Paterson Public Schools



Resource Special Education Teacher Practice Rubric

Professional Educator Performance Standards

- 1. Preparation for Instruction (x2)
 - **❖** Professional educators prepare for quality instruction using a comprehensive approach.
- 2. Use of Data to Inform Instruction (x2)
 - **❖** Professional educators use data to inform instruction.
- 3. Delivers Quality Instruction (x3)
 - **❖** Professional educators deliver quality instruction.
- 4. Interventions to Meet Diverse Needs (x3)
 - ❖ Professional educators increase the probability of advancing individual student achievement.
- 5. Classroom Environment (x2)
 - Professional educators establish a culture that is conducive to student well-being and learning.
- 6. Leadership (x2)
 - Professional educators have a responsibility for professional growth and positive leadership.
- 7. Professional Responsibilities (x1)
 - **❖** Professional educators have a responsibility to the profession, district, parents, students, and the public.

Name:	Date:
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PERFORMANCE STANDARD #1: PREPARATION FOR INSTRUCTION

Professional educators prepare for quality instruction using a comprehensive approach.

Educators should know and be able to:

1a. Establish a culture of high expectations for learning and achievement.

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
IVENESS	Expectations & Inclusion	☐ Teaching practices maintain the status quo and do not contribute to the building culture of high expectations for students.	☐ Acts in ways that demonstrate support of the building culture as one of inclusion and high expectations for most students.	☐ Teaching practices reinforce and strengthen the building culture as one of inclusion and high expectations for <i>all</i> students.	☐ Initiates and engages in problem-solving to advance the culture of the building as one of inclusion and high expectations for <i>all</i> students.	
RS OF EFFECTI	Culture of Excellence	☐ The culture in the classroom reinforces low level learning expectations and/or plans to meet even minimal student achievement goals are not clear.	☐ The classroom culture supports student improvement efforts suitable for most students and the teacher outlines the steps to meet student achievement goals.	☐ Establishes a culture in the classroom that challenges <i>all</i> students to continuously improve. Develops a plan to measure progress toward meeting challenging student achievement goals.	☐ Creates a culture of excellence in the classroom that focuses on stretching student achievement for <i>all</i> student groups. Differentiated plans to meet rigorous student achievement goals are developed and there is a system in place to continuously measure progress toward goal attainment.	
INDICATORS	Communicating Expectations	☐ There is little to no evidence that achievement expectations have been communicated to students in advance and/or achievement goals are low.	Achievement expectations are not communicated well to students and/or the achievement goals are not high enough for some students.	☐ Achievement expectations are communicated in advance to students and the teacher provides example of how students can meet challenging achievement goals.	☐ Students are well prepared to articulate the steps they must take to reach rigorous achievement goals. It is evident that students know where they are in relation to the goals.	

1b. Use district adopted curriculum and content knowledge to design coherent lessons.

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
ENESS	Curriculum and Assessment Alignment	☐ Lesson plans, when available, do not align with the district adopted curriculum and/or district assessments.	☐ Lesson plans are partially aligned to the district adopted curriculum and district assessments.	☐ Lesson plans closely align to the district adopted curriculum and district assessments.	☐ Lesson plans are based on a thorough understanding of how to "unpack" the district adopted curriculum and alignment of district assessments.	
RS OF EFFECTIVENESS	Content Knowledge	☐ Lesson plans reference outdated content knowledge. Information presented in class contains content errors.	☐ Lesson plans are based on a general understanding of content knowledge. While information presented in class is accurate, it may not reflect the most current knowledge of the discipline.	☐ Lessons plans are based on solid content knowledge. Information presented in class is accurate and current.	☐ Lesson plans are based on extensive content knowledge. Information presented in class is accurate, current and consistent with well-established concepts or sound practices of the discipline.	
INDICATORS	Lesson and/or Unit Design	☐ Lesson and unit planning are inadequate. Learning activities do not follow an organized progression and time allocations are unrealistic.	Lesson plans or units are based on activities or resources, rather than focused on objectives. Progression and pacing of learning activities is sporadic, thus, time allocations are not always reasonable.	□ Lesson or unit is planned in detail around clearly defined lesson objectives. Progression and pacing of the planned learning time (instructional strategies, student activities, use of resources, assessment tasks) is constant, with reasonable time allocations.	Lesson or unit is precisely planned with explicit attention to detail leading to the demonstration of learning of the lesson objectives. The progression and pacing of planned learning time (instructional strategies, accessing materials, use of resources, student activities, and assessment tasks) is highly coherent.	

		1	c. Post alig	ned lesson ob	jectives an	d plan for de	emonstratio	ns of learnii	ng.
		Unsat	ISFACTORY	PROGRESSING	Pro	FICIENT	Ехемрі	_ARY	Evidence:
EFFECTIVENESS	to know and be able to do.		☐ Posts lesson objectives that reference grade level and/or course content. The objective are not used to re-focu student's attention to task.	to a grade essential c lesson objets focuses stu	n objectives that align level or course ontent or skills. The ective effectively adent attention at the of the lesson.	☐ Consistently Posts objectives that al disciplinary, grac course essential of skills. The object effectively focus attention to learn throughout the le	lign to cross de-level or content and tives serve to student's ing targets		
INDICATORS OF EFFEC			to students and s do not know sey are expected	☐ Although students are aware of where to find the posted lesson objectives, they rely o teacher direction to focus them on what they are expected to know and be able to d	student-fri students un are expecte able to do lesson.	ectives are written in endly language and inderstand what they ed to know and be by the end of each	☐ Students have been prepared to know lesson objective demonstration of provide direction understanding exthey are expected be able to do. The promotes both au independence in accomplishment tasks.	v that the and the f learning n for them in sactly what d to know and sis clarity utonomy and	
INDIC	Plans for DOL's	Learnir develop instruct	monstration of ng (DOL) is not ped in advance of tion and/or not with the lesson we.	☐ The Demonstration of Learning (DOL) is minimally developed and/or may be loosely connected to the lesso objective.	(DOL) is of instruct with the le	nstration of Learning developed in advance ion and is aligned sson objective and/or ications made to the 1.	☐ The Demonstration (DOL) are design of instruction, the lesson object provide multiple students to demonstration they have learned	ned in advance e closely with ive and ways for onstrate what	
		ard #1 Score	Unsatisfactory	Progressing I	Progressing II	Proficient I	Proficient II	Proficient III	Exemplary
	Over all Sco		1 - Ineffective	2 - Partially	Effective	3 - Eff	ective	4 - Highly	y Effective

Comments:

Na	ame: _				Date:	_				
	PERFORMANCE STANDARD #2: USE OF DATA TO INFORM INSTRUCTION Professional educators use data to inform instruction.									
Ea	lucators	s should know and be	able to:							
<i>2a</i>	. Foc	us on improvin	g instruction usi	ng data.	,					
		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:				
EFFECTIVENESS	Use of Electronic Data Management Tools	☐ Relies on someone else to provide student achievement data.	☐ Accesses electronic data management tools to view class achievement results.	☐ Uses electronic data management tools to access and exhibit achievement results for individuals and groups of students.	☐ Regularly accesses and systematically uses electronic data management tools to retrieve data, organize data tables and create profiles on multiple measures of individual and group student achievement results.					
OF	Uses Data to Inform Instruction	☐ Even when data is provided, there is no evidence that the information is used to make instructional decisions.	☐ Attempts to make instructional decisions linked to analysis of data, although inferences about the data may not be complete.	☐ Makes accurate use of student achievement data when making instructional decisions.	☐ Accurately draws inferences from multiple data sources with which to make decisions about instruction for both whole group and individual student instruction.					
INDICATORS	Uses Disaggregated Data to Refine Instruction	☐ No data is considered with which to make changes in instruction.	☐ Examines data at the group level and uses these data when planning instruction.	☐ Examines data at the item level to find strengths and challenges for disaggregated groups of students which is appropriately used when planning instruction for whole or small groups.	☐ Systematically examines data at the item level to find strengths and challenges both for disaggregated groups and for individual students. Uses these data to accurately refine and modify instruction for whole groups, small groups or for specific individuals.					

$2b.\ Use\ a\ variety\ of\ assessment\ methods\ when\ designing\ classroom\ assessments.$

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	Evidence:
EFFECTIVENESS	Assessment Methods	☐ A single type of population assessment method is used that is not aligned with the evidence outcomes in the curriculum.	☐ Uses a limited number of population assessment methods (e.g., end of chapter or selected response tests) to assess all types of learning, which may be loosely aligned to the evidence outcomes in the curriculum.	☐ Appropriately matches population assessment methods (e.g., personal communication, selected response, constructed response, portfolios and performance tasks) with evidence outcomes in the curriculum.	□ Evidence of a well-balanced population assessment system is in place which uses a variety of assessment methods (e.g. personal communication, selected response, constructed response, portfolios and performance tasks) that matches intended purpose and is closely aligned with evidence outcomes in the curriculum.	
INDICATORS OF EFFEC	Classroom Assessments	☐ Population assessments are of poor quality.	☐ Uses prepared assessments with multiple choice responses as the main criteria for determining what students know.	☐ Creates a variety of population assessments that are a good measure student learning of the lesson or unit objectives. Assessment tasks provide varied options for students to demonstrate what they know and are able to do.	□ Designs high-quality population assessments that accurately measure student learning of the lesson or unit objectives. Population assessments are a function of learning and not time. Assessment tasks may be embedded within the lesson and/or require a performance component for students to demonstrate what they know and are able to do.	
INDI	Common Assessments	☐ Does not implement or contribute to the development of common assessments.	☐ Cooperates with colleagues to implements common assessments. Compares results.	☐ Collaborates with colleagues to develop and implement common assessments. Engages in data-dialogues with colleagues to better understand how to use common assessment results to improve future instruction.	☐ Collaborates with colleagues to design and implement common assessments. Actively participates in data-dialogues with colleagues to evaluate the results from common assessment tasks and uses that information to re-teach or improve future lessons.	

				2c. Involve stu	dents in as	ssessing the	ir own learn	ning.		
		UNSAT	TISFACTORY	Progressing	Pro	DFICIENT	Ехемрі	ARY	EVIDENCE	Z :
EFFECTIVENESS	Scoring Criteria	aware o	s are not made of the assessment g criteria in e of the lesson or	Students are provided with the scoring criteria for success too late in the process to allow adequate time for practice prior to taking assessments. Students may not be able to identify what they need to do to improve performance.	or unit. Ba criteria, stu what they improve po	we the scoring advance of the lesson sed on the scoring adents can identify need to do to erformance.	☐ Students are very the scoring criter advance of the le Based on the sco students are able responsibility for improvements to focusing on what done to move to performance leve	ia provided in sson or unit. ring criteria, to take their work by t needs to be the next		
INDICATORS OF EFFE	Student Self-Monitoring	horro	cher does not system in place sking student ement results does not have a set up for its to know how e doing.	☐ The teacher takes responsibility for monitoring achievemen results for students. Without active involvement in monitoring their own learning, students wait for the teacher to let them know their level of proficiency.	place that t teacher pro students to achieveme Students h practice se using the s know their	has a system in requires active ompting in order for monitor their nt results over time. ave opportunities to lf-monitoring. By ystem, students elevel of proficiency achievement	The teacher has esta system that empow become active part monitoring their ov results over time. F provided to student of their self-monito system includes an for students to keep document their leva against established criteria.	rers students to ners in wn achievement feedback is is on the quality oring. The organized way o artifacts that el of proficiency		
INDIC	Student Goal Setting	anecdo	cally provides tal information to is about how they ng.	☐ Provides students with information about how to understand achievement data. The teacher sets goals and monitors progress for students.	how to into achieveme focused, you improving Students as	ndents to understand erpret their own nt data and to set et realistic goals for their performance. re supported in g their progress.	☐ The teacher facilit opportunities for analyze their own data and supports setting specific, y goals to improve Students create a track of their protime.	students to n achievement s students in vet challenging performance. plan to keep		
S	tands	ard #2								
_		Score	Unsatisfactor	_	Progressing II	Proficient I	Proficient II	Proficient I	_	¥

Comments:

PERFORMANCE STANDARD #3: DELIVERS QUALITY INSTRUCTION

Professional educators deliver quality instruction.

Educators should know and be able to:

3a. Instruct bell to bell.

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	Evidence:
VENESS	Engages Within 1 Minute	☐ The teacher wastes too much time getting the attention of students to begin the lesson.	☐ The teacher loses instructional time engaging students in the learning after the bell rings.	☐ The teacher engages students within one minute of bell.	☐ Students are taught to be self-directed learners who engage in learning activities within one minute of the bell.	
S OF EFFECT	Transitions	☐ Transitions are chaotic, with much time lost between lesson segments.	☐ Not all transitions are efficient which results in some loss of instructional time. Teacher prompting is required for students to move from one learning segment to the next.	☐ The teacher ensures transitions are smooth with no loss of instructional time. Students move efficiently from one learning segment to the next.	☐ Transitions are designed as instructional opportunities with very little down-time. Students are able to self-progress from one learning segment to the next through well-established routines.	
INDICATORS	Purposeful Closure	☐ The lesson ends abruptly without purposeful closure.	Lesson closure engages a limited number of students. Lesson closure is perfunctory in nature and does not effectively prepare all students for follow-up practice and/or to link the lesson to future learning.	☐ All students are engaged in purposeful closure to the lesson. Teachers use this time as an opportunity to guide reflection upon the learning accomplished, prepare students for follow-up practice and/or make connections to future learning.	☐ All students are engaged in purposeful closure to the lesson. As a result, students leave the classroom with a clear sense of accomplishment, are prepared for follow-up practice, can make connections with future learning and are better able to self-start the next lesson.	

3b. Use a variety of instructional strategies to focus instruction.

	Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
ENESS Selection of Instructional Strategies	☐ Lacking instructional	☐ Selects instructional strategies specific to the subject matter to support student understanding.	☐ Selects multiple instructional strategies that serve to maintain focus and cognitively engage students.	☐ Strategically selects from an extensive repertoire of instructional strategies to design meaningful learning experiences that challenge all students to be cognitively engaged throughout lesson.	EVIDENCE.
S OF EFFECTIVENES Select Instructional Delivery Instruction	☐ Instructional delivery is poorly executed and significantly lacks learning experiences that engage students.	☐ Instructional delivery (activities, groupings of students, materials, and resources) engages some, but not all, of the students in the learning of content and skills.	☐ Instructional delivery (activities, groupings of students, materials and resources) is effective in engaging students in important learning of content and skills.	☐ Instructional delivery is well executed (activities, groupings of students, materials and resources) and effectively leads to student engagement in significant learning of content and skills.	
INDICATORS Directions and Expectations	☐ The teacher's written and/or oral directions are confusing to the students, leaving them with questions about what they are supposed to do.	☐ The teacher's written and/or oral directions are sometimes unclear, causing students to frequently ask the teacher to repeat the directions. Explanations of content do not prepare all students to engage in classroom experiences without further guidance.	☐ The teacher's written and/or oral directions contain an appropriate level of detail and are clear to students. Explanations of content and pre-teaching important vocabulary effectively prepare students to engage in appropriate classroom experiences.	☐ The teacher's written and/or oral directions anticipate possible student misunderstanding and plans accordingly. The teacher prepares students well for understanding content by preteaching important vocabulary, scaffolding of more complex ideas and insuring that classroom experiences are appropriate, yet challenging.	

3c. Engages students in learning.

		Unsatisfactory	PROGRESSING	PROFICIENT	EXEMPLARY	EVIDENCE:
INDICATORS OF EFFECTIVENESS	Active Engagement	☐ Allows learning in the classroom to be passive rather than active. Lecture and/or busy work characterize the learning experiences. Does not attempt to engage students as individuals, including those with diverse needs and interests, across a range of ability levels by adapting their teaching for the benefit of all students.	□ Although learning experiences are primarily teacher- directed, the teacher experiments with engagement strategies. Often attempts to engage students as individuals, including those with diverse needs and interests, across a range of ability levels by adapting their teaching for the benefit of all students.	☐ Creates an expectation around engagement that learning is an active process. Helps to facilitate learning experiences that promote collaboration. Frequently engages students as individuals, including those with diverse needs and interests, across a range of ability levels by adapting their teaching for the benefit of all students.	□ Creates an expectation that learning is active not passive. Helps to facilitate challenging learning experiences that promote collaboration, independent learning and choice for all students. Consistently engages students as individuals, including those with diverse needs and interests, across a range of ability levels by adapting their teaching for the benefit of all students	
	Multiple Response Techniques	☐ Calls on one student at a time to respond.	☐ Frequently attributes the correct responses of a few students to the entire class.	☐ Solicits responses from all students (e.g. to write a response, to give a thumbs up or down, to ask questions, to hold up an answer on a dry erase desk board) to show they are understanding.	☐ Expects thoughtful responses from all students (e.g. to write a response, to give a thumbs up or down, to ask questions, to hold up an answer on a dry erase desk board) that show they are deepening their understanding of the lesson.	
	Class Discussions	☐ The teacher monopolizes class discussions.	☐ The teacher has limited success in engaging all students in class discussions and/or a few students dominate discussions.	☐ The teacher successfully engages all students in class discussions. Students are provided with opportunities to practice discussion skills.	☐ The teacher organizes the classroom and skillfully prepares students to effectively contribute to class discussions. In addition, students are taught to take an active role to ensure that all voices have an opportunity to be heard in discussions.	

3d. Continually checks for understanding.

		Unsatisfactory	Progressing	PROFICIENT	Exemplary	EVIDENCE:
CTIVENESS	Lesson Sequence and Pacing	☐ The teacher does not use checks for understanding during the lesson. Without checks for understanding no adjustments are made to the lesson sequence or pacing when students are confused.	☐ The teacher does not incorporate enough checks for understanding during the lesson. However, the teacher may adjust future lessons based on student response data at the conclusion of the lesson.	☐ The teacher uses a variety of checks for understanding during the lesson. Based on classroom response data the teacher adjusts the lesson sequence and pacing during the lesson.	☐ The teacher plans for a variety of checks for understanding during strategic points in the lesson. The teacher quickly adjusts the lesson sequence and pacing based on student response data to support individual student success.	
RS OF EFFECTIV	Questioning Strategies	☐ Teacher questioning is of poor quality presenting low cognitive challenge to students.	☐ Only some teacher questioning strategies invite a thoughtful response.	☐ Teacher questioning strategies require students to extend their thinking and elaborate their answers.	☐ Strategic teacher questioning strategies require students to think critically and defend or justify their answers. Thoughtful questions serve to deepen the discussion.	
INDICATORS	Implementation of DOL's	☐ There is no Demonstration of Learning (DOL) or the lesson simply ends abruptly.	☐ The Demonstration of Learning (DOL) is cumbersome, and difficult to gain quick information from.	☐ The Demonstration of Learning (DOL) is completed in a short period of time and is easy to understand.	☐ The Demonstration of Learning (DOL) is completed in five to ten minutes and is quickly reviewed by the teacher to assess learning. The DOL is easy to understand and varies from day to day.	

3e. Deliver rigorous and relevant content.

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
EFFECTIVENESS	Rigorous and Relevant Curriculum	☐ Lessons and/or units are too easy for the majority of students and/or class time is spent on busy work with low intellectual engagement.	☐ Lessons and/or units spend the majority of class time on knowledge level tasks that may require only some intellectual engagement.	☐ Lessons and/or units are designed to provide students with rigorous curriculum that is intellectually engaging.	☐ Lessons and/or units are designed that maximize productive time focused on high levels of rigor and relevance that challenge students to be intellectually engaged throughout.	
ATORS OF	Prior Knowledge and Making Connections	☐ Presentation of new content is either inappropriate for the grade level, poorly presented and/or does not connect with prior learning and knowledge. The teacher does not explain or leaves out information that would help students understand the relevancy of the concepts to their lives.	☐ Assumes that students are able to make the link to prior learning and knowledge when presenting new content. The teacher spends very little time helping students understand the relevance of concepts to their lives.	☐ Presentation of new content is grade level appropriate and students are able to connect prior knowledge and experiences with the new material being introduced. The teacher uses current examples and prerequisite knowledge known to students to illustrate concepts and make the content relevant for student's lives.	☐ Presentation of new content is challenging, appropriate and links well with students' prior knowledge and experiences. The teacher adeptly uses prerequisite knowledge known to students to illustrate concepts and skillfully bridges connections regarding the relevancy of the learning to student's lives.	
INDIC	Relevance for Students	☐ Presentation of lesson is not interesting. Students are bored and uninvolved in learning.	☐ Whether or not they find it interesting, the students follow the teacher's directions and do what is asked of them.	☐ Students are interested and engaged in the lesson and can state how the subject being studied is relevant to their own learning.	☐ Students find the lesson engaging and can explain how the subject being studied is relevant to other disciplines.	

3f. Integrate 21st Century Skills in instruction.

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
INDICATORS OF EFFECTIVENESS	Skills of a 21st Century Learner	□ Lesson and/or unit design does not help to prepare or teach students to develop 21 st Century Skills (e.g., critical thinking and reasoning, problem-solving, information literacy, collaboration, self-direction and/or invention).	□ Lesson and/or unit design helps students to develop skills in using at least one 21st Century Skill (e.g. critical thinking and reasoning, problem-solving, information literacy, collaboration, self-direction and/or invention).	☐ Lesson and/or unit design includes strategies for teaching 21 st Century Skills (e.g., critical thinking and reasoning, problem-solving, information literacy, collaboration, self-direction and/or invention).	□ Lesson and/or unit design strategically provides opportunities for students to demonstrate 21st Century Skills (e.g., critical thinking and reasoning, problem-solving information literacy, collaboration, self-direction and/or invention).	
	Materials and Resources	☐ Instructional materials and resources are inappropriate for the grade level or course and/or are used ineffectively.	☐ Instructional materials and resources limit student access to different perspectives.	☐ Selects a variety of appropriate instructional materials and resources that provide students with different perspectives.	☐ Secures a variety of relevant materials and resources to enhance and extend instructional experiences reflective of diverse perspectives and issues.	
	Technology Integration	□ Technology is not used to promote organizational efficiency, support instruction, and/or is used inappropriately. □ The teacher experiments with technology to promote organizational efficiency or support the subject matter. However, the technology may serve as a distraction from accomplishing the lesson or unit objectives.		☐ When technology is used, it promotes organizational efficiency, students' understanding of content, and is appropriate to accomplishing the lesson or unit objectives.	☐ Integrates technology into the classroom which serves to maximize organizational efficiency, extend students' expertise of both content and available technology, and is always appropriate to accomplishing the lesson or unit objectives.	

	3g. Provides feedback about student proficiency.								
		Unsai	TISFACTORY	Progressing	Pro	FICIENT	Ехемрі	ARY	EVIDENCE:
IVENESS	Timely Feedback	□ When feedback is given, it is too little, too late.		☐ Feedback is provided at the end of units of study. This level of feedback generally does not provide information for students to make error corrections soon enough to improve performance for the next assigned task.	☐ Feedback on assignments is provided in a timely manner. Students are clear on what areas need improvement for the next assigned task.		☐ Feedback on assig assessments and activities is timel reinforces what s well. Further, the outlines specific students to practi them to improve performance for assigned task.	major y and tudents did e feedback strategies for ce in order for upon their	
INDICATORS OF EFFECTIVENESS	Homework expectations are not clear to students. Homework assigned as busywork and/or may be confusing to students. There is not a system in place for assigning and managing homework. Homework expectations are not clear to students. Homework concepts in the less homewor have diffi understar expected Assigning homework.		☐ Homework is planned as part of the lesson, although there is not always a clear connection between the concepts and skills taught in the lesson and the homework. Student may have difficulty understanding what is expected of them. Assigning and managing homework is time consuming.	Homework is designed to reinforce and practice key concepts and skills from the lesson. Students know the expectations for homework completion and how it will be evaluated. Students know the system that is in place to assign and manage homework.		☐ Homework is designed as an extension of the lesson to reinforce and expand the most important learning concepts and skills. The scoring criteria for successful completion of homework are provided in advance. An efficient system is in place for assigning and managing homework with shared responsibility by the teacher and students.			
INDICA	Grading and Reporting Student Learning	Grading is inconsistent, may be subjective, and students generally do not know what their cumulative grade will be until the end of the quarter or semester. Grading of assignments is incomplete.		☐ Grading and reporting student learning is completed at the end of the unit. Grades and progress reports are completed per the school schedule.	☐ The teacher has designed a grading and reporting system for documenting student learning. This is shared with students and parents in advance. Grades and progress reports are completed and updated regularly to allow students to check their own progress.		☐ The teacher is proact establishing and cle communicating the grading and reporti learning. The gradi weighted to reflect learning targets on and the most imporstudent proficiency progress reports are updated regularly to monitor their ow	early system used for ng student ng system is proficiency of the most recent tant evidence of Grades and completed and o allow students	
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			Unsatisfactor	y Progressing I	Progressing II	Proficient I	Proficient II	Proficient III	Exemplary
C	Comments:								

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Na	ame: _				Date:	
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Ea	lucators	s should know and be ab	le to:			
40	. Diff	ferentiate instruc	ction based on st	udent needs and bacl	kground	
		Unsatisfactory	Progressing	Proficient	EXEMPLARY	Evidence:
OF EFFECTIVENESS	Differentiation Techniques	☐ Does not differentiate instruction for highly able students.	☐ Experiments with differentiated instructional techniques for highly able students without clearly defining the student's needs that are being addressed by the use of the strategy.	☐ Appropriately implements differentiated instructional techniques to meet the needs of highly able students.	☐ Analyzes student achievement data to effectively design and differentiate instruction to challenge highly able students.	
	Differentiates for Learning Styles and Abilities	☐ Does not differentiate instruction to address needs of students with varying learning styles and abilities.	☐ Requires support from others to be able to differentiate instruction for students with varying learning styles and abilities.	☐ Provides evidence of incorporating various differentiated instructional strategies (e.g., tiering or compacting lessons) to meet the needs of students with varying learning styles and abilities.	☐ Efficiently and appropriately differentiates instruction and assessment by content, process and/or product to address the unique learning differences of students that have a wide range of learning styles and abilities.	
INDICATORS	Student Backgrounds and Interests	☐ Lessons are planned using a "one size fits all" approach, with no variation for addressing diverse student backgrounds or	☐ Although lessons are planned for whole group instruction, there is some "on the spot" adaptations to meet student interests.	☐ Takes into consideration diverse student backgrounds and student interests when designing and implementing instruction.	☐ Effectively designs and implements lessons using culturally responsive teaching strategies that demonstrate consideration of diverse student backgrounds and incorporate	

consideration of diverse student backgrounds and incorporate individual student interests.

interests.

4b. Implements interventions with fidelity and adjusts interventions based on results

		Unsatisfactory	Progressing	PROFICIENT	EXEMPLARY	EVIDENCE:
ECTIVENESS	Response to Intervention	☐ Assumes minimal responsibility in providing academic intervention academic needs and does not collaborate with special service providers to support students with unique learning needs.	☐ Attends meetings to discuss concerns for specific students.	☐ Participates in providing students with academic intervention to provide differentiated instruction and consults with special service providers to support student's needs.	☐ Assumes an active role as a member of the team providing academic intervention to provide differentiated instruction and works collaboratively with special service providers to support students with unique needs.	
TORS OF EFFEC	Intervention Implementation	☐ Makes no effort to implement interventions or maintain fidelity to the intervention model for students who have learning differences.	☐ Requires additional skill development in effectively implementing selected interventions for students who have learning differences.	☐ Implements interventions for individual students who have learning differences while maintaining fidelity to the intervention model.	☐ Strategically implements and manages various research-based interventions for multiple students while maintaining fidelity to the intervention model(s).	
INDICAT	Progress Monitoring	☐ Progress monitoring data is not available.	☐ Progress monitoring data is recorded.	☐ Records progress monitoring data to determine if interventions are effective. For students who require more intense interventions, the frequency of progress monitoring is increased.	☐ Maintains progress monitoring data, and analyzes discrete data points to improve intervention effectiveness. Uses many forms of progress monitoring tools appropriately and accurately interprets results to adjust instruction accordingly.	

			4c. Ad	apt and modify	j instruction	for the un	ique needs oj	flearners		
		UNSAT	ISFACTORY	Progressing	Prof	ICIENT	EXEMPLA	RY	EVIDENCE:	
OF EFFECTIVENESS	Student information is not used to plan instruction for learners in the general education classroom who have special needs (e.g., English Language Learners, Gifted and Talented, Special Education and 504 students).		☐ Uses student information that is provided by others to plan for learners with special needs (e.g., English Language Learners, Gifted and Talented, Special Education and 504 students) who are in the general education classroom.	information t for students i education cla special learni English Lang Gifted and Ta Education an	□ Accesses and uses student information to plan instruction for students in the general education classroom who have special learning needs (e.g., English Language Learners, Gifted and Talented, Special Education and 504 students). □ A system is in place for accessing, retrieving, organizing, and analyzing information for planning instruction for students with special learning needs who are in the general education classroom (e.g., English Language Learners, Gifted and Talented, Special Education and 504 students).		g, alyzing anning ents with eds who are ation glish , Gifted and			
INDICATORS OF EFFE	Individual Student Plans	modific specifie student English Learner Talente Educati student are in tl	implement nodations and/or cations as ed in individual plans (e.g., a Language es, Gifted and d, Special ion and 504 es) when students he general on classroom.	ement accommodations and/or accommodations and/or modifications outlined in individual student plans (e.g., English Language Learners, guage ted and Gifted and Talented, Special Education and So4 students) with en students meral Special Education are in the Special Education classroom.		ons and/or s as prescribed by ident plans (e.g., uage Learners, alented, Special d 504 students) s are in the	☐ Uses individual student plans (e.g., English Language Learners, Gifted and Talented, Special Education and 504 students) to effectively implement accommodations and/or modifications when students are in the general education classroom.			
NI	Interdependence	Resists or is passive in collaborating with others to implement and monitor individual student plans.		☐ Allows others to take the lead in directing, implementing and monitoring individual student plans.	e Collaborates a with other ed implement ar individual stu	ucators to ad monitor	☐ Forms partnerships a interdependently as other educators to c monitor and adjust student plans.	a team with continually		
S	tand	ard #4								
		l Score	Unsatisfacto	ry Progressing I	Progressing II	Proficient I	Proficient II	Proficient III	Exemplary	
C	Comments:									

Na	me: _				Date	:	<u> </u>		
	PERFORMANCE STANDARD #5: CLASSROOM ENVIRONMENT Professional educators establish a culture that is conducive to student well-being and learning.								
		s should know and be able atribute to a safe o		ning environment.					
		UNSATISFACTORY	PROGRESSING	Proficient	EXEMPLAR	XY	EVIDENCE:		
OF EFFECTIVENESS	Rules and Regulations	☐ Disregards, defies, or ignores school behavioral rules and regulations. Student safety is compromised by teacher's lack of compliance with emergency procedures. Is non-compliant and/or negligent with regard to supervision of students inside and outside the classroom setting.	□ Does not consistently reinforce school behavioral rules and regulations and/or is not clear about established procedures in emergency situations. Supervision of students inside and outside the classroom lacks an appropriate level of attention.	☐ Complies with school behavioral rules and regulations and established emergency procedures to insure student safety needs are met. The supervision of students both inside and outside the classroom is at an appropriate level of attention.	☐ Implements and contine reinforces all school be rules and regulations a established emergency procedures to insure se safety needs are consisted in the second of the s	ehavioral and / tudent stently met. times with students e the ere is s active			
INDICATORS	Safe & Organized Environment	☐ The classroom arrangement is either unsafe or the use of space impedes learning.	☐ Contributes to or creates an environment that is safe, but has a "neutral" feel to it. Limited attention has been given to use of space. The classroom arrangement, while not causing significant management problems, does not contribute to varied learning possibilities.	☐ The classroom environment is safe, organized and designed to support a student focus on learning purposes. Makes efficient use of available space.	☐ Contributes or establish comfortable, safe, and learning environment organized to facilitate learning. Maximizes use of all available spasupport a variety of in purposes.	inviting that is a focus on efficient ace to			

Physical Resources	students.	☐ The use of physical resources (e.g., furniture arrangement, technology, learning stations) limits engagement and do not necessarily promote learning activities that are accessible to all students.	☐ The use of physical resources (e.g., furniture arrangement, technology, learning stations) contributes to all students being able to access learning opportunities.	☐ Uses physical resources (e.g., furniture arrangement, technology, learning stations) optimally to ensure that all learning is equally accessible to all students. The physical arrangement of the classroom is flexible to maximize student engagement strategies. Takes into account individual needs of students when arranging the classroom environment.	

5b. Use effective classroom management procedures. UNSATISFACTORY **PROGRESSING PROFICIENT EXEMPLARY EVIDENCE:** Routines and Procedures ☐ Procedures to manage ☐ There are no established ☐ Procedures to manage routine ☐ Procedures to facilitate student classroom routines and classroom routines are tasks and materials are in management for carrying out outlined, although they /or procedures are not place resulting in efficient routine tasks and materials reinforced. Students do are inconsistently practices that do not interfere management are in place EFFECTIVENESS followed by the students not know classroom with learning time. Routines resulting in highly efficient and/or teacher. The and responsibilities for practices that maximize time procedures resulting in confusion and a teacher spends too management of tasks is for learning. Procedures and much instructional time significant loss of wasted known to students and routines are efficiently redirecting student learning time accomplished efficiently and managed by self-directed characterized by student behavior. in ways that do not contribute learners. time off-task. to "down time." ☐ Learning experiences and ☐ Learning experiences and ☐ Learning experiences and ☐ Learning experiences and Learning Experiences and Activities activities are disorganized activities are primarily activities are routinely activities are highly organized and poorly managed. organized by the teacher in and efficiently facilitated by managed by the teacher such a way that students can both the teacher and students resulting in loss of learning time for some maximize time for learning. who each assume responsibility students who must wait for maximizing time for INDICATORS learning. for teacher directions. There are some inefficiencies in managing routine tasks that take time away from learning. ☐ Procedures for independent ☐ Procedures for ☐ In the absence of known ☐ Students consistently assume Cooperative Work independent and/or procedures, students and/or cooperative group responsibility for following cooperative group work spend time waiting for work are known in advance procedures for independent teacher re-direction in are not established and/or and most students are engaged and/or cooperative group work not reinforced - resulting order to engage in throughout the lesson in and hold themselves in considerable "downpurposeful learning. independent work or accountable for contributing time" where students are cooperative group work. productively to their own

learning.

not productively engaged

in learning.

5c. Effectively manage student behavior.

	Unsatisfactory		Progressing	Proficient	EXEMPLARY	EVIDENCE:
INDICATORS OF EFFECTIVENESS	Discipline Plan	☐ Has not established classroom rules and/or procedures. Standards of conduct are unclear to students. The teacher attempts to control the classroom through threats of referral or by increasing vocal intensity. The teacher spends an inordinate amount of time dealing with behavior issues.	☐ Most students seem to understand the classroom rules and standards of conduct. Consequences for inappropriate behavior are inconsistently applied. The teacher is generally aware of student behavior, but may miss the misbehavior of some students.	☐ Explicit classroom rules and standards of conduct are clear to all students. Consequences for inappropriate behavior are reasonable and consistently applied. The teacher demonstrates awareness of events in the classroom and often anticipates and prevents potential problems.	☐ Students contributed to designing the classroom rules and standards of conduct upheld by all members of the classroom. Consequences for inappropriate behavior are reasonable, clear, and consistently applied. Monitoring by the teacher of events in the classroom is subtle and proactive.	
	Re-direction Techniques	☐ Lessons have numerous ☐ The teacher's repertoire		☐ While students also monitor their own behavior, the teacher is skilled at using a variety of techniques to redirect students back to the task of learning.	☐ Students monitor their own and their peers' behavior, correcting one another respectfully. The focus of discipline is to maximize student learning time and students show a respect for the rights of other students to learn.	
	Circulation During Instruction	☐ Remains basically stationary and is often inaccessible to many students.	☐ Utilizes proximity to students during learning activities to prevent disruptive behavior.	☐ Circulates during instruction and learning activities to support engagement, interact with students and monitor behavior and learning.	☐ Circulates during instruction and learning activities to interact with students, prompt student thinking and assess progress. Exhibits a heightened awareness of the learning that occurs in all areas of the classroom.	

$\it 5d.$ Foster collaboration and self-regulation in students.

	Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
FFFECTIVENESS Fosters Self-Regulation	☐ Uses a one dimensional approach to directing student learning. Students are passive learners.	☐ Primary responsibility for the students staying on task and focused on learning rests with the teacher. The emphasis is more on the "teacher as worker."	☐ Fosters self-regulation in students so that they are able to take responsibility for staying on task and focusing on improving their performance. There is an emphasis on the "student as learner."	□ Develops self-regulating students who acknowledge they are being challenged academically and they assume responsibility for staying on task and focused on moving from one performance level to the next. There is a strong emphasis on the "student as producer."	
Collaborative Decision Making	☐ Does not promote student collaboration or decision making.	☐ Uses a few strategies to engage students in collaborative activities that promote cooperation of students within the class.	☐ Engages all students in collaborative activities that promote communication, decision making and group responsibility to the classroom community.	☐ Facilitates the conditions under which students demonstrate strategies for collaboratively solving problems and engaging in decision making in the classroom and/or school community.	
Student Leadership	☐ There is no evidence that student leadership opportunities are fostered.	☐ The teacher creates opportunities for individual students to have classroom responsibilities.	☐ Students are given opportunities for leadership in the classroom.	☐ There is strong evidence that the teacher fosters student leadership within the classroom and/or the school community.	

				5e. Prom o	te positive	and respect	ful rapport.			
		Unsat	ΓISFACTORY	Progressing	Pro	OFICIENT	EXEMPLA	RY	EVIDENCE:	
EFFECTIVENESS	Student-to-Student Interactions	The teacher allows student-to-student interactions characterized by conflict, sarcasm or put-downs. Student interactions in the classroom are disrespectful.		☐ The teacher reinforces student-to-student interactions that are appropriate, but there may be an occasional display of insensitivi to cultural or developmental differences among students.	student in polite and individua of each st	□ The teacher fosters student-to-student interactions that are polite and respectful. Student individuality and the dignity of each student is consistently maintained. □ The teacher fosters a classroom culture in which student-to-student interactions are highly respectful. As a class, student have learned to be supportive of one another's individuality and developmental levels. The dignity of each student is consistently maintained and honored.		dent-to- are highly ss, students supportive dividuality levels. The lent is		
INDICATORS OF EFFE	Teacher-to-Student Interactions	of rapp	-student tions reflect a lack ort between the and students.	☐ Teacher-student interactions are cordi but may not transfer positive teacher-stude relationships.	al, are positive to rapport is ent Positive t relationsh for studer practicing contribute	☐ Teacher-student interactions are positive and respectful rapport is demonstrated. Positive teacher-student relationships serve as a model for student learning and practicing of behaviors that contribute to a learning community.		ractions positive ort. Positive tionships pment of students nonstrate ribute to a		
INDIC	Tolerance and Respect for Diversity	or mod	cher does not teach el tolerance les. Teacher /words embarrass devalue students.	☐ The teacher is beginni to address issues rela to tolerance and resp for cultural difference although expectation may not be consisten enforced.	ted lessons of strategies es, respect for students. tly reinforces for demon	er incorporates In teaching tolerance It ostudents fostering It or multicultural The teacher Is high expectations Instrations of civility It is embers of the class.	☐ The teacher is intent teaching tolerance s and reinforces class interactions that are of multicultural sturn Students take respondensuring high level among members of	strategies sroom respectful dents. nsibility for s of civility		
	Standa	ard #5								
		l Score	Unsatisfactory	Progressing I	Progressing II	Proficient I	Proficient II	Proficient III	Exemplary	
	Comments:									

Name:	Date:
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PERFORMANCE STANDARD #6: LEADERSHIP

Professional educators have a responsibility for professional growth and positive leadership.

Educators should know and be able to:

6a. Understand their role and responsibility in implementing the District and/or Building Action Plan.

S		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
S OF EFFECTIVENES	Leadership Skills	☐ Allows others to fulfill the goals and priorities outlined in the Building Action Plan.	☐ Works collaboratively with leadership to fulfill the goals and priorities outlined in the Building Action Plan.	□ Actively participates in positively contributing to fulfillment of the goals and priorities outlined in the Building Action Plan by serving in a building leadership capacity (e.g., Department Chair, Grade Level Leader, Content Collaborator, Building Leadership Team, BAAC and/or building committees), and demonstrates Level I Leadership Skills.	Assumes a positive role in seeking more effective, solution-oriented ways within the building and the district to fulfill the goals and priorities outlined in the District/Building Action Plan (e.g., member of the Building Leadership Team, may be a Department Chair, Grade Level Leader and/or serves on building or district level committees), and demonstrates Level II Leadership Skills.	
INDICATOR	Collegial Partnerships	☐ Does not act in ways that reinforce the implementation of school improvement efforts.	☐ Maintains relationships with colleagues to fulfill duties that the school requires.	☐ Provides mutual support and cooperation with colleagues and administrators that contributes to improving the functioning of the school.	☐ Initiates positive relationships and forms collegial partnerships with colleagues, support staff, administrators, parents and others to contribute to the effective functioning of the school and/or programs within the district.	

□ Engages in disagreements and/or is unsupportive of school's focus on efforts. □ Supportive of the school's focus on improving the quality of instruction for students. □ Steps forward to support and promote the school's focus on improving the quality of instruction for all students. □ Steps forward to support and promote the school's focus on improving the quality of instruction for all students. □ Displays a sense of self-efficacy.		
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6b. Promote the concept of Professional Learning Communities/Professional Forums through collaboration and purposeful involvement.

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
EFFECTIVENESS	PLC Participation	□ Works in isolation with little evidence of collaboration with colleagues to implement the concepts of PLC's/professional forums (i.e. vertical and horizontal articulation, data meetings).	□ Requires additional skill development and practice for effectively implementing the concepts of PLC's/professional forums (i.e. vertical and horizontal articulation, data meetings).	☐ Actively participates in a PLC/professional forums (i.e. vertical and horizontal articulation, data meetings) to articulate the essential curriculum, design and gather relevant assessment data to inform instruction and implement and monitor effectiveness of intervention strategies.	□ Exhibits highly collaborative skills that support the PLC/professional forums (i.e. vertical and horizontal articulation, data meetings) members in working interdependently to achieve common goals, develop strategies to achieve those goals, gather and use relevant data and continuously learn from one another.	
INDICATORS OF EFFECT	Professional Inquiry	□ No time is devoted to dialogue with colleagues in PLC's/professional forums (i.e. vertical and horizontal articulation, data meetings) to improve student outcomes.	☐ Takes some initial steps to engage in dialogues with colleagues in PLC's/professional forums (i.e. vertical and horizontal articulation, data meetings).	☐ Actively participates in a culture of professional inquiry with colleagues to improve best practices in PLC's/professional forums (i.e. vertical and horizontal articulation, data meetings), stays focused and moves the discussion forward.	□ Facilitates dialogues that challenge self and others on the PLC/professional forums (i.e. vertical and horizontal articulation, data meetings) team to continually improve PLC/professional forums (i.e. vertical and horizontal articulation, data meetings) effectiveness (e.g., engaging in collective inquiry on questions specifically linked to student achievement, use of protocols, engaging in action research and practicing sense-making).	
	Professional Learning	☐ Makes no effort to share knowledge with others or to contribute productively to the professional learning of the team.	☐ Exchanges ideas with other teachers and members of the team regarding such things as instructional materials and teaching strategies.	□ Volunteers to participate in school or district professional learning making an important contribution to the work of the team.	☐ Shares best practice strategies with others through modeling or conducting professional development both inside and outside the school and/or district.	

6c. Continue professional growth.									
Uns	ATISFACTORY	Progressing	PR	OFICIENT	Ехемрі	LARY	EVIDENCE:		
Tearing Does not engage in professional development activities other than for licensure renewal.		☐ Participates in professional development opportunities to gain new skills. Seeks to improve teaching practices.	teaching new prot opportur	☐ Actively reflects on improving teaching practices, seeking new professional development opportunities to grow professionally.		grow roviding long learning. long learning teaching ing			
lentorshi and Peer reedbacl	not seek or accept back from mentors or s.	☐ Seeks and accepts support from a mento and/or peers.	or other edu mentorsl	☐ Positively impacts the work of other educators through mentorship and/or peer feedback.		d mentor for Takes n peer feedback es mentorship students.			
goal diffi evid evid mee	low performance s for self and/or has culty providing ence of monitoring or ting individual ormance goals.	☐ Develops individual performance goals ar monitors as required.	that align action pl for moni	es individual, ble performance goals n with the building an and has a strategy toring own progress ng these goals.	☐ Establishes challenging individual, measurable performance goals that meet and/or exceed the goals in the district/building action plan and monitors own progress in reaching these goals.				
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Standard #6 Overall Score	Unsatisfactory	Progressing I	□ Progressing II	Proficient I	□ Proficient II	Proficient III	☐ Exemplary		

Comments:

Name:	_	Date:
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PERFORMANCE STANDARD #7: PROFESSIONAL RESPONSIBILITIES

Professional educators have a responsibility to the profession, district, parents, students and the public.

Educators should know and be able to:

7a. Adhere to federal laws, state statutes and regulations pertaining to education, the Board of Education (BOE) policies, and school rules

		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:
EFFECTIVENESS	Legal and Professional Responsibilities	☐ Disregards or has no awareness of legal and professional responsibilities pertaining to education.	☐ Has a limited understanding and seeks to raise awareness of their legal and professional responsibilities pertaining to education.	☐ Understands and abides by the legal and professional responsibilities pertaining to education.	☐ Fully understands, abides by and supports the legal and professional responsibilities pertaining to education. The teacher acts proactively in seeing that colleagues comply with standards of excellence.	
OF	Compliance	☐ Does not comply with school rules and district policies and procedures.	☐ Inconsistently complies with school rules and district policies and procedures.	☐ Complies fully with school rules and district policies and procedures.	☐ Complies with school rules and district policies and procedures. Actively contributes to solutions that promote effective implementation of policies and procedures.	
INDICATORS	Confidentiality	☐ Disregards the legal and professional aspects of confidentiality practices.	☐ Seeks clarification and understanding of confidentiality practices. Takes initiative to do research, ask questions, and communicate with colleagues about best practice with regard to confidentiality laws.	☐ Maintains the legal and professional aspects of confidentiality practices. Has a working knowledge of the law as evidenced by the decisions made regarding how, when, where, why, and with whom confidential information is shared and stored.	☐ Demonstrates respect for and prohibits others from sharing confidential information inappropriately. Acts in reinforcing ways to support decisions made regarding how, when, where, why, and with whom confidential information is shared and stored.	

			7b. Demonstrate professionalism				
		Unsatisfactory	Progressing	Proficient	EXEMPLARY	EVIDENCE:	
EFFECTIVENESS	Respectful Workplace	☐ Exhibits disrespectful behavior when interacting with students, parents, staff and/or the community. Violates respectful workplace behaviors.	☐ Interactions with students, parents, staff and the community are neutral. Complies with respectful workplace behaviors.	☐ Consistently models respect for others when interacting with students, parents, staff and the community. Models respectful workplace behaviors.	☐ Promotes a culture focused on exemplifying respect for others. Adheres to high standards of professionalism characteristic of respectful workplace behaviors.		
OF	Honesty and Integrity	☐ Displays unethical or dishonest conduct when dealing with students, parents and/or colleagues.	☐ Uses poor judgment when dealing with students, parents and/or colleagues.	☐ Deals with students, parents and/or colleagues with honesty and integrity.	☐ Displays the highest level of ethical and professional conduct acting honestly and with integrity when dealing with students, parents, colleagues and/or the community.		
INDICATORS	Other Duties as Assigned	☐ Absent from assignment and assigned duties and/or is habitually late.	igned duties other duties as assigned. succe		☐ Assumes full responsibility for, and improves upon, the effective and efficient implementation of their assignment and other duties as assigned.		

7c. Effectively communicates and solves problems.									
70	Un	SATISFACTORY	PROGRESSING	Prof	TICIENT	EXEMPLA	RY	EVIDENCE:	
EFFECTIVENESS and Communication	Poorly communicates to students, staff, families, colleagues and/or the community. Communication neither is accurate, understandable nor is it sent in a timely fashion.		☐ Communicates information adequatel using oral, written and/or electronic methods.	accurate info efficient and with multipl	communicates standable and ormation in an I timely manner le audiences using communication	☐ Effectively communicates with diverse audiences in a manner that supports the welfare and success of students and the organization. Communication serves to advance understanding in challenging situations.			
ATORS OF EFF Conflict Resolution and	sion Mak	nimal involvement in entifying and seeking lutions to issues. olutions may even have adverse impact.		contributions when identifying and seeking solutions to effectively address building or and seek solution conflict resolution decision making that effectively according to the conflict resolution decision making that effectively according to the conflict resolution and seek solution conflict resolution decision making address building or conflict resolution decision making and seek solution conflict resolution decision making address building or conflict resolution decision making that effectively according to the conflict resolution decision making address building or conflict resolution decision making that effectively according to the conflict resolution decision making that effectively according to the conflict resolution decision making that effectively according to the conflict resolution decision making the conflict resolution decision making the conflict resolution decision d		☐ Facilitates and mode for identifying and solutions to buildin level professional a academic issues.	seeking g/district		
INDICATO Professional	□ Los be far pr	ses composure or ecomes defensive when ced with a difficult oblem.	☐ Requires reassurance from others to mainta composure in the face of conflict or difficult issues.	composure i	ponsibility for professional in the face of ifficult situations.	☐ Anticipates and difficonflicts using a vacommunication mewell as conflict resetechniques. Is a call presence when face conflict or challeng	riety of thods, as olution ming d with		
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	dard #7 all Scor	_	ry Progressing I	Progressing II	Proficient I	Proficient II	Proficient III	Exemplary	