

FTCSC



Teacher Evaluation System

Secondary Teacher (9 - 12)

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“Who dares to teach must never cease to learn”

Robert Marzano

FTCSC TEACHER EVALUATION SYSTEM

2021-2022

Rationale

The Franklin Township Community School Corporation teacher evaluation system was developed during the 2018-2019 school year. Its intent is to reinforce organizational clarity via feedback and professional development. It is about each one of us in the organization trying to improve our craft, which in turn will improve the academic success of our students. The system was born out of two compelling works: Patrick Lencioni's *The Advantage: Why Organizational Health Trumps Everything Else in Business* and *Revisiting Professional Learning Communities at Work: New Insights for Improving Schools* by Richard DuFour, Rebecca DuFour, and Robert Eaker.

Healthy Organization

Lencioni (2012) describes the characteristics of a healthy organization's performance management system (teacher evaluation system) with the following:

Essentially *performance management* is the series of activities that ensures that managers provide employees with clarity about what is expected of them, as well as regular feedback about whether or not they are adequately meeting those expectations. That may be a bit simple, but that's the heart of the idea, and it really ought to be simple...Healthy organizations believe that performance management is almost exclusively about eliminating confusion. They realize that most of their employees want to succeed, and that the best way to allow them to do that is to give them clear direction, regular information about how they're doing, and access to the coaching they need...Above all else, they are designed to stimulate the right kinds of conversations around the right topics. (pp. 162-164)

Professional Learning Community

DuFour, DuFour, and Eaker (2008) contend that as a professional learning community we make the following commitments:

1. Accept learning as the fundamental purpose of our district and therefore are willing to examine all practices in light of their impact on learning.
2. Commit to working together to achieve our collective purpose by cultivating a collaborative culture through the development of high-performing teams.
3. Assess our effectiveness on the basis of results rather than intentions. Individuals, teams, and schools seek relevant data and information and use that information to promote continuous improvement.

COMPETENCIES and PERFORMANCE INDICATORS OVERVIEW

All certified staff will be evaluated on the following four areas.

Core Competencies

The Core Competencies will be used for all teachers and administrators throughout our district. The three Core Competencies: Learning, Collaboration, and the Results are based on the three “Big Ideas” of a Professional Learning Community. A *systems thinking* approach is an alignment of an organization’s processes. As we continue to build a *systems thinking* school corporation, we will continue to embed and emphasize the importance of learning as the fundamental purpose in our district. We are committed to working interdependently to achieve our effectiveness on the basis of results rather than intentions. We will continue to hold high expectations for ourselves, our teams, our schools, and our district.

Role Competencies

The first three Role Competencies of Instruction, Assessment and Interventions are based on the four “Essential Questions” of a Professional Learning Community:

- What do all students need to know and be able to do?
- How will we know if they have learned it?
- How will we respond when some students do not learn?
- How will we enrich and extend the learning for students who are already proficient?

The fourth competency of *technology* is based on the Indiana Literacy Standards.

These Role Competencies were reviewed and revised by curricular departments, grade level teams of teachers, media specialists, counselors, etc. and will be our **first attempt** to convey the important functions of each role. All Role Competencies will be reviewed and revised at the end of the school year as we try to make each of them a more specific and precise representation of our responsibilities.

Professional Competencies

As employees of the Franklin Township Community School Corporation, we view the Professional Competencies as critical expectations in our profession. The Professional Competencies are scored on a 1 to 4 scale.

Performance Indicators

The Indiana Department of Education requires all certified employees to be evaluated annually on their performance. A teacher’s performance evaluation consists of multiple measures that include observations, objective measures for student achievement and performance indicators. Our school corporation has identified five (5) performance indicators for each certified position. Each indicator is scored on a 1 to 4 scale.

SCORING COMPETENCIES SUMMARY

The *Teacher Evaluation System* consists of four components: Core Competencies, Role Competencies, Professional Competencies, and Performance Indicators. Points per competency / indicator are listed below.

Points per Competency / Indicator	
3 – 12 points (1-4 per competency)	Core Competencies
4 – 16 points (1-4 per competency)	Role Competencies
1 - 4 points	Professional Competencies
5 – 20 points (1-4 per indicator)	Performance Indicators

The *Core, Role and Professional Competencies* are assigned a score of 1 to 4 based on the rating given by the evaluator. Listed below are the ratings with definitions that evaluators will use for each competency. Competencies are found on pages 5, 6, and 7.

Competency rating	Explanation of Competency Rating
4 = Highly Effective	All indicators in the Competency Area were observed and some were observed multiple times
3 = Effective	All indicators in the Competency Area were observed
2 = Needs Improvement	The majority of the indicators in the Competency Area were observed
1 = Ineffective	Indicators in the Competency Area were not observed

Listed below are the final *Performance Evaluation* ratings with definitions.

Total Points	Performance Evaluation ratings
52-45 Points	Highly Effective
45-40 Points	Effective
40-30 Points	Needs Improvement
29 points and below	Ineffective

CORE COMPETENCIES DISTRICT -WIDE

Teachers and administrators will be rated on each of the core competencies below.

Learning

We accept *learning* as the fundamental purpose of our district and therefore are willing to examine all practices in light of their impact on learning.

- Embraces and models lifelong learning
- Pursues continuous professional improvement through self-reflection and modifications
- Accepts feedback as a means to improvement
- Engages in professional development activities
- Creates an environment conducive to learning

Collaboration

We are committed to working interdependently to achieve our collective purpose through the implementation of *systems thinking*. We cultivate a *collaborative culture* through the development of high-performing teams.

- Embraces role as a team player and makes decisions that maintain a cohesive PLC
- Gives honest, open feedback and communicates in a positive manner
- Shares best practice and proactively seeks information from others to be effective
- Maintains a professional presence during meetings
- Resolves challenges in a respectful manner

Results

We assess our effectiveness on the basis of *results* rather than intentions. We demonstrate high expectations of individuals, teams, schools, and district leaders. We seek relevant data and information and use that information to promote continuous improvement.

- Addresses challenges with analysis and development of solutions
- Uses data as feedback for celebration, commitment to success, or change
- Establishes an ongoing cycle of goal setting, practice, and self-evaluation

ROLE COMPETENCIES

Secondary Teacher (grades 9 - 12)

Teachers will be rated on each of the role competencies below.

Instruction

Teachers will clarify what students must learn and the strategies for learning.

- Follows Indiana Standards and District Pacing Guides
- Implements engaging and rigorous lessons
- Introduces and builds the reading of complex texts with in-depth discussions and writing tasks.
- Uses Gradual Release of Responsibility Lesson
- Essential Questions are posted and students know essential questions when asked

Assessment

Teachers monitor learning.

- Frequently checks for understanding during each class period
- Provides timely, intentional and corrective feedback
- Uses common formative assessments
- Uses authentic assessments and performance tasks to monitor student progress
- Analyzes assessment data to inform instruction
- Includes open-ended items that require written explanation
- Uses progress monitoring and assessment data to identify students by name and need in order to provide timely, direct, and systematic interventions to support and/or accelerate student learning

Interventions

Teachers respond to students.

- Provides additional support for students who are not proficient
- Enriches and extends learning for students who are proficient/advanced
- Supports and utilizes a system of interventions
- Communicates frequently with students regarding their progress in class
- Communicates with parents to keep them informed of their child's progress and solicits their help at home
- The teacher follows the Tiered MTSS process by providing a Tier I foundation and refers students in a timely manner according to protocol

Technology

Teachers use available technology as a learning tool for students.

- Integrates technology-enriched learning experience via Canvas that incorporate digital tools and resources to promote student learning and clarity
- Integrates media sources and diverse formats into instruction and tasks

- Requires students to use technology to evaluate, question, problem-solve and interact on a regular basis with lessons and assignments within content area

**PROFESSIONAL COMPETENCIES
DISTRICT-WIDE**

Teachers and administrators will be rated on each of the core competencies below.

- Maintaining a positive and professional presence within the school and the community.
- Being on time and meeting deadlines consistently.
- Dressing appropriately for the educational setting for staff member's duties and should be easily identified as the classroom teacher.
- Complying with attendance guidelines relating to sick and general leave days.
- Maintains a positive classroom environment and appropriately handles student behavior.

PERFORMANCE INDICATORS

Teachers will be rated on each of the core competencies below.

Secondary Teacher (9 - 12)

Graduation Rate

RATING	PERFORMANCE INDICATOR
	Graduation Rate Average for Grade 12
4 =	95-100% of 12th Grade Cohort Graduated
3 =	90 - 94% of 12th Grade Cohort Graduated
2 =	85- 89% of 12th Grade Cohort Graduated
1 =	84% or less of 12th Grade Cohort Graduated
	Academic Honors Diplomas (AHD) for Grade 12
4 =	30 - 40% of 12th Grade Cohort Earned AHD
3 =	25 - 29% of 12th Grade Cohort Earned AHD
2 =	20 - 24% of 12th Grade Cohort Earned AHD
1 =	19% or less of 12th Grade Cohort Earned AHD
	WRITING
4 =	Evidence of 4 or more writing pieces per student per semester
3 =	Evidence of 3 writing pieces per student per semester
2 =	Evidence of one writing piece per student per semester
1 =	No evidence of writing
	CHECKING for UNDERSTANDING
4 =	<i>Using multiple techniques</i> teacher checks for understanding
3 =	Teacher checks for understanding
2 =	<i>Teacher rarely</i> checks for understanding
1 =	Teacher does not check for understanding
	PERFORMANCE TASKS
4 =	Evidence of 4 or more Performance Tasks per student per semester as evidenced by artifacts of student work
3 =	Use of at least 3 performance tasks during the semester as evidenced by artifacts of student work
2 =	Use of at least 1 performance tasks during the semester as evidenced by artifacts of student work
1 =	No use of performance tasks

GUIDE FOR PERFORMANCE INDICATORS

Writing

The Indiana English/Language Arts Standards that were adopted in April of 2014 lay out a vision of what literate students must know and be able to do in the 21st century. These standards represent a rigorous, cumulative progression of expectations in the area of writing. In order for students to meet the expectations represented in the standards, high levels of critical thinking are required for student writing. It is essential that our students have an understanding of logical arguments and are able to provide evidence to support their conclusions and judgments in writing.

Doug Reeves wrote that every school district should implement more nonfiction writing across the curriculum. Reeves argues that schools must make a substantial commitment to increase the amount of informational writing pieces at every grade level. “Every teacher in every subject is responsible for helping students think critically, and writing is the best way to master that skill.” (Reeves, 2011)

Writing Assignments could include the following where students are asked to develop a combination of “on-demand” essays (writing over a class period or two), practice assignments done at home, short answers on tests, and/or writing for extended periods of time (over days, or weeks) to list a few examples:

- Argumentative, Informative, and Narrative (grades K-5) writing pieces (Standard W.3.1, W.3.2, W.3.3)
- Argumentative, Informative, and Narrative (grades 6-12) writing pieces (Standard W.3.1, W.3.2, W.3.1)
- Writing pieces where students are required to use technology to produce and publish their pieces
- Research-based writing pieces/projects where students draw information from several sources (Standard W.5)

Indiana State English/Language Arts Standards includes the definition and description of Argumentative, Persuasive, Informative and Narrative Writing at the IDOE website <https://www.doe.in.gov/standards/englishlanguage-arts>. The site also provides tools that will assist teachers in viewing, discussing, and understanding what proficient writing looks like at each grade level.

Checking for Understanding

Teachers continually check for students' understanding throughout instruction using various techniques. Here are just a few examples:

- *Questioning Strategies* – students answer questions posed by the teacher as a whole group or as individuals.
- *Think-Pair-Share* – teacher circulates and listens to students sharing in pairs & answering each other's questions on content.
- *Mini-whiteboards* – individual students have a board and teacher uses them for ongoing assessment during a lesson.
- *Entrance/Exit Tickets* – students answer a brief question or two or write a brief summary of their learning for the day.
- *Red/Green/Yellow Cards or Popsicle Sticks* – students indicate their level of understanding by holding up their selected color.
- *Three/Two/One* – students indicate their level of understanding by holding up fingers.
- *4/3/2/1 Scoring Scale* – teachers use a posted scale that can be used either as a quick check with hand or numerical value for students to self-assess on a written assignment.
- *ABCD Whisper* – students get in groups of four where one student is A, the next is B, etc. Each student will be asked to reflect on a concept and draw a visual of his/her interpretation.
- *Circle/Triangle/Square* – students will “circle” something on their notes that is still going around in their heads, “triangle” something that stood out in their minds from the lesson, and “square” something that they agreed with in their thinking.
- *Decisions/Decisions* – given a prompt, class goes to the side of room that corresponds to their opinion on the topics; sides share reasoning; students may change sides after discussion.
- *Electric devices* -electronic surveying devices that give instant feedback and data like but not limited to Kahoot, Quizlet, Quizizz, Pear Deck, Menti-meter.
- *Fill in Your Thoughts* – students fill in the blanks for a written check for understanding (Another term for rate of change is _____ or _____.)
- *Give One/Get One* – students write a response to a prompt, meet up with another student and share ideas so that each leaves with something to add to his/her list.
- *Inner/Outer Circles* – students form an inner and outer circle facing a partner. Teacher asks a question and the students respond to partner. Outside observers relay information. Circle shifts to new partners for each question

- *Bubble Wrap Pop* – students write what they want to know about a topic on a dot sticker. Place dots on bubble wrap. When a topic is covered, the student pops the bubble.
- *Take and Pass* – students write a response then pass to the right, then add their response to next paper. Continue until students get their paper back, then the group debriefs.
- *Summary Writing* – students write a one-sentence summary of the most essential information from several days of instruction.
- *Value Line-up* – teacher poses question where students must select answer 1, 2 or 3. Students line up according to selected choice. Students give reasoning. Students can then shift.
- *Three-minute Buzz* – teacher poses a question and selected students must give every bit of information they can for three minutes. Student listen, analyze and give feedback for essential concepts.

Performance Tasks

A *Performance Task* is any learning activity that asks students to perform to demonstrate their knowledge, understanding and proficiency. *Performance tasks* yield a tangible product and/or performance that serve as evidence of learning.

- *Performance Tasks* allow students the opportunity to engage in incremental learning experiences that are designed to help them make their own connections to the standards while developing both conceptual understanding (concepts) and procedural understanding (skills). Performance tasks often scaffold from one task to the next in terms of the cognitive demand they place on students, building from foundational concepts and skills to the more rigorous skills of application, synthesis, evaluation, and creativity. Other times they require students to exercise the full range of thinking skills within one task alone. In doing so, students have the opportunity to demonstrate more than just one isolated procedural skill.
- *Performance Tasks* provide the “what” teachers will use to give their students truly engaging learning experiences within a unit of study. Performance tasks can also incorporate project-based learning and inquiry-based learning, two powerful learning approaches often absent from more traditional curricula. These active modes of learning do much to promote student discovery of the Big Ideas and Essential Questions of each unit.

Here are a few examples:

- English/Language Arts - Timed Essay, 4 minute monologue in Speech class, Pre-writing activity, oral report, debates, written constructed response, etc.
- Math - Story problem, creating a pattern/explain the pattern, written constructed response, etc.
- Science - Steps of a lab activity, completion of a section of a rubric, construct a parallel circuit, written constructed response, etc.
- Related Arts - Pacer test, student performing a modified pull-up, art portfolio, music skill, written constructed response, etc.
- Social Studies - create a timeline, debate, written constructed response, reports, presentations, etc.

SUMMARY EVALUATION SHEET

All teachers new to FTCSC (1-2 years) will have 4 formal observations (40-60) minutes once each quarter. Experienced Teachers (3+ years) will be observed 2 times per school year, 1 formal (40-60) and 1 informal (15-20). All formal observations will occur within 10 days of the pre-conference. The following is an example of the summary evaluation:

Teacher Name _____ School year _____

Competencies / Indicators	Rating	Score
Core Competencies		
Learning	1 – 4	
Collaboration	1 – 4	
Results	1 – 4	
Role Competencies		
Instruction	1 – 4	
Assessment	1 – 4	
Interventions	1 – 4	
Technology	1 – 4	
Professional Competencies	1 - 4	
Performance Indicators		
Student Data Point (1st Performance Indicator, page 8)	1 – 4	
Student Data Point (2nd Performance Indicator, page 8)	1 – 4	
Writing	1 – 4	
Checking for Understanding	1 – 4	
Performance Tasks	1 – 4	
Overall Rating (total points)	13 – 52	

Based on the above rating, I have evaluated this teacher as:

_____ Highly Effective (52-45 pts) _____ Effective (44-40 pts)
 _____ Improvement Necessary (39-30 pts) _____ Ineffective (29 pts and below)

Evaluator's Narrative Summary

Strengths:

Improvement areas:

Suggestions for growth:

Administrator _____ Date _____ Teacher _____ Date _____

The teacher's signature shall not be construed to indicate agreement or disagreement with statements contained on this form. The teacher has a right to offer a written response to this evaluation. The response shall be attached to this form.

TEACHER SUPPORT PHASE AND IMPROVEMENT PLAN

The Teacher Improvement Plan is for teachers scored as Improvement Necessary in two or more competencies or Ineffective in one or more competencies in any domain of the evaluation rubric.

There are three clearly defined steps in the plan including:

1. Administrative Notice and Support
2. Collegial Support
3. Intensive Administrative Intervention

Administrative Notice and Support

The Administrative Notice and Support step of the Teacher Improvement Plan, is to enhance communication between the building administrator and classroom teacher regarding FTCSC performance expectations. The singular goal of this process is to clearly communicate expectations and provide the necessary support. In the Administrative Notice and Support step, the principal notifies the teacher in writing of the specific area(s) in need of improvement. The competencies within the rubrics defining professional practice serve as the resource to clearly define the area and level of professional practice expected from the teacher. At this time the teacher, will work collaboratively with the principal, to fully focus on the area(s) identified as Improvement Necessary or Ineffective. Documented improvement at an Effective level, measured by the rubrics, will end the Teacher Improvement Plan.

The process is as follows:

- The administrator notifies the teacher that he/she is moving into the Administrative Notice and Support step of the Teacher improvement plan. The notification is in writing and includes the reasons for movement into Administrative Notice and Support. The process of the Teacher Improvement Plan is explained to the teacher.
- At the initial meeting, the principal and the teacher will design a plan which includes:
 - an established timeline
 - strategies for improvement
 - feedback and guidance while not serving in an evaluative role
 - evidence required to demonstrate improvement at an Effective level
- Documented improvement at an Effective level, measured by the rubrics, will end the Teacher Improvement Plan.
- If improved performance is not noted by the administrator, the teacher is notified in a conference and in writing that the teacher moves to the Collegial Support step of the Teacher Improvement Plan and this step is fully explained to the teacher.

Collegial Support

This step is focused on expanding the number of resources to include teaching colleagues in an effort to more fully assist the teacher in meeting professional expectations for educators in FTCSC. The process follows a very similar format as the Administrative Notice and Support step. The rubrics continue to serve as a guide for expected professional practice. Documented

improvement at an Effective level, measured by the rubrics, will end the Teacher Improvement Plan.

- At the conclusion of the Administrative Notice and Support step, the administrator notifies the teacher that he/she is moving into the Collegial Support step of the Teacher Improvement Plan. The notification is in writing and includes the reasons for movement into Collegial Support. The process is explained to the teacher.
- At the initial meeting, the principal and the teacher will review the previous plan (listed above) adjusting strategies and expanding the support system.
- When documented improvement at an Effective level is noted, the administrator notifies the teacher in conference, and in writing, that the professional expectations have been met and the Teacher Improvement Plan will end. Documentation will be placed in the teacher's personnel file as a permanent record of this level of intervention,
- If improved performance is not noted by the administrator, the teacher is notified in a conference and in writing that the teacher is placed in the Intensive Administrative Intervention step of the Teacher Improvement Plan. The process of the Intensive Administrative Intervention step is explained to the teacher.

Intensive Administrative Intervention

The Intensive Administrative Intervention step of the Teacher Improvement Plan is the most comprehensive level of support the school corporation provides to a teacher in need of improvement. This level of support is for a teacher who has not met the rubrics expectations or fails to participate in either the Administrative Notice and Support step or Collegial Support step. This level of support must be completed within the time frame established in 1C 20-28. This level of support differs from Collegial Support in the severity of possible consequences, urgency, the level of resources and structured format.

- At the initial meeting, the principal and the teacher will review the previous plan, adjusting strategies and expanding the support system.
 - timeline established, including the meeting date, teacher evaluation and date for resolution
 - administrative directed teacher action plan
 - review of evidence required to demonstrate effectiveness
- When documented improvement at an Effective level is noted, the administrator notifies the teacher in conference, and in writing, that the professional expectations have been met and the Teacher Improvement Plan will end. Documentation will be placed in the teacher's personnel file as a permanent record of this level of intervention.
- If improved performance is not noted by the administrator, the teacher is notified in a conference and in writing that the teacher is being recommended for non-renewal of the teaching contract.

There may be times when a teacher demonstrates unacceptable behavior (immoral, insubordinate, incompetent, and criminal) and these provisions allow for moving the teacher immediately to the Intensive Administrative Intervention step. In cases of state statute or criminal law violations, the teacher may be immediately placed on Administrative Leave pending due process.

Franklin Township Community School Corporation

TO:

FROM:

SUBJECT:

DATE:

The Teacher Evaluation has a component for teacher improvement. The Teacher Improvement Plan is a three step plan and is applicable to all Franklin Township teachers whose professional practice has diminished to a point, often times in a singular area, where support is essential.

The Teacher Improvement Plan utilizes the rubrics that defines what is expected of Highly Effective or Effective teachers. Area(s) where you are not meeting expectations (Not Evident) or need support (Needs Improvement) are:

Indicator	Competency	Suggestions for Improvement

This letter (Administrative Notice and Support) is the first step of the Teacher Improvement Plan. Your professional behavior needs to be aligned with the rubrics. You may seek additional support or resources from me or another person who you feel may be helpful. During this time, I will be observing in your classroom or other locations where professional behavior is expected. If performance is once again in line with the rubric as evaluated by me, you will not continue further with the Teacher Improvement Plan.

Should there be insufficient progress, you will be moved to step two of the Plan - Collegial Support. The focus of this step is to clearly define expectations and establish date of the teacher evaluation for those expectations to be met. If moved to this step, the process will be carefully explained to you. It is suggested that you have another person with you. This person may be a representative from the Franklin Township Education Association (if you are a member) or may be another colleague whom you trust.

The final step is Intensive Administrative Intervention. If reaching this step in the Improvement Plan, the process will again be reviewed with you. This is the final step of the Plan and could result in the non-renewal/cancellation of your teaching contract with the Franklin Township Community Schools.

Once again, this letter serves as notification that you have some area(s) for improvement or areas that are unacceptable. While this letter is not punitive, it should be taken very seriously and improvement should be seen by me.

Teacher: _____ Date: _____
School: _____ Assignment: _____
Principal: _____ Date: _____

This plan is collaboratively developed with the teacher, administrator, and if appropriate, the Support Team.

Timeline:

Administrator will be in on a weekly/ bi-weekly basis to observe and support. We will meet to have our final conference and determine if the Administrative support phase is complete or if we need to move to Collegial Support.

1. The indicator(s) and criteria in which the teacher has been designated as in need of assistance and support. (Principal)
2. Describe previous support utilized to address this area(s). (Teacher, Principal, Support Team)
3. List strategies, including colleagues not on the Support Team that will support improvement efforts by the teacher. (Teacher, Principal, Support Team)
4. List a timeline for support activities, including ongoing meetings to discuss progress. (Teacher, Principal, Support Team) _____
5. Describe documentation that will be used to determine successful improvement in the identified areas regarding the teacher's job-related performance. (Teacher, Principal, Support Team)

Franklin Township Community School Corporation
Teacher Support Phase Plan

Teacher: _____ Date: _____

School: _____ Assignment: _____

Principal: _____

Level of Support (Circle One): Administrative Support Collegial Support
Intensive Support

Support Team Members and positions

This plan is collaboratively developed with the teacher, administrator, and if appropriate, the Support Team.

1. The indicator(s) and criteria in which the teacher has been designated as in need of assistance and support. (Principal)

2. Describe previous support utilized to address this area(s). (Teacher, Principal, Support Team)

3. List strategies, including colleagues not on the Support Team, that will support improvement efforts by the teacher. (Teacher, Principal, Support Team)

4. List a timeline for support activities, including ongoing meetings to discuss progress. (Teacher, Principal, Support Team)

5. Describe documentation that will be used to determine successful improvement in the identified areas regarding the teacher's job-related performance. (Teacher, Principal, Support Team)

Initial Conference:

Principal: _____ Date: _____

Teacher: _____ Date: _____

My principal and I have collaborated on the development of this plan and I understand the contents of it and the seriousness of these actions.

Final Conference of this phase:

Principal: _____ Date: _____

Teacher: _____ Date: _____

Has this plan been successfully completed? If not, what are the next steps:

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Learning

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Collaboration

We are committed to working interdependently to achieve our collective purpose through the implementation of *systems thinking*. We cultivate a ***collaborative culture*** through the development of high-performing teams.

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Results

We assess our effectiveness on the basis of *results* rather than intentions. We demonstrate high expectations of individuals, teams, schools, and district leaders. We seek relevant data and information and use that information to promote continuous improvement.

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ROLE COMPETENCIES

Instruction

Teachers clarify what students must learn and the strategies for learning

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and Learning Center.

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Instruction (continued)

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Assessment

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Interventions

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Technology

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