Stronge Performance Evaluation System for Teachers and Educational Specialists

New Teacher Training 2019-2020



stronge+associates

Why did we choose the Stronge model?



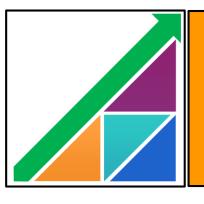
- Practical and research based
- Defines common purposes and expectations
- Promotes collaboration between the educator and evaluator
- Provides meaningful direction to foster professional growth
- Provides flexibility for customization
- Uniform system for teachers, educational specialists and administrators

Who are the Educational Specialists?



Educational Specialists are non-teaching educators and may include:

- Guidance Counselors
- Media Specialists
- School Nurses
- CST Members School Psychologist, Learning Consultant, and Social Worker
- Occupational Therapists
- Speech-Language Specialists



Who are Educational Specialists? Activity

- Think about your roles and responsibilities.
- In particular, think about the responsibilities that you have that are unique to you... "I am the only one who...in our school."
- Share with the group.

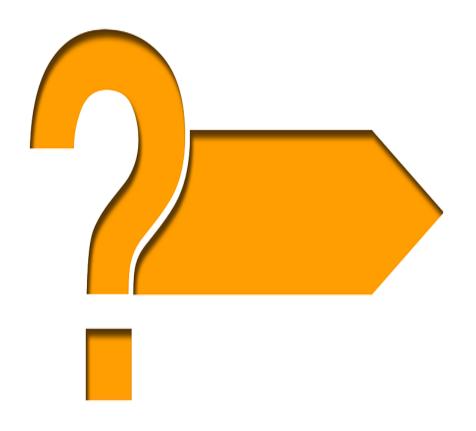
Framework for Effective Teaching





Two Foundational Questions





1. Why are effective teachers so important?

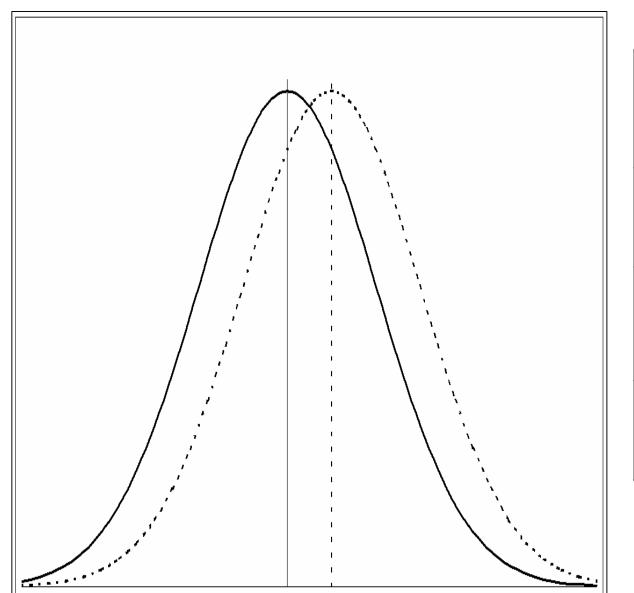
2. What characterizes an effective teacher?



Why are effective teachers so important?

Effect Size





Effect Size	d
Small	0.20
Medium	0.40
Large	0.60

Improvement Initiatives



Put these Improvement Initiatives in order of the impact of each on student achievement:

- □ Ability grouping
- Quality feedback from teachers
- ☐ Teacher credibility
- ☐ Grade retention
- ☐ Class size
- □ Teaching strategies
- ☐ Student socio-economic status

Initiatives in Rank Order



Improvement Initiative	Rank Order	Effect Size
Grade retention	7	
Ability grouping	6	
Class size	5	
Student socioeconomic status	4	
Teaching strategies	3	
Quality feedback from teachers	2	
Teacher credibility	1	

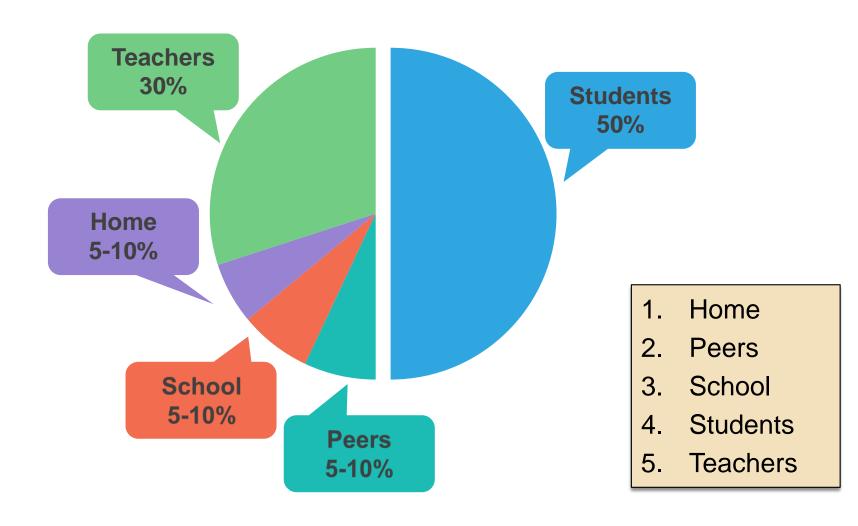
Effect Size



Improvement Initiative	Rank Order	Effect Size
Grade retention	7	-0.16
Ability grouping	6	0.12
Class size	5	0.21
Student socioeconomic status	4	0.57
Teaching strategies	3	0.60
Quality feedback from teachers	2	0.73
Teacher credibility	1	0.90

Influences on Student Achievement





Annual Student Achievement Gains









Class Size Reduction

24:1 to 15:1



Teacher Quality Improvement

25th vs 75th percentile

Teacher Spillover Effect



Entry of an
effective teacher
(1 SD above average
effectiveness)

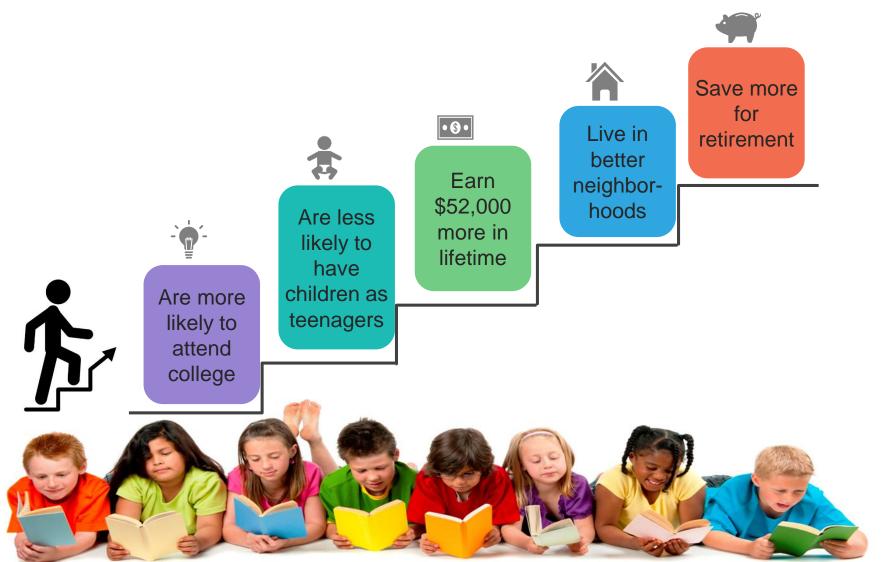
...can increase the average productivity of the entire teacher team in the grade...

An increase of 2%-3% of a SD on students' achievement scores in the whole grade

... or growth of 15% to 29% of the amount in the effective teacher's classroom

Students of Highly Effective Teachers







What characterizes an effective teacher?

Framework for Effective Teaching







Professional Knowledge



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



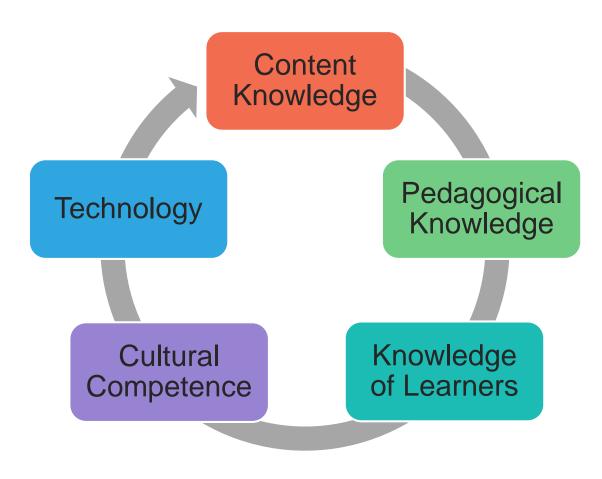
Professional Knowledge



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

Professional Knowledge





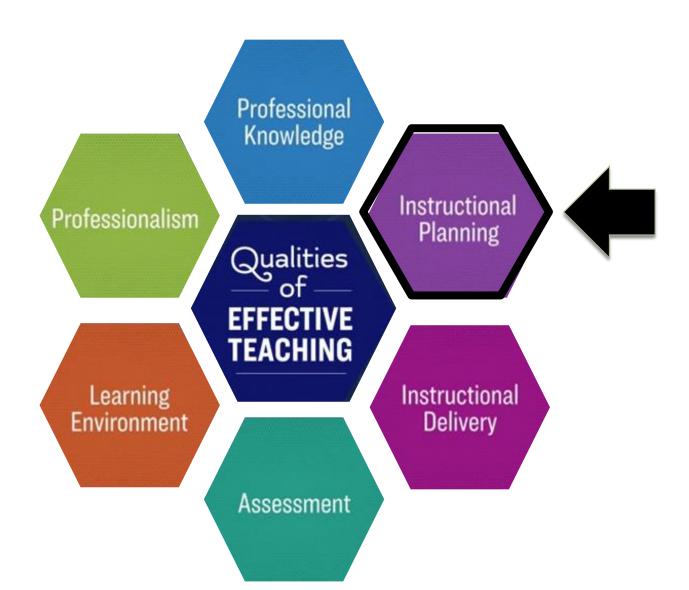
ES Performance Standard 1: Professional Knowledge



The educational specialist uses professional knowledge to address the needs of the target learning community while demonstrating respect for individual differences, cultures, and learning needs.

Framework for Effective Teaching







Instructional Planning



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



Instructional Planning



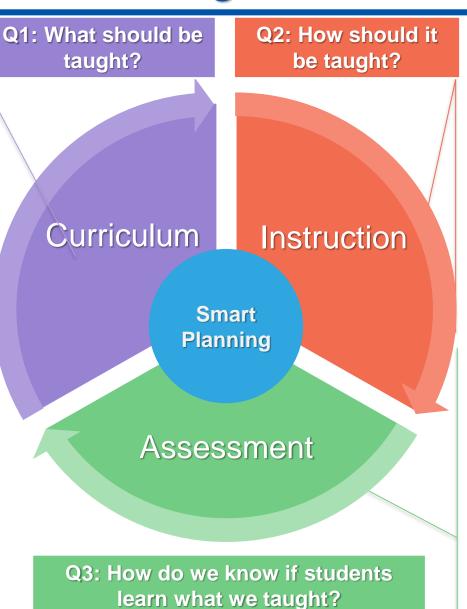
The teacher plans using the state's standards, the school's curriculum, data, <u>and</u> engaging <u>and</u> appropriate strategies and resources to meet the needs of all students.

Instructional Planning Model

Stronge & Associates

- Unpacking curricular standards
- Outlining the scope and sequence of subject topics
- Setting learning objectives

• ...



- Selecting meaningful and purposeful learning materials
- Designing learning activities
- Organizing the use of classroom time
- ...
- Designing assessment that's aligned with curriculum and instruction
- Using student data to inform planning
- . . .

ES Performance Standard 2: Program Planning & Management



The educational specialist effectively plans, coordinates, and manages programs and services consistent with established guidelines, policies, and procedures.

Framework for Effective Teaching







Instructional Delivery



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

Handout, page 1



Instructional Delivery



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

High-yield Instructional Strategies



Variable	Effect Size
Feedback	1.13
Instructional Quality	1.00
Direct Instruction	.82
Homework	.43

Source: Hattie, J. Teachers make a difference: What is the research evidence. Retrieved 20Nov08 from http://acer.edu.au/documents

ES Performance Standard 3: Program Delivery



The educational specialist uses professional knowledge to implement a variety of services for the targeted learning community.



Assessment of/for Learning



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



Assessment of/for Learning



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

Monitoring Student Progress and Potential



■ Test - Teach - Test +1.0 SD

Pre-requisite Skill Assessment +.70 SD

Feedback +.70 SD

Mastery Learning + .57 SD

- Challenging Goals +.56 SD
- High Expectations +.43 SD



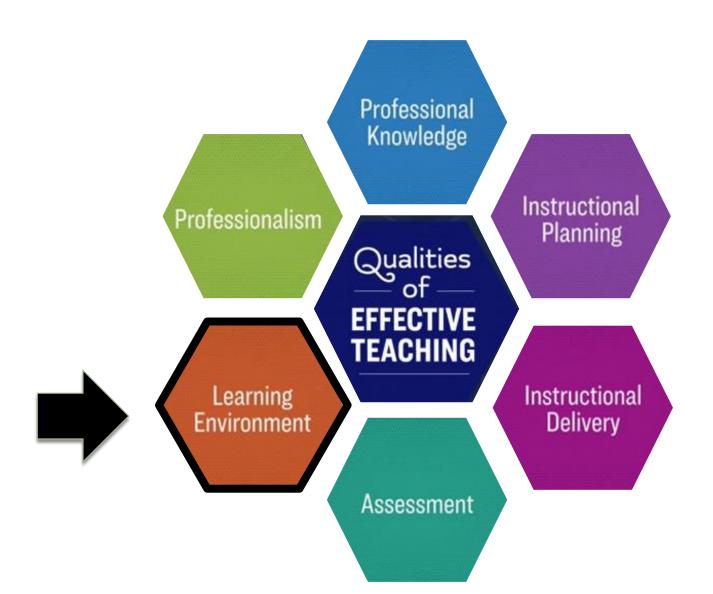
ES Performance Standard 4: Assessment



The educational specialist gathers, analyzes, and uses data to determine learner/ program needs, measure learner/program progress, guide instruction and intervention, and provide timely feedback to learners, families, staff, and community.

Framework for Effective Teaching







Learning Environment



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



Learning Environment



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

Off-task Behaviors and Class Management



	Less Effective Teacher (bottom quartile)	Effective Teacher (top quartile)
Study 1 ¹ Grade 3	12 minutes	2 hours
Study 2 ² Grade 5	20 minutes	1 hour

¹Stronge, Ward, Tucker, & Hindman, 2008 Stronge, Ward, & Grant, 2011

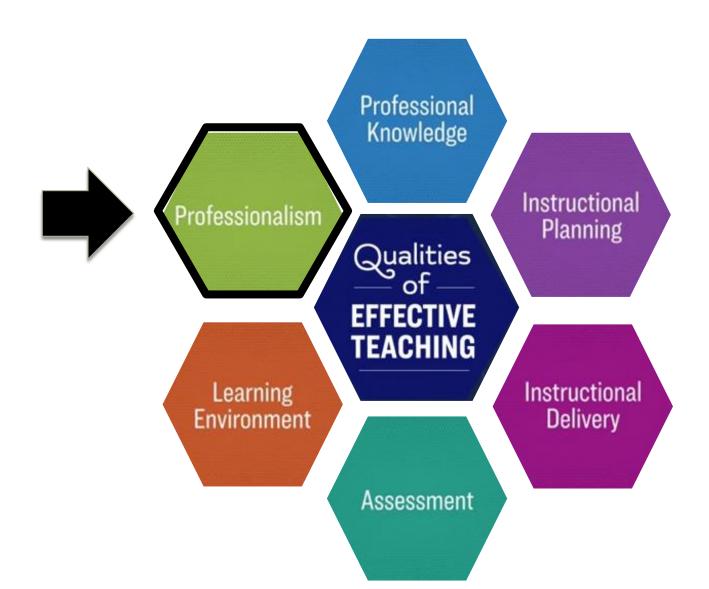
ES Performance Standard 5: Communication & Collaboration



The educational specialist communicates and collaborates effectively with learners, families, staff, and the community to promote student learning and well-being.

Framework for Effective Teaching







Professionalism



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



Professionalism



The teacher (1) maintains a commitment to professional ethics, collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.



Professionalism



The teacher (1) maintains a commitment to professional ethics, (2) collaborates and communicates appropriately, and takes responsibility for personal professional growth that results in the enhancement of student learning.



Professionalism



The teacher maintains a commitment to professional ethics, collaborates and communicates appropriately, and (3) takes responsibility for personal professional growth that results in the enhancement of student learning.



Professionalism



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

ES Performance Standard 6: Professionalism



The educational specialist demonstrates behavior consistent with legal, ethical, and professional standards, contributes to the profession, and engages in professional growth.



Student Progress



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

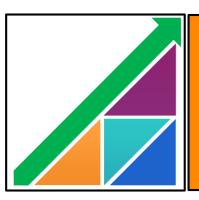
ES Performance Standard 7: Learner/Program Progress



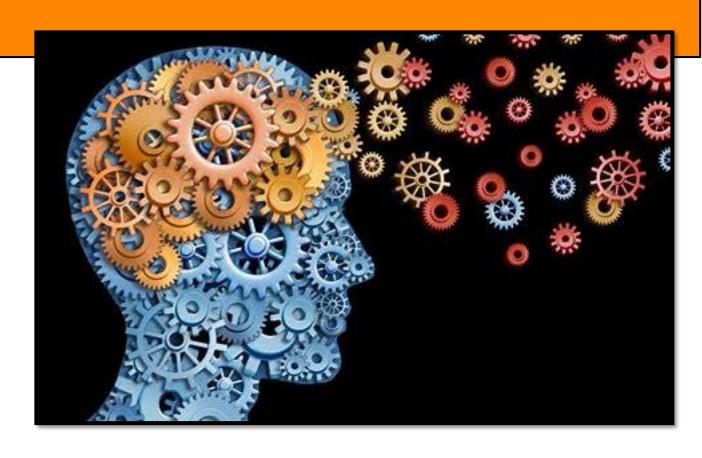
The work of the educational specialist results in acceptable and measurable learner or program progress based on established standards, district goals, and/or school goals.



Brain brake



Teacher of Lasting Influence



Which of these qualities is closest to your response?



Used cooperative learning

Gave great tests

Maintained control of the classroom

Had a major in mathematics

Cared about me

Made learning fun

Pushed me to succeed

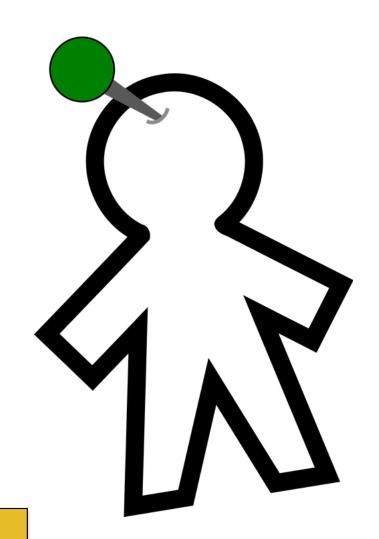
Other?



With that beloved educator in mind... Design the ideal teacher



- Working individually, write the characteristics you would look for if you were designing the ideal teacher.
- Compare your notes with a neighbor.
 - What was similar?
 - What was a quality you had not thought of?



Handout, page 3

Remember that teachers matter most!



"The quality of an education system cannot exceed the quality of its teachers."



Overview of Stronge Teacher Effectiveness Performance Evaluation System

Stronge Effectiveness Performance Evaluation System



Effectiveness is the goal.

Evaluation is merely the means.®



What is the basis of the teacher evaluation system?

The Components
The Standards

Main Components

(Note: Same format for Teachers and Ed Specialists)



Standard 2: Instructional Planning

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

Performance Standard

Sample Performance Indicators

Examples may include, but are not limited to:

The teacher:

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

Performance Appraisal Rubric

Performance

Indicators

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

Teacher Performance Standards





1. Professional Knowledge



2. Instructional Planning



3. Instructional Delivery



4. Assessment of/for Learning



5. Learning Environment



6. Professionalism



7. Student Progress

Educational Specialist Performance Standards





1. Professional Knowledge



2. Program Planning & Management



3. Program Delivery



4. Assessment



5. Communication & Collaboration



6. Professionalism



7. Student Progress



How is performance documented?

Multiple Data Sources

Multiple Data Sources for Teachers and Ed Specialists (T/ES)

services



Student Growth or Program Growth Objectives	 Appropriate measures of academic progress are determined T/ES set objectives for improving student/program progress based on the results of performance measures Quality of the objectives and their attainment provide an important data source for evaluation
Observations	 All T/ES are observed: tenured – twice, non-tenured times per year NJDOE specifies observations must be at least 20 minutes Additional observations at building administrator's discretion Multiple observers required for non-tenured
Documentation Log	 Includes specific district/school-required artifacts Includes T/ES-selected artifacts Artifacts provide evidence of meeting selected performance standards Provides T/ES with opportunity to demonstrate quality work
Student or Client Surveys	 Teachers survey their students using one of 4 survey instruments And Education Specialists survey clients

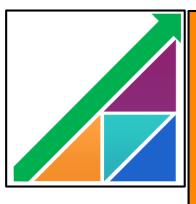
T/ES enter summary of results in their Documentation Log

Surveys provide T/ES with perceptions of the receivers of their

Data Collection Responsibility



Data Collection Procedure	Form(s)	Evaluator	T/ES
Measures of Academic Progress	Student Growth/Program Growth Objectives Progress Form	Reviews/ approves	Selects/ develops
Observations	Various Observation Forms	✓	
Student/Client Surveys	Student Survey Forms (K-2, 3-5, 6-8, 9-12) Client Surveys Student or Client Survey Summary		✓
Documentation Logs	Documentation Log Cover Sheet		✓
Self-Assessment (optional)	Self-Assessment Form		✓



How is performance evaluated?

4-Point Rating Scale
Evaluation
Weights & Calculations

Evaluations



Interim Evaluation

- Used to document evidence of meeting standards
- Does NOT include rating of performance

Summative Evaluation

- Comes at end of evaluation cycle
- Four point rating scale
- Performance rubric for every standard

Terms Used in Summative 4-Point Rating Scale



		Stronge & Associat Educational Consulting,
Cat.	Description	Definition
Highly Effective	The teacher maintains performance, accomplishments, and behaviors that consistently and considerably surpass the established standard.	 Exceptional Performance Sustains high performance over period of time Behaviors have strong positive impact on learners and school climate Serves as role model to others
Effective	The teacher consistently meets the standard in a manner that is aligned with the school's mission and goals.	 Proficient Performance Meets the requirements contained in job description as expressed in evaluation criteria Behaviors have positive impact on learners and school climate Willing to learn and apply new skills
Partially Effective	The teacher is inconsistent in meeting the established standard and/or in working toward the school's mission and goals.	 Below Acceptable Performance Requires support in meeting the standards Results in less than quality work performance Leads to areas for teacher improvement being jointly identified and planned between teacher and evaluator
Ineffective	The teacher consistently performs below the established standards or in a manner that is inconsistent with the school's missions and goals.	 Unacceptable Performance Does not meet requirements contained in job description as expressed in evaluation criteria Results in minimal student learning May result in employee not being recommended for continued

employment

Summative Evaluation Form (abbreviated)





Performance Standard 1: Professional Knowledge

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

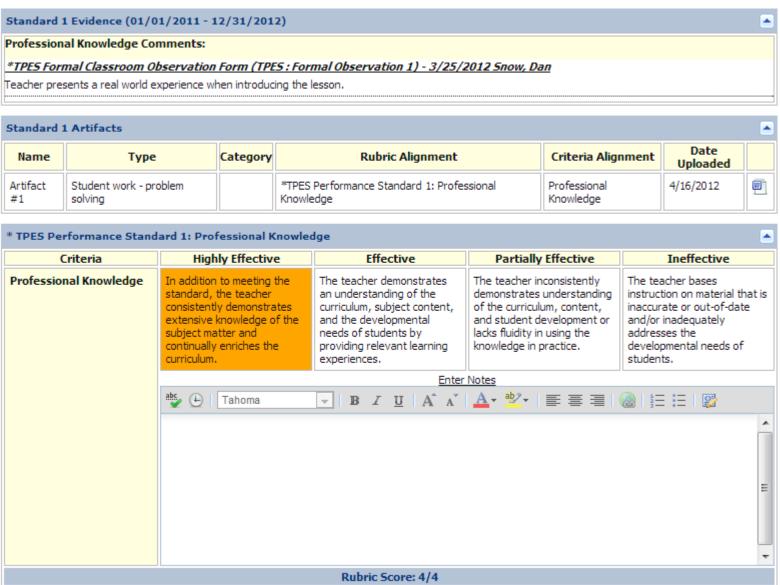
Comments:



OASYS Summative Evaluation Form



(abbreviated)



Typical Teacher & Education Specialist Evaluation Weighting





Teacher - Education Specialist Evaluation (100%)



<u>Teacher – Ed. Specialist</u> <u>Practice</u>

70% for tested teachers 85% for non-tested teachers and ed. specialists

Student - Program Growth

30% for tested teachers

15% for non-tested teachers and education specialists

Overall Weighting 2019-2020



Comp	onent	Teachers in Tested Grades and Subjects	Teachers & Ed Specilaists Non-Tested Grades and Subjects
Practice (Standards 1.6)	Standard 1	11.66%	14.16%
(Standards 1-6)	Standard 2	11.66%	14.16%
	Standard 3	11.66%	14.16%
	Standard 4	11.66%	14.16%
	Standard 5	11.66%	14.16%
	Standard 6	11.66%	14.16%
Student-Program Achievement (Standard 7)	SGOs/PGOs	25%	15%
	SGP	5%	N/A

Summative Calculation: Tested Grades





Component	Raw Score 1 = Ineffective 2 = Partially Effective 3 = Effective 4 = Highly Effective	Weight	Weighted Score
Standard 1	3	11.66%	.349
Standard 2	3	11.66%	.349
Standard 3	3	11.66%	.349
Standard 4	4	11.66%	.464
Standard 5	3	11.66%	.349
Standard 6	2	11.66%	.232
SGOs	3	25%	.75
SGP	2	5%	.10
			2.94

Ineffective	Partially Effective	Effective	Highly Effective
1.00 – 1.84	1.85 – 2.64	2.65 - 3.49	3.50 – 4.00

Summative Calculation: Non-Tested Grades





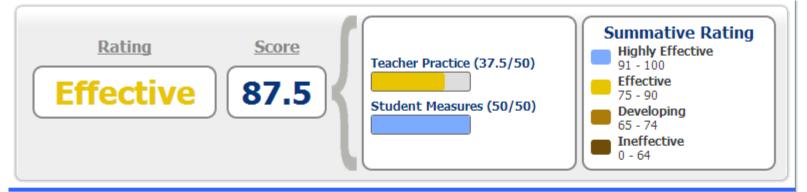
Component	Raw Score 1 = Ineffective 2 = Partially Effective 3 = Effective 4 = Highly Effective	Weight	Weighted Score
Standard 1	3	14.16%	.424
Standard 2	3	14.16%	.424
Standard 3	3	14.16%	.424
Standard 4	4	14.16%	.566
Standard 5	3	14.16%	.424
Standard 6	2	14.16%	.283
SGOs/PGOs	3	15%	.45
			2.99

Ineffective	Partially Effective	Effective	Highly Effective
1.00 – 1.84	1.85 – 2.64	2.65 - 3.49	3.50 – 4.00







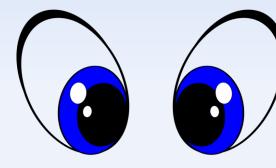


Mu	Multiple Measures Score Report							
	Rubric	Progress	Score	Max	Criteria	Avg	Last Completed	
#	*TPES Performance Standard 1: Professional Knowledge	0 of 1	4	4	1	4	N/A	
#	*TPES Performance Standard 2: Instructional Planning	0 of 1	1	4	1	1	N/A	
#	*TPES Performance Standard 3: Instructional Delivery	0 of 1	3	4	1	3	N/A	
#	*TPES Performance Standard 4: Assessment of and fo	0 of 1	3	4	1	3	N/A	
+	*TPES Performance Standard 5: Learning Environment	0 of 1	4	4	1	4	N/A	
+	*TPES Performance Standard 6: Professionalism	0 of 1	3	4	1	3	N/A	
	TOTAL:		18	24	6	3		

Stu	Student Measures Score Report							
	Rubric	Progress	Score	Max	Criteria	Avg	Last Completed	
+	*TPES Performance Standard 7: Student Academic Pro	0 of 1	4	4	1	4	N/A	
	TOTAL:		4	4	1	4		



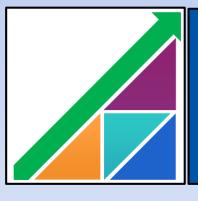
A Closer Look: The Standards



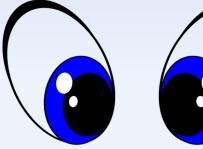


Look-Fors and Red Flags Activity

- Start at your assigned standard.
- List 2-3 observable behaviors you would be looking for to indicate the teacher is meeting expectations for the standard.
- List 2-3 observable behaviors that would be red flags to indicate the teacher is performing below expectations for the standard.
- Rotate to the next standard and add to the list when your facilitator tells you to.
- Please refer to HANDOUT pages 6-9.
- Educational Specialists refer to ES MANUAL pages 28-34 and discuss what you would do to demonstrate proficiency in each of the ES standards.



A Closer Look: Data Sources





Multiple Data Sources



Documentation Log

> Student Surveys

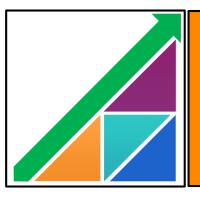
Student Learning

objectives

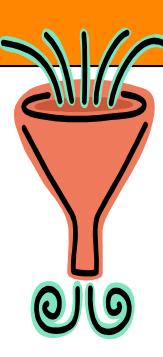
Observations



Evaluation



Data Source: Observations



Formal Observations



- Directly focused on teacher performance standards
 - May not see all standards in one observation
 - May include review of teacher artifacts or student data
- Announced or unannounced / "long" or "short"
- New Jersey requires that all non-tenured teachers are observed 3 times each school year. Additional observations are at the building administrator's discretion.
- Pre-observation conference required for announced observations
- Evaluator provides feedback during post-observation conference



Observation Form (abbreviated)



*TPES Formal Classroom Observation Form

User Information

Name: Teacher Stronge Title:

Building: Kennedy Elementary School Department: Elementary

Grade: None Evaluation Type: Stronge TPES
Assigned Administrator: Snow, Dan Date Completed: Incomplete

Saved By: N/A

Date Acknowledged: Unacknowledged

Finalized By: N/A

Evaluation Cycle: 09/01/2011 - 06/30/2012

Directions: This form is to be used for non-tenured teachers and teachers with continuing contract status. Observers should use the form to provide feedback to teachers about the observation.

Date Observed

.

Time

The teacher is:

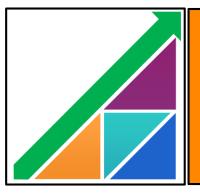
Non-tenured

Continuing Contract

1. Professional Knowledge

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

- Effectively addresses appropriate curriculum standards.
- Integrates key content elements and facilitates students' use of higher level thinking skills in instruction.
- Demonstrates ability to link present content with past and future learning experiences, other subject areas, and real world.



Data Source: Documentation Log



Documentation Log



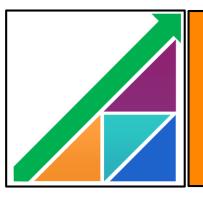
- Demonstrates professional competence in regard to meeting performance standards – YOUR voice in evaluation
- Complements the observation
- Includes both specific required artifacts and self-selected artifacts as determined by the district
- Should include analysis and reflection
- More concise than portfolios (check to see if the district has other expectations)
- YOUR property-- reviewed by evaluator at least annually
- Other?



Documentation Log (abbreviated)



Upload all artifacts in the section below for your evaluation cycle. Remember to reflect on your artifacts and their connection to your professional practice as well as student learning. When your documentation log is complete, submit to your evaluator as part of your evaluation process. Artifacts Add an Artifact File Name Date Uploaded Upload User test 11/4/2012 Demo5, Teacher Course_Template.docx Standard: 1. Professional Knowledge **Artifacts** ٠ Name Type Category Rubric Alianment Criteria Alignment Date Uploaded **Documentation**: Teacher Selected Items Examples of Artifacts Included: Transcripts of coursework Professional Development certificates Annotated list of instructional activities Lesson/intervention plan Journals/notes that represent reflective thinking and professional Samples of innovative approaches developed by teacher arowth Others (Specify, If any) Others: Artifact Summary/Reflection: ▼ | B I U | A A | A | A | ▼ ▼ | ■ ■ ■ | @ | \= \= | 👺 Tahoma



Data Source: Surveys



Student Surveys



- Provide perceptions of how you are performing they have direct knowledge of your practices
- Assist you in setting goals for continuous improvement (formative evaluation)
- Age considerations for survey
- Surveys are anonymous
- Actual responses seen only by individual teacher
- Survey summary form included in Documentation Log

Student Survey Summary Form



Survey Version Given: ☐ Gr	ades K-2 ☐ Grades 3-5 ☐ 0	Grades 6-8 ☐ Grades 9-12					
Number of Surveys Distributed	Number of Completed Surveys Returned	Percentage of Completed Surveys Returned					
Student Satisfaction Analysis Describe your survey population(s) (i.e., list appropriate demographic characteristics such as grade level and subject for students).							
List factors that might have influenced the results (e.g., survey was conducted as the bell rang for dismissal).							
Analyze survey responses and answer the following questions: A) What did students perceive as your major strengths?							
B) What did students perceive as your major weaknesses?							
C) How can you use this information for continuous professional growth?							

Abbreviated for training purposes



Fistful of Fives

Try to get your partner to say each of these five words or phrases



Fistful of Fives





Try to get your partner to say each of these words or phrases:

- 1. Rubric
- 2. Professionalism
- 3. Documentation Log
- 4. Professional Knowledge
- 5. Student Surveys



Switch places...

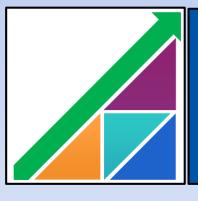


and try these!

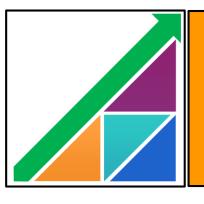




- 1. Effective
- Learning Environment
- 3. Corrective Action Plan
- 4. Partially Effective
- 5. Observation



Applying What We Know to a Lesson

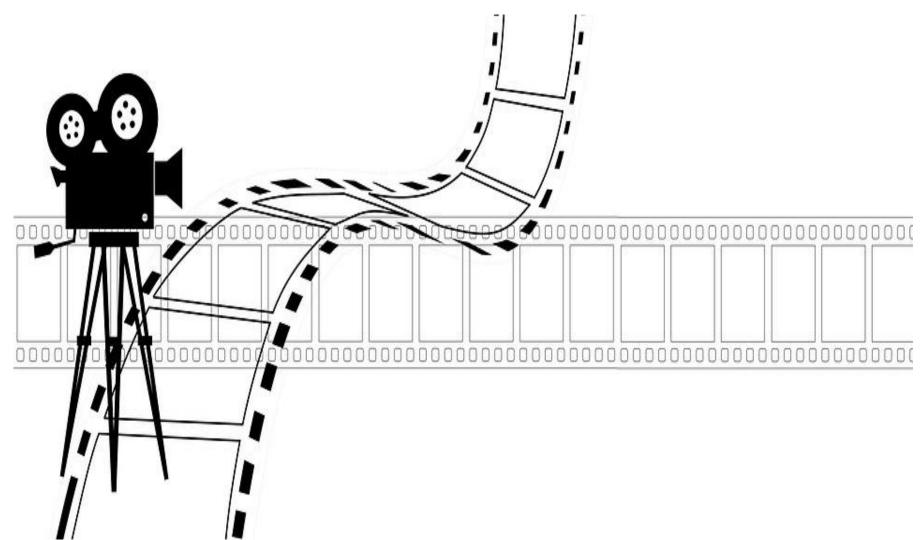


Katherine Brown Video Simulation Grade 3 Math

- Look at the lesson plan. (HANDOUT pages 13-15). You will watch an abbreviated segment of this lesson.
- Collect evidence from the video for the performance standards you are assigned (pages 21-24).
- Discuss the evidence from the video.

Let's Go To the Video

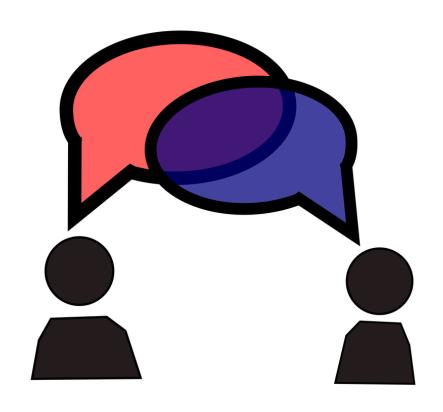




Small-group Debrief



- What did you observe during the lesson that might represent a strength?
- What did you observe during the lesson that might represent an area of concern?
- What suggestions might you give her to improve her lesson?



In Closing: An A-B-C Review



- Reflect on what we have discussed today. Create a sentence or phrase that states something you have learned today.
- The first word of your sentence or phrase must begin with the letter you were given.

■ For example, if you have the letter "A", you might say, "Assessment of/for Learning is Standard 4 in the Stronge Teacher Evaluation model."

Questions?



