

Louisiana Teacher
Performance Evaluation Rubric
with West Feliciana Components
2019-2020

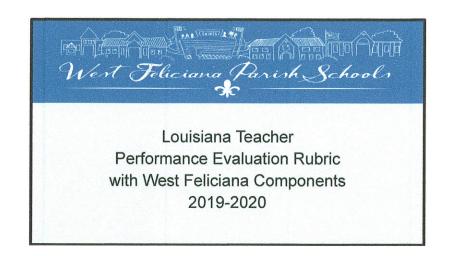


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Component 1c: Setting Instructional Outcomes (with West Feliciana components)

Setting Instructional Outcomes

Teaching is a purposeful activity; even the most imaginative activities are directed toward certain desired learning. Therefore, establishing instructional outcomes entails identifying exactly what students will be expected to learn; the outcomes describe not what students will do, but what they will learn. 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. From 1e: 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. From 1f: Good teaching requires both assessment of learning and assessment for learning. Assessments of 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. Assessment for 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.

The elements of component 1c are:

- Value, sequence, and alignment
- Clarity, Balance, and Suitability for diverse students
- From 1e: Lessons that support instructional outcomes and reflect important concepts, activities that represent high-level thinking, opportunities for student choice, use of varied resources
- From 1f: Congruence with instructional outcomes, design of formative assessments, use for planning

Indicators include:

- Outcomes of a challenging cognitive level
- Statements of student learning, not student activity
- Outcomes central to the discipline and related to those in other disciplines, permitting assessment of student attainment, and differentiated for students of varied abilty
- From 1e: Lessons that support instructional outcomes and reflect important concepts, instructional maps that indicate relationship to prior learning, activities that represent high-level thinking, opportunities for student choice, use of varied resources, structured lesson plans.
- From 1f: Lesson plans indicating correspondence between assessments and instructional outcomes, formative assessments designed to inform minute-by-minute decision aking by the teacher during instruction.

	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
1c: Setting	Outcomes represent low	Outcomes represent moderately high	Most outcomes represent rigorous	All outcomes represent high-level
Learning	expectations for students and	expectations and rigor. Some reflect	and important learning in the	learning in the discipline. They are
Outcomes	lack of rigor, and not all of these	important learning in the discipline and	discipline and are clear, are written	clear, are written in the form of student
(with West	outcomes reflect important	consist of a combination of outcomes	in the form of student learning, and	learning, and permit viable methods of
Feliciana	learning in the discipline. They	and activities. Outcomes reflect	suggest viable methods of	assessment. Outcomes reflect several
components)	are stated as student activities,	several types of learning, but the	assessment. Outcomes reflect	different types of learning and, where
	rather than as outcomes for	teacher has made no effort at	several different types of learning	appropriate, represent both
	learning. Outcomes reflect only	coordination or integration. Outcomes,	and opportunities for coordination,	coordination and integration.
	one type of learning and only one	based on global assessments of	and they are differentiated, in	Outcomes are differentiated, in
	• · · · · · · · · · · · · · · · · · · ·	student learning, are suitable for most	whatever way is needed, for	whatever way is needed, for individual
	suitable for only some students.	of the students in the class.	different groups of students.	students.
	From 1e: Learning activities are	From 1e: Some of the learning	From 1e: Most of the learning	From 1e:The sequence of learning
	poorly aligned with the	activities and materials are aligned	activities are aligned with the	activities follows a coherent sequence,
		with the instructional outcomes and	instructional outcomes and follow	is aligned to instructional goals, and is
		represent moderate cognitive	an organized progression suitable	designed to engage students in high-
		challenge, but with no differentiation for	to groups of students. The learning	level cognitive activity. These are
		different students. The lesson or unit	activities have reasonable time	appropriately differentiated for
		has a recognizable structure; but the	allocations; they represent	individual learners, with some
		progression of activities is uneven, with	significant cognitive challenge.	opportunity for student choice.
		only some reasonable time allocations.		
	From 1f: Assessment procedures	From 1f: Assessment procedures are	From 1f: All the instructional	From 1f: All the instructional outcomes
	are not congruent with	partially congruent with instructional	outcomes may be assessed by the	may be assessed by the proposed
	instructional outcomes and lack	outcomes. Assessment criteria and	proposed assessment plan.	assessment plan, with clear criteria for
	criteria by which student	standards have been developed, but	Assessment criteria and standards	assessing student work. The approach
	performance will be assessed.	they are not clear. The teacher's	are clear. The teacher has a well-	to using formative assessment is well
	The teacher has no plan to	approach to using formative	developed strategy for using	designed and includes student as well
	incorporate formative	assessment is rudimentary, including	formative assessment and has	as teacher use of the assessment
	assessment in the lesson or unit.	only some of the instructional	designed particular approaches to	information.
		outcomes.	be used.	

	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
1c: Critical Attributes	Outcomes lack rigor; do not represent important	Outcomes represent a mixture of low expectations and rigor; some	Outcomes represent high expectations and rigor, are related	The teacher's plans reference curricular frameworks or blueprints to
(with West Feliciana components)	learning in the discipline;	outcomes reflect important learning in the disciplines; outcomes are suitable for most of the class.	to "big ideas" of the discipline, are written in terms of what students will learn rather than do; Outcomes represent a range of types: factual knowledge, conceptual understanding, reasoning, social interaction, management, and communication; outcomes, differentiated where necessary, are suitable to groups of students in the class.	ensure accurate sequencing; the
II.	From 1e: Learning activities are boring and/or not well aligned to the instructional goals; materials are not engaging or do not meet instructional outcomes; lesson plans are not structured or sequenced and are unrealistic in their expectations.	From 1e: Learning activities are moderately challenging; learning resources are suitable, but there is limited variety; lesson structure is uneven or may be unrealistic about time expectations.	From 1e: Learning activities are matched to instructional outcomes, provide opportunity for higher-level thinking; the teacher provides a variety of appropriately challenging materials and resources; the plan for the lesson or unit is well structured, with reasonable time allocations.	From 1e: Activities permit student choice; Learning experiences connect to other disciplines; the teacher provides a variety of appropriately challenging resources that are differentiated for students in the class; lesson plans differentiate for individual student needs.
	From 1f: Assessments do not match instructional outcomes, lack criteria; no formative assessments have been designed; assessments results do not affect future plans.	From 1f: Only some of the instructional outcomes are addressed in the planned assessments; assessment criteria are vague; plans refer to the use of formative assessments, but they are not fully developed; assessement results are used to design lesson plans for the whole class, not individual students.	have a method for assessment; assessment types match learning expectations; assessment criteria are clearly written; plans include	From 1f: Assessments provide opportunities for student choice; teacher-designed assessments are authentic, with real-world application as appropriate; students develop rubrics according to teacher-specified learning objectives; students are actively involved in collecting information from formative assessments and provide input.

Mary Control of the C	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
amples	grade class is to make a poster illustrating a poem.	Outcomes consist of understanding the relationship between addition and multiplication and memorizing facts.	One of the learning outcomes is for students to "appreciate the aesthetics of 18th-century English poetry."	The teacher encourages his students to set their own goals; he provides them a taxonomy of challenge verbs to help them strive to meet the teacher's higher expectations of them.
	on demonstrating factual knowledge.	The reading outcomes are written with the needs of the "middle" group in mind; however, the advanced students are bored, and some lower-level students are struggling.	The outcomes for the history unit include some factual information, as well as a comparison of the perspectives of different groups in the run-up to the Revolutionary War.	Students will develop a concept map that links previous learning goals to those they are currently working on.
	The topic of the social studies unit involves the concept of revolutions, but the teacher expects his students to remember only the important dates of battles.	Most of the English Language Arts outcomes are based on narrative.	The learning outcomes include students defending their interpretation of the story with citations from the text.	Some students identify additional learning.
		teacher plans to have the whole class play a game to reinforce the skill she taught.	From 1e: The teacher reviews her learning activities with a reference to high-level "action verbs" and rewrites some of the activities to increase the challenge level.	The teacher reviews the project expectations and modifies some goals to be in line with students' IEP objectives.
		as a supplemental resource during the geography unit.	The teacher creates a list of historical fiction titles that will expand her students' knowledge of the age of exploration.	One of the outcomes for a social studies unit addresses students analyzing the speech of a political candidate for accuracy and logical consistency.
	have memorized the parts of the microscope, the teacher plans to have them fill in a		The teacher reviews lesson plans with her principal; they are well structured, with pacing times and activities clearly indicated.	From 1e: The teacher's unit on ecosystems lists a variety of challenging activities in a menu; the students choose those that suit their approach to learning.
	The teacher plans to use a 15- year-old textbook as the sole resource for a unit on communism.		The fourth-grade math unit plan focuses on the key concepts for that level.	While completing their projects, the students will have access to a wide variety of resources that the teacher has coded by reading level so that students can make the best selections. The teacher has contributed to a curriculum map that organizes the ELA Common Core State Standards in tenth grade into a coherent curriculum.
	And others	And others	And others	And others

1c	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
			From 1e: The teacher designs and	From 1e: The teacher designs and
	and implements lessons that	and implements lessons that	implements lessons that are closely aligned to	
			the Student Standards (and their inherent	the Student Standards (and their inherent
	Standards (and their inherent		rigor) for the grade level, subject area and	rigor) for the grade level, subject area and
	rigor) for the grade level,	inherent rigor) for the grade	associated curriculum.	associated curriculum.
	subject area, and associated	level, subject area and		
	curriculum.	associated curriculum.		
	The teacher does not follow	The teacher is inconsistent in	The teacher closely follows the pacing and	The teacher strictly follows the pacing and
	the pacing and sequence of	following the pacing and	sequence of the curriculum.	sequence of the curriculum.
	the curriculum.	sequence of the curriculum.		
	The teacher's lesson plans are	The plan for the ELA lesson	From 1f: The teacher knows that his students	From 1f: To teach persuasive writing, the
	written on sticky notes in his		will have to write a persuasive essay on the	teacher plans to have his class research and
	gradebook; they indicate:		state assessment; he plans to provide them	write to the principal on an issue that is
			with experiences developing persuasive	important to the students: the use of cell
		the short story.	writing as preparation.	phones in class.
	From 1f: The teacher marks	From 1f: The district goal for	The teacher has worked on a writing rubric for	The students will write a rubric for their final
	papers on the foundation of the		her research assessment; she has drawn on	project on the benefits of solar energy; the
	U.S. Constitution mostly on		multiple sources to be sure the levels of	teacher has shown them several sample
			expectation will be clearly defined.	rubrics, and they will refer to those as they
	every mistake, the grade drops from an A to a B, a B to a C,	students memorize all the		create a rubric of their own.
	etc.	country capitals and rivers.		
	(5-10-5-1-)	COLOR CONTROL OF CONTROL CONTR		
	The teacher says, "What's the	The plan indicates that the	The teacher creates a short questionnaire to	After the lesson the teacher plans to ask
1 1	difference between formative		distribute to his students at the end of class;	students to rate their understanding on a
1 1		understanding" but does not specify a clear process for	using their responses, he will organize the students into different groups during the next	scale of 1 to 5; the students know that their
		accomplishing that goal.	lesson's activities.	rating will indicate their activity for the next lesson.
			Employing the formative assessment of the previous morning's project, the teacher plans	The teacher has developed a routine for her class; students know that if they are
		**	to have five students work on a more	struggling with a math concept, they sit in a
	moving."		challenging one while she works with six other	
			students to reinforce the previous morning's	sinds group warrior during workdrop time.
			concept.	
	And others	And others	And others	And others
				,

West Feliciana Components, July 2017 - based on The Framework for Teaching by Charlotte Danielson, additional examples in 1e, August 2018



Domain 2: The Classroom Environment

Component 2c: Managing Classroom Procedures

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."

Elements Include:

- Management of Instructional Groups: Teachers help students to develop the skills to work purposefully and cooperatively in groups, with little supervision from the teacher
- Management of Transitions: 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
- Management of Materials and Supplies: Experienced teachers have all necessary materials to hand, and have taught students to implement routines for distribution and collection of materials with a minimum of disruption to the flow of instruction
- **Performance of Non-Instructional Duties:** Overall, little instructional time is lost in activities such as taking attendance (e.g., recording the lunch count, or the return of permission slips for a class trip.)

Indicators Include:

- Smooth functioning of all routines
- Little or no loss of instructional time
- Students playing an important role in carrying out the routines
- Students know what to do, where to move



Domain 2: The Classroom Environn	nent						
Component 2c: Managing Classroo	Component 2c: Managing Classroom Procedures						
Ineffective	Effective: Emerging	Effective: Proficient	HighlyEffective				
 Much instructional time is lost due to inefficient classroom routines and procedures. There is little or no evidence of the teacher managing instructional groups, transitions, and/or the 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. The teacher's management of instructional groups, transitions, and/or the handling of materials and supplies is 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. The teacher's management of instructional groups and/or the handling of materials and supplies are consistently successful. With minimal guidance and prompting, students follow established classroom routines. 	 Instructional time is maximized due to efficient classroom routines and procedures. Students contribute to the management of instructional groups, transitions, and/or the handling of materials and supplies. Routines are well understood and may be initiated by students. 				



Domain 2: The	Classroom Environment			
Component 2c:	Managing Classroom Proce	edures		
	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Critical Attributes	 Students not working with the teacher are disruptive to the class. There are no established procedures for distributing and collecting materials. Procedures for other activities are confused or chaotic. 	 Small groups are only partially engaged while not working directly with the teacher. Procedures for transitions, and distribution/collection of materials, seem to have been established, but their operation is rough. Classroom routines function unevenly. 	 The students are productively engaged during smallgroupwork. Transitions between large and small group activities aresmooth. Routines for distribution and collection of materials and supplies work efficiently. Classroom routines function smoothly. 	 In addition to the characteristics of "proficient," Students take the initiative with their classmates to ensure that their time is used productively. Students themselves ensure that transitions and other routines are accomplished smoothly. Students take initiative in distributing and collecting materials efficiently.



Component 2c: Managing Classroom Procedures					
	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective	
Possible Examples	 When moving into small groups, students are confused as to where they are supposed to go, whether they should take their chairs, etc. There are long lines for materials and supplies or distributing supplies is time consuming. Students bump into one another lining up or sharpening pencils. Roll-taking consumes much time at the beginning of the lesson and students are not working on anything. Most students ask what they are to do or look around for clues from others. 	 Some students not working with the teacher are not productively engaged in learning. Transitions between large and small group activities are rough but they are accomplished. Students are not sure what to do when materials are being distributed or collected. Students ask some clarifying questions about procedures. The attendance or lunch count consumes more time than it would need if the procedure were more routinized. 	 Students get started on an activity while the teacher takes attendance. Students move smoothly between large and small group activities. The teacher has an established timing device, such as counting down, to signal students to return to their desks. Theteacher has an established attentionsignal, such as raising a hand, or dimming the lights. One member of each small group collects materials for the table. There is an established color-coded system indicating where materials should be stored. In small group work, students have established roles, they listen to one another, summarizing different views, etc. Clean-up at the end of a lesson is fast and efficient. 	 Students redirect classmates in small groups not working directly with the teacher to be more efficient in their work. A student reminds classmates of the roles that they are to play within the group. A student redirects a classmate to the table she should be at following a transition. Students propose an improved attention signal. Students independently check themselves into class on the attendance board. 	

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Component	2d: Managing Student Behavior
	In order for students to be able to engage deeply with content, the classroom environment must be orderly; the atmosphere must feel business-like 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.
	The elements of component 2d are: Expectations Monitoring of student behavior Response to student misbehavior
	 Indicators include: Clear standards of conduct, possibly posted, and possibly referred to during a lesson Absence of acrimony between teacher and students concerning behavior Teacher awareness of student conduct Preventive action when needed by the teacher Absence of misbehavior Reinforcement of positive behavior

	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
2d: Managing Student Behavior	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. The teacher tries, with uneven results, to monitor student behavior and respond to student misbehavior.	monitors student behavior against established standards of conduct. Teacher response	Student behavior is entirely appropriate. Students take an active role in monitoring their own behavior and/or that of other students against standards of conduct. Teacher monitoring of student behavior is subtle and preventive. The teacher's response to student misbehavior is sensitive to individual student needs and respects students' dignity.
Critical Attributes	The classroom environment is chaotic, with no standards of conduct evident. The teacher does not	The teacher attempts to maintain order in the classroom, referring to classroom rules, but with uneven success. The teacher attempts to keep	Standards of conduct appear to have been established and implemented successfully. Overall, student behavior is	Student behavior is entirely appropriate; any student misbehavior is very minor and swiftly handled.
	monitor student behavior.	track of student behavior, but with no apparent system.		The teacher silently and subtly monitors student behavior.
	Some students disrupt the classroom, without apparent teacher awareness or with an ineffective response.	The teacher's response to student misbehavior is inconsistent: sometimes harsh, other times lenient.	The teacher frequently monitors student behavior.	Students respectfully intervene with classmates at appropriate moments to ensure compliance with standards of conduct.
			The teacher's response to student misbehavior is effective.	

2d	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Possible Examples	Students are talking	Classroom rules are	Upon a nonverbal signal	A student suggests a
	among themselves, with	posted, but neither the	from the teacher,	revision to one of the
	no attempt by the	teacher nor the students	students correct their	classroom rules.
	teacher to silence them.	refer to them	behavior	
	An object flies through	The teacher repeatedly	The teacher moves to	The teacher notices that
	the air, apparently	asks students to take their	every section of the	some students are talking
	without the teacher's	seats; some ignore her.	classroom, keeping a	among themselves and
	notice.		close eye on student	without a word moves
			behavior.	nearer to them; the talking
				stops.
	Students use their	To one student: "Where's	The teacher gives a	The teacher speaks
	phones and other	your late pass? Go to the	student a "hard look,"	privately to a student about
	electronic devices; the	office." To another: "You	and the student stops	misbehavior.
	teacher doesn't attempt	don't have a late pass?	talking to his neighbor.	
	to stop them.	Come in and take your		
		seat; you've missed		
		enough already."		
	Students are running			A student reminds her
	around the room,			classmates of the class
	resulting in chaos.			rule about chewing gum.
	And others	And others	And others	And others



Domain 3: Instruction

Component 3b: Using Questioning and Discussion Techniques

Questioning and discussion are the only instructional strategies specifically referred to in the framework for teaching; this reflects their central importance to teachers' practice. But in the framework, it is important that questioning and discussion are used as techniques to deepen student understanding, rather than serving 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 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 thinking by students. Class discussions are animated, engaging all students in important issues and in using their own language to deepen and extend their understanding. They may be based around questions formulated by the students themselves.

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, in 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 this. Therefore, high-level questions from students, either in the full class, or in small group discussions, provide evidence that these skills have been taught.



Domain 3: Instruction

Component 3b: Using Questioning and Discussion Techniques

Elements Include:

- Quality of Questions/Prompts: 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 they 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 may be helpful for the purpose of establishing the facts of an historical event, for example, but they should not be confused with the use of questioning to deepen students' understanding.
- **Discussion Techniques:** Effective teachers promote learning through discussion. Some teachers report that "we discussed x" when what they mean is that "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, and enabling students to engage in discussion directly with one another, not always mediated by the teacher.
- **Student Participation:** In some classes a few students tend to dominate the discussion, other students, recognizing this pattern, hold back their contributions. Teacher uses a range of techniques to ensure that all students contribute to the discussion, and enlist the assistance of students to ensure this outcome.

Indicators Include:

- Questions of high cognitive challenge, formulated by both students and teacher
- Questions with multiple correct answers, or multiple approaches even when there is a single correct response
- Effective use of student responses and ideas
- Discussion with the teacher stepping out of the central, mediating role
- High levels of student participation in discussion



Domain 3: Instruction			
Component 3b: Using Questioning	ng and Discussion Techniques		
Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
 Teacher's questions are of low cognitive challenge, single correct responses, and asked in rapid succession. Interaction between teacher and students is predominantly recitation style, with the teacher mediating all questions and answers. A few students dominate the discussion. 	 Teacher's questions lead students through a single path of inquiry, with answers seemingly determined in advance. Alternatively the teacher attempts to frame some questions designed to promotestudent thinking and understanding, but only a few students are involved. Teacher attempts to engage all students in the discussion and to encourage them to respond to one another, with uneven 	 While the teacher may use some low-level questions, he or she poses questions to students 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 appropriate. Teacher successfully engages most students in the discussion, employing a range of strategies to ensure that most students are heard. 	 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 and make unsolicited contributions. Students themselves ensure that all voices are heard in the discussion.



Component 3b: Using Questioning and Discussion Techniques					
	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective	
Critical Attributes	 Questions are rapid-fire, and convergent, with a single correct answer. Questions do not invite student thinking. All discussion is between teacher and students; students are not invited to speak directly to one another. A few students dominate the discussion. 	 Teacher frames some questions designed to promote student thinking, but only a few students are involved. The teacher invites students to respond directly to one another's ideas, but few students respond. Teacher calls on many students, but only a small number actually participate in the discussion. 	 Teacher uses open-ended questions, inviting students to think and/or have multiple possibleanswers. The teacher makes effective use of wait time. The teacher builds on student responses to question effectively. Discussion enables students to talk to one another, without ongoing mediation by the teacher. The teacher calls on most students, even those who don't initially volunteer. Many students actively engage in the discussion. 	In addition to the characteristics of "proficient," • Students initiate higher-order questions. • Students extend the discussion, enriching it. • Students invite comments from their classmates during a discussion	



Component 3b	: Using Questioning and Discus	ssion Techniques		
	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Possible Examples	 All questions are of the "recitation" type, such as "What is 3 x 4?" The teacher asks a question for which the answer is on the board; students respond by reading it. The teacher only calls on students who have their hands up. 	 Many questions are of the "recitation" type, such as "How many members of the House of Representatives are there?" The teacher asks: "Who has an idea about this?" but the same three students offer comments. Theteacherasks: "Michael, Can you comment on Mary's idea?" but Michael does not respond, or makes a comment directly to the teacher. 	 The teacher asks: "What might have happened if the colonists had not prevailed in the American war for independence?" The teacher uses the plural form in asking questions, such as: "What are some things you think might contribute to?" The teacher asks: "Michael, can you comment on Mary's idea?" and Michael responds directly to Mary. The teacher asks a question and asks every student to write a brief response, then share with a partner before inviting a few to offer their ideas to the entire class. 	 Astudent asks "How many ways are there to get this answer?" A student says to a classmate: "I don't think I agree with you on this, because" Astudent asks other students: "Does anyone have another idea as to how we might figure this out?" A student asks "What if?"

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Domain 3: Instruction

Component 3c: Engaging Student in Learning

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.

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, there is closure to the lesson, in which students derive the important learning from their own actions. A critical question for an observer in determining the degree of student engagement is "What are the students being asked to do?" If the answer to that question is that they are filling in blanks on a worksheet, or performing a rote procedure, they are unlikely to be cognitively engaged.

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.



Domain 3: Instruction

Component 3c: Engaging Student in Learning

Elements Include:

- Activities and Assignments: 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 are aligned with the goals of the lesson, and require student thinking that emphasizes depth over breadth, and that may allow students to exercise some choice.
- **Grouping of Students:** How students are grouped for instruction 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.
- Instructional Materials and Resources: The instructional materials a teacher selects to use in the classroom can have an enormous impact on students' experience. While 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.
- **Structure and Pacing:** No one, whether adults or students, 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.

Indicators Include:

- Activities aligned with the goals of the lesson
- Student enthusiasm, interest, thinking, problem-solving, etc.
- Learning tasks that require high-level student thinking and are aligned with lesson objectives
- Students highly motivated to work on all tasks and are persistent even when the tasks are challenging
- Students actively "working," rather than watching while their teacher "works."
- Suitable pacing of the lesson: neither dragging nor rushed, with time for closure and student reflection



Domain 3: Instruction		The state of the s	
Component 3c: Engaging St	udent in Learning		
Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
 The learning tasks and activities, materials, resources, instructional groups and technology are poorly aligned with the instructional outcomes or require only rote responses. The pace of the lesson is too slow or rushed. Few students are intellectually engaged or interested. 	 The learning tasks or prompts are partially aligned with the instructional outcomes but require only minimal thinking by students to be passive or merely compliant. The pacing of the lesson may not provide students the time needed to be intellectually engaged. 	 The learning tasks and activities are aligned with the instructional outcomes and are designed to challenge student thinking, resulting in active intellectual engagement by most students with important and challenging content, and with teacher scaffolding to support that engagement. 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 suitable scaffolding by the teacher, and fully aligned with the instructional outcomes. In addition, there is evidence of some student initiation of inquiry, and student contributions to the exploration of important content. The pacing of the lesson provides students the time needed to intellectually engage with and reflect upon their learning, and to consolidate their understanding. Students may have some choice in how they complete tasks and may serve as resources for one another.



omponent :	3c: Engaging Student in Learni	ng	_	
	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Critical Attributes	 Ineffective Few students are intellectually engaged in the lesson. Learning tasks require only recall or have a single correct response or method. The materials used ask students only to perform rote tasks. Only one type of instructional group is used (whole group, small groups) when a variety would better serve the instructional purpose. Instructional materials used are unsuitable to 	 Effective: Emerging Some students are intellectually engaged in the lesson. Learning tasks are a mix of those requiring thinking and recall. Student engagement with the content is largely passive, learning primarily facts or procedures. Student have no choice in how they complete tasks. The teacher uses different instructional groupings; these are partially successful in achieving the lesson objectives. The materials and resources are partially aligned to the 	 Most students are intellectually engaged in the lesson. Learning tasks have multiple correct responses or approaches and/or demand higher order thinking. The students have some choice in how they complete learning tasks. There is a mix of different types of groupings, suitable to the lesson objectives. Materials and resources support the learning goals and require intellectual engagement, as appropriate. The pacing of the lesson provides students the time 	In addition to the characteristics of "proficient," • Virtually all students are highly engaged in the lesson. • Students take the initiative to modify a learning task to make it more meaningful or relevant to their needs. • Students suggest modifications to the grouping patterns used. • Students have extensive choices in how they complete tasks. • Student suggest modifications or additions to the materials being used. • Student have an opportunity
	the lesson and/or the students. The lesson drags, or is rushed.	lesson objectives, only some of them demanding student thinking. The pacing of the lesson is uneven; suitable in parts,	needed to be intellectually engaged.	for reflection and closure on the lesson to consolidate their understanding.

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Component	3c: Engaging Student	in Learning		
	Ineffective	Effective: Emerging	Effective: Proficient	HighlyEffective
Possible Examples	 Students are able to fill out the lesson worksheet without understanding what it's asking them to do. The lesson drags, or feels rushed. Students complete "busy work" activities. 	 Students are asked to fill in a worksheet, following an established procedure. There is a recognizable beginning, middle, andend to the lesson. Parts of the lesson have a suitable pace; other parts drag or feel rushed. 	 Students are asked to formulate a hypothesis about what might happen if the American voting system allowed for the direct election of presidents. Students are given a task to do independently, then to discuss with a table group, followed by a reportout from each table. There is a clear beginning, middle, and end to the lesson. The lesson is neither rushed nor drags. 	 Students are asked to write an essay "in the style of Hemingway." A student asks whether they might remain in their small groups to complete another section of the activity, rather than work independently. Students identify or create their own learning materials. Students summarize their learning from the lesson.



Domain 3: Instruction

Component 3d: Using Assessment in Instruction

Assessment of student learning plays an important role in instruction; no longer does it signal the end of instruction; it is now recognized to be an integral part of instruction. While assessment of 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 they intend) assessment for 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 their finger on "the pulse" of a lesson, monitoring student understanding and, where appropriate, offering feedback to students.

Of course, a teacher's actions in monitoring student learning, while it may superficially look the same as monitoring student behavior, has a fundamentally different purpose. When a teacher is monitoring behavior, he/she is alert to students who may be passing notes, or bothering their neighbors; when teachers monitor student learning, they 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 in order to grasp the content. In each case, the teacher may be circulating in the room, but his/her purpose in doing do is quite different in the two situations.

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, teachers are alert to students' revealed 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 techniques (such as exit tickets) to ascertain the degree of understanding of every student in the class. Indeed, encouraging students (and actually teaching them the necessary skills) of monitoring their own learning against clear standards is demonstrated by teachers at high levels of performance. As important as monitoring of student learning and providing feedback to students are, however, they are greatly strengthened by a teacher's skill in making mid-course corrections when needed, seizing on a "teachable moment."



Domain 3: Instruction

Component 3d: Using Assessment in Instruction

Elements Include:

- Assessment Criteria: It is essential that students know the criteria for assessment. At its highest level, students have had a hand in articulating the criteria for, for example, a clear oral presentation.
- Monitoring of Student Learning: 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 carefully planned in advance. But even after carefully planning, monitoring of student learning must be woven seamlessly into the lesson, using a variety of techniques.
- Feedback to Students: Feedback on learning is an essential element of a rich instructional environment; without it, students are constantly guessing as to how they are doing, and how their work can be improved. Valuable feedback must be timely, constructive, and substantive, and provide students the guidance they need to improve their performance.
- Student Self-Assessment and Monitoring of Progress: The culmination of student assumption of responsibility for their learning is when they monitor their own learning, and take appropriate action. Of course, they can only do this if the criteria for learning are clear and if they have been taught the skills of checking their work against clear criteria.

Indicators Include:

- Teacher paying close attention to evidence of student understanding
- Teacher posing specifically-created questions to elicit evidence of student understanding
- Teacher circulating to monitor student learning and to offer feedback
- Students assessing their own work against established criteria
- Teacher adjusting instruction in response to evidence of student understanding (or lack of it)



Domain 3: Instruction			
Component 3d: Using	Assessment in Instruction		
Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
 There is little or no assessment or monitoring of student learning; feedbackis absent, or of poor quality. Students do not appear to be aware of the assessment criteria and do not engage in self-assessment. 	 Assessment is used sporadically to support instruction, through some monitoring of progress of learning by teacher and/or students. Feedback to students is general, and students appear to be only partially aware of the assessment criteria used to evaluate their work but few assess their own work. Questions/prompts/ assessments are rarely used to diagnose evidence of learning. 	 Assessment is regularly used during instruction, through monitoring of progress of learning by teacher and/or students, resulting in accurate, specific feedback that advances learning. Students appear to be aware of the assessment criteria; some of them engage in self-assessment. Questions/ prompts/ assessments are used to diagnose evidence of learning. 	 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. Students self-assess and monitor their progress. A variety of feedback, from both the teacher and peers, is accurate, specific, and advances learning. Questions/prompts/assessments are used regularly to diagnose evidence of learning by individual students.



Component 3d: Using Assessment in Inst Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
The teacher gives no indication of what high quality work looks like. The teacher makes no effort to determine whether students understand the lesson. Feedback in only global. The teacher does not ask students to evaluate their own classmates' work.	 There is little evidence that thestudents understand how their work will be evaluated. The teacher monitors understanding through a single method, or without eliciting evidence of understanding fromall students. Teacher requests global indications of student understanding. Feedback to students is not uniformly specific, not oriented towards future improvement of work. The teacher makes only minor attempts to engage students in self- or peerassessment. The teacher's attempts to adjust the lesson are partially successful. 	 Students indicate that they clearly understand the characteristics of high quality work. The teacher elicits evidence of student understanding during the lesson. Students are invited to assess their own work and make improvements. Feedback includes specific and timely guidance for at least some groups of students The teacher attempts to engage students in self or peer-assessment. When necessary, the teacher makes adjustments to the lesson to enhance understanding by groups of students. 	In addition to the characteristics of "proficient," • There is evidence that students have helped establish the evaluation criteria. • Teacher monitoring of student understanding is sophisticated and continuous: the teacher is constantly "taking the pulse" of the class. • Teacher makes frequent use of strategies to elicit information about individual student understanding. • Feedback to students is specific and timely, and is provided from many sources, including other students. • Students monitor their own understanding, either on their own initiative or as a result of tasks set by the teacher. • The teacher's adjustments to the lesson are designed to assist individual students.

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omponent 3d. 0	sing Assessment in Instru	action		
	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Possible Examples	 A student asks: "How is this assignment going to be graded?" A student asks "Does this quiz count towards my grade?" The teacher forges ahead with a presentation without checking for understanding. The teacher says: "good job, everyone." 	 Teacher asks: "Does anyone have a question? When a student completes a problem on the board, the teachers corrects the student's work without explaining why. The teacher, after receiving a correct response from one student, continues, without ascertaining whether all students understand the concept. 	 The teacher circulates during small group or independent work, offering suggestions to groups of students. The teacher uses a specifically formulated question to elicit evidence of student understanding. The teacher asks students to look over their papers to correct their errors. 	 The teacher reminds students of the characteristics of high-quality work (the assessment criteria), suggesting that the students themselves helped developthem. While students are working, the teacher circulates providing substantive feedback to individual students. The teacher uses popsicle-sticks or exit tickets to elicit evidence of individual student understanding. Students offer feedback to their classmates on their work. Students evaluate a piece of their writing against the writing rubric and confer with the teacher about how it could be improved.

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Domain 4: Professional Responsibilities

Component	4b: Maintaining Accurate Records					
	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.					
	лиегъ.					
	The elements of component 4b are:					
	Student completion of assignments					
	Student Progress in learning					
	Noninstructional records					
	Indicators include:					
	Routines and systems that track student completion of assignments					
	Systems of information regarding student progress against instructional outcomes					
	Processes of maintain accurate noninstructional records					

	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
4b: Maintaining Accurate Records	progress in learning is nonexistent or in disarray. The teacher's records for noninstructional activities	student completion of assignments and student progress in learning is	ŕ	The teacher's system for maintaining information on student competion of assignments, student progress in learning, and noninstructional records is fully effective. Students contribute information and participate in maintaining the records.
Critical Attributes	There is no system for either instructional or noninstructional records	The teacher has a process for recording student work completion. However, it may be out-of-date or may not permit students to access the information.	The teacher's process for recording completion of student work is efficient and effective; students have access to information about completed and/or missing assignments.	Students contribute to and maintain records indicating completed and outstanding work assignments.
			The teacher has an efficient and effective process for recording student attainment of learning goals; students are able to see how they're progressing.	
		The teacher has a process for tracking some, but not all noninstructional information, and it may contain some errors.	The teacher's process for recording noninstructional information is both efficient and effective.	Students contribute to maintaining noninstructional records for the class.

4 b	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Possible Examples	A student says, "I'm sure I	A student says, "I wasn't in	On the class website, the	A student from each team
	turned in that assignment,	school today, and my	teacher creates a link that	maintains the database of
	but the teacher lost it!"	teacher's website is out of	students can access to check	current and missing
		date, so I don't know what	on any missing assignments.	assignments for the team.
		the assignments are!"		
	The teacher says, "I	The teacher says, "I've got	The teacher's gradebook	When asked about her
	misplaced the writing	all these notes about how the	records student progress	progress in a class, a
	samples for my class, but it	kids are doing; I should put	toward learning goals	student proudly shows her
	doesn't matter—I know	them into the system, but I		portfolio of work and can
	what the students would	just don't have time."		explain how the documents
	have scored."			indicate her progress
				toward learning goals.
	On the morning of the field	On the morning of the field	The teacher creates a	When they bring in their
	trip, the teacher discovers	trip, the teacher frantically	spreadsheet for tracking	permission slips for a field
	that five students never	searches all the drawers in	which students have paid for	trip, students add their own
	turned in their permission	the desk looking for the	their school pictures.	information to the database.
	slips.	permission slips and finds		
		them just before the bell		
		rings.		
	And others	And others	And others	And others

Component	4c: Communicating with Families
Communicating with Families	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.
	 The elements of component 4c are: Information about the instructional program Information about individual students Engagement of families in the instructional program
	 Indicators include: Frequent and culturally appropriate information sent home regarding the instructional program and student progress Two-way communication between the teacher and families Frequent opportunities for families to engage in the learning process

	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
4c: Communicating	The teacher provides	The teacher makes sporadic	The teacher provides frequent	The teacher communicates
with Families	little information about	attempts to communicate with	and appropriate information to	frequently with families in a
	the instructional	families about the instructional	families about the instructional	culturally sensitive manner,
	program to families; the		program and conveys	with students contributing
	teacher's	progress of individual students	information about individual	to the communication. The
	communication about	but does not attempt to	student progress in a culturally	
	students' progress is	engage families in the	sensitive manner. The teacher	concerns with professional
	minimal. The teacher	instructional program.	makes some attempts to	and cultural sensitivity. The
	does not respond, or	Moreover, the communication	engage families in the	teacher's efforts to engage
	responds insensitively,	that does take place may not	instructional program.	families in the instructional
	to parental concerns.	be culturally sensitive to those		program are frequent and
		families.		successful.
Critical Attributes	Little or no information	School- or district-created	The teacher regularly makes	Students regularly develop
	regarding the	materials about the	information about the	materials to inform their
		instructional program are sent	instructional program	families about the
	available to parents.	home.	available.	instructional program.
		The teacher sends home	The teacher regularly sends	Students maintain accurate
	their children's	infrequent or incomplete	home information about	records about their
	progress.	information about the	student progress.	individual learning progress and frequently share this
		instructional program.		information with families.
				information with families.
	Family engagement	The teacher maintains a	The teacher develops activities	Students contribute to
	activities are lacking.	school-required gradebook but		regular and ongoing
	ground and raiding.	does little else to inform	successfully and appropriately	projects designed to
		families about student	in their children's learning.	engage families in the
		progress.		learning process.
	There is some culturally		Most of the teacher's	All of the teacher's
	inappropriate	communications are	communications are	communications are highly
	communication.	inappropriate to families'	appropriate to families' cultural	sensitive to families'
		cultural norms.	norms.	cultural norms.

4c	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Possible Examples	A parent says, "I'd like	A parent says, "I received	The teacher sends a weekly	Students create
	to know what my kid	the district pamphlet on the	newsletter home to families	materials for Back-to-
	is working on at	reading program, but I	that describes current class	School Night that outline
	school."	wonder how it's being	activities, community and/or	the approach for learning
		taught in my child's class."	school projects, field trips, etc.	science.
			The teacher creates a monthly	
				reflection log describes
	something about my	struggles with math, but all I	home for each student.	what she or he is
		got back was a note saying		learning, and the log
	before the report card	that he's doing fine."		goes home each week
	comes out."			for review by a parent or
				guardian.
	A parent says, "I	The teacher sends home	The teacher sends home a	Students design a project
	wonder why we never	weekly quizzes for parent or	project that asks students to	on charting their family's
	see any schoolwork	guardian signature.	interview a family member	use of plastics.
	come home."		about growing up during the	
			1950s.	
	And others	And others	And others	And others

Component	4d: Participating in the Professional Community				
Participating in	Schools are, first of all, environments to promote the learning of students. But in promoting student learning, teachers				
the	must work with their colleagues to share strategies, plan joint efforts, and plan for the success of individual students.				
Professional	Schools are, in other words, professional organizations for teachers, with their full potential realized only when teachers				
Community	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. The elements of component 4d are: Relationships with colleagues Involvement in a culture of professional inquiry Service to the school				
	 Participation in school and district projects Indicators include: Regular teacher participation with colleagues to share and plan for student success Regular teacher participation in professional courses or communities that emphasize improving practice Regular teacher participation in school initiatives Regular teacher participation in and support of community initiatives 				

	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
4d: Participating in the Professional Community	or self-serving. The teacher avoids participation in a professional culture of inquiry, resisting	The second secon	The teacher's relationships with colleagues are characterized by mutual support and cooperation; the teacher actively participates in a culture of professional inquiry. The teacher volunteers to participate in school events and in school and district projects, making a substantial contribution.	The teacher's relationships with colleagues are characterized by mutual support and cooperation, with the teacher taking initiative in assuming leadership among the faculty. The teacher takes a leadership role in promoting a culture of professional inquiry. The 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.
Critical Attributes	The teacher's relationships with colleagues are characterized by negativity or combativeness. The teacher purposefully avoids contributing to activities promoting professional inquiry. The teacher avoids involvement in school activities and district and community projects.	The teacher has cordial relationships with colleagues. When invited, the teacher participates in activities related to professional inquiry. When asked, the teacher participates in school activities, as well as district and community projects.	The teacher has supportive and collaborative relationships with colleagues. The teacher regularly participates in activities related to professional inquiry. The teacher frequently volunteers to participate in school events and school district and community projects.	The teacher takes a leadership role in promoting activities related to professional inquiry. he teacher regularly contributes to and leads events that positively impact school life. The teacher regularly contributes to and leads significant district and community projects.

4 d	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Possible Examples	The teacher doesn't share test-taking strategies with his colleagues. He figures that if his students do well, he will look good	The teacher is polite but seldom shares any instructional materials with his grade partners.	teacher's students have been	The teacher leads the group of mentor teachers at school, which is devoted to supporting teachers during their first years of teaching.
	The teacher does not attend PLC meetings.	The teacher attends PLC meetings only when reminded by her supervisor or does not actively participate.		The teacher hosts a book study group that meets monthly; he guides the book choices so that the group can focus on topics that will enhance their skills.
	attend any school functions after the dismissal bell.	The principal says, "I wish I didn't have to ask the teacher to 'volunteer' every time we need someone to chaperone the dance."	The basketball coach is usually willing to chaperone the ninth-grade dance because she knows all of her players will be there.	The teacher leads the annual "Olympics" day, thereby involving the entire student body and faculty in athletic events.
	work from 8:30 to 3:30	The teacher contributes to the district literacy committee only when requested to do so by the principal.	The teacher enthusiastically	The teacher leads the district wellness committee, and involves healthcare and nutrition specialists from the community.
	And others	And others	And others	And others

Component	4f: Showing Professionalism
Showing Professionalism	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.
	 The elements of component 4f are: Integrity and ethical conduct Service to students Decision making Compliance with school and district regulations Indicators include: The teacher having a reputation as being trustworthy and often sought as a sounding board The teacher frequently reminding participants during committee or planning work that students are the highest priority The teacher challenging existing practice in order to put students first The teacher consistently fulfilling district mandates regarding policies and procedures

	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
4f: Showing	The teacher displays	The teacher is honest in	The teacher displays high	The teacher can be counted on to hold
Professionalism	dishonesty in interactions with colleagues, students, and the public. The teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. The teacher makes decisions and recommendations that are based on self-serving interests. The teacher does not comply with school and	interactions with colleagues, students, and the public. The teacher's attempts to serve students are inconsistent, and unknowingly contribute to some students being ill served by the school. The teacher's decisions and recommendations are based	standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public. The teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. The teacher maintains an open mind in team or departmental decision making. The teacher	the highest standards of honesty, integrity, and confidentiality and takes a leadership role with colleagues. The teacher is highly proactive in serving students, seeking out resources when needed. The teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students,
Critical Attributes	The teacher is dishonest.		The teacher is honest and known for having high standards of integrity.	a leadership role with colleagues. The teacher is considered a leader in terms of honesty, integrity, and confidentiality.
		The teacher notices the needs	The teacher actively addresses student needs.	The teacher is highly proactive in serving students.
	The teacher engages in practices that are self-serving.	The teacher does not notice that some school practices result in poor conditions for students.	The teacher actively works to provide opportunities for student success.	The teacher makes a concerted effort to ensure opportunities are available for all students to be successful.
	district regulations.	The teacher makes decisions professionally but on a limited basis.	The teacher willingly participates in team and departmental decision making. The teacher complies	The teacher takes a leadership role in team and departmental decision making. The teacher takes a leadership role
			completely with district regulations.	regarding district regulations.

4f	Ineffective	Effective: Emerging	Effective: Proficient	Highly Effective
Possible Examples	The teacher makes some	The teacher says, "I have always	The teacher is trusted by his	After the school's intramural
	errors when marking the most	known my grade partner to be	grade partners; they share	basketball program is
	recent common assessment	truthful. If she called in sick today,	information with him, confident it	discontinued, the teacher finds
	but doesn't tell his	then I believe her."	will not be repeated	some former student athletes
	colleagues.		inappropriately.	to come in and work with his
				students, who have come to
				love the after-school sessions.
			Despite her lack of knowledge	The teacher enlists the help of
	that three of her neediest	late to help some of her students	about dance, the teacher forms a	her principal when she realizes
	students arrive at school an		dance club at her high school to	that a colleague has been
	hour early every morning	realizes it would conflict with her	meet the high interest level of her	making disparaging comments
	because their mothers can't	health club class and so decides	students who cannot afford	about some disadvantaged
		against it.	lessons.	students.
		The teacher notices a student	The teacher notices some speech	The math department looks
			delays in a few of her young	forward to their weekly
		a quick email to the counselor.	students; she calls in the speech	meetings; their leader, the
			therapist to do a few sessions in	teacher, is always seeking new
	A responsibility of the contract of the contra	he assumes the problem has	her classroom and provide	instructional strategies and
	legs.	been taken care of.	feedback on further steps.	resources for them to discuss.
	When one of her colleagues	When the teacher's grade partner	The English department chair	When the district adopts a new
		goes out on maternity leave, the	says, "I appreciate when	Web-based grading program,
	of illness, the teacher	teacher says "Hello" and		the teacher learns it inside and
	pretends to have a meeting	"Welcome" to the substitute but	he always contributes something	out so that she will be able to
		does not offer any further	meaningful to the discussion."	assist her colleagues with its
	share in the coverage	assistance.		implementation.
	responsibilities.			"
	The teacher does not file his	The teacher keeps his district-	The teacher learns the district's	1
	students' writing samples in	required gradebook up to date	new online curriculum mapping	
	their district cumulative	but enters exactly the minimum	system and writes in all of her	
		10 miles 1 mil	courses.	
	and he wants to leave early	by his department chair.		
	for summer break.			
	The teacher does not report	The teacher reports to duty but		
	for her assigned duty	does not actively monitor		
	assignment(s).	students.		
	The teacher is not on time for			
	work or leaves early.			
	And others	And others	And others	And others