

# Framework for Teaching Evaluation Instrument

## Domain 1: Planning and Preparation

Component 1a:	Demonstrating Knowledge of Content and Pedagogy
	<p>In order to guide student learning, teachers must have command of the subjects they teach. They must know which concepts and skills are central to a discipline and which are peripheral; they must know how the discipline has evolved into the 21st century, incorporating issues such as global awareness and cultural diversity. Accomplished teachers understand the internal relationships within the disciplines they teach, knowing which concepts and skills are prerequisite to the understanding of others. They are also aware of typical student misconceptions in the discipline and work to dispel them. But knowledge of the content is not sufficient; in advancing student understanding, teachers must be familiar with the particularly pedagogical approaches best suited to each discipline.</p> <p>Elements of component 1a:</p> <ul style="list-style-type: none"><li>• Knowledge of content and the structure of the discipline <i>Every discipline has a dominant structure, with smaller components or strands, as well as central concepts and skills.</i></li><li>• Knowledge of prerequisite relationships <i>Some disciplines, for example mathematics, have important prerequisites; experienced teachers know what these are and how to use them in designing lessons and units.</i></li><li>• Knowledge of content-related pedagogy <i>Different disciplines have "signature pedagogies" that have evolved over time and been found to be most effective in teaching.</i></li></ul> <p>Indicators:</p> <ul style="list-style-type: none"><li>• Lesson and unit plans that reflect important concepts in the discipline</li><li>• Lesson and unit plans that accommodate prerequisite relationships among concepts and skills</li><li>• Clear and accurate classroom explanations</li><li>• Accurate answers to student questions</li><li>• Feedback to students that furthers learning</li><li>• Interdisciplinary connections in plans and practice</li></ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>Ia: Demonstrating Knowledge of Content and Pedagogy</i>	In planning and practice, teacher makes content errors or does not correct errors made by students. Teacher displays little understanding of prerequisite knowledge important to student learning of the content. Teacher displays little or no understanding of the range of pedagogical approaches suitable to student learning of the content.	Teacher is familiar with the important concepts in the discipline but displays lack of awareness of how these concepts relate to one another. Teacher indicates some awareness of prerequisite learning, although such knowledge may be inaccurate or incomplete. Teacher's plans and practice reflect a limited range of pedagogical approaches to the discipline or to the students.	Teacher displays solid knowledge of the important concepts in the discipline and how these relate to one another. Teacher demonstrates accurate understanding of prerequisite relationships among topics. Teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the subject.	Teacher displays extensive knowledge of the important concepts in the discipline and how these relate both to one another and to other disciplines. Teacher demonstrates understanding of prerequisite relationships among topics and concepts and understands the link to necessary cognitive structures that ensure student understanding. Teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline and the ability to anticipate student misconceptions.
<b>Critical Attributes</b>	<p><i>Teacher makes content errors.</i></p> <p><i>Teacher does not consider prerequisite relationships when planning.</i></p> <p><i>Teacher's plans use inappropriate strategies for the discipline.</i></p>	<p><i>Teacher's understanding of the discipline is rudimentary.</i></p> <p><i>Teacher's knowledge of prerequisite relationships is inaccurate or incomplete.</i></p> <p><i>Lesson and unit plans use limited instructional strategies, and some are not be suitable to the content.</i></p>	<p><i>Teacher can identify important concepts of the discipline and their relationships to one another.</i></p> <p><i>Teacher provides clear explanations of the content.</i></p> <p><i>Teacher answers student questions accurately and provides feedback that furthers their learning.</i></p>	<p><i>Teacher cites intra- and interdisciplinary content relationships.</i></p> <p><i>Teacher's plans demonstrate awareness of possible student misconceptions and how they can be addressed.</i></p> <p><i>Teacher's plans reflect recent developments in content-related pedagogy.</i></p>
<b>Possible Examples Ia</b>	<p>The teacher uses only verbal descriptions to teach simple shapes (circle, square, triangle) knowing that his class has only learned the circle.</p> <p>The teacher assigns a worksheet to teach one to one correspondence.</p>	<p>The teacher uses one approach to teach her students new shapes (eg. via flashcards).</p> <p>The teacher models counting by using manipulative to teach one to one correspondence only in the whole group setting.</p>	<p>Once the students have mastered grouping by shape and color, the teacher plans to incorporate a third attribute, like size, into grouping.</p> <p>When teaching one to one counting, the teacher uses sets of the pictured objects for small groups or pairs of students to match and sort. Students are encouraged to ask questions.</p> <p>Teacher has materials at varied levels in the classroom to meet the needs of individual learning styles.</p> <p>The teacher answers student questions accurately and provides feedback that furthers their learning.</p> <p>The teacher seeks out content-related professional development.</p>	<p>The teacher plans for students to create anchor posters of examples of common shapes to display in the math center.</p> <p>Following a two day review and practice of one to one correspondence, the teacher introduces and incorporates independent activities into the centers for students to use during free choice time; computer math game, interactive picture books and a coloring activity.</p> <p>The teacher plans to adapt all learning centers/entire classroom environment to reflect the current topic/theme. In addition, he/she adds specific activities to address the needs of individual students.</p> <p>Noticing that students lack fine motor coordination and strength, the teacher provides activities and materials.</p>

Component 1b:	Demonstrating Knowledge of Students			
	<p>Teachers don't teach content in the abstract; they teach it to <i>students</i>. In order to ensure student learning, therefore, teachers must know not only their content and its related pedagogy but also the students to whom they wish to teach that content. In ensuring student learning, teachers must appreciate what recent research in cognitive psychology has confirmed, namely, that students learn through active intellectual engagement with content. While there are patterns in cognitive, social, and emotional developmental stages typical of different age groups, students learn in their individual ways and may come with gaps or misconceptions that the teacher needs to uncover in order to plan appropriate learning activities. In addition, students have lives beyond school—lives that include athletic and musical pursuits, activities in their neighborhoods, and family and cultural traditions. Students whose first language is not English, as well as students with other special needs, must be considered when a teacher is planning lessons and identifying resources that will ensure that they will be able to learn.</p> <p>Elements of component 1b:</p> <ul style="list-style-type: none"> <li>• Knowledge of child and adolescent development <i>Children learn differently at different stages of their lives.</i></li> <li>• Knowledge of the learning process <i>Learning requires active intellectual engagement.</i></li> <li>• Knowledge of students' skills, knowledge, and language proficiency <i>What students are able to learn at any given time is influenced by their level of knowledge and skill.</i></li> <li>• Knowledge of students' interests and cultural heritage <i>Children's backgrounds influence their learning.</i></li> <li>• Knowledge of students' special needs <i>Children do not all develop in a typical fashion.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Formal and informal information about students gathered by teacher for use in planning instruction</li> <li>• Student interests and needs learned by teacher for use in planning</li> <li>• Teacher participation in community cultural events</li> <li>• Teacher-designed opportunities for families to share heritage</li> <li>• Database of students with special needs</li> </ul>			
	Unsatisfactory	Needs Improvement	Proficient	Excellent
<i>Ib: Demonstrating Knowledge of Students</i>	Teacher displays minimal understanding of how students learn—and little knowledge of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritage—and does not indicate that such knowledge is valuable.	Teacher displays generally accurate knowledge of how students learn and of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritage yet may apply this knowledge not to individual students but to the class as a whole.	Teacher understands the active nature of student learning and attains information about levels of development for groups of students. Teacher also purposefully acquires knowledge from several sources about groups of students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritage.	Teacher understands the active nature of student learning and acquires information about levels of development for individual students. Teacher also systematically acquires knowledge from several sources about individual students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritage.

<p><b>Critical Attributes</b></p>	<p><i>Teacher does not understand child development characteristics and has unrealistic expectations for students.</i></p> <p><i>Teacher does not try to ascertain varied ability levels among students in the class.</i></p> <p><i>Teacher is not aware of student interests or cultural heritages.</i></p> <p><i>Teacher takes no responsibility to learn about students' medical or learning disabilities.</i></p>	<p><i>Teacher cites developmental theory but does not seek to integrate it into lesson planning.</i></p> <p><i>Teacher is aware of the different ability levels in the class but tends to teach to the "whole group."</i></p> <p><i>Teacher recognizes that children have different interests and cultural backgrounds but rarely draws on their contributions or differentiates materials to accommodate those differences.</i></p> <p><i>Teacher is aware of medical issues and learning disabilities with some students but does not seek to understand the implications of that knowledge.</i></p>	<p><i>Teacher knows, for groups of students, their levels of cognitive development.</i></p> <p><i>Teacher is aware of the different cultural groups in the class.</i></p> <p><i>Teacher has a good idea of the range of interests of students in the class.</i></p> <p><i>Teacher has identified "high," "medium" and "low" groups of students within the class.</i></p> <p><i>Teacher is well informed about students' cultural heritage and incorporates this knowledge in lesson planning.</i></p> <p><i>Teacher is aware of the special needs represented by students in the class.</i></p>	<p><i>Teacher seeks out information from all students about their cultural heritage.</i></p> <p><i>Teacher uses ongoing methods to assess students' skill levels and designs instruction accordingly.</i></p> <p><i>Teacher maintains a system of updated student records and incorporates medical and/or learning needs into lesson plans.</i></p>
<p><b>Possible Examples 1b</b></p>	<p>The teacher does not incorporate information about individual students' IEP and learning goals when planning daily lessons.</p> <p>The teacher plans activities without reviewing students' intake data.</p> <p>A dinosaur center is created with only cut and paste activities without consideration to different interests and ability levels.</p>	<p>The teacher knows the students who have IEPs and has read their learning goals but has not purposefully differentiated for these student learning needs in the planning process.</p> <p>The teacher's lesson plan has the same assignment for the entire class and does not use information about individual students to accommodate different ability levels or interests.</p> <p>During snack time the teacher listens to the students sharing their personal interest but he/she does not apply what the students share when planning center activities.</p>	<p>The teacher uses the district's online data management system to reference IEP information and required accommodations when planning for the class and/or groups.</p> <p>The teacher creates and uses an assessment of students' levels of cognitive development.</p> <p>The teacher administers a student or family interest survey at the beginning of the school year and includes what is learned from this information when planning center activities.</p>	<p>The teacher regularly creates IEP based adapted assessment materials for several students needing accommodations. The teacher plans his/her lesson with three different follow-up activities designed to meet the varied ability levels of his/her students.</p> <p>The teacher regularly incorporates information gathered from families at curriculum night/open house about hopes and goals for their students' learning.</p> <p>Teacher has determined that a pre-k age student is reading and offers enrichment activities.</p> <p>Using Teaching Strategies Gold, the teacher identifies and plans for small group and individualized activities. These are noted in lesson plans.</p> <p>The teacher uses the Creative Curriculum Intentional Teaching Cards to plan engaging activities linked to specific objectives and allowing adaptation for children at different levels.</p>

Component 1c:	Setting Instructional Outcomes
	<p>Teaching is a purposeful activity; even the most imaginative activities are directed towards certain desired learning. Therefore, establishing instructional outcomes entails identifying exactly what students will be expected to learn; the outcomes describe not what students will <i>do</i>, but what they will <i>learn</i>. The instructional outcomes should reflect important learning and must lend themselves to various forms of assessment, through which all students will be able to demonstrate their understanding of the content. Insofar as the outcomes determine the instructional activities, the resources used, their suitability for diverse learners, and the methods of assessment employed, they hold a central place in domain 1.</p> <p>Learning outcomes may be of a number of different types: factual and procedural knowledge, conceptual understanding, thinking and reasoning skills, and collaborative and communication strategies. In addition, some learning outcomes refer to dispositions; it's important not only that students learn to read but also, educators hope, that they will <i>like</i> to read. In addition, experienced teachers are able to link their learning outcomes with others both within their discipline and in other disciplines.</p> <p>Elements of component 1c:</p> <ul style="list-style-type: none"> <li>• Value, sequence, and alignment <i>Outcomes represent significant learning in the discipline reflecting, where appropriate, the Common Core Standards.</i></li> <li>• Clarity <i>Outcomes must refer to what students will learn, not what they will do, and must permit viable methods of assessment.</i></li> <li>• Balance <i>Outcomes should reflect different types of learning, such as knowledge, conceptual understanding, and thinking skills.</i></li> <li>• Suitability for diverse students <i>Outcomes must be appropriate for all students in the class.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Outcomes of a challenging cognitive level</li> <li>• Statements of student learning, not student activity</li> <li>• Outcomes central to the discipline and related to those in other disciplines</li> <li>• Outcomes permitting assessment of student attainment</li> <li>• Outcomes differentiated for students of varied ability</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>Ic: Setting Instructional Outcomes</i>	The outcomes represent low expectations for students and lack of rigor, and not all of these outcomes reflect important learning in the discipline. They are stated as student activities, rather than as outcomes for learning. Outcomes reflect only one type of learning and only one discipline or strand and are suitable for only some students.	Outcomes represent moderately high expectations and rigor. Some reflect important learning in the discipline and consist of a combination of outcomes and activities. Outcomes reflect several types of learning, but teacher has made no effort at coordination or integration. Outcomes, based on global assessments of student learning, are suitable for most of the students in the class.	Most outcomes represent rigorous and important learning in the discipline and are clear, are written in the form of student learning, and suggest viable methods of assessment. Outcomes reflect several different types of learning and opportunities for coordination, and they are differentiated, in whatever way is needed, for different groups of students.	All outcomes represent high-level learning in the discipline. They are clear, are written in the form of student learning, and permit viable methods of assessment. Outcomes reflect several different types of learning and, where appropriate, represent both coordination and integration. Outcomes are differentiated, in whatever way is needed, for individual students.
<b>Critical Attributes</b>	<p><i>Outcomes lack rigor.</i></p> <p><i>Outcomes do not represent important learning in the discipline.</i></p> <p><i>Outcomes are not clear or are stated as activities.</i></p> <p><i>Outcomes are not suitable for many students in the class.</i></p>	<p><i>Outcomes represent a mixture of low expectations and rigor.</i></p> <p><i>Some outcomes reflect important learning in the discipline.</i></p> <p><i>Outcomes are suitable for most of the class.</i></p>	<p><i>Outcomes represent high expectations and rigor.</i></p> <p><i>Outcomes are related to "big ideas" of the discipline.</i></p> <p><i>Outcomes are written in terms of what students will learn rather than do.</i></p> <p><i>Outcomes represent a range of types: factual knowledge, conceptual understanding, reasoning, social interaction, management, and communication.</i></p> <p><i>Outcomes, differentiated where necessary, are suitable to groups of students in the class.</i></p>	<p><i>Teacher's plans reference curricular frameworks or blueprints to ensure accurate sequencing.</i></p> <p><i>Teacher connects outcomes to previous and future learning.</i></p> <p><i>Outcomes are differentiated to encourage individual students to take educational risks.</i></p>
<b>Possible Examples Ic</b>	<p>The teacher plans to paste apples on a paper.</p> <p>The teacher decides all learning outcomes for the whole class without considering individual student needs.</p>	<p>Activities in a unit about apples are related to outcomes but are not coordinated across content areas.</p> <p>The outcomes are written with the needs of the "middle" group in mind; however, however, students' IEP, cultural or social/emotional needs are not addressed.</p>	<p>The learning outcomes for an apple study are identified as life cycle, key vocabulary, sequencing, measurement and counting.</p> <p>The teacher writes outcomes in a way that allows groups or individual students to approach activities at their levels or learning modalities.</p>	<p>The teacher develops a concept map that links previous current and future learning goals and outcomes by connecting the essential idea of life cycles beginning with apples and extending to humans/animals.</p> <p>The teacher reviews goals and modifies project objectives and expectations to align with students' IEP, cultural or social needs.</p> <p>The teacher helps the students learn to set goals for their learning by:</p> <ul style="list-style-type: none"> <li>*Using modelling and self-talk.</li> <li>*Narrating what a child is doing, investigating and learning.</li> <li>*Encouraging children to solve problems for themselves.</li> <li>*Encouraging children to learn from their mistakes.</li> </ul>

Component 1d:	Demonstrating Knowledge of Resources
	<p>Student learning is enhanced by a teacher’s skillful use of resources. Some of these are provided by the school as “official” materials; others are secured by teachers through their own initiative. Resources fall into several different categories: those used in the classroom by students, those available beyond the classroom walls to enhance student learning, resources for teachers to further their own professional knowledge and skill, and resources that can provide no instructional assistance to students. Teachers recognize the importance of discretion in the selection of resources, selecting those that align directly with the learning outcomes and will be of most use to the students. Accomplished teachers also ensure that the selection of materials and resources is appropriately challenging for every student; texts, for example, are available at various reading levels to make sure all students can gain full access to the content and successfully demonstrate understanding of the learning outcomes. Furthermore, expert teachers look beyond the school for resources to bring their subjects to life and to assist students who need help in both their academic and nonacademic lives.</p> <p>Elements of component 1d:</p> <ul style="list-style-type: none"> <li>• Resources for classroom use <i>Materials must align with learning outcomes.</i></li> <li>• Resources to extend content knowledge and pedagogy <i>Materials that can further teachers’ professional knowledge must be available.</i></li> <li>• Resources for students <i>Materials must be appropriately challenging.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Materials provided by the district</li> <li>• Materials provided by professional organizations</li> <li>• Range of texts</li> <li>• Internet resources</li> <li>• Community resources</li> <li>• Ongoing participation by teacher in professional education courses or professional groups</li> <li>• Guest speakers</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>Id: Demonstrating Knowledge of Resources</i>	Teacher is unaware of resources to assist student learning beyond materials provided by the school or district, nor is teacher aware of resources for expanding one's own professional skill.	Teacher displays some awareness of resources beyond those provided by the school or district for classroom use and for extending one's professional skill but does not seek to expand this knowledge.	Teacher displays awareness of resources beyond those provided by the school or district, including those on the Internet for classroom use and for extending one's professional skill, and seeks out such resources.	Teacher's knowledge of resources for classroom use and for extending one's professional skill is extensive, including those available through the school or district, in the community, through professional organizations and universities, and on the Internet.
<b>Critical Attributes</b>	<p><i>Teacher uses only district-provided materials, even when more variety would assist some students.</i></p> <p><i>Teacher does not seek out resources available to expand his/her own skill.</i></p> <p><i>Although aware of some student needs, teacher does not inquire about possible resources.</i></p>	<p><i>Teacher uses materials in the school library but does not search beyond the school for resources.</i></p> <p><i>Teacher participates in content-area workshops offered by the school but does not pursue other professional development.</i></p> <p><i>Teacher locates materials and resources for students that are available through the school but does not pursue any other avenues.</i></p>	<p><i>Texts are at varied levels.</i></p> <p><i>Texts are supplemented by guest speakers and field experiences.</i></p> <p><i>Teacher facilitates use of Internet resources.</i></p> <p><i>Resources are multidisciplinary.</i></p> <p><i>Teacher expands knowledge through professional learning groups and organizations.</i></p> <p><i>Teacher pursues options offered by universities.</i></p> <p><i>Teacher provides lists of resources outside the classroom for students to draw on.</i></p>	<p><i>Texts are matched to student skill level.</i></p> <p><i>Teacher has ongoing relationship with colleges and universities that support student learning.</i></p> <p><i>Teacher maintains log of resources for student reference.</i></p> <p><i>Teacher pursues apprenticeships to increase discipline knowledge.</i></p> <p><i>Teacher facilitates student contact with resources outside the classroom.</i></p>
<b>Possible Examples Id</b>	The teacher does not seek out school, district, or community resources beyond the classroom to enhance units.	The teacher thinks students would benefit from hearing from a professional and contacts he/she to visit the classroom during the unit.	<p>The teacher generates a list of resources including websites and community partners that will help enrich a unit.</p> <p>Books and materials are supplemented by guest speakers and field experiences.</p> <p>The teacher distributes family literacy bags to encourage reading at home.</p>	<p>The teacher organizes field trips and expert visits in the community after surveying students on what they know and don't know about the unit (fire department, ambulance, doctors, dentists, etc.)</p> <p>The teacher expands the literacy center and has the students create class books.</p>

Component 1e:	Designing Coherent Instruction
	<p>Designing coherent instruction is the heart of planning, reflecting the teacher’s knowledge of content and of the students in the class, the intended outcomes of instruction, and the available resources. Such planning requires that educators have a clear understanding of the state, district, and school expectations for student learning and the skill to translate these into a coherent plan. It also requires that teachers understand the characteristics of the students they teach and the active nature of student learning. Educators must determine how best to sequence instruction in a way that will advance student learning through the required content. Furthermore, such planning requires the thoughtful construction of lessons that contain cognitively engaging learning activities, the incorporation of appropriate resources and materials, and the intentional grouping of students. Proficient practice in this component recognizes that a well-designed instruction plan addresses the learning needs of various groups of students; one size does not fit all. At the distinguished level the teacher plans instruction that takes into account the specific learning needs of each student and solicits ideas from students on how best to structure the learning. This plan is then implemented in domain 3.</p> <p>Elements of component 1e:</p> <ul style="list-style-type: none"> <li>• Learning activities <i>Instruction is designed to engage students and advance them through the content.</i></li> <li>• Instructional materials and resources <i>Aids to instruction are appropriate to the learning needs of the students.</i></li> <li>• Instructional groups <i>Teachers intentionally organize instructional groups to support student learning.</i></li> <li>• Lesson and unit structure <i>Teachers produce clear and sequenced lesson and unit structures to advance student learning.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Lessons that support instructional outcomes and reflect important concepts</li> <li>• Instructional maps that indicate relationships to prior learning</li> <li>• Activities that represent high-level thinking</li> <li>• Opportunities for student choice</li> <li>• Use of varied resources</li> <li>• Thoughtfully planned learning groups</li> <li>• Structured lesson plans</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>1e: Designing Coherent Instruction</i>	Learning activities are poorly aligned with the instructional outcomes, do not follow an organized progression, are not designed to engage students in active intellectual activity, and have unrealistic time allocations. Instructional groups are not suitable to the activities and offer no variety.	Some of the learning activities and materials are aligned with the instructional outcomes and represent moderate cognitive challenge, but with no differentiation for different students. Instructional groups partially support the activities, with some variety. The lesson or unit has a recognizable structure; but the progression of activities is uneven, with only some time allocations reasonable.	Most of the learning activities are aligned with the instructional outcomes and follow an organized progression suitable to groups of students. The learning activities have reasonable time allocations; they represent significant cognitive challenge, with some differentiation for different groups of students and varied use of instructional groups.	The sequence of learning activities follows a coherent sequence, is aligned to instructional goals, and is designed to engage students in high-level cognitive activity. These are appropriately differentiated for individual learners. Instructional groups are varied appropriately, with some opportunity for student choice.
<b>Critical Attributes</b>	<p><i>Learning activities are boring and/or not well aligned to the instructional goals.</i></p> <p><i>Materials are not engaging or do not meet instructional outcomes.</i></p> <p><i>Instructional groups do not support learning.</i></p> <p><i>Lesson plans are not structured or sequenced and are unrealistic in their expectations.</i></p>	<p><i>Learning activities are moderately challenging.</i></p> <p><i>Learning resources are suitable, but there is limited variety.</i></p> <p><i>Instructional groups are random, or they only partially support objectives.</i></p> <p><i>Lesson structure is uneven or may be unrealistic about time expectations.</i></p>	<p><i>Learning activities are matched to instructional outcomes.</i></p> <p><i>Activities provide opportunity for higher-level thinking.</i></p> <p><i>Teacher provides a variety of appropriately challenging materials and resources.</i></p> <p><i>Instructional student groups are organized thoughtfully to maximize learning and build on student strengths.</i></p> <p><i>The plan for the lesson or unit is well structured, with reasonable time allocations.</i></p>	<p><i>Activities permit student choice.</i></p> <p><i>Learning experiences connect to other disciplines.</i></p> <p><i>Teacher provides a variety of appropriately challenging resources that are differentiated for students in the class.</i></p> <p><i>Lesson plans differentiate for individual student needs.</i></p>
<b>Possible Examples 1e</b>	<p>After being introduced to the parts of the plant, the teacher plans to have the class complete a worksheet.</p> <p>The teacher's lesson plans are written on sticky notes in his/her grade book; they indicate: lecture, activity, or test, along with page numbers in the text.</p>	<p>After the mini-lesson, the teacher plans to have the whole class play a game to reinforce the skill taught.</p> <p>The teacher's lesson plans are well formatted, but the timing for many activities are typically too short to focus deeply upon the key concepts.</p>	<p>The teacher reviews her learning activities and rewrites some of the activities to make them more challenging.</p> <p>The teacher reviews lesson plans with his/her principal; they are well structured, with pacing times and activities clearly indicated.</p>	<p>The teacher's unit on dinosaurs includes a variety of high-level activities throughout the classroom. Students choose those that suit their approach to learning.</p> <p>The lesson plan clearly indicates the concepts taught in the last few lessons; the teacher plans for his/her students to link the current lesson outcomes to those they previously learned.</p> <p>During classroom study on Balls and Things that Roll, the teacher maintains a bulletin board that includes children's work, anecdotes, photographs, and the IELDS.</p> <p>Studies are not whole curriculum. For example, in order to help teach the children rhyming words, the teacher will include songs and rhyming games throughout the day. They don't need to be directly related to the unit of study.</p>

<b>Component 1f:</b>	<b>Designing Student Assessments</b>			
	<p>Good teaching requires both assessment <i>of</i> learning and assessment <i>for</i> learning. Assessments <i>of</i> learning ensure that teachers know that students have learned the intended outcomes. These assessments must be designed in such a manner that they provide evidence of the full range of learning outcomes; that is, the methods needed to assess reasoning skills are different from those for factual knowledge. Furthermore, such assessments may need to be adapted to the particular needs of individual students; an ESL student, for example, may need an alternative method of assessment to allow demonstration of understanding. Assessment <i>for</i> learning enables a teacher to incorporate assessments directly into the instructional process and to modify or adapt instruction as needed to ensure student understanding. Such assessments, although used during instruction, must be designed as part of the planning process. These formative assessment strategies are ongoing and may be used by both teachers and students to monitor progress toward understanding the learning outcomes.</p> <p>Elements of component 1f:</p> <ul style="list-style-type: none"> <li>• Congruence with instructional outcomes <i>Assessments must match learning expectations.</i></li> <li>• Criteria and standards <i>Expectations must be clearly defined.</i></li> <li>• Design of formative assessments <i>Assessments for learning must be planned as part of the instructional process.</i></li> <li>• Use for planning <i>Results of assessment guide future planning.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Lesson plans indicating correspondence between assessments and instructional outcomes</li> <li>• Assessment types suitable to the style of outcome</li> <li>• Variety of performance opportunities for students</li> <li>• Modified assessments available for individual students as needed</li> <li>• Expectations clearly written with descriptors for each level of performance</li> <li>• Formative assessments designed to inform minute-to-minute decision making by the teacher during instruction</li> </ul>			
<i>If: Designing Student Assessments</i>	<p style="text-align: center;"><b>Unsatisfactory</b></p> <p>Assessment procedures are not congruent with instructional outcomes and contain no criteria by which student performance will be assessed. Teacher has no plan to incorporate formative assessment in the lesson or unit.</p>	<p style="text-align: center;"><b>Needs Improvement</b></p> <p>Assessment procedures are partially congruent with instructional outcomes. Assessment criteria and standards have been developed, but they are not clear. Approach to the use of formative assessment is rudimentary, including only some of the instructional outcomes.</p>	<p style="text-align: center;"><b>Proficient</b></p> <p>All the instructional outcomes may be assessed by the proposed assessment plan; assessment methodologies may have been adapted for groups of students. Assessment criteria and standards are clear. Teacher has a well-developed strategy for using formative assessment and has designed particular approaches to be used.</p>	<p style="text-align: center;"><b>Excellent</b></p> <p>All the instructional outcomes may be assessed by the proposed assessment plan, with clear criteria for assessing student work. The plan contains evidence of student contribution to its development. Assessment methodologies have been adapted for individual students as the need has arisen. The approach to using formative assessment is well designed and includes student as well as teacher use of the assessment information.</p>

<p><b>Critical Attributes</b></p>	<p><i>Assessments have no criteria.</i></p> <p><i>No formative assessments have been designed.</i></p> <p><i>Assessment results do not affect future plans.</i></p> <p><i>Assessments do not match instructional outcomes.</i></p>	<p><i>Only some of the instructional outcomes are addressed in the planned assessments.</i></p> <p><i>Assessment criteria are vague.</i></p> <p><i>Plans refer to the use of formative assessments, but they are not fully developed.</i></p> <p><i>Assessment results are used to design lesson plans for the whole class, not individual students.</i></p>	<p><i>All the learning outcomes have a method for assessment.</i></p> <p><i>Assessment types match learning expectations.</i></p> <p><i>Plans indicate modified assessments when they are necessary for some students.</i></p> <p><i>Assessment criteria are clearly written.</i></p> <p><i>Plans include formative assessments to use during instruction.</i></p> <p><i>Lesson plans indicate possible adjustments based on formative assessment data.</i></p>	<p><i>Assessments provide opportunities for student choice.</i></p> <p><i>Students participate in designing assessments for their own work.</i></p> <p><i>Teacher-designed assessments are authentic, with real-world application as appropriate.</i></p> <p><i>Students develop rubrics according to teacher-specified learning objectives.</i></p> <p><i>Students are actively involved in collecting information from formative assessments and provide input.</i></p>
<p><b>Possible Examples</b> <b>If</b></p>	<p>The teacher only administers a standardized test pulling the student aside and often timing responses.</p> <p>The teacher has no documentation supporting a determined outcome level.</p>	<p>The teacher plan indicates that the teacher will pause to "check for understanding" but without a clear process of how that will be done.</p> <p>The teacher has some documentation supporting the determined outcome level.</p>	<p>Based on the previous day's formative assessment, the teacher plans to have five students work on a more challenging activity, while she works with six other students to reinforce the concept.</p> <p>Teacher has a variety of assessments including child's work, anecdotal notes and checklists to support the determined outcome.</p>	<p>Teacher invites students to select work samples that support their determined outcome level.</p> <p>The teacher ensures that there is documented evidence to support the teacher determined ranking for each domain.</p> <p>While observing children building with blocks, the teacher asks one of the children how he decided to build his structure. From his answer, the teacher can gather documentation for several learning standards.</p> <p>As a teacher files a child's latest writing sample in portfolio, she shows the child how her writing looked a month ago.</p>

## Domain 2: The Classroom Environment

Component 2a:	Creating an Environment of Respect and Rapport
	<p>An essential skill of teaching is that of managing relationships with students and ensuring that relationships among students are positive and supportive. Teachers create an environment of respect and rapport in their classrooms by the ways they interact with students and by the interactions they encourage and cultivate among students. An important aspect of respect and rapport relates to how the teacher responds to students and how students are permitted to treat one another. Patterns of interactions are critical to the overall tone of the class. In a respectful environment, all students feel valued, safe, and comfortable taking intellectual risks. They do not fear put-downs or ridicule from either the teacher or other students.</p> <p>“Respect” shown to the teacher by students should be distinguished from students complying with standards of conduct and behavior. Caring interactions among teachers and students are the hallmark of component 2a (Creating an environment of respect and rapport); while adherence to the established classroom rules characterizes success in component 2d (Managing student behavior).</p> <p>Elements of component 2a:</p> <ul style="list-style-type: none"> <li>• Teacher interactions with students, including both words and actions <i>A teacher’s interactions with students set the tone for the classroom. Through their interactions, teachers convey that they are interested in and care about their students.</i></li> <li>• Student interactions with other students, including both words and actions <i>As important as a teacher’s treatment of students is, how students are treated by their classmates is arguably even more important to students. At its worst, poor treatment causes students to feel rejected by their peers. At its best, positive interactions among students are mutually supportive and create an emotionally healthy school environment. Teachers not only model and teach students how to engage in respectful interactions with one another but also acknowledge such interactions.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Respectful talk, active listening, and turn taking</li> <li>• Acknowledgement of students’ background and lives outside the classroom</li> <li>• Body language indicative of warmth and caring shown by teacher and students</li> <li>• Physical proximity</li> <li>• Politeness and encouragement</li> <li>• Fairness</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>2a: Creating an Environment of Respect and Rapport</i>	Patterns of classroom interactions, both between teacher and students and among students, are mostly negative, inappropriate, or insensitive to students' ages, cultural backgrounds, and developmental levels. Student interactions are characterized by sarcasm, put-downs, or conflict. Teacher does not deal with disrespectful behavior.	Patterns of classroom interactions, both between teacher and students and among students, are generally appropriate but may reflect occasional inconsistencies, favoritism, and disregard for students' ages, cultures, and developmental levels. Students rarely demonstrate disrespect for one another. Teacher attempts to respond to disrespectful behavior, with uneven results. The net result of the interactions is neutral, conveying neither warmth nor conflict.	Teacher-student interactions are friendly and demonstrate general caring and respect. Such interactions are appropriate to the ages, cultures, and developmental levels of the students. Interactions among students are generally polite and respectful, and students exhibit respect for teacher. Teacher responds successfully to disrespectful behavior among students. The net result of the interactions is polite, respectful, and businesslike, though students may be somewhat cautious about taking intellectual risks.	Classroom interactions between teacher and students and among students are highly respectful, reflecting genuine warmth and caring and sensitivity to students as individuals. Students exhibit respect for teacher and contribute to high levels of civility among all members of the class. The net result is an environment where all students feel valued and are comfortable taking intellectual risks.
<b>Critical Attributes</b>	<p><i>Teacher is disrespectful towards students or insensitive to students' ages, cultural backgrounds, and developmental levels.</i></p> <p><i>Students' body language indicates feelings of hurt, discomfort, or insecurity.</i></p> <p><i>Teacher displays no familiarity with, or caring about, individual students. Teacher disregards disrespectful interactions among students.</i></p>	<p><i>The quality of interactions between teacher and students, or among students, is uneven, with occasional disrespect or insensitivity.</i></p> <p><i>Teacher attempts to respond to disrespectful behavior among students, with uneven results.</i></p> <p><i>Teacher attempts to make connections with individual students, but student reactions indicate that these attempts are not entirely successful.</i></p>	<p><i>Talk between teacher and students and among students is uniformly respectful and the students exhibit respect for the teacher.</i></p> <p><i>Teacher successfully responds to disrespectful behavior among students.</i></p> <p><i>Students participate willingly, but may be somewhat hesitant to offer their ideas in front of classmates.</i></p> <p><i>Teacher makes general connections with individual students.</i></p>	<p><i>Teacher demonstrates knowledge and caring about individual students' lives beyond the class and school.</i></p> <p><i>There is no disrespectful behavior among students.</i></p> <p><i>When necessary, students respectfully correct one another in their conduct towards classmates.</i></p> <p><i>Students participate without fear of put-downs or ridicule from either the teacher or other students.</i></p> <p><i>Teacher respects and encourages students' efforts.</i></p>
<b>Possible Examples 2a</b>	<p>Teacher does not acknowledge students by name.</p> <p>Students engage in conflict without any response or acknowledgement from teacher.</p> <p>Teacher and students do not demonstrate respectful behavior and often use sarcasm (e.g., Teacher states, "Rolling on the carpet really shows that you're ready for morning meeting.")</p>	<p>Teacher addresses some students by name.</p> <p>In conflict situations, teacher imposes a solution for resolving the conflict (e.g., "You two need to take turns on the computer, I saw Ian there first.")</p> <p>Teacher and students demonstrate disrespectful behavior.</p> <p>Students must be constantly reminded to respect the rights of others. (e.g., Teacher states, "It's not your turn yet. You need to remember to take turns.")</p>	<p>Teacher addresses individual students by name and encourages students to address others by name. (e.g., "Good morning Jaylin. Did you say good morning to Joshua and Lindsey?")</p> <p>Teacher involves children in solving problems that arise in the classroom using age-appropriate conflict resolution strategies such as Positive Behavior Supports (PBS).</p> <p>Teacher consistently models positive behavior and prompts students to model such behavior.</p> <p>During center time, the teacher kneels down next to student and says, "This building is enormous, I wonder what could possibly be going on inside."</p>	<p>Teacher addresses individual students by name and inquires about events in students' personal lives and shows genuine interest.</p> <p>Students independently engage in steps of conflict resolution.</p> <p>Students say please and thank you and apologize for mistakes without being reminded by teacher.</p> <p>Students independently respect the rights of others by taking turns.</p> <p>The teacher spends time at the beginning of the year introducing each activity to allow child to maneuver in the classroom.</p> <p>A classroom jobs/responsibilities chart is posted at eye level of the students and has many opportunities for different jobs.</p>

Component 2b:	Establishing a Culture for Learning
	<p>“A culture for learning” refers to the atmosphere in the classroom that reflects the educational importance of the work undertaken by both students and teacher. It describes the norms that govern the interactions among individuals about the activities and assignments, the value of hard work and perseverance, and the general tone of the class. The classroom is characterized by high cognitive energy, by a sense that what is happening there is important, and by a shared belief that it is essential, and rewarding, to get it right. There are high expectations for all students; the classroom is a place where the teacher and students value learning and hard work.</p> <p>Teachers who are successful in creating a culture for learning know that students are, by their nature, intellectually curious, and that one of the many challenges of teaching is to direct the students’ natural energy toward the content of the curriculum. They also know that students derive great satisfaction, and a sense of genuine power, from mastering challenging content in the same way they experience pride in mastering, for example, a difficult physical skill.</p> <p>Part of a culture of hard work involves precision in thought and language; teachers whose classrooms display such a culture insist that students use language to express their thoughts clearly. An insistence on precision reflects the importance placed, by both teacher and students, on the quality of thinking; this emphasis conveys that the classroom is a businesslike place where important work is being undertaken. The classroom atmosphere may be vibrant, even joyful, but it is not frivolous.</p> <p>Elements of component 2b:</p> <ul style="list-style-type: none"> <li>• Importance of the content and of learning <i>In a classroom with a strong culture for learning, teachers convey the educational value of what the students are learning.</i></li> <li>• Expectations for learning and achievement <i>In classrooms with robust cultures for learning, all students receive the message that although the work is challenging, they are capable of achieving it if they are prepared to work hard. A manifestation of teachers’ expectations for high student achievement is their insistence on the use of precise language by students.</i></li> <li>• Student pride in work <i>When students are convinced of their capabilities, they are willing to devote energy to the task at hand, and they take pride in their accomplishments. This pride is reflected in their interactions with classmates and with the teacher.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Belief in the value of what is being learned</li> <li>• High expectations, supported through both verbal and nonverbal behaviors, for both learning and participation</li> <li>• Expectation of high-quality work on the part of students</li> <li>• Expectation and recognition of effort and persistence on the part of students</li> <li>• High expectations for expression and work products</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>2b: Establishing a Culture for Learning</i>	The classroom culture is characterized by a lack of teacher or student commitment to learning, and/or little or no investment of student energy in the task at hand. Hard work is not expected or valued. Medium to low expectations for student achievement are the norm, with high expectations for learning reserved for only one or two students.	The classroom culture is characterized by little commitment to learning by teacher or students. Teacher appears to be only “going through the motions,” and students indicate that they are interested in the completion of a task rather than the quality of the work. Teacher conveys that student success is the result of natural ability rather than hard work and refers only in passing to the precise use of language. High expectations for learning are reserved for those students thought to have a natural aptitude for the subject.	The classroom culture is a place where learning is valued by all, with high expectations for both learning and hard work the norm for most students. Students understand their role as learners and consistently expend effort to learn. Classroom interactions support learning and hard work and the precise use of language.	The classroom culture is a cognitively busy place, characterized by a shared belief in the importance of learning. Teacher conveys high expectations for learning by all students and insists on hard work; students assume responsibility for high quality by initiating improvements, making revisions, adding detail, and/or assisting peers in their precise use of language.
<b>Critical Attributes</b>	<p><i>Teacher conveys that there is little or no purpose for the work, or that the reasons for doing it are due to external factors.</i></p> <p><i>Teacher conveys to at least some students that the work is too challenging for them.</i></p> <p><i>Students exhibit little or no pride in their work.</i></p> <p><i>Students use language incorrectly; teacher does not correct them.</i></p>	<p><i>Teacher’s energy for the work is neutral, neither indicating a high level of commitment nor ascribing to external forces the need to do the work.</i></p> <p><i>Teacher conveys high expectations for only some students.</i></p> <p><i>Students exhibit a limited commitment to complete the work on their own; many students indicate that they are looking for an “easy path.”</i></p> <p><i>Teacher’s primary concern appears to be to complete the task at hand.</i></p> <p><i>Teacher urges, but does not insist, that students use precise language.</i></p>	<p><i>Teacher communicates the importance of the content and the conviction that with hard work all students can master the material.</i></p> <p><i>Teacher demonstrates a high regard for students’ abilities.</i></p> <p><i>Teacher conveys an expectation of high levels of student effort.</i></p> <p><i>Students expend good effort to complete work of high quality.</i></p> <p><i>Teacher insists on precise use of language by students.</i></p>	<p><i>Teacher communicates passion for the subject.</i></p> <p><i>Teacher conveys the satisfaction that accompanies a deep understanding of complex content.</i></p> <p><i>Students indicate through their questions and comments a desire to understand the content.</i></p> <p><i>Students assist their classmates in understanding the content. Students take initiative in improving the quality of their work.</i></p> <p><i>Students correct one another in their use of language.</i></p>
<b>Possible Examples 2b</b>	<p>Teacher actions involve classroom management and preparatory activities only.</p> <p>There is no respect for one another's work, there is no purpose or focus.</p> <p>Teacher does not support problem solving, they solve the children's problems for them.</p> <p>There are no children to engage with peers.</p>	<p>High expectations are reserved for some children.</p> <p>Teacher is primarily talking and children are listening.</p> <p>There is little respect for the work of peers: After a child knocks down a block structure of another child the teacher responds by saying "Stop!"</p> <p>Teacher is inconsistent with encouraging children to problem solve.</p> <p>Teacher rarely encourages children to share their ideas, work, and responses with peers and adults.</p>	<p>The classroom provides children with opportunities to engage in relevant and challenging, play based learning experiences.</p> <p>Teacher has high expectations for all students.</p> <p>Teacher is listening to students and students are listening to each other.</p> <p>Children respect each other's work.</p> <p>Teacher encourages children to problem solve and share their ideas, work, and responses with peers and adults.</p> <p>Children independently select materials to complete tasks.</p>	<p>Teacher is constantly monitoring and listen and respond to students at eye level and students are responding to each other.</p> <p>Teacher takes a picture of a child's work, or children make a sign stating, "Please do not knock down this structure" and show pride in their work.</p> <p>Students offer assistance and encourage other students to problem solve.</p> <p>Teacher provides opportunities for students to engage in investigations or projects to allow students to work interdependently, and they frequently share their feelings, ideas, work with each other.</p>

Component 2c:	Managing Classroom Procedures
	<p>A smoothly functioning classroom is a prerequisite to good instruction and high levels of student engagement. Teachers establish and monitor routines and procedures for the smooth operation of the classroom and the efficient use of time. Hallmarks of a well-managed classroom are that instructional groups are used effectively, non-instructional tasks are completed efficiently, and transitions between activities and management of materials and supplies are skillfully done in order to maintain momentum and maximize instructional time. The establishment of efficient routines, and teaching students to employ them, may be inferred from the sense that the class “runs itself.”</p> <p>Elements of component 2c:</p> <ul style="list-style-type: none"> <li>• Management of instructional groups <i>Teachers help students to develop the skills to work purposefully and cooperatively in groups or independently, with little supervision from the teacher.</i></li> <li>• Management of transitions <i>Many lessons engage students in different types of activities: large-group, small-group, independent work. It’s important that little time is lost as students move from one activity to another; students know the “drill” and execute it seamlessly.</i></li> <li>• Management of materials and supplies <i>Experienced teachers have all necessary materials at hand and have taught students to implement routines for distribution and collection of materials with a minimum of disruption to the flow of instruction.</i></li> <li>• Performance of classroom routines <i>Overall, little instructional time is lost in activities such as taking attendance, recording the lunch count, or the return of permission slips for a class trip.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Smooth functioning of all routines</li> <li>• Little or no loss of instructional time</li> <li>• Students playing an important role in carrying out the routines</li> <li>• Students knowing what to do, where to move</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>2c: Managing Classroom Procedures</i>	Much instructional time is lost due to inefficient classroom routines and procedures. There is little or no evidence of teacher's managing instructional groups and transitions and/or handling of materials and supplies, effectively. There is little evidence that students know or follow established routines.	Some instructional time is lost due to only partially effective classroom routines and procedures. Teacher's management of instructional groups and transitions, or handling of materials and supplies, or both, are inconsistent, leading to some disruption of learning. With regular guidance and prompting, students follow established routines.	There is little loss of instructional time due to effective classroom routines and procedures. Teacher's management of instructional groups and transitions, or handling of materials and supplies, or both, are consistently successful. With minimal guidance and prompting, students follow established classroom routines.	Instructional time is maximized due to efficient and seamless classroom routines and procedures. Students take initiative in the management of instructional groups and transitions, and/or the handling of materials and supplies. Routines are well understood and may be initiated by students.
<b>Critical Attributes</b>	<i>Students not working with teacher are not productively engaged. Transitions are disorganized, with much loss of instructional time. There do not appear to be any established procedures for distributing and collecting materials. A considerable amount of time is spent off task because of unclear procedures.</i>	<i>Students not working directly with teacher are only partially engaged. Procedures for transitions seem to have been established, but their operation is not smooth. There appear to be established routines for distribution and collection of materials, but students are confused about how to carry them out. Classroom routines function unevenly.</i>	<i>Students are productively engaged during small-group or independent work. Transitions between large- and small-group activities are smooth. Routines for distribution and collection of materials and supplies work efficiently. Classroom routines function smoothly.</i>	<i>With minimal prompting by teacher, students ensure that their time is used productively. Students take initiative in distributing and collecting materials efficiently. Students themselves ensure that transitions and other routines are accomplished smoothly. Classroom routines function automatically.</i>
<b>Possible Examples 2c</b>	Procedures for carrying out routines are not established. (e.g., Schedule is not visible or posted and/or children are not aware of established routines.)  Transitions from whole to small group take over 15 minutes because there are long lines of students waiting to get materials/supplies.	Routines are inconsistently established. (e.g., Children are not sure what to do after the completion of an activity.)  Schedule is posted and teacher refers to it randomly-with little connection to children's needs.  Materials are prepped and ready.  Transitions from whole to small group activities require about 5 minutes with lots of repeated directions from teacher about what materials/supplies to bring to group.	Children move smoothly between group activities.  Children respond to established attention signal.  Appropriate backup materials are planned and accessible as needed.  The teacher refers and incorporates the posted visual schedule.  "Downtime" is eliminated as children move to alternative activities when appropriate.  Transitions for students take less than 3 minutes with limited prompting from teacher about required materials/supplies OR the teacher has an established timing device, such as counting down, to signal students transition with quick, efficient response.	Children remind teacher and/or classmates of what is next in the schedule.  Students re-direct a classmate to the transition and/or routines.  Child uses timer to help determine amount of time to work with a toy.  Transitions are accomplished in a seamless manner where all students complete task in 1 to 2 minutes OR have students prompting each other about steps in the transition based upon visual classroom chart.  Teachers use an activity such as a song, rhyming game, or Mighty Minutes during a transition time to avoid wati time, and to make wait time more meaningful.  Students are engaged in learning activities at all times.

Component 2d:	Managing Student Behavior
	<p>In order for students to be able to engage deeply with content, the classroom environment must be orderly; the atmosphere must feel businesslike and productive, without being authoritarian. In a productive classroom, standards of conduct are clear to students; they know what they are permitted to do and what they can expect of their classmates. Even when their behavior is being corrected, students feel respected; their dignity is not undermined. Skilled teachers regard positive student behavior not as an end in itself, but as a prerequisite to high levels of engagement in content.</p> <p>Elements of component 2d:</p> <ul style="list-style-type: none"> <li>• Expectations <i>It is clear, either from what the teacher says, or by inference from student actions, that expectations for student conduct have been established and that they are being implemented.</i></li> <li>• Monitoring of student behavior <i>Experienced teachers seem to have eyes “in the backs of their heads”; they are attuned to what’s happening in the classroom and can move subtly to help students, when necessary, reengage with the content being addressed in the lesson. At a high level, such monitoring is preventive and subtle, which makes it challenging to observe.</i></li> <li>• Response to student misbehavior <i>Even experienced teachers find that their students occasionally violate one or another of the agreed-upon standards of conduct; how the teacher responds to such infractions is an important mark of the teacher’s skill. Accomplished teachers try to understand why students are conducting themselves in such a manner (are they unsure of the content? are they trying to impress their friends?) and respond in a way that respects the dignity of the student. The best responses are those that address misbehavior early in an episode, although doing so is not always possible.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Clear standards of conduct, possibly posted, and possibly referred to during a lesson</li> <li>• Absence of acrimony between teacher and students concerning behavior</li> <li>• Teacher awareness of student conduct</li> <li>• Preventive action when needed by the teacher</li> <li>• Absence of misbehavior</li> <li>• Reinforcement of positive behavior</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<b>2d: Managing Student Behavior</b>	There appear to be no established standards of conduct, or students challenge them. There is little or no teacher monitoring of student behavior, and response to students' misbehavior is repressive or disrespectful of student dignity.	Standards of conduct appear to have been established, but their implementation is inconsistent. Teacher tries, with uneven results, to monitor student behavior and respond to student misbehavior.	Student behavior is generally appropriate. Teacher monitors student behavior against established standards of conduct. Teacher response to student misbehavior is consistent, proportionate, and respectful to students and is effective.	Student behavior is entirely appropriate. Students take an active role in monitoring their own behavior and that of other students against standards of conduct. Teacher's monitoring of student behavior is subtle and preventive. Teacher's response to student misbehavior is sensitive to individual student needs and respects students' dignity.
<b>Critical Attributes</b>	<i>The classroom environment is chaotic, with no standards of conduct evident.</i>  <i>Teacher does not monitor student behavior.</i>  <i>Some students disrupt the classroom, without apparent teacher awareness or with an ineffective response.</i>	<i>Teacher attempts to maintain order in the classroom, referring to classroom rules, but with uneven success.</i>  <i>Teacher attempts to keep track of student behavior, but with no apparent system.</i>  <i>Teacher's response to student misbehavior is inconsistent: sometimes harsh, other times lenient.</i>	<i>Standards of conduct appear to have been established and implemented successfully.</i>  <i>Overall, student behavior is generally appropriate.</i>  <i>Teacher frequently monitors student behavior.</i>	<i>Teacher silently and subtly monitors student behavior.</i>  <i>Teacher's response to student misbehavior is effective.</i>  <i>Student behavior is entirely appropriate; any student misbehavior is minor and swiftly handled.</i>
<b>Possible Examples 2d</b>	Classroom rules are not established or posted.  Noise level distracts all students from learning.  The teacher does not monitor student behavior.  Students misbehave frequently.	Classroom rules are posted but not referred to.  Most students ignore teachers request to use an indoor voice.  Teacher monitors and reacts to some indicators of behavior problems but often misses or ignores others.  Teacher response to misbehavior is inconsistent.	Classroom rules are posted with evidence of student input.  Student behavior is generally age-appropriate and misbehavior rarely continues or detracts from instruction.  Children respond to verbal and non-verbal teacher cues.  Teacher consistently monitors and prevents behavior problems with effective results.  Teacher response to misbehavior is effective particularly when focused on the positive and/or uses non-verbal cues.	Children refer to the classroom rules to monitor behavior.  Students take an active role in monitoring their own behavior and that of other students.  Student misbehavior rarely occurs.  The teacher and paraprofessional move fluently through the classroom, so as to interact and supervise every area and every child, during center time.  Peer to peer conversations are happening much of the day and are crucial to cognitive and language development.  The teacher's tone is calm and respectful at all times and uses positive redirection.

<b>Component 2e: Organizing Physical Space</b>				
	<p>The use of the physical environment to promote student learning is a hallmark of an experienced teacher. Its use varies, of course, with the age of the students: in a primary classroom, centers and reading corners may structure class activities, while with older students the position of chairs and desks can facilitate, or inhibit, rich discussion. Naturally, classrooms must be safe (no dangling wires or dangerous traffic patterns), and all students must be able to see and hear what’s going on so that they can participate actively. Both the teacher and students must make effective use of electronic and other technology.</p> <p>Elements of component 2e:</p> <ul style="list-style-type: none"> <li>• Safety and accessibility <i>Physical safety is a primary consideration of all teachers; no learning can occur if students are unsafe or if they don’t have access to the board or other learning resources.</i></li> <li>• Arrangement of furniture and use of physical resources <i>Both the physical arrangement of a classroom and the available resources provide opportunities for teachers to advance learning; when these resources are skillfully used, students can engage with the content in a productive manner. At the highest levels of performance the students themselves contribute to the physical environment.</i></li> </ul> <p>Indicators include:</p> <ul style="list-style-type: none"> <li>• Pleasant, inviting atmosphere</li> <li>• Safe environment</li> <li>• Accessibility for all students</li> <li>• Furniture arrangement suitable for the learning activities</li> <li>• Effective use of physical resources, including computer technology, by both teacher and students</li> </ul>			
	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>2e: Organizing Physical Space</i>	The classroom environment is unsafe, or learning is not accessible to many. There is poor alignment between the arrangement of furniture and resources, including computer technology, and the lesson activities.	The classroom is safe, and essential learning is accessible to most students. Teacher makes modest use of physical resources, including computer technology. Teacher attempts to adjust the classroom furniture for a lesson or, if necessary, to adjust the lesson to the furniture, but with limited effectiveness.	The classroom is safe, and students have equal access to learning activities; teacher ensures that the furniture arrangement is appropriate to the learning activities and uses physical resources, including computer technology, effectively.	The classroom environment is safe, and learning is accessible to all students, including those with special needs. Teacher makes effective use of physical resources, including computer technology. Teacher ensures that the physical arrangement is appropriate to the learning activities. Students contribute to the use or adaptation of the physical environment to advance learning.
<b>Critical Attributes</b>	<p><i>There are physical hazards in the classroom, endangering student safety.</i></p> <p><i>Many students can’t see or hear teacher or board.</i></p> <p><i>Available technology is not being used even if it is available and its use would enhance the lesson.</i></p>	<p><i>The physical environment is safe, and most students can see and hear.</i></p> <p><i>The physical environment is not an impediment to learning but does not enhance it.</i></p> <p><i>Teacher makes limited use of available technology and other resources.</i></p>	<p><i>The classroom is safe, and all students are able to see and hear.</i></p> <p><i>The classroom is arranged to support the instructional goals and learning activities.</i></p> <p><i>Teacher makes appropriate use of available technology.</i></p>	<p><i>Modifications are made to the physical environment to accommodate students with special needs.</i></p> <p><i>There is total alignment between the learning activities and the physical environment.</i></p> <p><i>Students take the initiative to adjust the physical environment.</i></p> <p><i>Teacher and students make extensive and imaginative use of available technology.</i></p>

<p><b>Possible Examples</b> <b>2e</b></p>	<p>Space poorly maintained by staff.</p> <p>Classroom space is overcrowded and does not adequately support learning.</p> <p>Visual supervision of centers is difficult to maintain.</p> <p>Several hazards exist indoors/outdoors (e.g., loose electrical cords, no outlet covers.)</p> <p>No essentials to handle emergencies available.</p>	<p>Space clean and maintained by staff.</p> <p>Sufficient space for several activities to go on at once.</p> <p>Visual supervision is adequate to protect children's health and safety.</p> <p>No major safety hazards indoors/outdoors.</p> <p>Essentials available and accessible to handle emergencies.</p> <p>Evidence that teacher rotates materials or manipulates environment to meet the purpose of lessons.</p>	<p>Messes cleaned up promptly with staff encouraging students to take ownership of materials and supplies.</p> <p>Minimum of five centers clearly defined and accessible to all students with clear guidelines for center participation (e.g., only two children at the computer at one time.)</p> <p>Visual supervision is adjusted appropriately for different ages and abilities.</p> <p>Teacher's use of technology is age-appropriate.</p>	<p>Students respect and maintain classroom environment.</p> <p>More than five centers clearly defined and accessible to all students.</p> <p>Visual supervision is adjusted appropriately for different ages and abilities, and a balance is maintained between the child's need to explore independently and maintains safety.</p> <p>Students arrange the environment to enhance an activity.</p> <p>The classroom and materials are arranged so that the preschoolers maneuver and access it independently and the materials are rotated frequently to increase engagement and to develop new skills.</p>
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## Domain 3: Instruction

Component 3a:	Communicating with Students
	<p>Teachers communicate with students for several independent, but related, purposes. First, they convey that teaching and learning are purposeful activities; they make that purpose clear to students. They also provide clear directions for classroom activities so that students know what to do; when additional help is appropriate, teachers model these activities. When teachers present concepts and information, they make those presentations with accuracy, clarity, and imagination, using precise, academic language; where amplification is important to the lesson, skilled teachers embellish their explanations with analogies or metaphors, linking them to students’ interests and prior knowledge. Teachers occasionally withhold information from students (for example, in an inquiry science lesson) to encourage them to think on their own, but what information they do convey is accurate and reflects deep understanding of the content. And teachers’ use of language is vivid, rich, and error free, affording the opportunity for students to hear language used well and to extend their own vocabularies. Teachers present complex concepts in ways that provide scaffolding and access to students.</p> <p>Elements of component 3a:</p> <ul style="list-style-type: none"> <li>• Expectations for learning <i>The goals for learning are communicated clearly to students. Even if the goals are not conveyed at the outset of a lesson (for example, in an inquiry science lesson), by the end of the lesson students are clear about what they have been learning.</i></li> <li>• Directions for activities <i>Students understand what they are expected to do during a lesson, particularly if students are working independently or with classmates, without direct teacher supervision. These directions for the lesson’s activities may be provided orally, in writing, or in some combination of the two, with modeling by the teacher, if it is appropriate.</i></li> <li>• Explanations of content <i>Skilled teachers, when explaining concepts and strategies to students, use vivid language and imaginative analogies and metaphors, connecting explanations to students’ interests and lives beyond school. The explanations are clear, with appropriate scaffolding, and, where appropriate, anticipate possible student misconceptions. These teachers invite students to be engaged intellectually and to formulate hypotheses regarding the concepts or strategies being presented.</i></li> <li>• Use of oral and written language <i>For many students, their teachers’ use of language represents their best model of both accurate syntax and a rich vocabulary; these models enable students to emulate such language, making their own more precise and expressive. Skilled teachers seize on opportunities both to use precise, academic vocabulary and to explain their use of it.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Clarity of lesson purpose</li> <li>• Clear directions and procedures specific to the lesson activities</li> <li>• Absence of content errors and clear explanations of concepts and strategies</li> <li>• Correct and imaginative use of language</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>3a: Communicating with Students</i>	The instructional purpose of the lesson is unclear to students, and the directions and procedures are confusing. Teacher's explanation of the content contains major errors and does not include any explanation of strategies students might use. Teacher's spoken or written language contains errors of grammar or syntax. Teacher's academic vocabulary is inappropriate, vague, or used incorrectly, leaving students confused.	Teacher's attempt to explain the instructional purpose has only limited success, and/or directions and procedures must be clarified after initial student confusion. Teacher's explanation of the content may contain minor errors; some portions are clear, others difficult to follow. Teacher's explanation does not invite students to engage intellectually or to understand strategies they might use when working independently. Teacher's spoken language is correct but uses vocabulary that is either limited or not fully appropriate to the students' ages or backgrounds. Teacher rarely takes opportunities to explain academic vocabulary.	The instructional purpose of the lesson is clearly communicated to students, including where it is situated within broader learning; directions and procedures are explained clearly and may be modeled. Teacher's explanation of content is scaffolded, clear, and accurate and connects with students' knowledge and experience. During the explanation of content, teacher focuses, as appropriate, on strategies students can use when working independently and invites student intellectual engagement. Teacher's spoken and written language is clear and correct and is suitable to students' ages and interests. Teacher's use of academic vocabulary is precise and serves to extend student understanding.	Teacher links the instructional purpose of the lesson to the larger curriculum; the directions and procedures are clear and anticipate possible student misunderstanding. Teacher's explanation of content is thorough and clear, developing conceptual understanding through clear scaffolding and connecting with students' interests. Students contribute to extending the content by explaining concepts to their classmates and suggesting strategies that might be used. Teacher's spoken and written language is expressive, and teacher finds opportunities to extend students' vocabularies, both within the discipline and for more general use. Students contribute to the correct use of academic vocabulary.
<b>Critical Attributes</b>	<p><i>At no time during the lesson does teacher convey to students what they will be learning.</i></p> <p><i>Students indicate through their questions that they are confused about the learning task.</i></p> <p><i>Teacher makes a serious content error that will affect students' understanding of the lesson.</i></p> <p><i>Students indicate through body language or questions that they don't understand the content being presented.</i></p> <p><i>Teacher's communications include errors of vocabulary or usage or imprecise use of academic language.</i></p> <p><i>Teacher's vocabulary is inappropriate to the age or culture of the students.</i></p>	<p><i>Teacher provides little elaboration or explanation about what the students will be learning.</i></p> <p><i>Teacher must clarify the learning task so students can complete it.</i></p> <p><i>Teacher makes no serious content errors but may make minor ones.</i></p> <p><i>Teacher's explanation of the content consists of a monologue, with minimal participation or intellectual engagement by students.</i></p> <p><i>Teacher's explanations of content are purely procedural, with no indication of how students can think strategically.</i></p> <p><i>Teacher's vocabulary and usage are correct but unimaginative.</i></p> <p><i>When teacher attempts to explain academic vocabulary, the effort is only partially successful.</i></p> <p><i>Teacher's vocabulary is too advanced, or too juvenile, for students.</i></p>	<p><i>Teacher states clearly, at some point during the lesson, what the students will be learning.</i></p> <p><i>If appropriate, teacher models the process to be followed in the task.</i></p> <p><i>Students engage with the learning task, indicating that they understand what they are to do.</i></p> <p><i>Teacher makes no content errors.</i></p> <p><i>Teacher's explanation of content is clear and invites student participation and thinking.</i></p> <p><i>Teacher describes specific strategies students might use, inviting students to interpret them in the context of what they're learning.</i></p> <p><i>Teacher's vocabulary and usage are correct and entirely suited to the lesson, including, where appropriate, explanations of academic vocabulary.</i></p> <p><i>Teacher's vocabulary is appropriate to students' ages and levels of development.</i></p>	<p><i>If asked, students are able to explain what they are learning.</i></p> <p><i>Teacher explains content clearly and imaginatively, using metaphors and analogies to bring content to life.</i></p> <p><i>Teacher points out possible areas for misunderstanding.</i></p> <p><i>Teacher invites students to explain the content to their classmates.</i></p> <p><i>Students suggest other strategies they might use in approaching a challenge or analysis.</i></p> <p><i>Teacher uses rich language, offering brief vocabulary lessons where appropriate, both for general vocabulary and for the discipline.</i></p> <p><i>Students use academic language correctly.</i></p>

<p><i>Possible Examples</i> <b>3a</b></p>	<p>Teacher gives unclear and confusing directions.</p> <p>Most students appear confused and uninterested in the materials provided and don't use them.</p> <p>Teacher does not clarify vocabulary and content that is confusing or unclear.</p>	<p>Teacher begins lesson by passing out materials with little explanation.</p> <p>A few students appear confused and uninterested in using the materials provided during small group lesson.</p> <p>Teacher's explanation of content is clear but does not invite student participation or encourage students to think.</p>	<p>Teacher states clearly what the students will be learning using age appropriate vocabulary.</p> <p>If appropriate, the teacher models the use of materials and calls attention to how students use materials.</p> <p>Teacher's explanation of content invites student participation and thinking.</p>	<p>Teacher states clearly what the students will be learning using rich language and age appropriate vocabulary and focuses their attention on the purpose of the lesson.</p> <p>Students explain directions to peers and share different approaches to modeling materials.</p> <p>Students share among each other how they are using materials.</p> <p>Teacher checks for understanding by asking students to share what they are doing, encouraging the use of new vocabulary and links concepts and activities to previous lessons and to the students' actual lives and interests.</p> <p>If appropriate, the teacher models the use of materials and calls attention to how others are using materials.</p>
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Component 3b:	Using Questioning and Discussion Techniques
	<p>Questioning and discussion are the only instructional strategies specifically referred to in the framework for teaching, a decision that reflects their central importance to teachers' practice. In the framework it is important that questioning and discussion be used as techniques to deepen student understanding rather than serve as recitation, or a verbal "quiz." Good teachers use divergent as well as convergent questions, framed in such a way that they invite students to formulate hypotheses, make connections, or challenge previously held views. Students' responses to questions are valued; effective teachers are especially adept at responding to and building on student responses and making use of their ideas. High-quality questions encourage students to make connections among concepts or events previously believed to be unrelated and to arrive at new understandings of complex material. Effective teachers also pose questions for which they do not know the answers. Even when a question has a limited number of correct responses, the question, being non-formulaic, is likely to promote student thinking.</p> <p>Class discussions are animated, engaging all students in important issues and promoting the use of precise language to deepen and extend their understanding. These discussions may be based around questions formulated by the students themselves. Furthermore, when a teacher is building on student responses to questions (whether posed by the teacher or by other students) students are challenged to explain their thinking and to cite specific text or other evidence (for example, from a scientific experiment) to back up a position. This focus on argumentation forms the foundation of logical reasoning, a critical skill in all disciplines.</p> <p>Not all questions must be at a high cognitive level in order for a teacher's performance to be rated at a high level; that is, when exploring a topic, a teacher might begin with a series of questions of low cognitive challenge to provide a review, or to ensure that everyone in the class is "on board." Furthermore, if questions are at a high level, but only a few students participate in the discussion, the teacher's performance on the component cannot be judged to be at a high level. In addition, during lessons involving students in small-group work, the quality of the students' questions and discussion in their small groups may be considered as part of this component. In order for students to formulate high-level questions, they must have learned how to do so. Therefore, high-level questions from students, either in the full class or in small-group discussions, provide evidence that these skills have been taught.</p> <p>Elements of component 3b:</p> <ul style="list-style-type: none"> <li> <p><b>Quality of questions/prompts</b>  <i>Questions of high quality cause students to think and reflect, to deepen their understanding, and to test their ideas against those of their classmates. When teachers ask questions of high quality, they ask only a few of them and provide students with sufficient time to think about their response, to reflect on the comments of their classmates, and to deepen their understanding. Occasionally, for the purposes of review, teachers ask students a series of (usually low-level) questions in a type of verbal quiz. This technique may be helpful for the purpose of establishing the facts of a historical event, for example, but should not be confused with the use of questioning to deepen students' understanding.</i></p> </li> <li> <p><b>Discussion techniques</b>  <i>Effective teachers promote learning through discussion. A foundational skill that students learn through engaging in discussion is that of explaining their thinking and justifying their conclusions. Teachers skilled in the use of questioning and discussion techniques challenge students to examine their premises, to build a logical argument, and to critique the arguments of others. Some teachers report, "We discussed x" when what they mean is "I said x." That is, some teachers confuse discussion with explanation of content; as important as that is, it's not discussion. Rather, in a true discussion a teacher poses a question and invites all students' views to be heard, enabling students to engage in discussion directly with one another, not always mediated by the teacher. Furthermore, in conducting discussions, skilled teachers build further questions on student responses and insist that students examine their premises, build a logical argument, and critique the arguments of others.</i></p> </li> <li> <p><b>Student participation</b>  <i>In some classes a few students tend to dominate the discussion; other students, recognizing this pattern, hold back their contributions. The skilled teacher uses a range of techniques to encourage all students to contribute to the discussion and enlists the assistance of students to ensure this outcome.</i></p> </li> </ul>

	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• Questions of high cognitive challenge, formulated by both students and teacher</li> <li>• Questions with multiple correct answers or multiple approaches, even when there is a single correct response</li> <li>• Effective use of student responses and ideas</li> <li>• Discussion, with the teacher stepping out of the central, mediating role</li> <li>• Focus on the reasoning exhibited by students in discussion, both in give and take with the teacher and with their classmates</li> <li>• High levels of student participation in discussion</li> </ul>			
	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>3b: Using Questioning and Discussion Techniques</i>	<p>Teacher's questions are of low cognitive challenge, with single correct responses, and are asked in rapid succession. Interaction between teacher and students is predominantly recitation-style, with teacher mediating all questions and answers; teacher accepts all contributions without asking students to justify their reasoning. Only a few students participate in the discussion.</p>	<p>Teacher's questions lead students through a single path of inquiry, with answers seemingly determined in advance. Alternatively, teacher attempts to ask some questions designed to engage students in thinking, but only a few students are involved. Teacher attempts to engage all students in the discussion, to encourage them to respond to one another, and to explain their thinking, with uneven results.</p>	<p>While teacher may use some low-level questions, he or she poses questions designed to promote student thinking and understanding. Teacher creates a genuine discussion among students, providing adequate time for students to respond and stepping aside when doing so is appropriate. Teacher challenges students to justify their thinking and successfully engages most students in the discussion, employing a range of strategies to ensure that most students are heard.</p>	<p>Teacher uses a variety or series of questions or prompts to challenge students cognitively, advance high-level thinking and discourse, and promote metacognition. Students formulate many questions, initiate topics, challenge one another's thinking, and make unsolicited contributions. Students themselves ensure that all voices are heard in the discussion.</p>
<b>Critical Attributes</b>	<p><i>Questions are rapid-fire and convergent, with a single correct answer.</i></p> <p><i>Questions do not invite student thinking.</i></p> <p><i>All discussion is between teacher and students; students are not invited to speak directly to one another.</i></p> <p><i>Teacher does not ask students to explain their thinking.</i></p> <p><i>A very few students dominate the discussion.</i></p>	<p><i>Teacher frames some questions designed to promote student thinking, but many have a single correct answer, and teacher calls on students quickly.</i></p> <p><i>Teacher invites students to respond directly to one another's ideas, but few students respond.</i></p> <p><i>Teacher calls on many students, but only a small number actually participate in the discussion.</i></p> <p><i>Teacher asks students to justify their reasoning, but only some students attempt to do so.</i></p>	<p><i>Teacher uses open-ended questions, inviting students to think and/or offer multiple possible answers.</i></p> <p><i>Teacher makes effective use of wait time. Discussions enable students to talk to one another without ongoing mediation by teacher.</i></p> <p><i>Teacher calls on most students, even those who don't initially volunteer.</i></p> <p><i>Many students actively engage in the discussion.</i></p> <p><i>Teacher asks students to explain their reasoning, and most attempt to do so.</i></p>	<p><i>Teacher builds on and uses student responses to questions in order to deepen student understanding.</i></p> <p><i>Students extend the discussion, enriching it.</i></p> <p><i>Virtually all students are engaged in the discussion.</i></p>

<p><b>Possible Examples</b> <b>3b</b></p>	<p>Teacher's questions are of low cognitive or low level and elicit a single correct response.</p> <p>Teacher asks questions in asked rapid succession with little or no opportunity for student response.</p> <p>There is a recitation style of learning, it is teacher directed and a few students dominate. (e.g., children sit on carpet for a long period with teacher talking.)</p>	<p>Teacher attempts to frame some questions designed to promote thinking and understanding with uneven results.</p> <p>Teacher predominantly uses closed-ended questions.</p> <p>Teacher rarely follows up to a child's response or does so with a response that does not provoke thought.</p>	<p>Teacher primarily poses questions to promote thinking and understanding.</p> <p>In both large and small groups, teacher creates opportunities for most students to be heard. (e.g., While reading the story about the three pigs, a teacher asks, "What do you think may happen next? Why did the wolf blow down the house? If you were the author, how would this story end?")</p> <p>During a walk outside, a child notices a shadow, which prompts a discussion of shadows.</p>	<p>Students formulate many questions, initiate topics, and make unsolicited contributions. (e.g., Student asks the teacher to predict which car will make it down the ramp first.)</p> <p>Teacher asks many open-ended questions such as "how" and "why" questions to develop thinking skills and will ask follow-up questions to promote further understanding.</p> <p>Students read to peers in the library center and ask other children to make predictions.</p> <p>At circle time, the teacher brings a mystery box with an item(s) in it. The children feel it one time, then the group asks questions about the mystery item, until they successfully guess what the item is.</p>
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Component 3c:	Engaging Students in Learning
	<p>Student engagement in learning is the centerpiece of the framework for teaching; all other components contribute to it. When students are engaged in learning, they are not merely “busy,” nor are they only “on task.” Rather, they are intellectually active in learning important and challenging content. The critical distinction between a classroom in which students are compliant and busy, and one in which they are engaged, is that in the latter students are developing their understanding through what they do. That is, they are engaged in discussion, debate, answering “what if?” questions, discovering patterns, and the like. They may be selecting their work from a range of (teacher arranged) choices, and making important contributions to the intellectual life of the class. Such activities don’t typically consume an entire lesson, but they are essential components of engagement.</p> <p>A lesson in which students are engaged usually has a discernible structure: a beginning, a middle, and an end, with scaffolding provided by the teacher or by the activities themselves. Student tasks are organized to provide cognitive challenge, and then students are encouraged to reflect on what they have done and what they have learned. That is, the lesson has closure, in which teachers encourage students to derive the important learning from the learning tasks, from the discussion, or from what they have read. Critical questions for an observer in determining the degree of student engagement are “What are the students being asked to do? Does the learning task involve thinking? Are students challenged to discern patterns or make predictions?” If the answer to these questions is that students are, for example, filling in blanks on a worksheet or performing a rote procedure, they are unlikely to be cognitively engaged.</p> <p>In observing a lesson, it is essential not only to watch the teacher but also to pay close attention to the students and what they are doing. The best evidence for student engagement is what students are saying and doing as a consequence of what the teacher does, or has done, or has planned. And while students may be physically active (e.g., using manipulative materials in mathematics or making a map in social studies), it is not essential that they be involved in a hands-on manner; it is, however, essential that they be challenged to be “minds-on.”</p> <p>Elements of component 3c:</p> <ul style="list-style-type: none"> <li>• Activities and assignments <i>The activities and assignments are the centerpiece of student engagement, since they determine what it is that students are asked to do. Activities and assignments that promote learning require student thinking that emphasizes depth over breadth and encourage students to explain their thinking.</i></li> <li>• Grouping of students <i>How students are grouped for instruction (whole class, small groups, pairs, individuals) is one of the many decisions teachers make every day. There are many options; students of similar background and skill may be clustered together, or the more-advanced students may be spread around into the different groups. Alternatively, a teacher might permit students to select their own groups, or they could be formed randomly.</i></li> <li>• Instructional materials and resources <i>The instructional materials a teacher selects to use in the classroom can have an enormous impact on students’ experience. Though some teachers are obliged to use a school or district’s officially sanctioned materials, many teachers use these selectively or supplement them with others of their choosing that are better suited to engaging students in deep learning—for example, the use of primary source materials in social studies.</i></li> <li>• Structure and pacing <i>No one, whether an adult or a student, likes to be either bored or rushed in completing a task. Keeping things moving, within a well-defined structure, is one of the marks of an experienced teacher. And since much of student learning results from their reflection on what they have done, a well-designed lesson includes time for reflection and closure.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Student enthusiasm, interest, thinking, problem solving, etc.</li> <li>• Learning tasks that require high-level student thinking and invite students to explain their thinking</li> <li>• Students highly motivated to work on all tasks and persistent even when the tasks are challenging</li> <li>• Students actively “working,” rather than watching while their teacher “works”</li> <li>• Suitable pacing of the lesson: neither dragged out nor rushed, with time for closure and student reflection</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>3c: Engaging Students in Learning</i>	The learning tasks/ activities, materials and, resources are poorly aligned with the instructional outcomes, or require only rote responses, with only one approach possible. The groupings of students are unsuitable to the activities. The lesson has no clearly defined structure, or the pace of the lesson is too slow or rushed.	The learning tasks and activities require only minimal thinking by students and little opportunity for them to explain their thinking, allowing most students to be passive or merely compliant. The groupings of students are moderately suitable to the activities. The lesson has a recognizable structure; however, the pacing of the lesson may not provide students the time needed to be intellectually engaged or may be so slow that many students have a considerable amount of “down time.”	The learning tasks and activities are activities are fully aligned with the instructional outcomes and are designed to challenge student thinking, inviting students to make their thinking visible. This technique results in active intellectual engagement by most students with important and challenging content and with teacher scaffolding to support that engagement. The groupings of students are suitable to the activities. The lesson has a clearly defined structure, and the pacing of the lesson is appropriate, providing most students the time needed to be intellectually engaged.	Virtually all students are intellectually engaged in challenging content through well-designed learning tasks and activities that require complex thinking on their part. Teacher provides suitable scaffolding and challenges students to explain their thinking. There is evidence of some student initiation of inquiry and student contributions to the exploration of important content; students may serve as resources for one another.. The lesson has a clearly defined structure, and the pacing of the lesson provides students the time needed not only to intellectually engage with and reflect upon their learning but also to consolidate their understanding.
<b>Critical Attributes</b>	<p><i>Few students are intellectually engaged in the lesson.</i></p> <p><i>Learning tasks/activities and materials require only recall or have a single correct response or method.</i></p> <p><i>Only one type of instructional group is used (whole group, small groups) when variety would promote more student engagement.</i></p> <p><i>Instructional materials used are unsuitable to the lesson and/or the students.</i></p> <p><i>The lesson drags or is rushed.</i></p>	<p><i>Some students are intellectually engaged in the lesson.</i></p> <p><i>Learning tasks are a mix of those requiring thinking and those requiring recall.</i></p> <p><i>Student engagement with the content is largely passive, the learning consisting primarily of facts or procedures.</i></p> <p><i>The instructional groupings used are moderately appropriate to the activities.</i></p> <p><i>Few of the materials and resources require student thinking or ask students to explain their thinking. The pacing of the lesson is uneven—suitable in parts but rushed or dragging in others.</i></p>	<p><i>Most students are intellectually engaged in the lesson.</i></p> <p><i>Most learning tasks have multiple correct responses or approaches and/or encourage higher-order thinking.</i></p> <p><i>Students are invited to explain their thinking as part of completing tasks.</i></p> <p><i>Teacher uses groupings that are suitable to the lesson activities.</i></p> <p><i>Materials and resources require intellectual engagement, as appropriate.</i></p> <p><i>The pacing of the lesson provides students the time needed to be intellectually engaged.</i></p>	<p><i>Virtually all students are intellectually engaged in the lesson.</i></p> <p><i>Lesson activities require high-level student thinking and explanations of their thinking.</i></p> <p><i>Students take initiative to improve the lesson by (1) modifying a learning task to make it more meaningful or relevant to their needs, (2) suggesting modifications to the grouping patterns used, and/or (3) suggesting modifications or additions to the materials being used.</i></p> <p><i>Students have an opportunity for reflection and closure on the lesson to consolidate their understanding.</i></p>
<b>Possible Examples 3c</b>	<p>Students do not appear interested/ engaged in activities.</p> <p>Teacher makes no attempt or is unsuccessful at orienting and guiding students toward learning objectives.</p> <p>Pace is inappropriate-lesson drags or is rushed.</p>	<p>At times throughout the day, children are intellectually interested or engaged in activities.</p> <p>Some activities are appropriate and partially achieve the learning objective.</p> <p>The pacing of the lesson is uneven.</p>	<p>Most students are intellectually engaged in activities.</p> <p>Lessons are purposeful and align to learning objectives.</p> <p>Pacing is suitable and provides time needed to be intellectually engaged.</p>	<p>Virtually all students are intellectually engaged in activities and the teacher uses a variety of modalities and differentiated materials to interest students.</p> <p>Students pose questions to teachers and/or peers, expand on teacher directed questions and ideas.</p>

	<p>Lesson is too long and children are unable to stay focused.</p> <p>Students are given materials without an intentional purpose in order to keep them busy.</p>	<p>Activities are a mix of higher-level thinking and rote recall.</p> <p>Children do not respond in partner work, limited engagement in activities.</p> <p>During story time, teacher reads the story and attempts to relate concepts to students' prior knowledge.</p> <p>Students need regular assistance to engage with materials.</p>	<p>Materials support learning goals and require intellectual engagement.</p> <p>Children remain involved in centers during the allotted time.</p> <p>Children respond to questions, interact with peers and teachers for the duration of the activity.</p>	<p>Children retell the story in their own words.</p> <p>Students ask for additional materials to create individual props, collages, etc.</p> <p>Children create different uses for provided materials. (e.g., create child-generated signs, labels, etc.)</p> <p>Children initiate connections to their culture, prior knowledge, life experiences, etc.</p>
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Component 3d:	Using Assessment in Instruction
	<p>Assessment of student learning plays an important new role in teaching: no longer signaling the <i>end</i> of instruction, it is now recognized to be an integral <i>part</i> of instruction. While assessment <i>of</i> learning has always been and will continue to be an important aspect of teaching (it's important for teachers to know whether students have learned what teachers intend), assessment <i>for</i> learning has increasingly come to play an important role in classroom practice. And in order to assess student learning for the purposes of instruction, teachers must have a "finger on the pulse" of a lesson, monitoring student understanding and, where feedback is appropriate, offering it to students.</p> <p>A teacher's actions in monitoring student learning, while they may superficially look the same as those used in monitoring student behavior, have a fundamentally different purpose. When monitoring behavior, teachers are alert to students who may be passing notes or bothering their neighbors; when monitoring student learning, teachers look carefully at what students are writing, or listen carefully to the questions students ask, in order to gauge whether they require additional activity or explanation to grasp the content. In each case, the teacher may be circulating in the room, but his/her purpose in doing so is quite different in the two situations.</p> <p>Similarly, on the surface, questions asked of students for the purpose of monitoring learning are fundamentally different from those used to build understanding; in the former, the questions seek to reveal students' misconceptions, whereas in the latter the questions are designed to explore relationships or deepen understanding. Indeed, for the purpose of monitoring, many teachers create questions specifically to elicit the extent of student understanding and use additional techniques (such as exit tickets) to determine the degree of understanding of every student in the class. Teachers at high levels of performance in this component, then, demonstrate the ability to encourage students and actually to teach them the necessary skills of monitoring their own learning against clear standards.</p> <p>But as important as monitoring student learning and providing feedback to students are, however, they are greatly strengthened by a teacher's skill in making midcourse corrections when needed, seizing on a "teachable moment," or enlisting students' particular interests to enrich an explanation.</p> <p>Elements of component 3d:</p> <ul style="list-style-type: none"> <li>• Assessment criteria <i>It is essential that students know the criteria for assessment. At its highest level, students themselves have had a hand in articulating the criteria for, for example, a clear oral presentation.</i></li> <li>• Monitoring of student learning <i>A teacher's skill in eliciting evidence of student understanding is one of the true marks of expertise. This is not a hit-or-miss effort, but is planned carefully in advance. Even after planning carefully, however, a teacher must weave monitoring of student learning seamlessly into the lesson, using a variety of techniques.</i></li> <li>• Feedback to students <i>Feedback on learning is an essential element of a rich instructional environment; without it, students are constantly guessing at how they are doing and at how their work can be improved. Valuable feedback must be timely, constructive, and substantive and must provide students the guidance they need to improve their performance.</i></li> <li>• Student self-assessment and monitoring of progress <i>The culmination of students' assumption of responsibility for their learning is when they monitor their own learning and take appropriate action. Of course, they can do these things only if the criteria for learning are clear and if they have been taught the skills of checking their work against clear criteria.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Teacher paying close attention to evidence of student understanding</li> <li>• Teacher posing specifically created questions to elicit evidence of student understanding</li> <li>• Teacher circulating to monitor student learning and to offer feedback</li> <li>• Students assessing their own work against established criteria</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>3d: Using Assessment in Instruction</i>	Students do not appear to be aware of the assessment criteria, and there is little or no monitoring of student learning; feedback is absent or of poor quality. Students do not engage in self- or peer assessment.	Students appear to be only partially aware of the assessment criteria, and teacher monitors student learning for the class as a whole. Questions and assessments are rarely used to diagnose evidence of learning. Feedback to students is general, and few students assess their own work.	Students appear to be aware of the assessment criteria, and teacher monitors student learning for groups of students. Questions and assessments are regularly used to diagnose evidence of learning. Feedback to groups of students is accurate and specific; some students engage in self-assessment.	Assessment is fully integrated into instruction, through extensive use of formative assessment. Students appear to be aware of, and there is some evidence that they have contributed to, the assessment criteria. Questions and assessments are used regularly to diagnose evidence of learning by individual students. A variety of forms of feedback, from both teacher and peers, is accurate and specific and advances learning. Students self-assess and monitor their own progress. Teacher successfully differentiates instruction to address individual students' misunderstandings.
<b>Critical Attributes</b>	<p><i>Teacher gives no indication of what high-quality work looks like.</i></p> <p><i>Teacher makes no effort to determine whether students understand the lesson.</i></p> <p><i>Students receive no feedback, or feedback is global or directed to only one student.</i></p> <p><i>Teacher does not ask students to evaluate their own or classmates' work.</i></p>	<p><i>There is little evidence that the students understand how their work will be evaluated.</i></p> <p><i>Teacher monitors understanding through a single method, or without eliciting evidence of understanding from students.</i></p> <p><i>Feedback to students is vague and not oriented toward future improvement of work.</i></p> <p><i>Teacher makes only minor attempts to engage students in self- or peer assessment.</i></p>	<p><i>Teacher makes the standards of high-quality work clear to students.</i></p> <p><i>Teacher elicits evidence of student understanding.</i></p> <p><i>Students are invited to assess their own work and make improvements; most of them do so.</i></p> <p><i>Feedback includes specific and timely guidance at least for groups of students.</i></p>	<p><i>Students indicate that they clearly understand the characteristics of high-quality work, and there is evidence that students have helped establish the evaluation criteria.</i></p> <p><i>Teacher is constantly "taking the pulse" of the class; monitoring of student understanding is sophisticated and continuous and makes use of strategies to elicit information about individual student understanding.</i></p> <p><i>Students monitor their own understanding, either on their own initiative or as a result of tasks set by teacher.</i></p> <p><i>High-quality feedback comes from many sources, including students; it is specific and focused on improvement.</i></p>
<b>Possible Examples 3d</b>	<p>Teacher's system for assessing students is limited or absent.</p> <p>Teacher uses no system to monitor student learning or a system that is primarily based on a single form of data.</p> <p>Little or no evidence of authentic/formative assessment information used. (e.g., Teacher does not use a portfolio assessment system that is aligned to curriculum.)</p> <p>Teacher feedback is general and masked as praise such as "Good job."</p>	<p>Teacher's system for assessing students via questions, anecdotal records, observations, photos, and/or work samples is sporadic.</p> <p>Teacher questioning is rarely used to elicit student understanding and is mostly closed-ended.</p> <p>Teacher feedback is not specific or individualized, and does not develop future improvement of student work.</p>	<p>Teacher's system for assessing students via questions, anecdotal records, observations, photos, and/or work samples is observed and is effective.</p> <p>Teacher collects evidence, work samples or anecdotal records daily. (e.g., While engaging children in centers, teacher frequently writes anecdotal records and collects work samples.)</p> <p>Teacher uses a combination of open-ended and closed-ended questions.</p> <p>Teacher engages in feedback with students and repeats or extends the students' responses.</p>	<p>Teacher collects evidence, work samples or anecdotal records for all children and weekly use the information to intentionally plan and differentiate instruction.</p> <p>Teacher regularly uses questions to monitor and provide evidence of student learning.</p> <p>Students apply teacher/student feedback in their own learning. (e.g., While students are in centers, the teacher circulates and engages children in prolonged exchanges and dialogue.)</p> <p>During center time, the teacher supports complex dramatic play by giving hints and cues as well as models behavior to scaffold learning.</p>

				The teacher posts reminder phrases and questions to assure that she/he and staff are questioning and responding to the children in an encouraging manner.
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Component 3e:	Demonstrating Flexibility and Responsiveness
	<p>“Flexibility and responsiveness” refer to a teacher’s skill in making adjustments in a lesson to respond to changing conditions. When a lesson is well planned, there may be no need for changes during the course of the lesson itself. Shifting the approach in midstream is not always necessary; in fact, with experience comes skill in accurately predicting how a lesson will go and being prepared for different possible scenarios. But even the most skilled, and best prepared, teachers will on occasion find either that a lesson is not proceeding as they would like or that a teachable moment has presented itself. They are ready for such situations. Furthermore, teachers who are committed to the learning of all students persist in their attempts to engage them in learning, even when confronted with initial setbacks.</p> <p>Elements of component 3e:</p> <ul style="list-style-type: none"> <li>• Lesson adjustment <i>Experienced teachers are able to make both minor and (at times) major adjustments to a lesson, or midcourse corrections. Such adjustments depend on a teacher’s store of alternate instructional strategies and the confidence to make a shift when needed.</i></li> <li>• Response to students <i>Occasionally during a lesson an unexpected event will occur that presents a true teachable moment. It is a mark of considerable teacher skill to be able to capitalize on such opportunities.</i></li> <li>• Persistence <i>Committed teachers don’t give up easily; when students encounter difficulty in learning (which all do at some point), these teachers seek alternate approaches to help their students be successful. In these efforts, teachers display a keen sense of efficacy.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Incorporation of student interests and events of the day into a lesson</li> <li>• Visible adjustment in the face of student lack of understanding</li> <li>• Teacher seizing on a teachable moment</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>3e: Demonstrating Flexibility and Responsiveness</i>	Teacher adheres rigidly to an instruction plan in spite of evidence of poor student understanding or students' lack of interest. Teacher ignores student questions; when students have difficulty learning, teacher blames them or their home environment for their lack of success.	Teacher attempts to adjust the lesson to accommodate and respond to student questions and interests with mixed results. Teacher accepts responsibility for the success of all students but has only a limited repertoire of strategies to use.	If impromptu measures are needed, teacher makes a minor adjustment to the lesson and does so smoothly. Teacher successfully accommodates student questions and interests. Drawing on a broad repertoire of strategies, teacher persists in seeking approaches for students who have difficulty learning.	Teacher seizes an opportunity to enhance learning, building on a spontaneous event or student interests, or successfully adjusts and differentiates instruction to address individual student misunderstandings. Using an extensive repertoire of instructional strategies and soliciting additional resources from the school or community, teacher persists in seeking effective approaches for students who need help.
<b>Critical Attributes</b>	<i>Teacher ignores indications of student boredom or lack of understanding. Teacher brushes aside student questions. Teacher conveys to students that when they have difficulty learning it is their fault. In reflecting on practice, teacher does not indicate that it is important to reach all students. Despite evident student confusion, teacher makes no attempt to adjust the lesson.</i>	<i>Teacher's efforts to modify the lesson are only partially successful. Teacher makes perfunctory attempts to incorporate student questions and interests into the lesson. Teacher conveys to students a level of responsibility for their learning but also his or her uncertainty about how to assist them. In reflecting on practice, teacher indicates the desire to reach all students but does not suggest strategies to do so.</i>	<i>When improvising becomes necessary, teacher makes adjustments to the lesson.  Teacher incorporates students' interests and questions into the heart of the lesson.  Teacher conveys to students that s/he has other approaches to try when the students experience difficulty.  In reflecting on practice, teacher cites multiple approaches undertaken to reach students having difficulty.</i>	<i>Teacher's adjustments to the lesson, when needed, are designed to assist individual students. Teacher seizes on a teachable moment to enhance a lesson. Teacher conveys to students that s/he won't consider a lesson "finished" until every student understands and that s/he has a broad range of approaches to use. In reflecting on practice, teacher can cite others in the school and beyond whom s/he has contacted for assistance in reaching some students.</i>
<b>Possible Examples 3e</b>	The teacher ignores a child's suggestion to include a block from the block area as an illustration of a shape mentioned in a story.  Teacher is unresponsive to student behavior and keeping students engaged.  During center time, the teacher comments, "It's December, so no more pumpkins in the art area, okay?"	Teacher makes minimal adjustments to plans and sometimes is unaware of students who need extra support, assistance, or attention.  Teacher attempts to engage students in questioning or interests, but does not deviate from scripted lesson to support student interest or understanding.	Teacher successfully makes minor adjustments to address student interest and behavior.  Teacher allows students to explain their reasoning when solving problems and makes lesson adjustments.	Teacher makes major adjustments to planned lessons and plans around their interests and is aware of students who need additional support and accommodations..  Teacher extends students learning into extended lessons, incorporating additional resources from home or community.  The teacher recognizes when the students are wiggly and not engaged, and realizes it is time to switch gears and change activities.  After several months, the teacher notices that the students are not using the writing center, and so he/she adds some attractive stationary, envelopes, stamplike stickers, etc. to attract the students to center.

## Domain 4: Professional Responsibilities

Component 4a:	Reflecting on Teaching
	<p>Reflecting on teaching encompasses the teacher’s thinking that follows any instructional event, an analysis of the many decisions made in both the planning and the implementation of a lesson. By considering these elements in light of the impact they had on student learning, teachers can determine where to focus their efforts in making revisions and choose which aspects of the instruction they will continue in future lessons. Teachers may reflect on their practice through collegial conversations, journal writing, examining student work, conversations with students, or simply thinking about their teaching. Reflecting with accuracy and specificity, as well as being able to use in future teaching what has been learned, is an acquired skill; mentors, coaches, and supervisors can help teachers acquire and develop the skill of reflecting on teaching through supportive and deep questioning. Over time this way of thinking both reflectively and self-critically and of analyzing instruction through the lens of student learning—whether excellent, adequate, or inadequate—becomes a habit of mind, leading to improvement in teaching and learning.</p> <p>Elements of component 4a:</p> <ul style="list-style-type: none"><li>• Accuracy <i>As teachers gain experience, their reflections on practice become more accurate, corresponding to the assessments that would be given by an external and unbiased observer. Not only are the reflections accurate, but teachers can provide specific examples from the lesson to support their judgments.</i></li><li>• Use in future teaching <i>If the potential of reflection to improve teaching is to be fully realized, teachers must use their reflections to make adjustments in their practice. As their experience and expertise increases, teachers draw on an ever-increasing repertoire of strategies to inform these adjustments.</i></li></ul> <p>Indicators:</p> <ul style="list-style-type: none"><li>• Accurate reflections on a lesson</li><li>• Citation of adjustments to practice that draw on a repertoire of strategies</li></ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>4a: Reflecting on Teaching</i>	Teacher does not know whether a lesson was effective or achieved its instructional outcomes, or teacher profoundly misjudges the success of a lesson. Teacher has no suggestions for how a lesson could be improved.	Teacher has a generally accurate impression of a lesson's effectiveness and the extent to which instructional outcomes were met. Teacher makes general suggestions about how a lesson could be improved.	Teacher makes an accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes and can cite general references to support the judgment. Teacher makes a few specific suggestions of what could be tried another time the lesson is taught.	Teacher makes a thoughtful and accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes, citing many specific examples from the lesson and weighing the relative strengths of each. Drawing on an extensive repertoire of skills, teacher offers specific alternative actions, complete with the probable success of different courses of action.
<b>Critical Attributes</b>	<i>Teacher considers the lesson but draws incorrect conclusions about its effectiveness.</i>  <i>Teacher makes no suggestions for improvement.</i>	<i>Teacher has a general sense of whether or not instructional practices were effective.</i>  <i>Teacher offers general modifications for future instruction.</i>	<i>Teacher accurately assesses the effectiveness of instructional activities used.</i>  <i>Teacher identifies specific ways in which a lesson might be improved.</i>	<i>Teacher's assessment of the lesson is thoughtful and includes specific indicators of effectiveness.</i>  <i>Teacher's suggestions for improvement draw on an extensive repertoire.</i>
<b>Possible Examples 4a</b>	Despite evidence to the contrary, the teacher says, "My students did great on that lesson!"  The teacher says, "That was awful; I wish I knew what to do."	At the end of the lesson the teacher says, "I guess that went okay."  The teacher says, "I guess I'll try ___ next time."	The teacher says, "I wasn't pleased with the level of engagement of the students because they were distracted."  The teacher documents on lesson plan several possible lesson improvements.	The teacher says, "I think that lesson worked pretty well, although I was disappointed in the level of engagement of the students. Johnny asked when we were going to go outside and several other students said, "I'm bored."  The teacher and paraprofessional take time to reflect personally on each day and each activity, as well as reflecting together to formulate a plan for better application when the activity is revisited, as well as a better approach to each child.

Component 4b:	Maintaining Accurate Records
	<p>An essential responsibility of professional educators is keeping accurate records of both instructional and noninstructional events. These include student completion of assignments, student progress in learning, and noninstructional activities that are part of the day-to-day functions in a school setting, such as the return of signed permission slips for a field trip and money for school pictures. Proficiency in this component is vital because these records inform interactions with students and parents and allow teachers to monitor learning and adjust instruction accordingly. The methods of keeping records vary as much as the type of information being recorded. For example, teachers may keep records of formal assessments electronically, using spreadsheets and databases, which allow for item analysis and individualized instruction. A less formal means of keeping track of student progress may include anecdotal notes that are kept in student folders.</p> <p>Elements of component 4b:</p> <ul style="list-style-type: none"> <li>• Student completion of assignments <i>Most teachers, particularly at the secondary level, need to keep track of student completion of assignments, including not only whether the assignments were actually completed but also students' success in completing them.</i></li> <li>• Student progress in learning <i>In order to plan instruction, teachers need to know where each student "is" in his or her learning. This information may be collected formally or informally but must be updated frequently.</i></li> <li>• Noninstructional records <i>Noninstructional records encompass all the details of school life for which records must be maintained, particularly if they involve money. Examples are such things as knowing which students have returned their permissions slips for a field trip or which students have paid for their school pictures.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Routines and systems that track student completion of assignments</li> <li>• Systems of information regarding student progress against instructional outcomes</li> <li>• Processes of maintaining accurate noninstructional records</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>4b: Maintaining Accurate Records</i>	Teacher's system for maintaining information on student completion of assignments and student progress in learning is nonexistent or in disarray. Teacher's records for noninstructional activities are in disarray, the result being errors and confusion.	Teacher's system for maintaining information on student completion of assignments and student progress in learning is rudimentary and only partially effective. Teacher's records for noninstructional activities are adequate but inefficient and, unless given frequent oversight by teacher, prone to errors.	Teacher's system for maintaining information on student completion of assignments, student progress in learning, and noninstructional records is fully effective.	Teacher's system for maintaining information on student completion of assignments, student progress in learning, and noninstructional records is fully effective. Students contribute information and participate in maintaining the records.
<b>Critical Attributes</b>	<p><i>There is no system for either instructional or noninstructional records.</i></p> <p><i>Record-keeping systems are in disarray and provide incorrect or confusing information.</i></p>	<p><i>Teacher has a process for recording student work completion.</i></p> <p><i>Teacher's process for tracking student progress is cumbersome to use.</i></p> <p><i>Teacher has a process for tracking some, but not all, noninstructional information, and it may contain some errors.</i></p>	<p><i>Teacher's process for recording completion of student work is efficient and effective.</i></p> <p><i>Teacher has an efficient and effective process for recording student attainment of learning goals.</i></p> <p><i>Teacher's process for recording noninstructional information is both efficient and effective.</i></p>	<p><i>Parents contribute to and maintain data files indicating their child's progress in learning.</i></p>

	Unsatisfactory	Needs Improvement	Proficient	Excellent
<p><b>Possible Examples</b> <b>4b</b></p>	<p>The teacher has not established any communication resource for parents to access student learning information.</p> <p>The teacher says, "I misplaced the data collection sheets for my class but it doesn't matter, I know what the students can do."</p> <p>On the morning of the field trip, the teacher discovers that five students have never turned in their permission slips.</p> <p>Teacher doesn't maintain communication related to child progress with the family.</p>	<p>The teacher has developed a web-based linkage for parents to access information about individual student learning but only updates on a quarterly basis.</p> <p>The teacher says, "I've got all these notes about how the kids are doing; I should put them into the system, but I just don't have the time."</p> <p>On the morning of the field trip, the teacher frantically searches all the drawers in the desk looking for the permission slips and finds them just before leaving.</p> <p>Teacher communicates occasionally with the families about child progress.</p>	<p>The teacher creates a link on the class website where parents can check on a regular basis individual student learning progress.</p> <p>The teacher records students' progress toward individual learning goals.</p> <p>The teacher creates a spreadsheet for tracking which students have paid for their school pictures.</p> <p>Teacher maintains a class attendance sheet.</p> <p>Teacher has a classroom procedure for unpacking backpacks.</p> <p>During the week leading up to the field trip, permission slips are collected and documented by the teacher on a checklist based upon students turning them in each morning during attendance time.</p> <p>Teacher communicates frequently with the families about child progress.</p>	<p>The teacher has checked with the parents to see who would prefer to have on-line versus paper updates on student learning progress.</p> <p>When asked about an activity during the day, a student proudly shows her project and can explain how she created it.</p> <p>Teacher facilitates daily journaling for children to share accomplishments with parents.</p> <p>During the week leading up to the field trip, students file their signed field trip permission slips in the appropriately marked folder at the Info Center during attendance time. Teacher checks the folder each day and lists students on board that have not turned in their slips.</p> <p>The teacher uses the Teaching Strategies Gold assessment system to monitor individual student learning and growth over time by collecting spontaneous observations while the child naturally explores.</p> <p>When looking through a child's working file, the teacher notices that the paperwork is not current or is missing. He/She sends the new blank forms home to be completed.</p>

<b>Component 4c:</b>	<b>Communicating with Families</b>			
	<p>Although the ability of families to participate in their child’s learning varies widely because of other family or job obligations, it is the responsibility of teachers to provide opportunities for them to understand both the instructional program and their child’s progress. Teachers establish relationships with families by communicating to them about the instructional program, conferring with them about individual students, and inviting them to be part of the educational process itself. The level of family participation and involvement tends to be greater at the elementary level, when young children are just beginning school. However, the importance of regular communication with families of adolescents cannot be overstated. A teacher’s effort to communicate with families conveys the teacher’s essential caring, valued by families of students of all ages.</p> <p>Elements of component 4c:</p> <ul style="list-style-type: none"> <li>• Information about the instructional program <i>The teacher frequently provides information to families about the instructional program.</i></li> <li>• Information about individual students <i>The teacher frequently provides information to families about students’ individual progress.</i></li> <li>• Engagement of families in the instructional program <i>The teacher frequently and successfully offers engagement opportunities are to families so that they can participate in the learning activities.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Frequent and culturally appropriate information sent home regarding the instructional program and student progress</li> <li>• Two-way communication between the teacher and families</li> <li>• Frequent opportunities for families to engage in the learning process</li> </ul>			
	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<p><i>4c: Communicating with Families</i></p>	<p>Teacher provides little information about the instructional program to families; teacher’s communication about students’ progress is minimal. Teacher does not respond, or responds insensitively, to parental concerns.</p>	<p>Teacher makes sporadic attempts at communication with families about the instructional program and about the progress of individual students but does not attempt to engage families in the instructional program. Moreover, the communication that does take place may not be culturally sensitive to those families.</p>	<p>Teacher provides frequent and appropriate information to families about the instructional program and conveys information about individual student progress in a culturally sensitive manner. Teacher makes some attempts to engage families in the instructional program.</p>	<p>Teacher communicates frequently with families in a culturally sensitive manner, with students contributing to the communication. Teacher responds to family concerns with professional and cultural sensitivity. Teacher’s efforts to engage families in the instructional program are frequent and successful.</p>

<p><b>Critical Attributes</b></p>	<p><i>Little or no information regarding the instructional program is available to parents.</i></p> <p><i>Families are unaware of their children's progress.</i></p> <p><i>Family-engagement activities are lacking.</i></p> <p><i>There is some culturally inappropriate communication.</i></p>	<p><i>School or district-created materials about the instructional program are sent home.</i></p> <p><i>Teacher sends home infrequent or incomplete information about the instructional program.</i></p> <p><i>Teacher maintains school-required grade book but does little else to inform families about student progress.</i></p> <p><i>Some of the teacher's communications are inappropriate to families' cultural norms.</i></p>	<p><i>Teacher regularly makes information about the instructional program available.</i></p> <p><i>Teacher regularly sends home information about student progress.</i></p> <p><i>Teacher develops activities designed to successfully engage families successfully and appropriately in their children's learning.</i></p> <p><i>Most of teacher's communications are appropriate to families' cultural norms.</i></p>	<p><i>Students contribute to regular and ongoing projects designed to engage families in the learning process.</i></p> <p><i>All of teacher's communications are highly sensitive to families' cultural norms.</i></p>
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<p><b>Possible Examples 4c</b></p>	<p>The teacher does not provide opportunities for parents to be involved in the classroom.</p> <p>When asked what information is shared with parents, teacher says, "Nothing."</p> <p>Teacher says, "I would invite the parents in, if it didn't disrupt the classroom."</p> <p>During IEP meeting, teacher hands IEP to parents and says, "Here, sign this."</p> <p>Teacher does not organize a method for families to share student/family information with teacher in support of their child's learning needs.</p>	<p>The teacher provides only "during the school day" opportunities for parents to be involved in the classroom instead of thinking of ways for families that work during the day to be involved.</p> <p>Teacher sends information home on standards but doesn't connect them to classroom activities.</p> <p>In response to parent question about child's progress, teacher emails back, "He's doing fine."</p> <p>Teacher sends a newsletter home outlining Christmas activities.</p> <p>The teacher collects information from families at Home Visits regarding student/family information in support of each student's learning needs.</p>	<p>At the beginning of the school year and at parent conferences, the teacher provides a variety of ways for families to be involved directly in the classroom or as a support to the classroom.</p> <p>The teacher sends weekly newsletters home to families, including information that describes current and upcoming class activities, community and/or school projects, home connection activities, field trip, etc.</p> <p>The progress report is sent home for each student regarding their individual goals.</p> <p>The teacher sends home a project for the family to complete together.</p> <p>The teacher collects information from families at Home Visits about student/family needs and then has the families review and provide updates as needed at either parent conferences or parent meetings to support student learning progress.</p>	<p>The teacher uses surveys on a regular basis for parents to identify roles for participation in the classroom (both inside and outside of classroom time) due to families having internet access through phone/home computers.</p> <p>Students create materials for "Back to School" night that show families what they are learning and experiencing in school.</p> <p>A daily communication log describing student learning experiences is sent home for a response from a parent or guardian.</p> <p>At Home Visits, the teacher introduces a daily communication journal that the teacher uses to share information with families about how their child is progressing and in turn for parents to share information about how their child is doing at home.</p>
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Component 4d:	Participating in the Professional Community			
	<p>Schools are, first of all, environments to promote the learning of students. But in promoting student learning, teachers must work with their colleagues to share strategies, plan joint efforts, and plan for the success of individual students. Schools are, in other words, professional organizations for teachers, with their full potential realized only when teachers regard themselves as members of a professional community. This community is characterized by mutual support and respect, as well as by recognition of the responsibility of all teachers to be constantly seeking ways to improve their practice and to contribute to the life of the school. Inevitably, teachers’ duties extend beyond the doors of their classrooms and include activities related to the entire school or larger district, or both. These activities include such things as school and district curriculum committees or engagement with the parent-teacher organization. With experience, teachers assume leadership roles in these activities.</p> <p>Elements of component 4d:</p> <ul style="list-style-type: none"> <li>• Relationships with colleagues <i>Teachers maintain a professional collegial relationship that encourages sharing, planning, and working together toward improved instructional skill and student success.</i></li> <li>• Involvement in a culture of professional inquiry <i>Teachers contribute to and participate in a learning community that supports and respects its members’ efforts to improve practice.</i></li> <li>• Service to the school <i>Teachers’ efforts move beyond classroom duties by contributing to school initiatives and projects.</i></li> <li>• Participation in school and district projects <i>Teachers contribute to and support larger school and district projects designed to improve the professional community.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Regular teacher participation with colleagues to share and plan for student success</li> <li>• Regular teacher participation in professional courses or communities that emphasize improving practice</li> <li>• Regular teacher participation in school initiatives</li> <li>• Regular teacher participation in and support of community initiatives</li> </ul>			
	Unsatisfactory	Needs Improvement	Proficient	Excellent
<p><i>4d: Participating in the Professional Community</i></p>	<p>Teacher’s relationships with colleagues are negative or self-serving. Teacher avoids participation in a professional culture of inquiry, resisting opportunities to become involved. Teacher avoids becoming involved in school events or school and district projects.</p>	<p>Teacher maintains cordial relationships with colleagues to fulfill duties that the school or district requires. Teacher participates in the school’s culture of professional inquiry when invited to do so. Teacher participates in school events and school and district projects when specifically asked.</p>	<p>Teacher’s relationships with colleagues are characterized by mutual support and cooperation; teacher actively participates in a culture of professional inquiry. Teacher volunteers to participate in school events and in school and district projects, making a substantial contribution.</p>	<p>Teacher’s relationships with colleagues are characterized by mutual support and cooperation, with teacher taking initiative in assuming leadership among the faculty. Teacher takes a leadership role in promoting a culture of professional inquiry. Teacher volunteers to participate in school events and district projects, making a substantial contribution and assuming a leadership role in at least one aspect of school or district life.</p>

<p><b>Critical Attributes</b></p>	<p><i>Teacher's relationships with colleagues are characterized by negativity or combativeness.</i></p> <p><i>Teacher purposefully avoids contributing to activities promoting professional inquiry.</i></p> <p><i>Teacher avoids involvement in school activities and district and community projects.</i></p>	<p><i>Teacher has cordial relationships with colleagues.</i></p> <p><i>When invited, teacher participates in activities related to professional inquiry.</i></p> <p><i>When asked, teacher participates in school activities, as well as district and community projects.</i></p>	<p><i>Teacher has supportive and collaborative relationships with colleagues.</i></p> <p><i>Teacher regularly participates in activities related to professional inquiry.</i></p> <p><i>Teacher frequently volunteers to participate in school events and school district and community projects.</i></p>	<p><i>In addition to the characteristics of "proficient,"</i></p> <p><i>Teacher takes a leadership role in promoting activities related to professional inquiry.</i></p> <p><i>Teacher regularly contributes to and leads events that positively impact school life.</i></p>
<p><b>Possible Examples 4d</b></p>	<p>The teacher doesn't share instructional strategies with his colleagues. He figures that if his students do well, it will make him look good.</p> <p>The teacher doesn't attend required meetings.</p> <p>The teacher doesn't attend any school/organization function beyond the work day.</p> <p>The teacher says, "Don't ask me to serve on any school/organization committee."</p>	<p>The teacher inconsistently shares instructional materials with his colleagues.</p> <p>The teacher only attends meetings when reminded by her supervisor.</p> <p>The teacher only contributes to the discussion when asked a question by the supervisor.</p>	<p>The teacher is open to sharing successful instructional strategies with others.</p> <p>The teacher has decided to take some of the free online courses and to share his learning with colleagues.</p> <p>The teacher enthusiastically volunteers to run the book fair because of her background as a librarian.</p>	<p>The teacher leads the "mentor" teacher group devoted to supporting new teachers during their first year of teaching.</p> <p>The teacher hosts "Caring and Sharing" group that meets monthly; to collaborate with families on topics that will enhance their skills in supporting their children with Autism.</p> <p>The teacher leads the school's annual Family Day, involving all students and faculty in activities.</p> <p>Teacher volunteers to participate in a pilot program for teacher assessments.</p> <p>The teacher attends and participates in professional development activities, as well as helps pinpoint and research future areas of training.</p> <p>The teacher hears many of her students talking about an upcoming soccer game at the YMCA while they are at school. The teacher attends the soccer game, and interacts with his/her students and their families.</p>

<b>Component 4e:</b>	<b>Growing and Developing Professionally</b>			
	<p>As in other professions, the complexity of teaching requires continued growth and development in order for teachers to remain current. Continuing to stay informed and increasing their skills allows teachers to become ever more effective and to exercise leadership among their colleagues. The academic disciplines themselves evolve, and educators constantly refine their understanding of how to engage students in learning; thus, growth in content, pedagogy, and information technology are essential to good teaching. Networking with colleagues through such activities as joint planning, study groups, and lesson study provides opportunities for teachers to learn from one another. These activities allow for job-embedded professional development. In addition, professional educators increase their effectiveness in the classroom by belonging to professional organizations, reading professional journals, attending educational conferences, and taking university classes. As they gain experience and expertise, educators find ways to contribute to their colleagues and to the profession.</p> <p>Elements of component 4e:</p> <ul style="list-style-type: none"> <li>• Enhancement of content knowledge and pedagogical skill <i>Teachers remain current by taking courses, reading professional literature, and remaining current on the evolution of thinking regarding instruction.</i></li> <li>• Receptivity to feedback from colleagues <i>Teachers actively pursue networks that provide collegial support and feedback.</i></li> <li>• Service to the profession <i>Teachers are active in professional organizations in order to enhance both their personal practice and their ability to provide leadership and support to colleagues.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Frequent teacher attendance in courses and workshops; regular academic reading</li> <li>• Participation in learning networks with colleagues; freely shared insights</li> <li>• Participation in professional organizations supporting academic inquiry</li> </ul>			
	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>4e: Growing and Developing Professionally</i>	Teacher engages in no professional development activities to enhance knowledge or skill. Teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. Teacher makes no effort to share knowledge with others or to assume professional responsibilities.	Teacher participates to a limited extent in professional activities when they are convenient. Teacher engages in a limited way with colleagues and supervisors in professional conversation about practice, including some feedback on teaching performance. Teacher finds limited ways to assist other teachers and contribute to the profession.	Teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. Teacher actively engages with colleagues and supervisors in professional conversation about practice, including feedback about practice. Teacher participates actively in assisting other educators and looks for ways to contribute to the profession.	Teacher seeks out opportunities for professional development and makes a systematic effort to conduct action research. Teacher solicits feedback on practice from both supervisors and colleagues. Teacher initiates important activities to contribute to the profession.

<p><b>Critical Attributes</b></p>	<p><i>Teacher is not involved in any activity that might enhance knowledge or skill.</i></p> <p><i>Teacher purposefully resists discussing performance with supervisors or colleagues.</i></p> <p><i>Teacher ignores invitations to join professional organizations or attend conferences.</i></p>	<p><i>Teacher participates in professional activities when they are required or provided by the district.</i></p> <p><i>Teacher reluctantly accepts feedback from supervisors and colleagues.</i></p> <p><i>Teacher contributes in a limited fashion to professional organizations.</i></p>	<p><i>Teacher seeks regular opportunities for continued professional development.</i></p> <p><i>Teacher welcomes colleagues and supervisors into the classroom for the purposes of gaining insight from their feedback.</i></p> <p><i>Teacher actively participates in organizations designed to contribute to the profession.</i></p>	<p><i>In addition to the characteristics of “proficient”:</i></p> <p><i>Teacher seeks regular opportunities for continued professional development, including initiating action research.</i></p> <p><i>Teacher actively seeks feedback from supervisors and colleagues.</i></p> <p><i>Teacher takes an active leadership role in professional organizations in order to contribute to the profession.</i></p>
<p><b>Possible Examples 4e</b></p>	<p>The teacher does not take courses or explore community or internet resources unless it is provided during school improvement sessions.</p> <p>The teacher endures the principal’s annual observations in his/her classroom, knowing that if he/she waits long enough, the principal will eventually leave and he/she will be able to simply disregard the feedback.</p>	<p>The teacher politely attends district workshops and professional development days but doesn’t typically apply the professional learning or materials back in the classroom.</p> <p>The teacher listens to his/her principal’s feedback after an observation but isn’t sure that the recommendations really apply in his/her situation but will try to apply the suggestions as requested.</p>	<p>The teacher eagerly attends the district’s optional summer workshops, knowing they provide a wealth of instructional strategies he/she will be able to use during the school year.</p> <p>The teacher enjoys his/her principal’s ongoing walk-through visits because they always lead to a valuable informal face-to-face or email dialogue between the teacher and principal the following day.</p>	<p>The teacher uses her professional learning goals as a way to organize specific courses and online learning that she wants to do throughout the year to improve her students’ learning.</p> <p>The teacher is working on a particular instructional strategy and asks his/her colleagues to observe in his/her classroom in order to provide objective feedback on his/her progress.</p> <p>The teacher uses her annual professional development plan and learning goals as a guide to conducting research and acquiring training in those areas.</p>

Component 4f:	Showing Professionalism
	<p>Expert teachers demonstrate professionalism in service both to students and to the profession. Teaching at the highest levels of performance in this component is student focused, putting students first regardless of how this stance might challenge long-held assumptions, past practice, or simply the easier or more convenient procedure. Accomplished teachers have a strong moral compass and are guided by what is in the best interest of each student. They display professionalism in a number of ways. For example, they conduct interactions with colleagues in a manner notable for honesty and integrity. Furthermore, they know their students' needs and can readily access resources with which to step in and provide help that may extend beyond the classroom. Seeking greater flexibility in the ways school rules and policies are applied, expert teachers advocate for their students in ways that might challenge traditional views and the educational establishment. They also display professionalism in the ways they approach problem solving and decision making, with student needs constantly in mind. Finally, accomplished teachers consistently adhere to school and district policies and procedures but are willing to work to improve those that may be outdated or ineffective.</p> <p>Elements of component 4f:</p> <ul style="list-style-type: none"> <li>• Integrity and ethical conduct <i>Teachers act with integrity and honesty.</i></li> <li>• Service to students <i>Teachers put students first in all considerations of their practice.</i></li> <li>• Advocacy <i>Teachers support their students' best interests, even in the face of traditional practice or beliefs.</i></li> <li>• Decision making <i>Teachers solve problems with students' needs as a priority.</i></li> <li>• Compliance with school and district regulations <i>Teachers adhere to policies and established procedures.</i></li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Teacher having reputation as trustworthy and being often sought as sounding board</li> <li>• Teacher frequently reminding participants during committee or planning work that students are the highest priority</li> <li>• Teacher supporting students, even in the face of difficult situations or conflicting policies</li> <li>• Teacher challenging existing practice in order to put students first</li> <li>• Teacher consistently fulfilling district mandates regarding policies and procedures</li> </ul>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<i>4f: Showing Professionalism</i>	Teacher displays dishonesty in interactions with colleagues, students, and the public. Teacher is not alert to students' needs and contributes to school practices that result in some students' being ill served by the school. Teacher makes decisions and recommendations that are based on self-serving interests. Teacher does not comply with school and district regulations.	Teacher is honest in interactions with colleagues, students, and the public. Teacher's attempts to serve students are inconsistent, and does not knowingly contribute to some students being ill served by the school. Teacher's decisions and recommendations are based on limited though genuinely professional considerations. Teacher must be reminded by supervisors about complying with school and district regulations.	Teacher displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public. Teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. Teacher maintains an open mind in team or departmental decision making. Teacher complies fully with school and district regulations.	Teacher can be counted on to hold the highest standards of honesty, integrity, and confidentiality and takes a leadership role with colleagues. Teacher is highly proactive in serving students, seeking out resources when needed. Teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school. Teacher takes a leadership role in team or departmental decision making and helps ensure that such decisions are based on the highest professional standards. Teacher complies fully with school and district regulations, taking a leadership role with colleagues.
<b>Critical Attributes</b>	<p><i>Teacher is dishonest. Teacher does not notice the needs of students.</i></p> <p><i>Teacher engages in practices that are self-serving.</i></p> <p><i>Teacher willfully rejects district regulations.</i></p>	<p><i>Teacher is honest.</i></p> <p><i>Teacher notices the needs of students but is inconsistent in addressing them.</i></p> <p><i>Teacher does not notice that some school practices result in poor conditions for students.</i></p> <p><i>Teacher makes decisions professionally but on a limited basis.</i></p> <p><i>Teacher complies with district regulations.</i></p>	<p><i>Teacher is honest and known for having high standards of integrity.</i></p> <p><i>Teacher actively addresses student needs.</i></p> <p><i>Teacher actively works to provide opportunities for student success.</i></p> <p><i>Teacher willingly participates in team and departmental decision making.</i></p> <p><i>Teacher complies completely with district regulations.</i></p>	<p><i>Teacher is considered a leader in terms of honesty, integrity, and confidentiality.</i></p> <p><i>Teacher is highly proactive in serving students.</i></p> <p><i>Teacher makes a concerted effort to ensure opportunities are available for all students to be successful.</i></p> <p><i>Teacher takes a leadership role in team and departmental decision making.</i></p> <p><i>Teacher takes a leadership role regarding district regulations.</i></p>

	<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Proficient</b>	<b>Excellent</b>
<b>Possible Examples</b> <i>4f</i>	<p>The teacher makes some errors when marking recent early learning assessments but does not go back and correct errors because it would lower classroom learning goal percentage.</p> <p>The teacher fails to notice that one of her students is often ill, looks malnourished, and frequently has bruises on her arms and legs.</p> <p>The teacher doesn't file her students' data collection sheets in their folders; it's time consuming and she wants to leave early for vacation.</p>	<p>The teacher makes some errors when marking recent early learning assessments and when discovered, corrects and resubmits the new assessment results.</p> <p>When her colleague goes out on maternity leave, the teacher said, "Hello" and "Welcome" to her substitute, but doesn't offer any further assistance.</p>	<p>The teacher is trusted by his grade partners to be a "go to" for asking questions about grading practices and knows that their questions/concerns will not be reported to supervisors.</p> <p>There is no evidence of violations of school regulations.</p>	<p>The teacher offers to help a new teacher with the "grading" of the early learning assessments so that she can answer any questions that the new teacher has about the process. The new teacher readily agrees because she knows that this teacher will conduct this co-grading with complete discretion.</p> <p>Teacher acts as a mentor for other teachers.</p> <p>When the school/organization adopts a new web-based program, the teacher learns it inside and out so that she could assist her colleagues with the implementation.</p> <p>The preschool teacher is a champion of research-based early childhood approaches, and can explain their importance and implications to administrators.</p>