

# Santa Rosa District Schools



## Instructional Evaluation System

~~2015-2016~~

2016-17

Updated July 2016  
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June 2, 2015

Dear Colleagues

In August 2010 the U.S. Department of Education announced Florida as one of ten state winners of the Race to the Top (RTTT) Phase 2 Competition. This competitive grant brought \$700 million to the state to implement a broad range of strategies designed to improve the lowest performing schools, reward teachers, and increase the academic achievement of our students. The RTTT monies were to be used over a timespan of four years.

Santa Rosa Professional Educators (SRPE) and Santa Rosa District Schools (SRDS) began working together several years ago to cultivate an inventive instructional evaluation instrument. In accordance to F.S.1012.34, it was our collective intent to create an electronic based document that would meet state requirements and local needs. The focus of this instructional evaluation system is to improve the quality of instruction in order to advance student growth and academic achievement. The accomplished aim was to establish an evaluation system comprised of components which include gathering data, sharing information, and providing opportunities for professional growth. The success of this system relied on collaborative conversations and professional development. The evaluation system chosen by Santa Rosa School District is based on the research compiled by Dr. Robert Marzano in ***The Art and Science of Teaching***. Both parties strived to develop a document that reflected evidence of instructional accountability of the Florida Educators Accomplished Practices with application of Marzano's theories. Theories which were meant to enhance instruction for students by assisting teachers in continuous quality improvement of their professional skills. Additionally, we formulated a document that encompassed student learning growth segments, school-wide parent and student involvement, and deliberate practices.

The prevailing challenge has been to link student growth data on statewide assessments to teacher performance. We have been aware of the need to effectively utilize the value added measures formula. We aimed to be reasonable, while applying practical measures for the instructional personnel that are affected by this process or development of this instrument.

This is a fluid document that is always in transitional state. The main success in our district has been Santa Rosa District's continued willingness to keep open dialogue, along with the recognition of the needed transparency in this process with Santa Rosa Professional Educators.

Sincerely,

Rhonda Chavers

Rhonda Chavers

President and Chief Negotiator

Santa Rosa Professional Educators

## **Santa Rosa County District Schools Teacher Evaluation System**

### **Assurances**

In accordance with all state statutes, rules and laws, the Santa Rosa County School District shall:

- For the purpose of increasing student academic performance by improving the quality of instructional, administrative, and supervisory services in our schools, all instructional personnel will be given the opportunity to review their class rosters for accuracy and to correct any mistakes twice during the school year. This is done through the RVT process after FTE reporting periods three and four.
- Ensure that all evaluators are those individuals who are responsible for supervising the employee. This may include the assistant principal, peers, district staff, department heads, grade level chairpersons or team leaders. If input is provided by personnel other than the principal, those persons will be identified and must be trained in evaluation practices.
- Train all new administrators annually on the evaluation system. This will include training on the observation process including viewing clips of effective teaching, practicing marking and totaling the evaluation instrument, reviewing the surveys used and data collected, and the writing and evaluation of the Professional Development Plan. Administrators who used the system the previous year will receive a review of the evaluation system. New teachers will be trained during new employee orientation. Experienced teachers will receive updates and reviews of the system each during pre-planning by the site based administrator.
- Provide timely feedback to instructional personnel with specific feedback for any marks that are developing or “needs improvement” for those in their first three years. Additionally, any marks of “not using” must include specific reasons for the rating and specific feedback on how to improve. Best practices suggest providing feedback to the individual within forty-eight hours of a formal observation.
- Analyze evaluation data with instructional personnel to determine professional development needs for the teacher and analyze student needs to determine area of instructional need.
- Require participation in specific professional development programs by those who have been evaluated as less than effective.
- In accordance with s. 1012.34(3)(c), F.S., evaluators will submit a written report of the evaluation to the district school superintendent for the purpose of reviewing the employee’s contract.
- Submit the written report to the employee no later than 10 days after the evaluation takes place.
- Discuss the written evaluation report with the employee.
- Ensure all employees have the right to initiate a written response to the evaluation and the response shall become a permanent attachment to his or her personnel file.
- Provide evidence that its evaluation procedures for notification of unsatisfactory performance comply with the requirements outlined in s. 1012.34(4), F.S.
- Comply with the requirement that the district school superintendent shall annually notify the Department of any instructional personnel who receive two consecutive unsatisfactory evaluations and shall notify the Department of any instructional personnel who are given written notice<sup>3</sup> by the district of intent to terminate or not renew their employment, as outlined in s. 1012.34(5), F.S.

# **Santa Rosa County District Schools Teacher Evaluation System**

## **Explanation of Terms**

**Academic Performance**- Term which includes student learning growth, achievement level, and learning gains.

**Artifacts** – Copies of student work or teacher produced products that are used to support learning in the classroom.

**Assessment** – Measurement of student achievement.

**CELLA** – Comprehensive English Language Learners Assessment

**Deliberate Practice** – Implementing specific research based strategies to target student growth.

**Design Questions** – There are nine design questions used in Robert Marzano's The Art and Science of Teaching. These questions help organize the key strategies in Domain One that are part of his model.

**Developing** – This is a final overall evaluation category which is above "unsatisfactory" but below "effective". It is to be used with Level I and Level II teachers. The "developing" rating would not result in performance pay.

**Domains** – There are four domains as part of Robert Marzano's The Art and Science of Teaching. Domain one is the largest area of his organization model.

**Effective** – This is a final overall evaluation category just below "Highly Effective". This rating would qualify for performance pay.

**End of Course Exam (EOC)**: Assessment administered at the end of a course of study. Typically this will be at the end of a semester or yearlong course. EOCs may be developed and required by the state for specific courses or may be locally developed for courses that do not have a state EOC associated with them. **The results of the EOC scores align with student performance calculation.**

**Equalizing Component Score** – A point value will be assessed prior to final results being released for instructors who teach Math courses in 4-8, Language Arts 4-10 and 9<sup>th</sup> grade Algebra 1.

**Florida Standards Alternative Assessment (FSAA)** – This is the test used to measure learning gains with our most challenged ESE students. The results from this test will be used to measure our ESE teachers.

**Florida State Assessment (FSA)** – This is a major test used to measure student performance in the State of Florida core area classes.

**Florida Educator Accomplished Practices (FEAPs)** – These are the practices identified by Florida Department of Education, which all teachers are expected to demonstrate as professional educators. The evaluation system (Marzano Model) is designed to measure these practices.

**Highly Effective** – This is the highest category on the overall teacher evaluation system. This rating would qualify the teacher for performance pay.

**Instructional Assignment**: The type of instructional support an instructor provides for students. It is defined by 1 of 4 types:

**Direct**: An assessment is tied directly to a course. For example, a student is in a reading course and takes the state reading assessment. The instructor serves as the primary instructor responsible for the course standards. The student academic performance data used in this instructor's student performance evaluation data is limited to the students assigned to the instructor.

**Student Support Instructors**: This includes instructors that provide academic support for specific students within a course but are not the responsible instructor. The student academic performance data used in this instructor's student performance evaluation data is limited to the students assigned to the instructor.

**School Wide**: This includes instructional staff that serve/impact the entire student population and/or serve as program facilitators for the school. The data used is based upon all school academic performance measurements that have been approved and are appropriate for the assignment.

District: This includes instructional staff that serve/ impact the entire district student population and/or serve as program facilitators for the district. The data used is based upon all school academic performance measurements that have been approved and are appropriate for the assignment.

**Instructional Personnel** – Any teacher in the school district. This includes not only classroom teachers, but also media, guidance, deans, TSAs, liaisons.

**Job Code:** Each employment position is assigned a job code which describes their job title and the students included in their student performance portion of their evaluation. Each job code is classified as receiving a "C" for Class wide Score (these instructors have a student roster indicating the specific students that will count as part of their student performance score) "S" for School wide Score, or "D" for Districtwide score for calculating the instructor's student performance score.

**Key Strategies** – These are the basic measurements used in the Marzano model of The Art and Science of Teaching.

**Lesson Segments** – This is how a lesson is divided in the Marzano Model The Art and Science of Teaching. Lessons can be one of three types: Involving routine events, addressing content or enacted on the spot. Many lessons have a combination of these segments.

**Marzano, Robert** – A leading authority in the field of teacher evaluation and observations. His model, The Art and Science of Teaching, provides the philosophy of our evaluation system.

**Needs Improvement** – This is a final overall evaluation rating. It is above "unsatisfactory" but below "effective." It does not qualify for performance pay. For teachers at Level III – IV, this rating replaces "developing" as a rating.

**Observation (Formal)** – At least thirty minutes in length, scheduled and preceded by a meeting between teacher and administrator, and followed up by a post-conference.

**Observation (Informal)** – Between five and ten minutes in length, not scheduled, (but during the scheduled work day), and no pre- or post-conference required. Each teacher should receive one informal observation each quarter of the school year and during scheduled work time.

**Peer Assistant Program** – The district provides a mentor (trained veteran teacher) to help the teacher work on their Professional Improvement Plan.

**Performance Level** – Refers to how a student does on the state assessment such as FSA.

**Pre-Observation Conference** – Meeting between teacher and administrator to discuss the upcoming formal observation and what the lesson is designed to cover

**Post-Observation Conference** – Meeting held within forty-eight hours of a formal observation. Teacher brings self-evaluation to this meeting and the administrator reviews his/her notes from the observation. The purpose of this meeting is to help the teacher become more effective.

**Professional Development Plan (PDP)** – All teachers complete a PDP each year and completion of the plan will count fifteen percent of their overall evaluation. The plan should consider student learning goals, the school improvement plan, and focus on the teacher's professional development.

**Proficiency Level (1) Student** – This refers to student results on state wide assessments where learning gains are not measured. Example: FCAT Writes

**Proficiency Level (2) Teacher** – This outlines the graduated expectations of performance of a teacher as they move from Instructional Personnel I to Instructional Personnel IV.

**Studer Group** – Research group that supports the Santa Rosa School District in various ways including conducting and interpreting surveys and providing leadership training.

**Tally** – Refers to each recording by the administrator during observations or interactions with teachers. The total of these tally marks is used along with the proficiency scale to determine a teacher's effectiveness in the classroom.

**Not Using**— This is a Marzano term. This is the lowest rating on the FEAPS portion of the evaluations system.

**Unsatisfactory-** The lowest overall rating on the teacher evaluation system. It does not qualify for performance pay.

**UWF** – University of West Florida works with Santa Rosa County School District to provide our evaluation system in an electronic format. UWF will work with us to incorporate the student assessment data to complete teacher performance pay.

**WIDA** – World Class Instructional Design and Assessment – This is the assessment used for all ELL students.



## Santa Rosa County District Schools Instructional Evaluation System

### Overview of System

To complete the writing and construction of the Instructional Evaluation System the Santa Rosa County District Schools appointed a committee of teachers and administrators. This committee included:

Debbie Anderson, Deputy Director, Exceptional Student Education  
Michele Brown, Academic Intervention Specialist, Pea Ridge Elementary  
Rhonda Chavers, President, Santa Rosa Professional Educators  
Susan Crawford, Language Arts Teacher Media Specialist, Central School  
David Godwin, Mathematics Teacher, Pace High School  
David Gunter, Director, Labor Relations and Compliance Middle School Education  
Nancy Haupt, Principal, SS Dixon Primary School  
Amanda Makar, Assistant Principal, Hobbs Middle School  
Floyd Smith, Director, Middle School Education  
Jason Weeks, Principal, Gulf Breeze High Director, High School Education  
Liz West, Director, Human Resources  
Cathy Wray, ESE Teacher, Milton High School

#### Philosophy

The purpose of the teacher evaluation system is to improve student learning and to guide professional development for teachers. In selecting the Marzano model over other options, Santa Rosa District Schools preferred the focus on classroom strategies and behavior. This approach best fits the philosophy of the Santa Rosa County District School system. In this model more than 75% of the section of the evaluation the administrator completes on the teacher focuses on what happens in the classroom. Dr. Marzano's model divides the art of teaching into four domains: Domain (1) – Classroom Strategies, Domain (2) – Planning and Preparing, Domain (3) – Reflecting on Teaching, and Domain (4) – Collegiality and Professionalism. This model is summarized in **Attachment "A"**. The legislative requirements of the Student Success Act require the evaluation system to measure the Florida Educator Accomplished Practices (FEAPs) adopted in January 2011. A copy of the FEAPs is included as **Attachment "B"**. To document that Dr. Marzano's model measures the FEAPs, a crosswalk has been developed which is included in this document as **Attachment "C"**.

#### Teacher Levels

For purposes of grouping teachers together so the observation process is as efficient as possible, Santa Rosa County District School has divided its teachers into one of four levels.

**Instructional Personnel I** – Beginning teachers and veteran teachers in their first year of teaching in Santa Rosa County District Schools; these teachers will be formally observed once in the fall and once in the spring and an overall evaluation will be given near the end of each semester.

**Instructional Personnel II** – Teachers in the second and third year of teaching with an effective or highly effective evaluation; teachers will receive two formal observations (one in the fall and one in the spring) and an overall evaluation in the spring.

**Instructional Personnel III** – Teachers in the fourth through ninth year of teaching with an effective or highly effective evaluation; these teachers will be formally observed once during the school year and receive an overall evaluation in the spring.

**Instructional Personnel IV** – Teachers with more than nine years of teaching with an effective or highly effective evaluation; these teachers do not have to be formally observed during a school year unless their certificate is up for renewal. During that year, they will receive one formal observation. These teachers receive an overall evaluation in the spring. IP IV instructors that do not require a formal observation will have their overall observation scores based upon the informal observations conducted during the current school year.

\*The Instructional Levels are included in **Attachment "D"**.

\*Veteran teachers new to Santa Rosa District Schools will be required to have two formal observations during their first year in the district.

\* Every teacher, regardless of category, should be informally observed at least once every nine weeks during the school year (See "Informal Observations/Interactions".)

\*Instructional personnel must have the minimum number of Effective or Highly Effective overall evaluations ratings to move from one IP level to the next. If an instructor, regardless of IP level, receives a Needs Improvement or Unsatisfactory Evaluation rating, he/she will be placed on Professional Improvement Plan (see Attachment O) and is not eligible to move forward in the Instructional Level system. Failure to satisfactorily complete the Professional Improvement Plan may result in termination of the employee. Any IP Level IV instructor who receives a Needs Improvement or Unsatisfactory overall evaluation rating will be required to have a formal observation for the current year regardless of their certificate renewal date.

#### Observations

It is the philosophy of the Santa Rosa County District Schools that school administrators should be proactive in their approach to teacher observations and interactions. Administrators should spend as much time as possible in the classrooms observing teachers interacting with students. To enable the administrator to manage the observation process in an efficient, effective manner, the observation tool will be digitized and the administrator should use this format of recording observations electronically. Each teacher will be observed and evaluated by their school principal unless the principal delegates that responsibility to an assistant principal. If the principal does delegate this responsibility, the principal will still be responsible for reviewing the evaluation before it is finalized.

An administrator's marks must be based on what the administrator witnesses during a formal or informal observation or during pre/post observation conferences.

#### Observation Ratings

When completing each section of the observation, the following ratings will be used:

Innovating	4.0
Applying	3.0
Developing	2.0
Not using	1.0

Not Using is the lowest rating on the FEAPS portion of the Instructional Evaluation System. An overall evaluation of Unsatisfactory does not qualify for a level increase. Any mark below applying on the evaluation instrument must have supporting comments and any mark of Not Using must indicate ways for the employee to improve.

Formal Observations – These are observations that have been mutually agreed upon by the teacher and administrator as to date and time of the observation. They should last at least 30 minutes in length. Each formal observation shall be preceded by a pre-observation conference. Following each formal observation, there shall be a post observation conference which should occur within 48 hours of the observation. In this post observation conference, the teacher will bring a self-assessment of the observation. The administrator and teacher will then review and discuss their perspective on the lesson observed.

Should an administrator determine a formal observation is preferred on a teacher, the administrator will inform the teacher and a mutually agreed upon date and time will be determined for the observation to take place. A teacher who is not required to have formal observations may request that one be done as part of their annual evaluation. Pre and Post Observation Conferences shall be individual face to face meetings unless the employee waives the face to face meeting in writing to the principal.

Informal Observations/Interactions – These are unscheduled and generally last about five minutes to ten minutes in length. It is within the administrator’s authority to decide to stay longer than five minutes if appropriate, but the informal observation should not last longer than 25 minutes. If the administrator feels the need to stay longer than 25 minutes, a formal observation should be scheduled with the classroom teacher. Informal observations/interactions can also take the form of a classroom walkthrough, conversation in the hallway or office, parent conference, or any other setting which allows the administrator to observe the teacher performing their responsibilities.

Every teacher, regardless of category, should be informally observed at least once every nine weeks during the school year. Any observations over the required amount should only be conducted for the purpose of remediating a teaching deficiency and should be noted on a Professional Improvement Plan.

Observation Documents, including the detailed rubric for the Observation Instrument, are included as **Attachment “E”**.

#### Domain Weights

Santa Rosa District Schools modifies the Marzano model of 60 elements to address them in 28 29 elements and 8 indicators that make up the Santa Rosa District Schools FEAPs Observation Tool (SRDSFOT, See the crosswalk in **Attachment “C”** noting the inclusion of where the Santa Rosa District Schools FEAPs Observation Tool (SRDSFOT) addresses the FEAPS and Marzano elements using a numbered system for the SRDSFOT located in **Attachment “E”**.) An effort was made to keep the percentage of elements measured by each domain near the Marzano model. The Santa Rosa County District Schools version includes the following percentages of total elements (28 29) included in each Domain:

Domain I	Classroom Strategies and Behaviors	80% 76%(21 22 of 28 29 elements)
Domain II	Planning and Preparing	9% 10%(3 of 28 29 elements)
Domain III	Reflection on Teaching	2% 4%(1 of 28 29 elements)
Domain IV	Collegiality and Professionalism	9% 10%(3 of 28 29 elements)

#### Proficiency Scale for all Instructional Personnel Levels I thru IV

This scale will be used as part of the Marzano model when completing Section III of the teacher evaluation.



#### Proficiency Scale for Santa Rosa County District Schools All Levels of Instructional Personnel

IPI	Innovating (4)	Applying (3)	Developing (2)	Not Using (1)
D1:	At least 55% at Level 4 50% And 0% at Level 1	At least 50% at Level 3 or higher	Less than 50% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				
D4:				
IPII	Innovating (4)	Applying (3)	Developing (2)	Not Using (1)
D1:	At least 65% at Level 4 60% And 0% at Level 1	At least 60% at Level 3 or higher	Less than 60% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				
D4:				
IPIII	Innovating (4)	Applying (3)	Developing (2)	Not Using (1)
D1:	At least 75% at Level 4 70% And 0% at Level 1	At least 70% at Level 3 or higher	Less than 70% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				
D4:				
IPIV	Innovating (4)	Applying (3)	Developing (2)	Not Using (1)
D1:	At least 85% at Level 4 80% And 0% at level 1	At least 80% at Level 3 or higher	Less than 80% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				

This Proficiency Scale for Santa Rosa County District Schools All Levels of Instructional personnel is also included as **Attachment “F”**.

#### Evaluation Instrument Organization



The Santa Rosa County District Schools Teacher Evaluation Instrument is organized into six sections. These sections are listed below including the assigned percentages for each and a timeline for that section.

#### Self-Assessment:

In this section the employee will complete a self-assessment regarding their performance of the FEAPs.

#### Verify Assignments

~~In this section the employee will complete demographic data and review their teaching assignment and teaching location. They will also verify the assessments/percentages to be used in their annual evaluation.~~

Surveys: (Counts as **15%** **10%** of the overall Instructional Evaluation Rating)

This section will include two surveys – Parent and Student. These surveys will be conducted near the end of each school year. The school wide results from the end of the year survey will be used on the teacher evaluation. In these surveys, the parents and the students will answer questions concerning their school. In order to address the reading comprehension level of the students, the student surveys will be divided into two levels: Elementary and Middle/High. A copy of each survey is included as **Attachment "G"**. Each survey will count **7.5%** **5%** of the teacher evaluation for **a total of 15% 10% of the overall evaluation**. These surveys were constructed with the help of EducatorReady, a division of the Studer Group. The Studer Group is also responsible for conducting the surveys and providing the results. Their consultants will also provide feedback and discussion with district level administrators regarding survey results. More information about the Studer Group and the services they provide are included in **Attachment "H"**. The data from the end of the year surveys should be available by June 1 of each school year.

Head Start and Pre-K students will not complete a student survey. Teachers of these students will count parent survey results as **15%** **10%** of their evaluation. The parents of students at Santa Rosa Adult School and Locklin Technical Center will not complete surveys. Teachers of these students will count student survey results as **15%** **10%** of their evaluation.

The Studer Group's research with surveys is based on a 5.0 scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. The Studer Group believes changing the scale would not support the research conducted on surveys. The state of Florida's evaluation system is based on a 4.0 scale: 1= Highly Effective, 2=Effective, 3= Needs Improvement, 4= Unsatisfactory. In order to use the results of the Studer surveys (student, parent, employee and principal) we will use the following conversion scale.

#### Studer Group School Wide Survey Results

4.00 – 5.00

2.75 - 3.99

2.00 – 2.74

Below 2.00

#### Evaluation Score

Highly Effective (4.0)

Effective (3.0)

Needs Improvement (2.0)

Unsatisfactory (1.0)

Professional Development Plan: (Counts as **15%** **20%** of the overall Instructional Evaluation Rating)

Every educator in the Santa Rosa County District School system is required to complete a Professional Development Plan. These plans are initiated by the end of the first quarter of the school year. The administrator will evaluate the Professional Development Plan. This section of the evaluation should be completed by June 1 of each school year. **This section will count 15% 20%** of the overall teacher evaluation. Best practice is that the professional development plan be individualized for specific growth of the individual teacher. See Section II in **Attachment "O"** (Sample Evaluation) of the Evaluation Instrument for a copy of the Professional Development Plan.

#### Administrator's Evaluation of the Florida Educator Accomplished Practices (FEAPs)

This section of the evaluation is where the administrator is measuring the teacher's implementation of the Florida Educators Accomplished Practices. This section is based on the Marzano model and will total the data collected from formal and informal observations and other teacher interactions to determine performance level. **This section counts as 35%** of the overall evaluation and should be completed by June 1 of each school year. See Section III of the Evaluation Instrument in **Attachment "O"** (Sample Evaluation) to see a copy of how this section is totaled.

#### Student Performance

**This section will count 35%** of the total teacher evaluation. This section will be completed as soon as the data has been received and appropriately processed according to the negotiated method. It is to all employee's benefit that this process is completed in a timely manner. We will use up to three years of data available-when calculating scores. This section will count the full 35% for all teachers regardless of the number of years of data available. The assessments and assignment of assessment scores reflect the current legislative requirements based upon the students that teachers serve with regard to their instructional assignment. An employee's assignment is identified by a job code. Each job code is classified as receiving a "C" for Classwide Score (these instructors have a student roster indicating the specific students that will count as part of their student performance score) "S" for Schoolwide Score, or "D" for Districtwide score for calculating the instructor's student performance score (**See Attachment "I"**). Each job code is further identified by type regarding the instructional services they provide and which students count as part of the instructor's student performance score. The types of instructional assignments are as follows:

**Direct:** An assessment is tied directly to a course. For example, a student is in a reading course and takes the state reading assessment. The instructor serves as the primary instructor responsible for the course standards. The student academic performance data used in this instructor's student performance evaluation data is limited to the students assigned to the instructor.

**Student Support Instructors:** This includes instructors that provide academic support for specific students within a course but are not the responsible instructor. The student academic performance data used in this instructor's student performance evaluation data is limited to the students assigned to the instructor.

**School Wide:** This includes instructional staff that serve/impact the entire student population and/or serve as program facilitators for the school. The data used is based upon all school academic performance data that have been approved and are appropriate for the assignment.

**District:** This includes instructional staff that serve/ impact the entire district student population and/or serve as program facilitators for the district. The data used is based upon all school academic performance data that have been approved and are appropriate for the assignment.

Santa Rosa County District Schools Guidelines for Local Assessments, Board Approved 8/21/2014, describes the selection process, development, administration, and scoring of local assessments.

Each course assigned to an instructor will have an associated assessment. For all courses that have a state assessment provided, that assessment will be used. For all other courses, a local End of Course assessment will be developed/determined. All students scheduled for a course will take the assessment associated with the course. Each student will receive an assessment "Raw Score" which will utilize a conversion scale that has been developed based upon specific content that will return a "Scaled Score" of a 1, 2, 3 or 4. (**See Attachment "J"**)

Students who are identified due to special considerations such as SWD (Students with Disabilities), ELL (English Language Learners), or students at alternative schools that take local end of course exams will use an alternate conversion scale to return a scale score of 1, 2, 3 or 4. Each student's scaled score will be used as part of the teacher's student performance score unless they have been removed from the Roster Verification Tool due to failure to meet the following minimum attendance requirements:

For a year-long course: The student must be present for both Survey 2 & 3 in the same instructor's course and be membership (enrolled) in the class for a minimum of 90% of the number of days the course/section is scheduled to meet and have less than 10 days of absences during each semester.

For semester courses: the student must be in membership (enrolled) during the FTE Survey period of the course and a minimum of 90% of the number of days a course/section is scheduled to meet and have less than 10 days of absences during the semester.

Courses that have an associated assessment that returns a required VAM score for the teacher will utilize a scale to convert the VAM score to a 1, 2, 3, or 4. Each student assigned to the teacher in the course will receive the teacher's scaled VAM score as their converted assessment score. There are no alternative scales associated with the VAM score since the VAM calculation takes into consideration student factors that can impact student academic performance.

Once students receive a converted scale score, each student's score for a specific instructor's course will be added together. The sum of the student's scores which are associated with an instructor will be divided by the total number of student scores included in the sum. The result will equate to the instructor's overall student performance score. The instructor's overall student performance score will count as 35% of the instructor's overall evaluation score.

An example of an instructor's student performance calculation is included in **Attachment "K"** as well as a flow chart showing the process of including student scores in an instructor's student academic performance score.

**Attachment "L"** Provides a list of Student Academic Performance Measures utilized in the calculation of student performance.

The "Santa Rosa County District Schools Guidelines for Local Assessments", Board Approved 8/21/2014, describes the selection process, development, administration, and scoring of local assessments. This document will be reviewed annually.

#### Overall Evaluation

This section totals the scores for the Professional Development Plan, surveys, student performance, and the FEAPs and identifies an overall annual evaluation. This section will be completed as soon as the data has been received and appropriately processed according to the negotiated method. It is to all employee's benefit that this process is completed in a timely manner. In the event of a delay in completing this section, instructional personnel will be notified as to the reason for the delay and provided an anticipated completion date.

The administrator must provide access to a copy of the evaluation to the teacher within 10 days of the completion of the evaluation. The administrator will be available to discuss the overall evaluation with the teacher at an agreed upon meeting time. The teacher shall have the right to initiate a written response to the evaluation and the response shall become a permanent attachment to his or her personnel file.

To determine the overall evaluation, each section will be totaled and weighted using the assigned percentages. The total evaluation will use the following ratings to determine the overall evaluation:

<b>Highly Effective</b>	<b>4.00 – 3.50</b>
<b>Effective</b>	<b>3.49 – 2.25</b>
<b>Needs Improvement</b>	<b>2.24 – 1.75</b>
<b>Unsatisfactory</b>	<b>Below 1.75</b>

The Santa Rosa District Schools will continue to work to improve the electronic version of this Instructional Evaluation. A sample of the Santa Rosa District Schools Evaluation Document is located in **Attachment "O"** along with a completed sample.

#### Instructional Personnel I – First Semester Evaluation

All first year teachers, **teachers with a break in service** and teachers new to Santa Rosa County District Schools will be assigned as Instructional Personnel Level I. This level requires two evaluations – one at the end of the first semester and one at the end of the school year. The second evaluation will use the instrument as all other instructional levels and include Section IV with student performance. The first evaluation is different due to the fact that the evaluation takes place in the middle of the school year. A separate instrument is used for First Semester Evaluations. **See Attachment "P"** for a copy of the First Semester Evaluation Form. It includes a section on initiation of the Professional Development Plan (20%) **and**, a section measuring the Accomplished Practices using the modified Marzano model **(80%) (45%) and student performance which is weighted at 35%.**

In addition to the two evaluations, first year teachers also go through our Professional Orientation Program and experienced teachers go through the Experienced Professional Orientation Program. As part of this process they are assigned a support team of three members: an administrator, peer educator and another educator. This team meets several times during the year, helps the new teacher build and maintain a portfolio documenting their work on the accomplished practices and conducts a minimum of six formal observations and four informal for the POP teacher **and four formal observations and four informal observations for the EPOP teacher.**

Teachers on Leave of Absence, Interim Teachers, Teachers Working Less Than Full Time, Evaluation Assignment Date

An evaluation will be completed on teachers who are on a leave of absence or interim teachers if they work a minimum of 99 45 days during the school year. If they work less than 99 45 days during a school year, no annual evaluation will be completed.

If a part-time teacher works the equivalent of 3.75 hours or less per day, an annual evaluation is not required. If a part-time teacher works the equivalent of more than 3.75 hours per day, an annual evaluation will be required.

In circumstances in which an instructor has a different year-long teaching assignment for FTE Survey 2 & 3, the instructor's student performance data and stakeholder survey data will be determined based upon the teaching assignment they are assigned to for a minimum of 99 days.

#### Professional Improvement Plan/Peer Assistance Program

Any returning teacher who receives an overall evaluation rating of needs improvement or unsatisfactory the previous year will be placed on a Professional Improvement Plan and receive assistance through our Peer Assistance Program. This improvement plan will identify deficiencies in performance and outline a plan for improvement. The teacher needing assistance will select a peer mentor from a district approved list. This mentor will not work at the school site of the teacher needing assistance. This peer mentor will be given release time to work with the teacher when planning and observing the teacher during classroom instruction. The peer mentor will not be involved in the evaluation process and will help the teacher meet the goals of the Professional Improvement Plan. Teachers who are identified by the principal as in need of a Professional Improvement Plan may be placed on one at any time during the school year. These plans should be specific in the nature of the area(s) of improvement and should be limited to less than the length of a school year. See **Attachment "M"** for a copy of the Professional Improvement Plan.

Currently the District Mentor Teacher Program provides initial mentor training for new mentors as well as annual training for all district Mentors. Initial training consists of an online 12 hour module (BEACON Learning Center) and is a requirement to be a Mentor Teacher. The online module provides an introductory research-based model for mentoring. Annual Mentor Training is provided by District staff and consultants for 1-2 days each year to share best practices in mentoring, review surveys provided by mentees, plan New Employee Orientation curriculum, and to provide face-to-face training for district-wide initiatives. In addition, online book studies are offered to Mentor Teachers to provide follow up in areas of interest.

#### Notification of Unsatisfactory Performance

If an employee who holds a professional service contract as provided in s.1012.33 is not performing his/her duties in a satisfactory manner, the evaluator shall notify the employee in writing of such determination. The notice must describe such unsatisfactory performance and include notice of the following procedural requirements:

1. Upon delivery of a notice of unsatisfactory performance, the evaluator must confer with the employee who holds a Professional Service Contract, make recommendations with respect to specific areas of unsatisfactory performance, and provide assistance in helping to correct deficiencies within a prescribed period of time.
2. The employee who holds a professional service contract shall be placed on performance probation and governed by the provisions of this section for 90 calendar days following the receipt of the notice of unsatisfactory performance to demonstrate corrective action. School holidays and school vacation periods are not counted when calculating the 90-calendar-day period. During the 90 calendar days, the employee who holds a professional service contract must be evaluated periodically and apprised of progress achieved and must be provided assistance and in-service training opportunities to help correct the noted performance deficiencies. At any time during the 90 calendar days, the employee who holds a Professional Service Contract may request a transfer to another appropriate position with a different supervising administrator; however, if a transfer is granted pursuant to ss. 1012.27(1) and 1012.28(6), it does not extend the period for correcting performance deficiencies. Within 14 days after the close of the 90 calendar days, the evaluator must evaluate whether the performance deficiencies have been corrected and forward a recommendation to the district school superintendent. Within 14 days after receiving the evaluator's recommendation, the district school superintendent must notify the employee who holds a professional service contract in writing whether the performance deficiencies have been satisfactorily corrected and whether the district school superintendent will recommend that the district school board continue or terminate his or her employment contract. If the employee wishes to contest the district school superintendent's recommendation, the employee must, within 15 days after receipt of the district school

superintendent's recommendation, submit a written request for a hearing. The hearing shall be conducted at the district school board's election in accordance with one of the following procedures:

- a. A direct hearing conducted by the district school board within 60 days after receipt of the written appeal. The hearing shall be conducted in accordance with the provisions of ss.120.560 and 120.57. A majority vote of the membership of the district school board shall be required to sustain the district school superintendent's recommendation. The determination of the district school board shall be final as to the sufficiency or insufficiency of the grounds for termination of employment; or
- b. A hearing conducted by an administrative law judge assigned by the Division of Administrative Hearings of the Department of Management Services. The hearing shall be conducted within 60 days after receipt of the written appeal in accordance with chapter 120. The recommendation of the administrative law judge shall be made to the district school board. A majority vote of the membership of the district school board shall be required to sustain or change the administrative law judge's recommendation. The determination of the district school board shall be final as to the sufficiency or insufficiency of the grounds for termination of employment.

#### Employment

Beginning July 1, 2011, annual contracts will not be offered to teachers who have received two consecutive annual performance evaluation ratings of unsatisfactory, two annual performance evaluation ratings of unsatisfactory within a 3-year period, or three consecutive annual performance evaluation ratings of needs improvement, or a combination of needs improvement and unsatisfactory under s.1012.34.

A Professional Service Contract shall not be renewed if the teacher receives two consecutive annual performance evaluation ratings of unsatisfactory under s.1012.34, two annual performance evaluation ratings of unsatisfactory within a 3-year period under s.1012.34, or three consecutive annual performance evaluation ratings of needs improvement or a combination of needs improvement and unsatisfactory under s.1012.34.

#### Training Requirement for Administrators and Teachers

New administrators will be trained annually on the evaluation system. This will include training on the observation process including viewing clips of effective teaching, practicing marking and totaling the evaluation instrument, reviewing the surveys used and data collected, and the writing and evaluation of the Professional Development Plan. Administrators who used the system the previous year will receive a review of the evaluation system. New teachers will be trained during new employee orientation. Experienced teachers will receive updates and reviews of the system during pre-planning by the site based administrator.

References used in creating this Santa Rosa County District School Evaluation System are included as **Attachment "N"**.

## **ATTACHMENTS**

- A. Marzano's The Art and Science of Teaching
- B. Florida Educator Accomplished Practice
- C. FEAP's Crosswalk to Marzano's The Art and Science of Teaching
- D. Santa Rosa County District Instructional Levels
- E. Observation Documents
- F. Proficiency Scale
- G. Parent and Student Surveys
- H. Student Group Information
- I. Job Code/ Scoring Classifications
- J. Student Performance Conversions Scales
- K. Student Performance Calculation Flow Chart and Sample
- L. Student Performance Measures

M. Professional Improvement Plan

N. References

O. Instructional Evaluation

P. First Semester Evaluation

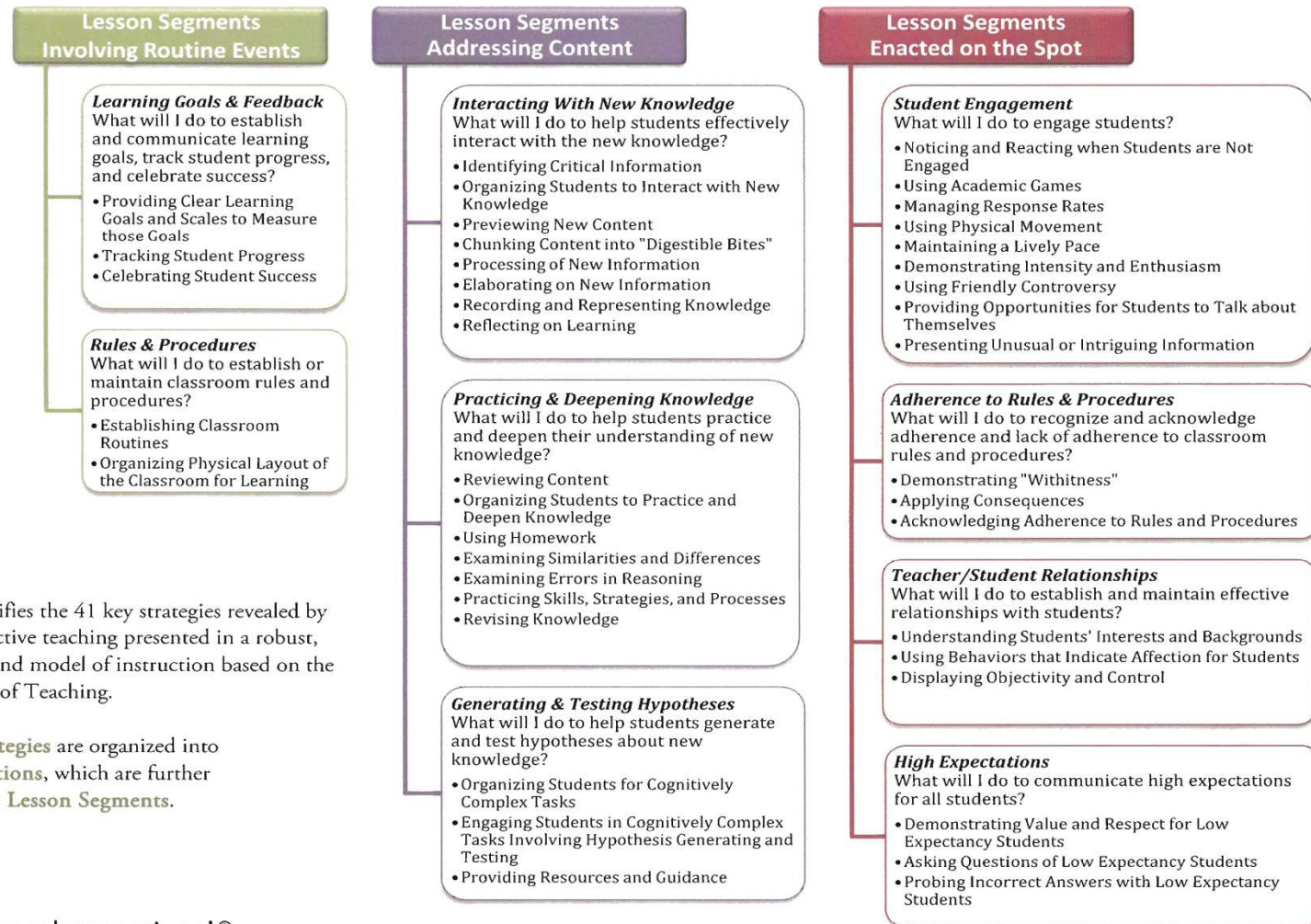
# Attachment

## A

# Marzano's The Art and Science of Teaching



## DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS

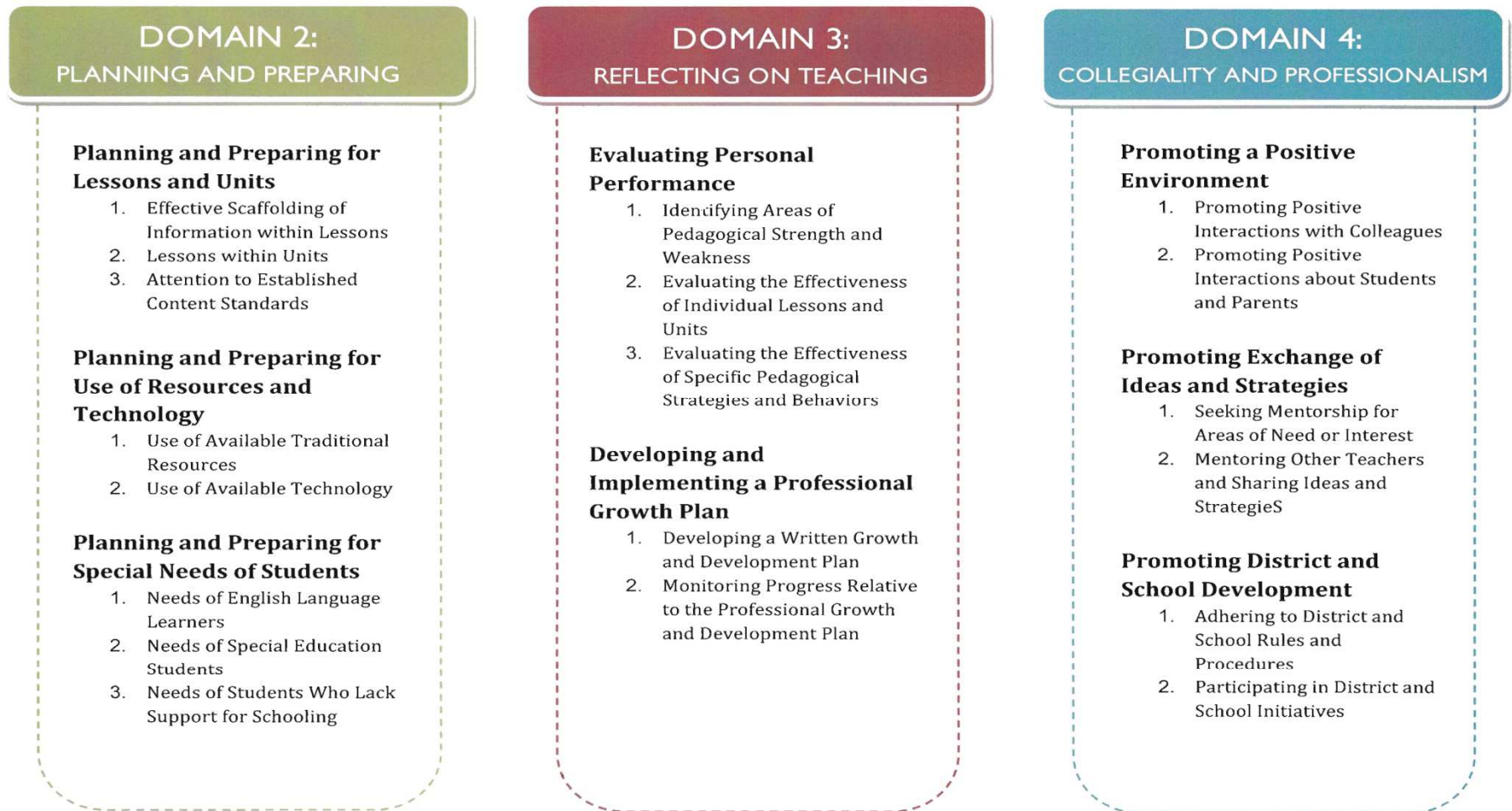


Domain 1 identifies the 41 key strategies revealed by research for effective teaching presented in a robust, easy-to-understand model of instruction based on the Art and Science of Teaching.

All 41 **Key Strategies** are organized into 9 **Design Questions**, which are further organized into 3 **Lesson Segments**.



## Marzano Art and Science of Teaching Teacher Evaluation Model



# Attachment B

## Florida Educator Accomplished Practices

## **Florida Educator Accomplished Practices (FEAPs)**

### **Reference Sheet**

#### **1. INSTRUCTIONAL DESIGN & LESSON PLANNING**

*Applying concepts from human development and learning theories, the effective educator consistently:*

- a. Aligns instruction with state-adopted standards at the appropriate level of rigor;
- b. Sequences lessons and concepts to ensure coherence and required prior knowledge;
- c. Designs instruction for students to achieve mastery;
- d. Selects appropriate formative assessments to monitor learning;
- e. Uses a variety of data, independently, and in collaboration with colleagues, to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons; and
- f. Develops learning experiences that require students to demonstrate a variety of applicable skills and competencies.

#### **2. LEARNING ENVIRONMENT**

*To maintain a student-centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator consistently:*

- a. Organizes, allocates, and manages the resources of time, space, and attention;
- b. Manages individual and class behaviors through a well-planned management system;
- c. Conveys high expectations to all students;
- d. Respects students' cultural, linguistic and family background;
- e. Models clear, acceptable oral and written communication skills;
- f. Maintains a climate of openness, inquiry, fairness and support;
- g. Integrates current information and communication technologies;
- h. Adapts the learning environment to accommodate the differing needs and diversity of students; and
- i. Utilizes current and emerging assistive technologies that enable students to participate in high-quality communication interactions and achieve their educational goals.

#### **3. INSTRUCTIONAL DELIVERY & FACILITATION**

*The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:*

- a. Deliver engaging and challenging lessons;
- b. Deepen and enrich students' understanding through content area literacy strategies, verbalization of thought, and application of the subject matter;
- c. Identify gaps in students' subject matter knowledge;
- d. Relate and integrate the subject matter with other disciplines and life experiences;
- e. Employ higher-order questioning techniques;
- f. Apply varied instructional strategies and resources, including appropriate technology, to provide comprehensible instruction, and to teach for student understanding;
- g. Differentiate instruction based on an assessment of student learning needs and recognition of individual differences in students;
- h. Utilize student feedback to monitor instructional needs and to adjust instruction.

#### **4. ASSESSMENT**

*The effective educator consistently:*

- a. Analyzes and applies data from multiple assessments and measure to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process;
- b. Designs and aligns formative and summative assessments that match learning objectives and lead to mastery;
- c. Uses a variety of assessment tools to monitor student progress, achievement and learning gains;
- d. Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge;
- e. Shares the importance and outcomes of student assessment data with the student and the student's parent/caregiver(s); and
- f. Applies technology to organize and integrate assessment information.

#### **5. CONTINUOUS PROFESSIONAL IMPROVEMENT**

*The effective educator consistently;*

- a. Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs;
- b. Examines and uses data-informed research to improve instruction and student achievement;
- c. Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement;
- d. Engages in targeted professional growth opportunities and reflective practices, both independently and in collaboration with colleagues; and
- e. Implements knowledge and skills learned in professional development in the teaching and learning process.

#### **6. PROFESSIONAL RESPONSIBILITY & ETHICAL CONDUCT**

*Understanding that educators are held to a high moral standard in a community, the effective educator adheres to the Code of Ethics and the Principles of Professional Conduct of the Education Profession of Florida, pursuant to State Board of Education Rules 6B-1.001 and 6B-1.006, F.A.C., and fulfills the expected obligations to students, the public and the education profession.*

*Rulemaking Authority 1004.04, 1004.85, 1012.225, 1012.34, 1012.56 FS Law Implemented 1004.04, 1004.85, 1012.225, 1012.34, 1012.56 FS. History New 7-2-98; Amended 12-17-10.*

# Attachment C

Santa Rosa County District Schools  
Observation Tool Crosswalk to the  
FEAP'S and Marzano's  
The Art and Science of Teaching

a) Quality of Instruction

1. Instructional Design and Lesson Planning. Applying concepts from human development and learning theories, the effective educator:

INSTRUCTIONAL DESIGN AND LESSON PLANNING	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>1a Aligns instruction with state-adopted standards at the appropriate level</b>	<b>2.1 Planning and Preparing for Lessons and Units</b>			
	<ol style="list-style-type: none"> <li>1. Planning and preparing for effective scaffolding within lessons</li> <li>2. Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content</li> </ol>			
	<b>2.2 Planning and Preparing for the Use of Materials and Technology</b>			
	<ol style="list-style-type: none"> <li>1. Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes)</li> <li>2. Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer</li> </ol>			
	<b>SRDS Observation Instrument</b>			
	Element 2,4,6			

**Florida Department of Education Support for Local Education Agencies**  
**FEAPS Crosswalk to Santa Rosa District Schools (SRDS) Observation Instrument and Marzano's Art and Science of Teaching**

**a) Quality of Instruction**

**1. Instructional Design and Lesson Planning.** Applying concepts from human development and learning theories, the effective educator:

INSTRUCTIONAL DESIGN AND LESSON PLANNING	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>1b Sequences lessons and concepts to ensure coherence and required prior knowledge</b>	<b>2.1 Planning and Preparing for Lessons and Units</b> 2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content 2.1.3 Planning and preparing for appropriate attention to established content standards <b>SRDS Observation Instrument</b> Element 2, 4, 6	<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success <b>SRDS Observation Instrument</b> Element 1, 2, 3		
<b>1c Designs instruction for students to achieve mastery</b>	<b>2.2 Planning and Preparing for Use of Materials and Technology</b> 2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer. <b>SRDS Observation Instrument</b> Element 2, 4, 6	<b>Content</b> C 2 Organizing students to interact with new knowledge C 10 Organizing students to practice and deepen knowledge C 16 Organizing students for cognitively complex tasks <b>SRDS observation Instrument</b> Element 15, 15A, 17, 18, 19		

**Florida Department of Education Support for Local Education Agencies**

**FEAPS Crosswalk to Santa Rosa District Schools (SRDS) Observation Instrument and Marzano's Art and Science of Teaching**

**a) Quality of Instruction**

**1. Instructional Design and Lesson Planning.** Applying concepts from human development and learning theories, the effective educator:

INSTRUCTIONAL DESIGN AND LESSON PLANNING	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
	<b>2.3 Planning and Preparing for Special Needs Students</b> 2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling <b>SRDS Observation Instrument</b> Element 2, 4, 6			
<b>1d Selects appropriate formative assessments to monitor learning</b>		<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success <b>SRDS Observation Instrument</b> Element 1, 2, 3		



Florida Department of Education Support for Local Education Agencies

FEAPS Crosswalk to Santa Rosa District Schools (SRDS) Observation Instrument and Marzano's Art and Science of Teaching

a) Quality of Instruction

1. Instructional Design and Lesson Planning. Applying concepts from human development and learning theories, the effective educator:

INSTRUCTIONAL DESIGN AND LESSON PLANNING	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>1e Uses a variety of data, independently, and in collaboration with colleagues to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons</b>	<b>2.3 Planning and Preparing for Special Needs Students</b>	<b>Routine Events</b>	<b>3.1 Evaluating Personal Performance</b>	<b>4.1 Promoting a Positive Environment</b>
	2.3.1 Planning and preparing for the needs of English language learners	RE 2 Tracking student progress	3.1.1 Identifying specific areas of pedagogical strength and weakness	4.1.1 Promoting positive interactions with colleagues
	2.3.2 Planning and preparing for the needs of special education students	RE 3 Celebrating success	3.1.2 Evaluating the effectiveness of individual lessons and units	4.1.2 Promoting positive interactions with students and parents
	2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling	<b>Content</b>	3.1.3 Evaluating the effectiveness of specific pedagogical strategies and behaviors across different categories of students (i.e., different socio-economic groups, different ethnic groups)	<b>4.2 Promoting Exchange of Ideas and Strategies</b>
		C 11 Homework		4.2.1 Seeking mentorship for areas of need and interest
		<b>Enacted on the Spot</b>	<b>3.2 Developing a Professional Growth Plan</b>	<b>4.3 Promoting District and School Development</b>
		EOS 16 Demonstrating value and respect for low expectancy students	3.2.1 Developing a written growth plan	4.3.1 Adhering to district and school rules and procedures
		EOS 17 Asking questions of low expectancy students	3.2.2 Monitoring progress relative to the professional growth plan	4.3.2 Participating in district and school initiatives
	<b>SRDS Observation Instrument</b>	<b>SRDS Observation Instrument</b>	<b>SRDS Observation Instrument</b>	<b>SRDS Observation Instrument</b>
	Element 6		Element 2	Element 1, 2, 5
		Element 2, 3, 39, 40		

Florida Department of Education Support for Local Education Agencies

FEAPS Crosswalk to Santa Rosa District Schools (SRDS) Observation Instrument and Marzano's Art and Science of Teaching

a) Quality of Instruction

1. Instructional Design and Lesson Planning. Applying concepts from human development and learning theories, the effective educator:

INSTRUCTIONAL DESIGN AND LESSON PLANNING	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>1f Develops learning experiences that requires students to demonstrate a variety of applicable skills and competencies</b>	<b>2.2 Planning and Preparing for the Use of</b>	<b>Content</b>		
	2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes)	C 2 Organizing students to interact with new knowledge C 10 Organizing students to practice and deepen knowledge C 16 Organizing students for cognitively complex tasks		
	2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer			
	<b>2.3 Planning and Preparing for Special Needs Students</b>			
	2.3.1 Planning and preparing for the needs of English language learners			
	2.3.2 Planning and preparing for the needs of special education students			
	2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling			
	<b>SRDS Observation Instrument</b> Element 6	<b>SRDS Observation Instrument</b> Element 7, 7A, 15, 15A, 17, 18, 19		

**Florida Department of Education Support for Local Education Agencies**  
**FEAPS Crosswalk to Santa Rosa District Schools (SRDS) Observation Instrument and Marzano's Art and Science of Teaching**  
**a) Quality of Instruction**

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIABILITY AND PROFESSIONALISM
<b>2a Organizes, allocates, and manages the resources of time, space, and attention</b>	<b>2.1 Planning and Preparing for Lessons and Units</b>	<b>Routine Events</b>		
	2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content 2.1.3 Planning and preparing for appropriate attention to established content standards	RE 4 Establishing classroom rules and procedures RE 5 Organizing the physical layout of the classroom		
	<b>2.3 Planning and Preparing for Special Needs Students</b>	<b>Enacted on the Spot</b>		
	2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling	EOS 13 Understanding students' interests and backgrounds EOS 10 Demonstrating "withitness" EOS 15 Displaying objectivity and control		
	<b>SRDS Observation Instrument</b> Element 2, 4, 6	<b>SRDS Observation Instrument</b> Element 3, 5, 24, 26, 27, 28, 33		

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>2b Manages individual and class behaviors through a well-planned management system</b>		<b>Routine Events</b> RE 4 Establishing classroom rules and procedures RE 5 Organizing the physical layout of the classroom  <b>Enacted on the Spot</b> EOS 1 Noticing when students are not engaged EOS 10 Demonstrating "withitness" EOS 11 Applying consequences for lack of adherence to rules and procedures EOS 12 Acknowledging adherence to rules and procedures EOS 15 Revising knowledge <b>SRDS Observation Instrument</b> Element 4, 5, 33, 33A, 34 (a-b)		
<b>2c Conveys high expectations to all students</b>		<b>Routine Events</b> RE 2 Tracking student progress RE 3 Celebrating success  <b>Content</b> C 1 Identifying critical information		

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
		<b>Enacted on the Spot</b> EOS 6 Demonstrating intensity and enthusiasm EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students EOS 18 Probing incorrect answers with low expectancy students <b>SRDS Observation Instrument</b> Element 2, 3, 7, 39, 39A		
2d Respects students' cultural, linguistic and family background		<b>Routine Events</b> RE 2 Tracking student progress RE 3 Celebrating success <b>Content</b> C 1 Identifying critical information		

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIABILITY AND PROFESSIONALISM
		<b>Enacted on the Spot</b> EOS-31 Provides students with opportunities to relate what is being addressed in class to their personal interest. EOS – 36 Uses students' interest and back grounds to produce a climate of acceptance and community. EOS-39 Exhibits behaviors that demonstrate value and respect for low expectancy students.  <b>SRDS Observation Instrument</b> Element 2, 3, 7, 39, 39A		
<b>2e Models clear, acceptable oral and written communication skills</b>	<b>2.1 Planning and Preparing for Lessons and Units</b> 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content	<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 4 Establishing classroom rules and procedures		

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
		<b>Content</b> C 1 Identifying critical information C 3 Previewing new content C 4 Chunking content into "digestible bites" <b>Enacted on the Spot</b> Element 33 Demonstrating "withitness" Element 34 Applying consequences for lack of adherence to rules and procedures Element 35 Acknowledging adherence to rules and procedures <b>SRDS Observation Instrument</b> Elements 1, 2, 4, 7, 7A, 33, 34, 35		
	<b>SRDS Observation Instrument</b> Element 2, 4, 6			
<b>2f Maintains a climate of openness, inquiry, fairness and support</b>		<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success		

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
		<b>Content</b> C 1 Identifying critical information <b>Enacted on the Spot</b> EOS 6 Demonstrating intensity and enthusiasm EOS 14 Using verbal and nonverbal behaviors that indicate affection for students EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students EOS 18 Probing incorrect answers with low expectancy students <b>SRDS Observation Instrument</b> Element 1, 2, 3, 7, 34, 39, 40		



a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>2g Integrates current information and communication technologies</b>	<b>2.2 Planning and Preparing for Use of Materials and Technology</b> 2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer <b>SRDS Observation Instrument</b> Element 4			

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>2h Adapts the learning environment to accommodate the differing needs and diversity of students</b>	<b>2.1 Planning and Preparing for Lessons and Units</b> 2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content 2.1.3 Planning and preparing for appropriate attention to established content standards 2.1.4	<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success RE 4 Establishing classroom rules and procedures RE 5 Organizing the physical layout of the classroom		<b>4.2 Promoting Exchange of Ideas and Strategies</b> 4.2.2 Mentoring other teachers and sharing ideas and strategies

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
		<b>Content</b>		
		C 1 Identifying critical information C 2 Organizing students to interact with new knowledge C 10 Organizing students to practice and deepen new knowledge C 16 Organizing students for cognitively complex tasks.		

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
	<b>2.3 Planning and Preparing for Special Needs Students</b> 2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling  <b>SRDS Observation Instrument</b> Element 2, 4, 6	<b>Enacted on the Spot</b>  EOS 1 Noticing when students are not engaged EOS 5 Maintaining a lively pace EOS 6 Demonstrating intensity and enthusiasm EOS 10 Demonstrating "withitness" EOS 11 Applying consequences for lack of adherence and adherence to rules and procedures EOS 12 Acknowledging adherence to rules and procedures EOS 13 Understanding students' interests and backgrounds EOS 14 Using verbal and nonverbal behaviors that indicate affection for students EOS 15 Displaying objectivity and control EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students EOS 18 Probing incorrect answers with low expectancy students  <b>SRDS Observation Instrument</b> Element 4, 5, 7, 15, 24, 26, 27, 28, 33, 33A, 34, 35, 39, 39A, 40		<b>SRDS Observation Instrument</b> Element 1

a) Quality of Instruction

**2. The Learning Environment.** To maintain a student centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator:

THE LEARNING ENVIRONMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
2i Utilizes current and emerging assistive technology that enables students to participate in high quality communication interactions and achieve their educational goals	<b>2.2 Planning and Preparing for Use of Materials and Technology</b> 2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer <b>SRDS Observation Instrument</b> Element 4			

a) Quality of Instruction

**3. Instructional Delivery and Facilitation.** The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:

INSTRUCTIONAL DELIVERY AND FACILITATION	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>3a Delivers engaging and challenging lessons</b>	<b>2.1 Planning and Preparing for Lessons and Units</b>	<b>Routine Events</b>		
	2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content	RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating Success RE 4 Establishing classroom rules and procedures		
	<b>2.2 Planning and Preparing for the Use of Materials and Technology</b>	<b>Content</b>		
	2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, videos tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer	C 1 Identifying critical information C 3 Previewing new content C 4 Chunking content into "digestible bites" C 5 Processing new information C 7 Recording and representing knowledge C 9 Reviewing content		
	<b>2.3 Planning and Preparing for Special Needs Students</b>	C 10 Organizing students to practice and deepen knowledge C 12 Examining similarities and differences C 13 Examining errors in reasoning C 14 Practicing skills, strategies, and processes C 15 Revising knowledge C 16 Organizing students for cognitively complex tasks		
	<b>SRDS Observation Instrument Element 2, 4, 6</b>	<b>SRDS Observation Instrument Element 1, 2, 3, 4, 6A, 6B, 6C, 15, 15A, 17, 18, 19</b>		

**3. Instructional Delivery and Facilitation.** The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:

INSTRUCTIONAL DELIVERY AND FACILITATION	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>3b Deepens and enriches students' understanding through content area literacy strategies, verbalization of thought and application of the subject matter</b>	2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling <b>SRDS Observation Instrument</b> Element 6	C 17 Engaging students in cognitively complex tasks involving hypothesis generation and testing C 18 Providing resources and guidance <b>SRDS Observation Instrument</b> Element 15, 17, 18, 19 <b>Enacted on the Spot</b> EOS 1 Noticing when students are not engaged EOS 2 Using academic games EOS 3 Managing response rates EOS 4 Using physical movement EOS 5 Maintaining a lively pace EOS 7 Using friendly controversy EOS 8 Provide opportunities for students to talk about themselves EOS 9 Presenting unusual or intriguing information EOS 10 Demonstrating "withitness" EOS 11 Applying consequences for lack of adherence to rules and procedures EOS 13 Understanding students' interests and backgrounds EOS 15 Displaying objectivity and control EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students <b>SRDS Observation Instrument</b> Element 24, 26, 28, 33, 33A, 34, 35, 39, 39A, 40		

a) Quality of Instruction

**3. Instructional Delivery and Facilitation.** The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:

INSTRUCTIONAL DELIVERY AND FACILITATION	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALITY AND PROFESSIONALISM
<b>3c Identifies gaps in student's subject matter</b> <b>3d Modifies instructions to respond to preconceptions or misconceptions</b>		EOS 18 Probing incorrect answers with low expectancy students <b>SRDS Observation Instrument</b> Element 40		
<b>3e Relates and integrates the subject matter with other disciplines and life experiences</b>	<b>2.1 Planning and Preparing for Lessons and Units.</b>	<b>Routine Events</b>		<b>4.2 Promoting Exchange of Ideas and Strategies</b>
	2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content 2.1.3 Planning and preparing for appropriate attention to established content standards.	RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success RE 4 Establishing classroom rules and procedures RE 5 Organizing the physical layout of the classroom.		4.2.2. Mentoring other teachers and sharing ideas and strategies.
	<b>2.2 Planning and Preparing for the Use of Materials and Technology</b>	<b>Enacted on the Spot</b>		
	2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer.	EOS 1 Noticing when students are not engaged EOS 5 Maintaining a lively pace EOS 6 Demonstrating intensity and enthusiasm EOS 10 Demonstrating "withitness" EOS 11 Applying consequences for lack of adherence to rules and procedures.		

a) Quality of Instruction

**3. Instructional Delivery and Facilitation.** The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:

INSTRUCTIONAL DELIVERY AND FACILITATION	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALITY AND PROFESSIONALISM
	<b>2.3 Planning and Preparing for Special Needs Students</b> 2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling  <b>SRDS Observation Instrument</b> Element 2, 4, 6	EOS 14 Using verbal and nonverbal behaviors that indicate affection for students EOS 15 Displaying objectivity and control EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students EOS 18 Probing incorrect answers with low expectancy students  <b>SRDS Observation Instrument</b> Element 1, 2, 3, 4, 5, 24, 26, 27, 28, 33, 33A, 34, 35, 39, 39A, 40		SRDS Observation Instrument Element 1
<b>3F Employs high order questioning techniques</b>		<b>Content</b> C 1 Identifying critical information C 5 Processing new information C 6 Elaborating on new information C 7 Recording and representing knowledge C 8 Reflecting on learning C 9 Reviewing content C 12 Examining similarities and differences C 13 Examining errors in reasoning C 14 Practicing skills, strategies, and processes C 15 Revising knowledge		



**3. Instructional Delivery and Facilitation.** The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:

INSTRUCTIONAL DELIVERY AND FACILITATION	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
		<b>Enacted on the Spot</b> EOS 3 Managing response rates EOS 7 Using friendly controversy <b>SRDS Observation Instrument</b> 6A, 6C, 6D, 15, 15A, 17, 18, 19, 26		
<b>3g Applies varied instructional strategies and resources including appropriate technology to provide comprehensible instruction, and to teach for student understanding</b>	<b>2.2 Planning and Preparing for the Use of Materials and Technology</b> 2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer  <b>2.3 Planning and Preparing for Special Needs Students</b> 2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling <b>SRDS Observation Instrument</b> Element 2, 4, 6	<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success  <b>Content</b> C 2 Organizing students to interact with new knowledge C 10 Organizing students to practice and deepen knowledge C 16 Organizing students for cognitively complex tasks  <b>SRDS Observation Instrument</b> Element 1, 2, 3, 15, 15A		

**3. Instructional Delivery and Facilitation.** The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:

INSTRUCTIONAL DELIVERY AND FACILITATION	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIABILITY AND PROFESSIONALISM
3h Adapts the learning environment to accommodate the differing needs and diversity of students	<b>2.1 Planning and Preparing for Lessons and Units</b> 2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content 2.1.3 Planning and preparing for appropriate attention to established content standards	<b>Enacted on the Spot</b> EOS 13 Understanding students' interests and backgrounds		
	<b>2.2 Planning and Preparing for the Use of Materials and Technology</b> 2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer			
	<b>2.3 Planning and Preparing for Special Needs Students</b> 2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling			
	<b>SRDS Observation Instrument</b> Element 2, 4, 6, 39, 39A, 40	<b>SRDS Observation Instrument</b> Element 39, 39A, 40		

**3. Instructional Delivery and Facilitation.** The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:

INSTRUCTIONAL DELIVERY AND FACILITATION	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
<b>3i Supports and encourages immediate feedback</b>	<b>2.1 Planning and Preparing for Lessons and Units</b> Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content	<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 4 Establishing classroom rules and procedures		
	<b>SRDS Observation Instrument</b> Element 2	<b>Content</b> C 1 Identifying critical information C 3 Previewing new content C 4 Chunking content into "digestible bites" <b>Enacted on the Spot</b> EOS 10 Demonstrating "withitness" EOS 11 Applying consequences for lack of adherence to rules and procedures EOS 12 Acknowledging adherence to rules and procedures <b>SRDS Observation Instrument</b> Element 1, 2, 3, 4, 6A, 6B, 24, 28, 33, 33A, 34, 35		
<b>3j Utilizes student feedback to monitor instructional needs and to adjust instruction</b>  Element 6	<b>2.3 Planning and Preparing for Special Needs Students</b> 2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling <b>SRDS Observation Instrument</b> Element 6	<b>Enacted on the Spot</b> EOS 1 Noticing when students are not engaged EOS 3 Managing response rates EOS 5 Maintaining a lively pace EOS 8 Provide opportunities for students to talk about themselves EOS 13 Understanding students' interests and backgrounds <b>SRDS Observation Instrument</b> Element 24, 26, 27, 28		

a) Quality of Instruction

4. Assessment. The effective educator consistently:

ASSESSMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
4a Analyzes and applies data from multiple assessments and measures to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process	<b>2.1 Planning and Preparing for Lessons and Units</b>	<b>Routine Events</b>		
	2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content	RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success RE 4 Establishing classroom rules and procedures		
	<b>2.2 Planning and Preparing for the Use of Materials and Technology</b>	<b>Content</b>		
	2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, videos tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer	C 2 Organizing students to interact with new knowledge C 3 Managing response rates C 5 Processing new information C 6 Elaborating on new information C 7 Recording and representing knowledge C 8 Reflecting on learning C 9 Reviewing content C 10 Organizing students to practice and deepen knowledge C 12 Examining similarities and differences C 13 Examining errors in reasoning C 14 Practicing skills, strategies, and processes C 15 Revising knowledge C 16 Organizing students for cognitively complex tasks C 17 Engaging students in cognitively complex tasks involving hypothesis generation and testing C 18 Providing resources and guidance.		

ASSESSMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
	<b>2.3 Planning and Preparing for Special Needs Students</b> 2.3.1 Planning and preparing for the needs of English language learners 2.3.2 Planning and preparing for the needs of special education students 2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling  <b>SRDS Observation Instrument</b> Element 2, 4, 6	<b>Enacted on the Spot</b>  EOS 1 Noticing when students are not engaged EOS 2 Using academic games EOS 3 Managing response rates EOS 4 Using physical movement EOS 5 Maintaining a lively pace EOS 7 Using friendly controversy  EOS 8 Provide opportunities for students to talk about themselves  EOS 9 Presenting unusual or intriguing information EOS 10 Demonstrating "withitness" EOS 13 Understanding students' interests and backgrounds EOS 15 Displaying objectivity and control EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students EOS 18 Probing incorrect answers with low expectancy students <b>SRDS Observation Instrument</b> Element 1, 2, 3, 4, 5, 6, 6A, 6C, 7, 7A, 28, 34, 34A, 40		

a) Quality of Instruction

4. Assessment. The effective educator consistently:

<b>4b Designs and aligns formative and summative assessments that match learning objectives and lead to mastery</b>	<b>2.1 Planning and Preparing for Lessons and Units</b>	<b>Routine Events</b>		
	2.1.1 Planning and preparing for effective scaffolding within lessons 2.1.2 Planning and preparing for lessons within units that progress toward a deep understanding and transfer of content 2.1.3 Planning and preparing for appropriate attention to established content standards <b>SRDS Observation Instrument</b> Element 2	RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success <b>SRDS Observation Instrument</b> Element 1, 2, 3,		

a) Quality of Instruction

4. Assessment. The effective educator consistently:

ASSESSMENT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
4c Uses a variety of assessment tools to monitor student progress, achievement and learning gains		<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success <b>SRDS Observation Instrument</b> Element 1, 2, 3		
4d Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge	<b>2.3 Planning and Preparing for Special Needs Students</b> Planning and preparing for the needs of students who come from home environments that offer little support for schooling  <b>SRDS Observation Instrument</b> Element 6	<b>Enacted on the Spot</b>  EOS 1 Noticing when students are not engaged EOS 3 Managing response rates EOS 5 Maintaining a lively pace EOS 8 Provide opportunities for students to talk about themselves EOS 13 Understanding students' interests and backgrounds <b>SRDS Observation Instrument</b> Element 1, 2, 3, 24, 26, 28		

a) Quality of Instruction

4. **Assessment.** The effective educator consistently:

<b>4e Shares the importance and outcomes of student assessment data with the student and the student's parents/caregiver(s)</b>	<b>SRDS Observation Instrument</b> Element 6	<b>Routine Events</b> RE 1 Providing clear learning goals and scales RE 2 Tracking student progress RE 3 Celebrating success <b>Enacted on the Spot</b> EOS 3 Managing response rates <b>SRDS Observation Instrument</b> Element 1, 2, 3, 24		<b>SRDS Observation Instrument</b> Element 3
<b>4f Applies technology to organize and integrate assessment information</b>	<b>2.2 Planning and Preparing for the Use of Materials and Technology</b>  2.2.1 Planning and preparing for the use of available traditional resources for upcoming units and lessons (e.g., manipulatives, video tapes) 2.2.2 Planning for the use of available technology such as interactive white boards, voting technologies and one-to-one computer <b>SRDS Observation Instrument</b> Element 4			



b. b) Continuous Improvement, Responsibility and Ethics

1. Continuous Improvement. The effective educator consistently:

CONTINUOUS IMPROVEMENT, RESPONSIBILITY, AND ETHICS	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALITY AND PROFESSIONALISM
<b>1a Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs</b>	<b>2.3 Planning and Preparing for Special Needs Students</b>	<b>Routine Events</b>	<b>3.1 Evaluating Personal Performance</b>	<b>4.1 Promoting a Positive Environment</b>
	2.3.1 Planning and preparing for the needs of English language learners	RE 2 Tracking student progress RE 3 Celebrating success	3.1.1 Identifying specific areas of pedagogical strength and weakness	4.1.1 Promoting positive interactions with colleagues
	2.3.2 Planning and preparing for the needs of special education students	<b>Content</b>	3.1.2 Evaluating the effectiveness of individual lessons and units	4.1.2 Promoting positive interactions with students and parents
	2.3.3 Planning and preparing for the needs of students who come from home environments that offer little support for schooling.	C 11 Homework	3.1.3 Evaluating the effectiveness of specific pedagogical strategies and behaviors across different categories of students (i.e., different socio-economic groups, different ethnic groups)	<b>4.2 Promoting Exchange of Ideas and Strategies</b>
	<b>SRDS Observation Instrument</b> Element 2, 4, 6	<b>Enacted on the Spot</b> EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students	<b>3.2 Developing a Professional Growth Plan</b>	4.2.1 Seeking mentorship for areas of need and interest 4.2.2 Mentoring other teachers and sharing ideas and strategies
		<b>SRDS Observation Instrument</b> Elements 2, 3, 39, 39A, 40	3.2.1 Developing a written growth plan 3.2.2 Monitoring progress relative to the professional growth plan 3.2.3	<b>4.3 Promoting District and School Development</b>
			<b>SRDS Observation Instrument</b> Element 2, PDP	4.3.1 Adhering to district and school rules and procedures 4.3.2 Participating in district and school initiatives
				<b>SRDS Observation Instrument</b> Element 1, 2, 5

b. b) Continuous Improvement, Responsibility and Ethics

1. Continuous Improvement. The effective educator consistently:

CONTINUOUS IMPROVEMENT, RESPONSIBILITY, AND ETHICS	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
1b Examines and uses data-informed research to improve instruction and student achievement	SRDS Observation Instrument Element 2, 4, 6		SRDS Observation Instrument Element 2, PDP	
1c Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement	POP		SRDS Observation Instrument Element 2, PDP	SRDS Observation Instrument Element 1, 2, 5
1d Engages in targeted professional growth opportunities and reflective practices			SRDS Observation Instrument Element 2, PDP	
1e Implements knowledge and skills learned in professional development in the teaching and learning process			SRDS Observation Instrument Element 2, PDP	

**b) Continuous Improvement, Responsibility and Ethics**

**1. Professional Responsibility and Ethical Conduct.** Understanding that educators are held to a high moral standard in the community, the effective educator adheres to the Code of Ethics and the Principles of Professional Conduct of the Education Profession of Florida, pursuant to State Board of Education Rules 6B-1.006, F.A.C. and fulfills the expected obligations to students, the public and the education profession.

PROFESSIONAL RESPONSIBILITY AND ETHICAL CONDUCT	DOMAIN 2: PLANNING AND PREPARING	DOMAIN 1: CLASSROOM STRATEGIES AND BEHAVIORS	DOMAIN 3: REFLECTING ON TEACHING	DOMAIN 4: COLLEGIALLY AND PROFESSIONALISM
2a Code of Ethics and the Principles of Professional Conduct of the Education Profession of Florida		<b>Enacted on the Spot</b>		<b>4.1 Promoting a Positive Environment</b>
		EOS 16 Demonstrating value and respect for low expectancy students EOS 17 Asking questions of low expectancy students		4.1.1 Promoting positive interactions with colleagues 4.1.2 Promoting positive interactions with students and parents
		<b>SRDS Observation Instrument</b> Element 39, 40		<b>4.3 Promoting District and School Development</b> 4.3.1 Adhering to district and school rules and procedures 4.3.2 Participating in district and school initiatives <b>SRDS Observation Instrument</b> Element 1, 2, 5

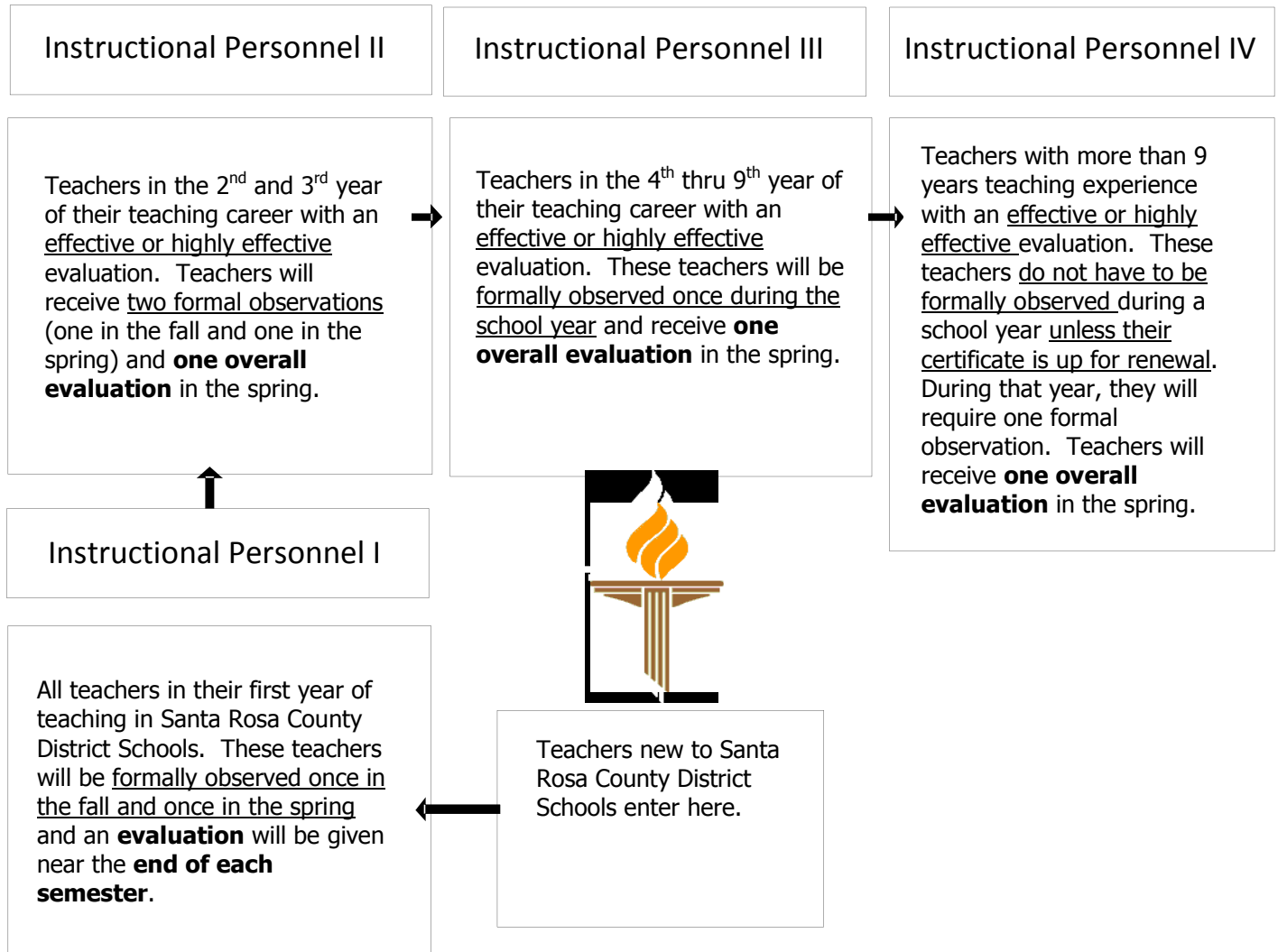
# Attachment D

## Santa Rosa County District Instructional Levels

# Santa Rosa County District Schools

## Teacher Evaluation System

### Instructional Personnel Levels I thru IV



# Attachment E

## Observation Documents

**Santa Rosa District Schools**  
**Pre Observation Conference Instrument**  
**This instrument will be used by all classroom and non classroom based teachers for all formal observations.**

Name of Teacher \_\_\_\_\_ Name of Administrator \_\_\_\_\_

Planning Conference Date \_\_\_\_\_ Observation Date \_\_\_\_\_ Post Conference Date \_\_\_\_\_

Please attach any appropriate lesson plans, activity schedules, assessments, scoring guides, and/or rubrics to this document. Please be prepared to discuss the following questions in preparation for the planning conference.

<b>Classroom Demographics</b>
1. Briefly describe the students in your classroom or workspace (e.g. number of students, gender, special needs, reading levels, etc.)
Answer:
<b>Routine Events</b>
2. What are your learning goals for this lesson or activity?
Answer:
3. What will you do to establish or maintain an orderly learning environment?
Answer:
<b>Content</b>
4. What will you do to help students effectively interact with new knowledge?
Answer:
<b>Enacted on the Spot</b>
5. What will you do to engage students in the lesson or activity?
Answer:
6. How will this lesson or activity be organized as part of a cohesive unit?
Answer:

**Santa Rosa District Schools  
Observation Instrument**

Name of Teacher \_\_\_\_\_ Name of Administrator \_\_\_\_\_

Informal Observation \_\_\_\_\_ Formal Observation \_\_\_\_\_

<b>Domain 1- Classroom Strategies and Behaviors (21-22 elements)</b>				
Routine Events (5 elements)				
What does the teacher do to establish and communicate learning goals, track student progress, celebrate success, establish rules and procedures, and organize the physical layout of the classroom?				
1. Providing <b>clear learning goals</b> and scales to measure those goals (e.g. the teacher provides or reminds students about a specific learning goal)	I (4)	A (3)	D (2)	N (1)
2. <b>Tracking student progress</b> (e.g. using formative assessment, the teacher helps students chart their individual and group progress on a learning goal)	I (4)	A (3)	D (2)	N (1)
3. <b>Celebrating Success</b> (e.g. the teacher helps students acknowledge and celebrate their current status on a learning goal as well as acknowledge gain)	I (4)	A (3)	D (2)	N (1)
4. <b>Establishing and Maintaining Classroom Rules and Procedures</b> (e.g. the teacher reviews expectations regarding rules and procedures to ensure effective execution)	I (4)	A (3)	D (2)	N (1)
5. <b>Organizing the Physical Layout of the Classroom</b> (e.g. the teacher organizes the classroom to facilitate movement and focus on learning)	I (4)	A (3)	D (2)	N (1)
Addressing Content (7-8 elements)				
What will the teacher do to help students to effectively interact with new knowledge?				
6. <b>Identifying Critical Information</b> (e.g. the teacher indicates the importance of upcoming information)	I (4)	A (3)	D (2)	N (1)
7. <b>Organizing Students to Interact with New Knowledge</b> (e.g. the teacher organizes student into small groups to facilitate the processing of new information)	I (4)	A (3)	D (2)	N (1)
8. <b>Previewing New Content</b> (e.g. the teacher engages students in activities that help them link what they already know to the new content about to be addressed and facilitates these linkages)	I (4)	A (3)	D (2)	N (1)
What will the teacher do to help students deepen and practice their understanding of new knowledge?				
14. <b>Reviewing Content</b> (e.g. the teacher begins with a brief review of content and reteaches when necessary)	I (4)	A (3)	D (2)	N (1)
15. Organizing students to <b>practice and deepen knowledge</b> (e.g. the teacher organizes students into small groups to deepen knowledge of content)	I (4)	A (3)	D (2)	N (1)
17. <b>Helping Students Examine Similarities and Differences</b> (e.g. the teacher facilitates activities that students to examine similarities and differences to help deepen their understanding)	I (4)	A (3)	D (2)	N (1)
18. <b>Helping Students Examine Errors in Reasoning</b> (e.g. the teacher helps students examine their own reasoning with logic and evidence to support their claims)	I (4)	A (3)	D (2)	N (1)
19. <b>Helping Students practice Skills, Strategies, Process</b> (e.g. the teacher engages students in activities to practices skills, strategies, or processes independently or with guided practice)	I (4)	A (3)	D (2)	N (1)
Enacted on the Spot (9 elements)				
What will the teacher do to engage students?				
24. <b>Noticing When Students are not Engaged</b> (e.g. the teacher scans the rooms, noticing when students are not engaged and takes action to re-engage students)	I (4)	A (3)	D (2)	N (1)
26. <b>Managing Response Rates</b> (e.g. the teacher uses response-rate techniques to maintain student engagement in questions)	I (4)	A (3)	D (2)	N (1)
27. <b>Uses Physical Movement</b> (e.g. the teacher use physical movement to maintain student engagement)	I (4)	A (3)	D (2)	N (1)
28. <b>Maintaining a Lively Pace</b> (e.g. the teacher uses pacing techniques to maintain students' engagement)	I (4)	A (3)	D (2)	N (1)
What will the teacher do to recognize and acknowledge adherence or lack of adherence to rules and procedures?				
33. <b>Demonstrating "Withitness"</b> (e.g. the teacher uses behaviors associated with "Withitness to maintain adherence to rules and procedures)	I (4)	A (3)	D (2)	N (1)
34. <b>Applying Consequences for Lack of Adherence to Rules and Procedures</b> (e.g. the teacher consistently and fairly applies consequences for now following rules and procedures.)	I (4)	A (3)	D (2)	N (1)
35. <b>Acknowledging Adherence to Rules and Procedures</b> (e.g. the teacher consistently and fairly acknowledges adherence to rules and procedures)	I (4)	A (3)	D (2)	N (1)
What does the teacher do to communicate high expectations for all students?				
36. <b>Demonstrating value and respect for all students</b> (e.g. the teacher demonstrates the same positive effective tone with low -expectancy students as with high-expectancy students)	I (4)	A (3)	D (2)	N (1)
40. <b>Asking Questions of all Students Requiring Higher Order Thinking Skills</b> (e.g. the teacher engages all students with questions of the same frequency and depth)	I (4)	A (3)	D (2)	N (1)



## Santa Rosa District Schools Observation Instrument

<b>Domain II – Planning and Preparing (3 elements)</b>			
Planning and preparing for lessons			
What does the teacher do to <b>plan and prepare lessons</b> with a deep understanding of content?			
<b>I (4)</b>	<b>A (3)</b>	<b>D (2)</b>	<b>N (1)</b>
Organizes lessons within a unit so that students move from an understanding to applying the content through consistent authentic tasks.	Organizes lessons within a unit so that students move from a surface to deeper understanding but does not require students to apply the content in authentic tasks.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.
Planning and preparing for use of materials and technology.			
What does the teacher do to <b>plan and prepare for the use of traditional resources and /or technologies</b> such as interactive whiteboards, digital devices, etc.?			
<b>I (4)</b>	<b>A (3)</b>	<b>D (2)</b>	<b>N (1)</b>
Identifies the available resources and /or technologies that can enhance student understanding and the manner in which they will be used.	Identifies the available resources and /or technologies that can enhance student understanding but does not identify the manner in which they will be used.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.
Planning and preparing for special needs of students.			
What does the teacher do to plan and prepare for the special needs of students?			
<b>I (4)</b>	<b>A (3)</b>	<b>D (2)</b>	<b>N (1)</b>
Identifies the special needs of students and the adaptations that will be made to meet those needs.	Identifies the special needs of students but does not articulate the adaptations that will be made to meet these needs.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.

<b>Domain III – Planning and Preparing (3 elements)</b>			
Evaluating personal performance			
What does the teacher do to <b>evaluate the effectiveness of individual lessons and units?</b>			
<b>I (4)</b>	<b>A (3)</b>	<b>D (2)</b>	<b>N (1)</b>
Determines how effective a lesson or unit was in terms of enhancing student achievement and consistently identifies causes of successes and failures.	Determines how effective a lesson or unit was in terms of enhancing student achievement but does not accurately identify causes of success and failure on a consistent basis.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.

<b>Domain IV – Collegiality and Professionalism (3 elements)</b>			
Promoting a positive environment			
What does the teacher do to <b>promote positive interactions with colleagues?</b>			
<b>I (4)</b>	<b>A (3)</b>	<b>D (2)</b>	<b>N (1)</b>
Interacts with other colleagues in appositve manner to promote and support students learning and seeks help and mentorship from colleagues regarding specific classroom strategies and behaviors.	Interacts with other colleagues in a positive manner to promote and support student learning and seeks help and mentorship from colleagues.	Interacts with other colleagues in a positive manner.	Makes no attempt to perform this activity.
What does the teacher do to <b>promote positive interactions with students and parents?</b>			
<b>I (4)</b>	<b>A (3)</b>	<b>D (2)</b>	<b>N (1)</b>
Interacts with students and parents in a positive manner to foster learning and promote positive relationships and helps extinguish negative conversations about students and parents.	Interacts with students and parents in a positive manner to foster learning and promote positive relationships, but does not help extinguish negative conversations about students and parents.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.
What does the teacher do to <b>adhere to district and school rules and procedures?</b>			
<b>I (4)</b>	<b>A (3)</b>	<b>D (2)</b>	<b>N (1)</b>
Is aware of district and school rules and procedures and adheres to them without prompting.	Adheres to rules and procedures.	Adheres to a rule or procedure after being prompted.	Makes no attempt to adhere to a rule or procedure after being prompted.

**Domain 1: Classroom Strategies and Behaviors**  
**Segments Involving Routine Events (5 elements)**

**Element 1: Providing Rigorous Learning *Goals* and Performance Scales (Rubrics)**

*\*The teacher provides a clearly stated learning goal accompanied by scale or rubric that describes levels of performance relative to the learning goal.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher has a learning goal posted so that all students can see.	Students can explain the learning goal for the lesson.
The learning goal is a clear statement of knowledge or information as opposed to an activity or assignment.	Students can explain how their current activities relate to the learning goal.
Teacher makes reference to the learning goal throughout the lesson.	Students can explain the meaning of the levels of performance articulated in the scale or rubric.
Teacher has a scale or rubric that relates to the learning goal posted so that all students can see it.	
Teacher makes reference to the scale or rubric throughout the lesson.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Provides a clearly stated learning goal accompanied by a scale or rubric that describes levels of performance and monitors students' understanding of the learning goal and the levels of performance.	Provides a clearly stated learning goal accompanied by a scale or rubric that describes levels of performance.	Uses strategy incorrectly or with parts missing or strategy was called for but not exhibited.

**Element 2: Tracking Student Progress**

*\*The teacher facilitates tracking of student progress on one or more learning goals using a formative approach to assessment.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher helps students track their individual progress on the learning goal.	Students can describe their status relative to the learning goal using the scale or rubric
Teacher assigns scores using a scale or rubric that depicts student status relative to the learning goal.	Students systematically update their status on the learning goal.
Teacher uses formal and informal means to assign scores to students.	
Teacher charts the progress of the entire class on the learning goal.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Facilitates tracking of student progress using a formative approach to assessment and monitors the extent to which students understand their level of performance.	Facilitates tracking of student progress using a formative approach to assessment.	Uses strategy incorrectly or with parts missing or strategy was called for but not exhibited.

**Element 3: Celebrating Success**

*\*The teacher provides students with recognition of their current status and their knowledge relative to the learning goal.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher acknowledges students who have achieved a certain score on the scale or rubric.	Students show signs of pride regarding their accomplishments in the class.
Teacher acknowledges students who have made gains in their knowledge and skill relative to the learning goal.	When asked, students say they want to continue to make progress.
Teacher acknowledges and celebrates the final status and progress of the entire class.	
Teacher uses a variety of ways to celebrate success, such as (1) show of hands, (2) certification of success, (3) parent notification and (4) round of applause.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Provides students with recognition of their current status and their knowledge gain relative to the learning goal and monitors the extent to which students are motivated to enhance their status.	Provides students with recognition of their current status and their knowledge gain relative to the learning goal.	Uses strategy incorrectly or with parts missing or strategy was called for but not exhibited.

**Element 4: Establishing and Maintaining Classroom Rules and Procedures**

*\*The teacher reviews expectations regarding rules and procedures to ensure their effective execution.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teachers involves students in designing classroom.	Students follow clear routines during class.
Teacher uses classroom meeting to review and process rules and procedures.	Students can describe established rules and procedures.
Teacher asks students to restate or explain rules and procedures.	Students describe the classroom as an orderly place.
Teacher provides cues or signals when a rule or procedure should be used.	Students regulate their own behavior.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Establishes and reviews expectations regarding rules and procedures and monitors the extent to which students understand the rules and procedures.	Establishes and reviews expectations regarding rules and procedures.	Uses strategy incorrectly or with parts missing or strategy was called for but not exhibited.

**Element 5: Organizing the Physical Layout of the classroom**

*\*The teacher organizes the physical layout of the classroom to facilitate movement and focus on learning.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
The physical layout of the classroom has clear traffic patterns.	Students move easily about the classroom.
The physical layout of the classroom provides easy access to materials and centers.	Students make use of materials and learning centers.
The classroom is decorated in a way that enhances student learning, including (1) bulletin boards that relate to current content and (2) student work on display.	Students attend to examples of their work that are displayed.
	Students attend to information on the bulletin boards.
	Students can easily focus on instruction.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Organizes the physical layout of the classroom to facilitate movement and focus on learning and monitors the impact of the environment on student learning.	Organizes the physical layout of the classroom to facilitate movement and focus on learning.	Uses strategy incorrectly or with parts missing or strategy was called for but not exhibited.

## Segments Addressing Content: (7 Elements)

### Element 6: Identifying Critical Information

*\*The teacher continuously identifies a lesson or part of a lesson as involving important information to which students should pay particular attention.*

### Element 14: Review Content

*\*The Teacher engages students in a brief review of content that highlights the critical information.*

Teacher Evidence	Student Evidence
Teacher begins the lesson by explaining why upcoming content is important and cues the importance of upcoming information in some indirect fashion (tone of voice, body position, or level of excitement).	Students can describe the level of importance of the information presented in class. and can explain why it is important to pay attention to the content.
Teacher begins the lesson with a brief review of content and uses specific strategies to review the information (summary, problem to be solved, questions, demonstration, brief test or exercise).  Teacher tells students to get ready for some important information.	Students can describe the previous content on which the new lesson is based and respond to class activities that indicate they recall previous content.
When necessary, the teacher reteaches basic information or skills. Teacher cues the importance of upcoming information in some indirect fashion, using (1) tone of voice, (2) body position, or (3) level of excitement.	Students visibly adjust their level of engagement.
	Students can describe how hard they tried.

Innovating	Applying	Developing	Not Using
Engages students in reflecting on their own learning process and monitors the extent to which students assess their learning.	Engages students in reflecting on their own learning process.	Uses strategy incorrectly or with parts missing.	Strategy was called for but was not exhibited.
Signals to students which content is critical versus noncritical, engages students in a brief review of content that highlights the critical information, and monitors the extent to which students can recall and describe the previous content. are attending to critical information.	Signals to students which content is critical versus noncritical and engages students in a review of content that highlights the critical information.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

Begins lessons by reviewing prior learning and explaining why upcoming content is important.	Begins lessons by reviewing prior learning.	Begins lessons with an inadequate or unrelated review of prior learning.	Strategy was called for but not exhibited.
IP cues the importance of upcoming information in some direct and indirect fashion (tone of voice, body position, level of excitement).	IP announces the importance of upcoming.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.
Students are consistently asked and are able to explain why the content is	Students are able to state why the content	Students can occasionally explain	Students are unable to explain why the content

important.	is important.	why the content is important.	is important.
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### Element 7: Organizing Students to Interact with New Knowledge

*\*The teacher organizes students into small groups to facilitate the processing of new information.*

Teacher Evidence	Student Evidence
Teacher has established routines for student grouping and student interaction in groups.	Students move to groups in an orderly fashion.
Teacher organizes students into ad hoc groups for the lesson using (1) dyads, (2) triads, or (3) small groups up to about 5.	Students appear to understand expectations about appropriate behavior in groups in that they (1) respect opinions of others, (2) add their perspective to discussions, and (3) ask and answer questions.

Innovating	Applying	Developing	Not Using
The teacher has established routines for student grouping and student interaction in groups and students demonstrate an understanding of those routines. Organizes students into small groups to facilitate the processing of new knowledge and monitors group processing	Teacher has established routines for student grouping and student interaction in groups. Organizes students into small groups to facilitate the processing of new knowledge	Teacher has no established routines for student grouping and student interaction in groups. Uses strategy incorrectly or with parts missing	Strategy was called for but not exhibited. Strategy was called for but not exhibited
Students demonstrate an understanding about expectations for appropriate behavior in groups (respect opinions of others, add their perspective to discussions, ask and answer questions.	Students demonstrate an understanding about expectations about appropriate behavior in groups.	Students understand expectations about appropriate behavior.	Students do not demonstrate an understanding of expectations about appropriate behavior in groups.

### Element 8: Previewing New Content

*\*The teacher engages students in activities that help them link what they already know to the new content about to be addressed and facilitates these linkages.*

Teacher Evidence	Student Evidence
Teacher uses preview questions before reading.	When asked, student can explain linkages with prior knowledge.
Teacher uses K-W-L strategy or a variation of it	When asked, students make predictions about upcoming content.
Teacher provides an advanced organizer, such as an outline or graphic organizer.	When asked, students can provide a purpose for what they are about to learn.
Teacher has students brainstorm.	Students actively engage in previewing activities.
Teacher uses an anticipation guide.	
Teacher uses a motivational hook or launching activity such as presenting anecdotes or a short selection from a video.	

Teacher uses a word splash activity to connect vocabulary to upcoming content.	
When necessary, the teacher reteaches basic information or skills.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Engages students in learning activities that require them to preview and link new knowledge to what has been addressed and monitors the extent to which students are making linkages.	Engages students in learning activities that require them to preview and link new knowledge to what has been addressed.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

### Element 15: Organizing Students to Practice and Deepen Knowledge

*\*The teacher uses grouping in ways that facilitate practicing and deepening knowledge.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher organizes students into groups with the expressed idea of deepening their knowledge of informational content.	Students explain how the group work supports their learning.
Teacher organizes students into groups with the expressed idea of practicing a skill, strategy, or process.	While in groups, students interact in explicit ways (such as asking each other questions or obtaining peer feedback) to deepen their knowledge of informational content or practice a skill, strategy, or process.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Organizes students into groups to practice and deepen their knowledge and monitors the extent to which the group work extends their knowledge.	Organizes students into groups to practice and deepen their knowledge.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.
Adapts and creates new strategies for unique student needs and situations.	Organizes students into small groups to facilitate the processing of new knowledge and monitors group processing.	Organizes students into small groups to facilitate the processing of new knowledge.	Strategy was called for but not exhibited.

### Element 17: Helping Students Examine Similarities and Differences

*\*When the content is informational, the teacher helps students deepen their knowledge by examining similarities and differences.*

Teacher Evidence	Student Evidence
Teacher engages students in activities that require students to examine similarities and differences between content, such as (1) comparison activities, (2) classifying activities, (3) analogy activities, and (4) metaphor activities.	Student artifacts indicate that their knowledge has been extended as a result of the activity.
Teacher facilitates the use of these activities to help students.	Student responses indicate that they have deepened their understanding.
	Students can explain similarities and differences.
	Student artifacts indicate that they can identify similarities and differences.

Innovating	Applying	Developing	Not Using
Adapts and creates new strategies for unique student needs and situations.	When content is informational, engages students in activities that require them to examine similarities and monitors the extent to which the students are deepening their knowledge.	When content is informational, engages students in activities that require them to examine similarities and differences or uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

#### Element 18: Helping Students Examine Errors in Reasoning.

*\*When content is informational, the teacher helps students deepen their knowledge by examining their own reasoning of the logic of the information as presented to them.*

Teacher Evidence	Student Evidence
Teacher asks students to examine information for errors or informal fallacies such as (1) faulty logic, (2) attack, (3) weak reference and (4) misinformation.	Students can describe errors or informal fallacies in information.
Teacher asks students to examine the strength of support presented for a claim by evaluating (1) clarity of the claim statement, (2) evidence for the claim presented and (3) qualifiers presented showing exceptions to the claim.	Student artifacts indicate that they can identify errors in reasoning.
Teacher asks students to examine claims to determine if they contain statistical limitations involving regression, conjunction, base rates, extrapolation, or the cumulative nature of risk.	Students can explain the overall structure of an argument presented to support a claim.
	Students can describe common statistical errors.

Innovating	Applying	Developing	Not Using
When content is informational, engages students in activities that require them to examine their own reasoning or the logic of information as presented to them and monitors the extent to which students are deepening their knowledge.	When content is informational, engages students in activities that require them to examine their own reasoning or the logic of information as presented.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

#### Element 19: Helping students Practice Skills, Strategies and Processes

*\*When the content involves a skill, strategy, or process, the teacher engages students in practice activities that help them develop fluency.*



<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher engages students in massed and distributed practice activities that are appropriate to their current ability to execute a skill, strategy, or process, utilizing either (1) guided practice if students cannot perform the skill, strategy, or process independently, or (2) independent practice if students can perform the skill strategy, or process independently.	Students perform the skill, strategy, or process with increased confidence.
	Students perform the skill, strategy, or process with increased competence.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
When content is a skill, strategy, or process, engages students in practice activities and monitors the extent to which the practice is increasing student fluency.	When content is a skill, strategy or process, engages students in practice activities.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

### Segments Enacted on the Spot (7 elements)

#### Element 24: Noticing when students are not engaged.

*\*The teacher scans the room, making note of when students are not engaged and taking overt action.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher notices when specific students or groups of students are not engaged.	Students appear aware of the fact that the teacher is taking note of their level of engagement.
Teacher notices when the energy level in the room is low.	Students try to increase their level of engagement when prompted.
Teacher takes action to re-engage students.	Students explain that the teacher expects high levels of engagement.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Scans the room making note of when students are not engaged and taking action and monitors the extent to which students re-engage.	Scans the room, making note of when students are not engaged and taking action.	Strategy was called for but not exhibited.

**Element 26: Managing Response Rates**

*\*The teacher uses response-rate techniques to maintain student engagement in questions.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher uses wait time.	Multiple students or the entire class respond to question the teacher poses.
Teacher uses response cards.	Students can describe their thinking about specific questions the teacher poses.
Teacher has students use hand signals to respond to questions.	
Teacher uses choral response.	
Teacher uses technology to keep track of students' responses.	
Teacher use response chaining.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Uses response-rate techniques to maintain student engagement in questions and monitors the extent to which the techniques keep students engaged.	Uses response-rate techniques to maintain student engagement in questions.	Strategy was called for but not exhibited.

**Element 27: Using Physical Movement**

*\*The teacher uses physical movement to maintain student engagement.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher has students stand up and stretch or do related activities when their energy is low.	Students engage in the physical activities the teacher designs.
Teacher uses activities that require students to physically move to respond to questions, such as (1) vote with your feet or (2) go to the part of the room that represents the answer you agree.	Students can explain how the physical movement keeps their interest and helps them learn.
Teacher has students physically act out or model content to increase energy and engagement.	
Teacher uses give one, get one activities that require students to move about the room.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Adapts and creates new strategies for unique student needs and situations.	Uses physical movement to maintain student engagement and monitors the extent to which these activities enhance student engagement.	Uses physical movement to maintain student engagement or use strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

**Element 28: Maintaining a Lively Pace**

*\*The teacher uses pacing techniques to maintain students' engagement.*

Teacher Evidence	Student Evidence
Teacher employs crisp transitions from one activity to another.	Students quickly adapt to transition and re-engage when a new activity is begun.
Teacher alters pace appropriately (i.e., speeds up and slows down based on the learners)	When asked about the pace of the class, students describe it as neither too fast nor too slow.

Innovating	Applying	Developing	Not Using
Uses pacing techniques to maintain students' engagement and monitors the extent to which these techniques keep students engaged.	Uses pacing techniques to maintain students' engagement.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

**Element 33: Demonstrating "Withitness"**

*\*The teacher uses behaviors associated with "Withitness" to maintain adherence to rules and procedures.*

Teacher Evidence	Student Evidence
Teacher physically occupies all quadrants of the room.	Students recognize that the teacher is aware of their behavior.
Teacher scans the entire room making contact with all students.	Students describe the teacher as "aware of what is going on" or "has eyes on the back of his/her head."
Teacher recognizes potential sources of disruption and deals with them immediately.	
Teacher proactively addresses inflammatory situations.	

Innovating	Applying	Developing	Not Using
Uses behaviors associated with "Withitness" and monitors the effect on students' behavior.	Uses behaviors associated with "Withitness".	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.
Continuously scans the classroom, recognizing and proactively addressing potential disruptions.	Recognizes the potential sources of disruption, and deals with them appropriately.	Recognizes potential sources of disruption yet deals with them inconsistently.	Does not recognize potential sources of disruption.

**Element 34: Applying Consequences for Lack of Adherence to Rules and Procedures**

*\*The teacher consistently and fairly applies consequences for not following rules and procedures.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher provides nonverbal signals when students' behavior is not appropriate, such as (1) eye contact, (2) proximity, (3) a tap on the desk, (4) shaking head "no".	Students cease inappropriate behavior when the teacher signals.
Teacher provides verbal signals when students' behavior is not appropriate, such as (1) telling students to stop or (2) telling students that their behavior is in violation of a rule or procedure.	Students accept consequences as part of the way class is conducted.
Teacher uses group contingency consequences when appropriate (i. e., whole group must demonstrate a specific behavior).	Students describe the teacher as fair in application of rules.
Teacher involves the home when appropriate (i.e., behavior).	
Teacher uses direct cost consequences when appropriate (e.g., student must fix something he or she has broken).	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Applies consequences for not following rules and procedures consistently and fairly and monitors the extent to which rules and procedures are followed.	Applies consequences for not following rules and procedures consistently and fairly.	Uses strategy incorrectly or with parts missing.	Strategy was called for but not exhibited.

**Element 35: Acknowledging Adherence to Rules and Procedures**

*\*The teacher consistently and fairly acknowledges adherence to rules and procedures.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher provides nonverbal signals that a rule or procedure has been followed, such as a (1) smile, (2) nod of head, or (3) high five.	Students appear appreciative of the teacher acknowledging their positive behavior.
Teacher gives verbal cues that a rule or procedure has been followed, such as (1) thanking students for following a rule or procedure or (2) describing student behaviors that adhere to rule or procedure.	Students describe teacher as appreciative of their good behavior.
Teacher notifies the home when a rule or procedure has been followed (positive home contact).	The number of students adhering to rules and procedure increases.
Teacher uses tangible recognition when a rule or procedure has been followed, such as (1) a certificate of merit or (2) token economics.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Acknowledges adherence to rules and procedures consistently and fairly and monitors the extent to which new actions affect students' behavior.	Acknowledges adherence to rules and procedures consistently and fairly.	Uses strategy incorrectly or with parts missing.	Strategy was call for but not exhibited.

**Element 39: Demonstrating Value and Respect for all Students.**

*\*The teacher exhibits behaviors that demonstrate value and respect for all students.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
The teacher provides students with nonverbal indications that they are valued and respected (1) eye contact, (2) smiling and (3) appropriate physical contact.	Students say that the teacher cares for all students.
The teacher provides students' with verbal indicators that they are valued and respected (playful dialogue, addressing, students in a manner they view as respectful.)	Students treat each other with respect.
Teacher does not allow negative comments about other students.	

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Exhibits behaviors that demonstrate value and respect for all students and monitors the impact on all students.	Exhibits behaviors that demonstrate value and respect for all students.	Uses strategy incorrectly or with parts missing.	Strategy was called for, but not exhibited.
<del>Provides all students with positive verbal or non-verbal indications that are valued and respected and monitors student impact (eye contact, smile, appropriate physical contact, playful dialogue, addressing students in a manner they view as respectful).</del>	<del>Provides all students with positive verbal or non-verbal indications that they are valued and respected.</del>	<del>Inconsistently provides students with positive verbal or non-verbal indications that they are valued and respected.</del>	<del>Does not provide students with positive verbal or non-verbal indications that they are valued and respected.</del>

**Element 40: Asking Questions of all Students Requiring Higher Order Thinking Skills**

*\*The teacher engages all students with questions of the same frequency and depth.*

<b>Teacher Evidence</b>	<b>Student Evidence</b>
Teacher makes sure all students questions are answered at the same rate.	Students say the teacher expects everyone to participate.
Teacher makes sure all students are asked challenging questions at the same rate.	Students say the teacher asks difficult questions of every student.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Engages all levels of students with questions requiring higher order thinking skills and monitors impact on students.	Engages all levels of students with questions requiring higher order thinking skills.	Uses strategy incorrectly or with parts missing.	Strategy was called for, but not exhibited.

## Planning and Preparing for Lessons and Units (3 elements)

### Element 2: Planning and Preparing for Lessons within a Unit that Progress toward a Deep Understanding and Transfer of Content

*\*The teacher organizes lessons within units to progress toward a deep understanding of content.*

Planning Evidence	Teacher Evidence
Plans illustrate how learning will move from an understanding of foundational content to application of information in authentic ways.	The teacher can describe how lessons within the unit progress toward deep understanding and transfer of content.
Plans incorporate student choice and initiative.	The teacher can describe how students will make choices and take initiative.
Plans provide for extension of learning.	The teacher can describe how learning will be extended.

Innovating	Applying	Developing	Not Using
Organizes lessons within a unit so that students move from an understanding to applying the content through consistent authentic tasks.	Organizes lessons within a unit so that students move from surface to deeper understanding of content but does not require students to apply the content in authentic tasks.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.

(These two elements are combined)

### Element 4: Planning and Preparing for the Use of Available Materials for Upcoming Units and Lessons

*\*The teacher identifies the available material for upcoming units and lessons.*

### Element 5: Planning and Preparing for the Use of Available Technologies such as Interactive Whiteboards, Response Systems, and Computers

*\*The teacher identifies the use of available technology that can enhance students' understanding of content in a lesson or unit.*

Planning Evidence	Teacher Evidence
The plan outlines resources within the classroom, school, and community that will be used to enhance students' understanding of the content.	The teacher can describe the resources within the classroom, school, and community that will be used to enhance students' understanding of the content.
The plan identifies available technology that will be used (e.g., interactive whiteboards, response systems, voting technologies, one to one computers, social networking sites, blogs, wikis, and discussion boards).	The teacher can describe the technology that will be used.
The plan identifies how the technology will be used to enhance student learning.	The teacher can articulate how the technology will be used to enhance student learning.

Innovating	Applying	Developing	Not Using
Identifies the available resources and /or technologies that can enhance student understanding and the manner in which they will be used.	Identifies the available Resources and/or technologies that can enhance student understanding.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.

**(This is a combination of 3 Marzano elements)**

**Element 6: Planning and Preparing for the Special Needs of Students**

*\*What does the teacher do to plan and prepare for the special needs of students?*

<b>Planning Evidence</b>	<b>Teacher Evidence</b>
The plan identifies the accommodations and modifications that are made for ELL students, students with Disabilities, and students who come from home environments that offer little support for schooling within a lesson or unit of instruction.	The teacher can describe the accommodations and modifications that are made for ELL students, Students with Disabilities, and students who come from home environments that offer little support for schooling within a lesson or unit of instruction.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Identifies the special needs of students and the adaptations that will be made to meet these needs.	Identifies the special needs of students but does not articulate the adaptations that will be made to meet these needs.	Attempts to perform this activity but does not actually complete or follow through with	Makes no attempt to perform this activity.

**Domain 3: Reflecting on Teaching**

**Evaluating Personal Performance (1 Element)**

**Element 2: Evaluating the Effectiveness of Individual Lessons and Units**

*\*What does the teacher do to evaluate the effectiveness of individual lessons and units?*

<b>Teacher Evidence</b>
The teacher gathers and keeps records of his/her evaluations of individual lessons and units.
The teacher can explain the alignment of the assessment tasks and the learning goals.
The teacher can explain how the assessment tasks help track student progress toward the learning goals.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Determines how effective a lesson or unit was in terms of enhancing student achievement and consistently identifies cases of successes and failures.	Determines how effective a lesson or unit was in terms of enhancing student achievement but does not identify causes of success and failure on a consistent basis.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.

**Domain 4: Collegiality and Professionalism**

Promoting a Positive Environment (2 elements)

**Element 1: Promoting Positive Interactions about Colleagues***\* The teacher interacts with other teachers in a positive manner to promote student learning.***Element 3: Seeking Mentorship for Areas of Need or Interest***\* The teacher seeks help and input from colleagues regarding specific classroom strategies and behaviors.*

<b>Teacher Evidence</b>
The teacher works cooperatively with appropriate school personnel to address issues that impact student learning.
The teacher establishes working relationship that demonstrate integrity, confidentiality, respect, flexibility, fairness and trust.
The teacher can describe situation in which he or she interacts positively with colleagues to promote and support student learning.
The teacher can describe situations in which he or she helped extinguish negative conversations about other teachers.
The teacher keeps track of specific situations during which he or she has sought mentorship from others.
The teacher actively seeks help and input in Professional Learning Community meetings.
The teacher actively seeks help and input from appropriate school personnel to address issues that impact instruction.
The teacher can describe how he or she seeks input from colleagues regarding issues that impact instruction.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Interacts with other colleagues in a positive manner to promote and support students learning and help seeks help and mentorship from colleagues regarding specific classroom strategies and behaviors.	Interacts with other colleagues in a positive manner to promote and support student learning and seeks help and mentorship from colleagues.	Interacts with other colleagues in a positive manner.	Makes no attempt to perform this activity.

**Promoting a Positive Environment****Element 2: Promoting Positive Interactions about Students and Parents***\*The teacher interacts with students and parents in a positive manner to foster learning and promote positive home/school relationships.*

<b>Teacher Evidence</b>
The teacher fosters collaborative partnerships with parents to enhance student success in a manner that demonstrates integrity, confidentiality, respect, flexibility, fairness, and trust.
The teacher ensures consistent communication with parents regarding expectations, progress, and /or concerns using multiple means and modalities.
The teacher encourages parent involvement in classroom and school activities.
The teacher demonstrates awareness and sensitivity to social, cultural and language backgrounds of families.
The teacher responds to requests for support, assistance and/or clarification promptly.
The teacher can describe instances when he or she interacted positively with students and parents.
Students and parents can describe how the teacher interacted positively with them.
The teacher respects and maintains confidentiality of student/family information.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Interacts with students and parents in a positive manner to foster learning and promote positive relationships and helps extinguish negative conversations about students and parents.	Interacts with students and parents in a positive manner to foster learning and promote positive relationships, but does not help extinguish negative conversations about students and parents.	Attempts to perform this activity but does not actually complete or follow through with these attempts.	Makes no attempt to perform this activity.



**Promoting District and School Developments (1 element)****Element 5: Adhering to District and School Rules and Procedures**

*\*The teacher is aware of the district and schools rules and procedures and adheres to them.*

<b>Teacher Evidence</b>
The teacher performs assigned duties.
The teacher follows policies, regulations and procedures.
The teacher maintains accurate records (student progress, completion of assignments, non-instructional records)
The teacher fulfills responsibilities in a timely manner.
The teacher understands legal issues related to students and families.
The teacher demonstrates personal integrity.
The teacher keeps track of specific situations in which he or she adheres to rules and procedures.

<b>Innovating</b>	<b>Applying</b>	<b>Developing</b>	<b>Not Using</b>
Is aware of district and school rules and procedures and adheres to them without prompting.	Adheres to a rule or procedure.	Adheres to a rule or procedure after being prompted.	Makes no attempt to adhere to a rule or procedure after being prompted.

**Santa Rosa County District Schools**  
**Post Observation/Self-Assessment Conference Instrument**

**This instrument will be used by all classroom and non-classroom based teachers for all formal observations.**

Name of Teacher \_\_\_\_\_ Name of Administrator \_\_\_\_\_

Planning Conference Date \_\_\_\_\_ Observation Date \_\_\_\_\_ Post Conference Date \_\_\_\_\_

The administrator will give consideration to the teacher's self assessment of the lesson and provide written feedback. Please bring student work, assessments, scoring guides, activity schedules, and or rubrics and be prepared to discuss the following questions.

Classroom Demographics
1. Overall, how do you think the lesson or interaction went and why?
Answer:
Routine Events
2. Did students meet or not meet the learning goals or objectives you established for this lesson or activity?
Answer:
3. How effective is the classroom or workspace to maximize student learning or achievement?
Answer:
Content
4. How did the strategies you used to help students to deepen and practice their understanding of new knowledge support student learning?
Answer:
5. How did the strategies you used help students generate and develop new knowledge to support student learning?
Answer:
Enacted on the Spot
Which techniques for engaging students were most successful? Which techniques were not successful?
Answer:

# Attachment F

## Proficiency Scale



## Proficiency Scale for Santa Rosa County District Schools All Levels of Instructional Personnel

IPI	(4) Innovating	(3) Applying	Developing (2)	(1) Not Using
D1:	At least <del>55%</del> at Level 4 50%	At least 50% at Level 3 or higher	Less than 50% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				
D4:				

IPII	(4) Innovating	(3) Applying	Developing (2)	(1) Not Using
D1:	At least <del>65%</del> at Level 4 60%	At least 60% at Level 3 or higher	Less than 60% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				
D4:				

IPIII	(4) Innovating	(3) Applying	Developing (2)	(1) Not Using
D1:	At least <del>75%</del> at Level 4 70%	At least 70% at Level 3 or higher	Less than 70% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				
D4:				

IPIV	(4) Innovating	(3) Applying	Developing (2)	(1) Not Using
D1:	At least <del>85%</del> at Level 4 80%	At least 80% at Level 3 or higher	Less than 80% at Level 3 or higher and less than 50% at Level 1	Greater than or equal to 50% at Level 1
D2:				
D3:				
D4:				

# Attachment

## G

# Parent and Student Surveys



## Santa Rosa County District Schools

### Student Surveys – Elementary School

This survey will count as 7.5% 5% of the annual evaluation of teachers and administrators in this school.

Respond to each of the following statements using the following scale:

Strongly Agree (5)

Agree (4)

Neutral (3)

Disagree (2)

Strongly Disagree (1)



		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Learning is fun at this school.	5	4	3	2	1
2.	I like going to this school each day.	5	4	3	2	1
3.	I enjoy art, music and P.E.	5	4	3	2	1
4.	My teacher cares about me.	5	4	3	2	1
5.	I feel safe at this school.	5	4	3	2	1
6.	The school rules are fair.	5	4	3	2	1
7.	My school is clean.	5	4	3	2	1
8.	My principal is a good leader.	5	4	3	2	1



## Santa Rosa County District Schools

### Student Surveys – Middle and High School

This survey will count as ~~7.5%~~ 5% of the annual evaluation of teachers and administrators in this school. (~~15%~~ 10% for Locklin Technical School and Santa Rosa High/Adult Schools)

Respond to each of the following statements using the following scale:

Strongly Agree (5)  
Agree (4)  
Neutral (3)  
Disagree (2)  
Strongly Disagree (1)

1. My learning is important at my school.
2. School rules/disciplines plans are enforced consistently at my school.
3. I regularly receive feedback from school staff about my academic progress.
4. My family is treated with respect at my school.
5. I have opportunities to be successful at my school.
6. **Special area classes such as art, music and P.E. add to my school experience.**  
*(This questions is not used for Locklin Technical School, Santa Rosa High/ Adult Schools.)*
7. I would recommend my school to others.
8. I feel safe at school.
9. I am recognized for good work and behavior at my school.
10. My school is clean and well maintained.
11. The teachers, staff, and administrators at my school demonstrate genuine concern for students.
12. The principal at my school is an effective leader.



## Santa Rosa County District Schools

### Parent Survey

This survey will count as ~~7.5%~~ 5% of the annual evaluation of teachers and administrators in this school. (~~15%~~ 10% for T.R. Jackson Pre-K Center)

Respond to each of the following statements using the following scale:

Strongly Agree (5)  
Agree (4)  
Neutral (3)  
Disagree (2)  
Strongly Disagree (1)

1. My child's learning is a high priority at this school.
2. School rules/discipline plans are enforced consistently at this school.
3. I regularly receive feedback from school staff on how well my child is learning.
4. My family is treated with respect at this school.
5. My child has every opportunity to be successful at this school.
6. My child has the necessary classroom supplies and equipment for effective learning.
7. I would recommend this school to other parents.
8. This school provides a safe environment for my child to learn.
9. My child is recognized for good work and behavior at this school.
10. The school is clean and well maintained.
11. The teachers, staff, and administration at this school demonstrate a genuine concern for my child.
12. I receive positive phone calls or notes about my child from the school.
13. I am proud to say I have a student at this school.
14. The principal at this school is an effective leader.
15. The principal at this school is approachable and reachable.
16. The Superintendent of the Santa Rosa County School District is an effective leader.



17. The Superintendent of Santa Rosa County School District makes decisions that are in the best interest of children of the School District.
18. The school provides materials and training to help parents and guardians work with their children to improve their children's achievement.
19. I receive information about the quality of my child's teachers.
20. I receive information about my child's academic progress in school (report cards, test results, progress reports, etc.)
21. I feel the special areas (art, music, and P.E.) available at my child's school help make my child's educational experience more well-rounded.
22. I receive information about the progress of my child's school (the yearly progress review including grade and Adequate Yearly Progress report, etc.).
23. I receive information about the school's parent/guardian involvement policy.
24. Information in the *Santa Rosa County District School's Family Guide* helps me understand my child's school work.
25. I have opportunities for involvement at my child's school.
26. My child has elective opportunities that promote career readiness.
27. My child has opportunities to participate in programs that promote success after graduation.

**Elementary Schools (excluding Gulf Breeze Elementary) and King Middle School only.**

28. Signing a parent/guardian "compact" (agreement) helps me understand the responsibility that I accept as a parent/guardian to help educate my child.

**Open Ended Questions**

1. What is working well at your child's school?
2. Is there anything that could be improved at your child's school?
3. Is there anyone at your child's school that you want to recognize for good work?

# Attachment

## H

# Studer Group Information

## Studer Group/EducatorReady

The Studer Group Education Division called EducatorReady is focused on assisting school district to achieve leadership and teaching excellence. The leaders, Dr. Robin Lague and Dr. Janet Pilcher, have spent their lifetimes researching, leading and developing leaders and teachers. In the past several years they have been piloting Evidence-Based Leadership in several school districts in the United States. Their work is affiliated with the Studer Group, a 2010 Malcolm Baldrige Award recipient. From the research they have gathered with teachers and leaders they have created proven practices with districts that align to Race to the Top Guidelines on developing effective leaders and teachers. A summary of their actions is provided below which has led to increased student engagement and achievement, improved employee engagement, and higher parent satisfaction. Because their work has made improvements in school districts, leaders and teachers have become more energized and results-driven. Their work focuses on schools becoming great places for students to learn, employees to work and parents to send their children to school.

The following summary provides the areas of work by Studer Group/EducatorReady:

<b>EducatorReady.com affiliated with Studer Group</b>	
<b>Leader Evaluation</b>	<p>Superintendents have implemented a measurable and aligned leader evaluation system for themselves, their senior team, district leaders, principals/assistant principals, and managers focusing on four major pillars of excellence:</p> <ul style="list-style-type: none"> <li>• Quality – student achievement</li> <li>• People – employee engagement</li> <li>• Service – parent satisfaction with schools and leader satisfaction with district services provided</li> <li>• Finance – financial efficiency ratio (cost reduction &amp; savings)</li> </ul>
<b>Teacher Evaluation</b>	<p>We have worked with school districts by using a report from a focus group study we implemented with high performing teachers to work with their teacher groups on creating teacher evaluations. The report is free to districts. The teacher evaluations include:</p> <ul style="list-style-type: none"> <li>• Quality – student achievement</li> <li>• People – student engagement</li> <li>• Service – parent satisfaction</li> <li>• Growth – competency demonstration aligned to Danielson's Framework</li> </ul>
<b>Leader Development</b>	<p>We offer districts online and face to face training in the following areas as a way to assist them with achieving goals and measures for student achievement, employee engagement and parent satisfaction:</p> <ul style="list-style-type: none"> <li>• Professional Conversations: Making Rounds on Employees</li> <li>• Professional Conversations: Recognizing the Five ALWAYS Teaching Actions</li> <li>• Professional Conversations: Having High, Developing and Low Conversations with Employees</li> <li>• Professional Conversations: Gaining Employee Input From Survey Results</li> <li>• Professional Conversations: Answering Tough Questions</li> <li>• Recognizing and Rewarding Employees</li> <li>• Running Effective Meetings</li> <li>• Keeping Employees Informed</li> <li>• Keeping Parents Informed</li> </ul>
<b>Teacher Development</b>	<p>We offer districts online and face to face training in the following areas as a way to</p>

## Measurement

assist Teachers to engage students in the learning environment to achieve.

- PLC 1: Foundations of Five ALWAYS Teaching Actions
- PLC 2: Classroom Rules and Procedures
- PLC 3: Learning Targets (Targets and Tasks)
- PLC 4: Practice and Feedback (Formative Assessment)
- PLC 5: Summative Assessments (Grades)
- PLC 6: Planning for Students to Achieve

We offer three tools to measure progress and outcomes that include an important roll out process for leaders to use to share the information with employees, parents and students and to gain their input to build excellence in the school district.

- Employee Engagement – the extent to which employees believe leaders do a good job creating an engaging work environment
- Parent Satisfaction – the extent to which parents are satisfied with their child’s learning environment and school
- Student Engagement – the extent to which students believe teachers care about their learning and create environments that provide them with opportunities to succeed.

# Attachment I

## Job Codes/ Scoring Classifications

## Job Code Classifications

- **Direct:** An assessment is tied directly to a course. For example, a student is in a reading course and takes the state reading assessment. The instructor serves as the primary instructor responsible for the course standards. The student growth measurement data used in this instructor's student performance evaluation data is limited to the students assigned to the instructor.
- **Student Support Instructors:** This includes instructors that provide academic support for specific students within a course but are not the responsible instructor. The student growth measurement data used in this instructors student performance evaluation data is limited to the students assigned to the instructor.
- **School Wide:** This includes instructional staff that serve/impact the entire student population and/or serve as program facilitators for the school (School-wide program facilitators). The data used is based upon all school growth/achievement measurements that have been approved and are appropriate for the assignment. (Media Specialists, Guidance Counselors, Physical Education Teachers and School Wide Program Facilitators).
- **District:** This includes instructional staff that serve/ impact the entire district student population and/or serve as program facilitators, instructional coaches (i.e.: Teachers on Special Assignment) for the district (District-wide program facilitators). The data used is based upon all school growth/ achievement measurements that have been approved and are appropriate for the assignment.

## Job Codes and Scoring Classifications

<b><i>Job Code</i></b>	<b><i>Description</i></b>	<b><i>C/S/D/ Score</i></b>	<b><i>Instructional Service Provided: Direct, Student Support, School Wide, District Wide</i></b>
20010	CERT SCHOOL COUNSELOR 6-12	S	School Wide
20011	CERT SCHOOL COUNSELOR 7-12	S	School Wide
20012	CERT SCHOOL COUNSELOR 9-12	S	School Wide
20015	D/O PREV/ADULT CERT SCH COUNS	S	School Wide
20020	CERT SCH COUNS, MIDDLE	S	School Wide
20031	CERT SCH COUNS, PRE-K-5	S	School Wide
20032	CERT SCH COUNS PRE-K-6	S	School Wide
20033	CERT SCH COUNS, PK,3-5	S	School Wide
20034	CERT SCH COUNS PRE-K-2	S	School Wide
20041	CERT SCH COUNS, VIRTUAL	S	School Wide
20042	GUID/FINANCIAL AID COUNSELOR	S	School Wide
20060	VISITING TEACHER	D	District wide
20081	COMMUNITY SCHOOL	D	District wide
20088	TSA, DATA PROCESSING	D	District wide
20092	TSA INSR PROF DEV SPEC	D	District wide
20098	ADULT ED FACILITATOR	S	School Wide
20100	MEDIA HIGH	S	School Wide
20110	MEDIA SPECIALIST, MIDDLE	S	School Wide
20121	MEDIA (PRE-K-5)	S	School Wide
20122	MEDIA (PRE-K-6)	S	School Wide
20123	MEDIA (PK,3-5)	S	School Wide
20124	MEDIA (PRE-K-2)	S	School Wide
20125	MEDIA HIGH (6-12)	S	School Wide
20126	MEDIA (CTE)	S	School Wide
20131	LIT COACH 7-12 & 6-12	S	School Wide
20132	TSA, CERT SCH COUN/ESE	D	District wide
20133	TSA, LITERACY, ELEM	D	District wide
20134	TSA, LITERACY, SECONDARY	D	District wide
20135	LIT COACH PREK-6	S	School Wide
20136	HIGH SCHOOL LIT COACH	S	School Wide
20137	AIS K-2 LITERACY	S	School Wide
20138	TSA, COORD EARLY INT READG SRV	D	District wide
20139	ESOL PROGRAM FACILITATOR	D	District wide
20141	LIT COACH, MIDDLE SCHOOL	S	School Wide
20143	LIT COACH (PREK-5)	S	School Wide
20144	COORD SOCIAL STUDIES	D	District wide
20145	ELEMENTARY READING	S	School Wide
20146	TSA VIRTUAL SCHOOL	D	District wide
20301	TSA FLIGHT DECK PROJECT	D	District wide
20302	TSA, TECHNOLOGY SPECIAL	D	District wide
20332	TSA SREF	D	District wide

20333	TSA RTTT	D	District wide
20334	ELEM INTERVENTION	S	School Wide
20335	MIDDLE SCHOOL INTERVENTION	S	School Wide
20336	INTERMEDIATE INTERVENTION	S	School Wide
21010	TEACHER, KINDERGARTEN	C	Direct
21020	TEACHER, GRADE 1	C	Direct
21030	TEACHER, GRADE 2	C	Direct
21037	MATH COACH, ELEM	S	School Wide
21038	MATH COACH SECONDARY	S	School Wide
21040	TEACHER, GRADE 3	C	Direct
21041	ELEMENTARY READING 3RD GRADE	C	Direct
21042	ELEMENTARY MATH 3RD GRADE	C	Direct
21050	TEACHER, GRADE 4	C	Direct
21051	ELEMENTARY READING 4TH GRADE	C	Direct
21052	ELEMENTARY MATH 4TH GRADE	C	Direct
21060	TEACHER, GRADE 5	C	Direct
21061	5TH GRADE MATH	C	Direct
21062	5TH GRADE READING	C	Direct
21063	5TH GRADE SCIENCE	C	Direct
21064	INTERMEDIATE READING 3-5	C	Direct
21070	TEACHER, GRADE 6	C	Direct
21071	6TH GRADE SELF-CONTAINED	C	Direct
21072	6TH GRADE SELF-CONT LANG ART	C	Direct
21073	6TH GRADE SELF CONT MATH	C	Direct
21081	ART (PRE-K-5)	S	School wide
21082	ART (PRE-K-6)	S	School wide
21083	ART (PK,3-5)	S	School wide
21084	ART (PRE-K-2)	S	School wide
21091	MUSIC (PRE-K-5)	S	School wide
21092	MUSIC (PRE-K-6)	S	School wide
21093	MUSIC (3-5)	S	School wide
21094	MUSIC (PRE-K-2)	S	School wide
21101	P.E. (PRE-K-5)	S	School wide
21102	P.E. (PRE-K-6)	S	School wide
21103	P.E. (PK,3-5)	S	School wide
21104	P.E.(PRE-K-2)	S	School wide
21105	TEACHER, PE MIDDLE	C	Direct
21106	TEACHER, PE HIGH	C	Direct
21107	P. E. 7-12	C	Direct
21130	TEACHER, PK HEADSTART	D	District wide
21131	TSA, HEAD START (PRE-K)	D	District wide
21132	PK COMMUNITY ENGAGEMENT SPEC	D	District wide
21133	PK ERSEA TRANSITION SPECIALIST	D	District wide
21140	TEACHER, INFANTS & TODDLERS	D	District wide
21213	A.I.S. (PRE-K, 3-5)	S	School Wide



21214	A.I.S. ELEMENTARY	S	School Wide
21216	A.I.S. FOR MG MATH	S	School Wide
21217	A.I.S. (PRE-K-2)	S	School Wide
21219	MATH RESOURCE	C	Direct
22001	ELECTIVES-6TH GRADE	C	Direct
22002	ELECTIVES-7TH GRADE	C	Direct
22003	ELECTIVES-8TH GRADE	C	Direct
22004	M/S ELECTIVES (6-8)	C	Direct
22005	ELECTIVES OUTSIDE CORE (7-12)	C	Direct
22008	7TH SCIENCE/8TH ELECTIVE	C	Direct
22121	M/S READING (6-8)	C	Direct
22122	7TH GRADE LANGUAGE ARTS	C	Direct
22123	8TH GRADE LANGUAGE ARTS	C	Direct
22124	6TH GRADE LANGUAGE ARTS	C	Direct
22125	M/S LANG ARTS (6-8)	C	Direct
22126	READING-8TH GRADE	C	Direct
22127	6TH GRADE READING	C	Direct
22128	7TH GRADE READING	C	Direct
22129	READING 6-12	C	Direct
22130	M/S MATH (6-8)	C	Direct
22131	6TH GRADE MATH	C	Direct
22132	7TH GRADE MATH	C	Direct
22133	8TH GRADE MATH	C	Direct
22134	INTENSIVE MATH (6-8)	C	Direct
22135	8TH GRADE ALGEBRA I	C	Direct
22137	INTENSIVE MATH 6TH GRADE	C	Direct
22138	INTENSIVE MATH 7TH GRADE	C	Direct
22139	INTENSIVE MATH-8TH GRADE	C	Direct
22160	M/S SCIENCE (6-8)	C	Direct
22161	6TH GRADE SCIENCE	C	Direct
22162	7TH GRADE SCIENCE	C	Direct
22163	8TH GRADE SCIENCE	C	Direct
22164	M.S. MATH/ M.S. SCIENCE	C	Direct
22171	6TH GRADE SOCIAL STUDIES	C	Direct
22172	7TH GRADE SOCIAL STUDIES	C	Direct
22173	8TH GRADE SOCIAL STUDIES	C	Direct
22221	INTENSIVE READING 6TH GRADE	C	Direct
22222	INTENSIVE READING 7TH GRADE	C	Direct
22223	INTENSIVE READING-8TH GRADE	C	Direct
22224	INTENSIVE READING (6-8)	C	Direct
23043	TEACHER, ISS-M	S	School Wide
23044	TEACHER, ISS 6-12	S	School Wide
23045	DEAN OF STUDENTS-ELEMENTARY	S	School Wide
23046	DEAN (PRE-K-6)	S	School Wide
23050	DEAN OF STUDENTS-MIDDLE	S	School Wide

23060	DEAN (9-12)	S	School Wide
23061	ATHLETIC DIRECTOR	S	School Wide
23100	ALL MATH EXCEPT ALG I 9-10	C	Direct
23101	ALGEBRA I	C	Direct
23102	GEOMETRY	C	Direct
23103	ALG IA	C	Direct
23104	ALG EOC REMEDIATION	C	Direct
23105	ALL MATH EXCEPT EOC 11-12	C	Direct
23106	ALL MATH EXCEPT EOC 9-12	C	Direct
23107	VIRTUAL MATH 6-12	C	Direct
23108	ALG I & 1A (7-12)	C	Direct
23110	ALL SCI EXCEPT BIO I 9-10	C	Direct
23111	BIOLOGY I	C	Direct
23112	ALL SCI EXCEPT BIO 11-12	C	Direct
23113	ALL SCIENCE EXCEP BIO 9-12	C	Direct
23120	ALL ENGLISH, 9-10	C	Direct
23121	ELECTIVES (INSIDE CORE) 9-10	C	Direct
23122	TEACHER,READING-HIGH	C	Direct
23123	READING INTENSIVE	C	Direct
23124	READING 11-12	C	Direct
23125	SRYA-ENGLISH/RDG	C	Direct
23126	ALL ENGLISH 11-12	C	Direct
23127	ELECTIVES WITHIN CORE 9-12	C	Direct
23128	ALL ELA 9-12	C	Direct
23130	ALL SOCIAL SCIENCE, 9-10	C	Direct
23131	U S HISTORY	C	Direct
23132	ALL SOCIAL SCIENCES 11-12	C	Direct
23133	ALL SOC SCI/READING 9-10	C	Direct
23134	VIRTUAL SOCIAL SCIENCE 6-12	C	Direct
23135	SRYA-MATH,SCIENCE, SOC SCIENCE	C	Direct
23141	ELECTIVES (OUTSIDE CORE)9-10	C	Direct
23142	ALL ELECT (INSIDE CORE) 11-12	C	Direct
23143	ELECTIVES OUTSIDE CORE 11-12	C	Direct
23144	ELECTIVES OUTSIDE CORE 9-12	C	Direct
23145	MULTI-GRADE ELECTIVE 3-12	C	Direct
23146	ACADEMICS 11-12 (XCR)	C	Direct
23170	TEACHER, FOREIGN LANG, 9-10	C	Direct
23171	FOREIGN LANGUAGE 11-12	C	Direct
23172	FOREIGN LANGUAGE 9-12	C	Direct
23212	DROP OUT PREVENTION-ENGLISH	C	Direct
23213	DROP OUT PREVENTION-MATH	C	Direct
23214	DROP OUT PREVENTION-SCIENCE	C	Direct
23215	DROP OUT PREV-SOCIAL SCIENCE	C	Direct
23216	DROP OUT PREVENTION-READING	C	Direct
23217	D/O PREV-SCIE/ABE/GED/PREP INS	C	Direct

23218	DROP OUT PREVENTION-ALG I	C	Direct
23219	DROP OUT PREVENTION-BIO I	C	Direct
23220	DROPOUT PREVENTION-GEOMETRY	C	Direct
23221	DROPOUT PREVENTION-US HISTORY	C	Direct
23332	CTE INST W/ASSIGN INDUST CERT	C	Direct
23333	CTE INST W/O ASSIGN INDUS CERT	C	Direct
23334	CTE INST W/O ASSIGN CLASSROOM	C	Direct
23335	CTE/VOC W/ASSIGNED CERT	C	Direct
23336	CTE/VOC W/O ASSIGNED CERT	C	Direct
24010	TEACHER, ADULT ED	C	Direct
25020	SPEECH THERAPIST	D	District wide
25030	SCHOOL PSYCHOLOGIST	D	District wide
25040	ESE PROGRAM FACILITATOR	D	District wide
25061	TSA, ESE LIAISON	D	District wide
25062	DJJ-ESE TRANSITION LIAISON	D	District wide
25065	DIAGNOSTIC SPEC (PRE-K)	D	District wide
25066	DIAGNOSTIC SPEC. (K-12)	D	District wide
25201	BEHAVIOR SPECIALIST	S	School Wide
25205	ESE K-5	C	Direct
25206	ESE K-6	C	Direct
25207	ESE 3-5	C	Direct
25208	ESE K-2	C	Direct
25209	ESE K-2 MATH	C	Direct
25210	ESE K-2 COMBO	C	Direct
25230	TCHR, ESE, (PRE-K)	C	Direct
25231	CBSA ESE (PRE-K)	C	Direct
25232	ESE SELF CONTAINED 3-5	C	Direct
25234	STUDENT SUPPORT READING 3-5	C	Student Support
25235	STUDENT SUPPORT MATH 3-5	C	Student Support
25236	STUDENT SUPPORT 3RD GRADE	C	Student Support
25237	STUDENT SUPPORT READ 3RD GRADE	C	Student Support
25238	STUDENT SUPPORT MATH 3RD GRADE	C	Student Support
25239	STUDENT SUPPORT 3-5	C	Student Support
25240	TCHR, ESE, (HI)	D	District wide
25290	TCHR, ESE, (VI)	D	District wide
25300	ESE GIFTED (K-2)	<del>E</del> S	<del>Direct</del> School Wide
25301	ESE GIFTED (K-5)	<del>E</del> S	<del>Direct</del> School Wide
25302	ESE GIFTED (3-5)	<del>E</del> S	<del>Direct</del> School Wide
25303	ESE GIFTED (6-8)	<del>E</del> S	<del>Direct</del> School Wide
25304	ESE GIFTED 11-12	<del>E</del> S	<del>Direct</del> School Wide
25350	ADAPTIVE P.E.	C	Direct
25609	7-12 ESE SELF-CONTAINED AA	C	Direct
25610	ESE SELF-CONTAINED K-2	C	Direct
25611	ESE,SELF CONTAIN, MID SCHOOL	C	Direct

25612	ESE ACADEMIC-MIDDLE SCHOOL	C	Direct
25613	ESE SELF CONTAINED 9-12	C	Direct
25614	ESE ACADEMIC 9-12	C	Direct
25615	ESE ACADEMIC (7-12)	C	Direct
25616	ESE (18-22)	C	Direct
25617	ESE, SAIL	D	District wide
25618	ESE ACADEMIC 11-12	C	Direct
25619	ESE K-5 SELF-CONTAINED	C	Direct
25620	ESE STUDENT SUPPORT 4-8	C	Student Support
25621	ESE STUDENT SUPPORT 9-12	C	Student Support
25622	STUDENT SUPPORT MATH K-5	C	Student Support
25623	STUDENT SUPPORT READING K-5	C	Student Support
25625	STUDENT SUPPORT 6-8 MATH	C	Student Support
25626	STUDENT SUPPORT 6-7 READ/ELA	C	Student Support
25627	STUDENT SUPPORT-HISTORY	C	Student Support
25628	STUDENT SUPPORT-GEOMETRY	C	Student Support
25629	STUDENT SUPPORT-BIO I	C	Student Support
25630	STUDENT SUPPORT-ALG I-9TH	C	Student Support
25631	ST SPRT 11-12 ACADEMICS XCR	C	Student Support
25632	STUDENT SUPPORT ALG 1A	C	Student Support
27040	TEACHER, ESOL	E-S	Direct School Wide
27050	ATTENDANCE ASSISTANT	D	District wide

# Attachment J

## Student Performance Conversion Scales

**SANTA ROSA COUNTY SCHOOL EMPLOYEE EVALUATION  
CONVERSION SCALES**

**SCALE 001**

Student Learning Gain

4 = greater than 3% overall gain

3 = greater than 2% — 3% overall gain

2 = greater than 1% — 2% overall gain

1 = 0-1% overall gain

**SCALE 002**

Student Learning Gain

4 = Average increase of 6 months across all domains

3 = Average increase of 4-6 months across all domains

2 = Average increase of 2-4 months across all domains

1 = Average increase of 0-2 months across all domains

**SCALE 003**

Student Achievement Level

4 = student achievement level score 4 or 5

3 = student achievement level score of 3

2 = student achievement level score of 2

1 = student achievement level score of 1

**SCALE 004**

Value Added Model

4 = Positive Value Added score minus one half of standard error equals positive number (+, +)

3 = Positive Value Added score minus one half of standard error equals negative number (+, -) OR

Negative Value Added score plus one half of standard error equals positive number (-, +)

2 = Negative Value Added score plus one half of standard error equals negative number (top 2/3 of scores) (-, -)

1 = Negative Value Added score plus one half of standard error equals negative number (lower 1/3 of scores) (-, -)

**SCALE 006**

Student Growth

4 = Growth of 1 or more levels

3 = Maintain at current level OR Maintain proficient range (with decrease of no more than 1 level)

2 = Decrease of 1 level in non-proficient range OR

Decrease of 2 or more levels in proficient range OR

Decrease of 1 level which moves student from proficient to non-proficient

1 = Decrease of 2 levels in non-proficient range OR

Decrease of 3 or more levels in proficient range

**SCALE 007**

Student Growth

4 = Growth of 1 or more levels or Maintain a level 4

3 = Maintain at current level or Maintain proficient range (with a decrease of no more than 1 level)

2 = Decrease of scale score within the non-proficient range or decrease

of 2 or more levels in proficient range OR Decrease of 1 level which moves student from proficient to non-proficient  
1=Decrease of level within the non-proficient range

**SCALE 008 — Student Achievement Rate**

4=86-100% passing rate of students attempting industry certification  
3=67-85% passing rate of students attempting industry certification  
2=51-66% passing rate of students attempting industry certification  
1=50% or less passing rate of students attempting industry certification

**SCALE 009 — Student Achievement**

4=Student Achievement Score of 200-260  
3=Student Achievement Score of 190-199  
2=Student Achievement Score of 180-189  
1=Student Achievement Score of 140-179

**SCALE 010 — Student Achievement**

4= student scoring above proficiency  
3= student scoring proficient  
2= student scoring below proficiency with increase  
1= student scoring below proficiency with no increase

**SCALE 011 — Student Learning Gain**

4 = Average student increase of more than 4.00%  
3 = Average student increase of more than 3.00 — 4.0%  
2 = Average student increase of 2.00 — 3.0%  
1 = Average student increase of less than 2.0%

**SCALE 015 — Student Achievement**

4 = Student scoring proficiency level 4 or 5  
3 = Student scoring proficiency level 3  
2 = Student scoring proficiency level 2  
1 = Student scoring proficiency level 1

**SCALE 016 — Student Achievement**

4 = Student Achievement Score of 398 — 475  
3 = Student Achievement Score of 379 — 397  
2 = Student Achievement Score of 352 — 378  
1 = Student Achievement Score below 352

**SCALE 017 — Student Achievement**

4 = Student Achievement Score of 80 — 100  
3 = Student Achievement Score of 60 — 79  
2 = Student Achievement Score of 40 — 59  
1 = Student Achievement Score of less than 40

**SCALE 018 — Student Achievement**

4 = Student Achievement Score of 70 — 100  
3 = Student Achievement Score of 50 — 69  
2 = Student Achievement Score of 30 — 49  
1 = Student Achievement Score of less than 30

**SANTA ROSA COUNTY SCHOOL EMPLOYEE EVALUATION  
CONVERSION SCALES**

SCALE 1	FSAA Math FSAA Math 3 <sup>rd</sup> Grade
SCALE 2	FSAA Reading FSAA Reading 3 <sup>rd</sup> Grade
SCALE 3	FSAA Science FSAA Science 3 <sup>rd</sup> Grade (Scale to be determined pending DOE Technical Assistance)
SCALE 4	ESE Pre-K Scales 1 <sup>st</sup> – Brigance – Yellow 2 <sup>nd</sup> – VB Mapp 3 <sup>rd</sup> – Brigance Green
SCALE 5	VPK MATH
SCALE 6	VPK READING
SCALE 10	DISCOVERY MATH (K-2) Student Growth 4=Growth of 1 or more levels or Maintain a level 4 3=Maintain at current level or Maintain proficient range (with a decrease of no more than 1 level) 2=Decrease of scale score within the non-proficient range or decrease of 2 or more levels in proficient range OR decrease of 1 level which moves student from proficient to non-proficient 1=Decrease of level within the non-proficient range
SCALE 11	DISCOVERY READING (K-2) Student Growth 4=Growth of 1 or more levels or Maintain a level 4 3=Maintain at current level or Maintain proficient range (with a decrease of no more than 1 level) 2=Decrease of scale score within the non-proficient range or decrease of 2 or more levels in proficient range OR decrease of 1 level which moves student from proficient to non-proficient 1=Decrease of level within the non-proficient range
SCALE 12	ALGEBRA 1 RETAKE Scale Score 4=425-475 3=399-424 2=375-398 1=325-374
SCALE 13	GEOMETRY RETAKE Scale Score 4=418-475 3=396-417 2=370-395 1=325-369



SCALE 14 FCAT 2.0 Science (GEN. ED. STUDENTS)

Scale Score

4=215-160

3=200-214

2=185-199

1=140-184

SCALE 14 FCAT 2.0 Science (Alternate Scale-ELL, SWD, I/G, LOC)

Scale Score

4=200-260

3=190-199

2=180-189

1=140-179

SCALE 15 BIOLOGY (STATE EOC – GEN. ED. STUDENTS)

Scale Score

4=421-475

3=395-420

2=369-394

1=325-368

SCALE 15 BIOLOGY (STATE EOC – Alternate Scale-ELL, SWD, I/G, LOC)

Scale Score

4=475-398

3=379-397

2=352-378

1=325-351

SCALE 16 CIVICS (STATE EOC – GEN. ED. STUDENTS)

Scale Score

4=413-475

3=394-412

2=376-393

1=325-375

SCALE 16 CIVICS (STATE EOC – Alternate Scale-ELL, SWD, I/G, LOC)

Scale Score

4=398-475

3=379-397

2=352-396

1=325-351

SCALE 17 END OF YEAR EXAMS NOT ATTACHED TO AN EOC, AP OR FSA EXAM (GEN. ED. STUDENTS)

Student Exam Results

4=80-100

3=60-79

2=40-59

1=0-39

SCALE 17 END OF YEAR EXAMS NOT ATTACHED TO AN EOC, AP OR FSA EXAM (Alternate Scale-ELL, SWD, I/G, LOC)

Student Exam Results

4=70-100

3=50-69

2=30-49

1=0-29

SCALE 19 U.S. HISTORY (STATE EOC- GEN. ED. STUDENTS)  
 Scale Score  
 4=417-475  
 3=397-416  
 2=378-396  
 1=325-377

SCALE 19 U.S. HISTORY (STATE EOC – Alternate Scale-ELL, SWD, I/G, LOC)  
 Scale Score  
 4=398-475  
 3=379-397  
 2=352-378  
 1=325-351

SCALE 20- ALL AP EXAMS  
 46 Student Achievement Level  
 4=3-5  
 3=2-2  
 2=1-1  
 1=0-0

SCALE 47 FSA MATH 3<sup>RD</sup> GRADE (GEN. ED. STUDENTS)  
 Scale Score  
 4=311-360  
 3=297-310  
 2=285-296  
 1=240-284

SCALE 47 FSA MATH 3<sup>RD</sup> GRADE (Alternate Scale-ELL, SWD, I/G, LOC)  
 Scale Score  
 4=303-360  
 3=292-302  
 2=281-291  
 1=240-280

SCALE 48 FSA READING 3<sup>RD</sup> GRADE (GEN. ED. STUDENTS)  
 4=315-360  
 3=300-314  
 2=285-299  
 1=240-284

SCALE 48 FSA READING 3<sup>RD</sup> GRADE (Alternate Scale-ELL, SWD, I/G, LOC)  
 4=309-360  
 3=294-308  
 2=281-293  
 1=240-280

SCALE 49 ALGEBRA 1 (STATE ASSESSMENT-9<sup>th</sup> grade only)  
VAM SCORE – Determined by the state

SCALE 49 ALGEBRA 1 (STATE ASSESSMENT 8<sup>th</sup>, 10<sup>th</sup> -12<sup>th</sup> GEN. ED. STUDENTS)  
Scale Score  
4=518-575  
3=497-517  
2=487-496  
1=425-486

SCALE 49 ALGEBRA 1 (STATE ASSESSMENT – Alternate Scale-ELL, SWD, I/G, LOC)  
Scale Score  
4=510-575  
3=491-509  
2=474-490  
1=425-473

SCALE 50 ALGEBRA 2 (STATE ASSESSMENT-GEN. ED. STUDENTS)  
Scale Score  
4=514-575  
3=501-513  
2=479-500  
1=425-478

SCALE 50 ALGEBRA 2 (STATE ASSESSMENT – Alternate Scale-ELL, SWD, I/G, LOC)  
4=497-575  
3=487-496  
2=467-486  
1=425-466

SCALE 51 GEOMETRY (STATE EOC-GEN. ED. STUDENTS)  
Scale Score  
4=518-575  
3=497-517  
2=487-496  
1=425-486

SCALE 51 GEOMETRY (STATE EOC-Alternate Scale-ELL, SWD, I/G, LOC)  
4=506-575  
3=491-505  
2=481-490  
1=425-480

SCALE 53- ALL AICE EXAMS  
57 Student Achievement Level  
4=5-8  
3=3-4  
2=1-2  
1=0

SCALE 58 TABE (ADULT BASIC ED.)

SCALE 59 ALGEBRA 1B (STATE EOC-GEN. ED. STUDENTS)  
Scale Score  
4=495-575  
3=475-494  
2=457-474  
1=425-456

SCALE 59 ALGEBRA 1B (STATE EOC-Alternate Scale-ELL, SWD, I/G, LOC)  
4=490-575  
3=471-489  
2=455-470  
1=425-454

SCALE 997 ALL VAM MATH COURSES 4-8  
Determined by the state

SCALE 998 NO STUDENTS IN CLASS (SCHOOL-WIDE SCORES)

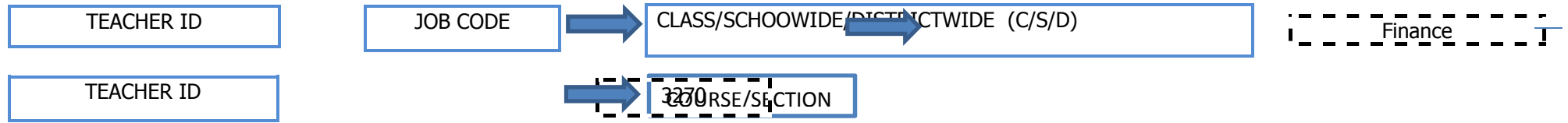
SCALE 999 ALL VAM READING COURSES 4-10  
Determined by the state

# Attachment K

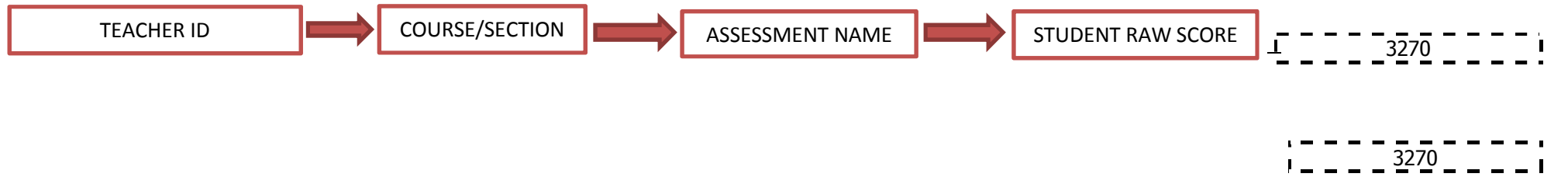
## Student Performance Calculation Flow Chart and Sample

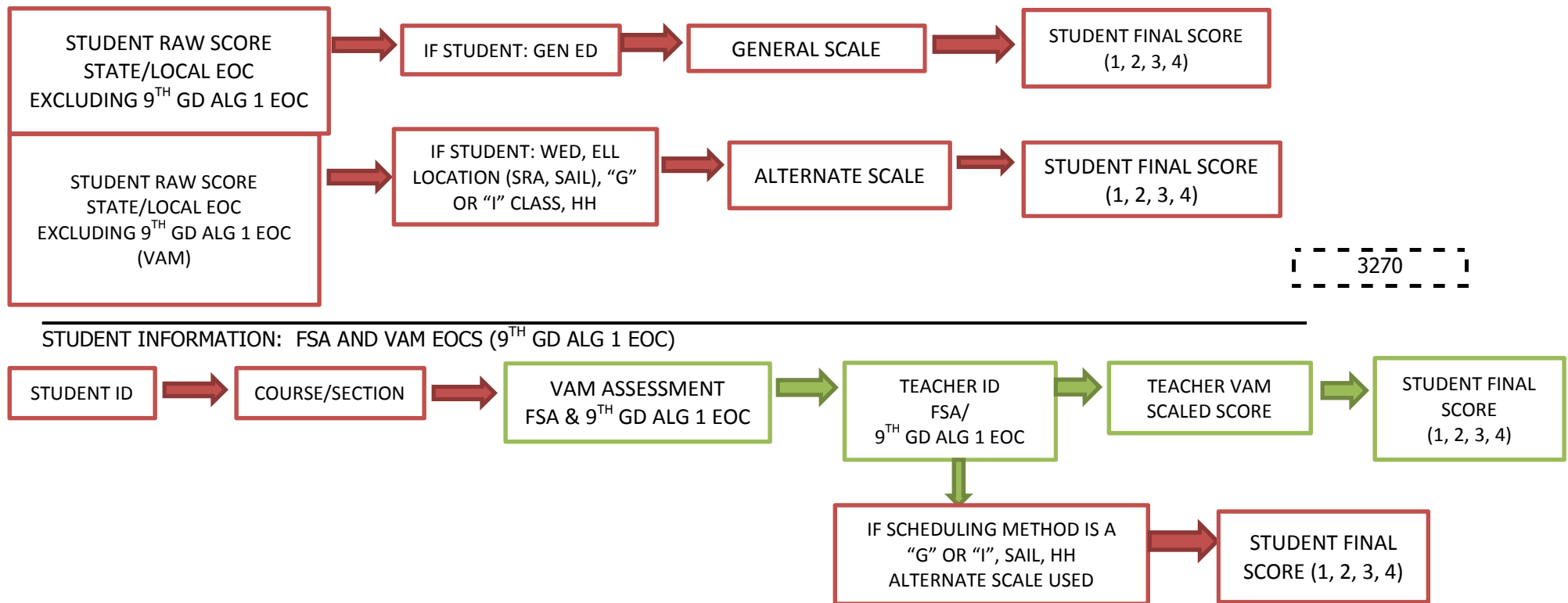
## STUDENT PERFORMANCE CALCULATION 2015-2016

### TEACHER INFORMATION



### STUDENT INFORMATION STATE EOCs AND LOCAL EOCs (EXCLUDING 9<sup>TH</sup> GD ALG 1 EOC)





	Teacher: Mrs Donovan							Teacher: Mrs Donovan						
	Teacher VAM: 3							Local End of Course Exam						
	<b>Student</b>	<b>FLAG</b>	<b>Course</b>	<b>Assessment</b>	<b>Raw Score</b>	<b>Scale</b>	<b>Scaled Score</b>	<b>Student</b>	<b>FLAG</b>	<b>Course</b>	<b>Assessment</b>	<b>Raw Score</b>	<b>Scale</b>	<b>Scaled Score</b>
	Bugs Bunny		Lang Arts 1	FSA	N/A	004	3	Bugs Bunny		Social Studies	Local EOC	90	001	4
	Bullwinkle Moose		Lang Arts 1	FSA	N/A	004	3	Bullwinkle Moose		Social Studies	Local EOC	72	001	3
	Charlie Brown		Lang Arts 1	FSA	N/A	004	3	Charlie Brown		Social Studies	Local EOC	58	001	2
	Daffy Duck		Lang Arts 1	FSA	N/A	004	3	Daffy Duck		Social Studies	Local EOC	84	001	3
	Elmer Fudd		Lang Arts 1	FSA	N/A	004	3	Elmer Fudd		Social Studies	Local EOC	93	001	4
	Felix Cat		Lang Arts 1	FSA	N/A	004	3	Felix Cat		Social Studies	Local EOC	77	001	3
	Foghorn Leghorn		Lang Arts 1	FSA	N/A	004	3	Foghorn Leghorn		Social Studies	Local EOC	65	001	2
	Fred Flintstone		Lang Arts 1	FSA	N/A	004	3	Fred Flintstone		Social Studies	Local EOC	88	001	4
	Godzilla Monster	SWD	Lang Arts 1	FSA	N/A	004	3	Godzilla Monster	SWD	Social Studies	Local EOC	81	002	4
	Lucy VanPelt		Lang Arts 1	FSA	N/A	004	3	Lucy VanPelt		Social Studies	Local EOC	79	001	3
	Marvin Martian	ELL	Lang Arts 1	FSA	N/A	004	3	Marvin Martian	ELL	Social Studies	Local EOC	76	002	4
	Pepe Le Pew		Lang Arts 1	FSA	N/A	004	3	Pepe Le Pew		Social Studies	Local EOC	85	001	4
	Porky Pig	ELL	Lang Arts 1	FSA	N/A	004	3	Porky Pig	ELL	Social Studies	Local EOC	64	002	3
	Red Riding Hood		Lang Arts 1	FSA	N/A	004	3	Red Riding Hood		Social Studies	Local EOC	90	001	4
	Road Runner	SWD	Lang Arts 1	FSA	N/A	004	3	Road Runner	SWD	Social Studies	Local EOC	75	002	4
	Rocky Squirrel		Lang Arts 1	FSA	N/A	004	3	Rocky Squirrel		Social Studies	Local EOC	75	001	3
	Scooby Doo		Lang Arts 1	FSA	N/A	004	3	Scooby Doo		Social Studies	Local EOC	88	001	4
	Speedy Gonzales		Lang Arts 1	FSA	N/A	004	3	Speedy Gonzales		Social Studies	Local EOC	90	001	4
	Sylvester Cat		Lang Arts 1	FSA	N/A	004	3	Sylvester Cat		Social Studies	Local EOC	53	001	1
	Tasmanian Devil	SWD	Lang Arts 1	FSA	N/A	004	3	Tasmanian Devil	SWD	Social Studies	Local EOC	45	002	2
	Tweety Bird		Lang Arts 1	FSA	N/A	004	3	Tweety Bird		Social Studies	Local EOC	65	001	2
	Wile E Coyote		Lang Arts 1	FSA	N/A	004	3	Wile E Coyote		Social Studies	Local EOC	70	001	3
	Yosemite Sam		Lang Arts 1	FSA	N/A	004	3	Yosemite Sam		Social Studies	Local EOC	85	001	4
TOTALS	23						69	23						74
Total # all students: 46														
Sum of all scores: 143														
Teacher Score: Sum of Scores/ Total Students: 3.11 (Effective)								3.5 - 4.0 = Highly Effective						
								2.25 - 3.49 = Effective						
								1.75 - 2.24 = Needs Improvement						
								Below 1.75 = Unsatisfactory						



# Attachment L

## Student Performance Measures

## Student Performance Measurements

*State Standards Assessments will be used for all student performance calculations. In the event that no State Standards Assessment is available, local assessments will be used.*

<b>Assessment</b>	<b>Scale</b>	<b>Alternative Scale</b>
FSA (returning a VAM score)	004	Not Applicable
Algebra 1 EOC 9 <sup>th</sup> -grade	004	Not Applicable
Algebra 1A EOC	017	018
Algebra 1 EOC 8 <sup>th</sup> -grade	015	016
Algebra II EOC	015	016
Geometry EOC	015	016
Biology I EOC	015	016
U.S. History	015	016
Civics EOC	015	016
FCAT 2.0 Science	015	009
Industry Certification	008	Not Applicable
Brigance Yellow	002	Not Applicable
Brigance Green	002	Not Applicable
Florida Alternative Assessment (FAA	006	Not Applicable
VB-MAPP	001	Not Applicable
FSA (3 <sup>rd</sup> -grade: non VAM score)	015	016
CELLA	010	Not Applicable
HELP	001	Not Applicable
VPK Assessment	001	Not Applicable
All other Local EOCs	017	018

\*Reviewed and negotiated annually

Assessment	Scale	Alternative Scale
FSA Math	1	No
FSA Reading	2	No
FSA Science	3	No
ESE Pre-K Scales – Brigance Y, VB-Mapp, Brigance G	4	No
VPK Math	5	No
VPK Reading	6	No
Discovery Math	10	No
Discovery Reading	11	No
Algebra 1 Retake	12	No
Geometry Retake	13	No
FCAT 2.0 Science	14	Yes
Biology	15	Yes
Civics	16	Yes
Local End of Year Exams	17	Yes
U.S. History	19	Yes
All AP Exams	20-46	No
FSA Math 3 <sup>rd</sup> Grade	47	Yes
FSA Reading 3 <sup>rd</sup> Grade	48	Yes
Algebra 1	49	Yes
Algebra 2	50	Yes
Geometry	51	Yes
All AICE Exams	53-57	No
TABE	58	No
Algebra 1B	59	Yes
VAM Math Courses 4-8	997	No
School Wide Scores	998	No
VAM Reading Courses 4-10	999	No

\*Reviewed and negotiated annually

# Attachment M

## Professional Improvement Plan

# Santa Rosa School County District Professional Improvement Plan

Name of Teacher \_\_\_\_\_

Name of Administrator \_\_\_\_\_

Name of District Mentor/Teacher(s) \_\_\_\_\_

<b>Purpose for PIP (list areas of needed improvement):</b>					
<b>Domain 1</b>					
<b>Domain 2</b>					
<b>Domain 3</b>					
<b>Domain 4</b>					
<b>Consequences if change not made:</b>					
<b>Professional Development Expectations</b>			<b>Strategies to Implement</b>		
<b>Goal 1:</b>	<b>Expected date of completion:</b> _____	<b>Goal met by expected date?</b> Yes No		<b>Goal 1:</b>	<b>Expected date of completion:</b> _____
<b>Goal 2:</b>	<b>Expected date of completion:</b> _____	<b>Goal met by expected date?</b> Yes No		<b>Goal 2:</b>	<b>Expected date of completion:</b> _____
<b>Goal 3:</b>	<b>Expected date of completion:</b> _____	<b>Goal met by expected date?</b> Yes No		<b>Goal 3:</b>	<b>Expected date of completion:</b> _____
<b>Goal 4:</b>	<b>Expected date of completion:</b> _____	<b>Goal met by expected date?</b> Yes No		<b>Goal 4:</b>	<b>Expected date of completion:</b> _____
<b>Goal 5:</b>	<b>Expected date of completion:</b> _____	<b>Goal met by expected date?</b> Yes No		<b>Goal 5:</b>	<b>Expected date of completion:</b> _____

## Planning/Review Session(s)

Planning Date	Attendees	Administrator Comment Regarding Progress	Teacher Comment Regarding Progress

## Plan Completion Rating (Assessed by Administrator)

<b>Professional Improvement Plan Goals</b>	<b>Goal met by expected date?</b> Yes No	<b>Date:</b>
--	---	--------------

## Final Comments at Closing of Professional Improvement Plan

<b>Administrator</b>	
<b>Teacher</b>	
<b>Mentor Teacher</b>	

# Attachment N

## References

## References

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# Attachment O

## Instructional Evaluation





**Santa Rosa County School District**

**Instructional Evaluation Instrument**

**Section I — Verify Assignments**

**Part A — Employee Information**

Teacher Name \_\_\_\_\_ Employee ID No. \_\_\_\_\_  
School Year \_\_\_\_\_ Instructional Personnel Level \_\_\_\_\_

**Part B — Teaching Assignment**

Site/Location	Employment Title/Job Code

**Part C — Grade Level Assessment/Percentages — Taken from Attachment I**

Grade Level/Subject Area	Assessment/Percentage

These assessments and this formula accurately reflect how I am to be evaluated. I understand this data will be used to determine the student performance section of my evaluation.

I verify the above information is correct.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date



## Santa Rosa County School District

### Instructional Evaluation Instrument

#### Section **II**: Stakeholder Satisfaction Surveys **15%** **10%** of Overall Evaluation

*This section should be completed by June 1.*

Parent and student satisfaction scores are used as part of the evaluation for all instructional staff. In completing parts A and B, the previous year's score and the current year's score are reported. This year's May score is used as part of the evaluation. (IA and IB score)

The Studer Group's research with surveys is based on a 5.0 scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. The Studer Group believes changing this scale would not support the research conducted on surveys. The State of Florida's Evaluation System is based on a 4.0 scale: 1= Unsatisfactory, 2= Needs Improvement, 3= Effective and 4= Highly Effective. In order to use the results of the Studer surveys (students, parents, employees, and principals) use the following conversion scale:

##### Studer Group Survey Results

4.00 – 5.00

2.75 – 3.99

2.00 – 2.74

Below 2.00

##### Evaluation Score

Highly Effective (4.0)

Effective (3.0)

Needs Improvement (2.0)

Unsatisfactory (1.0)

#### **A. Parent Satisfaction Survey** **7.5%** **5%**

(Parents of students at SRA, LTC, and SRYA will not complete this survey. In these cases the Student Survey results will count **15%** **10%**)

**2015** **2017** Score

5.0 Scale

**IA Score**

4.0 Scale

#### **B. Student Satisfaction Survey** **7.5%** **5%**

(Students in VPK and Pre-K will not complete surveys. In these cases the Parent Survey will count **15%** **10%**)

**2015** **2017** Score

5.0 Scale

**IB Score**

4.0 Scale

**Teacher's Comments:** \_\_\_\_\_

**Teacher's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Administrator's Comments:** \_\_\_\_\_

**Administrator's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_



## Santa Rosa County District Schools

### Section ~~III~~ II: Instructional Evaluation Instrument/Professional Development Plan

FL Statute 1012.98 requires that all teachers write a professional development goal annually that reflects the needs of currently assigned students as indicated by state assessment data when available. The purpose of the goal is to identify student performance areas that the teacher should address in selecting professional development activities and identifying deliberate practice that will impact student performance. Goals should be tied to School Improvement Plans. The PDP counts as 15% 20% of each teacher's total evaluation.

**Student Needs Goal Statement:** (Classroom teachers must write a goal that addresses a need based on current state assessment and School Improvement Plan data. Non-Classroom teachers must align goals to classroom teacher, school improvement or district data.)

**Teacher Needs Goal Statement:** (The teacher goal statement should identify teacher needs to ensure that the student performance goal is met.)

**Projected Professional Development:** (Should align with student needs, could include teacher certification and teacher professional improvement needs.)

**Deliberate Practice: (include literacy practice related to school goal)**  
(Deliberate Practice is the implementation of research-based strategies that are aligned with the projected professional development that has been identified.)



## Santa Rosa County District Schools

### Section **III-II**: Instructional Evaluation Instrument/Professional Development Plan

**Outcome Statement:** Briefly describe your goal, actions taken, and student performance data results.

<b>Plan Completion Rating</b> (Assessed by Administrator)	<b>Scale</b>	<b>Check Rating</b>
<b>Highly Effective</b> (PDP goal is data driven and aligns with current student data needs, and/or school improvement needs/completed a minimum of 15 hours of projected professional development related to the student data needs indicated, with appropriate artifacts of deliberate practice related to outcome statement)	4.0	
<b>Effective</b> (PDP goal is data driven and aligns with current student data needs, completed 12 – 14 hours of projected professional development related to the student data needs indicated, with appropriate artifacts of deliberate practice related to outcome statement)	3.0	
<b>Needs Improvement</b> (did not meet all expectations/completed 7 – 11 hours of projected professional development with limited or inappropriate artifacts of deliberate practice related to outcome statement)	2.0	
<b>Unsatisfactory</b> (did not meet expectations/projected professional development 1 – 6 hours completed and limited appropriate artifacts of deliberate practice related to outcome statement)	1.0	

**Professional development activities may include, but are not limited to:**

Learning Communities

Lesson Study

Online Training

Face to Face Training

College Coursework

Conferences /Seminars

Action Research

Mentoring Hours (District Mentors Only)

**Section II Score**



## Santa Rosa County School District

### Instructional Evaluation Instrument

#### Section ~~IV~~ **III**: Florida Education Accomplished Practices –35% of Overall Evaluation

(This section should be completed by June 1.)

##### Part A: Method of Data Collection/Dates

Data Collection	Dates/Notes
Formal Observations	
Informal Observations	
Meetings	
Artifacts	
Others	

##### Part B: Total Observation Tally by Domain

Marzano Model	Innovating	Applying	Developing	Not Using
Domain I ( <del>80%</del> 76% 21 22 Elements)	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____
Domain II ( <del>9%</del> 10% 3 Elements)	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____
Domain III ( <del>2%</del> 3% 1 Element)	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____
Domain IV ( <del>9%</del> 10% 3 Elements)	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____
Total (100%) 28 29 Elements	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____	Tally _____ % _____

##### Part C: Proficiency Rating for Section ~~IV~~ **III** Instructional Level \_\_\_\_\_

##### Proficiency Scale for this job title

Category	Innovating(4)	Applying (3)	Developing - 2	Not Using
D1				
D2				
D3				
D4				

Overall Rating for Section III

Teacher's Comments: \_\_\_\_\_

Teacher's Signature \_\_\_\_\_ Date: \_\_\_\_\_

Administrator's Comments: \_\_\_\_\_



Administrator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Santa Rosa County School District

## Instructional Evaluation Instrument

### Section **V-IV**: Evaluation of Student Performance – 35% of Overall Evaluation

#### Student Assessment Data

This section will count **35%** of the total teacher evaluation. This section will be completed as soon as the data has been received and appropriately processed according to the negotiated method.

Job Code				Totals
C/S/D				
Course Code Number				
Assessment				
# of Student Scores (A)				
Sum of Student Scores (B)				
			Total Overall Score (B/A)	

This information is recorded in Section V where it is calculated as part of the total score.

Teacher's Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Teacher's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Administrator's Comments: \_\_\_\_\_  
\_\_\_\_\_

Administrator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Principal's Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## Santa Rosa County School District

### Instructional Evaluation Instrument

#### Section VI V: Overall Rating

This section should be complete within two weeks of the District receiving student performance scores.

#### Evaluation Ratings

			Score	Weight	Weighted Score
{ 65% }	IIA	Parent Satisfaction		.075 .05	
	IIB	Student Satisfaction		.075 .05	
	III	Professional Development Plan		.15 .20	
	IV	Education Accomplished Practices		.35	
{ 35% }	V	Student Performance		.35	

Total Score

Overall Effectiveness Category

Determine Effectiveness Level

- \_\_\_\_\_ 4.00 – 3.50 Highly Effective
- \_\_\_\_\_ 3.49 – 2.25 Effective
- \_\_\_\_\_ 2.24 – 1.75 Needs Improvement
- \_\_\_\_\_ Below- 1.75 Unsatisfactory

Teacher's Comments: \_\_\_\_\_

\_\_\_\_\_

Teacher's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(Signature does not necessarily imply agreement. The teacher has a right to attach a written response which will become part of the permanent record.)

**Administrator's  
Comments**

---

**Administrator's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_



# Sample Instructional Evaluation



## Santa Rosa County School District

### Instructional Evaluation Instrument

#### Section I—Verify Assignments

##### Part A—Employee Information

Teacher Name Teacher Employee ID No. XXXXXXXXXX

School Year XXXX XXXX Instructional Personnel Level IP3

##### Part B—Teaching Assignment

Site/Location	Employment Title/Job Code
Hobbs Middle School	Language arts 22124
	Social Studies 22173

##### Part C—Grade Level Assessment/Percentages—Taken from Attachment I

Grade Level/Subject Area	Assessment/Percentage
Language Arts 6 <sup>th</sup> Grade	FSA ELA
Social Studies	Local EOC

These assessments and this formula accurately reflect how I am to be evaluated. I understand this data will be used to determine the student performance section of my evaluation.

I verify the above information is correct.

Teacher 12/5/20XX

Employee Signature Date



## Instructional Evaluation Instrument

### Section II-I: Stakeholder Satisfaction Surveys ~~15%~~ 10% of Overall Evaluation (This section should be completed by June 1.)

Parent and student satisfaction scores are used as part of the evaluation for all instructional staff. In completing parts A and B, the previous year's score and the current year's score are reported. This year's May score is used as part of the evaluation. (IA and IB score)

The Studer Group's research with surveys is based on a 5.0 scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. The Studer group believes changing this scale would not support the research conducted on surveys. The State of Florida's Evaluation System is based on a 4.0 scale: 1=Unsatisfactory, 2=needs improvement, 3=effective and 4=highly effective. In order to use the results of the Studer surveys (students, parents, employees, and principals) will use the following conversion scale:

#### Studer Group Survey Results

4.00 – 5.00

2.75 – 3.99

2.00 – 2.74

Below 2.00

#### Evaluation Score

Highly Effective (4.0)

Effective (3.0)

Needs Improvement (2.0)

Unsatisfactory (1.0)

#### A. Parent Satisfaction Survey - ~~7.5%~~ 5%

(Parents of students at SRA, LTC, and SRYA will not complete this survey. In these cases the Student Survey results will count ~~15%~~ 10%.)

2012 Score	3.90	5.0 Scale
IA Score	3.00	4.0 Scale

#### B. Student Satisfaction Survey - ~~7.5%~~ 10%

(Students in VPK and Pre-K will not complete surveys. In these cases the Parent Survey will Count ~~15%~~ 10%.)

2012 Score	3.99	5.0 Scale
IB Score	3.00	4.0 Scale

Teacher's Comments: I am pleased with the student response. More parents responded this year than last year.

Teacher's Signature: Teacher Date: 6/1/XX

Administrator's Comments: Both scores improved – thank you for all you do for our school.

Administrator's Signature: Administrator Date: 6/1/XX

## Section **III-II**: Instructional Evaluation Instrument/Professional Development Plan

FL Statute 1012.98 requires that all teachers write a professional development goal annually that reflects the needs of currently assigned students as indicated by state assessment data when available. The purpose of the goal is to identify student performance areas that the teacher should address in selecting professional development activities and identifying deliberate practice that will impact student performance. Goals should be tied to School Improvement Plans. The PDP counts as **15%** **20%** of each teacher's total evaluation.

**Student Needs Goal Statement** (Classroom teachers must write a goal that addresses a need based on current state assessment and School Improvement Plan data. Non-Classroom teachers must align goals to classroom teacher, school improvement or district data.)

11% of my students (14 students) scored below proficiency (below Level 3) in reading. 3 students were Level 1 and 11 students were Level 2. Of that number, 50% (7 students) were in the Economically Disadvantaged subgroup. Particularly weak areas are Comparisons (80%), Words and Phrases (63%), and Reference and Research (65%).

My goal is for my Level 1 students to score a minimum of Level 2; Level 2 students to score a minimum of Level 3; and Level 3+ students will maintain or increase their proficiency level. This will result in a minimum of 72% of students scoring a Level 3 or above in Reading.

**Teacher Needs Goal Statement** (The teacher goal statement should identify teacher needs to ensure that the student performance goal is met.)

In order to achieve my student needs goal, I will need to take more training to increase student word usage focusing on the areas of need as seen in the identified weak areas.

**Projected Professional Development** (Should align with student needs, could include teacher certification and teacher professional improvement needs)

Assessment training,  
data training,  
My Access! Training/leadership training,  
Pearson/Success net textbook training,  
RTI Training,

**Deliberate Practice (include literacy practice related to school goal)**  
(Deliberate Practice is the implementation of research-based strategies that are aligned with the projected professional development that has been identified.)

Increase reading strategies in language arts curriculum;  
increase vocabulary strategies in language arts curriculum;  
Use Daily Oral Language Skills Transparencies to emphasize the FSA types of questions (informational, reference and research skills, etc.);  
Use "FSA Specifications-Reading" to emphasize FSA questions – with particular emphasis on the weak areas already identified;

**Section III II: Instructional Evaluation Instrument/Professional Development Plan**

**Outcome Statement:** Briefly describe your goal, actions taken, and student performance data results.

Based on previous FSA scores, my identified Economically Disadvantaged students needed help with Comparisons, Words and Phrases, and Reference and Research. I included reading and vocabulary strategies in my curriculum, along with warm ups/daily oral language skills to emphasize FSA types of questions in the areas that were weak. According to most recent scores, 40% of the identified Economically Disadvantaged students increased their FSA level. Of the 14 students identified at the beginning of the year as Level 1 or Level 2, 11 students were tested on the FSA. Of those identified students, 45% made learning gains. Overall, 53% of my students (total population both Language Arts and Social Studies) made learning gains.

<b>Plan Completion Rating</b> (Assessed by Administrator)	<b>Scale</b>	<b>Check Rating</b>
Highly Effective: (PDP goal is data driven and aligns with current student data needs, and/or school improvement needs/completed a minimum of 15 hours of projected professional development related to the student data needs indicated, with appropriate artifacts of deliberate practice related to outcome statement)	4.0	X
Effective: (PDP goal is data driven and aligns with current student data needs, completed 12 – 14 hours of projected professional development related to the student data needs indicated, with appropriate artifacts of deliberate practice related to outcome statement)	3.0	
Needs Improvement: (Did not meet all expectations/completed 7 – 11 hours of projected professional development with limited or inappropriate artifacts of deliberate practice related to outcome statement)	2.0	
Unsatisfactory: (Did not met expectations/projected professional development , 1- 6 hours completed and limited appropriate artifacts of deliberate practice related to outcome statement)	1.0	

**Professional development activities may include, but are not limited to:**

Learning Communities  
Lesson Study  
Online Training  
Face to Face Training  
College Coursework  
Conferences /Seminars  
Action Research  
Mentoring Hours (District Mentors Only)

**Section II Score**

4.0



# Santa Rosa County District Schools

## Instructional Evaluation Instrument

### Section **IV-III**: Florida Education Accomplished Practices – 35% of Overall Evaluation

(This section should be completed by June 1.)

#### Part A: Method of data collection/dates

Data Collection	Dates/Notes
Formal Observations	4/10
Informal Observations	9/1, 12/5, 1/30, 2/15, 3/28
Meetings	10/15, 11/10, 2/2, 3/5
Artifacts	Lesson plans, student work
Others	no

#### Part B: Total Observation tally by Domain

Marzano Model	Innovating	Applying	Developing	Not Using
Domain I ( <del>80%</del> ) 76% 28 29 Elements	Tally 20 % 83	Tally 4 % 17	Tally 0 % 0	Tally 0 % 0
Domain II ( <del>9%</del> ) 10% 3 Elements	Tally 3 % 75	Tally 1 % 25	Tally 0 % 0	Tally 0 % 0
Domain III ( <del>2%</del> ) 4% 1 Elements	Tally 2 % 67	Tally 1 % 33	Tally 0 % 0	Tally 0 % 0
Domain IV ( <del>9%</del> ) 10% 3 Elements	Tally 4 % 80	Tally 0 % 0	Tally 1 % 20	Tally 0 % 0
Total (100%) 26 29 Elements	Tally 29 % 80	Tally 6 % 17	Tally 1 % 3	Tally 0 % 0

#### Part C: Proficiency Rating for Section **IV** **III**

Instructional Level: 2

#### Proficiency Scale for this job title

Category	Innovating – 4	Applying – 3	Developing – 2	Not using – 1
D1	At least 75% 70% at level 4	At least 70% at level 3 or higher	Less than 70% at level 3 and less than 50% at level 1	Greater than or equal to 50% at level 1
D2				
D3				
D4				

#### Overall Rating for Section III

4.0

Teacher's Comments: I understand the new Instrument much better after seeing it in action.

Teacher's Signature: Teacher's Signature Date: 6/1/XX

Administrator's Comments: Great job!



**SAMPLE**

**Santa Rosa County District Schools**

**Instructional Evaluation Instrument**

**Administrator's Signature:** Administrator's Signature      **Date:** 6/1/XX



Instructional Evaluation Instrument

Section **V-IV**: Evaluation of Student Performance – 35% of Overall Evaluation

**Student Assessment Data**

This section will count 35% of the total teacher evaluation. This section will be completed as soon as the data has been received and appropriately processed according to the negotiated method.

Job Code	22124	22173		Totals
C/S/D	C	C		
Course Code Number	10010106	21000150		
Assessment	FSA ELA	Local EOC		
# of Student Scores (A)	23	23		46
Sum of Student Scores (B)	<b>69</b>	74		143
			Total Overall Score (B/A)	3.11

This information is recorded in Section V where it is calculated as part of the total score.

**Teacher's Comments:** I am disappointed in our reading scores and will work to improve those next year.

**Teacher's Signature:** Teacher's Signature **Date:** 6-10-XX

**Administrator's Comments:** I am pleased with the job you are doing in the classroom. Your students are ready for 7th grade!

**Administrator's Signature:** Administrator's Signature **Date:** 6-10-XX

**Principal's Signature:** Principal's Signature **Date:** 6-10-XX





Instructional Evaluation Instrument

Section VI: Overall Rating

This section should be complete within two weeks of the District receiving student performance scores.

Evaluation Ratings

			Score	Weight	Weighted Score
65%	IIA	Parent Satisfaction	3.00	.075	.225
	IIB	Student Satisfaction	3.00	.075	.225
	III	Professional Development Plan	4.00	.15	.600
	IV	Education Accomplished Practices	4.00	.35	1.400
35%	V	Student Performance	3.11	.35	1.089

Total Score

3.539

Overall Effectiveness Category

Highly Effective

Determine effectiveness level

x	4.00	3.50	Highly Effective
	3.49	2.25	Effective
	2.24	1.75	Needs Improvement
	Below 1.75		Unsatisfactory

Teacher's Comments: I am happy with our reading scores this year.

Teacher's Signature: Teacher's Signature Date: 6/10/XX

(Signature does not necessarily imply agreement. The teacher has a right to attach a written response which will become part of the permanent record.)

Administrator's Comments: Thank you for a great year.

Administrator's Signature: Administrator's Signature Date: 6/10/XX



# Santa Rosa District Schools

## Professional Educators Assessment and Results System

[Home](#)[Sign Out](#)

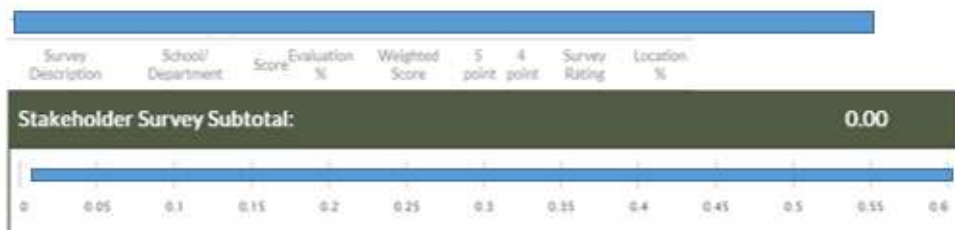
### Final Evaluation Results

[<<< Return to Main Menu](#)INSTRUCTOR: [Print](#)View History: 2015-2016 

#### Student Performance



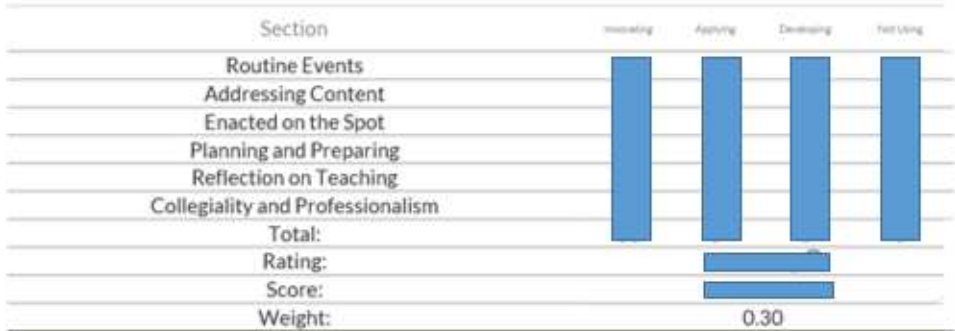
#### Stakeholder Survey



#### Professional Development Plan

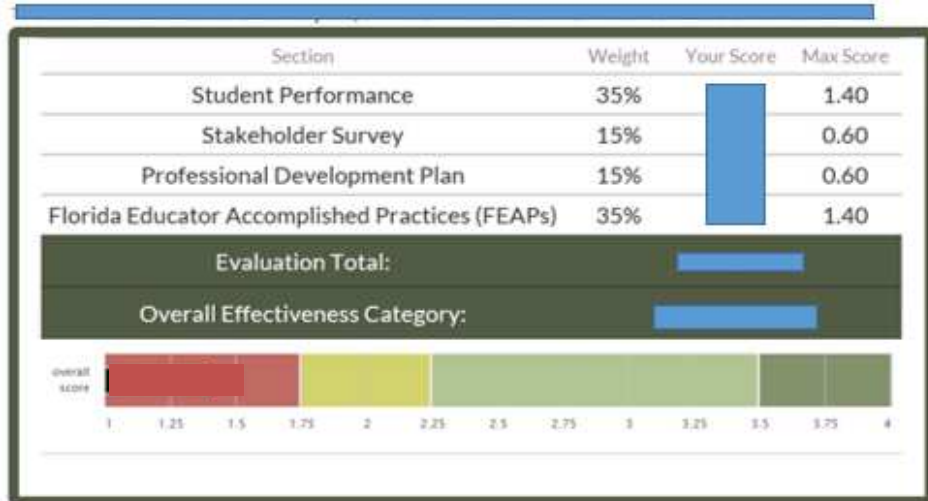
[\(Add PDP Score\)](#)

#### Florida Educator Accomplished Practices





### FINAL RESULTS:



# Attachment P

## First Semester Evaluation



**Santa Rosa County School District**

**Instructional Evaluation Instrument**

### Instructional Personnel I – First Semester Evaluation

All teachers new to the Santa Rosa District Schools (Instructional Personnel I) are required to complete two evaluations. The first of these should be completed before the end of the first semester and the second evaluation should be completed near the end of the school year.

#### Part A: Successful Initiation of the Professional Development Plan - Administrator Rating (20% of Evaluation)

After reviewing the teacher's PDP goals and the progress made to date, the administrator determines a rating.

**Administrator  
of PDP**

Check One

HE (4.0)	
E (3.0)	
NI (2.0)	
U (1.0)	

**Rating**

20%

#### Part B: Student Performance – Administrator Rating (35% of Evaluation)

After reviewing the teacher's Gradebook and progress monitoring documentation the administrator determines a rating.

**Administrator  
Rating**

Check One

HE (4.0)	
E (3.0)	
NI (2.0)	
U (1.0)	

35%

#### Part B C: Florida Educator's Accomplished Practices - Marzano Model - 80% 45% of Evaluation

**Method of Data Collection:**

**Dates/Notes:**

Formal Observations	
Informal Observations	
Meetings	
Artifacts	
Others	

Check One

**Domain I – 48% 29%**

HE (4.0)	
E (3.0)	
NI (2.0)	
U (1.0)	

Check One

HE (4.0)	
----------	--

**Domain II – 14% 7%**

H (3.0)	
NI (2.0)	
U (1.0)	

**Domain III – 4% 2%**

Check One

HE (4.0)	
E (3.0)	
NI (2.0)	
U (1.0)	

**Domain IV – 14% 7%**

Check One

HE (4.0)	
E (3.0)	
NI (2.0)	
U (1.0)	

### Part C: Overall Evaluation

	Score	Weight	Weighted Score
<b>Part A - PDP</b>		.20	
<b>Part B – Student Performance</b>		.35	
<b>Part B C-Domain I</b>		.48 .29	
<b>Part-B C-Domain II</b>		.14 .07	
<b>Part B- C Domain III</b>		.04 .02	
<b>Part B- C Domain IV</b>		.14 .07	

A copy of the Administrator's observation notes will be made available to the Teacher upon request.

#### Effectiveness Rating Scale:

4.00-3.50 Highly Effective  
 3.49-2.25 Effective  
 2.24-1.75 Needs Improvement  
 Below 1.75 Unsatisfactory

**Total Score**

**Overall Rating**

Teacher's Comments: \_\_\_\_\_

Teacher's Name/Work Site (print) \_\_\_\_\_

**Teacher's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Administrator's Comments: \_\_\_\_\_

**Administrator's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

~~A copy of this completed evaluation should be given to the instructor and a copy~~

~~should be sent to Human Resources before the end of the first week in December~~

This evaluation should be completed in PEARS before the end of the first Semester in December.

# First Semester Evaluation Sample

**Instructional Evaluation Instrument****Instructional Personnel I – First Semester Evaluation**

All teachers new to the Santa Rosa District Schools (Instructional Personnel I) are required to complete two evaluations. The first of these should be completed before the end of the first semester and the second evaluation should be completed near the end of the school year.

**Part A: Successful Initiation of the Professional Development Plan - Administrator Rating (20% of Evaluation)**

After reviewing the teacher's PDP goals and the progress made to date, the administrator determines a rating.

**Administrator Rating  
of PDP**

Check One

HE (4.0)	X
E (3.0)	
NI (2.0)	
U (1.0)	

20%

**Part B: Student Performance – Administrator Rating**

After reviewing the teacher's Gradebook and progress monitoring documentation, the administrator determines a rating.

Check One

HE (4.0)	X
E (3.0)	
NI (2.0)	
U (1.0)	

35%

**Part C: Florida Educator's Accomplished Practices - Marzano Model - 80% 45% of Evaluation****Dates/Notes:**

Formal Observations	10/10/11, 11/3/11
Informal Observations	9/26/11, 11/30/11
Meetings	8/15/11, 8/17/11, 9/15/11, 10/1/11
Artifacts	Review lesson plans
Others	Open house, fall festival, parent conference (11/1/11)

Check One

**Domain I – 48% 29%**

HE (4.0)	
E (3.0)	X
NI (2.0)	
U (1.0)	

Check One

**Domain II – 14% 7%**

HE (4.0)	X
E (3.0)	
NI (2.0)	
U (1.0)	

Check One



Domain III – ~~4%~~ 2%

HE (4.0)	
E (3.0)	
NI (2.0)	X
U (1.0)	

Check One

Domain IV – ~~14%~~ 7%

HE (4.0)	X
E (3.0)	
NI (2.0)	
U (1.0)	

### SAMPLE

#### Part C D: Overall Evaluation

	Score		Weight	Weighted Score
Part A - PDP	4.0		.20	.80
Part B – Student Perf.	4.0		.35	1.4
Part B-Domain I	3.0		<del>.48</del> .29	<del>1.44</del> .87
Part B-Domain II	4.0		<del>.14</del> .07	<del>.56</del> .28
Part B-Domain III	2.0		<del>.04</del> .02	<del>.08</del> .04
Part B-Domain IV	4.0		<del>.14</del> .07	<del>.56</del> .28

A copy of the Administrator's observation notes will be made available to the Teacher upon request.

#### Effectiveness Rating Scale:

4.00- 3.50 Highly Effective  
 3.49- 2.25 Effective  
 2.24- 1.75 Needs Improvement  
 Below 1.75 Unsatisfactory

#### Total Score

~~3.44~~ 3.67

#### Overall Rating

Effective Highly  
 Effective

Teacher's Comments: I find my new job very rewarding.

Teacher's Signature: Teacher Date: 12/5/XX

Administrator's Comments: I am pleased with the progress you have made to date.

Administrator's Signature: Administrator Date: 12/5/XX

*A copy of this completed evaluation should be given to the instructor and a copy should be sent to Human Resources before the end of the first week in December each year.*

This evaluation should be completed in PEARS before the end of the first Semester in December.