the raw score for each component of teacher evaluation multiplied by its weight to result in a final summative score.

Figure A8: *Summative Calculation*

Component	Raw Score	Weight	Weighted Score
	1 = Ineffective 2 = Partially Effective 3 = Effective 4 = Highly Effective		
Standard 1	3	14.16%	.424
Standard 2	3	14.16%	.424
Standard 3	3	14.16%	.424
Standard 4	4	14.16%	.566
Standard 5	3	14.16%	.424
Standard 6	2	14.16%	.283
SGOs	3	15%	.450
			2.99

In the example above, the teacher received a final score of 2.99 which results in a summative rating of *effective*.

In compliance with NJDOE guidelines, a teacher who receives a summative rating of *partially effective* or *ineffective* must be placed on a *Corrective Action Plan*.

Flexible Option for Evaluating *Highly Effective* Teachers

To innovate and differentiate evaluations for teachers at varying points in their practice and to give teachers a more active role in their evaluations, the NJDOE has increased flexibility for teachers who are rated *highly effective*.

Teachers who are rated *highly effective* on their most recent evaluation have the option of having one observation based on a portfolio of practice chosen from a NJDOE Commissioner-approved list including:

- Reflective Practice Protocol
- Coaching a clinical intern
- Participating in the National Board Certification process

Completion of one of the Commissioner-approved options, including a conference with the teacher's supervisor, will replace one traditional classroom observation. This protocol must be used to inform the summative evaluation. The optional approach must be agreed to by both teachers and administrators.

Co-observations¹⁸

Each administrator who supervises and evaluates teachers will participate in two co-observations each school year.

- If a co-observation is conducted, the observation may count as one of the teacher’s required observations. If used as an observation, the final observation score is determined by the teacher’s **designated supervisor**.
- A co-observation fulfills the requirement of multiple observers.
- **Multiple observers** are required for all non-tenured teachers and those on CAPs. Multiple observers are not required in districts that employ only one administrator.

Improving Professional Performance

The *Support Dialogue* and *Performance Improvement Plan* are described in the main section of the Stronge handbook. A third tool, the *Corrective Action Plan*, is mandated by NJDOE for teachers whose overall summative evaluation rating is *partially effective* or *ineffective*.

Figure A8 shows the differences between these processes in New Jersey.

Figure A8: *Tools to Increase Professional Performance*

	Support Dialogue	Performance Improvement Plan	Corrective Action Plan
Purpose	For teachers who are in need of additional support. These teachers attempt to fulfill the standard but are often deficient in an area.	For teachers: • who have not made sufficient progress as a result of a Support Dialogue; • whose professional practice would benefit from additional support; • who receive two or more “not evident” ratings on an interim review; or • who receive two or more standards rated as <i>partially effective</i> or one or more standards rated as <i>ineffective</i> on a summative evaluation.	For teachers whose overall summative evaluation rating is <i>partially effective</i> or <i>ineffective</i>
Initiates Process	Evaluator, administrator, or teacher	Evaluator	Evaluator* (required by NJDOE)

¹⁸ N.J.A.C. 6-A: 10-4.3

	Support Dialogue	Performance Improvement Plan	Corrective Action Plan
Documentation	Form provided: <i>Support Dialogue Form (optional)</i> Memo or other record of the discussion/other forms of documentation at the building/worksites level	Form provided: <i>Performance Improvement Plan Form</i>	Form required: <i>Corrective Action Plan</i> Building/Worksite Level Superintendent is informed Human Resource Department is notified
Outcomes	• Performance improves to proficient level – no more support needed at this time • Some progress – continued support • Little or no progress – teacher moved to a <i>PIP</i>	• Sufficient improvement – no longer on <i>PIP</i> • Some progress, but more needed –continue on <i>PIP</i>	• Sufficient improvement – recommendation to continue employment • Inadequate improvement – recommendation to non-renew or dismiss the employee

*The evaluator for teachers may be the principal or district supervisor. If a designee, an assistant principal, for example, has been collecting documentation such as observations, the evaluator and the principal confer about the *Corrective Action Plan*. The evaluator is responsible for the overall supervision of personnel in the worksite/department/school and as such monitors the *Corrective Action Plan* and makes the recommendation to the superintendent about the employee's progress.

Corrective Action Plan

Teachers who receive an overall summative rating of *partially effective* or *ineffective* will be placed on a *Corrective Action Plan*, per NJDOE. Evaluators should follow district or NJDOE guidance related to *Corrective Action Plans*. A suggested *Corrective Action Plan Form* is shown on the following page. Observations may not occur between receipt of summative score and implementation of the CAP.

Corrective Action Plan Form

Teacher: _____ School: _____

Grade/Subject: _____ School Year: _____

Evaluator: _____ Date: _____

Area of Concern Related to Performance Standard _____:

Evidence for Concern:

Activity	Timeline	Administrative Responsibility	Teacher Responsibility	Evidence of Successful Completion
1.				
2.				
3.				
4.				

Teacher Signature: _____ Date: _____

Evaluator's Signature: _____ Date: _____

Activity #1: Date Completed: _____ Activity #2: Date Completed: _____

Activity #3: Date Completed: _____ Activity #4: Date Completed: _____

Teacher Comments:

Evaluator Comments:

Use a separate page for each identified deficiency.

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