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AGREEMENT

Between the

**SUPERINTENDENT
WHEATLAND-CHILI CENTRAL
SCHOOL DISTRICT**

and the

**WHEATLAND-CHILI
FEDERATION OF TEACHERS**

2012-2014

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THIS AGREEMENT entered into this 20th day of August, 2012, by and between the Superintendent, Wheatland-Chili Central School District, hereinafter called the "District," and the Wheatland-Chili Federation of Teachers, hereinafter called the "Federation."

ARTICLE I - RECOGNITION

- A. The Wheatland-Chili Central School Board of Education, having determined that the Wheatland-Chili Federation of Teachers is supported by a majority of teachers in a unit composed of all professional, regularly employed certified personnel except the Superintendent, Assistant Superintendent for Business, Director of Pupil Personnel Services, Building Principals, Assistants to the Principal, Dean of Students, and substitute teachers, has recognized the Wheatland-Chili Federation of Teachers as the exclusive negotiating agent within the terms of the law for the teachers in such unit, and will grant unchallenged representation to it for the maximum period permitted by law.
- B. Affirmation of No-Strike - Pursuant to the provisions of Subdivision 3(b) of Section 207 of the Civil Service Law, known as the "Public Employees' Fair Employment Act," the Wheatland-Chili Federation of Teachers does hereby affirm that:
 - 1. It does not assert the right to strike against any government, to assist or participate in any such strike, or to impose an obligation to conduct, assist, or participate in such a strike.
 - 2. This affirmation has been duly authorized by the Executive Committee or Board of the Wheatland-Chili Federation of Teachers.

ARTICLE II - PRINCIPLES

- A. Attaining Objectives - Attainment of objectives of the educational program of the District requires mutual understanding and cooperation among the Board of Education, the superintendent and his/her staff, and the professional teaching personnel. To this end, free and open exchange of views is desirable and necessary, with all parties participating in deliberations leading to the determination of matters of mutual concern.
- B. Professional Teaching Personnel - It is recognized that teaching is a profession requiring specialized educational qualifications and that the success of the educational program in the District depends upon the maximum utilization of the abilities of teachers who are reasonably well satisfied with the conditions under which their services are rendered.

ARTICLE III - NEGOTIATION PROCEDURES

- A. It is contemplated that terms and conditions of employment provided through this agreement shall remain in effect until altered by mutual agreement in writing between the parties. Nevertheless because of the special nature of the public educational process, it is likewise recognized that matters may from time to time arise of vital mutual concern to the parties which have not been fully or adequately negotiated between them. It is in the public interest that the opportunity for mutual discussion of such matters be provided. The parties accordingly agree to cooperate in arranging meetings, selecting representatives for discussion, furnishing necessary information, and otherwise constructively considering and resolving such matters.

Facts and Views - All reports and announcements emanating from the negotiations which may be issued to parties outside of the Federation and the District shall be issued only after consultation by both parties.

Proposals - It is agreed that the District and the Federation will simultaneously exchange proposals at a mutually agreed upon time.

ARTICLE IV - FAIR DISMISSAL

A. No unit member shall be dismissed or disciplined except for just cause as provided in this Article.

B. Unit members with more than two years and one day service.

1. If the District is considering the dismissal of the unit member for reasons of classroom performance, the unit member, immediate supervisor, Federation representative designated by the unit member, and superintendent or designee shall meet to discuss improving the unit member's performance in order to continue employment. The unit member shall be provided no less than 80 days to improve that performance.
2. If the District is considering the dismissal of the unit member for reasons other than classroom performance, the unit member, immediate supervisor, Federation representative designated by the Unit member, and superintendent or designee shall meet to discuss the reasons for considering dismissal. This meeting will take place at least seven (7) days prior to the superintendent's recommendation.
3. Following the actions in "B.1." or "B.2." and if the superintendent determines that a recommendation of dismissal is appropriate, the unit member shall be notified of the specific reasons for the recommendation of dismissal, with a copy to the Federation President. Within ten (10) days of receipt of this recommendation, a non-tenured unit member may request submission to arbitration pursuant to Article XIII, Stage 4, herein, provided that the reasons for denial of tenure at the completion of the probationary term shall not be subject to arbitration. Within ten(10) days of receipt of this recommendation a tenured unit member shall select either submission to arbitration pursuant to Article XIII, Stage 4 or to the procedures of Education Law Section 3020-a.
4. This procedure is the sole and exclusive method for the discipline or dismissal of such unit members.

C. Unit members with less than two years and one day service.

In the event that the Superintendent recommends to the Board dismissal of such unit members, the unit member may, within ten (10) school days of receipt of the recommendation, request an appeal to the Board by delivery of a written request for such appeal to the Clerk of the Board. The appeal will be heard in executive session within ten (10) school days of the teacher's request or the Board may designate one or two members to hear the appeal. Presentation of the appeal by the teacher and/or Federation representative(s) shall be followed by a presentation by the Superintendent and/or Superintendent's representative. Within five (5) school days of the appeal, the Board will render its written decision, and may dismiss or retain the unit member or impose a lesser penalty. The Board's decision is not subject to Article XIII, Stage 4, herein. This procedure shall be in lieu of Section 3031 of the Education Law.

D. Any suspension pending arbitration will be with pay unless otherwise permitted under Education Law.

ARTICLE V - CONFIDENTIALITY OR PERSONNEL DISCUSSIONS

- A. Every effort will be made in insuring that all discussions of the conduct, performance, and/or employment status of unit members engaged in by the administrative staff and/or Board of Education shall be conducted in a private and confidential manner and shall not be conducted in such a manner as to unjustly damage the professional standing of any unit members.
- B. Prior to the administrative staff formally discussing with the Board of Education the conduct or performance of a unit member wherein action is desired, the administrative staff will so notify the unit member and assure that the unit member has an opportunity to present appropriate information to the superintendent for his/her review.

- C. In the event the administrative staff decides, after the above review, to formally discuss with the Board of Education the conduct or performance of a unit member, or if a Board member initiates such discussion without administrative action, the unit member will be advised of such meeting and allowed to attend such meeting for the purpose of presenting to the Board of Education appropriate information prior to the Board's taking action.
- D. Discussions regarding the conduct, performance, and/or employment status of unit members shall be treated in a confidential manner and will be conducted by district administrative staff and/or elected members of the Board of Education.

It is the intent of the parties that matters relating to the conduct, performance, and/or employment status of unit members shall not be discussed in the presence of any member of the student body of the Wheatland-Chili Central School District. This is to include any members of the student body who serve by appointment or by election as student representatives on the Board of Education.

ARTICLE VI - SENIORITY, PROMOTION, TRANSFER

A. Seniority

- 1. Seniority shall be computed from the most recent date of hire in the district in a position contained within the definition of the Unit (Article I).
- 2. Seniority shall accumulate only while the teacher is a member of the bargaining unit. Seniority shall not be allowed to accumulate while a unit member is on a personal leave of absence or a child rearing leave. Unit members who are not accumulating seniority because they are on a personal or child rearing leave shall have their seniority frozen from the date the leave commenced until they return to active employment in the District. Teachers shall be allowed to accumulate seniority on all other types of leaves as provided in Article X of this agreement.
- 3. Seniority shall be broken for any of the following:
 - a. Discharge
 - b. Resignation
 - c. Failure to return from leave of absence
 - d. At the expiration of seven (7) years from date of layoff

B. Promotions and Transfers

- 1. All unit members shall receive written notice (placed in staff mailboxes) of all position openings at least ten (10) days prior to the time the Board acts to permanently fill such position(s). In the event positions become open during the summer, notification will be made by mailing to the address of teachers on file at the close of the school year.
- 2. Interested applicants must apply in writing within ten (10) calendar days from the date of notice of position opening.
- 3. In all cases of promotion and transfers, qualifications of applicants shall be the primary factor in selection. Where qualifications are equal, the most senior teacher who has applied will be selected.
- 4. The provisions of this Article apply only to promotion and transfer within the bargaining unit.

C. Layoff and Recall

- 1. Layoff shall mean a reduction in force.
- 2. All layoffs shall be made within the tenure of the position abolished.

3. Layoffs shall be made in the following order. The services of the teacher having the least seniority in the system within the tenure of the position abolished shall be discontinued.
4. Recall
 - a. Teachers shall be recalled to a position in which they are certified. Recall shall be by seniority, in accordance with Chapter 2510 of the Education Law.
 - b. Notice of recall shall be sent to the teacher's last known address by registered mail.
 - c. Failure of the recalled teacher to respond in writing by registered letter within fourteen (14) calendar days from date letter of recall was received or failure to return to work on the date agreed, shall constitute resignation from the District.
 - d. Letter of recall from the District shall instruct the teacher being recalled that response must be in writing by registered mail.
5. The period of time on layoff status shall not be credited toward completion of the probationary period.

D. Involuntary Transfer

Involuntary transfer will be primarily based on qualifications. Where qualifications are equal, the least senior teacher will be transferred.

- E. On a per case basis and where circumstances such as where educational consideration is paramount, these procedures may be waived by mutual agreement of the district and the Federation.

ARTICLE VII - EFFECT ON FUTURE CHANGES

Before the Board adopts a change in policy which affects wages, hours, or any other condition of employment which is not covered by the terms of this agreement and which has not been proposed by the Federation, the Board will notify the Federation in writing that it is considering such a change. The Federation president and two other Federation representatives shall meet with the superintendent for the purpose of fully discussing and understanding such a change and resolving any differences. Should any differences remain; the Federation will have the right to meet with the Board to resolve these differences, provided it makes a request within ten (10) school days after the meeting with the superintendent. When the differences are resolved, the Board and the Federation agree to assist in the implementation of the change.

ARTICLE VIII - COMPENSATION

A. Salary

1. Unit members shall be paid in accordance with the salary schedules set forth as Appendix A.
2. Part-time unit members employed on a .5 or more basis who remain employed in the following school year in part-time service will be moved one step on the salary schedule.
3. Part-time unit members who are first appointed to a full-time probationary appointment immediately following their part-time service shall receive pro-rated credit for the part-time service, rounded off to the nearest whole step, for salary step placement.
4. Teachers will have the opportunity to select a 21 or 20/6 salary plan.
5. Remuneration will occur biweekly on a schedule established by working backward from the close of the school year and will include a first pay within the first two weeks of the school year. The parties will form a committee no later than January 1, 2013 for the purposes of studying the impact of moving to a semi-monthly payroll. This committee will be made up of two representatives from each of the parties. Representation for the WCFT will be chosen by the Federation President or designee.

6. Staff members shall be permitted to substitute for an absent teacher on a voluntary basis and at the discretion of the building principal in the area of their certification or competency at the rate \$27.83.
7. If at the expiration of the contract on June 30, 2014, no successor agreement has been concluded, unit members will forego one half of their respective increments for the subsequent year. For its part, the District will pick up the unit member's share of his/her health and a dental premium payment until the new contract is ratified by both parties. If the new contract is ratified by both parties by December 31, 2014 the District will be entitled immediately to recover the unit member's share of premiums. If the negotiations extend beyond that date, all premiums will still be recoverable, but on a schedule spread over a period of time equal to that which will have elapsed since June 30, 2014. The same formula applies if the unsettled contract goes into yet another year.

B. Graduate Tuition Reimbursement

1. Within thirty (30) school days of filing a properly verified claim unit members shall be reimbursed for tuition expenses. The verified claim must be filed with the District within thirty (30) school days of the unit member's receipt of notification of successful completion of the graduate course. The claim for reimbursement shall not exceed six (6) credit hours in any one year and shall be limited to sixty (60) graduate hours beyond a bachelors degree at a rate not exceeding the amount charged by Nazareth College for graduate course tuition on a credit hour basis or twelve (12) credit hours in any one year not to exceed the amount charged by SUNY for graduate course tuition on a credit hour basis. Graduate hours up to sixty (60) hours must be taken in a recognized educational institution.
2. Tuition vouchers will be used if available. The cooperating teacher will have first refusal.
3. Teachers must return to regular employment for one full school year after the semester in which the course(s) is completed or refund the District 50% of the reimbursement. The Superintendent may waive this upon request. This section applies to voluntary separations only.

C. Inservice Hours

1. Unit members who participate in any in-service course offered by the District, other than a personal interest course, shall be compensated at the rate of \$26.04/hour.

Such in-service course may be offered through BOCES under cooperative service (COSER) arrangements, other training providers, and/or the Wheatland-Chili Teacher Center.

For each school year that the District agrees to serve as the LEA for the Wheatland-Chili Teacher Center by signing the grant proposal and the New York State awards the grant, the District will authorize \$15,000 annually, if claimed by voucher, for in-service courses to be taken through the Wheatland-Chili Teacher Center. The District shall notify the Teacher Center Policy Board prior to June 30 of each school year of its in-service priorities for the subsequent school year. The Teacher Center Policy Board will determine the Teacher Center's in-service offerings and identify any that are personal interest in nature and therefore ineligible for compensation.

D. Summer Employment

1. The daily rate of 1/200 of the salary schedule in effect shall be paid, providing the assignment is within the teacher's normal duties or regularly assigned professional responsibilities. A teacher performing curriculum development work during the summer shall be paid at the rate of \$31.16/hour.
2. In the event that the District requests a room change for a teacher which results in a teacher moving room materials outside of the school year, the teacher shall be paid at the rate of \$25/hour up to a maximum of eight hours.

E. CSE Summer Meetings

Unit members attending a CSE meeting during the summer shall be paid at the rate of \$31.16/hour (minimum 2 hours).

F. Coaching and Extra Curriculum Compensation

1. Athletic Director. The Athletic Director shall be compensated on the appropriate step of the Curriculum Leader schedule per year for this position and shall have one period of release time per day to accomplish these duties.
2. Staff members appointed by the Board of Education to the following coaching positions shall be compensated on a ten(10) step schedule (base plus nine(9) increments) given the following base for each year and increment:

<u>Activity</u>	<u>2012-2013</u>	<u>2013-2014</u>	<u>Increment</u> <u>Cost</u>
Baseball, Modified	2,105	2,105	50
Baseball, Jr. Varsity	2,823	2,823	50
Baseball, Varsity	3,500	3,500	50
Basketball(B), Modified	2,105	2,105	50
Basketball(B), Jr. Varsity	4,795	4,795	50
Basketball(B), Varsity	5,837	5,837	100
Basketball(G), Modified	2,105	2,105	50
Basketball(G), Jr. Varsity	4,795	4,795	50
Basketball(G), Varsity	5,837	5,837	100
Cheerleading, Jr. Varsity	2,823	2,823	50
Cheerleading, Varsity	3,500	3,500	50
Cross Country, Modified	2,105	2,105	50
Cross Country(B), Varsity	3,500	3,500	50
Cross Country (G), Varsity	3,500	3,500	50
Golf	3,500	3,500	50
Soccer(B), Modified	2,105	2,105	50
Soccer(B), Jr. Varsity	2,823	2,823	50
Soccer(B) Assistant	2,823	2,823	50
Soccer(B), Varsity	3,500	3,500	50
Soccer(G), Modified	2,105	2,105	50
Soccer(G), Jr. Varsity	2,823	2,823	50
Soccer(G) Assistant	2,823	2,823	50
Soccer(G), Varsity	3,500	3,500	50
Softball, Modified	2,105	2,105	50
Softball, Jr. Varsity	2,823	2,823	50
Softball, Varsity	3,500	3,500	50
Swimming, Modified	2,105	2,105	50
Swimming, JV/Varsity Asst.	4,795	4,795	50
Swimming, Varsity	5,837	5,837	100
Tennis, Modified	2,105	2,105	50
Tennis, Jr. Varsity	2,823	2,823	50
Tennis, Varsity	3,500	3,500	50
Track, Modified	2,105	2,105	50
Track Assistant	2,823	2,823	50
Track(B), Varsity	3,500	3,500	50
Track(G), Varsity	3,500	3,500	50
Volleyball, Modified	2,105	2,105	50
Volleyball, Jr. Varsity	2,823	2,823	50
Volleyball, Varsity	3,500	3,500	50

The stipend for any new coaching position will be mutually agreed upon by a committee of two representatives of the district and two representatives of the Association.

3. Staff members appointed by the Board of Education to the following activity advisory positions shall be compensated on a five (5) step schedule (base plus four (4) increments) given the following base (for each year) and increment:

<u>Activity</u>	<u>Base 2012-2013</u>	<u>Base 2013-2014</u>	<u>Increment Cost</u>
Academic Bowl, Middle School	1,217	1,217	\$50
Art Club	1,827	1,827	50
Bicycle Club/Archery	1,264	1,264	50
Bookstore, Elementary	1,027	1,027	50
Bookstore, Middle/Senior High	1,027	1,027	50
Class Advisors:			
9th	1,520	1,520	50
10th	1,520	1,520	50
11th	1,990	1,990	50
12th	2,187	2,187	50
Chemical Hygiene Officer	870	870	50
Drama, Middle School	1,147	1,147	50
Drama Director, Senior High	1,820	1,820	50
Technical Director, Senior High	1,131	1,131	50
Essence	1,827	1,827	50
Environmental Club, Elementary	1,827	1,827	50
Future Business Leaders of America	1,827	1,827	50
Interact Club	1,827	1,827	50
International Club, Middle/Senior High	1,827	1,827	50
Jazz Band Instructor, Senior High	1,550	1,550	50
Jazz Club, Middle School	1,264	1,264	50
Leadership Assets Training	953	953	
Marching Band	3,094	3,094	50
Masterminds, Junior Varsity	1,502	1,502	50
Masterminds, Varsity	1,827	1,827	50
Model U.N. Club	1,827	1,827	50
Musical Director, Elementary	2,952	2,952	50
Assistant Musical Director	1,718	1,718	50
Technical Director	1,718	1,718	50
Musical Director Middle School	2,952	2,952	50
Assistant Musical Director	1,718	1,718	50
Technical Director	1,718	1,718	50
Artistic Director – Senior High	1,998	1,998	50
Producer	673	673	50
Technical Director	1,718	1,718	50
Vocal Director	1,998	1,998	50
Musical Choreographer	1,550	1,550	50
Musical Rehearsal Accompanist	1,292	1,292	50
National Honor Society, Middle School	1,123	1,123	50
National Honor Society	1,123	1,123	50
Newspaper, Middle/Senior High	1,968	1,968	50
Odyssey of the Mind, Elementary	1,827	1,827	50
Pit Band Director	1,550	1,550	50
SADD Club	1,827	1,827	50

Safety Patrol, Elementary	1,827	1,827	50
Science Club	1,520	1,520	50
Ski Club, Middle School	1,264	1,264	50
Ski Club, Senior High	1,264	1,264	50
Story Telling Club, Elementary	1,827	1,827	50
Student Ambassador Club, Elementary	1,292	1,292	50
Student Council, Elementary	1,827	1,827	50
Student Council, Middle School	1,827	1,827	50
Student Council, Senior High	2,388	2,388	50
Theater Club, Middle School	1,827	1,827	50
Weight Room	1,520	1,520	50
Yearbook, Elementary	1,968	1,968	50
Yearbook, Middle School	1,968	1,968	50
Yearbook, Senior High	3,892	3,892	50
Youth-to-Youth, Middle School	1,827	1,827	50

The stipend for any new activity will be mutually agreed upon by a committee of two representatives of the District and two representatives of the Federation.

- The District and Federation agree to jointly promote unit member sponsorship of inter-scholastic sports, clubs, activities, and intramurals.
- Staff members appointed by the Board of Education to supervise the following intramural activities shall be compensated at the rates indicated:

<u>Activity</u>	<u>Estimated Meetings</u>	<u>2012-13</u>	<u>2013-14</u>
Archery	15 3/week	\$1,269	\$1,269
Basketball (Sr. High Boys)	20 2/week	1,691	1,691
Flag Football	12 2/week	974	974
Volleyball (Sr. High Coed)	20 2/week	1,691	1,691
Fall Elementary – 2 positions	15 2/week	1,269/position	1,269/position
Winter Elementary – 2 positions	15 2/week	1,269/position	1,269/position
Spring Elementary – 2 positions	15 2/week	1,269/position	1,269/position

Per Session Rate	\$84/session	\$84/session
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Other intramural activities authorized by the district shall be compensated at a rate comparable to those listed above. Further, the above activities, if changed in duration, shall have their rates adjusted appropriately.

- All sports schedules and school activities scheduled in the evenings, weekends, or off school grounds shall be approved in advance by the Board of Education or their designated representative. The Athletic Director shall create the chaperone schedule for athletic events under supervision of the superintendent or designee.

Chaperones assigned to approved non-sports events shall receive \$75 for the event upon the receipt of an approved claim voucher. Chaperones assigned to a sporting contest shall be compensated \$40 for a single contest and \$80 for a double contest upon the receipt of an approved claim voucher.

G. Career Increment

- Teachers in their twentieth year of teaching and who have taught fifteen years at Wheatland-Chili will receive a career increment as follows: \$1,621

Teachers in their twenty-fifth year of teaching who have taught fifteen years at Wheatland-Chili will receive a career increment as follows: \$2,478

Teachers in their thirtieth year of teaching who have taught fifteen years at Wheatland-Chili will receive a career increment as follows: \$3,262

2. Retirement Incentive

A. Retirement Incentive - Sick Leave

Unit members who retire from the Wheatland-Chili Central School District and who meet the conditions outlined below will be eligible for a payment of \$40 per day for all unused accumulated paid sick days. In no event will this amount exceed \$7,500. The conditions are:

- a. Twenty (20) years of credited service with the New York State Teachers' Retirement System
- b. Minimum of fifteen (15) years of employment in the District
- c. Full-time employee
- d. Letter of resignation must be filed by February 1st of the school year in which the unit member will retire
- e. The unit member has not elected the retirement incentive benefit under Article VIII(G)(2)(B)

This incentive payment shall be paid in a single check to the employee no later than 30 days after the effective date of his/her retirement.

B. Retirement Incentive/Extended Service Incentive

To be eligible the teacher must apply for the special summer assignment for senior staff and submit a resignation no later than March 1 in the year immediately preceding his/her final year of service. The final year of service for purposes of this section is defined as the school fiscal year (July 1 to June 30 or the summer immediately following) in which the teacher with at least 20 years of teaching service is first eligible to retire under NYSTRS. A teacher who will meet the eligibility criteria for retirement on or before August 31st shall be eligible to retire at the end of the immediately preceding school semester, June 30th. The resignation must be effective on June 30 of the final year of service. Any teacher who fails to apply for the special summer assignment for senior staff on or before March 1 preceding his/her final year of service as defined above shall thereafter be ineligible for both the special summer assignment for senior staff and the extended service incentive.

Each eligible teacher who applies for the special summer assignment will be assigned and perform one month (20 days) of professional service during the months of July and August preceding the final year of service. The teacher will choose one of the following options as compensation for this assignment:

- a. A 10% adjustment to his/her salary for the remainder of the year immediately preceding the final year of service and shall be eligible for the special summer assignment. This 10% salary adjustment shall be based on the annual contract salary of the teacher and shall be applied to the remaining pays from March 1 through June 30 of the year in which the teacher submits the resignation.

Should the retirement plans of the teacher submitting his/her resignation change at any point up to June 30th of the final year of service as defined above, any and all moneys paid under this clause will be returned to the district in full and the teacher will be responsible for any tax impact caused by such a change. Should the teacher working under the conditions described in this clause die at any point after submitting the resignation letter and before completing the final year of service as defined above, any and all additional moneys paid under this clause will be returned to the district, using if necessary the proceeds from the term life policy provided under this contract (Article IX, B). In the event that repayment to the district must occur as a result of the failure of the teacher to retire as planned, repayment may be arranged from future salary to be earned or in a lump sum payment. The decision as to how to process repayment will be made by the teacher. In no event shall repayment take longer than 12 months after the original anticipated date of retirement. In the event that repayment to the district must occur as a result of the death of the teacher prior to the last day of

school of the final year of service, payment shall be made from the term life policy proceeds provided in Article IX, B.

The final compensation for this special assignment will be 10% of the teacher's final annual salary paid in equal installments during the final year of service. Once completed, the 10% compensation for this special summer assignment shall remain the teacher's and shall not be subject to the repayment provisions described above.

OR

- b. The compensation for this special summer assignment will be 20% of the teacher's final annual salary paid upon completion of the final year of service

OR

3. Extended Service Incentive. In lieu of the special summer assignment for senior staff, the Board of Education may offer any teacher it wishes to retain an extended service incentive. The incentive shall consist of progressively 2, 4, 6, 8, and 10% increments added to the teacher's regular salary in each of the five years following the final year of service as defined above. If the teacher accepts the extended service incentive, the special summer assignment for senior staff will be waived. Any teacher who accepts the extended service incentive may elect to retire before the completion of the five year service incentive but in any event shall retire upon completion of the five years of extended service.

H. Classes to Students

When the District offers classes to students, such as tutorial classes, review classes, or classes for "at risk" students, outside of the normal school day, the District must make the positions available to all qualified unit members. Participating teachers shall be compensated at the following rate: \$44 per hour.

I. Teacher Mentors

Teachers serving as mentor teachers shall be compensated for work done with an assigned intern at the rate of \$1,380.

ARTICLE IX - HEALTH & LIFE INSURANCE

A. Health Insurance

1. Coverage

- a. A comprehensive health insurance program including Blue Cross/Blue Shield and Blue Million Major Medical with full outpatient rider and prescription drug rider is offered to all full time professional staff members enrolled in that plan as of November 5, 1997.
- b. Blue Point 2 Select and Value will be offered to all full time professional staff.
- c. The coverage described in (a) above shall be provided through the Rochester Area School Health plan (RASHP). In the event these RASHP plans are no longer in existence the District will meet with the Federation to discuss replacement with another mutually agreeable plan. In the event such plan is not agreed to before the RASHP plan ends, the District will provide Blue Choice until another plan or Blue Choice is agreed to.

2. District Contribution

Effective July 1, 2012, the District shall pay 90% of the Blue Point 2 Value Plan premium cost for eligible employees. For any other plan chosen, the District will contribute up to the amount of the Blue Point 2 Value Plan.

3. Plan Administration

- a. Claims information filed by a unit member shall be confidential. The District will not attempt to obtain personal identification or other information on claims except that which is currently provided by law.
- b. On an annual basis, prior to February 1, representatives of the Federation, the Superintendent, and the District's representative to the Plan's Board of Directors will meet and review the District's experience in the Plan and the Plan's performance.

B. Life Insurance

Term insurance shall be offered to all faculty in the amount of \$20,000 with the costs of such a policy to be shared equally between the District and the teachers. It should be emphasized that participation in such a plan is on a voluntary basis as far as teachers are concerned. If permitted by the insurance carrier, unit members may add units equal to \$10,000 at their own expense.

C. Dental Insurance

The District agrees to provide a district sponsored dental expense reimbursement program to all unit members. The schedule of benefits shall be that provided by the Blue Cross-Blue Shield Smile Saver II Program, with 80% of the Schedule of Allowances for preventive and diagnostic services and as provided for restoration services. The annual maximum per covered person shall be \$500. The District shall pay 75% of the premium costs.

D. Flexible Benefits

The District will establish a flexible benefit program, at the discretion of and funded by the unit member for the following expenses: HMO premium, health insurance premiums, dental insurance premium, group life insurance premiums, childcare expenses, out-of-pocket medical or dental expenses. The flexible benefit program will be subject to IRS approval.

Eligible unit members who elect not to take health insurance from the District will receive an annual stipend of \$500 (\$250 in January and \$250 in September). In the event the unit member, due to unforeseen circumstances, must rejoin the District's health insurance plan, any stipend will be prorated accordingly. (One unit member must drop family coverage for this clause to be effective.)

The District will schedule a meeting with the health plans provided for all unit members to explain the plans, comparison benefits, and a 125 plan. This meeting will be scheduled within the first ten weeks of the beginning of the school year.

For unit members who choose to participate in the flexible benefit plan, it will be the unit member's sole responsibility for obtaining and submitting all completed forms on an ongoing basis but not later than June 15th. The unit member acknowledges that the district will follow provisions of the plan that specify that the late forms will not be accepted and that unclaimed funds at the end of the plan year are forfeited.

E. Retirement Award - Health Insurance

Retirees with a minimum of ten (10) years full-time service in the district who retire on or after July 1, 1995 will pay the same percent of the premium that they paid at the time of their retirement.

In all cases, if the retiree's spouse is eligible for the same benefit or when there is duplication of coverage elsewhere, this provision in the contract shall be waived. When duplication ceases, the retiree would then be eligible.

The District will pay the supplemental rate for the retiree once they become eligible for Medicare. The District will continue to pay the premium rate for eligible dependents. Once a dependent becomes Medicare eligible, the District will pay the supplemental rate for this dependant.

F. 105 Plan

A 105 Plan shall be established effective July 1, 2010

Effective July 1, 2011 the District shall contribute the following to the 105 Plan:

Family	\$500
Single	\$450

ARTICLE X - LEAVES OF ABSENCE

A. Sick Leave

1. All full time teachers and long term substitutes will be allowed fifteen (15) days sick leave for each year in the District. Days unused will accumulate to the credit of the teacher to a maximum of one-hundred eighty-seven (187) days.
2. For serious long-term disability of more than three(3) months duration, the district will, under the following circumstances, grant the employee additional sick leave:
 - a. Upon the exhaustion of the employee's accumulated sick leave, the District will provide additional sick leave up to an amount equal to the employee's accumulated sick leave balance at the time of onset of disability.
 - b. Such additional sick leave grant shall not in any event extend the period of disability beyond one year.
 - c. No recipient teacher shall receive more sick days than are utilized during the period of disability.
 - d. Where this plan is utilized, there shall be no interruption of salary payments during the period of disability.
 - e. A physician's report may be required by the District prior to or during the award of such benefit; if examination and report are directed to be made by the District's physician, that examination and report will be at the District's expense.
3. When absence due to prolonged illness exceeds these provisions, additional days may be allowed at the discretion of the superintendent providing a physician's statement has been filed with the superintendent and upon approval of the Board of Education; the teacher, in such case, will receive either full salary or the difference between her or his salary and the beginning rate of a substitute for the current school year.

B. Personal Business

1. All full time teachers except substitutes shall be granted up to three (3) days per year with full pay for personal business. The personal business must be of such nature that it cannot be conducted at a time when school is not in session: i.e., appearance in court, house closing, children's college graduation, religious holidays, etc. Such leave for personal business shall not be deducted from sick leave time. Prior notice of one week except in extenuating circumstances is required to the superintendent. Personal leave days shall not be used for hunting, fishing, shopping, or recreational purposes.

2. Personal days shall not be taken the day before or the day after a holiday or vacation for the purpose of extending the holiday or vacation period.
3. Unused personal days shall be accumulated into a teacher's unused sick leave total.

C. Childbearing and Child Rearing Leave

1. Childbearing Leave

As soon as practicable after diagnosis of a pregnancy by a teacher's doctor, or no later than six months after pregnancy, the teacher will notify the superintendent of the expected date of onset of the period of disability due to pregnancy. At a date determined by the teacher and her attending physician, the teacher may apply for and will receive a leave of absence due to disability by reason of pregnancy. Such disability leave will continue until the disability period is terminated. Teachers may elect to use all, part, or none of their accumulated sick days while on childbearing leave. If the teacher elects to use all or part of her accumulated sick days, she must so request in writing to the superintendent prior to the start of the childbearing leave. The onset and termination dates of this disability shall be determined by the teacher and her doctor. The teacher shall provide to the District the date indicated by her doctor when she can anticipate returning to her teaching responsibilities. Every effort will be made to give as much advance notice as possible of the return date.

2. Child Rearing Leave

- a. A teacher may apply for and will receive an unpaid leave of absence for the purpose of child rearing for a period of time not to exceed two (2) years. This leave will commence with the termination of childbearing leave under paragraph 1 of this section or the date of adoption of a child.
- b. A teacher will return from this leave with all rights, privileges, and benefits to which that teacher was entitled at the onset of such leave provided the teacher submits forty (40) days advance written notice to the District of the intent to return. The District may waive this notice upon the request of the teacher. Such waiver will not be unreasonably withheld.
- c. Up to five (5) days with pay may be taken by a unit member for the legal proceedings associated with the teacher's adoption of a child.

D. Bereavement Leave

In case of death in the immediate family as defined below, three days with full salary shall be allowed as needed for each occurrence. The immediate family shall be defined as mother, father, spouse, domestic partner, son or daughter, brother, sister, mother or father-in-law, grandparents, son or daughter-in-law, or any other person permanently residing in the home.

E. Illness in Family

In the case of serious illness in the immediate family, one to three days with full salary shall be allowed as needed for each occurrence. The total in any one year shall not exceed ten (10) days and days used shall not be deducted from sick leave. The immediate family shall be defined as mother, father, spouse, domestic partner, children, or any other person permanently residing in the home.

F. Personal Leave of Absence

A leave of absence without pay or increments may be granted for personal reasons (research, travel, study, etc.) at the discretion of the Board. The teacher must provide ninety (90) days advance notice to the District of the intent to return. The District may waive this notice upon the request of the teacher. Such waiver will not be unreasonably withheld.

G. Military Leave

Military leave shall be granted to any teacher as provided by military law.

H. Family and Medical Leave Act

All leave and benefit provisions of this contract will be counted towards the leave and benefit provisions of the Family and Medical Leave Act of 1993 where applicable. FMLA leave and benefits will be applied for eligible employees if the contractual leave and benefits provide less than the FMLA.

ARTICLE XI - SABBATICAL LEAVE

The district may grant up to two (2) Sabbatical Leaves each year for the purpose of study, travel, or other educational activities, after recommendations by the superintendent and approval by the Board. In order to be eligible to apply for and receive a Sabbatical Leave, a teacher shall meet the following criteria:

1. A teacher shall have completed five (5) years of continuous service in the District.
2.
 - a. The course of study shall lead to an advanced degree for which the teacher is enrolled;
 - or
 - b. The course of study, travel, or educational activity would offer some immediate direct benefit to the district.

A Sabbatical Leave shall consist of a paid leave of absence for a full school year at half-pay or a paid leave of absence for a half-school year at full pay.

Applications shall be due on January 1 of the year preceding the proposed leave. Written notification of the grant or denial shall be made to all applicants by March 1 of the year preceding the proposed leave. A form shall be developed by the Federation and the District to demonstrate the contractual criteria for Sabbatical Leave.

The screening committee shall be made up of two Board members, the superintendent, either the elementary or the secondary school principal, and one (1) representative appointed by the president of the Federation.

The unit members selected agree to complete two (2) year of service to the district upon return from sabbatical leave or to return that prorated portion of salary received during the leave of the portion of the two (2) years service obligation not completed. This requirement may be waived by the mutual agreement of the district and the unit member.

ARTICLE XII - EDUCATIONAL CONFERENCES

Each building principal will meet with a committee of two (2) members appointed by the Federation to evaluate requests for attending educational conferences from their respective buildings. No request will be approved or disapproved by the principal without consultation with this committee.

As far in advance of the conference or workshop as possible, the teacher must submit a statement to the principal and the committee indicating the following:

1. Name of applicant
2. Nature of conference
3. Duration of conference
4. Estimated cost of attendance at conference

The teacher shall submit a brief written summary of the conference workshop to the building principal following attendance at that conference/workshop.

Monies budgeted for conferences and workshops may not be used for any other purposes without the express approval of the superintendent. Should, at any time, it become necessary to reallocate these monies because of financial necessities of the building or district, the Federation shall be informed of the reasons therefore before such allocation is made.

ARTICLE XIII - GRIEVANCE PROCEDURE

A. Definitions

1. Grievance shall mean any claimed violation, misinterpretation, or inequitable application of the specific provisions of this agreement.
2. Immediate Supervisor shall mean the appropriate building principal.
3. Chief School Officer is the superintendent.
4. Aggrieved Party shall mean any person or group of persons in the bargaining unit filing a grievance.
5. Party in Interest shall mean any person named in a written grievance who is not the aggrieved party.

B. Procedures

1. Except at the informal stage, all grievances shall be rendered in writing and shall include the name and position of the aggrieved party, the identity of the provision of this agreement involved in the said grievance, the time when and the place where the alleged events or conditions constituting the grievance occurred. The grievance shall be signed by the aggrieved party.
2. Except for the informal decisions at Stage 1, all decisions shall be rendered in writing at each step of the grievance procedure.
3. Nothing contained herein will be construed as limiting the right of any aggrieved party to discuss the matter informally with an appropriate member of the administration and having the grievance informally adjusted, through Stage 3, providing that the adjustment is not in violation of the terms of the Agreement.
4. If a grievance affects a group of teachers or is system wide, it may be submitted by the Federation directly at Stage 2 described below. General grievances will be signed by the Federation President or his designee.
5. Grievance hearings shall be conducted at a time mutually convenient to the parties.
6. For the purposes of grievance hearings and arbitration hearings, the Federation agrees to make reasonable efforts to have unit members cover for any teacher absent from a class for the purposes of attending such hearing. Such coverage shall be voluntary and at no cost to the District.
7. The District and the Federation agree to facilitate any investigation which may be required and to make available any and all material and relevant documents, communications and records, other than confidential placement folders, concerning the alleged grievance.
8. Use of these procedures shall not be for the purpose of adding to, subtracting from, or altering in any way, any of the provisions of the Agreement.
9. An aggrieved party can initiate or continue to process a grievance with or without support of the Federation through Stage 3.

C. Time Limits

1. Any grievance will be deemed waived unless such grievance is presented to the first available stage within thirty (30) school days after the teacher knew or should have known of the act or condition on which the grievance is based.
2. If a decision at one stage is not appealed to the next stage of the procedure within the time limit specified, the grievance will be deemed to be discontinued and further appeal under this agreement shall be barred. If the District fails to respond to any grievance within the time limits specified herein, the grievance shall

automatically go to the next level. The time limits specified for either party may be extended only by mutual agreement.

D. Stage 1

1. A teacher having an alleged grievance shall discuss it with the supervisor either directly or through a representative with the objective of resolving the matter informally. If the grievance is not resolved informally, it shall be reduced to writing and presented to the supervisor within two (2) school days after the date of the discussion in the preceding sentence. Within two (2) school days after the written grievance is presented to the supervisor, the supervisor shall render a decision in writing and present the answer to the teacher. If the teacher submits the grievance through a representative, the teacher must be present during any discussion of the grievance.

Stage 2

1. If the grievance is not resolved informally, such grievance shall, within fifteen (15) school days from the date of the supervisor's decision (in paragraph 1 above) be reduced to writing and submitted to the Chief School Officer. Such written grievance shall be in a form provided by the Federation and shall give all information described in Section (8), paragraph 1 above.
2. Within five (5) school days from the date the written grievance was received, the Chief School Officer shall have a hearing with the Aggrieved Party and a representative, if any.
3. No later than the end of the fifth school day following the day of the hearing, the Chief School Officer will render his/her decision thereon, in writing, and present it in duplicate, to the Aggrieved Party.

Stage 3

1. If the Aggrieved Party is dissatisfied with the decision at Stage 2, the grievant may, within ten (10) school days of the date the aggrieved party received the Stage 2 decision, submit the grievance to the Board of Education.
2. The Board shall, within fifteen (15) school days of the date the written appeal was received, hold a hearing with the aggrieved party and a Federation representative, if any. If either party requests it, the hearing shall be held in executive session.
3. No later than the end of the fifth school day following the close of the hearing, the Board shall render its decision thereon, in writing, and present it, in duplicate, to the Aggrieved Party.

Stage 4 - Arbitration

1. If the Federation is dissatisfied with the decision of Stage 3 and believes the grievance to be meritorious, the grievance may, within ten (10) school days of the date the aggrieved party received the Stage 3 decision, be submitted to Arbitration. Notice of intent to arbitrate must be in writing and sent to the Chief School Officer.
2. The Federation shall request the American Arbitration Association to furnish it, and the Chief School Officer, with identical lists of persons eligible to serve as Arbitrator. Such request must be made within five (5) school days of the date notice of intent to arbitrate was sent to the Chief School Officer.
3. The selection of an arbitrator and the conduct of the arbitration proceedings shall be in accord with the rules established by the AAA.
4. The decision of the arbitrator shall be final and binding on all parties.

5. Submission of any grievance to arbitration shall automatically be a waiver of all other remedies or forums which otherwise could be available.
6. The costs for the services of the arbitrator, including expenses, if any, shall be shared equally by the district and the Federation.
7. Teachers directly involved or who are needed as witnesses in arbitration hearings during the regular school day shall be released with full pay.
8. The cost of fees of any person(s), whether employees of the district or not, called as a witness or used to represent any interested party shall be borne by the party calling or employing such person.
9. The Arbitrator shall have no authority to add to, subtract from, or in any manner, alter the specific terms and provisions of this contract or to make any award requiring the commission of any act prohibited by law or violate any of the terms and provisions of the contract. The Arbitrator is authorized to decide only the issue(s) submitted to him/her.
10. The Arbitration Award shall be delivered to both parties within thirty (30) days of the date the record was closed.

ARTICLE XIV - WORK YEAR - WORK DAY

- A. The work year shall consist of not more than 187 work days (use of days to be discussed during calendar process). Holidays and vacation periods for unit members shall be determined in accordance with the District Superintendent's BOCES calendar.

If, due to emergency school closings, the school year should drop below 180 days, it will be the responsibility of the superintendent and the Federation president to schedule make-up days.

- B. The work day for unit members shall consist of 7 1/2 hours, which shall include a 30-minute duty-free lunch period. Additional time will be devoted to preparation, planning, student help, grading papers, etc., as the teacher professionally deems necessary and appropriate.

C. Emergency Closings

If conditions such as weather, sickness, plant failure, require the superintendent to officially close the schools, teachers will be paid a full salary for the period of such official closing.

- D. The last work day for the elementary school shall be a non-student day. The Superintendent will inform the staff of any calendar changes in regard to the last week of school by May 1st of each year.

E. Job Sharing

1. Based upon the recommendation of the Superintendent, the Board of Education may approve job-share requirements based upon these two(2) principles:

- a. There shall be no detrimental effects on students and/or programs.
- b. The District shall incur no additional expenses.

2. Job sharing will be based on the following structure:

- a. Job sharing shall be defined as two (2) unit members sharing one (1) full-time position. Job sharing assignments shall be filled by unit members who have agreed to work together under a mutually developed plan.

- b. Job sharing assignments shall have a duration of one year. By February 1, job-sharers must notify the Superintendent in writing if they plan to continue or discontinue the job-sharing assignment for the following September, subject to recommendations of the Superintendent and the approval of the Board.
 - c. Job sharers shall complete a written application of job-sharing arrangements to the building principal and Superintendent for approval. Responsibilities of a shared assignment must be specified in the application. The application shall include, but not be limited to, all professional duties, attendance at meetings, parent conferences, etc. The decision to make specific classroom assignments rests with the building principal, subject to recommendations of the Superintendent and approval of the Board.
 - d. Job-sharing positions may be available to unit members who have indicated to the Superintendent in writing by February 1 the desire to share a position. For positions in 2003, the date for notification to the Superintendent is June 1.
 - e. Unit members sharing a position shall receive a salary prorated according to the time each works.
 - f. Medical, dental, and all other benefits shall be granted to the job sharers on a prorated basis according to the time each teacher works.
 - g. Unit members shall retain the full seniority earned prior to becoming a job-sharer. Additional seniority or time toward tenure shall not accrue during the time served as a job-sharer.
 - h. At the end of the school year, job-sharers can resume their full-time positions with all the rights and privileges afforded to full-time teachers.
 - i. The parties will create a job share application which will be agreed to by the Federation President and the Superintendent.
- F. For the duration of this agreement and not continuing thereafter unless and until agreed upon by the parties, the Wednesday before Thanksgiving will be scheduled as a school holiday as long as there are at least 183 student days on the calendar.

ARTICLE XV - TEACHING LOAD

- A. Teachers in the middle and secondary school will be required to report no earlier than 7:30 a.m. The District may request volunteers to report twenty (20) minutes earlier for supervision needs.
- B. Traditional Schedule
 Teachers in the middle and secondary school may be assigned no more than five (5) classes plus a supervisory responsibility within the five (5) day schedule of eight (8) periods per day. A supervisory responsibility shall be defined as a maximum of five (5) periods per five (5) day week and includes team time, study hall, cafeteria duty, hall duty, academic support center, and learning center. The teaching load of teachers shall not exceed thirty (30) periods of student contact time per five (5) day week. On a voluntary basis, if requested by the district, teachers may accept a sixth class in place of a supervisory responsibility.
- OR
- C. Modified Block Rotation Schedule
 Teachers in the middle/secondary school may be assigned no more than four (4) teaching blocks plus a supervisory responsibility in the (6) block day. The teaching load of teachers shall not exceed thirty six (36) blocks of student contact time during the eight (8) day schedule. A supervisory responsibility shall include team time, study hall, cafeteria duty, hall duty, learning center, and academic support center. On a voluntary basis, if requested by the district, teachers may accept a fifth teaching block in place of a supervisory

responsibility. Special Education, Music, Art, Home & Career Skills, Technology, and Physical Education may have a fifth block assignment if required by student requests and/or scheduling demands.

A block is a 56 minute time slot per day.

A day contains six (6) blocks.

- D. Special Education, Music, Art, Home & Career Skills, Technology, and Physical Education may have a sixth class assignment if required by student requests and/or scheduling demands.
- E. Every effort will be made to assign homerooms to academic teachers first before making such assignments to non-academic teachers. The assignment to non-academic teachers will be done on an equitable rotating basis.
- F. Elementary teachers, grades Extended Day K through 6, including special education teachers, shall have a minimum planning time of 35 minutes per day and an average planning time of 45 minutes per day per week during the student day for teaching responsibilities. For the life of this agreement, teachers in grades Extended Day K through 6 shall have a 45 minute unencumbered lunch period.
- G. Release Time - Elementary Parent-Teacher Conferences. For the purpose of parent-teacher conferences, the elementary school shall be dismissed by 11:30 a.m. four times during each school year so long as the 180 day school year requirement is met.
- H. Elementary early dismissal time will be jointly planned. On scheduled elementary early dismissal days students will be dismissed no later than 1:30 p.m.
- I. The district will make every effort to equalize the number of preparations of each high school teacher in accordance with the instructional needs of each department.
- J. On a voluntary basis, teachers advising students in approved credit-bearing independent study programs shall be released one day/week of administrative/supervisory assignment for each student up to a maximum of four (4) students.
- K. The superintendent of schools will meet with the Federation president by July 15 to explain staffing needs and assignments for the coming school year. If unusual circumstances arise after July 15, the superintendent will confer with the Federation president.
- L. By June 1 the High School Principal will discuss with the Federation President or designee scheduling assignments regarding the current school year prior to construction of the next school year's schedule.

ARTICLE XVI - RIGHTS AND PRIVILEGES OF THE FEDERATION AND ITS MEMBERS

- A. Released Time for Federation President: The Federation president, or his designees (designees will be named by October 1) shall be granted combined released time for thirty (30) one-half (1/2) days per semester upon two (2) days notice to the superintendent. If it is necessary to provide substitute teachers for the released time granted herein, the Federation will reimburse the District for the cost of said substitutes. The District will submit its statement to the Federation reflecting the cost at the end of each semester. The Federation president shall not be assigned administrative/supervisory duties.

When the Federation president is an elementary school teacher, and when the release time addressed in this clause cannot be routinely scheduled, the first 20 days per year of his/her released time for Federation business shall go unbilled by the District.

- B. All building facilities shall be available for Federation business as stated below.

1. At the beginning of the school year, the President of the Federation shall submit a list of regularly scheduled Federation meetings for the school year. Such list shall include dates, times, and places. If the facilities are available, they may be used by the Federation for Federation meetings at no cost.
 2. In the event of emergency meetings, the president shall inform the superintendent concerning date, time, and place as soon as he/she is aware of the need. The superintendent will determine if the facilities are available.
 3. The Federation shall be responsible for the facilities the same as any other user organization.
 4. The district will provide the Federation with office space in the building where the Federation president is employed. The Federation will be responsible for all telephone expense.
- C. Released Time for Official Hearings and Investigations: Members of the Federation who are required to appear as witnesses and petitioners for officially called hearings and investigations pertaining to negotiations, grievance processing, and/or any official business arising under the Taylor Law shall be permitted released time with full compensation.
- D. Board Minutes: Minutes of the Board of Education meetings shall be posted electronically to the District website with an electronic copy sent to the Federation President as soon as prepared.
- E. A Federation designated building representative in each building shall have the right to call a meeting with the building principal and teachers in his/her building to discuss administrative policies and their effects on teachers and other matters of mutual concern to teachers and the building administrator. Such meetings shall not be held during school hours and the building principal shall have the right to determine whether or not the matter to be discussed warrants a meeting, and when it should take place.
- F. The Federation will be allotted one hour within the first work day of each work year for a meeting of members to conduct Federation business. The District shall set aside the third Tuesday of every month for Federation meetings. District of building meetings shall not be scheduled on this Tuesday except where an emergency requires the administration to call a meeting.
- G. The District will provide the Federation President a bargaining unit seniority list by March 1 of each school year.
- H. By no later than June 1 of each school year, the Superintendent and the Federation President will meet to discuss parent teacher conference dates for the next school year.

ARTICLE XVII - EVALUATION PROCEDURES

A. APPR Plan (pursuant to Education Law 3012-c, as amended by Chapter 21 of the Laws of 2012).

Annual Review. The APPR Plan will be reviewed annually by the APPR Committee, consisting of three (3) Federation members and three (3) administrative members.

Training for Evaluators and Staff. Any evaluator who participates in the evaluation of teachers for the purpose of determining an APPR rating shall be fully trained and/or certified as required by Education Law §3012-c and the implementing Regulations of the Commissioner of Education prior to conducting a teacher evaluation. Any evaluation or APPR rating that is determined in whole or in part by an administrator or supervisor who is not fully trained and/or certified to conduct such evaluations shall, upon appeal by the subject of the evaluation or APPR rating, be deemed to be invalid and shall be expunged from the teacher's record and will be inadmissible as evidence in any subsequent disciplinary proceeding. The invalidation of an evaluation or APPR rating for this reason shall also preclude its use in any and all other employment decisions.

All professional staff subject to the District's APPR will be provided with an orientation and/or training on the evaluation system that will include: a review of the content and use of the evaluation system; the NYS Teaching Standards; and the District's teacher practice rubric, forms and the procedures to be followed consistent with the approved APPR plan and associated contractual provisions. All training for current staff will be conducted prior to the implementation of the APPR process. For newly hired staff, training will be conducted prior to the first day of classes for students of each subsequent school year.

Collection and Reporting of Teacher and Student Data. The District and the Federation will work together to ensure that all teachers of record determinations have been made accurately and in a manner consistent with the standards established by the Commissioner's regulations prior to using student growth and/or achievement data in an APPR.

The update of Teacher Student Data Linkage (TSDL) information is an ongoing process that occurs throughout the school year. In order to make effective instructional decisions for student learning needs, changes in instructional relationships may occur throughout the year. The District will provide opportunities for every teacher to verify the subjects and/or student rosters assigned to him/her. The Director of Curriculum will be designated as the Data Manager who will be in charge of collecting the required data, overseeing changes in and maintenance of the local student data management system, and ensuring the accuracy of the data. The Data Manager will have the authority to assign tasks and deadlines, as required.

Upon completion of teachers' schedules in the local student management system, teachers will be identified as Teacher of Record for the course, and classroom rosters will be generated. Teacher-Student Rosters will be visible daily within the local student management system thereafter.

The following describes the verification process.

Data Verification Opportunities:

The Teacher-Student Roster Verification Process begins during the period September through October 1 of each school year. This time period is used for Data Preparation for uploading of the current school year data based on the guidance from the Regional Information Center. During this time period,

teachers will be provided with a roster to match what is reflected in the local student management system, while taking daily attendance, as an initial local verification.

Initial Verification:

Teachers will log on to the Teacher Verification Portal to review their rosters each school year by November 5. Any classroom teacher who believes that the list is incorrect and/or inconsistent with the standards established by the Commissioner's regulations for making teacher of record determinations shall notify the Data Manager. Any corrections will be made directly into the student management system by the Data Manager or designee.

Daily Attendance:

Ongoing monitoring of the Teacher-Student Roster occurs daily. Teachers will review and verify student rosters in their local student management system each time they take class attendance. Any classroom teacher who believes that the list is incorrect and/or inconsistent with the standards established by the Commissioner's regulations for making teacher of record determinations shall notify the Data Manager. Any corrections will be made directly into the student management system by the Data Manager or designee.

Monthly Verification:

Teachers will log on to the Teacher Verification Portal on a monthly date designated by the Data Manager. Any classroom teacher who believes that the list is incorrect and/or inconsistent with the standards established by the Commissioner's regulations for making teacher of record determinations shall notify the Data Manager. Any corrections will be made directly into the student management system by the Data Manager or designee and will be reflected the following month.

Quarterly:

The Data Manager will run quarterly reports from Level 2 State Reporting System. These reports will be distributed to each teacher for verification. Any classroom teacher who believes that the list is incorrect and/or inconsistent with the standards established by the Commissioner's regulations for making teacher of record determinations shall notify the Data Manager. Any corrections will be made directly into the student management system by the Data Manager or designee and will be reflected the following month.

Final Verification and Certification:

Prior to the last day of school, the Data Manager will conduct a thorough review of the Teacher-Student Roster data reports. Final Verifications will be sent out to the teachers for a final review. Any classroom teacher who believes that the list is incorrect and/or inconsistent with the standards established by the Commissioner's regulations for making teacher of record determinations shall notify the Data Manager. Any corrections will be made directly into the student management system by the Data Manager or designee and will be reflected the following month. The TSDL Verification Reports generated from Level 2 Reporting system will be sent to the Superintendent for Certification.

The District will adhere strictly to the requirements for reporting sub-component and composite scores to the New York State Department of Education established by regulations. A unique identifier will be used, and the names of individual teachers will not be provided. The District will comply with all

pertinent state and federal laws relative to the release of sub-component or composite ratings of individual teachers, and will only release such information if required by law. In such instances, the District will provide the Federation with notice prior to said release.

OTHER MEASURES OF EFFECTIVENESS (60 points):

Rubric: Danielson Framework for Teaching (2011), attached as Exhibit K

At least 31 of the 60 points shall be based on multiple (at least two) classroom observations, at least one of which must be unannounced.

- Evidence will be gathered from all components of Domains 2 and 3, and a minimum of two components from Domains 1 and/or 4.

Definitions:

Unannounced observation:

- Observation without prior notice and post-observation conference
- Opportunity for one refusal that will be documented

Formal observation:

- Observation with prior notice; Formal observation shall consist of pre-observation conference, observation, and post-observation conference

Video as an option (not required):

- Teacher will video observation; Video observation will consist of teacher created video, video submission conference (meeting to discuss the video prior to the administrator viewing), and post-observation conference

Walkthroughs:

- Brief announced or unannounced observation of classroom practice to gather evidence of proficiency in APPR components

Pre-observation and post-observation forms attached as Exhibit A will be utilized to guide the discussion between the teacher and administrator of the collected evidence.

Protocols:

Observations for Probationary Staff:

- Year #1: four formal observations and walkthroughs until evidence collection is completed
- Year #2 and #3: three formal observations, one unannounced observation, and walkthroughs until evidence collection is completed

Observations for Tenured Staff:

- Two observations
 - One unannounced observation
 - One formal observation; could substitute this observation through video
- Walkthroughs

Length of Formal and Unannounced observations:

- Full class period, not to exceed 60 minutes.

Scheduling:

- One formal or unannounced observation per semester.
- Unannounced observations will not be conducted on in-school holidays or the day before a District holiday or recess period.
- Written observation reports will be written and provided to teacher within ten school days after observation (see format attached as **Exhibit B**).

Walkthroughs (for evidence collection)

- Will be approximately ten minutes in duration or less.
- Walkthroughs will not be conducted on in-school holidays or the day before a District holiday or recess period.
- Minimum of one and will continue until evidence collection is completed.
- Could consist of interactions that occur in locations other than the classroom (e.g., Instructional Support Team meetings, scoring, parent/teacher conference, etc.).
- Could be pre-planned with administrator or unannounced.
- Teachers may request additional walkthroughs if desired.

Scoring of rubric:

- In situations where more than one rubric score is noted through formal and informal observations, the final rubric score for each component will be the last component rating earned during school year.

Structured Review:

A structured review in the form of a midyear review of other evidence will occur by February 15 with principal. Teachers will collect evidence through one or more of the APPR Options included in **Exhibit C** hereto.

Allocation of Points:

Teachers will earn a rubric score of four, three, two, or one based on evidence collected and the alignment of the evidence with the Danielson rubric. Depending on the nature of the evidence, it is possible for teachers to earn half step scores. In other words, if evidence supports part of the “level three” rubric language and part of the “level four” rubric language, teachers are able to earn a score of 3.5. The scores are defined as follows:

Four = Highly Effective
Three = Effective
Two = Developing
One = Ineffective

Teacher scores will be collected on the attached form throughout each school year. The highest score in each component will be recorded as part of the year-end evaluation (see format attached as **Exhibit D**). Administrator and teacher will engage in a year-end review prior to the end of the school year, unless there is mutual agreement to a later date.

Domain 1: Planning and Preparation		Domain 2: Classroom Environment	
	Rubric Scores		Rubric Scores
1a. Demonstrating Knowledge		2a. Creating an Environment	

of Content and Pedagogy		of Respect and Rapport	
1b. Demonstrating Knowledge of Students		2b. Establishing a Culture for Learning	
1c. Setting Instructional Outcomes		2c. Managing Classroom Procedures	
1d. Demonstrating Knowledge of Resources		2d. Managing Student Behavior	
1e. Designing Coherent Instruction		2e. Organizing Physical Space	
1f. Designing Student Assessments			
Domain 1 Rubric Scores	/6	Domain 2 Rubric Scores	/5
Domain 1 Average		Domain 2 Average	
Domain 4: Professional Responsibilities		Domain 3: Instruction	
4a. Reflecting on Teaching		3a. Communicating With Students	
4b. Maintaining Accurate Records		3b. Using Questioning and Discussion Techniques	
4c. Communicating with Families		3c. Engaging Students in Learning	
4d. Participating in a Professional Community		3d. Using Assessment in Instruction	
4e. Growing and Developing Professionally		3e. Demonstrating Flexibility and Responsiveness	
4f. Showing Professionalism			
Domain 4 Rubric Scores	/6	Domain 3 Rubric Scores	/5
Domain 4 Average		Domain 3 Average	

Domains	Average (from above)
1. Planning and Preparation	
2. Classroom Environment	
3. Instruction	
4. Professional Responsibilities	
Subtotal	
Divide by the number of Domains (divided by 4)	
FINAL RUBRIC SCORE	

The Overall Rubric Average will be converted to a value on a 60-point scale as well as a HEDI rating using the following conversion chart:

Overall Rubric Average	HEDI	60-0 Point Distribution by Rating Category
Highly Effective 60-59		
4.000	H	60.00
3.900 – 3.999	H	59.80
3.800 – 3.899	H	59.60
3.700 – 3.799	H	59.40
3.600 – 3.699	H	59.20
3.500 – 3.599	H	59.00
Effective 58-57		
3.400 – 3.499	E	58.00
3.300 – 3.399	E	57.89
3.200 – 3.299	E	57.78
3.100 – 3.199	E	57.67
3.000 – 3.099	E	57.56
2.900 – 2.999	E	57.44
2.800 – 2.899	E	57.33
2.700 – 2.799	E	57.22
2.600 – 2.699	E	57.11
2.500 – 2.599	E	57.00
Developing 56-50		
2.400 – 2.499	D	56.00
2.300 – 2.399	D	55.33
2.200 – 2.299	D	54.67
2.100 – 2.199	D	54.00
2.000 – 2.099	D	53.33
1.900 – 1.999	D	52.67
1.800 – 1.899	D	52.00
1.700 – 1.799	D	51.33
1.600 – 1.699	D	50.67
1.500 – 1.599	D	50.00
Ineffective 49-0		
1.400 – 1.499	I	49.00
1.392 – 1.399	I	48.00
1.384 – 1.391	I	47.00
1.376 – 1.383	I	46.00
1.367 – 1.375	I	45.00
1.359 – 1.366	I	44.00
1.351 – 1.358	I	43.00
1.343 – 1.350	I	42.00
1.335 – 1.342	I	41.00
1.327 – 1.334	I	40.00
1.318 – 1.326	I	39.00

Overall Rubric Average	HEDI	60-0 Point Distribution by Rating Category
1.310 – 1.317	I	38.00
1.302 – 1.309	I	37.00
1.294 – 1.301	I	36.00
1.286 – 1.293	I	35.00
1.278 – 1.285	I	34.00
1.269 – 1.277	I	33.00
1.261 – 1.268	I	32.00
1.253 – 1.260	I	31.00
1.245 – 1.252	I	30.00
1.237 – 1.244	I	29.00
1.229 – 1.236	I	28.00
1.220 – 1.228	I	27.00
1.212 – 1.219	I	26.00
1.204 – 1.211	I	25.00
1.196 – 1.203	I	24.00
1.188 – 1.195	I	23.00
1.180 – 1.187	I	22.00
1.171 – 1.179	I	21.00
1.163 – 1.170	I	20.00
1.155 – 1.162	I	19.00
1.147 – 1.154	I	18.00
1.139 – 1.146	I	17.00
1.131 – 1.138	I	16.00
1.122 – 1.130	I	15.00
1.114 – 1.121	I	14.00
1.106 – 1.113	I	13.00
1.098 – 1.105	I	12.00
1.090 – 1.097	I	11.00
1.082 – 1.089	I	10.00
1.073 – 1.081	I	9.00
1.065 – 1.072	I	8.00
1.057 – 1.064	I	7.00
1.049 – 1.056	I	6.00
1.041 – 1.048	I	5.00
1.033 – 1.040	I	4.00
1.024 – 1.032	I	3.00
1.016 – 1.023	I	2.00
1.008 – 1.015	I	1.00
1.000 – 1.007	I	0.00

Scoring Band – Other Measures of Effectiveness:

Highly Effective:	60 through 59	4.000 – 3.500
Effective:	58 through 57	3.499 – 2.500
Developing:	56 through 50	2.499 – 1.500
Ineffective:	49 through 0	1.499 – 1.000

For a Highly Effective rating, teachers are unable to score “1” or “2” in any category. For an Effective rating, teachers are unable to score “1” in any category.

Other Certified Staff.

Other Certified Staff covered by this Agreement for the purposes of annual evaluation are School Counselors, School Social Workers, School Psychologists, Intervention Teachers (including Reading Teachers and Math Intervention Teachers), and Speech Teachers.

Intervention Teachers will be evaluated utilizing the Danielson 2011 rubric and the **Other Measures of Effectiveness** as described above, inasmuch as Intervention Teachers deliver instruction directly to students.

School Social Workers, School Counselors, and Speech Teachers will be evaluated utilizing the Danielson 2007 rubric, which is the most current version available for Other Certified Staff.

Allocation of Points:

Other Certified Staff will earn a rubric score of four, three, two, or one based on evidence collected and the alignment of the evidence with the Danielson rubric. Depending on the nature of the evidence, it is possible for Other Certified Staff to earn half step scores. In other words, if evidence supports part of the “level three” rubric language and part of the “level four” rubric language, teachers are able to earn a score of 3.5. The scores are defined as follows:

- Four = Highly Effective
- Three = Effective
- Two = Developing
- One = Ineffective

Other Certified Staff scores will be collected on the attached form throughout each school year. The highest score in each component will be recorded as part of the year-end evaluation. Administrator and Other Certified Staff will engage in a year-end review prior to the end of the school year, unless there is mutual agreement to a later date.

School Counselors and School Social Workers.

Domain 1: Planning and Preparation		Domain 2: Learning Environment	
	Rubric Scores		Rubric Scores
1a. Demonstrating Knowledge of Counseling and Social Work Theory and Techniques		2a. Creating an Environment of Respect and Rapport	
1b. Demonstrating Knowledge of Child and Adolescent Development		2b. Establishing a Culture for Productive Communication	
1c. Establishing Goals for the Counseling and Social Work Program.		2c. Managing Routines and Procedures	
1d. Demonstrating Knowledge of State and Federal Regulations, and Resources within and beyond the School and District.		2d. Establishing Standards of Conduct	
1e. Planning the Counseling and Social Work Program.		2e. Organizing Physical Space	
1f. Developing a Plan to Evaluate the Counseling and Social Work Program.			
Domain 1 Rubric Scores	/6	Domain 2 Rubric Scores	/5
Domain 1 Average		Domain 2 Average	
Domain 4: Professional Responsibilities		Domain 3: Delivery of Service	
4a. Reflecting on Practice		3a. Assessing Student Needs	
4b. Maintaining Records		3b. Assisting Students and Teachers in the Formulation of Academic, Personal/Social, and/or Career Plans	
4c. Communicating with Families		3c. Using Counseling and Social Work Techniques	
4d. Participating in a Professional Community		3d. Brokering Resources to Meet Needs	
4e. Engaging in Professional Development		3e. Demonstrating Flexibility and Responsiveness	
4f. Showing Professionalism			
Domain 4 Rubric Scores	/6	Domain 3 Rubric Scores	/5
Domain 4 Average		Domain 3 Average	

Domains	Average (from above)
1. Planning and Preparation	
2. Learning Environment	

3. Delivery of Service	
4. Professional Responsibilities	
Subtotal	
Divide by the number of Domains (divided by 4)	
FINAL RUBRIC SCORE	

School Psychologists.

Domain 1: Planning and Preparation		Domain 2: Learning Environment	
	Rubric Scores		Rubric Scores
1a. Demonstrating Knowledge and Skill in using Psychological Instruments		2a. Creating Rapport with Students	
1b. Demonstrating Knowledge of Child and Adolescent Development and Psychopathology		2b. Establishing a Culture for Positive Mental Health	
1c. Establishing Goals for Psychology Program		2c. Establishing Clear Procedures for Referrals	
1d. Demonstrating Knowledge of State and Federal Regulations, and Resources within and beyond the School and District.		2d. Establishing Standards of Conduct	
1e. Planning the Psychology Program.		2e. Organizing Physical Space	
1f. Developing a Plan to Evaluate the Psychology Program.			
Domain 1 Rubric Scores	/6	Domain 2 Rubric Scores	/5
Domain 1 Average		Domain 2 Average	
Domain 4: Professional Responsibilities		Domain 3: Delivery of Service	
4a. Reflecting on Practice		3a. Responding to Referrals	
4b. Communicating with Families		3b. Evaluating Student Needs	
4c. Maintaining Accurate Records		3c. Using Counseling and Social Work Techniques	
4d. Participating in a Professional Community		3d. Chairing Evaluation Team	
4e. Engaging in Professional Development		3e. Maintaining Contact with Physicians and Community Mental Health Service Providers	
4f. Showing Professionalism			
Domain 4 Rubric Scores	/6	Domain 3 Rubric Scores	/5
Domain 4 Average		Domain 3 Average	

Domains	Average (from above)
1. Planning and Preparation	
2. Learning Environment	
3. Delivery of Service	
4. Professional Responsibilities	
Subtotal	
Divide by the number of Domains (divided by 4)	
FINAL RUBRIC SCORE	

Speech Teachers.

Domain 1: Planning and Preparation		Domain 2: Learning Environment	
	Rubric Scores		Rubric Scores
1a. Demonstrating Knowledge and Skill in the Area of Speech		2a. Establishing Rapport with Students	
1b. Establishing Goals for the Program		2b. Organizing Time Effectively	
1c. Demonstrating Knowledge of District, State and Federal Regulations, and Guidelines		2c. Maintaining Procedures for Referrals	
1d. Demonstrating Knowledge of Resources		2d. Establishing Standards of Conduct	
1e. Planning the Program		2e. Organizing Physical Space	
1f. Developing a Plan to Evaluate the Service Program			
Domain 1 Rubric Scores	/6	Domain 2 Rubric Scores	/5
Domain 1 Average		Domain 2 Average	
Domain 4: Professional Responsibilities		Domain 3: Delivery of Service	
4a. Reflecting on Practice		3a. Responding to Referrals	
4b. Collaborating with Teachers and Administrator		3b. Developing and Implementing Educational Plans	
4c. Maintaining Effective Data Management System		3c. Communicating with Families	
4d. Participating in a Professional Community		3d. Demonstrating Flexibility and Responsiveness	
4e. Engaging in Professional Development			
4f. Showing Professionalism			
Domain 4 Rubric Scores	/6	Domain 3 Rubric Scores	/4
Domain 4 Average		Domain 3 Average	

Domains	Average (from above)
1. Planning and Preparation	
2. Learning Environment	
3. Delivery of Service	
4. Professional Responsibilities	
Subtotal	
Divide by the number of Domains (divided by 4)	
FINAL RUBRIC SCORE	

The Overall Rubric Average will be converted to a value on a 60-point scale as well as a HEDI rating using the following conversion chart:

Overall Rubric Average	HEDI	60-0 Point Distribution by Rating Category
Highly Effective 60-59		
4.000	H	60.00
3.900 – 3.999	H	59.80
3.800 – 3.899	H	59.60
3.700 – 3.799	H	59.40
3.600 – 3.699	H	59.20
3.500 – 3.599	H	59.00
Effective 58-57		
3.400 – 3.499	E	58.00
3.300 – 3.399	E	57.89
3.200 – 3.299	E	57.78
3.100 – 3.199	E	57.67
3.000 – 3.099	E	57.56
2.900 – 2.999	E	57.44
2.800 – 2.899	E	57.33
2.700 – 2.799	E	57.22
2.600 – 2.699	E	57.11
2.500 – 2.599	E	57.00
Developing 56-50		
2.400 – 2.499	D	56.00
2.300 – 2.399	D	55.33
2.200 – 2.299	D	54.67
2.100 – 2.199	D	54.00
2.000 – 2.099	D	53.33
1.900 – 1.999	D	52.67
1.800 – 1.899	D	52.00

Overall Rubric Average	HEDI	60-0 Point Distribution by Rating Category
1.700 – 1.799	D	51.33
1.600 – 1.699	D	50.67
1.500 – 1.599	D	50.00
Ineffective 49-0		
1.400 – 1.499	I	49.00
1.392 – 1.399	I	48.00
1.384 – 1.391	I	47.00
1.376 – 1.383	I	46.00
1.367 – 1.375	I	45.00
1.359 – 1.366	I	44.00
1.351 – 1.358	I	43.00
1.343 – 1.350	I	42.00
1.335 – 1.342	I	41.00
1.327 – 1.334	I	40.00
1.318 – 1.326	I	39.00
1.310 – 1.317	I	38.00
1.302 – 1.309	I	37.00
1.294 – 1.301	I	36.00
1.286 – 1.293	I	35.00
1.278 – 1.285	I	34.00
1.269 – 1.277	I	33.00
1.261 – 1.268	I	32.00
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1.245 – 1.252	I	30.00
1.237 – 1.244	I	29.00
1.229 – 1.236	I	28.00
1.220 – 1.228	I	27.00
1.212 – 1.219	I	26.00
1.204 – 1.211	I	25.00
1.196 – 1.203	I	24.00
1.188 – 1.195	I	23.00
1.180 – 1.187	I	22.00
1.171 – 1.179	I	21.00
1.163 – 1.170	I	20.00
1.155 – 1.162	I	19.00
1.147 – 1.154	I	18.00
1.139 – 1.146	I	17.00
1.131 – 1.138	I	16.00
1.122 – 1.130	I	15.00
1.114 – 1.121	I	14.00
1.106 – 1.113	I	13.00

Overall Rubric Average	HEDI	60-0 Point Distribution by Rating Category
1.098 – 1.105	I	12.00
1.090 – 1.097	I	11.00
1.082 – 1.089	I	10.00
1.073 – 1.081	I	9.00
1.065 – 1.072	I	8.00
1.057 – 1.064	I	7.00
1.049 – 1.056	I	6.00
1.041 – 1.048	I	5.00
1.033 – 1.040	I	4.00
1.024 – 1.032	I	3.00
1.016 – 1.023	I	2.00
1.008 – 1.015	I	1.00
1.000 – 1.007	I	0.00

Scoring Band – Other Measures of Effectiveness:

Highly Effective:	60 through 59	4.000 – 3.500
Effective:	58 through 57	3.499 – 2.500
Developing:	56 through 50	2.499 – 1.500
Ineffective:	49 through 0	1.499 – 1.000

For a Highly Effective rating, Other Certified Staff are unable to score “1” or “2” in any category. For an Effective rating, teachers are unable to score “1” in any category.

The HEDI rating and 60-point conversion for the Other Certified Staff will be for District use only, as these scores are not currently required for State Education Department submission.

GROWTH USING STATE ASSESSMENTS AND GROWTH USING COMPARABLE MEASURE (20 points):

Growth Using Comparable Measures will only impact teachers under this Agreement, and will not impact Other Certified Staff as noted above.

District Decisions – Student Learning Objectives:

The District will:

1. Assess and identify priorities and academic needs.

- District priorities and academic needs will be established by Superintendent in collaboration with principals, based on data from prior school year.
 - October 1
2. Identify who will have State-provided growth measures and who must have SLOs as “comparable growth measures.”
- See attached **Exhibit E**, “*District-Wide Teacher Evaluation Process*.”
 - Class rosters will be reviewed to identify the number of SLOs to be created per teacher.
3. Determine rules for how specific SLOs will get set. Please see #5 below for District-wide processes for setting, reviewing, and assessing SLOs in school.
- Teachers of all content areas will utilize BOCES developed assessments for pre- and/or post-assessments where a New York State assessment is not in existence.
 - All teachers will review pre-assessment data and establish individual student target scores based on pre-assessment scores, representative of appropriate student growth.
4. Establish expectations for scoring SLOs and for determining teacher ratings for the growth component.
- District will determine and communicate expectations for student learning growth relative to baseline scores and will specify how teachers will be awarded HEDI ratings and earn from 0-20 points based on the results obtained, consistent with State Regulations and guidance. See **Exhibit F**, “*Student Learning Objectives*,” and **Exhibit G**, “*SLO Data Collection*.”
5. Determine District-wide processes for setting, reviewing, and assessing SLOs in schools.
- Conference Day will be scheduled in August for review of data from prior year to determine whether instructional improvement in greatest areas of need occurred.
 - Pre-assessments will be administered and scored in September.
 - Conference Day will be scheduled the first week of October for review of data from pre-assessment to identify greatest areas of need for development of SLOs.
 - Principals will work collaboratively with teachers to establish targets for SLOs aligned with District priorities and academic needs. SLOs will be established no later than October 15.
 - SLO workshop will be delivered to teachers to support SLO creation process.
 - SLO Rubric designed by Monroe #2 BOCES will be utilized by teachers in creation of SLOs.
 - Principals will meet individually with teachers to establish targets and complete SLOs.
 - Superintendent will review SLOs with principals to ensure alignment with District priorities and academic needs, and adjustments will be made if needed (no later than October 30).
 - Structures will be created to ensure that assessments are secure.
 - Scoring of SLO assessment will be supervised by the District’s Data Manager and will comply with District scoring protocols, ensuring that assessments are not scored by teachers and principals with vested interests in outcome.

Scoring Band – Growth Using Comparable Measure:

SLO Points	HEDI Rating	% of Students Meeting SLO Target
Highly Effective 20-18		
20	H	97.00 – 100.00
19	H	92.50 – 96.99
18	H	85.00 – 92.49
Effective 17-9		
17	E	84.00 – 84.99
16	E	81.63 – 83.99
15	E	79.25 – 81.62
14	E	76.88 - 79.24
13	E	74.50 – 76.87
12	E	72.13 – 74.49
11	E	69.75 – 72.12
10	E	67.38 – 69.74
9	E	65.00 – 67.37
Developing 8-3		
8	D	64.00 – 64.99
7	D	62.20 – 63.99
6	D	60.40 – 62.19
5	D	58.60 – 60.39
4	D	56.80 – 58.59
3	D	55.00 – 56.79
Ineffective 2-0		
2	I	54.00 – 54.99
1	I	27.00 – 53.99
0	I	0.00 – 26.99

Calculation of Scores for Teachers with Multiple Student Learning Objectives:

	SLO #1	SLO #2	SLO #3	TOTALS
# of students	___ students	___ students	___ students	___ total students
Results of SLO (points)	/20	/20	/20	
Weight of each SLO proportionately (students/total students)	___ students/___ total students = ___%	___ students/___ total students = ___%	___ students/___ total students = ___%	
Proportional Points (SLO points times %)	___ points	___ points	___ points	___ total points

HEDI Score: _____

Highly Effective: 20-18
 Effective: 17-9
 Developing: 8-3
 Ineffective: 2-0

LOCALLY-SELECTED MEASURE OF STUDENT ACHIEVEMENT (20/15 points):

Locally-Selected Measures of Student Achievement will only impact teachers under this Agreement, and will not impact Other Certified Staff as noted above.

The locally-selected measure will be based on a growth score to be computed and based on a measure of student performance over time on the SED third-party approved assessment, STAR assessment for K-12 ELA. All K-12 students will take a baseline assessment during September, and individual growth targets will be established for each student on a teacher's caseload. All teachers will infuse literacy and comprehension strategies into the instruction of their content area to assist students in accessing informational text. A HEDI rating on the locally-selected measure will be established based on the percentage of students on the teacher's caseload that met the established individual target, as evidenced by the post-assessment to occur prior to June 1. See **Exhibit H** for "*Locally-Selected Measure – Data Collection Tool.*"

Scoring Band – Locally-Selected Measure (based on 20 points) with State-Provided Growth Measures or Other Comparable Measures (based on 20 points):

Points for Locally Selected Measure	HEDI Rating	% of Students Meeting Target
Highly Effective 20-18		
20	H	97.00 – 100.00
19	H	92.50 – 96.99
18	H	85.00 – 92.49
Effective 17-9		
17	E	84.00 – 84.99
16	E	81.63 – 83.99
15	E	79.25 – 81.62
14	E	76.88 - 79.24
13	E	74.50 – 76.87
12	E	72.13 – 74.49
11	E	69.75 – 72.12
10	E	67.38 – 69.74
9	E	65.00 – 67.37
Developing 8-3		
8	D	64.00 – 64.99
7	D	62.20 – 63.99
6	D	60.40 – 62.19

5	D	58.60 – 60.39
4	D	56.80 – 58.59
3	D	55.00 – 56.79
Ineffective 2-0		
2	I	54.00 – 54.99
1	I	27.00 – 53.99
0	I	0.00 – 26.99

Scoring Band – Locally-Selected Measure (based on 15 points) with State-Provided Value Added Measure (based on 25 points):

Points for Locally Selected Measure	HEDI Rating	% of Students Meeting Target
Highly Effective 15-14		
15	H	94.00 – 100.00
14	H	85.00 – 93.99
Effective 13-8		
13	E	84.00 – 84.99
12	E	80.20 – 83.99
11	E	76.40 – 80.19
10	E	72.60 – 76.39
9	E	68.80 – 72.59
8	E	65.00 – 68.79
Developing 7-3		
7	D	64.00 – 64.99
6	D	61.75 – 63.99
5	D	59.50 – 61.74
4	D	57.25 – 59.49
3	D	55.00 – 57.24
Ineffective 2-0		
2	I	54.00 – 54.99
1	I	27.00 – 53.99
0	I	0.00 – 26.99

TEACHER IMPROVEMENT PROCESS.

Upon rating a teacher as Developing or Ineffective through an annual professional performance review, the District will formulate and commence implementation of a Teacher Improvement Plan (TIP) for that teacher or Other Certified Staff. The TIP must be in place for educators with a Developing or Ineffective rating within ten school days from the opening of classes for students in the school year following the performance year.

Development of Improvement Plans.

1. The Federation President will be advised of the names of Developing or Ineffective unit members no later than the opening day of classes for students.

2. Improvement Plans are intended to assist unit members with professional performance. There may be circumstances outside the formal evaluation process that may warrant the construction and implementation of a TIP and nothing within this document shall, or is intended to, restrict the administration's right to develop and implement a TIP in other appropriate circumstances and times. In such instances, the Federation President will be advised of the name of the unit member for which a TIP will be developed.

3. Improvement plans required by Education Law 3012-c and any implementing regulations, must be implemented with ten (10) school days from the opening of classes for students in the new school year. The initial meeting for such improvement plans shall occur no later than five (5) school days after the start of the new school year.

4. All improvement plans are to be collaboratively developed by the unit member and administrator(s). The unit member may bring a Federation representative or designee to the meeting(s) to assist in the development of the improvement plan.

5. The process for developing an improvement plan should be a helpful, professional conversation, where the parties collaboratively identify possible solutions to concerns and decide upon resources that will assist the unit member.

6. The improvement plan will be drafted by the administrator and submitted to the unit member and the Federation president or designee for their review within three (3) of the initial meeting. Thereafter, the unit member and the administrator (and Federation representative, if requested) will refine and finalize the improvement plan within two (2) school days after receipt of the TIP draft from the administrator.

7. The parties will collaboratively create an improvement plan utilizing the template provided in the APPR attached to the agreement as **Exhibit I**. The improvement plan should include the following:

- i. Identification of the specific concerns(s) including specific standards-based goals.
- ii. Evidence of growth/change, as identified by the parties.
- iii. Timeline for accomplishing the growth/change, with benchmarks and checkpoints.
- iv. Signatures of agreement by the unit member and administrator(s) for the content of the improvement plan.
- v. Identification of resources and strategies to assist the unit member in the growth/change effort.

8. Improved performance by the unit member is the desired result of an improvement plan.

APPEALS OF ANNUAL PERFORMANCE EVALUATIONS.

1. APPR Subject to Appeal Procedure.

Any unit member aggrieved of an annual professional performance review with an ineffective or developing rating, or an ineffective or developing APPR component score where agreement cannot be reached, may use the following procedure. The appeal shall not be grievable under the grievance procedure of the parties' Collective Bargaining Agreement or in any other forum, including state or federal courts.

2. Grounds for an Appeal.

An appeal may be filed based upon one or more of the following grounds:

- a. The substance of the teacher's annual professional performance review.
- b. The District's failure to adhere to the standards and methodologies required for:
 - i. the annual professional performance review under Education Law §3012(c),
 - ii. applicable rules and regulations of the Commissioner of Education, or
 - iii. the procedures negotiated with the Federation for the annual professional performance review.
- c. The District's issuance or implementation of a Teacher Improvement Plan (TIP) issued pursuant Education Law §3012(c).
- d. Score of Developing or Ineffective on an APPR component where agreement between the unit member and administrator cannot be reached.

3. Notification of the Appeal.

In order to be timely, the appeal shall be submitted, in writing within five school days after the teacher has received the composite effective score and overall rating from the District, within five school days after being issued a TIP, within five school days after a unit member knew or should have known about a concern related to TIP implementation, or within five school days after a unit member knew or should have known about a concern related to a developing or ineffective APPR component rating.

Notwithstanding these filing requirements, if a teacher has any concern related to the annual evaluation performed by the District or rating for the annual evaluation, or the local growth measure points or rating, the teacher must provide written notice of such concern within five school days of receiving the information from the District. If a teacher fails to provide this written notice he/she will have waived any right to an appeal after receipt of the composite score/rating. The form attached as **Exhibit J**, "*Annual Professional Performance Review – Appeal Request*," may be used to provide notice.

The date the composite effective score/rating is first received by the teacher shall be deemed the date the five school day period commences the teacher's time to submit an appeal. An appeal must be personally delivered by the teacher or the Federation representative to the appeal recipient as set forth in Section 4a below. Any appeal not submitted within this timeframe shall be deemed waived and not subject to review in any other forum.

4. Decisions on Appeal and Appeal Process.

- a. The appeal shall specify all the grounds upon which the appeal is being made and must be from the grounds stated in Section 2 above. Under no circumstance shall a teacher be permitted to submit more than one appeal annually for a Developing or Ineffective composite score rating. Any ground not included in the teacher's original appeal document shall be deemed waived and unappealable.

All appeals will be conducted on the papers with no hearing. The teacher shall have the burden of sustaining the ground(s) upon which the appeal is based with all supporting documentation upon which the teacher relies in support of the appeal.

b. Steps for an appeal of an annual performance review or concern related to a developing or ineffective APPR component rating are as follows:

i. Step 1. Conference will occur with the supervising administrator within five (5) calendar days (excluding weekends and national holidays) of the supervising administrator's receipt of the appeal. The bargaining unit member shall upon request be entitled to a Federation representative being present. The conference shall be an informal meeting wherein the authoring administrator and the employee are able to discuss the evaluation and the areas of dispute. If the bargaining unit member is not satisfied with the outcome, he/she may proceed to the second step. The second step shall be initiated by the unit member notifying the Committee in writing within five (5) calendar days (excluding weekends and national holidays) of the conclusion of the conference.

ii. Step 2. Review will occur with APPR Review Committee. The Committee makeup shall be:

- One tenured administrator, certified to conduct evaluations, appointed by the Superintendent or his/her designee. The administrator appointed shall not be the administrator who authored the evaluation or APPR component rating; and
- Two tenured teachers appointed by the President of the Federation or his/her designee.

The Committee shall reach its finding using the consensus model. If consensus is not reached, the Committee shall summarize the opposing viewpoints and submit the opposing viewpoints to the supervising administrator, the aggrieved unit member, the Federation President, and the Superintendent within five (5) calendar days (excluding weekends and national holidays) of the conclusion of the Committee meeting.

iii. Step 3. Review by Superintendent. The final step of an appeal of an annual performance review conducted by an administrator or concern related to a developing or ineffective APPR component rating is submission to and decision by the Superintendent or designee. However, an appeal may not be decided by the same individual who was responsible for making the final rating decision or the APPR component designation of developing or ineffective. In such case, the District Superintendent of Monroe 2-Orleans BOCES or designee shall decide the appeal. The decision of the Superintendent, District Superintendent, or their designee, shall be final and binding, and there shall be no further appeal to any other authority, including, but not limited to, the Commissioner of Education, State or Federal courts, the Public Employment Relations Board ("PERB") or the contractual grievance/arbitration procedure set forth within the Collective Bargaining Agreement.

The Superintendent, District Superintendent, or their designee, shall render a final written decision on the appeal within five (5) calendar days (excluding weekends and national holidays) after the appeal is received. This decision will be delivered to the teacher and the applicable supervisor and the decision, appeal, and supporting documents, if any, shall be placed in the teacher's personnel file.

c. In the event there is a conflict between the above and any provision of the Collective Bargaining Agreement between the District and the Federation, the terms of this Appeal Procedure shall apply.

5. Miscellaneous.

a. In the event the law changes by any means, including by legislation or court decision/order, the District and Federation President shall meet with 15 days of the date such change is enacted to discuss revisions to this procedure.

b. The parties further agree to add a new Section to the Grievance Procedure of the Collective Bargaining Agreement stating as follows:

“Nothing regarding the APPR language or APPR/TIP Appeal Procedure shall be grievable under this Article. The Federation and District intend and agree that any and all matters pertaining to the APPR/TIP process shall not be subject to the contractual grievance/arbitration procedure.”

B. Confidentiality and Accessibility of Records

1. Confidentiality of evaluation records shall be maintained. No copy shall be available to inspection by a third party without permission of both parties, unless used in a fair dismissal procedure, court proceedings, or the commissioner's hearings. (Third party shall be defined as those other than school administrators and the evaluated teacher and his/her representative.) The Board of Education shall have access to such records in accordance with its rights under Education Law and in accordance with decisional law.
2. Individual unit members shall have the right of access, with a representative(s) of his/her choice, to all materials contained in any and all records and/or files maintained by the District that pertain to the unit member's employment. Further, the unit members shall have the right to copy all materials contained in such files and/or records. Such review shall not include reference information supplied by previous employers or other sources.
3. No materials shall be added to any file and/or record maintained by the District pertaining to the teacher's employment without the teacher's knowledge.
4. Any summary presented to any other party shall accurately reflect the information on the observation forms.

ARTICLE XVIII - COMPENSATION FOR INJURY

- A. All teachers are covered by Workmen's Compensation Insurance which protects them in case of accident while on duty. In the event of such an accident, the teacher should immediately notify the principal so that the proper forms may be executed by the school authorities and attending physician.
- B. Whenever a regularly employed teacher is absent from his/her employment and unable to perform his/her duties as a result of a personal injury caused by an accident or an assault occurring in the course of his/her employment, and the teacher has not been personally negligent with reference to the incident, he/she will be paid his/her full salary during his/her absence but not to exceed six (6) months. The amount of any weekly Workmen's Compensation award made for temporary disability due to said injury will be paid to the Board in full by the employee and no part of such absence will be charged to his/her annual or accumulated sick leave. In any event, any Workmen's Compensation award made for a permanent disability due to such injury will be retained by the unit member.
- B. The District will reimburse teachers 100% of the cost of replacing or repairing dentures, eyeglasses, hearing aid, or similar bodily appurtenances not covered by Workmen's Compensation which are damaged or destroyed as result of an injury sustained in the course of the teacher's employment, when the teacher has not been personally negligent with reference to the incident. Such incident must be reported within two (2) days of the loss.

ARTICLE XIX - DEDUCTIONS

- A. Teachers have the right to join or not to join any organization for their professional or economic improvement. Membership in any organization shall not be required as a condition of employment.
- B. The District agrees to make such deductions from the salaries of its employees as are necessary for dues to the Wheatland-Chili Federation of Teachers, New York State United Teachers, and the American Federation of Teachers. Authorization must be individual and on a form provided by the Federation.
- C. No later than October 1, the Federation shall submit a list of members for whom dues shall be deducted and authorization cards for those who do not have cards on file.
- D. The Federation shall also certify the amount of dues to be deducted for each of the organizations involved for the current fiscal year.
- E. Deductions will commence with the first paycheck on October and shall continue in equal installments coinciding with the remaining pay periods in the fiscal year.
- F. The District further agrees to make such deductions from the salaries of its employees permissible by law as may be requested by said employees from time to time, including but not limited to insurances, VOTE/COPE, NYSUT Benefit Trust, tax sheltered annuities, U.S. savings bonds and E bonds, and credit union deductions. It shall be the individual responsibility of each employee to inform the district of the desired deductions, and to fill out and sign the necessary forms.

ARTICLE XX - MISCELLANEOUS

- A. Savings Clause: If any provision of this Agreement or any application of the Agreement to any teacher or group of teachers shall be found contrary to law, then such provision or application shall not be deemed valid and subsisting except to the extent permitted by law, but all other provisions or applications shall continue in full force and effect.
- B. Physical Examination
 - 1. Unit members who have a physical exam and submit the results of such exam to the district after submission to their health insurance provider shall be reimbursed the costs of such physical exam up to a maximum of \$100. The physical exam shall be solely at the discretion of the unit member. Unit members may exercise the reimbursement benefit once only in a period of three (3) years.
 - 2. The cost of physical exams required by the district shall be borne by the district.
- C. Staff Appointments: The administrative staff shall recommend that all full time professional teaching positions be filled with certified provisional, permanent, or on waiver list teachers, subject to the approval of the Board of Education.
- D. Mileage Allowance: Unit members who are required to use their personal automobile for any school related business, which includes between district buildings, will be compensated at the current IRS per mile allowance.
- E. Professional Growth: Teachers are expected to take steps as professional people to improve their teaching competency and to grow in technical skill and teaching stature. In addition to professional growth or inservice education opportunities sponsored by the school district, teachers are expected to participate in appropriate professional activities as part of their own professional growth program. Expenses incurred at professional meetings, conference, workshops or costs for professional materials which are of interest to teachers and meet some need of the school district may be reimbursed by district funds providing prior

approval of the administration has been granted. No student teacher will be assigned to a unit member without the unit member's consent or the administration's consent.

- F. Academic Freedom: The district and the Federation agree to insure that academic freedom prevails in the Wheatland-Chili school system.
- G. School Calendar: The calendar shall be discussed in good faith between the Federation President and Superintendent. Their discussions will include adjustments in the work schedules, beginning date of the school year, holidays/recess, and conference and early release days. The school calendar is the responsibility of, and subject to change by, the Board of Education.
- H. Curriculum Leaders: A Curriculum Leader is a faculty member, selected by members of a given curriculum area or areas, and approved by the principal and superintendent. If not approved, the principal will meet with the curriculum area or areas and a name or names will be submitted by the curriculum area or areas involved. The Curriculum Leader shall serve as an advocate for curriculum in the area(s) to which he/she is assigned and the school in general. The basic responsibility of the Curriculum Leader is to facilitate communications between staff and administration.

Each designated curriculum area shall submit the names of not more than two nominees, to serve as Curriculum Leader, to the principal by May 1 each year. The principal and superintendent shall select, and the Board of Education shall approve by June 1, one of the nominees to serve as Curriculum Leader for the following school year.

Curriculum Leaders will receive 20 one-half days of release time for curriculum duties per year.

Staff members appointed by the Board of Education to Curriculum Leader positions shall be compensated on a six(6) step schedule (base plus five(5) increments) given the following base for each year and increment:

	<u>2012-13</u>	<u>2013-14</u>	<u>Increment Cost</u>
First Year of Service	\$3,443	\$3,443	\$180

The Curriculum Leader job description is contained in Appendix B.

I. Committee Chairperson Stipends

Unit members who serve as chairpersons of building site-based management teams or curriculum council, whichever is in place, shall receive a stipend of \$443. Special Education teachers and other regular classroom teachers with full-time appointments to the CSE shall receive a stipend of \$443.

J. Consulting Teacher

Whenever any unit member volunteers for and is assigned a student teacher by any college or university, the unit member has the right of first refusal in the event that the compensation is in the form of a tuition waiver. If the unit member does not choose to use the tuition waiver, it shall be signed over to the district to be made available to other unit members. The unit member may accept a stipend in the event that it is offered as compensation for consulting teachers.

ARTICLE XXI - DURATION

This agreement shall be effective July 1, 2012, and shall continue in full effect through midnight, June 30, 2014, and each year thereafter unless amended by the parties.

In the event either party wishes to amend this agreement, written notice to the party shall be given not later than December 15 immediately preceding termination of the agreement. Amendments resulting from such negotiation

shall be effective the following July 1 or at such time as may be mutually agreeable to the parties. IT IS AGREED BY AND BETWEEN THE PARTIES THAT ANY PROVISION OF THIS AGREEMENT REQUIRING LEGISLATIVE ACTION TO PERMIT ITS IMPLEMENTATION BY AMENDMENT OF LAW OR BY PROVIDING THE ADDITIONAL FUNDS THEREFORE, SHALL NOT BECOME EFFECTIVE UNTIL THE APPROPRIATE LEGISLATIVE BODY HAS GIVEN APPROVAL.

WHEATLAND-CHILI FEDERATION OF TEACHERS

By: Patricia Bruno
Patricia Bruno, WCFT President

WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT

By: Deborah Leh
Deborah Leh, Ed.D., Superintendent of Schools

DATED: 11-19-12

APPENDIX A
SALARY SCHEDULES

<u>Step</u>	Salary <u>2012-13</u>	Salary <u>2013-14</u>
Off	90,187	91,771
Off	89,533	90,901
Off	88,684	87,581
Off	85,445	84,263
Off	82,208	80,941
Off	78,967	77,621
Off	75,728	74,300
Off	72,488	70,980
Off	69,249	67,641
Off	65,992	65,526
19	63,928	63,185
18	61,644	60,238
17	58,768	57,973
16	56,560	55,692
15	54,333	54,860
14	53,522	53,727
13	52,416	52,821
12	51,533	51,658
11	50,398	50,494
10	49,263	49,331
9	48,128	48,503
8	47,320	47,661
7	46,498	46,803
6	45,662	45,073
5	43,974	43,829
4	42,760	42,612
3	41,573	41,422
2	40,412	41,017
1	40,017	40,617
B5	41,924	41,717
B4	40,700	40,511
B3	39,523	39,321
B2	38,362	38,937
B1	37,987	38,557
<u>Longevity</u>		
20 years	1,621	1,621
25 years	2,478	2,478
30 years	3,262	3,262

APPENDIX B

CURRICULUM LEADERS

Responsibilities

1. Coordinate the development of a content area strategic plan, outlining goals, action plan, and timeline.
2. Coordinate curriculum planning and development in cooperation with the director of curriculum and building principal.
3. Acts as a communications and resource liaison between the two schools and district administration and members of the assigned curriculum area.
4. Serves as a resource person to personnel within his/her assigned area.
5. Confers with staff members and administration about student needs, teaching methods, techniques, materials, and subject matter.
6. Attends one monthly District curriculum meeting.
7. Assists in the collection of data and preparation of reports pertaining to his/her assigned area and informs students, faculty, and the community of departmental data in cooperation with the building principal and director of curriculum.
8. Recommends to the building principal possible scheduling of classes and appropriate assignment of personnel.

Curriculum Leader Assignments

1. K-1
2. English & LOTE 6-12
3. 2-3
4. Math 6-12
5. 4-5
6. Science 6-12
7. Social Studies 6-12
8. Fine Arts & Performing Arts
9. Special Education K-5
10. Special Education 6-12
11. Health, Physical Education & Occupational Education

Exhibit A.1
WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT
Pre-Observation Form

Teacher _____ **Date** _____

Grade Level(s) _____ **Subject** _____

The following points will be discussed during the pre-observation conference.

1. List your instructional goals for this lesson. What do you want the students to learn?

2. Describe your instructional plan. Include instructional strategies, activities, grouping of students, materials and resources you will use. (Please attach a copy of student handouts; i.e., guided practice, independent practice, etc.)

3. Describe any modifications you will make to accommodate specific learners.

- 4a. During the lesson, how will you monitor student progress (formative assessment)?

- 4b. How will you assess/measure student learning of the stated objectives (summative assessment)?

5. Is there anything else, either about your students or your classroom, which you would like an observer to know?

- 6a. Based on this Instructional Plan, which teaching standards from the Framework for Teaching would you like the observer to focus on?

- 6b. What components have you received ratings on this year?

Exhibit A.2
WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT
Post-Observation Form

Teacher _____

Date _____

Grade Level(s) _____

Subject _____

The following points will be discussed during the post-observation conference.

1. Compare your expectations for the lesson with how it actually went.
2. To what extent were the instructional goals met?
3. Did you make any modifications to your plan during the lesson?
4. Describe any changes you would make if you were to teach this lesson again to the same group of students.
5. What can the observer do to support your professional growth?

Exhibit B
WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT
Observation Summary

Teacher _____ **Date of Observation** _____

School _____

Observer Name _____

Teacher's Status: Probationary Year: _____ **Tenured:** _____

Subject/Level:

Brief Narrative (Objective of the lesson, etc.):

Please indicate below the standards on which the observation is based.

Domain 1: Planning and Preparation		Domain 2: Classroom Environment	
	Rubric Scores and Evidence		Rubric Scores and Evidence
1a. Demonstrating Knowledge of Content and Pedagogy		2a. Creating an Environment of Respect and Rapport	
1b. Demonstrating Knowledge of Students		2b. Establishing a Culture for Learning	
1c. Setting Instructional Outcomes		2c. Managing Classroom Procedures	
1d. Demonstrating Knowledge of Resources		2d. Managing Student Behavior	
1e. Designing Coherent Instruction		2e. Organizing Physical Space	
1f. Designing Student Assessments			
Domain 4: Professional Responsibilities		Domain 3: Instruction	
4a. Reflecting on Teaching		3a. Communicating With Students	
4b. Maintaining Accurate Records		3b. Using Questioning and Discussion Techniques	
4c. Communicating with Families		3c. Engaging Students in Learning	
4d. Participating in a Professional Community		3d. Using Assessment in Instruction	
4e. Growing and Developing Professionally		3e. Demonstrating Flexibility and Responsiveness	
4f. Showing Professionalism			

Areas of Strength:

Areas for Further Development:

Teacher's signature indicates only that the teacher has read this report.

Administrator's Signature* _____

Date _____

Teacher's Signature* _____

Date _____

*Electronic signature permissible.

Exhibit C
WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT
Professional Performance Review Options

Professional Performance Review options include, but are not limited to, the following:

- **Portfolio** – The portfolio provides teachers with a framework for innovative ways to document performance. It is a purposeful collection of work that exhibits the author's efforts, progress, and/or achievements in one or more areas. A teaching portfolio contains any items that an educator selects to put in it. It can include documents, lesson plans, photographs, video, PowerPoint, or an actual object that supports the professional goal(s). Through the process of collecting, selecting, and reflecting, the portfolio becomes a tool for an individual Professional Development Plan.

Professional portfolios may include any of the following pieces as well or these options can be chosen separately:

- **Reflective Teaching Partners** – Two teachers work collaboratively to assess teaching methods and their effects on the students. For example, one teacher may agree to collect information while visiting his/her partner's classroom. After the visit, the teachers meet to discuss their findings. Then they reverse roles. (If coverage is needed for a partner's observation; arrangements should be made with the principal or supervisor. The teacher and supervisor will agree upon the time and frequency of the observations.)
- **Peer Review** – This is a collaborative technique that provides opportunities for teachers working together to practice developing competency on a specific teaching technique or strategy. Peer coaching often has a narrow focus, and helps to facilitate the early use of a skill or strategy, which has been possibly introduced during professional development opportunities or interests the teacher. (If coverage is needed for a partner's observation; arrangements should be made with the principal or supervisor. The teacher and supervisor will agree upon the time and frequency of the observations.)
- **Study Group** – Two or more teachers study an educational topic or issue to explore the instructional implications, and then apply the skill within the context of their instructional setting.
- **Action Research** – One or more teachers collect impact data demonstrating the effects of practice(s) on learning or behavior. A process of identifying an issue, modifying practice and reevaluation occur.
- **Student Work** – Ongoing discussions by teachers about their students' work can provide teachers important information about the results of their instruction. When teachers reflect on what and how students learn and modify their instruction accordingly, better teaching and learning occur. Student work as evidence of professional growth provides the teacher opportunity to illustrate the types of activities used in class, student responses to the lessons, and/or teacher comments on student work.

- **Professional Development** – Professional development is a continuous process of individual and collective examination and improvement of practice. It should empower individual educators and communities of educators to make complex decisions; to identify and solve problems; and to connect theory, practice, and student outcomes. Professional development also should enable teachers to offer students the learning opportunities that will prepare them to meet world-class standards in given content areas and to successfully assume adult responsibilities for citizenship and work. Attending and reflecting upon professional development opportunities can help teachers achieve their professional goals.
- **Published Work** – Teachers may use their own published work as an evaluation opportunity.
- **Exemplary Lessons and/or Units** – One or more teachers may use their lessons or units as exemplary showcases of curriculum aligned to the New York State standards for evaluation purposes.
- **National Board Certification** – Recognizing that this is a huge undertaking, teachers can have a discussion with their principal to use this process as their APPR process for one year.
- **Lesson Study** is an ongoing, collaborative, professional development process that was developed in Japan. Lesson Study involves a group of teachers working together on a broad goal and developing lesson plans that are collectively observed, analyzed, and revised. Their focus throughout this process is on improving student thinking and making their lessons more effective.

The basic Lesson Study procedure is as follows:

- Select a broad goal, such as increasing your students' abilities to reason mathematically, or increasing their confidence in their mathematical abilities. Drawing on test item analyses is a great way to establish meaningful goals.
- Select a unit to focus on and analyze the current abilities and needs of your student population.
- Select a lesson to develop together, being sure to look at how the skills for that lesson fit in the continuum of skills across grades. Also think about how evidence of student thinking can be observed during the lesson.
- Teach the lesson and observe it.
- Get together to discuss and analyze the lesson.
- After discussing your observations, work together to revise the lesson, and then have another teacher teach the lesson, then repeat the observation and discussion.
- Document your changes in your lesson plans, unit plans, and curriculum maps.
- **Other** – This open category allows a teacher to be innovative in developing a personal plan for professional/instructional growth.

Exhibit D
WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT
Year-end Evaluation

Teacher _____ **School** _____

Grade Level(s) _____ **Subject(s)** _____

Name of Evaluator _____ **Date** _____

Teacher's Status:

☐ **Tenured** **Probationary:** ☐ Year 1 ☐ Year 2 ☐ Year 3 ☐ JUUL Agreement

Domain 1: Planning and Preparation		Domain 2: Classroom Environment	
	Rubric Scores		Rubric Scores
1a. Demonstrating Knowledge of Content and Pedagogy		2a. Creating an Environment of Respect and Rapport	
1b. Demonstrating Knowledge of Students		2b. Establishing a Culture for Learning	
1c. Setting Instructional Outcomes		2c. Managing Classroom Procedures	
1d. Demonstrating Knowledge of Resources		2d. Managing Student Behavior	
1e. Designing Coherent Instruction		2e. Organizing Physical Space	
1f. Designing Student Assessments			
Domain 1 Rubric Scores	/6	Domain 2 Rubric Scores	/5
Domain 1 Average		Domain 2 Average	
Domain 4: Professional Responsibilities		Domain 3: Instruction	
4a. Reflecting on Teaching		3a. Communicating With Students	
4b. Maintaining Accurate Records		3b. Using Questioning and Discussion Techniques	
4c. Communicating with Families		3c. Engaging Students in Learning	
4d. Participating in a Professional Community		3d. Using Assessment in Instruction	
4e. Growing and Developing Professionally		3e. Demonstrating Flexibility and Responsiveness	
4f. Showing Professionalism			
Domain 4 Rubric Scores	/6	Domain 3 Rubric Scores	/5
Domain 4 Average		Domain 3 Average	

Domains	Average (from above)
1. Planning and Preparation	
2. Classroom Environment	
3. Instruction	
4. Professional Responsibilities	
Subtotal	
Divide by the number of Domains (divided by 4)	
FINAL RUBRIC SCORE	

Strengths:

Areas for Further Development:

Rating:

Highly Effective:	60 through 59	4.0 – 3.50
Effective:	58 through 56.2	3.40 – 2.50
Developing:	56 through 50	2.40 – 1.50
Ineffective:	49 through 0	1.40 – 1.00

For a Highly Effective rating, teachers are unable to score “1” or “2” in any category. For an Effective rating, teachers are unable to score “1” in any category.

HEDI Rating: _____ **Points Conversion (out of 60):** _____

Teacher’s signature indicates only that the teacher has read this report.

Administrator’s Signature* _____ **Date** _____

Teacher’s Signature* _____ **Date** _____

*Electronic signature permissible.

Exhibit E
District-Wide Teacher Evaluation Process

Teachers	60% APPR Rubric	20% Growth (SLO or SED Provided)		20% Locally Selected
		SLO	Pre/Post Test	
K-2 ELA	X	SLO	Pre/Post Test	3 rd Party
3 ELA	X	SLO	Pre/ELA 3	3 rd Party
4-8 ELA	X	SED Provided		3 rd Party
9 ELA	X	SLO	Pre/Post Test	3 rd Party
10 ELA	X	SLO	Pre/Post Test	3 rd Party
11 ELA	X	SLO	Pre/Regents	3 rd Party
12 ELA	X	SLO	Pre/Post Test	3 rd Party
K-2 Math	X	SLO	Pre/Post Test	3 rd Party
3 Math	X	SLO	Pre/Math 3	3 rd Party
4-8 Math	X	SED Provided		3 rd Party
Integrated Algebra	X	SLO	Pre/Regents	3 rd Party
Geometry	X	SLO	Pre/Regents	3 rd Party
Algebra 2/Trig	X	SLO	Pre/Regents	3 rd Party
6-7 Science	X	SLO	Pre/Post Test	3 rd Party
4, 8 Science	X	SLO	Pre/Science 4, 8	3 rd Party
Living Environment	X	SLO	Pre/Regents	3 rd Party
Chemistry	X	SLO	Pre/Regents	3 rd Party
Earth Science	X	SLO	Pre/Regents	3 rd Party
Physics	X	SLO	Pre/Regents	3 rd Party
6-8 Social Studies	X	SLO	Pre/Post Test	3 rd Party
9 Global	X	SLO	Pre/Post Test	3 rd Party
10 Global	X	SLO	Pre/Regents	3 rd Party
US History	X	SLO	Pre/Regents	3 rd Party
Economics	X	SLO	Pre/Post Test	3 rd Party
PIG	X	SLO	Pre/Post Test	3 rd Party
Business	X	SLO	Pre/Post Test	3 rd Party
Technology	X	SLO	Pre/Post Test	3 rd Party
Art	X	SLO	Pre/Post Test	3 rd Party
Music	X	SLO	Pre/Post Test	3 rd Party
Health	X	SLO	Pre/Post Test	3 rd Party
Physical Education	X	SLO	Pre/Post Test	3 rd Party
Family and Consumer Science	X	SLO	Pre/Post Test	3 rd Party
Library	X	SLO	Pre/Post Test	3 rd Party
LOTE	X	SLO	Pre/Post Test	3 rd Party
Special Education	X	SLO	Pre/Post Test	3 rd Party

Exhibit F
STUDENT LEARNING OBJECTIVES

Population																																																																																		
Learning Content																																																																																		
Interval	2012-2013 School Year																																																																																	
Evidence (Available Assessment Data)																																																																																		
Baseline (Pre-Assessment Data)																																																																																		
Target(s)	<p>_____ % of students will meet or exceed their individual target on the final assessment, demonstrating their improvement on _____.</p> <p style="text-align: center;">Pre-Assessment Score Target Score</p>																																																																																	
HEDI Scoring*	<ul style="list-style-type: none"> Highly Effective = 85% of students or more will meet or exceed their target goal on the summative assessment. Effective = 65-84% of students will meet or exceed their target goal on the summative assessment. Developing = 55-64% of students will meet or exceed their target goal on the summative assessment. Ineffective = 54% or fewer students will meet or exceed their target goal on the summative assessment. <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th colspan="3" style="text-align: center;">Highly Effective</th> <th colspan="9" style="text-align: center;">Effective</th> <th colspan="6" style="text-align: center;">Developing</th> <th colspan="2" style="text-align: center;">Ineffective</th> </tr> <tr> <td style="text-align: center;">20</td> <td style="text-align: center;">19</td> <td style="text-align: center;">18</td> <td style="text-align: center;">17</td> <td style="text-align: center;">16</td> <td style="text-align: center;">15</td> <td style="text-align: center;">14</td> <td style="text-align: center;">13</td> <td style="text-align: center;">12</td> <td style="text-align: center;">11</td> <td style="text-align: center;">10</td> <td style="text-align: center;">9</td> <td style="text-align: center;">8</td> <td style="text-align: center;">7</td> <td style="text-align: center;">6</td> <td style="text-align: center;">5</td> <td style="text-align: center;">4</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="text-align: center;">97-100%</td> <td style="text-align: center;">96-92%</td> <td style="text-align: center;">91%-85%</td> <td style="text-align: center;">84%</td> <td style="text-align: center;">83-81%</td> <td style="text-align: center;">80-79%</td> <td style="text-align: center;">78-76%</td> <td style="text-align: center;">75-74%</td> <td style="text-align: center;">73-72%</td> <td style="text-align: center;">71-69%</td> <td style="text-align: center;">68-67%</td> <td style="text-align: center;">66-65%</td> <td style="text-align: center;">64%</td> <td style="text-align: center;">63-62%</td> <td style="text-align: center;">61-60%</td> <td style="text-align: center;">59-58%</td> <td style="text-align: center;">57-56%</td> <td style="text-align: center;">55%</td> <td style="text-align: center;">54</td> <td style="text-align: center;">53-27%</td> <td style="text-align: center;">0-26%</td> </tr> </table>																				Highly Effective			Effective									Developing						Ineffective		20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0	97-100%	96-92%	91%-85%	84%	83-81%	80-79%	78-76%	75-74%	73-72%	71-69%	68-67%	66-65%	64%	63-62%	61-60%	59-58%	57-56%	55%	54	53-27%	0-26%
Highly Effective			Effective									Developing						Ineffective																																																																
20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0																																																														
97-100%	96-92%	91%-85%	84%	83-81%	80-79%	78-76%	75-74%	73-72%	71-69%	68-67%	66-65%	64%	63-62%	61-60%	59-58%	57-56%	55%	54	53-27%	0-26%																																																														
Rationale																																																																																		

*Noted percentages are in whole numbers. See **Scoring Band – Growth Using Comparable Measure** above for percentages calculated to hundredths of a percent.

Exhibit G
STUDENT LEARNING OBJECTIVES (SLO) – DATA COLLECTION

Target: _____% of students will meet or exceed their individual target on the final assessment, demonstrating their improvement on _____ INSERT _____		HISTORICAL DATA (Will differ by content area or grade level, if any)		PRE-ASSESSMENT	INDIVIDUAL TARGET	POST-ASSESSMENT	RESULTS
CLASS/COURSE NAME:		<i>Insert description of assessments below:</i>					<i>AVG: (insert % that met target)</i>
Student Name	Class						Met Target (Yes/No)
Student 1							
Student 2							
Student 3							
Student 4							
Student 5							
Student 6							
Student 7							
Student 8							
Student 9							
Student 10							

Exhibit H
LOCALLY SELECTED MEASURE – DATA COLLECTION

Target: _____% of students will meet or exceed their individual target on the final assessment, demonstrating their improvement on _____ _____ INSERT _____		HISTORICAL DATA (Will differ by content area or grade level, if any)		PRE-ASSESSMENT	INDIVIDUAL TARGET	POST-ASSESSMENT	RESULTS
CLASS/COURSE NAME:		<i>Insert description of assessments below:</i>					<i>AVG: (insert % that met target)</i>
Student Name	Class						Met Target (Yes/No)
Student 1							
Student 2							
Student 3							
Student 4							
Student 5							
Student 6							
Student 7							
Student 8							
Student 9							
Student 10							

Exhibit I
WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT
Annual Professional Performance Review
Teacher Improvement Plan

Name: _____

School: _____

Date: _____

Duration of Plan: _____

Date(s) of Follow-up Meeting(s): _____

Area(s) in Need of Improvement (Aligned with APPR Component, if applicable)	Action Plan (Description of Professional Learning Activities)	Resources to be Provided	Assessment of Improvement

To be signed when TIP is initiated:	Follow-up Meeting	Follow-up Meeting	Follow-up Meeting
Teacher: _____	Date: _____	Date: _____	Date: _____
Union Representative: _____	Improvement Noted	Improvement Noted	Improvement Noted
Administrator: _____	Circle: YES NO	Circle: YES NO	Circle: YES NO
Superintendent: _____	Teacher: _____	Teacher: _____	Teacher: _____
	Union Rep.: _____	Union Rep.: _____	Union Rep.: _____
	Administrator: _____	Administrator: _____	Administrator: _____

☐ **Satisfactory Completion**

☐ **Continuation of Plan**

Teacher: _____

Union Representative: _____

Administrator: _____

(Please initial)

Exhibit J
WHEATLAND-CHILI CENTRAL SCHOOL DISTRICT
Annual Professional Performance Review
Appeal Request

I, _____, hereby request an appeal of my annual professional performance review.

Reason for Appeal (Check One):

☐ The substance of the teacher's annual professional performance review.

The District's failure to adhere to the standards and methodologies required for:

☐ The annual professional performance review under Education Law §3012(c);

☐ Applicable rules and regulations of the Commissioner of Education, or

☐ The procedures negotiated with the Association for the annual professional performance review

☐ The District's issuance or implementation of a Teacher Improvement Plan (TIP) issued pursuant Education Law §3012(c).

☐ Score of Developing or Ineffective on APPR component where agreement cannot be reached.

Contents of Appeal (Please attach all necessary documentation):

When filing an appeal, the teacher must submit a detailed written description of the specific areas of disagreement over his/her annual professional performance review, or the issuance and/or implementation of the terms of his or her improvement plan and any additional documents or materials relevant to the appeal. The appeal must be delivered by the teacher or Federation to the Superintendent within the prescribed timeline.

Any information not submitted at the time of the appeal is filed shall not be considered.

Teacher's Signature

Date

Exhibit K
Danielson Framework for Teaching (2011)

SEE ATTACHED

Complete Framework for Teaching Instrument

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

	Unsatisfactory	Basic	Proficient	Distinguished
1a: Demonstrating Knowledge of Content and Pedagogy	In planning and practice, teacher makes content errors or does not correct errors made by students. Teacher's plans and practice display little understanding of prerequisite relationships important to student learning of the content. Teacher displays little or no understanding of the range of pedagogical approaches suitable to student learning of the content.	Teacher is familiar with the important concepts in the discipline but displays lack of awareness of how these concepts relate to one another. Teacher's plans and practice indicate some awareness of prerequisite relationships, although such knowledge may be inaccurate or incomplete. Teacher's plans and practice reflect a limited range of pedagogical approaches to the discipline or to the students.	Teacher displays solid knowledge of the important concepts in the discipline and how these relate to one another. Teacher's plans and practice reflect accurate understanding of prerequisite relationships among topics and concepts. Teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline.	Teacher displays extensive knowledge of the important concepts in the discipline and how these relate both to one another and to other disciplines. Teacher's plans and practice reflect understanding of prerequisite relationships among topics and concepts and a link to necessary cognitive structures by students to ensure understanding. Teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline, anticipating student misconceptions.
Critical Attributes	<ul style="list-style-type: none"> • Teacher makes content errors. • Teacher does not consider prerequisite relationships when planning. • Teacher's plans use inappropriate strategies for the discipline. 	<ul style="list-style-type: none"> • Teacher is familiar with the discipline but does not see conceptual relationships. • Teacher's knowledge of prerequisite relationships is inaccurate or incomplete. • Lesson and unit plans use limited instructional strategies and some are not be suitable to the content. 	<ul style="list-style-type: none"> • The teacher can identify important concepts of the discipline, and their relationships to one another. • The teacher consistently provides clear explanations of the content. • The teacher answers student questions accurately and provides feedback that furthers their learning. • The teacher seeks out content-related professional development. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • Teacher cites intra- and inter-disciplinary content relationships. • Teacher is proactive in uncovering student misconceptions and addressing them before proceeding.
Possible Examples	<ul style="list-style-type: none"> • The teacher says, "The official language of Brazil is Spanish, just like other South American countries." • The teacher says, "I don't understand why the math book has decimals in the same unit as fractions." • The teacher has students copy dictionary definitions each week to help his students learn to spell difficult words. 	<ul style="list-style-type: none"> • The teacher plans lessons on area and perimeter independently of one another, without linking the concepts together. • The teacher plans to forge ahead with a lesson on addition with re-grouping, even though some students have not fully grasped place value. • The teacher always plans the same routine to study spelling: pre-test on Monday, copy the words 5 times each on Tuesday and Wednesday, test on Friday. 	<ul style="list-style-type: none"> • The teacher's plan for area and perimeter invites students to determine the shape that will yield the largest area for a given perimeter. • The teacher realized her students are not sure how to use a compass, so she plans to practice that before introducing the activity on angle measurement. • The teacher plans to expand a unit on civics by having students simulate a court trial. 	<ul style="list-style-type: none"> • In a unit on 19th century literature, the teacher incorporates information about the history of the same period. • Before beginning a unit on the solar system, the teacher surveys the class on their beliefs as to why it is hotter in the summer than in the winter.

Domain 1:	Planning and Preparation
1b: Demonstrating Knowledge of Students	<p>Teachers don't teach content in the abstract; they teach it to <i>students</i>. In order to ensure student learning, therefore, teachers must not only know their content and its related pedagogy, but the students to whom they wish to teach that content. In ensuring student learning, teachers must appreciate what recent research in cognitive psychology has confirmed: namely that students learn through active intellectual engagement with content. While there are patterns in cognitive, social, and emotional developmental stages typical of different age groups, students learn in their individual ways and may come with gaps or misconceptions that the teacher needs to uncover in order to plan appropriate learning activities. In addition, students have lives beyond school, lives that include athletic and musical pursuits, activities in their neighborhoods, and family and cultural traditions. Students whose first language is not English, as well as students with other special needs must be considered when planning lessons and identifying resources that will ensure their understanding.</p> <p>The elements of component 1b are:</p> <ul style="list-style-type: none"> • Knowledge of child and adolescent development <i>Children learn differently at different stages of their lives</i> • Knowledge of the learning process <i>Learning requires active intellectual engagement</i> • Knowledge of students' skills, knowledge, and language proficiency <i>Children's lives beyond school influence their learning</i> • Knowledge of students' interest and cultural heritage <i>Children's backgrounds influence their learning</i> • Knowledge of students' special needs <i>Children do not all develop in a typical fashion</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • Teacher gathers formal and informal information about students for use in planning instruction • Teacher learns student interests and needs for use in planning • Teacher participation in community cultural events • Teacher-designed opportunities for families to share heritage • Database of students with special needs

	Unsatisfactory	Basic	Proficient	Distinguished
1b: Demonstrating Knowledge of Students	Teacher demonstrates little or no understanding of how students learn, and little knowledge of students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and does not seek such understanding.	Teacher indicates the importance of understanding how students learn and the students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and attains this knowledge for the class as a whole.	Teacher understands the active nature of student learning, and attains information about levels of development for groups of students. The teacher also purposefully seeks knowledge from several sources of students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and attains this knowledge for groups of students.	Teacher actively seeks knowledge of students' levels of development and their backgrounds, cultures, skills, language proficiency, interests, and special needs from a variety of sources. This information is acquired for individual students.
Critical Attributes	<ul style="list-style-type: none"> • Teacher does not understand child development characteristics and has unrealistic expectations for students. • Teacher does not try to ascertain varied ability levels among students in the class. • Teacher is not aware of student interests or cultural heritages. • Teacher takes no responsibility to learn about students' medical or learning disabilities. 	<ul style="list-style-type: none"> • Teacher cites developmental theory, but does not seek to integrate it into lesson planning. • Teacher is aware of the different ability levels in the class, but tends to teach to the "whole group." • The teacher recognizes that children have different interests and cultural backgrounds, but rarely draws on their contributions or differentiates materials to accommodate those differences. • The teacher is aware of medical issues and learning disabilities with some students, but does not seek to understand the implications of that knowledge. 	<ul style="list-style-type: none"> • The teacher knows, for groups of students, their levels of cognitive development • The teacher is aware of the different cultural groups in the class. • The teacher has a good idea of the range of interests of students in the class. • The teacher has identified "high," "medium," and "low" groups of students within the class. • The teacher is well-informed about students' cultural heritage and incorporates this knowledge in lesson planning. • The teacher is aware of the special needs represented by students in the class. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • The teacher uses ongoing methods to assess students' skill levels and designs instruction accordingly. • The teacher seeks out information about their cultural heritage from all students. • The teacher maintains a system of updated student records and incorporates medical and/or learning needs into lesson plans.
Possible Examples	<ul style="list-style-type: none"> • The lesson plan includes a teacher presentation for an entire 30 minute period to a group of 7-year olds. • The teacher plans to give her ELL students the same writing assignment she gives the rest of the class. • The teacher plans to teach his class Christmas carols, despite the fact that he has four religions 	<ul style="list-style-type: none"> • The teacher's lesson plan has the same assignment for the entire class, in spite of the fact that one activity is beyond the reach of some students. • In the unit on Mexico, the teacher has not incorporated perspectives from the three Mexican-American children in the class. • Lesson plans make only peripheral reference to students' interests. 	<ul style="list-style-type: none"> • The teacher creates an assessment of students' levels of cognitive development. • The teacher examines students' previous year's folders to ascertain the proficiency levels of groups of students in the class, • The teacher administers a student interest survey at the beginning of the school year. • The teacher plans activities based 	<ul style="list-style-type: none"> • The teacher plans his lesson with three different follow-up activities, designed to meet the varied ability levels of his students. • The teacher plans to provide multiple project options; students will self-select the project that best meets their individual approach to learning. • The teacher encourages students to be aware of their individual reading

	Unsatisfactory	Basic	Proficient	Distinguished
	<i>represented amongst his students.</i>	<ul style="list-style-type: none"> • <i>The teacher knows that some of her students have IEPs but they're so long, she hasn't read them yet.</i> 	<p><i>on student interests.</i></p> <ul style="list-style-type: none"> • <i>The teacher knows that five of her students are in the Garden Club; she plans to have them discuss horticulture as part of the next biology lesson.</i> • <i>The teacher realizes that not all of his students are Christian, so he plans to read a Hanukah story in December.</i> • <i>The teacher plans to ask her Spanish-speaking students to discuss their ancestry as part of their Social Studies unit studying South America.</i> 	<p><i>levels and make independent reading choices that will be challenging, but not too difficult.</i></p> <ul style="list-style-type: none"> • <i>The teacher attended the local Mexican heritage day, meeting several of his students' extended family members.</i> • <i>The teacher regularly creates adapted assessment materials for several students with learning disabilities.</i>

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

	Unsatisfactory	Basic	Proficient	Distinguished
<i>1c: Setting Instructional Outcomes</i>	Outcomes represent low expectations for students and lack of rigor, nor do they all reflect important learning in the discipline. Outcomes are stated as activities, rather than as student learning. Outcomes reflect only one type of learning and only one discipline or strand, and are suitable for only some students.	Outcomes represent moderately high expectations and rigor. Some reflect important learning in the discipline, and consist of a combination of outcomes and activities. Outcomes reflect several types of learning, but teacher has made no attempt at coordination or integration. Most of the outcomes are suitable for most of the students in the class based on global assessments of student learning.	Most outcomes represent rigorous and important learning in the discipline. All the instructional outcomes are clear, written in the form of student learning, and suggest viable methods of assessment. Outcomes reflect several different types of learning and opportunities for coordination. Outcomes take into account the varying needs of groups of students.	All outcomes represent rigorous and important learning in the discipline. The outcomes are clear, written in the form of student learning, and permit viable methods of assessment. Outcomes reflect several different types of learning and, where appropriate, represent opportunities for both coordination and integration. Outcomes take into account the varying needs of individual students.
<i>Critical Attributes</i>	<ul style="list-style-type: none"> • Outcomes lack rigor. • Outcomes do not represent important learning in the discipline. • Outcomes are not clear or are stated as activities. • Outcomes are not suitable for many students in the class. 	<ul style="list-style-type: none"> • Outcomes represent a mixture of low expectations and rigor. • Some outcomes reflect important learning in the discipline. • Outcomes are suitable for most of the class. 	<ul style="list-style-type: none"> • Outcomes represent high expectations and rigor. • Outcomes are related to “big ideas” of the discipline. • Outcomes are written in terms of what students will learn rather than do. • Outcomes represent a range of outcomes: factual, conceptual understanding, reasoning, social, management, communication. • Outcomes are suitable to groups of students in the class, differentiated where necessary. 	<p><i>In addition to the characteristics of “proficient,”</i></p> <ul style="list-style-type: none"> • Teacher plans reference curricular frameworks or blueprints to ensure accurate sequencing. • Teacher connects outcomes to previous and future learning • Outcomes are differentiated to encourage individual students to take educational risks.
<i>Possible Examples</i>	<ul style="list-style-type: none"> • A learning outcome for a fourth grade class is to make a poster illustrating a poem. • All the outcomes for a ninth grade history class are factual knowledge. • The topic of the social studies unit involves the concept of “revolutions” but the teacher only expects his students to remember the important dates of battles. • Despite having a number of ELL students in the class, the 	<ul style="list-style-type: none"> • Outcomes consist of understanding the relationship between addition and multiplication and memorizing facts. • The outcomes are written with the needs of the “middle” group in mind; however, the advanced students are bored, and some lower-level students struggle. 	<ul style="list-style-type: none"> • One of the learning outcomes is for students to “appreciate the aesthetics of 18th century English poetry.” • 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. • The teacher reviews the project expectations and modifies some goals to be in line with students’ IEP objectives. 	<ul style="list-style-type: none"> • The teacher encourages his students to set their own goals; he provides them a taxonomy of challenge verbs to help them strive for higher expectations. • Students will develop a concept map that links previous learning goals to those they are currently working on. • Some students identify additional learning.

	Unsatisfactory	Basic	Proficient	Distinguished
	<i>outcomes state that all writing must be grammatically correct.</i>			

Domain 1:	Planning and Preparation
1d: <i>Demonstrating Knowledge of Resources</i>	<p>Student learning is enhanced by a teacher's skillful use of resources; some of these are provided by the school as "official" materials; others are secured by teachers through their own initiative. Resources fall into several different categories: those used in the classroom by students, those available beyond the classroom walls to enhance student learning, resources for teachers to further their own professional knowledge and skill, and resources that can provide non-instructional assistance to students. Teachers recognize the importance of discretion in the selection of resources, selecting those that align directly with the learning outcomes and which will be of most use to the students. Accomplished teachers also ensure that the selection of materials and resources is appropriately challenging for every student; texts, for example, are available at various reading levels to make sure all students can access the content and successfully demonstrate understanding of the learning outcomes. Furthermore, expert teachers look beyond the school for resources to bring their subjects to life and to assist students who need help in both their academic and non-academic lives.</p> <p>The elements of component 1d are:</p> <ul style="list-style-type: none"> • Resources for classroom use <i>Materials that align with learning outcomes</i> • Resources to extend content knowledge and pedagogy <i>Those that can further teachers' professional knowledge</i> • Resources for students: <i>Materials that are appropriately challenging</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • District provided materials • Range of texts • Guest speakers • Internet resources • Materials provided by professional organizations • Teacher continuing professional education courses or professional groups • Community resources

	Unsatisfactory	Basic	Proficient	Distinguished
1d: Demonstrating Knowledge of Resources	Teacher is unaware of resources for classroom use, for expanding one's own knowledge, or for students available through the school or district.	Teacher displays basic awareness of resources available for classroom use, for expanding one's own knowledge, and for students through the school, but no knowledge of resources available more broadly.	Teacher displays awareness of resources available for classroom use, for expanding one's own knowledge, and for students through the school or district and external to the school and on the Internet.	Teacher's knowledge of resources for classroom use, for expanding one's own knowledge, and for students is extensive, including those available through the school or district, in the community, through professional organizations and universities, and on the Internet.
Critical Attributes	<ul style="list-style-type: none"> • The teacher only uses district-provided materials, even when more variety would assist some students. • The teacher does not seek out resources available to expand his/her own skill. • Although aware of some student needs, the teacher does not inquire about possible resources. 	<ul style="list-style-type: none"> • The teacher uses materials in the school library, but does not search beyond the school for resources. • The teacher participates in content-area workshops offered by the school, but does not pursue other professional development. • The teacher locates materials and resources for students that are available through the school, but does not pursue any other avenues. 	<ul style="list-style-type: none"> • Texts are at varied levels. • Texts are supplemented by guest speakers and field experiences. • Teacher facilitates Internet resources. • Resources are multi-disciplinary. • Teacher expands knowledge with professional learning groups and organizations. • Teacher pursues options offered by universities. • Teacher provides lists of resources outside the class for students to draw on. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • Texts are matched to student skill level. • The teacher has ongoing relationship with colleges and universities that support student learning. • The teacher maintains log of resources for student reference. • The teacher pursues apprenticeships to increase discipline knowledge. • The teacher facilitates student contact with resources outside the classroom.
Possible Examples	<ul style="list-style-type: none"> • For their unit on China, the students accessed all of their information from the district-supplied textbook. • Mr. J is not sure how to teach fractions, but doesn't know how he's expected to learn it by himself. • A student says, "It's too bad we can't go to the nature center when we're doing our unit on the environment." 	<ul style="list-style-type: none"> • For a unit on ocean life; the teacher really needs more books, but the school library only has three for him to borrow. • The teacher knows she should learn more about teaching literacy, but the school only offered one professional development day last year. • The teacher thinks his students would benefit from hearing about health safety from a professional; he contacts the school nurse to visit 	<ul style="list-style-type: none"> • The teacher provides her 5th graders a range of non-fiction texts about the American Revolution; no matter their reading level, all students can participate in the discussion of important concepts. • The teacher took an online course on Literature to expand her knowledge of great American writers. • The teacher distributes a list of summer reading materials that would help prepare his 8th graders' 	<ul style="list-style-type: none"> • The teacher is not happy with the out-of-date textbook; his students will critique it and write their own text for social studies. • The teacher spends the summer at Dow Chemical learning more about current research so she can expand her knowledge base for teaching Chemistry. • The teacher matches students in her Family and Consumer Science class with local businesses; the students spend time shadowing employees to

	Unsatisfactory	Basic	Proficient	Distinguished
		<i>his classroom.</i>	<i>transition to high school.</i>	<i>understand how their classroom skills might be used on the job.</i>

Domain 1:	Planning and Preparation
<i>1e: Designing Coherent Instruction</i>	<p>Designing coherent instruction is the heart of planning, reflecting the teacher's knowledge of content and 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. It requires the thoughtful construction of lessons that contain cognitively engaging learning activities, the incorporation of appropriate resources and materials, and the intentional grouping of students. Proficient practice in this component recognizes that a well-designed instruction plan addresses the learning needs of various groups of students; one size does not fit all. At the distinguished level the teacher plans instruction that takes into account the specific learning needs of each student and solicits ideas from students on how best to structure the learning. This plan is then implemented in Domain 3.</p> <p>The elements of component 1e are:</p> <ul style="list-style-type: none"> • Learning activities <i>Instruction designed to engage students and advance them through the content</i> • Instructional materials and resources <i>Appropriate to the learning needs of the students</i> • Instructional groups <i>Intentionally organized to support student learning</i> • Lesson and unit structure <i>Clear and sequenced to advance students' learning</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • Lessons that support instructional outcomes and reflect important concepts • Instructional maps that indicate relationships to prior learning • Activities that represent high-level thinking • Opportunities for student choice • The use of varied resources • Thoughtfully planned learning groups • Structured lesson plan

	Unsatisfactory	Basic	Proficient	Distinguished
1e: Designing Coherent Instruction	The series of learning experiences is poorly aligned with the instructional outcomes and does not represent a coherent structure. The activities and are not designed to engage students in active intellectual activity and have unrealistic time allocations. Instructional groups do not support the instructional outcomes and offer no variety.	Some of the learning activities and materials are suitable to the instructional outcomes, and represent a moderate cognitive challenge, but with no differentiation for different students. Instructional groups partially support the instructional outcomes, with an effort at providing some variety. The lesson or unit has a recognizable structure; the progression of activities is uneven, with most time allocations reasonable.	Teacher coordinates knowledge of content, of students, and of resources, to design a series of learning experiences aligned to instructional outcomes and suitable to groups of students. The learning activities have reasonable time allocations; they represent significant cognitive challenge, with some differentiation for different groups of students. The lesson or unit has a clear structure with appropriate and varied use of instructional groups.	Plans represent the coordination of in-depth content knowledge, understanding of different students' needs and available resources (including technology), resulting in a series of learning activities designed to engage students in high-level cognitive activity. These are differentiated, as appropriate, for individual learners. Instructional groups are varied as appropriate, with some opportunity for student choice. The lesson's or unit's structure is clear and allows for different pathways according to diverse student needs.
Critical Attributes	<ul style="list-style-type: none"> • Learning activities are boring and/or not well aligned to the instructional goals. • Materials are not engaging or do not meet instructional outcomes. • Instructional groups do not support learning. • Lesson plans are not structured or sequenced and are unrealistic in their expectations. 	<ul style="list-style-type: none"> • Learning activities are moderately challenging. • Learning resources are suitable, but there is limited variety. • Instructional groups are random or only partially support objectives. • Lesson structure is uneven or may be unrealistic in terms of time expectations. 	<ul style="list-style-type: none"> • Learning activities are matched to instructional outcomes. • Activities provide opportunity for higher-level thinking. • Teacher provides a variety of appropriately challenging materials and resources. • Instructional student groups are organized thoughtfully to maximize learning and build on student strengths. • The plan for the lesson or unit is well structured, with reasonable time allocations. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • Activities permit student choice. • Learning experiences connect to other disciplines. • Teacher provides a variety of appropriately challenging resources that are differentiated for students in the class. • Lesson plans differentiate for individual student needs.
Possible Examples	<ul style="list-style-type: none"> • After memorizing the parts of the microscope, the teacher plans to have his 9th graders color in the worksheet. • Despite having a textbook that was 15 years old, the teacher plans to use that as the sole resource for his Communism unit. • The teacher organizes her class in rows, seating the students 	<ul style="list-style-type: none"> • After the mini-lesson, the teacher plans to have the whole class play a game to reinforce the skill she taught. • The teacher found an atlas to use as a supplemental resource during the geography unit. • The teacher always lets students self-select their working groups because they behave better when 	<ul style="list-style-type: none"> • 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 creates a list of historical fiction titles that will expand her students' knowledge of the age of exploration. • The teacher plans for students to 	<ul style="list-style-type: none"> • The teacher's unit on ecosystems lists a variety of high level activities in a menu; students choose those that suit their approach to learning. • While completing their projects, the teacher's students will have access to a wide variety of resources that she has coded by reading level so they can make the best selections. • After the cooperative group lesson,

	Unsatisfactory	Basic	Proficient	Distinguished
	<p><i>alphabetically; she plans to have students work all year in groups of four based on where they are sitting.</i></p> <ul style="list-style-type: none"> • <i>The teacher's lesson plans are written on sticky notes in his grade book; they indicate lecture, activity, or test.</i> 	<p><i>they can choose who they want to sit with.</i></p> <ul style="list-style-type: none"> • <i>The teacher's lesson plans are nicely formatted, but the timing for many activities is too short to actually cover the concepts thoroughly.</i> 	<p><i>complete projects in small groups; he carefully selects group members based on their ability level and learning style.</i></p> <ul style="list-style-type: none"> • <i>The teacher reviews lesson plans with her principal; they are well structured with pacing times and activities clearly indicated.</i> 	<p><i>students will reflect on their participation and make suggestions for new group arrangements in the future.</i></p> <ul style="list-style-type: none"> • <i>The lesson plan clearly indicates the concepts taught in the last few lessons; the teacher plans for his students to link the current lesson outcomes to those they previously learned.</i>

Domain 1: <i>If: Designing Student Assessments</i>	Planning and Preparation <p>Good teaching requires both assessment <i>of</i> learning and assessment <i>for</i> learning. Assessments <i>of</i> learning ensure that teachers know that students have learned the intended outcomes. These assessments must be designed in such a manner that they provide evidence of the full range of learning outcomes; that is, different methods are needed to assess reasoning skills than for factual knowledge. Furthermore, such assessments may need to be adapted to the particular needs of individual students; an ESL student, for example, may need an alternative method of assessment to allow demonstration of understanding. Assessment <i>for</i> learning enables a teacher to incorporate assessments directly into the instructional process, and to modify or adapt instruction as needed to ensure student understanding. Such assessments, although used during instruction, must be designed as part of the planning process. Such formative assessment strategies are ongoing and may be used by both teachers and students to monitor progress towards the understanding the learning outcomes.</p> <p>The elements of component 1e are:</p> <ul style="list-style-type: none"> • Congruence with instructional outcomes <i>Assessments must match learning expectations</i> • Criteria and standards <i>Expectations must be clearly defined</i> • Design of formative assessments <i>Assessments for learning must be planned as part of the instructional process</i> • Use for planning <i>Results of assessment guide future planning</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • Lesson plans indicate correspondence between assessments and instructional outcomes • Assessment types are suitable to the style of outcome • Variety of performance opportunities for students • Modified assessments are available for individual students as needed • Expectations clearly written with descriptors for each level of performance • Formative assessments are designed to inform minute-to-minute decision-making by the teacher during instruction
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	Unsatisfactory	Basic	Proficient	Distinguished
<i>If: Designing Student Assessments</i>	Assessment procedures are not congruent with instructional outcomes; the proposed approach contains no criteria or standards. Teacher has no plan to incorporate formative assessment in the lesson or unit, nor any plans to use assessment results in designing future instruction.	Some of the instructional outcomes are assessed through the proposed approach, but others are not. Assessment criteria and standards have been developed, but they are not clear. Approach to the use of formative assessment is rudimentary, including only some of the instructional outcomes. Teacher intends to use assessment results to plan for future instruction for the class as a whole.	Teacher's plan for student assessment is aligned with the instructional outcomes; assessment methodologies may have been adapted for groups of students. Assessment criteria and standards are clear. Teacher has a well-developed strategy for using formative assessment and has designed particular approaches to be used. Teacher intends to use assessment results to plan for future instruction for groups of students.	Teacher's plan for student assessment is fully aligned with the instructional outcomes, with clear criteria and standards that show evidence of student contribution to their development. Assessment methodologies have been adapted for individual students, as needed. The approach to using formative assessment is well designed and includes student as well as teacher use of the assessment information. Teacher intends to use assessment results to plan future instruction for individual students.
<i>Critical Attributes</i>	<ul style="list-style-type: none"> • Assessments do not match instructional outcomes. • Assessments have no criteria. • No formative assessments have been designed. • Assessment results do not affect future plans. 	<ul style="list-style-type: none"> • 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. • Assessment results are used to design lesson plans for the whole class, not individual students. 	<ul style="list-style-type: none"> • All the learning outcomes have a method for assessment. • Assessment types match learning expectations. • Plans indicate modified assessments for some students as needed. • Assessment criteria are clearly written. • Plans include formative assessments to use during instruction. • Lesson plans indicate possible adjustments based on formative assessment data. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • Assessments provide opportunities for student choice. • Students participate in designing assessments for their own work. • 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.
<i>Possible Examples</i>	<ul style="list-style-type: none"> • The teacher marks papers on the foundation of the U.S. constitution based on grammar and punctuation; for every mistake, the grade drops from an A to a B, B to a C, etc. • After the students present their research on Globalization, the teacher tells them their letter 	<ul style="list-style-type: none"> • The district goal for the Europe unit is for students to understand geo-political relationships; the teacher plans to have the students memorize all the country capitals and rivers. • The teacher's students received their tests back; each one was simply marked with a letter grade at the top. 	<ul style="list-style-type: none"> • Mr. K knows that his students will write a persuasive essay on the state assessment; he plans to provide them with experiences developing persuasive writing as preparation. • Ms. M worked on a writing rubric for her research assessment; she drew on multiple sources to be sure the levels of expectation were 	<ul style="list-style-type: none"> • To teach persuasive writing, Ms. H plans to have her class research and write to the principal on an issue that is important to the students: the use of cell phones in class. • Mr. J's students will write a rubric for their final project on the benefits of solar energy; Mr. J has shown

	Unsatisfactory	Basic	Proficient	Distinguished
	<p>grade; when students asked how he arrived at the grade, he responds, "After all these years in education, I just know what grade to give."</p> <ul style="list-style-type: none"> • The teacher says, "What's the difference between formative assessment and the test I give at the end of the unit?" • The teacher says, "The district gave me this entire curriculum to teach, so I just have to keep moving." 	<ul style="list-style-type: none"> • The plan indicates that the teacher will pause to "check for understanding" but without a clear process of how that will be done. • A student says, "If half the class passed the test, why are we all reviewing the material again?" 	<p>clearly defined.</p> <ul style="list-style-type: none"> • Mr. C creates a short questionnaire to distribute to his students at the end of class; based on their responses, he will organize them into different groups during the next lesson's activities. • Based on the previous morning's formative assessment, Ms. D plans to have five students to work on a more challenging project, while she works with 6 other students to reinforce the concept. 	<p>them several sample rubrics and they will refer to those as they create a rubric of their own.</p> <ul style="list-style-type: none"> • After the lesson Mr. L asks students to rate their understanding on a scale of 1 to 5; the students know that their rating will indicate their activity for the next lesson. • Mrs. T has developed a routine for her class; students know that if they are struggling with a math concept, they sit in a small group with the teacher during workshop time.

Domain 2: The Classroom Environment

Component	2a: Creating an Environment of Respect and Rapport
<p><i>2a: Creating an environment of respect and rapport</i></p>	<p>An essential skill of teaching is that of managing relationships with students and ensuring that those among students are positive and supportive. Teachers create an environment of respect and rapport in their classrooms by the ways they interact with students and by the interaction they encourage and cultivate among students. An important aspect of respect and rapport relates to how the teacher responds to students and how students are permitted to treat one another. Patterns of interactions are critical to the overall tone of the class. In a respectful environment, all students feel valued and safe.</p> <p>The elements of component 2a are listed below and are evaluated:</p> <ul style="list-style-type: none"> Teacher interactions with students, including both words and actions <i>A teacher's interactions with students set the tone for the classroom. Through their interactions, teachers convey that they are interested in and care about their students.</i> Student interactions with other students, including both words and actions <i>As important as a teacher's treatment of students is, how students are treated by their classmates is arguably even more important to students. At its worst, poor treatment causes students to feel rejected by their peers. At its best, positive interactions among students are mutually supportive and create an emotionally healthy school environment. Teachers model and teach students how to engage in respectful interactions with one another and acknowledge respectful interactions among students.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> <i>Respectful talk and turn taking</i> <i>Respect for students' background and lives outside of the classroom</i> <i>Teacher and student body language</i> <i>Physical proximity</i> <i>Warmth and caring</i> <i>Politeness</i> <i>Encouragement</i> <i>Active listening</i> <i>Fairness</i>

	Unsatisfactory	Basic	Proficient	Distinguished
<i>2a: Creating an environment of respect and rapport</i>	Patterns of classroom interactions, both between the teacher and students and among students, are mostly negative, inappropriate, or insensitive to students' ages, cultural backgrounds, and developmental levels. Interactions are characterized by sarcasm, put-downs, or conflict. Teacher does not deal with disrespectful behavior.	Patterns of classroom interactions, both between the teacher and students and among students, are generally appropriate but may reflect occasional inconsistencies, favoritism, and disregard for students' ages, cultures, and developmental levels. Students rarely demonstrate disrespect for one another. Teacher attempts to respond to disrespectful behavior, with uneven results. The net result of the interactions is neutral: conveying neither warmth nor conflict.	Teacher-student interactions are friendly and demonstrate general caring and respect. Such interactions are appropriate to the ages of the students. Students exhibit respect for the teacher. Interactions among students are generally polite and respectful. Teacher responds successfully to disrespectful behavior among students. The net result of the interactions is polite and respectful, but impersonal.	Classroom interactions among the teacher and individual students are highly respectful, reflecting genuine warmth, caring, and sensitivity to students as individuals. Students exhibit respect for the teacher and contribute to high levels of civility among all members of the class. The net result of interactions is that of connections with students as individuals
Critical Attributes	<ul style="list-style-type: none"> • Teacher uses disrespectful talk towards students. Student body language indicates feelings of hurt or insecurity. • Students use disrespectful talk towards one another with no response from the teacher. • Teacher displays no familiarity with or caring about individual students' interests or personalities. 	<ul style="list-style-type: none"> • The quality of interactions between teacher and students, or among students, is uneven, with occasional disrespect. • Teacher attempts to respond to disrespectful behavior among students, with uneven results. • Teacher attempts to make connections with individual students, but student reactions indicate that the efforts are not completely successful or are unusual. 	<ul style="list-style-type: none"> • Talk between teacher and students and among students is uniformly respectful. • Teacher responds to disrespectful behavior among students. • Teacher makes superficial connections with individual students. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • Teacher demonstrates knowledge and caring about individual students' lives beyond school. • When necessary, students correct one another in their conduct towards classmates. • There is no disrespectful behavior among students. • The teacher's response to a student's incorrect response respects the student's dignity
Possible Examples	<ul style="list-style-type: none"> • A student slumps in his/her chair following a comment by the teacher. • Students roll their eyes at a classmate's idea; the teacher does not respond. • Many students talk when the teacher and other students are talking; the teacher does not correct them. • Some students refuse to work with other students. • Teacher does not call students by their names. 	<ul style="list-style-type: none"> • Students attend passively to the teacher, but tend to talk, pass notes, etc. when other students are talking. • A few students do not engage with others in the classroom, even when put together in small groups. • Students applaud half-heartedly following a classmate's presentation to the class. • Teacher says "Don't talk that way to your classmates," but student shrugs his/her shoulders 	<ul style="list-style-type: none"> • Teacher greets students by name as they enter the class or during the lesson. • The teacher gets on the same level with students, such as kneeling beside a student working at a desk. • Students attend fully to what the teacher is saying. • Students wait for classmates to finish speaking before beginning to talk. • Students applaud politely following a classmate's presentation to the class. • Students help each other and accept help from each other. • Teacher and students use courtesies such as "please/thank you, excuse me." • Teacher says "Don't talk that way to your classmates," and the insults stop. 	<ul style="list-style-type: none"> • Teacher inquires about a student's soccer game last weekend (or extracurricular activities or hobbies). • Students say "Shhh" to classmates while the teacher or another student is speaking. • Students clap enthusiastically for one another's presentations for a job well done. • The teacher says: "That's an interesting idea, Josh, but you're 'forgetting....'"

Component	2b: Establishing a Culture for Learning
<p><i>2b: Establishing a culture for learning</i></p>	<p>“A culture for learning” refers to the atmosphere in the classroom that reflects the educational importance of the work undertaken by both students and teacher. It describes the norms that govern the interactions among individuals about the activities and assignments, the value of hard work and perseverance, and the general tone of the class. The classroom is characterized by high cognitive energy, by a sense that what is happening there is important, and that it is essential to get it right. There are high expectations for all students. The classroom is a place where the teacher and students value learning and hard work.</p> <p>Elements of component 2b are:</p> <ul style="list-style-type: none"> • Importance of the content and of learning <i>In a classroom with a strong culture for learning, teachers convey the educational value of what the students are learning.</i> • Expectations for learning and achievement <i>In classrooms with robust cultures for learning, all students receive the message that, while the work is challenging, they are capable of achieving it if they are prepared to work hard.</i> • Student pride in work <i>When students are convinced of their capabilities, they are willing to devote energy to the task at hand, and they take pride in their accomplishments. This pride is reflected in their interactions with classmates and with the teacher.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • <i>Belief in the value of the work</i> • <i>Expectations are high and supported through both verbal and nonverbal behaviors</i> • <i>Quality is expected and recognized</i> • <i>Effort and persistence are expected and recognized</i> • <i>Confidence in ability is evidenced by teacher and students language and behaviors</i> • <i>Expectation for all students to participate</i>

	Unsatisfactory	Basic	Proficient	Distinguished
<i>2b: Establishing a culture for learning</i>	The classroom culture is characterized by a lack of teacher or student commitment to learning, and/or little or no investment of student energy into the task at hand. Hard work is not expected or valued. Medium to low expectations for student achievement are the norm with high expectations for learning reserved for only one or two students.	The classroom culture is characterized by little commitment to learning by teacher or students. The teacher appears to be only “going through the motions,” and students indicate that they are interested in completion of a task, rather than quality. The teacher conveys that student success is the result of natural ability rather than hard work; high expectations for learning are reserved for those students thought to have a natural aptitude for the subject.	The classroom culture is a cognitively busy place where learning is valued by all with high expectations for learning the norm for most students. The teacher conveys that with hard work students can be successful; students understand their role as learners and consistently expend effort to learn. Classroom interactions support learning and hard work.	The classroom culture is a cognitively vibrant place, characterized by a shared belief in the importance of learning. The teacher conveys high expectations for learning by all students and insists on hard work; students assume responsibility for high quality by initiating improvements, making revisions, adding detail and/or helping peers.
Critical Attributes	<ul style="list-style-type: none"> • The teacher conveys that the reasons for the work are external or trivializes the learning goals and assignments. • The teacher conveys to at least some students that the work is too challenging for them. • Students exhibit little or no pride in their work. • Class time is devoted more to socializing than to learning 	<ul style="list-style-type: none"> • Teacher's energy for the work is neutral: indicating neither a high level of commitment nor “blowing it off.” • The teacher conveys high expectations for only some students. • Students comply with the teacher's expectations for learning, but don't indicate commitment on their own initiative for the work. • Many students indicate that they are looking for an “easy path.” 	<ul style="list-style-type: none"> • The teacher communicates the importance of learning, and that with hard work all students can be successful in it. • The teacher demonstrates a high regard for student abilities. • Teacher conveys an expectation of high levels of student effort. • Students expend good effort to complete work of high quality. 	<p>In addition to the characteristics of “Proficient,”</p> <ul style="list-style-type: none"> • The teacher communicates a genuine passion for the subject. • Students indicate that they are not satisfied unless they have complete understanding. • Student questions and comments indicate a desire to understand the content, rather than, for example, simply learning a procedure for getting the correct answer. • Students recognize the efforts of their classmates. • Students take initiative in improving the quality of their work.
Possible Examples	<ul style="list-style-type: none"> • The teacher tells students that they're doing a lesson because it's on the test, in the book, or is district directed. • Teacher says to a student: “Why don't you try this easier problem?” • Students turn in sloppy or incomplete work. • Students don't engage in work and the teacher ignores it. • Students have not completed their homework and the teacher does not respond. • Almost all of the activities are “busy work.” 	<ul style="list-style-type: none"> • Teacher says: “Let's get through this.” • Teacher says: “I think most of you will be able to do this.” • Students consult with one another to determine how to fill in a worksheet, without challenging classmates' thinking. • Teacher does not encourage students who are struggling. • Some students get to work after an assignment is given or after entering the room. 	<ul style="list-style-type: none"> • Teacher says: “This is important; you'll need to speak grammatical English when you apply for a job.” • Teacher says: “This idea is really important! It's central to our understanding of history.” • Teacher says: “Let's work on this together: it's hard, but you all will be able to do it well.” • Teacher hands a paper back to a student, saying “I know you can do a better job on this.” The student accepts it without complaint. • Students get right to work right away when an assignment is given or after entering the room. 	<ul style="list-style-type: none"> • The teacher says “It's really fun to find the patterns for factoring polynomials.” • Student asks a classmate to explain a concept or procedure since s/he didn't quite follow the teacher's explanation. • Students question one another on answers. • Student asks the teacher whether s/he can re-do a piece of work since s/he now sees how it could be strengthened. • Students work even when the teacher isn't working with them or directing their efforts.

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

	Unsatisfactory	Basic	Proficient	Distinguished
<i>2c Managing classroom procedures</i>	Much instructional time is lost due to inefficient classroom routines and procedures. There is little or no evidence of 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.
Critical Attributes	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • The students are productively engaged during small group work. • Transitions between large and small group activities are smooth. • Routines for distribution and collection of materials and supplies work efficiently. • Classroom routines function smoothly. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • 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.
Possible Examples	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. • Teacher has an established attention signal, 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, summarize g different views, etc. • Clean-up at the end of a lesson is fast and efficient. 	<ul style="list-style-type: none"> • 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 re-directs a classmate to the table s/he should be at following a transition. • Students propose an improved attention signal. • Students independently check themselves into class on the attendance board.

Domain 2:	The Classroom Environment
2d. Managing Student Behavior	<p>In order for students to be able to engage deeply with content, the classroom environment must be orderly; the atmosphere must feel 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.</p> <p>Elements of Component 2d are:</p> <ul style="list-style-type: none"> • Expectations <i>It is clear, either from what the teacher says, or by inference from student actions, that expectations for student conduct have been established and that they are being implemented</i> • Monitoring of student behavior <i>Experienced teachers seem to have eyes “in the backs of their heads;” they are attuned to what’s happening in the classroom and can move subtly to help students, when necessary, re-engage with the content being addressed in the lesson. At a high level, such monitoring is preventive and subtle, which makes it challenging to observe</i> • Response to student misbehavior <i>Even experienced teachers find that their students occasionally violate one or another of the agreed-upon standards of conduct; how the teacher responds to such infractions is an important mark of the teacher’s skill. Accomplished teachers try to understand why students are conducting themselves in such a manner (are they unsure of the content? Are they trying to impress their friends?) and respond in such a way that they respect the dignity of the student. The best responses are those that address misbehavior early in an episode, although this is not always possible.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • <i>Clear standards of conduct, possibly posted, and possibly referred to during a lesson</i> • <i>Absence of acrimony between teacher and students concerning behavior</i> • <i>Teacher awareness of student conduct</i> • <i>Preventive action when needed by the teacher</i> • <i>Fairness</i> • <i>Absence of misbehavior</i> • <i>Reinforcement of positive behavior</i>

	Unsatisfactory	Basic	Proficient	Distinguished
<i>2d Managing Student Behavior</i>	There appear to be no established standards of conduct, and little or no teacher monitoring of student behavior. Students challenge the standards of conduct. Response to students' misbehavior is repressive, or disrespectful of student dignity.	Standards of conduct appear to have been established, but their implementation is inconsistent. Teacher tries, with uneven results, to monitor student behavior and respond to student misbehavior. There is inconsistent implementation of the standards of conduct.	Student behavior is generally appropriate. The teacher monitors student behavior against established standards of conduct. Teacher response to student misbehavior is consistent, proportionate and respectful to students and is effective.	Student behavior is entirely appropriate. Students take an active role in monitoring their own behavior and that of other students against standards of conduct. Teachers' monitoring of student behavior is subtle and preventive. Teacher's response to student misbehavior is sensitive to individual student needs and respects students
<i>Critical Attributes</i>	<ul style="list-style-type: none"> • The classroom environment is chaotic, with no apparent standards of conduct. • The teacher does not monitor student behavior. • Some students violate classroom rules, without apparent teacher awareness. • When the teacher notices student misbehavior, s/he appears helpless to do anything about it. 	<ul style="list-style-type: none"> • Teacher attempts to maintain order in the classroom but with uneven success; standards of conduct, if they exist, are not evident. • Teacher attempts to keep track of student behavior, but with no apparent system. • The teacher's response to student misbehavior is inconsistent: sometimes very harsh; other times lenient. 	<ul style="list-style-type: none"> • Standards of conduct appear to have been established. • Student behavior is generally appropriate. • The teacher frequently monitors student behavior. • Teacher's response to student misbehavior is effective. • Teacher acknowledges good behavior. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • Student behavior is entirely appropriate; no evidence of student misbehavior. • The teacher monitors student behavior without speaking – just moving about. • Students respectfully intervene as appropriate with classmates to ensure compliance with standards of conduct.
<i>Possible Examples</i>	<ul style="list-style-type: none"> • Students are talking among themselves, with no attempt by the teacher to silence them. • An object flies through the air without apparent teacher notice. • Students are running around the room, resulting in a chaotic environment. • Their phones and other electronics distract students and teacher doesn't do anything. 	<ul style="list-style-type: none"> • Classroom rules are posted, but neither teacher nor students refers to them. • The teacher repeatedly asks students to take their seats; they ignore him/her. • To one student: "Where's your late pass? Go to the office." To another: "You don't have a late pass? Come in and take your seat; you've missed enough already." 	<ul style="list-style-type: none"> • Upon a non-verbal signal from the teacher, students correct their behavior. • The teacher moves to every section of the classroom, keeping a close eye on student behavior. • The teacher gives a student a "hard look," and the student stops talking to his/her neighbor. 	<ul style="list-style-type: none"> • A student suggests a revision in one of the classroom rules. • The teacher notices that some students are talking among themselves, and without a word, moves nearer to them; the talking stops. • The teacher asks to speak to a student privately about misbehavior. • A student reminds his/her classmates of the class rule about chewing gum.

Component	2e: Organizing Physical Space
	<p>The use of the physical environment to promote student learning is a hallmark of an experienced teacher. Its use varies, of course, with the age of the students: in a primary classroom, centers and reading corners may structure class activities, while with older students, the position of chairs and desks can facilitate, or inhibit, rich discussion. Naturally, classrooms must be safe (no dangling wires or dangerous traffic patterns), and all students must be able to see and hear what's going on so they can participate actively. Both the teacher and students make effective use of computer (and other) technology.</p> <p>Elements of this component are:</p> <ul style="list-style-type: none"> • Safety and accessibility <i>Physical safety is a primary consideration of all teachers; no learning can occur if students are unsafe or if they don't have access to the board or other learning resources.</i> • Arrangement of furniture and use of physical resources. <i>Both the physical arrangement of a classroom and the available resources provide opportunities for teachers to advance learning; when these are skillfully used students can engage with the content in a productive manner. At the highest levels of performance, the students themselves contribute to the physical environment.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • <i>Pleasant, inviting atmosphere</i> • <i>Safe environment</i> • <i>Accessibility for all students</i> • <i>Furniture arrangement suitable for the learning activities</i> • <i>Effective use of physical resources, including computer technology, by both teacher and students</i>

	Unsatisfactory	Basic	Proficient	Distinguished
<i>2e: Organizing physical space</i>	The physical environment is unsafe, or many students don't have access to learning. There is poor alignment between the arrangement of furniture and resources, including computer technology, and the lesson activities.	The classroom is safe, and essential learning is accessible to most students. The teacher's use of physical resources, including computer technology, is moderately effective. Teacher may attempt to modify the physical arrangement to suit learning activities, with partial success.	The classroom is safe, and learning is accessible to all students; teacher ensures that the physical arrangement is appropriate to the learning activities. Teacher makes effective use of physical resources, including computer technology.	The classroom is safe, and learning is accessible to all students including those with special needs. Teacher makes effective use of physical resources, including computer technology. The teacher ensures that the physical arrangement is appropriate to the learning activities. Students contribute to the use or adaptation of the physical environment to advance learning.
Critical Attributes	<ul style="list-style-type: none"> • <i>There are physical hazards in the classroom, endangering student safety.</i> • <i>Many students can't see or hear the teacher or the board.</i> • <i>Available technology is not being used, even if available and its use would enhance the lesson.</i> 	<ul style="list-style-type: none"> • <i>The physical environment is safe, and most students can see and hear.</i> • <i>The physical environment is not an impediment to learning, but does not enhance it.</i> • <i>The teacher makes limited use of available technology and other resources.</i> 	<ul style="list-style-type: none"> • <i>The classroom is safe, and all students are able to see and hear.</i> • <i>The classroom is arranged to support the instructional goals and learning activities.</i> • <i>The teacher makes appropriate use of available technology.</i> 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • <i>Modifications are made to the physical environment to accommodate students with special needs.</i> • <i>There is total alignment between the goals of the lesson and the physical environment.</i> • <i>Students take the initiative to adjust the physical environment.</i> • <i>Teachers and students make extensive and imaginative use of available technology</i>
Possible Examples	<ul style="list-style-type: none"> • <i>There are electrical cords running around the classroom.</i> • <i>There is a pole in the middle of the room; some students can't see the board.</i> • <i>A white board is in the classroom, but it is facing the wall, indicating that it is rarely, if ever, used.</i> 	<ul style="list-style-type: none"> • <i>The teacher ensures that dangerous chemicals are stored safely.</i> • <i>The classroom desks remains in two semicircles, even though the activity for small groups would be better served by moving the desks to make tables for a portion of the lesson.</i> • <i>The teacher tries to use a computer to illustrate a concept, but requires several attempts to make it work.</i> 	<ul style="list-style-type: none"> • <i>There are established guidelines concerning where backpacks are left during class to keep the pathways clear; students comply.</i> • <i>Desks are moved to make tables so students can work together, or in a circle for a class discussion.</i> • <i>The use of an Internet connection enriches the lesson.</i> 	<ul style="list-style-type: none"> • <i>Students ask if they can shift the furniture to better suit small group work, or discussion.</i> • <i>A student closes the door to shut out noise in the corridor, or lowers a blind to block the sun from a classmate's eyes.</i> • <i>A student suggests an application of the white board for an activity.</i>

Domain 3: Instruction

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

	Unsatisfactory	Basic	Proficient	Distinguished
<i>3a: Communicating with students</i>	The instructional purpose of the lesson is unclear to students and the directions and procedures are confusing. Teacher's explanation of the content contains major errors. The teacher's spoken or written language contains errors of grammar or syntax. Vocabulary is inappropriate, vague, or used incorrectly, leaving students confused.	Teacher's attempt to explain the instructional purpose has only limited success, and/or directions and procedures must be clarified after initial student confusion. Teacher's explanation of the content may contain minor errors; some portions are clear; other portions are difficult to follow. Teacher's explanation consists of a monologue, with no invitation to the students for intellectual engagement. Teacher's spoken language is correct; however, vocabulary is limited, or not fully appropriate to the students' ages or backgrounds.	The instructional purpose of the lesson is clearly communicated to students, including where it is situated within broader learning; directions and procedures are explained clearly. Teacher's explanation of content is well scaffolded, clear and accurate, and connects with students' knowledge and experience. During the explanation of content, the teacher invites student intellectual engagement. Teacher's spoken and written language is clear and correct. Vocabulary is appropriate to the students' ages and interests.	The teacher links the instructional purpose of the lesson to student interests; the directions and procedures are clear and anticipate possible student misunderstanding. Teacher's explanation of content is thorough and clear, developing conceptual understanding through artful scaffolding and connecting with students' interests. Students contribute to extending the content, and in explaining concepts to their classmates. Teacher's spoken and written language is expressive, and the teacher finds opportunities to extend students' vocabularies.
Critical Attributes	<ul style="list-style-type: none"> • At no time during the lesson does the teacher convey to the students what they will be learning. • Students indicate through their questions that they are confused as to the learning task. • The teacher makes a serious content error that will affect students' understanding of the lesson. • Students indicate through body language or questions that they don't understand the content being presented. • Teacher's communications include errors of vocabulary or usage. • Vocabulary is inappropriate to the age or culture of the students. 	<ul style="list-style-type: none"> • The teacher refers in passing to what the students will be learning, or it is written on the board with no elaboration or explanation. • Teacher must clarify the learning task so students can complete it. • The teacher makes no serious content errors, although may make a minor error. • The teacher's explanation of the content consists of a monologue or is purely procedural with minimal participation by students. • Vocabulary and usage are correct but unimaginative. • Vocabulary is too advanced or juvenile for the students. 	<ul style="list-style-type: none"> • The teacher states clearly, at some point during the lesson, what the students will be learning. • If appropriate, the teacher models the process to be followed in the task. • Students engage with the learning task, indicating that they understand what they are to do. • The teacher makes no content errors. • Teacher's explanation of content is clear, and invites student participation and thinking. • Vocabulary and usage are correct and completely suited to the lesson. • Vocabulary is appropriate to the students' ages and levels of development. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • The teacher points out possible areas for misunderstanding. • Teacher explains content clearly and imaginatively, using metaphors and analogies to bring content to life. • All students seem to understand the presentation. • The teacher invites students to explain the content to the class, or to classmates. • Teacher uses rich language, offering brief vocabulary lessons where appropriate.
Possible Examples	<ul style="list-style-type: none"> • A student asks: "What are we supposed to be doing?" but the teacher ignores the question. • The teacher states that to add fractions, they must have the same numerator. • Students have a quizzical look on their faces; some may withdraw from the lesson. • Students become disruptive, or talk among themselves in an effort to 	<ul style="list-style-type: none"> • The teacher mis-pronounces "..." • The teacher says: "And oh, by the way, today we're going to factor polynomials." • A student asks: "What are we supposed to be doing?" and the teacher clarifies the task. • Students ask "What do I write here?" in order to complete a task. • The teacher says: "Watch me while I show you how to" with students 	<ul style="list-style-type: none"> • "By the end of today's lesson, you're all going to be able to factor different types of polynomials." • In the course of a presentation of content, the teacher asks of students: "Can anyone think of an example of that?" • The teacher uses a board or projection device so students can refer to it without requiring the teacher's attention. 	<ul style="list-style-type: none"> • The teacher says: "Here's a spot where some students have difficulty: ...be sure to read it carefully." • The teacher asks a student to explain the task to other students. • When needed, a student offers clarification about the learning task to classmates. • The teacher explains passive solar energy by inviting students to think about the temperature in a closed car on a cold, but sunny, day, or by the water in a hose that has

	Unsatisfactory	Basic	Proficient	Distinguished
	<p><i>follow the lesson.</i></p> <ul style="list-style-type: none"> • The teacher uses technical terms with an elementary class without explaining their meanings. • The teacher says “ain’t.” 	<p><i>asked only to listen.</i></p> <ul style="list-style-type: none"> • A number of students do not seem to be following the explanation. • Students are inattentive during the teacher’s explanation of content. 		<p><i>been sitting in the sun.</i></p> <ul style="list-style-type: none"> • The teacher says: “Who would like to explain this idea to us?” • The teacher pauses during an explanation of the civil rights movement to remind students that the prefix “in” as in “inequality” means “not.” The prefix “un” also means the same thing.

Component	3b: Using Questioning and Discussion Techniques
	<p>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.</p> <p>Not all questions must be at a high cognitive level in order for a teacher's performance to be rated at a high level; that is, when exploring a topic, a teacher might begin with a series of questions of low cognitive challenge to provide a review, or to ensure that everyone in the class is "on board." Furthermore, if questions are at a high level, but only a few students participate in the discussion, the teacher's performance on the component cannot be judged to be at a high level. In addition, 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.</p> <p>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.</p> <p>Elements of component 3b are:</p> <ul style="list-style-type: none"> • Quality of questions/prompts <i>Questions of high quality cause students to think and reflect, to deepen their understanding, and to test their ideas against those of their classmates. When teachers ask questions of high quality, they ask only a few of them, and 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.</i> • Discussion techniques <i>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.</i> • Student participation <i>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.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • <i>Questions of high cognitive challenge, formulated by both students and teacher</i> • <i>Questions with multiple correct answers, or multiple approaches even when there is a single correct response</i> • <i>Effective use of student responses and ideas</i> • <i>Discussion with the teacher stepping out of the central, mediating role</i> • <i>High levels of student participation in discussion</i>

	Unsatisfactory	Basic	Proficient	Distinguished
<i>3b: Using questioning / prompts and discussion</i>	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 promote student 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 results.	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 meta-cognition. Students formulate many questions, initiate topics and make unsolicited contributions. Students themselves ensure that all voices are heard in the discussion.
Critical Attributes	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Teacher uses open-ended questions, inviting students to think and/or have multiple possible answers. • The teacher makes effective use of wait time. • The teacher builds on uses student responses to questions effectively. • Discussions enable 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. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • Students initiate higher-order questions. • Students extend the discussion, enriching it. • Students invite comments from their classmates during a discussion.
Possible Examples	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. • The teacher asks: "Michael, can you comment on Mary's idea?" but Michael does not respond, or makes a comment directly to the teacher. 	<ul style="list-style-type: none"> • The teacher asks: "What might have happened if the colonists had not prevailed in the American war for independence?" • The teacher uses plural the 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 	<ul style="list-style-type: none"> • A student 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...." • A student asks of other students: "Does anyone have another idea as to how we might figure this out?" • A student asks "What if...?"

	Unsatisfactory	Basic	Proficient	Distinguished
			<i>inviting a few to offer their ideas to the entire class.</i>	

Component	3c: Engaging Students in Learning
	<p>Student engagement in learning is the centerpiece of the framework for teaching; all other components contribute to it. When students are engaged in learning, they are not merely “busy,” nor are they only “on task.” Rather, they are intellectually active in learning important and challenging content. The critical distinction between a classroom in which students are compliant and busy, and one in which they are engaged, is that in the latter students are developing their understanding through what they do. That is, they are engaged in discussion, debate, answering “what if?” questions, discovering patterns, and the like. They may be selecting their work from a range of (teacher arranged) choices, and making important contributions to the intellectual life of the class. Such activities don’t typically consume an entire lesson, but they are essential components of engagement.</p> <p>A lesson in which students are engaged usually has a discernible structure: a beginning, a middle, and an end, with scaffolding provided by the teacher or by the activities themselves. Student tasks are organized to provide cognitive challenge, and then students are encouraged to reflect on what they have done and what they have learned. That is, 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.</p> <p>In observing a lesson, it is essential not only to watch the teacher, but also to pay close attention to the students and what they are doing. The best evidence for student engagement is what students are saying and doing as a consequence of what the teacher does, or has done, or has planned.</p> <p>Elements of Component 3c are:</p> <ul style="list-style-type: none"> • Activities and assignments <i>The activities and assignments are the centerpiece of student engagement, since they determine what it is that students are asked to do. Activities and assignments that promote learning 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.</i> • Grouping of students <i>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.</i> • Instructional materials and resources <i>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.</i> • Structure and pacing <i>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.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • 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

	Unsatisfactory	Basic	Proficient	Distinguished
<i>3c: Engaging students in learning</i>	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, allowing most 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.
Critical Attributes	<ul style="list-style-type: none"> • 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 variety would better serve the instructional purpose. • Instructional materials used are unsuitable to the lesson and/or the students. • The lesson drags, or is rushed. 	<ul style="list-style-type: none"> • 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. • Students 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 lesson objectives, only some of them demanding student thinking. • The pacing of the lesson is uneven; suitable in parts, but rushed or dragging in others. 	<ul style="list-style-type: none"> • Most students are intellectually engaged in the lesson. • Learning tasks have multiple correct responses or approaches and/or demand higher-order thinking. • 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 needed to be intellectually engaged. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • Virtually all students are highly engaged in the lesson. • Students take 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 choice in how they complete tasks. • Students suggest modifications or additions to the materials being used. • Students have an opportunity for reflection and closure on the lesson to consolidate their understanding.
Possible Examples	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Students are asked to fill in a worksheet, following an established procedure. • There is a recognizable beginning, middle, and end to the lesson. • Parts of the lesson have a suitable pace; other parts drag or feel rushed. 	<ul style="list-style-type: none"> • 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 report-out from each table. • There is a clear beginning, middle, and end to the lesson. • The lesson is neither rushed nor drags. 	<ul style="list-style-type: none"> • Students are asked to write an essay "in the style of Hemmingway." • 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.

Component	3d: Using Assessment in Instruction
	<p>Assessment of student learning plays an important role in instruction; no longer does it signal the <i>end</i> of instruction; it is now recognized to be an integral part <i>of</i> instruction. While assessment <i>of</i> learning has always been and will continue to be an important aspect of teaching (it's important for teachers to know whether students have learned what they intend) assessment <i>for</i> learning has increasingly come to play an important role in classroom practice. And in order to assess student learning for the purposes of instruction, teachers must have their finger on "the pulse" of a lesson, monitoring student understanding and, where appropriate, offering feedback to students.</p> <p>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 so is quite different in the two situations.</p> <p>Similarly, on the surface, questions asked of students for the purpose of monitoring learning, are fundamentally different from those used to build understanding; in the former, 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. In this component.</p> <p>But 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."</p> <p>Elements of Component 3d are:</p> <ul style="list-style-type: none"> • Assessment Criteria <i>It is essential that students know the criteria for assessment. At its highest level, students themselves have had a hand in articulating the criteria for, for example, a clear oral presentation.</i> • Monitoring of student learning <i>A teacher's skill in eliciting evidence of student understanding is one of the true marks of expertise. This is not a hit-or-miss effort, but is planned carefully in advance. But even after carefully planning, monitoring of student learning must be woven seamlessly into the lesson, using a variety of techniques.</i> • Feedback to students <i>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.</i> • Student self-assessment and monitoring of progress <i>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.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • <i>Teacher paying close attention to evidence of student understanding</i> • <i>Teacher posing specifically-created questions to elicit evidence of student understanding</i> • <i>Teacher circulating to monitor student learning and to offer feedback</i>

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| | <ul style="list-style-type: none"> • <i>Students assessing their own work against established criteria</i> • <i>Teacher adjusting instruction in response to evidence of student understanding (or lack of it)</i> |
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	Unsatisfactory	Basic	Proficient	Distinguished
<i>3d: Using Assessment in Instruction</i>	There is little or no assessment or monitoring of student learning; feedback is 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.
Critical Attributes	<ul style="list-style-type: none"> • 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 is only global. • The teacher does not ask students to evaluate their own or classmates' work. 	<ul style="list-style-type: none"> • There is little evidence that the students understand how their work will be evaluated. • Teacher monitors understanding through a single method, or without eliciting evidence of understanding from all 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 peer-assessment. • The teacher's attempts to adjust the lesson are partially successful. 	<ul style="list-style-type: none"> • 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 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. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • 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.
Possible Examples	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Teacher asks: "Does anyone have a question?" • When a student completes a problem on the board, the teacher corrects the student's work without explaining why. • The teacher, after receiving a 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • The teacher reminds students of the characteristics of high-quality work (the assessment criteria), suggesting that the students themselves helped develop them. • While students are working, the teacher circulates providing substantive feedback to individual students.

	<ul style="list-style-type: none"> • The teacher says: "good job, everyone." 	<p>correct response from one student, continues, without ascertaining whether all students understand the concept.</p>	<p>their papers to correct their errors.</p>	<ul style="list-style-type: none"> • 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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Component	3e: Demonstrating Flexibility and Responsiveness
	<p>“Flexibility and responsiveness” refer to a teacher’s skill in making adjustments in a lesson to respond to changing conditions. When a lesson is well planned, there may be no need for changes during the course of the lesson itself. Shifting the approach in mid-stream is not always necessary; in fact, with experience comes skill in accurately predicting how a lesson will go, and being prepared for different possible scenarios. But even the most skilled, and best prepared, teachers will on occasion find that either a lesson is not going as they would like, or that a teachable moment has presented itself. They are ready for such situations. Furthermore, teachers who are committed to the learning of all students persist in their attempts to engage them in learning, even when confronted with initial setbacks.</p> <p>Elements of component 3e are:</p> <ul style="list-style-type: none"> • Lesson adjustment <i>Experienced teachers are able to make both minor and (when needed) major adjustments to a lesson, a mid-course correction. Such adjustments depend on a teacher’s store of alternate instructional strategies, and the confidence to make a shift when needed.</i> • Response to students <i>Occasionally during a lesson an unexpected event will occur which presents a true “teachable moment.” It is a mark of considerable teacher skill to be able to capitalize on such opportunities.</i> • Persistence <i>Committed teachers don’t give up easily; when students encounter difficulty in learning (which all do at some point) these teachers seek alternate approaches to help their students be successful. In these efforts, teachers display a keen sense of efficacy.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • <i>Incorporation of student interests and events of the day into a lesson</i> • <i>Visible adjustment in the face of student lack of understanding</i> • <i>Teacher seizing on a “teachable moment”</i>

	Unsatisfactory	Basic	Proficient	Distinguished
3e: Demonstrating flexibility and responsiveness	Teacher adheres to the instruction plan in spite of evidence of poor student understanding or students' lack of interest. Teacher ignores student questions; when students experience difficulty, the teacher blames the students or their home environment.	Teacher attempts to modify the lesson when needed and to respond to student questions and interests, with moderate success. Teacher accepts responsibility for student success, but has only a limited repertoire of strategies to draw upon.	Teacher promotes the successful learning of all students, making minor adjustments as needed to instruction plans and accommodating student questions, needs and interests. The teacher persists in seeking approaches for students who have difficulty learning, drawing on a broad repertoire of strategies.	Teacher seizes an opportunity to enhance learning, building on a spontaneous event or student interests or successfully adjusts and differentiates instruction to address individual student misunderstandings. Teacher persists in seeking effective approaches for students who need help, using an extensive repertoire of instructional strategies and soliciting additional resources from the school or community.
Critical Attributes	<ul style="list-style-type: none"> Teacher ignores indications of student boredom or lack of understanding. Teacher brushes aside student questions. Teacher makes no attempt to incorporate student interests into the lesson. The teacher conveys to students that when they have difficulty learning, it is their fault. In reflecting on practice, the teacher does not indicate that it is important to reach all students. 	<ul style="list-style-type: none"> Teacher's efforts to modify the lesson are only partially successful. Teacher makes perfunctory attempts to incorporate student questions and interests into the lesson. The teacher conveys to students a level of responsibility for their learning, but uncertainty as to how to assist them. In reflecting on practice, the teacher indicates the desire to reach all students, but does not suggest strategies to do so. 	<ul style="list-style-type: none"> Teacher successfully makes a minor modification to the lesson. Teacher incorporates students' interests and questions into the heart of the lesson. The teacher conveys to students that she has other approaches to try when the students experience difficulty. In reflecting on practice, the teacher cites multiple approaches undertaken to reach students having difficulty. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> Teacher successfully executes a major lesson readjustment when needed. Teacher seizes on a teachable moment to enhance a lesson. The teacher conveys to students that he won't consider a lesson "finished" until every student understands, and that he has a broad range of approaches to use. In reflecting on practice, the teacher can cite others in the school and beyond who she has contacted for assistance in reaching some students.
Possible Examples	<ul style="list-style-type: none"> The teacher says: "We don't have time for that today." The teacher makes no attempt to adjust the lesson based on student confusion. The teacher says: "If you'd just pay attention, you could understand this." 	<ul style="list-style-type: none"> The teacher says: "I'll try to think of another way to come at this and get back to you." The teacher says: "I realize not everyone understands this, but we can't spend any more time on it." The teacher re-arranges the way the students are grouped in an attempt to help students understand the lesson. 	<ul style="list-style-type: none"> The teacher says: "That's an interesting idea; let's see how it fits." The teacher illustrates a principle of good writing to a student using his interest in basketball as context. The teacher says: "Let's try this way, and then uses another approach." 	<ul style="list-style-type: none"> The teacher stops in mid-stream in a lesson, and says: "This activity doesn't seem to be working! Here's another way I'd like you to try it." The teacher incorporates the school's upcoming championship game into an explanation of averages. The teacher says: "If we have to come back to this tomorrow, we will; it's really important that you understand it."

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

	Unsatisfactory	Basic	Proficient	Distinguished
4a Reflecting on Teaching	Teacher does not know whether a lesson was effective or achieved its instructional outcomes, or teacher profoundly misjudges the success of a lesson. Teacher has no suggestions for how a lesson could be improved.	Teacher has a generally accurate impression of a lesson's effectiveness and the extent to which instructional outcomes were met. Teacher makes general suggestions about how a lesson could be improved.	Teacher makes an accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes and can cite general references to support the judgment. Teacher makes a few specific suggestions of what could be tried another time the lesson is taught.	Teacher makes a thoughtful and accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes, citing many specific examples from the lesson and weighing the relative strengths of each. Drawing on an extensive repertoire of skills, teacher offers specific alternative actions, complete with the probable success of different courses of action.
Critical Attributes	<ul style="list-style-type: none"> • The teacher considers the lesson but draws incorrect conclusions about its effectiveness. • The teacher makes no suggestions for improvement. 	<ul style="list-style-type: none"> • The teacher has a general sense of whether or not instructional practices were effective. • The teacher offers general modifications for future instruction. 	<ul style="list-style-type: none"> • The teacher accurately assesses the effectiveness of instructional activities used. • The teacher identifies specific ways in which a lesson might be improved. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • Teacher's assessment of the lesson is thoughtful, and includes specific indicators of effectiveness. • Teacher's suggestions for improvement draw on an extensive repertoire.
Possible Examples	<ul style="list-style-type: none"> • Despite evidence to the contrary, the teacher says, "My students did great on that lesson!" • The teacher says: "That was awful; I wish I knew what to do!" 	<ul style="list-style-type: none"> • At the end of the lesson the teacher says, "I guess that went okay." • The teacher says: "I guess I'll try x next time." 	<ul style="list-style-type: none"> • The teacher says: "I wasn't pleased with the level of engagement of the students." • The teacher's journal indicates several possible lesson improvements. 	<ul style="list-style-type: none"> • The teacher says: "I think that lesson worked pretty well, although I was disappointed in how the group at the back table performed." • In conversation with colleagues, the teacher considers different group strategies for improving a lesson.

Domain 4:	Professional Responsibilities			
4b: Maintaining Accurate Records	<p>An essential responsibility of professional educators is keeping accurate records of both instructional and non-instructional events. This includes student completion of assignments, student progress in learning, and records of non-instructional activities that are part of the day-to-day functions in a school setting, including such things as the return of signed permission slips for a field trip and money for school pictures. Proficiency in this component is vital, as 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 that is being recorded. For example, records of formal assessments may be recorded electronically, using spreadsheets and databases, allowing for item analysis and individualized instruction. A less formal means of keeping track of student progress may include anecdotal notes that are kept in student folders.</p> <p>Elements of component 4b are:</p> <ul style="list-style-type: none"> • Student completion of assignments <i>Most teachers, particularly at the secondary level, need to keep track of student completion of assignments, including not only whether the assignments were actually completed, but students' success in completing them.</i> • Student progress in learning <i>In order to plan instruction, teachers need to know where each student "is" in his or her learning. This information may be collected formally or informally, but must be updated frequently.</i> • Non-instructional records <i>Non-instructional records encompass all the details of school life for which records must be maintained, particularly if they involve money. Examples are such things as knowing which students have returned their permissions slips for a field trip, or which students have paid for their school pictures.</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • Routines and systems that track student completion of assignments • Systems of information regarding student progress against instructional outcomes • Processes of maintaining accurate non-instructional records 			
4b Maintaining Accurate Records	Unsatisfactory	Basic	Proficient	Distinguished
	Teacher's system for maintaining information on student completion of assignments and student progress in learning is nonexistent or in disarray. Teacher's records for non-instructional activities are in disarray, resulting in errors and confusion.	Teacher's system for maintaining information on student completion of assignments and student progress in learning is rudimentary and only partially effective. Teacher's records for non-instructional activities are adequate, but require frequent monitoring to avoid errors.	Teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records, is fully effective.	Teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records, is fully effective. Students contribute information and participate in maintaining the records.

Critical Attributes	<ul style="list-style-type: none"> • Absence of a system for either instructional or non-instructional records. • Record-keeping systems that are in disarray so as to provide incorrect or confusing information. 	<ul style="list-style-type: none"> • The teacher has a process for recording student work completion. However, it may be out-of-date or does not permit students to access the information. • The teacher's process for tracking student progress is cumbersome to use. • The teacher has a process for tracking some non-instructional information, but not all, or it may contain some errors. 	<ul style="list-style-type: none"> • The teacher's process for recording student work completion is efficient and effective; students have access to information about completed and/or missing 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's process for recording non-instructional information is both efficient and effective. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • Students contribute to and maintain records indicating completed and outstanding work assignments. • Students contribute to and maintain data files indicating their own progress in learning. • Students contribute to maintaining non-instructional records for the class.
Possible Examples	<ul style="list-style-type: none"> • A student says, "I'm sure I turned in that assignment, but the teacher lost it!" • The teacher says, "I misplaced the writing samples for my class but it doesn't matter – I know what the students would have scored." • On the morning of the field trip, the teacher discovers that five students never turned in their permission slips. 	<ul style="list-style-type: none"> • A student says, "I wasn't in school today, and my teacher's website is out of date, so I don't know what the assignments are!" • The teacher says: "I've got all these notes about how the kids are doing; I should put them into the system but I just don't have time." • On the morning of the field trip, the teacher frantically searches all the drawers in the desk looking for the permission slips and finds them just before the bell rings. 	<ul style="list-style-type: none"> • The teacher-creates a link on the class website which students can access to check on any missing assignments. • The teacher's grade book records student progress toward learning goals. • The teacher-creates a spreadsheet for tracking which students have paid for their school pictures. 	<ul style="list-style-type: none"> • A student from each team maintains the database of current and missing assignments for the team. • When asked about their progress in a class, a student proudly shows her data file and can explain how the documents indicate her progress toward learning goals. • When they bring in their permission slips for a field trip, students add their own information to the database.

Domain 4:	Professional Responsibilities
4c: <i>Communicating with Families</i>	<p>Although the ability of families to participate in their child's learning varies widely due to other family or job obligations, it is the responsibility of teachers to provide opportunities for them to both understand the instructional program and their child's progress. Teachers establish relationships with families by communicating to them about the instructional program, about individual students and they invite 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 an essential caring on the part of the teacher, valued by families of students of all ages.</p> <p>Elements of component 4c are:</p> <ul style="list-style-type: none"> • Information about the instructional program <i>Frequent information is provided to families, as appropriate, about the instructional program</i> • Information about individual students <i>Frequent information is provided to families, as appropriate, about students' individual progress</i> • Engagement of families in the instructional program <i>Successful and frequent engagement opportunities are offered to families so they can participate in the learning activities</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • 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

	Unsatisfactory	Basic	Proficient	Distinguished
4c: Communicating with Families	Teacher communication with families, about the instructional program, or about individual students, is sporadic or culturally inappropriate. Teacher makes no attempt to engage families in the instructional program.	Teacher makes sporadic attempts to communicate with families about the instructional program and about the progress of individual students but does not attempt to engage families in the instructional program. But communications are one-way and not always appropriate to the cultural norms of those families.	Teacher communicates frequently with families about the instructional program and conveys information about individual student progress. Teacher makes some attempts to engage families in the instructional program; as appropriate Information to families is conveyed in a culturally appropriate manner.	Teacher's communication with families is frequent and sensitive to cultural traditions, with students contributing to the communication. Response to family concerns is handled with professional and cultural sensitivity. Teacher's efforts to engage families in the instructional program are frequent and successful.
Critical Attributes	<ul style="list-style-type: none"> • Little or no information regarding instructional program available to parents. • Families are unaware of their children's progress. • Lack of family engagement activities. • Culturally inappropriate communication. 	<ul style="list-style-type: none"> • School or district-created materials about the instructional program are sent home. • Infrequent or incomplete information sent home by teachers about the instructional program. • Teacher maintains school-required grade book but does little else to inform families about student progress. • Teacher communications are sometimes inappropriate to families' cultural norms. 	<ul style="list-style-type: none"> • Information about the instructional program is available on a regular basis. • The teacher sends information about student progress home on a regular basis. • Teacher develops activities designed to successfully engage families in their children's learning, as appropriate. 	<p><i>In addition to the characteristics of "proficient,"</i></p> <ul style="list-style-type: none"> • On a regular basis, students develop materials to inform their families about the instructional program. • Students maintain accurate records about their individual learning progress and frequently share this information with families. • Students contribute to regular and ongoing projects designed to engage families in the learning process.
Possible Examples	<ul style="list-style-type: none"> • A parent says, "I'd like to know what my kid is working on at school!" • A parent says, "I wish I knew something about my child's progress before the report card comes out." • A parent says, "I wonder why we never see any school work come home." 	<ul style="list-style-type: none"> • A parent says, "I received the district pamphlet on the reading program, but I wonder how it's being taught in my child's class." • A parent says, "I emailed the teacher about my child's struggles with math, but all I got back was a note saying that he's doing fine." • Weekly quizzes are sent home for parent/guardian signature. 	<ul style="list-style-type: none"> • The teacher-sends weekly newsletter home to families, including information that precedes homework, current class activities, community and/or school projects, field trips, etc. • The teacher-created monthly progress report sent home for each student. • The teacher sends home a project that asks students to interview a family member about growing up during the 1950's. 	<ul style="list-style-type: none"> • Students-create materials for "Back to School" night that outline the approach for learning science. • Student daily reflection log describes learning and go home each week for a response from a parent or guardian. • Students-design a project on charting family use of plastics.

Domain 4:	Professional Responsibilities			
4d: Participating in a Professional Community	<p>Schools are, first of all, environments to promote the learning of students. But in promoting student learning, teachers must work with their colleagues to share strategies, plan joint efforts, and plan for the success of individual students. Schools are, in other words, professional organizations for teachers, with their full potential realized only when teachers regard themselves as members of a professional community. This community is characterized by mutual support and respect, and 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 and/or larger district. These activities include such things as school and district curriculum committees, or engagement with the parent teacher organization. With experience, teachers assume leadership roles in these activities.</p> <p>Elements of component 4d are:</p> <ul style="list-style-type: none"> Relationships with colleagues <i>Teachers maintain a professional collegial relationship that encourages sharing, planning and working together toward improved instructional skill and student success</i> Involvement in a culture of professional inquiry <i>Teachers contribute to and participate in a learning community that supports and respects its members' efforts to improve practice</i> Service to the school <i>Teachers' efforts move beyond classroom duties by contributing to school initiatives and projects</i> Participation in school and district projects <i>Teachers contribute to and support larger school and district projects designed to improve the professional community</i> <p>Indicators include:</p> <ul style="list-style-type: none"> 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 and support of community initiatives 			
4d: Participating in a Professional Community	Unsatisfactory Teacher's relationships with colleagues are negative or self-serving. Teacher avoids participation in a professional culture of inquiry, resisting opportunities to become involved. Teacher avoids becoming involved in school events or school and district projects.	Basic Teacher maintains cordial relationships with colleagues to fulfill duties that the school or district requires. Teacher becomes involved in the school's culture of professional inquiry when invited to do so. Teacher participates in school events and school and district projects when specifically asked.	Proficient Relationships with colleagues are characterized by mutual support and cooperation; teacher actively participates in a culture of professional inquiry. Teacher volunteers to participate in school events and in school and district projects, making a substantial contribution.	Distinguished Relationships with colleagues are characterized by mutual support and cooperation, with the teacher taking initiative in assuming leadership among the faculty. Teacher takes a leadership role in promoting a culture of professional inquiry. Teacher volunteers to participate in school events and district projects, making a substantial contribution, and assuming a leadership role in at least one aspect of school or district life.

Critical Attributes	<ul style="list-style-type: none"> • The teacher's relationship with colleagues is characterized by negativity or combativeness. • The teacher purposefully avoids contributing to activities promoting professional inquiry. • The teacher avoids involvement in school activities and school district and community projects. 	<ul style="list-style-type: none"> • The teacher has pleasant relationship with colleagues. • When invited, the teacher participates in activities related to professional inquiry. • When asked, the teacher participates in school activities, and school district and community projects. 	<ul style="list-style-type: none"> • 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. 	<p>In addition to the characteristics of "proficient,"</p> <ul style="list-style-type: none"> • The teacher takes a leadership role in promoting activities related to professional inquiry. • The teacher regularly contributes to and leads events that positively impact school life. • The teacher regularly contributes to and leads significant school district and community projects.
Possible Examples	<ul style="list-style-type: none"> • The teacher doesn't share test-taking strategies with his colleagues. He figures that if his students do well, it will make him look good. • The teacher does not attend PLC meetings. • The teacher does not attend any school function after the dismissal bell. • The teacher says, "I work from 8:30 to 3:30 and not a minute more – I won't serve on any district committee unless they get me a substitute to cover my class." 	<ul style="list-style-type: none"> • The teacher is polite, but never shares any instructional materials with his grade partners. • The teacher only attends PLC meetings when reminded by her supervisor. • 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 teacher only contributes to the district Literacy committee when requested by the principal. 	<ul style="list-style-type: none"> • The principal remarks that the teacher's students have been noticeably successful since her teacher team has been focusing on instructional strategies during their team meetings. • The teacher has decided to take some of the free MIT courses online and to share his learning with colleagues. • The basketball coach is usually willing to chaperone the 9th grade dance because she knows all of her players will be there. • The teacher enthusiastically represents the school during the district Social Studies review and brings her substantial knowledge of U.S. history to the course writing team. 	<ul style="list-style-type: none"> • The teacher leads the "mentor" teacher group at school, devoted to supporting new teachers during their first years of teaching. • 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. • The teacher leads the school's annual "Olympics" day, involving all students and faculty in athletic events. • The teacher leads the school district wellness committee, involving healthcare and nutrition specialists from the community.

Domain 4:	Professional Responsibilities			
4e: Growing and Developing Professionally	<p>As in other professions, the complexity of teaching requires continued growth and development, in order to remain current. Continuing to stay informed and increasing their skills allows teachers to become ever more effective and to exercise leadership among their colleagues. The academic disciplines themselves evolve, and educators constantly refine their understanding of how to engage students in learning; thus growth in content, pedagogy, and information technology are essential to good teaching. Networking with colleague through such activities as joint planning, study groups, and lesson study provide opportunities for teachers to learn from one another. These activities allow for job embedded professional development. In addition, professional educators increase their effectiveness in the classroom by belonging to professional organizations, reading professional journals, attending educational conferences, and taking university classes. As they gain experience and expertise, educators find ways to contribute to their colleagues and to the profession.</p> <p>Elements of component 4e are:</p> <ul style="list-style-type: none"> Enhancement of content knowledge and pedagogical skill <i>Teachers remain current by taking courses, reading professional literature, and remaining current on the evolution of thinking regarding instruction</i> Receptivity to feedback from colleagues <i>Teachers actively pursue networks that provide collegial support and feedback</i> Service to the profession <i>Teachers are active in professional organizations serving to enhance their personal practice and so they can provide leadership and support to colleagues</i> <p>Indicators include:</p> <ul style="list-style-type: none"> Frequent teacher attendance in courses and workshops; regular academic reading Participation in learning networks with colleagues; feedback freely shared Participation in professional organizations supporting academic inquiry 			
	Unsatisfactory	Basic	Proficient	Distinguished
4e: Growing and Developing Professionally	Teacher engages in no professional development activities to enhance knowledge or skill. Teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. Teacher makes no effort to share knowledge with others or to assume professional responsibilities.	Teacher participates in professional activities to a limited extent when they are convenient. Teacher accepts, with some reluctance, feedback on teaching performance from both supervisors and professional colleagues. Teacher finds limited ways to contribute to the profession	Teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. Teacher welcomes feedback from colleagues when made by supervisors or when opportunities arise through professional collaboration. Teacher participates actively in assisting other educators	Teacher seeks out opportunities for professional development and makes a systematic effort to conduct action research. Teacher seeks out feedback on teaching from both supervisors and colleagues. Teacher initiates important activities to contribute to the profession.
Critical Attributes	<ul style="list-style-type: none"> <i>The teacher is not involved in any activity that might enhance knowledge or skill.</i> <i>The teacher purposefully resists discussing performance with supervisors or colleagues.</i> <i>The teacher ignores invitations to join professional organizations or attending conferences.</i> 	<ul style="list-style-type: none"> <i>The teacher participates in professional activities when required or when provided by the school district.</i> <i>The teacher reluctantly accepts feedback from supervisors and colleagues.</i> <i>The teacher contributes in a limited fashion to educational professional organizations.</i> 	<ul style="list-style-type: none"> <i>The teacher seeks regular opportunities for continued professional development.</i> <i>The teacher welcomes colleagues and supervisors in the classroom for the purposes of gaining insight from their feedback.</i> <i>The teacher actively participates in professional organizations designed to contribute to the profession.</i> 	<i>In addition to the characteristics of "proficient,"</i> <ul style="list-style-type: none"> <i>The teacher seeks regular opportunities for continued professional development, including initiating action research.</i> <i>The teacher actively seeks feedback from supervisors and colleagues.</i> <i>The teacher takes an active leadership role in professional organizations in order to contribute to the teaching profession.</i>

<p>Possible Examples</p>	<ul style="list-style-type: none"> • The teacher never takes continuing education courses, even though the credits would increase his salary. • The teacher endures the principal's annual observations in her classroom, knowing that if she waits long enough, the principal will eventually leave and she can simply discard the feedback form. • Despite teaching high school honors mathematics, the teacher declines to join NCTM because it costs too much and makes too many demands on members' time. 	<ul style="list-style-type: none"> • The teacher politely attends district workshops and professional development days, but doesn't make much use of the materials received. • The teacher listens to his principal's feedback after a lesson, but isn't sure that the recommendations really apply in his situation. • The teacher joins the local chapter of the American Library Association because she might benefit from the free books – but otherwise doesn't feel it's worth too much of her time. 	<ul style="list-style-type: none"> • The teacher eagerly attends the school district optional summer workshops finding them to be a wealth of instructional strategies he can use during the school year. • The teacher enjoys her principal's weekly walk through visits because they always lead to a valuable informal discussion during lunch the next day. • The teacher joined a Science Education Partnership and finds that it provides him access to resources for his classroom that truly benefit his students' conceptual understanding. 	<ul style="list-style-type: none"> • The teacher's principal rarely spends time observing in her classroom. Therefore, she has initiated an action research project in order to improve her own instruction. • The teacher is working on a particular instructional strategy and asks his colleagues to observe in his classroom in order to provide objective feedback on his progress. • The teacher founded a local organization devoted to Literacy Education; her leadership has inspired teachers in the community to work on several curriculum and instruction projects.
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Domain 4:	Professional Responsibilities
4f: Showing Professionalism	<p>Expert teachers demonstrate professionalism in both service to students as well as to the profession. Teaching at the highest levels of performance in this component is student focused, putting students first, regardless of how this might challenge long-held assumptions, past practice or simply what is easier or more convenient for teachers. Accomplished teachers have a strong moral compass and are guided by what is in the best interest of students. Professionalism is displayed in a number of ways. For example, interactions with colleagues are conducted with honesty and integrity. Student needs are known and teachers access resources to step in and provide help that may extend beyond the classroom. Teachers advocate for their students in ways that might challenge traditional views and the educational establishment, seeking greater flexibility in the ways school rules and policies are applied. Professionalism is also displayed in the ways teachers approach problem solving and decision making, with student needs in mind. Finally, teachers consistently adhere to school and district policies and procedures, but are willing to work to improve those that may be outdated or ineffective.</p> <p>Elements of component 4f are:</p> <ul style="list-style-type: none"> • Integrity and ethical conduct <i>Teachers act with integrity and honesty</i> • Service to students <i>Teachers put students first in all considerations of their practice</i> • Advocacy <i>Teachers support their students' best interests, even in the face of traditional practice or beliefs</i> • Decision-making <i>Teachers solve problems with students' needs as a priority</i> • Compliance with school and district regulations <i>Teachers adhere to policies and procedures</i> <p>Indicators include:</p> <ul style="list-style-type: none"> • Teacher has a reputation as someone who can be trusted and is often sought as a sounding board • During committee or planning work, teacher frequently reminds participants that the students are the utmost priority • Teacher will support students, even in the face of difficult situations or conflicting policies • Teachers challenge existing practice in order to put students first • Teacher consistently fulfills school district mandates regarding policies and procedures

	Unsatisfactory	Basic	Proficient	Distinguished
4f: Showing Professionalism	Teacher displays dishonesty in interactions with colleagues, students, and the public. Teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. Teacher makes decisions and recommendations based on self-serving interests. Teacher does not comply with school and district regulations	Teacher is honest in interactions with colleagues, students, and the public. Teacher's attempts to serve students are inconsistent, and does not knowingly contribute to some students being ill served by the school. Teacher's decisions and recommendations are based on limited though genuinely professional considerations. Teacher complies minimally with school and district regulations, doing just enough to get by.	Teacher displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public. Teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. Teacher maintains an open mind in team or departmental decision-making. Teacher complies fully with school and district regulations.	Teacher can be counted on to hold the highest standards of honesty, integrity, and confidentiality and takes a leadership role with colleagues. Teacher is highly proactive in serving students, seeking out resources when needed. Teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school. Teacher takes a leadership role in team or departmental decision-making and helps ensure that such decisions are based on the highest professional standards. Teacher complies fully with school and district regulations, taking a leadership role with colleagues.
Critical Attributes	<ul style="list-style-type: none"> • <i>Teacher is dishonest.</i> • <i>Teacher does not notice the needs of students.</i> • <i>The teacher engages in practices that are self-serving.</i> • <i>The teacher willfully rejects school district regulations.</i> 	<ul style="list-style-type: none"> • <i>Teacher is honest.</i> • <i>Teacher notices the needs of students, but is inconsistent in addressing them.</i> • <i>Teacher does not notice that some school practices result in poor conditions for students.</i> • <i>Teacher makes decisions professionally, but on a limited basis.</i> • <i>Teacher complies with school district regulations.</i> 	<ul style="list-style-type: none"> • <i>Teacher is honest and known for having high standards of integrity.</i> • <i>Teacher actively addresses student needs.</i> • <i>Teacher actively works to provide opportunities for student success.</i> • <i>Teacher willingly participates in team and departmental decision-making.</i> • <i>Teacher complies completely with school district regulations.</i> 	<ul style="list-style-type: none"> • <i>Teacher is considered a leader in terms of honesty, integrity, and confidentiality.</i> • <i>Teacher is highly proactive in serving students.</i> • <i>Teacher makes a concerted effort to ensure opportunities are available for all students to be successful.</i> • <i>Teacher takes a leadership role in team and departmental decision-making.</i> • <i>Teacher takes a leadership role regarding school district regulations.</i>

	Unsatisfactory	Basic	Proficient	Distinguished
Possible Examples	<ul style="list-style-type: none"> • The teacher makes some errors when marking the last common assessment but doesn't tell his colleagues. • The teacher does not realize that three of her neediest students arrived at school an hour early every morning because their mother can't afford daycare. • The teacher fails to notice that one of her Kindergartners is often ill, looks malnourished, and frequently has bruises on her arms and legs. • When one his colleagues goes home suddenly due to illness, the teacher pretends to have a meeting so that he won't have to share in the coverage responsibilities. • The teacher does not file her students' writing samples in their district cum folders; it is time consuming and she wants to leave early for summer break. 	<ul style="list-style-type: none"> • The teacher says, "I have always known my grade partner to be truthful. If she called in sick, then I believe her." • The teacher considers staying late to help some of her students in after-school daycare, but realizes it conflicts with her gym class so she decides against it. • The teacher notices a student struggling in his class and sends a quick e-mail to the counselor. When he doesn't get a response, he assumes it has been taken care of. • When her grade partner goes out on maternity leave, the teacher said, "Hello" and "Welcome" to her substitute, but does not offer any further assistance. • The teacher keeps his district-required grade book up to date, but enters exactly the minimum number of assignments specified by his department chair. 	<ul style="list-style-type: none"> • The teacher is trusted by his grade partners; they share information with him, confident it will not be repeated inappropriately. • Despite her lack of knowledge about dance the teacher forms a dance club at her high school to meet the high interest level of her minority students who cannot afford lessons. • The teacher notices some speech delays in a few of her young students; she calls in the speech therapist to do a few sessions in her classroom and provide feedback on further steps. • The English department chair says, "I appreciate when attends our after school meetings – he always contributes something meaningful to the discussion." • The teacher learns the district's new online curriculum mapping system and writes in all of her courses. 	<ul style="list-style-type: none"> • When a young teacher has trouble understanding directions from the principal, she immediately goes to the teacher whom she knows can be relied on for expert advice and complete discretion. • After the school's intramural basketball program is discontinued, the teacher finds some former student athletes to come in and work with his students who have come to love the after-school sessions. • The teacher enlists the help of her principal when she realizes that a colleague was making disparaging comments about some disadvantaged students. • The math department looks forward to their weekly meetings; their leader, the teacher is always seeking new instructional strategies and resources for them to discuss. • When the district adopts a new web-based grading program, the teacher learned it inside and out so that she could assist her colleagues with implementation.

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