



Hernando School District

School Board Workshop

Agenda - Final

Tuesday, May 12, 2026

2:00 PM

District Office-Board Room
919 N. Broad Street
Brooksville, FL 34601

CALL TO ORDER

PRESENTATIONS

1. [26-3741](#) Presentation on the Artificial Intelligence (AI) Guidance Framework
Attachments: [HCSD AI Framework Board Workshop Presentation 5 12 26](#)
[DRAFT AI Policy Guidance Framework 2026](#)
[Budget Sheet Sept 2021 Revised NO Financial Impact ACC](#)
2. [26-3754](#) Review and tentative approval of the 2026-27 Instructional Personnel Evaluation System Manual.
Attachments: [MOU Evaluation Manual 25-26](#)
[School Counselor Evaluation.docx](#)
[Florida School Counselor Standards](#)
[hcsd_district_instructional-acc- strike final](#)
[Instructional Evaluation Manual- Clean Final](#)
[Budget Sheet - NO Financial Impact](#)
3. [26-3762](#) Review of the 2023-2028 Strategic Plan Priority 2 and Priority 3
Attachments: [25-26 Update Strategic Plan 2023-2028 - District Report 2024 MASTER \(1\)](#)
[No Impact Budget Sheet](#)

GENERAL COUNSEL

ADDENDUM ITEMS

GOOD OF THE ORDER/BOARD DISCUSSION

School Board Comments

ADJOURNMENT

The next School Board Meetings are scheduled for May 26, 2026:

2:00 PM - Workshop

6:00 PM - Regular Meeting

Mission Statement

The Hernando County School District Collaborates with students, parents and other community stakeholders to effectively prepare all students for a successful transition into a diverse and changing world.



Hernando School District

School Board Workshop

Agenda Item # 1. 26-3741

5/12/2026

Title and Board Action Requested

Presentation on the Artificial Intelligence (AI) Guidance Framework

Executive Summary

The Supervisor of Instructional Technology, on behalf of the Superintendent of Schools, hereby requests the Board to review the presentation on the Artificial Intelligence (AI) Guidance Framework.

Purpose and Context

The Artificial Intelligence (AI) Guidance Framework was developed by the district's AI Task Force as a companion to School Board Policy 7540.08 - Artificial Intelligence. Its purpose is to provide clarity, consistency, and practical guidance for staff and students regarding responsible and instructional use of AI tools. The framework does not constitute new policy or mandates; rather, it translates existing policy into actionable guidance for classrooms and district operations.

Guiding Philosophy

The framework is grounded in the principle that AI is a tool to support learning - not a replacement for student thinking or professional judgment. All AI use in Hernando County Schools is expected to be learning-focused, teacher-guided, ethically responsible, transparent, inclusive, and aligned with student privacy and safety requirements.

Student Use of AI

Student use of AI tools is not permitted by default. Teachers must explicitly authorize AI use for specific instructional purposes, clearly defining appropriate and prohibited uses. When permitted, AI may support tasks such as research planning, data analysis, writing feedback, language supports, or accessibility accommodations, while original thinking, analysis, and academic integrity remain central expectations.

Approved Tools and Developmental Alignment

The framework establishes approved AI tools by grade band to ensure developmentally appropriate implementation. Elementary use is limited and highly supervised, middle school use emphasizes guided academic support, and high school use allows for expanded instructional applications with clear disclosure and accountability. Staff use of AI is permitted for professional tasks but must comply with data privacy, security, and professional standards.

Ethical Guardrails and Protections

The guidance explicitly prohibits harmful or unethical uses of AI, including deepfakes, impersonation, harassment, misinformation, privacy violations, or misrepresentation of individuals or district communications. All AI use must comply with state and federal laws, including FERPA and COPPA, as well as district technology and acceptable use policies.

Oversight and Ongoing Review

To remain responsive to evolving technologies and legal guidance, the framework is intended to be a living document. The district will conduct regular reviews supported by an AI Advisory Committee, ensuring continued alignment with instructional goals, community values, and Board direction.

Board Awareness

This presentation and executive summary are provided for informational purposes to share the outcomes of the AI Task Force's work. The framework reflects extensive collaboration, discussion, and consensus-building and represents the district's current approach to responsible and educationally sound AI use.

My Contact

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2023-28 Strategic Focus Area

Priority 1: Student Success

Financial Impact

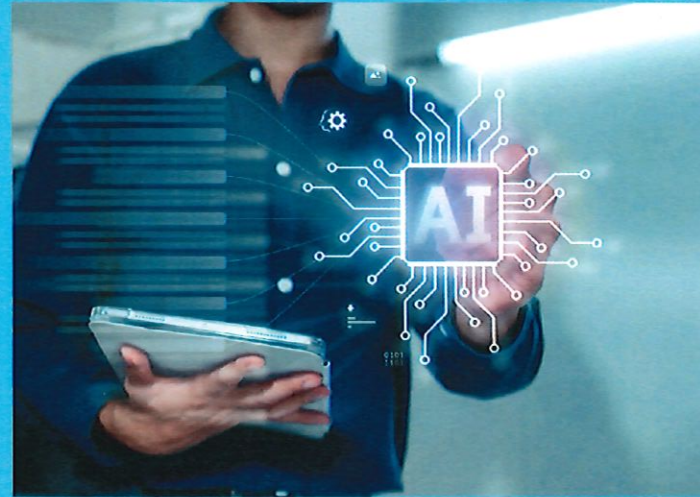
See attached budget sheet.

If expenditure is not currently budgeted, this will serve as the budget amendment when Board approved. If the agenda item includes the purchase of goods or services, the funds requested are an anticipated amount and may fluctuate depending on such factors as current market conditions, product availability, additional funding sources, and the needs of the District. Should the actual cost exceed the anticipated amount, the Board approves the additional cost, after review by the superintendent, but not in excess of the funds available in the site's approved annual budget.

Artificial Intelligence Guidance Framework

Board Workshop

Hernando County School District



Agenda

- 1 Context and Purpose
- 2 Guiding Principles and Expectations
- 3 Instructional Use of AI
- 4 Tools, Ethics, and Staff Use
- 5 Integrity, Oversight, and Next Steps



SECTION 01

Context and Purpose

Purpose and Role of the AI Guidance Framework
Why AI Governance Matters Now



Purpose and Role of the AI Guidance Framework



Companion to Board Policy
Translates Policy 7540.08 into practical, classroom-ready guidance for teachers, students, and staff.



AI as Tool, Not Replacement
Students must develop critical thinking, writing, and problem solving. AI enhances, never replaces.



A Living Resource
Designed to evolve as technology and instructional practices change. Proactive, not reactive.

The framework reduces ambiguity for staff and families while demonstrating responsible innovation and governance alignment.



Why AI Governance Matters Now

Urgency of Action

AI tools generate text, analyze data, translate languages, and simulate tutoring at unprecedented scale. Without guidance, confusion around integrity can grow.

Student Preparation

Students will encounter AI in higher education, the workforce, and civic life. Schools must teach how to use, question, and evaluate these tools ethically.

Risk Management

AI raises concerns about student data privacy, misinformation, impersonation, and harmful content. Clear guidelines reduce legal, reputational, and operational risks.



Supports compliance with FERPA and COPPA while demonstrating due diligence in responding to emerging technologies.

SECTION 02

Guiding Principles and Expectations

Guiding Principles for AI Use
Default Expectation and Teacher
Permission



Learning First

AI supports learning outcomes, never replaces student effort or skill development.

Teacher-Guided Use

AI use requires explicit teacher permission for defined instructional purposes.

Ethical & Responsible

Tied to academic honesty, student conduct, and acceptable use policies.

Inclusion & Access

AI supports accessibility, language development, and differentiated instruction.

Transparency

Expectations clearly communicated to students, reducing confusion.

Privacy & Safety

Protection of student data and compliance with legal and district requirements.

AI is embedded within a values-based, student-centered framework — not simply permitted without structure.

Default Expectation & Teacher Permission

AI use by students is NOT allowed by default.

Explicit

Permission must be clearly stated, never implied. Removes ambiguity for students.

Purpose-Specific

Identifies exactly what the AI tool may be used for: brainstorming, outlining, feedback.

Bounded

States what AI may NOT be used for: generating final products, replacing analysis.

Written communication of expectations is encouraged, supporting transparency and reducing disputes with students and families.

SECTION 03

Instructional Use of AI

Authorized Instructional Categories
Classroom Implementation by Grade
Band



Authorized Instructional Categories

Research Assistance

Generating guiding questions, identifying keywords, summarizing background info.

Data Analysis

Pattern identification and visualization support; student reasoning required.

Language Translation

Supports multilingual learners in comprehension without replacing instruction.

Writing Assistance

Grammar checks, outlining, revision. Full AI-generated writing is prohibited.

Accessibility Supports

Text-to-speech, speech-to-text, captioning without bypassing goals.

Each category is paired with examples and non-examples, providing clarity without being overly prescriptive.

Implementation by Grade Band

Elementary

Teacher-modeled AI use under direct supervision. Brainstorming with Canva AI, read-aloud supports, and guided exposure. Focus on foundational skill building.



Middle School

Khanmigo as moderated tutor. Students outline and organize ideas with AI, then reflect on how the tool supported their thinking. Reinforces metacognition.



High School

Microsoft Copilot for research planning, data analysis, and editing. Emphasis on original analysis and synthesis. Students disclose all AI use.

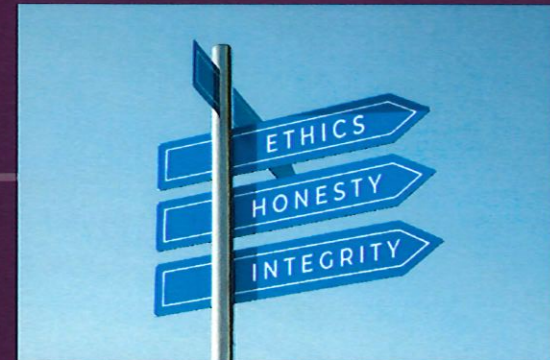


All grade bands: students disclose AI use when permitted, reinforcing academic honesty.

SECTION 04

Tools, Ethics, and Staff Use

Approved AI Tools by User Group
Ethical, Responsible, and Staff Use
Expectations



Approved AI Tools by User Group

User Group	Approved AI Tools	Implementation Guidance
Students (Grades K–5)	Canva AI	Use permitted only under direct teacher supervision and instructional guidance.
Students (Grades 6–8)	Canva AI Khanmigo AI	Use for clearly defined, task-specific instructional purposes with explicit teacher permission.
Students (Grades 9–12)	Canva AI Khanmigo AI Microsoft Copilot	Use for clearly defined, task-specific instructional purposes with explicit teacher permission.
Staff	Canva AI Khanmigo AI Microsoft Copilot Google Gemini ChatGPT	Use permitted for approved, job-related tasks; must protect student data and comply with district policy.

Ethical, Responsible, and Staff Use Expectations

Prohibited Uses

- Creating deepfakes or impersonating individuals
- Generating misleading or defamatory content
- AI-generated media portraying students/staff inappropriately
- Harassment, bullying, or privacy violations
- Entering student PII into public AI tools

Staff Encouraged Uses

- Lesson planning and instructional design
- Communication drafts and translation
- Accessibility tool integration
- Data analysis for instructional improvement
- All output must be reviewed for accuracy

AI does not replace professional judgment. It may not be used as the sole basis for grading, discipline, or instructional decisions.

SECTION 05

Integrity, Oversight, and Next Steps

Academic Integrity and Transparency
Review Process, and Next Steps



Academic Integrity and Transparency

Assignment Design

Teachers design tasks that emphasize process, reasoning, and reflection — reducing incentives for misuse and supporting authentic learning.

Instruction Over Punishment

Recognizes students are learning to navigate emerging technologies. Emphasis on prevention, guidance, and building responsible digital habits.

Student Disclosure

When AI use is permitted, students disclose how they used the tool, reinforcing honesty, accountability, and alignment with academic integrity policies.

Integrity preserved through proactive design and clear communication — not reactive enforcement alone.

Review, Closing Considerations, and Next Steps

Annual Review Process

Supported by an AI Advisory Committee of stakeholders including instructional staff, technology services, leadership, parents, and students.

A Living Resource

Updates allowed throughout the year as new tools emerge or clarification is needed. Responsive and collaborative process to evolving technologies.

Key Closing Considerations and Next Steps

- The district intends to provide clear, appropriate guidance for the safe and responsible use of AI in Hernando County schools.
- The AI Task Force sought to balance innovation with integrity while preserving student learning and professional judgment.
- Next steps should include formal staff orientation during beginning-of-the-year procedures and ongoing professional learning to reinforce expectations.

Building a Responsible AI Future Together

This presentation highlighted the critical importance of a thoughtful AI Guidance Framework — from guiding principles and ethical considerations to authorized uses and accountability.

Our collective commitment to integrity and responsible AI use will ensure we harness technology effectively while maintaining trust and transparency.

Thank you!



Artificial Intelligence (AI) Guidance Framework

Companion to School Board Policy 7540.08 – Artificial Intelligence (AI) Hernando County School District

Artificial Intelligence is a tool, not a replacement for human learning. HCSD is committed to preparing students not only to use AI responsibly, but to understand its limitations, evaluate its outputs critically, and lead ethically in a technology-driven world.

Purpose of This Guidance Document

This guidance framework is intended to support the implementation of School Board Policy **7540.08 – Artificial Intelligence (AI)** by providing clarity, context, and practical examples for staff and students. While the policy establishes expectations, authority, and boundaries, this document is designed to help schools and classrooms understand what the policy looks like in practice.

This document: - Supports (but does not replace) Board Policy 7540.08 - Provides illustrative examples to guide instructional decision-making - Reinforces ethical, responsible, and educationally sound use of AI - Preserves teacher professional judgment and discretion.

This guidance is **not a policy** and does not introduce new requirements or disciplinary procedures.

Guiding Principles for AI Use in Hernando County Schools

All use of Artificial Intelligence (AI) and/or Natural Language Processing (NLP) tools in the district should align to the following principles:

1. **Learning First** – AI should support learning, not replace student thinking, effort, or skill development.
2. **Teacher-Guided Use** – Students may only use AI tools with explicit teacher permission for defined purposes.
3. **Ethical & Responsible Use** – AI use must align with academic honesty, student conduct, and acceptable use expectations.
4. **Inclusion & Access** – AI may be used to support accessibility, language development, and inclusion when appropriate.
5. **Transparency** – Expectations for AI use should be clearly communicated to students.
6. **Privacy & Safety** – AI tools must be used in ways that protect student data and privacy.

Understanding Student Use of AI: What the Policy Means in Practice

Default Expectation (If no guidance is provided)

Student use of AI/NLP tools for the completion of schoolwork is **not permitted by default**.

Unless a teacher explicitly authorizes its use for a specific purpose, assignment, or activity, student use of AI tools is considered **unauthorized** and may be treated as a form of plagiarism or academic dishonesty.

Teacher Permission (Guidance is provided)

Teacher permission should be: - **Explicit** (clearly stated, not implied) - **Purpose-specific** (what the AI may be used for) - **Bounded** (what the AI may *not* be used for)

Permission may be granted: - For a single assignment - For a specific task within an assignment - For a defined instructional activity

Teachers are encouraged to communicate expectations in writing when appropriate.

Authorized Instructional Uses: Examples and Non-Examples

The policy identifies five instructional categories where AI tools *may* be used with teacher permission. The examples below are illustrative, not exhaustive.

A. Research Assistance

Appropriate Use Examples - Including but not limited to: Generating a list of keywords or guiding questions before conducting independent research - Summarizing background information on a topic prior to reading primary sources - Helping students identify multiple perspectives on a historical or scientific issue

Inappropriate Use Examples - Including but not limited to: Submitting AI-generated research summaries as final work - Using AI to write an entire research paper or project - Bypassing assigned readings by relying solely on AI summaries

B. Data Analysis

Appropriate Use Examples - Including but not limited to: Using AI to help identify patterns or trends in large data sets - Supporting interpretation of survey results or experimental data - Assisting with data visualization ideas (charts, graphs, categories)

Inappropriate Use Examples - Including but not limited to: Allowing AI to generate conclusions without student analysis - Submitting AI-generated interpretations as original student work - Using AI to fabricate or alter data

C. Language Translation

Appropriate Use Examples - Including but not limited to: Translating instructions or reference materials for multilingual learners - Supporting comprehension of complex academic vocabulary - Translating drafts to support revision and understanding

Inappropriate Use Examples - Including but not limited to: Replacing language instruction or practice - Submitting translated work as original writing without acknowledgment - Avoiding required language-production tasks

D. Writing Assistance

Appropriate Use Examples - Including but not limited to: Including but not limited to grammar, spelling, and punctuation feedback - Outlining or organizing ideas - Suggestions for sentence clarity or word choice - Helping students identify areas for revision

Inappropriate Use Examples - Including but not limited to: Generating full essays, stories, or responses - Rewriting student work in its entirety - Producing final drafts with minimal student input

E. Accessibility Supports

Appropriate Use Examples - Including but not limited to: Text-to-speech or speech-to-text tools - AI-assisted reading supports for students with disabilities - Translation or captioning supports for hearing-impaired students

Inappropriate Use Examples - Including but not limited to: Using accessibility tools to bypass learning goals - Replacing accommodations already specified without appropriate review

Approved AI Tools in Hernando County Schools

The following table outlines the district’s approved use of artificial intelligence tools by user group, including students across grade spans and district staff. It is intended to provide clarity and consistency regarding which AI tools may be used and under what conditions, ensuring that implementation is developmentally appropriate, instructionally purposeful, and aligned with district expectations. All AI tool use must adhere to established supervision, permission, and guidance requirements as described below and elsewhere in this guidance.

Users	AI Tools	Implementation
Students (Grades K-5)	<ul style="list-style-type: none"> ● Canva AI 	AI tools may be implemented only under direct teacher supervision and instructional guidance.
Students (Grades 6-8)	<ul style="list-style-type: none"> ● Canva AI ● Khanmigo AI 	AI tools may be used for clearly defined, task-specific instructional purposes with explicit teacher permission and appropriate guidance.
Students (Grades 9-12)	<ul style="list-style-type: none"> ● Canva AI ● Khanmigo AI ● Microsoft Copilot 	AI tools may be used for clearly defined, task-specific instructional purposes with explicit teacher permission and appropriate guidance.
Staff	AI tools including but not limited to: <ul style="list-style-type: none"> ● Canva AI ● Khanmigo AI ● Microsoft Copilot ● Google Gemini ● ChatGPT 	AI tools may be used to enhance instruction and assessments, support instructional decision-making and data analysis, and assist with approved job-related tasks.

Grade-Band Classroom Scenarios

Elementary School

- Teacher models how AI can help brainstorm ideas using Canva AI, but students complete writing independently
- AI used as a read-aloud or language support tool
- Clear emphasis on skill-building and guided use

Middle School

- Teacher allows Khanmigo AI to act as a tutor in a moderated chat environment, deepening thinking on academic concepts and skills
- Teacher allows AI for outlining or organizing ideas for writing assistance
- Students must submit reflections describing how AI supported their thinking
- Emphasis on academic honesty and transparency

High School

- Teacher allows Microsoft Copilot AI use for data analysis, research planning, or editing support
- Students disclose AI use as part of the assignment process
- Emphasis on original analysis, synthesis, and evaluation
- Students provide a brief AI Use Disclosure statement when AI is permitted.
 - “I used AI for brainstorming.”
 - “I used AI for grammar revision.”
 - “I did not use AI for this assignment.”

Ethical and Responsible Use of AI Tools

All staff and students are expected to use AI tools in a manner that upholds the highest standards of ethical conduct, professionalism, and respect for others. AI must never be used in ways that harm, misrepresent, or exploit any member of the school community. Unethical or irresponsible uses of AI—which are strictly prohibited—include but are not limited to:

- **Creating or attempting to create deepfakes** using the likeness, voice, or image of any student, staff member, or community member, without authorization.
- **Generating fake, misleading, or defamatory content** about any individual, including fabricated stories, quotes, screenshots, or images that depict students or staff in false or harmful ways.

- **Producing AI-generated images, videos, or audio that portray real students or staff members** in situations or contexts that are inappropriate, inaccurate, embarrassing, or damaging.
- **Sharing, posting, or distributing unauthorized AI-generated content** involving actual students or staff through social media, messaging apps, or any online platform, regardless of intent.
- **Using AI tools to impersonate another person or HCSD**, including staff, students, administrators, or district representatives, in digital communications or content creation.
- **Manipulating or altering authentic digital content** (images, videos, audio, documents) in a way that misleads others or misrepresents facts within an educational, professional, or public context.
- **Using AI in ways that violate privacy laws or district policies**, including Florida’s student records requirements, FERPA protections, COPPA compliance, and all HCSD technology and social media policies.
- **Using AI to harass, bully, or target individuals or groups**, including generating harmful content, memes, or messages that contribute to a hostile environment.

Ethical use of AI requires that all members of the HCSD community act with honesty, transparency, respect for human dignity, and a commitment to digital citizenship. Any suspected misuse of AI tools should be reported immediately to site administration for review.

Staff Use of AI Tools

Staff may use AI tools to support: - Lesson planning and differentiation - Professional writing and communication drafts - Data analysis and instructional planning - Translation and accessibility supports

Staff use must: - Align with all district acceptable use policies, protect student data and privacy, and avoid inappropriate use such as entering personally identifiable student information into public AI tools. Staff must also carefully review and revise any AI-generated content before using or sharing it, as AI tools can occasionally produce inaccurate or misleading information. Additionally, staff are expected to uphold academic integrity expectations by ensuring that AI is not used to replace their own learning, thinking, or required work for professional development, training modules, or instructional implementation tasks. AI does not replace professional judgment. AI-generated recommendations may not be used as the sole basis for grading, discipline, or instructional decisions.

Academic Integrity and AI

Teachers are encouraged to: - Clearly state AI expectations for assignments - Design tasks that emphasize process, reasoning, and reflection – Provide explicit guidance outlining how and when AI tools should be incorporated into learning experiences - Focus on instruction and prevention rather than consequences for misuse

Voice-to-Text and Transcription Tools

Staff may use voice-to-text or dictation tools (such as built-in features in Microsoft Office or Google Workspace) to support note-taking, drafting, or meeting documentation.

When using live dictation tools that do not record or store audio, staff should ensure that confidential student information is handled in accordance with FERPA and district privacy policies.

The use of tools that record or store audio from meetings must comply with Florida law, district policy, and any required disclosure procedures.

Voice-to-text tools are intended to improve efficiency and accessibility and do not replace professional judgment or confidentiality obligations.

Frequently Asked Questions

Is spell-check considered AI?

Basic spelling and grammar tools commonly embedded in word processors are generally acceptable unless otherwise restricted.

Can students use AI at home?

Only if teacher permission has been explicitly granted for the assignment.

What if a student is unsure whether AI is allowed for a specific assignment?

Students should always ask their teacher before using AI tools.

What This Guidance Does Not Do

This document: - Does not mandate AI use - Does not override teacher professional judgment - Does not change disciplinary procedures - Does not expand or narrow **Board Policy 7540.08**

Ongoing Review and Adaptation

To ensure this AI guidance framework remains relevant, responsible, and aligned with evolving educational, legal, and ethical standards, the district commits to an annual review of its contents and implementation practices. This review process will be supported by an AI Advisory Committee composed of representatives from instructional staff, technology services, leadership, parents, students, and other relevant stakeholders, who will monitor emerging trends, regulatory guidance, and instructional impacts of artificial intelligence. Additionally, this framework is intended to be a living document and may be revised as needed throughout the year to address new technologies, clarify expectations, or respond to changes in policy, ensuring continued alignment with the district's mission and values.

Closing Statement

AI and NLP tools can be valuable supports for learning when used thoughtfully and responsibly. As described above, these tools are intended to enhance a student's understanding—not replace traditional learning methods. With prior teacher permission, students are encouraged to use approved AI and NLP tools to deepen understanding, explore new perspectives, and access course materials in ways that best support their learning. If a student is ever unsure whether AI or NLP tools are permitted for a specific assignment, they should consult their teacher, who can provide appropriate guidance.

To ensure fairness, integrity, and consistency, all users are expected to follow the guidelines outlined in this framework. Misuse of AI tools may result in disciplinary action. For students, consequences may include measures up to and including suspension or expulsion. For staff, violations may result in disciplinary action up to and including suspension or termination of employment.

A. Item Currently Budgeted -													
Account Name		No Financial Impact											
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Original Approved Budget		+ Budget Amendments		- Expenditures / Encumbrances To Date		= Current Available Budget		- Present Request		= Remaining Balance Available			
\$ _____		\$ _____		\$ _____		\$ _____		\$ _____		\$ _____			

Account Name _____													
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Original Approved Budget		+ Budget Amendments		- Expenditures / Encumbrances To Date		= Current Available Budget		- Present Request		= Remaining Balance Available			
\$ _____		\$ _____		\$ _____		\$ _____		\$ _____		\$ _____			

B. Item Currently Not Budgeted -**													
Funding Source		_____											
Account Name		_____											
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Amount \$		_____											

Funding Source		_____											
Account Name		_____											
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Amount \$		_____											

C. History	
Check one:	
Prior Year Budget:	<input type="radio"/>
New for Current Year:	<input type="radio"/>
Prior Year Approved Budget:	\$ _____
Prior Year Actual Spent:	\$ _____

**** WHEN ITEM NOT CURRENTLY BUDGETED IS APPROVED BY THE SCHOOL BOARD, THIS WILL SERVE AS THE BUDGET AMENDMENT****



Hernando School District

School Board Workshop

Agenda Item # 2. 26-3754

5/12/2026

Title and Board Action Requested

Review and tentative approval of the 2026-27 Instructional Personnel Evaluation System Manual.

Executive Summary

The Supervisor of Human Resources, on behalf of the Superintendent of Schools, hereby requests the Board give tentative approval for the 2026-2027 Instructional Personnel Evaluation Manual. HCSB Policy 3220 Evaluation of Instructional Personnel indicates the need for the Board to approve the evaluation instrument used when changes are made and that it complies with State law. The substantial change made was the addition of the School Counselors rubric, aligned with 6A-5.079, Florida School Counseling Standards. A committee of school administrators, school counselors, district personnel, HCTA Members, and a school board member worked collaboratively to develop this rubric. Then the Evaluation Manual Annual Review Team (EMART) met with some of those same members to review the developed school counselors rubric and the updated Instructional Personnel Evaluation System Manual. All other parts of the manual remain the same.

My Contact

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2023-28 Strategic Focus Area

Priority 2: Talent Management

Financial Impact

See attached budget sheet.

If expenditure is not currently budgeted, this will serve as the budget amendment when Board approved. If the agenda item includes the purchase of goods or services, the funds requested are an anticipated amount and may fluctuate depending on such factors as current market conditions, product availability, additional funding sources, and the needs of the District. Should the actual cost exceed the anticipated amount, the Board approves the additional cost, after review by the superintendent, but not in excess of the funds available in the site's approved annual budget.

MEMORANDUM OF UNDERSTANDING

Between

The Hernando County School Board

And

The Hernando Classroom Teachers' Association

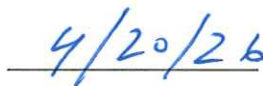
The following Memorandum of Understanding (MOU) is an agreement between the Hernando County School Board (HCSB) and the Hernando Classroom Teachers' Association (HCTA) to fully implement the changes to the 2025-26 Instructional Evaluation Manual as recommended by the EMART committee. HCSB and HCTA have reached tentative agreement on the attached changes to the Evaluation Manual.

Until official ratification, final School Board approval, and acceptance from the Florida Department of Education (FLDOE) parties agree that the changes can be fully implemented in order to ensure that teachers are aware of how they will be evaluated for the 2026-27 school year.

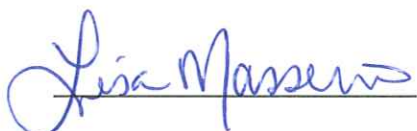
The changes to the Evaluation Manual are accepted as noted in the changes listed in the attached document of the additional rubric for the certified school counselor evaluation type. No other substantive changes were made.



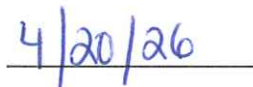
For the Board



Date



For HCTA



Date

School Counselors

Effective school counselors develop, implement, and evaluate programs that cultivate a school environment that promotes the academic success and well-being of all students, while using multiple means of communication to promote the academic success and well-being of all students.

Standard One: Professional, Legal, and Ethical Expectations

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a. Hold self accountable to the Principles of Professional Conduct for the Education Profession in Florida, pursuant to Rule 6A-10.081 FAC, and adhere to guidelines for student welfare pursuant to section 1001.42(8), FS, the rights of students and parents enumerated in section 1002.20 and 1014.04,FS, local school board and governing board policies.	1. Fully comply with and educate/support all stakeholders in adhering to state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Comply with guidelines for student welfare and student and parental rights. 3. Models professional conduct while ensuring protection of student welfare and student and parental rights.	1. Fully comply with and educate/support all state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Comply with guidelines for student welfare and student and parental rights.	1. Inconsistently complies with state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Inconsistently complies with guidelines for student welfare and student and parental rights.	1. Does not comply with state, district, and school policy.
1b. Seeks opportunities for professional learning applicable to the role of a school counselor.	1. Implements newly acquired professional learning and shares with stakeholders to improve counseling practice.	1. Participates in and applies relevant professional learning.	1. Attends professional learning opportunities with limited application to practice.	1. Does not participate in relevant professional learning.
1c. Adhere to state and federal legal rights of students and parents or guardians with regard to student records per Rule 6A-1.0955, FAC	1. Consistently adheres to and informs stakeholders of the Family Educational Rights and Privacy Act (FERPA). 2. Maintains secure, highly organized, and compliant	1. Adheres to and informs stakeholders of the Family Educational Rights and Privacy Act (FERPA). 2. Maintains records in compliance with district and state policies.	1. Adheres to the Family Educational Rights and Privacy Act (FERPA) requires consultation and support. 2. Recordkeeping practices lack organization.	1. Inconsistent adherence to the Family Educational Rights and Privacy Act (FERPA). 2. Student records are insecure or inaccessible to authorized individuals, and

	records, ensuring personally identifiable(PII) is protected.			record-keeping practices are inappropriate.
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Look fors:

- References or shares the Florida Code of Ethics or FERPA guidelines with staff or families.
- Maintains secure, organized student records.
- Participates in or leads professional learning communities (PLCs, attend training on Track, Teachers In Action).
- Displays or distributes materials on student rights or welfare.
- Demonstrates evidence of proactive communication (emails, newsletters, presentations, Parentsquare).
- Maintains documentation demonstrating compliance with professional, legal, and ethical standards (signed forms, training logs, audit reports, Guidance tab on skyward, Educlimber, TA system).
- Serves on and participates in district and/or school committees.
- Membership in and/or participation in School Counseling associations including ACSA and FSCA.
- Demonstrates compliance with all reporting requirements including (mandatory reporting, threat assessment, self-harm protocols).
- Exhibits professional conduct during meetings, crises, and interactions with stakeholders.
- Maintains appropriate professional boundaries with students, parents, and staff.
- Adheres to school board and district procedures (attendance, communication, documentation, crisis protocols).
- Collaborates with administrators when clarification of policy, procedure, or legal guidance is needed.
- Demonstrates student-centered advocacy while respecting parental rights defined in statute.
- Provides evidence of professional development related to counseling practice, such as certificates or agendas for ASCA, SEL, trauma-informed care, MTSS, or crisis response training.
- Participates in district-provided counselor meetings and trainings related to assessment updates, graduation requirements, and dual enrollment processes.
- Maintains timely and accurate student records, including schedule changes, grade-level placement updates, and 504/IEP documentation.
- Uses Skyward, EduClimber, and other district systems appropriately and in accordance with confidentiality and access guidelines.
- Communicates with families in a manner that reflects understanding of parent rights to information, access, and consent.

Standard Two: Data Driven Planning

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
<p>2a. Gather, synthesize and apply data from a variety of sources to inform the School Counseling Program.</p>	<p>1. Consistently gathers, analyzes, and synthesizes data from a variety of sources to inform the School Counseling Program.</p>	<p>1. Gathers and synthesizes data from a variety of sources to inform the School Counseling Program.</p>	<p>1. Rarely gathers and synthesizes data from a variety of sources to inform the School Counseling Program.</p>	<p>1. Does not use data from a variety of sources to inform the School Counseling Program.</p>
<p>2b. Communicate data from a variety of sources to students and parents or guardians.</p>	<p>1. Proactively maintains effective communication using multiple methods and appropriate technology.</p> <p>2. Regularly communicates relevant data from multiple sources to students, parents/guardians, and stakeholders.</p>	<p>1. Communicates with students and parents/guardians using multiple methods, including documentation.</p> <p>2. Shares data as needed.</p>	<p>1. Communication relies primarily on one method and is inconsistent.</p> <p>2. Rarely communicates relevant data.</p>	<p>1. Does not communicate data to students, parents / guardians.</p>
<p>2c. Provide all students with opportunities for academic enrichment while offering targeted support to those identified as academically at risk.</p>	<p>1. Analyzes and utilizes data to foster ongoing collaboration with school stakeholders to ensure all students have opportunities for academic enrichment.</p> <p>2. Engage in continuous consultation and collaboration with stakeholders to provide support to students identified as academically at-risk.</p> <p>3. Assist in identifying and implementing evidence-based interventions and support for students academically at risk.</p>	<p>1 Analyze and apply data to ensure all students have opportunities for academic enrichment.</p> <p>2. Collaborates and consults with stakeholders to provide support to students identified as academically at risk.</p>	<p>1. Practice is developing and would benefit from continued professional development to ensure all students have opportunities for academic enrichment.</p> <p>2. Does not consistently consult and collaborate with stakeholders to provide support to students identified as academically at-risk.</p>	<p>1. Does not use data to provide students with opportunities for academic enrichment.</p> <p>2. Does not consistently consult and collaborate with stakeholders to provide support to students identified as academically at-risk.</p>

Look fors:

- Demonstrates evidence of data-informed interventions, including MTSS plans and progress monitoring.
- Communicates student progress data to students and families through multiple methods, such as emails, phone calls, ParentSquare, newsletters, and conferences.
- Maintains meeting notes or documentation reflecting collaboration with stakeholders based on data analysis.
- Develops and maintains at-risk student rosters using early warning indicators (e.g., attendance, behavior, course failures, GPA, credits earned, assessment data, retention history, acceleration status, and 504 documentation).
- Applies data to guide intentional, data-driven scheduling decisions, including ESE and 504 accommodations, behavioral supports, credit recovery placement, and OJT participation.
- Communicates identified student needs clearly and appropriately with relevant stakeholders.
- Participates in school-based leadership or problem-solving teams that analyze and apply data to support student success.
- Facilitates, documents, and reports Child Study Team meetings in accordance with district procedures.
- Manages 504 plans, including documentation, compliance, and ongoing monitoring.
- Supports gifted referral processes, including administration or coordination of KBIT or Naglieri assessments and referrals.
- Uses multiple data sources: including Skyward, EduClimber, FAST/EOC results, attendance reports, behavior referrals, and academic history, to identify and address student needs.
- Uses pre- and post-assessment data from classroom lessons or small-group counseling to refine and improve interventions.
- Identifies students requiring additional support through the use of early warning systems and indicators.
- Applies data findings directly to scheduling decisions, intervention planning, small-group development, and student referrals.
- Incorporates district and state data (e.g., Florida graduation requirements, CTE enrollment trends, assessment requirements) to inform and shape the school counseling program.
- Provides individualized academic updates to students and families, including credit checks, GPA, graduation progress, and assessment requirements.
- Uses Xello or similar platforms to share career interest survey results and pathway recommendations with students.
- Conducts parent nights or classroom lessons explaining academic requirements and expectations, including graduation requirements, promotion criteria, assessment scores, Bright Futures eligibility, GPA, academic skills, and executive functioning.

- Communicates with families regarding assessment performance, academic progress, and remediation or intervention needs.
- Maintains documentation of academic interventions, such as tutoring referrals, study-skills groups, credit recovery enrollment, check-in/check-out systems, and MTSS supports.

Standard Three: School Counseling Program and Services

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a. Apply evidence-based strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Works collaboratively to consistently and proactively implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Implements strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Practice is emerging but requires supervision, support, and/or training to independently implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Fails to demonstrate an understanding of how to implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.
3b. Apply practices for identifying and closing gaps in student achievement.	1. Analyzes data consistently to identify and close gaps in student achievement utilizing various resources.	1. Uses data to identify and close gaps in student achievement.	1. Does not consistently use data to identify and close gaps in student achievement.	1. Does not use data to identify and close gaps in student achievement.
3c. Develop strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education.	1. Strategies or instruction are consistently age and developmentally appropriate as outlined in 1001.42. (8)(c)3., FS. 2. Works collaboratively to facilitate and contribute to the development of plans to meet the requirements of state/district initiatives.	1. Strategies or instructions are age and developmentally appropriate as outlined in 1001.42. (8)(c)3., FS. 2. Supports and contributes to the implementation of state and district-mandated initiatives.	1. Strategies or instruction are somewhat age and developmentally appropriate. 2. Practice is developing but requires supervision, support, and/or training to be independently effective. 3. Accesses data but shows little application when	1. Strategies or instruction are not age and developmentally appropriate. 2. Little to no evidence of strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education.

	3. Strategies are developed using state, district, or school- level data to intentionally align with school-level initiatives.	3. Strategies are developed using state, district, or school level data.	developing school-based strategies.	3. Does not consider data when developing school-based strategies.
3d. Provides response and support to students in a crisis.	1. Consistently provides verbal de-escalation strategies and techniques. 2. Consistently utilizes district policy and procedures in crisis using available resources. 1001.42(8), F.S 3. Proactively collaborates with family service providers, students, and parents/guardians.	1. Provide verbal de-escalation strategies and techniques. 2. Adheres to district and state policy/procedures in crisis. 1001.42(8), F.S.3Collaborates with family service providers, students, and parents/guardians, and other school staff.	1. Developing verbal de-escalation strategies and techniques. 2. Inconsistently applies district policy and procedures in crisis. 3. Inconsistently collaborates with family service providers, students, and parents/guardians, and other school staff.	1. Does not use verbal de-escalation strategies or techniques. 2. Does not comply with district policy and procedures in crisis. 3. Does not collaborate with family service providers, students, and parents/guardians, and other school staff.

Look fors:

- Plans and/or deliver activities promoting life skills, character education, resiliency, or career readiness.
- Maintains documentation of interventions and supports for students identified as at risk.
- Demonstrates implementation of gap-closing strategies, including tutoring referrals, mentoring programs, MTSS supports, and collaboration with social services. (e.g., tutoring referrals, mentoring, MTSS, social work).
- Maintains crisis response documentation, including protocols and logs of student support provided.
- Conducts and documents risk and threat assessments in accordance with district procedures.
- Uses an established system to routinely analyze academic, behavioral, attendance, and other relevant data.
- Maintains documentation of tiered interventions within approved data platforms (e.g., Skyward, EduClimber).
- Keeps records of group counseling sessions and classroom guidance lessons focused on conflict resolution and social-emotional skills.
- Utilizes career exploration and planning tools such as Xello to support student development.
- Coordinates and documents credit recovery placement, progress monitoring, and program management.
- Implements interventions addressing bullying and harassment.
- Collaborates with administrators to conduct and document bullying investigations.

- Plans, participates in, and promotes schoolwide initiatives such as Red Ribbon Week and Kindness Week.
- Integrates evidence-based and district-approved curricula (e.g., Second Step, Sanford Harmony) into classroom lessons, small groups, or schoolwide programs.
- Designs and/or co-leads schoolwide programming (career fairs, resilience lessons).
- Collaborates with MTSS teams, school social workers, and school psychologists to support student needs.
- Uses multiple data sources (academic, attendance, behavioral, and career interest data) to create intentional scheduling plans that support student success.

Standard Four: Consultation, Collaboration, and Coordination

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a. Model and support respectful collaboration practices between school leaders, parents or guardians, district and school personnel and community partners.	1. Consistently initiates and sustains respectful collaboration with all stakeholders. 2. Proactively engages school leaders, families, and community partners in decision-making and program development.	Collaborates respectfully with all stakeholders. Makes regular efforts to engage school leaders, families, and community partners in decision-making and program development.	1. Minimally collaborates with stakeholders. 2. Inconsistently engages with school leaders, families, and community partners in decision-making and program development.	1. Does not engage school leaders, families, and community partners in decision-making and program development.
4b. Demonstrates professionalism through visibility, accessibility, and collaboration with stakeholders.	1. Actively promotes a two-way partnership between school and home to support student expectations and academic performance. 2. Consistently and successfully connects to families and communities to address stakeholder's concerns. 3. Develops and utilizes effective communication tools, including documentation, to meet the	1. Frequently provides information about student expectations and academic performance between school and home. 2. Makes regular efforts to successfully connect with families, schools, and communities to stakeholders' concerns. 3. Uses multiple communication tools to provide visibility and accessibility.	1. Inconsistently provides information between school and home. 2. Partially addresses stakeholders' concerns. 3. Uses some communication tools to provide visibility and accessibility.	1. Does not provide information. 2. Does not respond to stakeholders' concerns or needs. 3. Uses few to no communication tools to provide visibility and accessibility.

	needs of stakeholders maintaining consistent visibility and accessibility.			
4c. Utilize policies and procedures to make appropriate community-based referrals.	1. Consistently utilizes policies and procedures to make appropriate community-based referrals and proactively follows-up with students and/or family.	1. Utilizes policies and procedures to make appropriate community-based referrals and follow-up with students.	1. Inconsistently utilizes policies and procedures to make appropriate community-based referrals and inconsistently follows-up with students.	1. Does not utilize policies and procedures to make appropriate community-based referrals or follow up with students or family.
4d. Apply effective methods and skills for coordinating with community partners in the implementation of a school counseling program.	1. Initiates and develops opportunities for community partners to support the school counseling program.	1. Regularly utilizes community partners to support the school counseling program.	1. Provides limited opportunities for community partner support.	1. Does not connect with community partners.
4e. Apply appropriate use of data and technology in supporting student learning and development.	1. Consistently uses technology to organize data to support student learning and development.	1. Uses data and technology to support student learning and development.	1. Minimally uses technology to support student learning and development.	1. Does not use technology to support student learning and development.

Look fors:

- Maintains meeting agendas or documentation demonstrating collaboration with community partners and families.
- Completes referral forms and maintains follow-up documentation for community-based services (e.g., People Helping People, McKinney-Vento, BayCare, Phoenix).
- Uses multiple communication tools to engage stakeholders, including ParentSquare, newsletters, emails, phone calls, and district social media.
- Provides evidence of stakeholder engagement in program planning through surveys, School Advisory Council (SAC) participation, meeting agendas, or sign-in sheets.
- Plans and delivers parent workshops focused on supporting student academic, social-emotional, and behavioral growth.
- Maintains communication logs documenting strategies shared with families to support students at home.
- Distributes newsletters and resources to families to promote awareness of school programs and student supports.
- Maintains documentation or meeting notes reflecting participation and advocacy in IEP, 504, MTSS, and parent-teacher conferences (PTC).
- Provides documentation of recommended accommodations and student supports.
- Maintains communication records with teachers and parents related to student needs and interventions.

- Completes and manages Student Services Intervention (SSI) paperwork in accordance with district procedures.
- Actively participates in schoolwide initiatives such as PBIS.
- Participates in schoolwide events such as Open House and Open Campus to engage families and stakeholders.
- Provides or facilitates professional development for staff on topics such as coping strategies, executive functioning skills, and college and career readiness.
- Leads or co-facilitates professional learning communities (PLCs) focused on student well-being and support systems.
- Demonstrates the use of respectful, strengths-based language in communication artifacts when engaging families, staff, and community partners.
- Evidence of accommodations or supports recommended.

Standard Five: Academic Advisement and Planning

<p>5a. Implements and supports instruction for student success.</p>	<p>1. Consistently plans and implements approved skills and strategies by using a variety of resources. 1001.42.(8)(c), FS 2. Proactively communicates regarding the safety, mental health, and well-being of students.</p>	<p>1. Plans and supports approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Communicates regarding the safety, mental health, and well-being of students.</p>	<p>1. Inconsistently applies approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Limited communication regarding the safety, mental health, and well-being of students.</p>	<p>1. Does not apply approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Provides little to no communication regarding the safety, mental health, and well-being of students.</p>
<p>5b. Assist all students with developing a path to effectively prepare for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Ongoing collaboration with students, parents, or guardians to develop a path for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Prepare students to develop a path for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Practice is emerging but requires supervision, support, and/or training to effectively prepare students to develop a path for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Fails to prepare students in developing a path for secondary and postsecondary educational and employment opportunities.</p>
<p>5c. Promote awareness of student progression, assessment requirements, appropriate educational placement, and high school graduation requirements.</p>	<p>1. Effectively understands and communicates student progression, assessment requirements, and appropriate educational placement for promotion</p>	<p>1. Understands student progression, assessment requirements, and appropriate educational placement for promotion</p>	<p>1. Emerging understanding of student progression, assessment requirements, and appropriate educational placement for promotion</p>	<p>1. Lack of understanding of student progression, assessment requirements, and appropriate educational placement for promotion</p>

	and/or high school graduation requirements to all stakeholders.	and/or high school graduation requirements.	and/or high school graduation requirements.	and/or high school graduation requirements.
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Look fors:

- Maintains student academic plans or graduation checklists, including Bright Futures evaluations.
- Plans and documents parent nights, advisement sessions, and outreach activities, including flyers and sign-in sheets.
- Maintains communication logs documenting discussions with students and families regarding academic progress, placement, or pathway decisions.
- Plans, coordinates, or supports career and college planning events, such as workshops, fairs, or informational sessions.
- Ensures students are scheduled into appropriate courses aligned to academic performance, remediation needs, course prerequisites, and graduation pathways.
- Creates and manages elementary class placements based on data, student needs, and district guidelines.
- Conducts ESSA-required communications or outreach, as applicable.
- Evaluates student transcripts to determine accurate credit status, graduation progress, and eligibility for academic pathways.
- Coordinates and supports postsecondary transition events, including college fairs, college visits, Dual Enrollment/AP nights, and district transition initiatives.
- Provides essential student-related information while consistently upholding FERPA confidentiality standards.
- Proctors required assessments in accordance with testing protocols.
- Supports completion of Common Application requirements and senior clearance processes.
- Manages and submits accommodation requests for ACT, SAT, and CLT assessments.

- Conducts routine credit checks to monitor student progress toward graduation.
- Supports documentation related to valedictorian and salutatorian determinations.
- Maintains documentation of participation in MTSS meetings and academic intervention planning.
- Develops and maintains individualized student academic and career plans (e.g., Xello outputs, credit checks, course requests, future planning forms).
- Documents academic and career advising sessions with students and families related to college, career, vocational, and military pathways.
- Provides guidance and support for students completing postsecondary planning requirements, including: FAFSA, College applications, Scholarship applications, Bright Futures submissions, Credit recovery referrals.
- Provides students and families with accurate information about available acceleration options, including Dual Enrollment, Advanced Placement (AP), Honors, and CTE pathways.

Standard Six: Career Development and Postsecondary Planning

<p>6a. Utilize resources and data to provide counseling services that promote college and career readiness and career success (includes financial resources for high school students).</p>	<p>1. Consistently integrates a wide range of local, state, and national resources into counseling services. 2. Uses comprehensive data analysis to design targeted interventions that significantly improve college and career readiness. 3. Proactively engages families and community partners to expand access to financial literacy and postsecondary planning. 4. Demonstrates leadership in training staff and mentoring peers on best practices in college/career advising.</p>	<p>1. Uses available resources and data to support college and career readiness. 2. Provides students with accurate and timely information on financial aid, scholarships, and career pathways. 3. Collaborates with families and community partners to ensure students have access to relevant planning tools and advising, and financial literacy.</p>	<p>1. Rarely uses resources and data inconsistently or superficially in college and career counseling. 2. Financial literacy and postsecondary planning are addressed but lack depth or personalization. 3. Limited collaboration with families and community partners.</p>	<p>1. Does not use resources or data to guide college and career counseling. 2. Fails to provide students with essential financial aid for career planning information. 3. Counseling is inaccurate or inaccessible to students.</p>
<p>6b. Apply counseling services to address financial or educational challenges experienced by students.</p>	<p>1. Proactively and consistently applies counseling services to address financial and/or educational challenges experienced by students.</p>	<p>1. Applies counseling services to address financial and/or educational challenges experienced by students.</p>	<p>1. Occasionally applies counseling services to address financial and/or educational challenges experienced by students.</p>	<p>1. Does not apply counseling services to address financial or educational challenges experienced by students.</p>
<p>6c. Apply strategies and activities that address students' college and career readiness across developmental levels, including decision-making approaches for students in various stages of career development.</p>	<p>1. Proactively utilizes and promotes resources, to include formal and informal inventories and data driven methods to promote college and career readiness. 2. Utilizes school data to develop and coordinate initiatives to address career</p>	<p>1. Utilizes and promotes a variety of resources to support college and career readiness. 2. Collaboration with stakeholders to support career development across all grade levels.</p>	<p>1. Inconsistently utilizes resources to support college and career readiness. 2. Minimal collaborations with stakeholders to support career development across all grade levels.</p>	<p>1. Little evidence to demonstrate the utilization of resources to support college and career readiness. 2. Does not collaborate with stakeholders to support career development across all grade levels.</p>

	readiness needs of all students. 3. Develops an approach to sharing personalized information related to career and educational opportunities.			
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Look fors:

- Plans, coordinates, or supports FAFSA workshops, ACT/SAT fee waiver distribution, scholarship information sessions, and college visits.
- Demonstrates evidence of students completing career inventories or interest surveys and maintaining individualized career portfolios or plans within Xello.
- Collaborates with Career and Technical Education (CTE) programs and workforce or industry partners to support student career readiness.
- Maintains student career portfolios showcasing individual strengths, interests, and goals, including documentation related to ESE transition meetings or vocational rehabilitation planning.
- Develops and distributes flyers, agendas, or promotional materials for college and career exploration events.
- Facilitates or refers students in grades K–5 for weekly food support, holiday assistance, and community-based resources.
- Facilitates or refers students in grades 6–8 for weekly food support, holiday assistance, and community-based resources.
- Facilitates or refers students in grades 9–12 for weekly food support, holiday assistance, community-based resources, FAFSA completion, and scholarship opportunities.
- Maintains student academic plans or graduation checklists to support progression and postsecondary readiness.
- Maintains documentation of advising meetings and postsecondary planning resources shared with students and families.
- Prepares and submits counselor letters of recommendation in support of student applications for postsecondary education, scholarships, and specialized programs.
- Manages dual enrollment processes, including eligibility determination, scheduling, documentation, and clear communication with students and families.
- Delivers or supports presentations or workshops on Bright Futures eligibility, dual enrollment tuition coverage, financial aid processes, and application deadlines.

- Coordinates on-campus and/or off campus college admissions events, instant-decision days, recruiter visits, and related postsecondary engagement activities.
- Maintains documentation of individualized support provided to students experiencing barriers such as homelessness (McKinney-Vento referrals), food insecurity, transportation challenges, mental health concerns, or lack of technology or school supplies.
- Collaborates with case managers, school social workers, and student services personnel to address student financial, academic, and social-emotional needs.
- Participates in ESE transition IEP meetings to address postsecondary, financial, and service-based needs.
- Provides evidence of long-term academic and postsecondary planning conversations that may include: four-year plans, graduation pathways, technical school options, and military opportunities.
- Plans, coordinates, or supports college and career events and maintains participation documentation, including student sign-in sheets for planning sessions.

6A-5.079, Florida School Counseling Standards.

(1) Purpose and Structure of the Standards.

(a) Purpose. The purpose of these standards is to establish Florida’s expectations for school counselors. These standards inform the foundation for school counseling preparation programs, educator certification requirements, professional learning for school counselors, and school counselor evaluation systems.

(b) Structure. There are seven (7) standards, each comprised of a title, description, and descriptors that further clarify and define the work required to demonstrate mastery of the standard.

(2) Definitions.

(a) “School Counselor” means staff members certified under Rule 6A-4.0181, F.A.C., who are responsible for: advising students with regard to their abilities and aptitudes, educational and occupational opportunities, and personal and social adjustments; providing placement services; and similar functions as described in Section 1012.01(2)(b), F.S.

(b) “School Counseling Program” means a set of focused resources and supports designed by schools and districts to meet the unique needs of the students. The key aspects of the program include academic advisement and planning, career guidance and postsecondary planning, responsive mental health counseling services, community partnerships, and support with the provision of resiliency education, civic and character education, and life skill education.

(3) PK-12 School Counseling Standards.

(a) Standard one (1). Professional, Legal, and Ethical Expectations. School counselors act ethically and according to professional standards to promote the academic success and well-being of all students. School counselors:

1. Hold self accountable to the Principles of Professional Conduct for the Education Profession in Florida, pursuant to Rule 6A-10.081, F.A.C., and adhere to guidelines for student welfare pursuant to Section 1001.42(8), F.S., the rights of students and parents enumerated in Sections 1002.20 and 1014.04, F.S., local school board, and governing board policies;

2. Adhere to the state and federal legal rights of students and parents or guardians with regard to student records per Rule 6A-1.0955, F.A.C.; and

3. Seek opportunities for professional learning applicable to the role of a school counselor.

(b) Standard two (2). Data-Driven Planning. Effective school counselors utilize resources including available school data to guide decision making and counseling services. School counselors:

1. Gather and synthesize data from a variety of sources to inform the School Counseling Program;
2. Communicate data from a variety of sources to students and parents or guardians; and
3. Apply appropriate use of data and technology in supporting student learning and development.

(c) Standard three (3). School Counseling Program. Effective school counselors develop, implement, and evaluate programs that cultivate a school environment that promotes the academic success and well-being of all students. School counselors:

1. Apply evidence-based strategies that promote academic success; career readiness; and resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.
2. Apply principles and practices of crisis planning, response, and preventative programs;
3. Apply practices for identifying and closing gaps in student achievement; and
4. Apply strategies for progress monitoring and sharing School Counseling Program outcomes.

(d) Standard four (4). Consultation, Collaboration, and Coordination. Effective school counselors utilize multiple means of communication to promote the academic success and well-being of all students. School counselors:

1. Model and support respectful collaboration practices between school leaders, parents or guardians, district and school personnel and community partners;
2. Maintain high visibility and accessibility, and actively listen to and respond to parents or guardians, students, district and school personnel and community partners;
3. Recognize parents or guardians, students, district and school personnel and community partners for contributions and engagement that enhance the school community; and
4. Utilize appropriate technologies and other forms of communication with parents or guardians, students, district and school personnel and families on student expectations and academic performance.
5. Utilize state, local school board, and governing board policies and procedures to make appropriate community-based referrals.
6. Apply effective methods and skills for coordinating with community partners in the implementation of a school counseling program.

(e) Standard five (5). Counseling Services. Effective school counselors provide direct and indirect services that support the safety, mental health, and well-being of all students. School counselors:

1. Apply counseling skills when delivering evidence-based, direct services to individual students and groups;

2. Assist with the provision of resiliency education, civic and character education, and life skill education in the classroom setting; and

3. Apply verbal de-escalation strategies to assist in the response and support of students in a crisis situation.

(f) Standard six (6). Academic Advising and Planning. Effective school counselors cultivate a caring, rigorous, and supportive school community that promotes the academic success and well-being of all students.

1. Promote awareness of student progression, assessment requirements, appropriate educational placement, and high school graduation requirements;

2. Assist all students with developing a path to effectively prepare for secondary and postsecondary educational and employment opportunities;

3. Provide all students with opportunities for academic enrichment; and

4. Support students who are identified as academically at-risk.

(g) Standard seven (7). Career Development and Postsecondary Planning. Effective school counselors provide opportunities for all students to develop the behaviors necessary to learn work-related skills, resilience, perseverance, an understanding of lifelong learning as a part of long-term career success, the value of volunteerism and mentorship, and a strong work ethic. School counselors:

1. Promote awareness of application and admission processes for various postsecondary options, including financial resources such as the Free Application for Federal Student Aid and Florida Financial Aid Application for all students and families;

2. Apply school counseling strategies and activities that address students' college and career readiness across developmental levels, including decision-making approaches for students in various stages of career development;

3. Apply procedures of formal and informal career inventories and data-driven methods for evaluating students' college and career readiness;

4. Apply college and career readiness counseling services and schoolwide approaches across all levels that promote lifelong learning and career success;

5. Utilize resources that provide students with personalized information about postsecondary and career and technical educational opportunities and sources of financial assistance; and

6. Apply counseling services to address the challenges experienced by students.

Rulemaking Authority 1001.02, 1012.55, 1012.56 FS. Law Implemented 1012.55, 1012.56 History-New



**HERNANDO
SCHOOL DISTRICT**

Instructional Personnel Evaluation System



Purpose

The purpose of this document is to provide the district with a template for its instructional personnel evaluation system that addresses the requirements of Section 1012.34, Florida Statutes (F.S.), and Rule 6A-5.030, Florida Administrative Code (F.A.C.). This template, Form IEST-2023, is incorporated by reference in Rule 6A-5.030, F.A.C., effective November 2023.

Instructions

Each of the sections within the evaluation system template provides specific directions, but does not limit the amount of space or information that can be added to fit the needs of the district. Where documentation or evidence is required, copies of the source documents (e.g., rubrics, policies and procedures, observation instruments) shall be provided at the end of the document as appendices in accordance with the Table of Contents.

Before submitting, ensure the document is titled and paginated.

Submission

Upon completion, the district shall email this form and any required supporting documentation as a Microsoft Word document for submission to DistritEvalSysEQ@fldoe.org.

Modifications to an approved evaluation system may be made by the district at any time. Substantial revisions shall be submitted for approval, in accordance with Rule 6A-5.030(3), F.A.C. The entire template shall be sent for the approval process.

Table of Contents

Part I: Evaluation System Overview	3
Part II: Evaluation System Requirements	4
Part III: Evaluation Procedures	6
Part IV: Evaluation Criteria	8
A. Instructional Practice	8
B. Other Indicators of Performance	11
C. Performance of Students.....	12
D. Summative Rating Calculation.....	15
Appendices	18
Appendix A – Evaluation Framework Standards.....	18
Appendix B – Observation Instruments for Classroom Teachers.....	21
Appendix C – Observation Instruments for Non-Classroom Instructional Personnel	35
Appendix D – Student Performance Measures	64 51
Appendix E – Summative Evaluation Forms.....	80 67

Part I: Evaluation System Overview

In Part I, the district shall describe the purpose and provide a high-level summary of the instructional personnel evaluation system.

The Instructional Evaluation System for Hernando County School District (HCSD) is annually reviewed by the Evaluation Manual Annual Review Team (EMART), which is comprised of approximately equal numbers of administrators and instructional staff. A document is prepared for the annual Board Approval. After Board Approval, the document is then posted on the district website and each site administrative team shares out the information during their pre-school week activities and training. New instructional staff and late hires receive additional training to support their transition.

The Evaluation System for HCSD is made up of two parts. Sixty five percent (65%) is Observed Practices and thirty five percent (35%) is Student Outcome Measurement (SOM). HCSD had adopted the Danielson Model for the Observed Practices portion of the evaluation. The purpose of the evaluation system is to support each instructional staff member being aware of and working on progress towards the Florida Educator Accomplished Practices. This is done through feedback and discussion about the components of the Danielson Model. The student outcome measurement portion also gives focus to instructional staff members analyzing student data for the purposes of assessing the effectiveness of educator practices and differentiating instruction as needed. HCSD currently used the 2021 Danielson language that is modified slightly to communicate expectations for all instructional staff.

Each instructional staff is assigned an evaluation type in the Frontline professional growth system based on their job title. Evaluation types include classroom teacher, probationary classroom teacher, ESE teacher, probationary ESE teacher, student services, coach, non-classroom, media center, eSchool teacher, **certified school counselor** and therapeutic specialist. Classroom teachers receive five observations from administration.

Probationary teachers also receive five observations and their first observation is the 3-step observation. Non-classroom teachers receive one to two observations. All instructional staff have a mid-year progress face to face meeting with their evaluator. This allows conversation to make expectations clear and set goals for the final observed practices review that is called Part A Observed Practices. If at the mid-year point an instructional staff member is concerned about the mid-year ratings and wants to request additional observations take place beyond the expected, this is the appropriate time to request those observations to be scheduled. For example, a classroom teacher who has had three observations request that six be completed instead of the minimum of five. The deadline to request an additional observation is April 1st. Student data and other measurements for each instructional staff member are identified and used to finalize a summative evaluation for each instructional staff member. **If an instructional employee has an overall score of HE (57) at their mid-year progress meeting they can choose to opt out of a fifth observation. Administrator and instructional employee should both sign and notate this on the mid-year evaluation form.**

Part II: Evaluation System Requirements

In Part II, the district shall provide assurance that its instructional personnel evaluation system meets each requirement established in section 1012.34, F.S., below by checking the respective box. School districts should be prepared to provide evidence of these assurances upon request.

System Framework

- The evaluation system framework is based on sound educational principles and contemporary research in effective educational practices.
- The observation instrument(s) to be used for classroom teachers include indicators based on each of the Florida Educator Accomplished Practices (FEAP) adopted by the State Board of Education.
- The observation instrument(s) to be used for non-classroom instructional personnel include indicators based on the FEAP, and may include specific job expectations related to student support.

Training

- The district provides training programs and has processes that ensure
 - Employees subject to an evaluation system are informed of the evaluation criteria, data sources, methodologies, and procedures associated with the evaluation before the evaluation takes place; and
 - Individuals with evaluation responsibilities and those who provide input toward evaluations understand the proper use of the evaluation criteria and procedures.

Data and Reporting

- The district provides instructional personnel the opportunity to review their class rosters for accuracy and to correct any mistakes.
- The district school superintendent annually reports accurate class rosters for the purpose of calculating district and statewide student performance, and the evaluation results of instructional personnel.
- The district may provide opportunities for parents to provide input into performance evaluations, when the district determines such input is appropriate.

District Procedures

- The district acknowledges that its established evaluation procedures set the standards of service to be offered to the public within the meaning of section 447.209, F.S., and are not subject to mandatory collective bargaining.
- The district's system ensures all instructional personnel, classroom and non-classroom, are evaluated at least once a year.

- ☒ The district's system ensures all newly hired classroom teachers are observed and evaluated at least twice in the first year of teaching in the district. Each evaluation must include indicators of student performance; instructional practice; and any other indicators of performance, if applicable.
- ☒ The district acknowledges that the instructional practice evaluation procedures and criteria under section 1012.34, F.S., do not preclude a school administrator from visiting and observing classroom teachers throughout the school year for the purposes of providing mentorship, training, instructional feedback, or professional learning.
- ☒ The district's system identifies teaching fields for which special evaluation procedures or criteria are necessary, if applicable.
- ☒ The district's evaluation procedures comply with the following statutory requirements in accordance with section 1012.34, F.S.
 - The evaluator must be the individual responsible for supervising the employee; the evaluator may consider input from other personnel trained on the evaluation system.
 - The evaluator must provide timely feedback to the employee that supports the improvement of professional skills.
 - The evaluator must submit a written report to the employee no later than 10 days after the evaluation takes place.
 - The evaluator must discuss the written evaluation report with the employee.
 - The employee shall have the right to initiate a written response to the evaluation and the response shall become a permanent attachment to his or her personnel file.
 - The evaluator must submit a written report of the evaluation to the district school superintendent for the purpose of reviewing the employee's contract.
 - The evaluator may amend an evaluation based upon assessment data from the current school year if the data becomes available within 90 days of the end of the school year.

Use of Results

- ☒ The district has procedures for how evaluation results will be used to inform the
 - Planning of professional learning; and
 - Development of school and district improvement plans.
- ☒ The district's system ensures instructional personnel who have been evaluated as less than effective are required to participate in specific professional learning programs, pursuant to section 1012.98(11), F.S.

Notifications

- ☒ The district has procedures for the notification of unsatisfactory performance that comply with the requirements outlined in section 1012.34(4), F.S.
- ☒ The district school superintendent shall annually notify the Department of Education of any instructional personnel who
 - Receive two consecutive unsatisfactory evaluation ratings; or

- Are given written notice by the district of intent to terminate or not renew their employment, as outlined in section 1012.34(5), F.S.

District Self-Monitoring

- ☒ The district has a process for monitoring implementation of its evaluation system that enables it to determine the following:
 - Compliance with the requirements of section 1012.34, F.S., and Rule 6A-5.030, F.A.C.;
 - Evaluators’ understanding of the proper use of evaluation criteria and procedures, including evaluator accuracy and inter-rater reliability;
 - Evaluators provide necessary and timely feedback to employees being evaluated;
 - Evaluators follow district policies and procedures in the implementation of evaluation system(s);
 - Use of evaluation data to identify individual professional learning; and,
 - Use of evaluation data to inform school and district improvement plans.

Part III: Evaluation Procedures

In Part III, the district shall provide the following information regarding the observation and evaluation of instructional personnel. The following tables are provided for convenience and may be customized to accommodate local evaluation procedures.

- Pursuant to section 1012.34(3)(b), F.S., all personnel must be fully informed of the criteria, data sources, methodologies, and procedures associated with the evaluation process before the evaluation takes place. In the table below, describe when and how the following instructional personnel groups are informed of the criteria, data sources, methodologies, and procedures associated with the evaluation process: classroom teachers, non-classroom teachers, newly hired classroom teachers, and teachers hired after the beginning of the school year.

	Annually	Annual Review, Board Approval Process, Preschool Activities and Training, Manual Posted on website
	Annually	Annual Review, New Teacher Orientation, Preschool Activities and Training, Manual Posted on website
	Annually	Annual Review, New Teacher Orientation, ad-hoc Training, Manual Posted on website

- Pursuant to section 1012.34(3)(a), F.S., an observation must be conducted for each employee at least once a year, except that a classroom teacher who is newly hired by the district school board must be observed at least twice in the first year of teaching in the school district. In the table below, describe when and how many observations take place for the following instructional personnel groups: classroom teachers, non-classroom teachers, newly hired classroom teachers, and teachers hired after the beginning of the school year.

Instructional Personnel Group	Number of Observations	When Observations Occur	When Observation Results are Communicated to Personnel
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Classroom and Non-Classroom Teachers			
Hired before the beginning of the school year	5+ classroom, (4for HE @midyear) 1+ nonclassroom	Throughout the year	Immediately after submission
Hired after the beginning of the school year	Prorated based on how much of the year has passed.	Throughout the year	Immediately after submission
Newly Hired Classroom Teachers			
Hired before the beginning of the school year	5+ classroom, (4for HE @midyear) 1+ nonclassroom	1 st observation is 3 step and occurs in first 30 days	Immediately after submission, post conference within 10 days
Hired after the beginning of the school year	Prorated based on how much of the year has passed.	1 st observation is 3 step and occurs in first 30 days	Immediately after submission, post conference within 10 days

3. Pursuant to section 1012.34(3)(a), F.S., a performance evaluation must be conducted for each employee at least once a year, except that a classroom teacher who is newly hired by the district school board must be evaluated at least twice in the first year of teaching in the school district. In the table below, describe when and how many summative evaluations are conducted for the following instructional personnel groups: classroom teachers, non-classroom teachers, newly hired classroom teachers, and teachers hired after the beginning of the school year.

Instructional Personnel Group	Number of Evaluations	When Evaluations Occur	When Evaluation Results are Communicated to Personnel
Classroom and Non-Classroom Teachers			
Hired before the beginning of the school year	1	April Observed Practices SOM added and finalized next year	April and following November
Hired after the beginning of the school year	1	April Observed Practices SOM added and finalized next year	April and following November
Newly Hired Classroom Teachers			
Hired before the beginning of the school year	2	December and April SOM added and finalized next year	December, April and following November
Hired after the beginning of the school year	2	December and April SOM added and finalized next year	December, April and following November

Part IV: Evaluation Criteria

A. Instructional Practice

In this section, the district shall provide the following information regarding the instructional practice data that will be included for instructional personnel evaluations.

1. Pursuant to section 1012.34(3)(a)2., F.S., at least one-third of the evaluation must be based upon instructional practice. In Hernando County, instructional practice accounts for 65% of the instructional personnel performance evaluation.
2. Description of the step-by-step calculation for determining the instructional practice rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.
 - For all instructional personnel, the percentage of the evaluation that is based on the instructional practice criterion as outlined in s. 1012.34(3)(a)2., F.S., will be 65% [Rule 6A-5.030(2)(b)1., F.A.C.]. This will be called Part A of the evaluation and calculated by the administration at each school using the Danielson components, and the state framework for student services. (Please note the number of components varies from 16 to 25 over the ~~nine-eight~~ job types: classroom, non-classroom, instructional coach, media specialist, therapeutic specialist, ESE, eSchool, ~~certified school counselor~~ and student services.) Each of the ~~nine eight~~ job types have a separate rubric for 16-22 of their components that can be viewed and rated during observations to provide feedback to the teacher to ~~improve in~~ instructional practice. There are only seven Part A forms as classroom and eSchool share one Part A form. Each component is rated on the following rating scale:

Highly Effective: 3.0 | Effective: 2.25 | Needs Improvement/Developing: 1.0 | Unsatisfactory: 0.0

Ratings should be based on no less than the expected total of five observations/walkthroughs for classroom teachers, ESE teachers and e-School teachers. Administrators will consider both trend data and averages that are generated from progress over time from the observation tool. The midyear report will also inform instructional staff of trends halfway through the year. The sum of each domain is calculated. Then the sum of the domains is calculated and referred to as the total score. The total score is then divided by the number of the components to get an average referred to as a Raw Score. The Raw Score is then multiplied by 21.67 to create a scale score. The scale score is a number out of 65 that will form 65% of the instructional personnel evaluation. Components are rated over the course of the year through observations, and a site planned process for unobserved components not measured by observations. Administrators are encouraged to give feedback during all observations. For any component that is marked needs improvement/developing an administrator must provide feedback that outlines what in the rubric was noted and what suggestions are recommended for improvement. Administrators who mark an unsatisfactory rating for a component should then contact the teacher to set up a face-to-face meeting to discuss concerns and suggestions for improvement. Face-to-face mid-year progress meetings are very important for establishing expectations, so employees have a clear understanding of what to expect in April. Mid-year meetings are the best time for instructional staff members to request additional observations beyond the minimum that will expand the data available to the administrator for the

upcoming Part A meetings. The final deadline for requesting an additional observation will be April 1st. Additionally, if a teacher earns 57 on their observed practices at their mid-year, they can reduce the total number of observations needed to ~~four~~ 4. Both parties will agree to this change. Administrators receive training to look for trends and patterns to reach the rating for the year for each component. The observation instrument contains a rubric to support the determination of the rating. Following this narrative are the ~~nine~~ eight-observation forms based on job types listed in the first bullet. These forms are also used for the 3-Step Observation for Probationary Classroom teachers along with the pre-Observation and Post Observation forms also included at the end of section 2. Description of the district evaluation framework for instructional personnel and the contemporary research basis in effective educational practices [Rule 6A-5.030(2)(b)2., F.A.C.].

The HCSD Evaluation System is aligned with the six Florida Educator Accomplished Practices identified as the “essential practices of effective teaching”. They are:

1. **Instructional Design and Lesson Planning** - Applying concepts from human development and learning theories, the effective educator consistently:
 - a. Aligns instruction with state-adopted standards at the appropriate level or rigor
 - b. Sequences lessons and concepts to ensure coherence and required prior knowledge
 - c. Designs instruction for students to achieve mastery
 - d. Selects appropriate formative assessments to monitor learning
 - e. Uses a variety of data, independently, and in collaboration with colleagues, to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons
 - f. Develops learning experiences that require students to demonstrate a variety of applicable skills and competencies
2. **The Learning Environment** - To maintain a student-centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator consistently:
 - a. Organizes, allocates, and manages the resources of time, space, and, attention
 - b. Manages individual and class behaviors through a well-planned management system
 - c. Conveys high expectations to all students
 - d. Respects students’ cultural, linguistic and family background
 - e. Models clear, acceptable oral and written communication skills
 - f. Maintains a climate of openness, inquiry, fairness and support
 - g. Integrates current information and communication technologies
 - h. Adapts the learning environment to accommodate the differing needs and diversity of students
 - i. Utilizes current and emerging assistive technologies that enable students to participate in high-quality communication interactions and achieve their educational goals
3. **Instructional Delivery and Facilitation** - The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:
 - a. Deliver engaging and challenging lessons

- b. Deepen and enrich students' understanding through content area literacy strategies, verbalization of thought, and application of the subject matter
 - c. Identify gaps in students' subject matter knowledge
 - d. Modify instruction to respond to preconceptions or misconceptions
 - e. Relate and integrate the subject matter with other disciplines and life experiences
 - f. Employ higher-order questioning techniques
 - g. Apply varied instructional strategies and resources, including appropriate technology, to provide comprehensible instruction, and to teach for student understanding
 - h. Differentiate instruction based on assessment of student learning needs and recognition of individual differences in students
 - i. Support, encourage, and provide immediate and specific feedback to students to promote student achievement
 - j. Utilize student feedback to monitor instructional needs and to adjust instruction
4. **Assessment** - The effective educator consistently:
- a. Analyzes and applies data from multiple assessments and measures to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process
 - b. Designs and aligns formative and summative assessments that match learning objectives and lead to mastery
 - c. Uses a variety of assessment tools to monitor student progress, achievement and learning gains
 - d. Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge
 - e. Shares the importance and outcomes of student assessment data with the student and the students' parent/caregiver(s)
 - f. Applies technology to organize and integrate assessment information
5. **Continuous Professional Improvement** - The effective educator consistently:
- a. Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs
 - b. Examines and uses data-informed research to improve instruction and student achievement
 - c. Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement
 - d. Engages in targeted professional growth opportunities and reflective practices, both independently and in collaboration with colleagues
 - e. Implements knowledge and skills learned in professional development in the teaching and learning process
6. **Professional Responsibility and Ethical Conduct** - Understanding that educators are held to a high moral standard in a community, the effective educator adheres to the Code of Ethics and the Principals of Professional Conduct of the Education Profession of Florida, pursuant to State Board of Education Rules 6B-1.001 and 6B-1.006, F.A.C, and

fulfills the expected obligations to students, the public and the education profession.

There is a clear connection to each of the six Florida Educator Accomplished Practices (FEAPS) as indicated on the Final Observation Rubric. Indicators are sufficiently specific to support inter-rater reliability.

The Hernando County School District's instructional personnel evaluation is based on Charlotte Danielson's research-based framework, which is endorsed by the Florida Department of Education.

All administrators who evaluate instructional personnel have attended training to learn best practices for teaching and evaluating. Administrators will focus on collecting evidence to formulate ratings using the Danielson components and the four ratings used for State reporting: Unsatisfactory, Needs Improvement, Effective, and Highly Effective. All will use the same core standards and procedures. The purpose of this system has changed to increase rigor and student engagement and the connection of specific practices to research and evidence of student learning is now needed. [Rule 6A-5.030(2)(b)3., F.A.C.]

- Classroom teachers (including ESE and Hernando eSchool templates) shall have 5 completed observations with feedback using the HCSD Observation template for the Danielson components for those areas. Probationary classroom teachers will receive a 3-step Observation. Ratings will be reviewed by administrators based on trajectory, patterns, and history of the observations. [Rule 6A-5.030(2)(b)4., F.A.C.]. A few classroom teachers (ESE) or stand-alone instructional assignments will be placed on Classroom B which requires only 2 observations.
- Non-classroom instructional personnel will receive at least one observations using one of ~~six~~ **5** templates non-classroom, coach, media, therapeutic specialist, **certified school counselor** and student services using those templates that range from 16 to 25 components [Rule 6A-5.030(2)(b)5., F.A.C.].

B. Other Indicators of Performance

In this section, the district shall provide the following information regarding any other indicators of performance that will be included for instructional personnel evaluations.

1. Pursuant to section 1012.34(3)(a)4., F.S., up to one-third of the evaluation may be based upon other indicators of performance. In Hernando County, other indicators of performance account for 0% of the instructional personnel performance evaluation.
2. Description of additional performance indicators, if applicable.
3. Description of the step-by-step calculation for determining the other indicators of performance rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.

C. Performance of Students

In this section, the district shall provide the following information regarding the student performance data that will be included for instructional personnel evaluations.

1. Pursuant to section 1012.34(3)(a)1., F.S., at least-one third of the performance evaluation must be based upon data and indicators of student performance, as determined by each school district. This portion of the evaluation must include growth or achievement data of the teacher's students over the course of at least three years. If less than three years of data are available, the years for which data are available must be used. Additionally, this proportion may be determined by instructional assignment. In Hernando County, performance of students accounts for 35% of the instructional personnel performance evaluation.
2. Description of the step-by-step calculation for determining the student performance rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.
 - **All instructional staff will have 35% of their evaluation calculated by a defined student outcome measurement (SOM) in accordance with s. 1012.34(3)(a)1., F.S.**
 - **All student measures are weighted equally and proportionately, including growth levels and proficiency. Each student score has a value of one unit.**

Hernando County will use 3 years of aggregated data** from student performance for all scores, the calculations below will be used:

- If 3 years of data are available:
 - 33.3% will come from the current year
 - 33.3% will come from the prior year
 - 33.3% will come from the second prior year
- If only 2 years of data are available:
 - 50% will come from the current year
 - 50% will come from the prior year or the second prior year
- If only 1 year of data is available*:
 - 100% will come from the current year

*For example: 1st year teachers or probationary contract instructional staff will follow this one-year calculation.

Instructional staff members who teach a course for which the state provides a growth model or VAM data will have their SOM assigned by the rubric score generated:

SOM Rubric	Summative Rating	Point Range**	Points Awarded on Annual Evaluation
Level 4	Highly Effective	31 – 35	35
Level 3	Effective	20 – 30	30.1
Level 2	Needs Improvement/Developing	9 – 19	19.25
Level 1	Unsatisfactory	0 – 8	8.4
Unclassified			

**as calculated by the aggregate score or combined score

For all teachers, the values in the ranges below will help clarify ratings based on a scale of 1-100.

Using a point range of 100, the following ranges have been established for the annual evaluations:

Highly Effective	87-100
Effective	56-86
Needs Improvement/Developing	25-55
Unsatisfactory	0-24

Any teacher who uses a statewide or third-party assessment has a level rating system will have a proficiency score. Scores from 2 to 5 (or from one mark below proficiency up to maximum results) will form the numerator and the number of students tested will form the denominator. This fraction will be changed to a percentage, correlated to the (0-100) point range above, and then assigned the same rubric score in the chart noted in the first bullet. Examples-Science Grade 5, Civics, Bio I, US History (not an exhaustive list)

Any teacher that teaches Grades K-10 ELA and/or Grades K-8 Math that has a State Generated Series or District Assigned Series of 3 progress monitoring tests will use a growth calculation based on a comparison of results from Test 1 to Test 3. Students will be assigned to buckets after the results are finalized. The calculation will be a numerator that does not include students in the lowest bucket over a denominator of students that were in the class and completed both T1 and T3.

Probationary teachers (newly hired) will receive a probationary evaluation which will also be known as a formative evaluation. 35% of this will be based on a student outcome measure since VAM will not be available. Principals will set the appropriate measure based on the teaching assignment and available tests. First semester exams will be the default when no other measurement is available. While the probationary evaluation is indicative of predictable student performance for the final summative evaluations scores, the probationary evaluation will not mathematically be included in the final summative evaluation calculation.

For classroom teachers of students for courses not assessed by statewide, standardized assessments, the district-determined student performance measure(s) [Rule 6A-5.030(2)(a)5., F.A.C.] will be a district common assessment or teacher created/administrator approved assessment. Students passing this assessment with a district passing score will form the numerator and the number of students tested will form the denominator to be calculated and correlated to the (0-100) point range and then assigned the same rubric score in the chart noted in the first bullet.

For instructional personnel who are not classroom teachers, the district-determined student outcome measure(s) [Rule 6A-5.030(2)(a)6., F.A.C.] will be discussed in the special fields table and assessment table.

For school wide student outcome measurement, see the school wide student outcome measurement table below that will include the school wide SOM state calculation in varying percentage based on grade level(s).

- K-8
- All Based on T3 growth compared to T1 (State or District Selected)
 - 87-100%=4
 - 56-86%=3
 - 25-55%=2
 - 0-24%=1

- High School
- One sixth One sixth One sixth One sixth One sixth One sixth
- ELA T3-T1 Alg I &GEO BIO US History Graduation Acceleration
- Growth Proficiency Proficiency Proficiency Rate Rate
-
- For ELA, Math, Graduation For BIO, US HIST, Acceleration
- 87-100%=4 75-100%=4
- 56-86%=3 50-74%=3
- 25-55%=2 25-49%=2
- 0-24%=1 0-24%=1

Attendance of students may be considered for teachers Students that miss 80 days or more from the year or 40 days or more from a semester course may qualify to be removed from the student outcome measurement calculation for that teacher. To qualify for this removal the teacher must complete the following actions: 1. The teacher must record the absences in the student data management system that can be documentation of the high number of absences. 2. The teacher must submit to their principal proof of these absences for the student(s) and the period and class they are attached to by August 20 of the next school year. The principal will forward these student removal requests to the **Human Resources Department Professional Standards Department** by August 30 of the next school year. 3. The teacher must regularly check their school email during this time as email will be the communication method that the **Human Resources Department Professional Services Department** will use to request additional information to finalize any student removal. If additional information is requested, then the teacher has eight schoolwork days to furnish that information, or the case will be closed and cannot be reopened.

A teacher's student outcome measurement may be made up of a mixture of all or some of the types of student outcome measurement described above. The student outcome measurement follows the student so that each student has a value of one in the calculation for the teacher.**

The Superintendent reserves the right to adjust these tables to account for issues that arise and EMART will make recommendations to address the issues. These might include new positions, specifications not addressed correctly or fully in print, conform to any new law or statute, or to address a measurement that is recognized to need adjustment. This includes any adjustment that needs to be made due to cancelled testing or data the state will no longer provide. Any decision will always be accompanied by informing those instructional staff members it impacts.

****Example:** If a high school teacher who teaches Algebra I for two courses (50 students), AP Calculus for one course (36 students), and two math courses assessed by teacher created exams (40 students) then their student outcome measurement will be 50/126 EOC Proficiency, 36/126 AP Proficiency, and 40/126 district passing score proficiency combine to make 35% of their evaluation score.

D. Summative Rating Calculation

In this section, the district shall provide the following information regarding the calculation of summative evaluation ratings for instructional personnel.

1. Description of the step-by-step calculation for determining the summative rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.

Each of the evaluation types has a separate form for Part A of the evaluation for observed practices. Each of the 16-25 components are rated in one of the four ratings listed below:

Highly Effective: 3.0 | Effective: 2.25 | Needs Improvement/Developing: 1.0 | Unsatisfactory: 0.0

These ratings are totaled for a sum. The sum is divided by the number of components for an average or raw score. The raw score is then multiplied by the established multiplier to contribute 65% of the evaluation score. For example, the multiplier for the twenty-two component classroom Part A form will be 21.67. Part B will be the student outcome measurement. See section C. Student Performance above for the types including VAM, proficiency calculation, district passing score calculation and special fields. The factors of each student counting as 1 unit for the calculation of the score and the final 3-year aggregate combined score described above will be involved in the 35% Student Outcome Measurement portion of the Evaluation. Part A and B will be added together to form an overall evaluation score out of a possible 100 points. See rating description and corresponding value ranges below. The summative rating is based on aggregating data from each of two components – Student Growth and Observed Practice. The following ratings will be used:

- Highly Effective: Level of performance that shows that the teacher has mastered all of the underlying concepts of the component. The classroom functions as a community of learners with students assuming responsibility for their learning.
- Effective: Level of performance that shows that the teacher has thorough knowledge of the concepts underlying the component. Students are engaged in learning. This level of performance represents successful, professional and effective teaching.

- Needs Improvement/Developing: Level of performance that shows that the teacher understands the concepts underlying the component and attempts to implement the elements, however, the implementation is sporadic, intermittent, or otherwise not entirely successful. (Instructional personnel in the first three years of teaching who need improvement are considered to be at the developing level).
- Unsatisfactory: Level of performance that shows that the teacher does not understand the concepts underlying the component. This level represents teaching that requires intervention.

Using a point range of 0-100 the following ranges have been established for the annual evaluations s. 1012.34(2)(e), F.S. [Rule 6A-5.030(2)(e), F.A.C.]:

Highly Effective	87-100
Effective	56-86
Needs Improvement/Developing	25-55
Unsatisfactory	0-24

Instructional staff have 30 days to review their summative evaluation score from the date of receipt indicated by their signature and date. Instructional staff can contact [Alexa Neal Matthew Goldrick](#) in [Human Resources Professional Standards](#) if they believe a miscalculation has taken place due to math errors, clerical errors, or missing data. The evaluation calculation will be reviewed for accuracy and will be corrected to be in line with the evaluation manual procedures.

2. Pursuant to section 1012.34(2)(e), F.S., the evaluation system for instructional personnel must differentiate across four levels of performance. Using the district’s calculation methods and cut scores described above in sections A – C, illustrate how a second-grade teacher and a ninth grade English language arts teacher can earn a highly effective and an unsatisfactory summative performance rating respectively.

Observed Practices Example Highly Effective: Both a second-grade teacher and a ninth grade English teacher will be the same evaluation type: classroom teacher. They will have the classroom template for observation. Administrators will rate them throughout the five observations over the course of the year with different ratings for all 22 components. Any components not rated during the observation will be discussed at the mid-year and through the Part A discussion. If both of these teachers are utilizing the Florida Educator Accomplished Practices, they will likely receive effective and highly effective ratings. Let’s say the ninth grade English teacher has 12 components marked highly effective and 10 marked effective while the second-grade teacher has 10 components marked highly effective and 12 components marked effective. Using the Part A Classroom Teacher (203) on paper or in Frontline, the calculations would be as follows. For the ninth-grade teacher’s 12 highly effective (3 pts. each) and 10 effective (2.25 pts. each) would add up to a total score of 58.5. The Total Score is divided by the number of components, 22, to create the Raw Score which would be 2.66. This is multiplied by 21.67 and creates the Scale Score of 57.64. The second-grade teacher would have a Total Score of 57, a Raw Score of 2.59, and a Scale Score of 56.12.

SOM Example for different teachers: The ninth-grade English teacher might teach 5 sections of English 1 which culminates with the State test. Students of this teacher receives a T3 score that we compare to the TI score from the state. When compared to the other scores in the district her students

earn her a 3 on the rubric. A three-aggregate based on the average of these three rubric scores would be 3. According to the chart this earns a point value of 30.1 for the SOM. The ninth grade English teacher would have a final total score of $57.64 + 30.1 = 87.64$. This falls in the range of 87-100 for a summative evaluation rating of highly effective. The second-grade teacher has a different assessment but similar state test with a T3 and T1 comparison. Students are leveled based on their growth and can end up in one of 4 areas. Each student counts separately for the teacher. The teacher has 18 students. Each student takes both tests so the teacher calculation has a denominator of 36. All 18 students made adequate growth in ELA while in math 14 of 18 students made adequate growth. The teacher had 32 out of 36 make adequate growth or 88.9%. This earns a rubric score of 4. Last year the teacher earned a 3 and the previous year the teacher earned a 4. A three aggregate based on the average of these three rubric scores would be 4. According to the chart this earns a point value of 35 for the SOM. The second-grade teacher would have a final total score of $56.12 + 35 = 91.12$. This falls in the range of 87-100 for a summative evaluation rating of highly effective.

Observed Practices Example Unsatisfactory: Both a second-grade teacher and a ninth grade English teacher will be the same evaluation type: classroom teacher. They will have the classroom template for observation. Administrators will rate them throughout the five observations over the course of the year with different ratings for all 22 components. Any components not rated during the observation will be discussed at the mid-year and through the Part A discussion. In this example, both of these teachers are likely not utilizing the Florida Educator Accomplished Practices, so they will receive needs improvement and unsatisfactory ratings. Let's say the ninth grade English teacher has 12 components marked needs improvement and 10 marked unsatisfactory while the second-grade teacher has 5 components marked needs improvement and 17 components unsatisfactory. Using the Part A Classroom Teacher (203) on paper or in Frontline the calculations would be as follows. For the ninth-grade teacher's 12 needs improvement (1 pt. each) and 10 unsatisfactory (0 pts. each) would add up to a total score of 12. The Total Score is divided by the number of components, 22, to create the Raw Score which would be 0.55. This is multiplied by 21.67 and creates the Scale Score of 11.92. The second-grade teacher would have a Total Score of 5, a Raw Score of 0.23, and a Scale Score of 4.98.

SOM Example for different teachers: The ninth grade English teacher might teach 5 sections of English 1 which culminates with the State test. Students of this teacher receives a T3 score that we compare to the T1 score from the state. When compared to the other scores in the district her students earn her a 1 on the rubric. . Last year it was a 2, and the previous year it was a 1. A three-year aggregate based on the average of these three rubric scores would be 1. According to the chart this earns a point value of 8.4 for the SOM. The ninth grade English teacher would have a final total score of $11.92 + 8.4 = 20.32$. This falls in the range of 0-24 for a summative evaluation rating of unsatisfactory. The second-grade teacher has a different but similar state test with a T3 and T1 comparison.. Students are leveled based on their growth and can end up in one of 4 areas. Each student counts separately for the teacher. The teacher has 18 students. Each student takes both tests so the teacher calculation has a denominator of 36. Nine students made adequate growth in ELA and in math. The teacher had 18 out of 36 make adequate growth or 50%. This earns a rubric score of 2. Last year the teacher earned a 1 and the previous year the teacher earned a 2. A three aggregate based on the average of these three rubric scores would be 2.

According to the chart this earns a point value of 19.25 for the SOM. The second-grade teacher would have a final total score of $4.98 + 19.25 = 24.23$. This falls in the range of 0-24 for a summative evaluation rating of unsatisfactory.

Appendix A – Evaluation Framework Standards

In Appendix A, the district shall include a crosswalk of the district's evaluation framework to each of the Florida Educator Accomplished Practices (FEAP).

Alignment to the Florida Educator Accomplished Practices	
Foundational Principles	
<i>The Florida Educator Accomplished Practices are based upon and further describe the below four (4) essential principles.</i>	
1. The effective educator creates a culture of high expectations for all students by promoting the importance of education and each student's capacity for academic achievement.	
2. The effective educator demonstrates deep and comprehensive knowledge of the subject taught.	
3. The effective educator exemplifies the standards of the profession.	
4. The effective educator acknowledges that all persons are equal before the law and have inalienable rights, and provides instruction that is consistent with the principles of individual freedom as outlined in s. 1003.42(3), F.S.	
Practice	Evaluation Indicators
1. Instructional Design and Lesson Planning	
<i>Applying concepts from human development and learning theories, the effective educator consistently:</i>	
a. Aligns instruction with state-adopted standards taking into consideration varying aspects of rigor and complexity;	1a, 1c
b. Sequences lessons and concepts to ensure coherence and required prior knowledge;	1e
c. Designs instruction for students to achieve mastery;	1a, 1e
d. Selects appropriate formative assessments to monitor learning;	1f, 3d
e. Uses diagnostic student data to plan lessons;	1b, 3d, 4d
f. Develops learning experiences that require students to demonstrate a variety of applicable skills and competencies; and	1e
g. Provides classroom instruction to students in prekindergarten through grade 12 that is age and developmentally appropriate and aligned to the state academic standards as outlined in Rule 6A-1.09401, F.A.C., and is consistent with s. 1001.42(8)(c)3., F.S.	1a, 1b, 1c, 1e,
2. The Learning Environment	
<i>To maintain a student-centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator consistently:</i>	
a. Organizes, allocates, and manages the resources of time, space, and attention;	2c, 2e
b. Manages individual and class behaviors through a well-planned management system;	2d
c. Conveys high expectations to all students;	2b
d. Respects students' cultural linguistic and family background;	2a, 4c
e. Models clear, acceptable oral and written communication skills;	3a
f. Maintains a climate of openness, inquiry, fairness and support;	2a, 2b
g. Integrates current information and communication technologies;	2e, 3c
h. Adapts the learning environment to accommodate the differing needs and diversity of students while ensuring that the learning environment is consistent with s. 1000.071, F.S.;	2e, 3e
i. Utilizes current and emerging assistive technologies that enable students to participate in high-quality communication interactions and achieve their educational goals; and	2e

j. Creates a classroom environment where students are able to demonstrate resiliency as outlined in Rule 6A-1.094124, F.A.C.	1c, 1e, 3a, 4c
3. Instructional Delivery and Facilitation	
<i>The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:</i>	
a. Deliver engaging and challenging lessons;	3c
b. Deepen and enrich students' understanding through content area literacy strategies, verbalization of thought, and application of the subject matter;	3, 3c
c. Identify gaps in students' subject matter knowledge;	3d
d. Modify instruction to respond to preconceptions or misconceptions;	3e
e. Relate and integrate the subject matter with other disciplines and life experiences;	3a, 1e
f. Employ questioning that promotes critical thinking;	3b
g. Apply varied instructional strategies and resources, including appropriate technology, to provide comprehensible instruction, and to teach for student understanding;	3c
h. Differentiate instruction based on an assessment of student learning needs and recognition of individual differences in students;	1b
i. Support, encourage, and provide immediate and specific feedback to students to promote student achievement; and,	3a, 3d
j. Utilize student feedback to monitor instructional needs and to adjust instruction.	3d, 3e
4. Assessment	
<i>The effective educator consistently:</i>	
a. Analyzes and applies data from multiple assessments and measures to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process;	1b
b. Designs and aligns formative and summative assessments that match learning objectives and lead to mastery;	1f
c. Uses a variety of assessment tools to monitor student progress, achievement and learning gains;	3d
d. Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge;	1f, 3d
e. Shares the importance and outcomes of student assessment data with the student and the student's parent/caregiver(s); and,	3d, 4c
f. Applies technology to organize and integrate assessment information.	1f, 3c, 3d
5. Continuous Professional Improvement	
<i>The effective educator consistently:</i>	
a. Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs;	4e
b. Examines and uses data-informed research to improve instruction and student achievement;	4b, 4e
c. Uses a variety of data, independently, and in collaboration with colleagues, to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons;	1e, 1f, 3d, 4b
d. Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement;	4c, 4d
e. Engages in targeted professional growth opportunities and reflective practices; and,	4a, 4e
f. Implements knowledge and skills learned in professional development in the teaching and learning process.	4a, 4e
6. Professional Responsibility and Ethical Conduct	
<i>Understanding that educators are held to a high moral standard in a community, the effective educator fulfills the expected obligations to students, the public and the education profession and adheres to:</i>	

a. Guidelines for student welfare adopted pursuant to s. 1001.42(8), F.S., including the requirement to refrain from discouraging or prohibiting parental notification of and involvement in critical decisions affecting a student’s mental, emotional, or physical health or well-being, unless a reasonably prudent person would believe that disclosure would result in abuse or neglect as defined in s. 39.01, F.S.;	4f
b. The rights of students and parents enumerated in ss. 1002.20 and 1014.04, F.S.; and	4c, 4f
c. The Principles of Professional Conduct of the Education Profession of Florida, pursuant to Rule 6A-10.081, F.A.C.	4f

Appendix B – Observation Instruments for Classroom Teachers

In Appendix B, the district shall include the observation rubric(s) to be used for collecting instructional practice data for classroom teachers.

Domain 1: Planning and Preparations				
Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>1a: Demonstrating Knowledge of Content and Pedagogy</p> <ul style="list-style-type: none"> Content Area Expertise Knowledge of Prerequisite Skills Knowledge of Misconceptions 	<p>The teacher displays extensive knowledge of the important concepts in the discipline and how these relate both to one another and to other disciplines. The teacher demonstrates understanding of prerequisite relationships among topics and concepts and understands the link to necessary cognitive structures that ensure student understanding. The teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline and the ability to anticipate student misconceptions.</p>	<p>The teacher displays solid knowledge of the important concepts in the discipline and how these relate to one another. The teacher demonstrates an accurate understanding of prerequisite relationships among topics. The teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the subject.</p>	<p>The teacher is familiar with the important concepts in the discipline but displays a lack of awareness of how these concepts relate to one another. The teacher indicates some awareness of prerequisite learning, although such knowledge may be inaccurate or incomplete. The teacher's plans and practice reflect a limited range of pedagogical approaches to the discipline or to the students.</p>	<p>In planning and practice, the teacher makes content errors or does not correct errors made by students. The teacher displays little understanding of prerequisite knowledge important to student learning of the content. The teacher displays little or no understanding of the range of pedagogical approaches suitable to student learning of the content.</p>
<p>1b: Knowing and Addressing Student Needs</p> <ul style="list-style-type: none"> Understanding of Students' Current Knowledge and Skills Knowledge of the Learning Process Knowledge of Learner Differences 	<p>The teacher understands the active nature of student learning and acquires and applies information about levels of development for individual students. (Formative Assessments) The teacher also systematically acquires knowledge from several sources about individual students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages. The teacher has a comprehensive understanding of the learning process and of individual learning differences.</p>	<p>The teacher understands the active nature of student learning and attains information about levels of development for groups of students. (Formative Assessments) The teacher also purposefully acquires and applies knowledge from several sources about groups of students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages. The teacher has substantial understanding of the learning process and of individual learning differences.</p>	<p>The teacher displays generally accurate knowledge of how students learn and of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages, yet may apply this knowledge not to individual students but to the class as a whole. The teacher has limited understanding of the learning process and of individual learning differences.</p>	<p>The teacher displays minimal understanding of how students learn—and little knowledge of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages—and does not indicate that such knowledge is valuable. The teacher has minimal or no understanding of the learning process and of individual learning differences.</p>
<p>1c: Setting Instructional Outcomes</p> <ul style="list-style-type: none"> Relevance Alignment to Grade-level Standards Clarity of Purpose for Learning 	<p>Instructional outcomes represent high-level learning of important content and support student autonomy, curiosity and intellectual risk-taking. Instructional outcomes consistently reflect important, meaningful, and relevant learning that requires critical thinking. Instructional outcomes consistently reflect grade-level standards that</p>	<p>Instructional outcomes are rigorous and appropriate for students. Instructional outcomes are mostly relevant and reflect important learning and development. Instructional outcomes mostly reflect grade-level standards. Instructional outcomes are mostly clear and specific, and likely to ensure that students understand what they will learn and how.</p>	<p>Instructional outcomes are moderately rigorous and are appropriate for some students in the class. Instructional outcomes are somewhat relevant and partially reflect important learning and development. Instructional outcomes partially reflect grade-level standards. Instructional outcomes are somewhat clear and partially describe what students will learn.</p>	<p>Instructional outcomes are not identified, are not rigorous, or are inappropriate. Instructional outcomes are not relevant or meaningful or do not reflect important learning. Instructional outcomes do not reflect grade-level standards. Instructional outcomes are unclear or are stated as activities. Outcomes reflect only one type of learning</p>

	challenge all students and encourage intellectual risk-taking. Instructional outcomes are uniformly clear and specific and support students to extend their learning.			and are suitable for only some students
<p>Id: Using Resources Effectively</p> <ul style="list-style-type: none"> • Instructional Materials • Technology and Digital Resources • Supports for Students 	<p>The teacher uses instructional materials and other resources to meet individual student needs and support student autonomy and intellectual engagement. When instructional materials are provided, the teacher uses them to support each student's mastery of outcomes, further learning, deep intellectual engagement, and autonomy. When instructional materials are not provided, the teacher identifies a core set of instructional materials and uses them, integrating other resources, if appropriate, to support each student's mastery of outcomes, further learning, and deep intellectual engagement. Technology and other digital resources support intellectual engagement, personalized instructional pathways for student learning. Resources and supports provided or suggested by the teacher promote student agency and increase efficacy in utilizing resources to support their own learning.</p>	<p>The teacher's knowledge of instructional materials and other resources supports learning. When instructional materials are provided, the teacher's understanding of the materials supports appropriate choices based on the specific needs of students. When instructional materials are not provided, the teacher relies on a strong core set of instructional materials aligned to rigorous standards and makes choices based on the specific needs of students. Technology and other digital resources are used effectively to support student learning. The teacher provides resources and support aligned to students' individual needs and learning differences, allowing each student to meet the learning outcomes.</p>	<p>The teacher understands and uses instructional materials and other resources to support student learning and development, but these resources represent only a narrow band of what is available. When instructional materials are provided, the teacher implements them with some success, develops some understanding of their features and design. When instructional materials are not provided, the teacher selects and uses materials that are partially aligned to standards to serve as a core instruction and support student learning. The teacher uses technology and accesses digital resources that partially support student learning but may be primarily a substitution for other resources. The teacher seeks some additional resources and supports aligned to the individual needs of students.</p>	<p>The teacher is not aware of, or does not appropriately or effectively use, instructional materials and other resources to support student learning and development. When instructional materials are provided, the teacher does not use or effectively implement them. When instructional materials are not provided, the teacher uses inappropriate or ineffective materials of their own choosing that do not support rigorous instruction or engagement. The teacher does not appropriately access digital resources to support student learning and development. The teacher does not inquire about or seek out resources to support individual student needs.</p>
<p>1e: Planning</p> <ul style="list-style-type: none"> • Alignment to Standards • Differentiation • Sequence and Pacing 	<p>The sequence of learning activities is coherent, is aligned to instructional goals (Standards Alignment), and is designed to engage students in high-level cognitive activity (Writing in Content, Multiple Text Sources, Student Projects) These are appropriately differentiated for individual learners. Instructional groups are varied appropriately, with some opportunity for student choice.</p>	<p>Most of the learning activities (Writing in Content, Multiple Text Sources, Student Projects) are aligned with the instructional outcomes (Standards Alignment) and follow an organized progression suitable to groups of students. The learning activities have reasonable time allocations; they represent significant cognitive challenges, with some differentiation for separate groups of students and varied use of instructional groups.</p>	<p>Some of the learning activities and materials are aligned with the instructional outcomes and represent moderate cognitive challenge, but with no differentiation for different students. Instructional groups partially support the activities, with some variety. The lesson or unit has a recognizable structure; but the progression of activities is uneven, with only some reasonable time allocations.</p>	<p>Learning activities are poorly aligned with the instructional outcomes, do not follow an organized progression, are not designed to engage students in active intellectual activity, and have unrealistic time allocations. Instructional groups are not suitable-for the activities and offer no variety.</p>
<p>1f: Design and Analysis of Student Assessments</p> <ul style="list-style-type: none"> • Alignment with Instructional Outcomes • Criteria and Standards 	<p>Students have the opportunity to demonstrate mastery of content and analyze their own progress through multiple assessments.</p>	<p>Assessments are planned throughout the instructional process and provide timely and valuable information to teachers and feedback to students.</p>	<p>Assessments partially help teachers determine whether students have learned or are learning the intended outcomes. Assessments, including formatives, are partially</p>	<p>There is no plan for assessment, or the assessments will not provide evidence that students have learned the intended outcomes. Assessments, including</p>

<ul style="list-style-type: none"> • Planning Formative Assessments • Analysis and Application of Assessment Data 	<p>Students have varied and multiple opportunities to demonstrate mastery of outcomes; assessments allow for the analysis of student misunderstandings, revealing how and why the misunderstanding occurred. Assessment criteria and standards are clearly presented to students. Formative assessments provide accurate and timely information to teachers and students. Assessment results consistently drive planning and preparation to inform instructional decision-making and instructional pathways for students.</p>	<p>Assessments, including formatives, are aligned to instructional outcomes and provide evidence of student understanding of the content and mastery of outcomes, as well as reveal misunderstandings. Assessment criteria and standards established, clear, and fully understood by students. Assessments, including formative assessments, give an accurate picture of student learning. Plans for lessons indicate needed adjustments based on assessment data. Assessment results frequently drive planning and preparation to inform instructional decision-making and instructional pathways for students.</p>	<p>aligned to instructional outcomes but may not assess them completely. Assessment criteria and standards have been developed, but they are unclear. Some formative assessments are planned and give a partially accurate picture of student learning throughout the lesson. Assessment results sometimes drive planning and preparation to inform instructional decision-making and instructional pathways for students</p>	<p>formatives, are not aligned to the instructional outcomes. Assessments lack criteria by which student performance can be accurately assessed. There are no formative assessments planned. Assessment results are not relevant or used for future planning.</p>
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Domain 2:

Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>2a: Cultivating respectful and affirming environments</p> <ul style="list-style-type: none"> • Positive relationships • Sense of belonging • Cultural responsiveness • Positive conflict resolution 	<p>Students play an active role in creating learning environments characterized by a sense of community where each member feels safe, valued and connected. Patterns of interacting in the classroom are culturally responsive and foster positive relationships between both the teachers and the students. This includes, but is not limited to, positive conflict resolution by teachers and students, as well as celebrating the identities of all students. The net result is an environment where all students feel a sense of belonging and are comfortable taking intellectual risks.</p>	<p>Learning environments are characterized by positive developmental relationships that are intentionally nurtured and celebrated. The learning environment and classroom interactions, by both teachers and students, demonstrate caring and respect that honors students' identities, race, cultural background, and developmental levels. The teacher and students effectively use a clear and culturally competent approach to conflict resolution to minimize conflicts and restore trust.</p>	<p>Learning environments are partially characterized by caring and respectful interactions. The learning environment and classroom interactions, by both teachers and students, sometimes demonstrate caring and respect that honors students' identities, race, cultural background, and developmental levels. The teacher addresses conflict and disrespectful interactions with uneven results.</p>	<p>Students do not feel safe and valued; learning environments are characterized by negativity, disrespect, inappropriateness, insensitivity, and/or conflict. The learning environment and classroom interactions, by both teachers and students, rarely demonstrate caring and respect that honors students' identities, race, cultural background, and developmental levels. Conflict and disrespectful interactions are not addressed.</p>
<p>2b: Fostering a culture for learning</p> <ul style="list-style-type: none"> • Purpose and motivation • Dispositions for learning • Student agency and pride in work • Support and perseverance 	<p>Students play an active role in establishing a culture that consistently fosters dialogue, reflection, and growth, allowing all students to experience success. Both teachers and students display dedication to learning the content and a sense of purpose for learning. Student curiosity, critical thinking, and reflection are clearly evident in the classroom. Students exercise autonomy in their learning and actively suggest ways</p>	<p>The culture in the class is characterized by high expectations and supports students' learning and development. Both teacher and students demonstrate a belief in the importance of learning and personal growth that motivates them to succeed and flourish. The teacher encourages and develops student critical thinking, curiosity, and reflection. Students have multiple opportunities to exercise autonomy, which is celebrated. The teacher</p>	<p>The culture of the class is somewhat conducive to learning and development. The teacher communicates the importance of the content, the ultimate purpose of learning, and the value of personal growth with some success. The teacher occasionally encourages critical thinking, reflecting, and/or student curiosity. The teacher occasionally encourages confidence, resilience, persistence, and</p>	<p>The culture of the class is not conducive to learning and does not support development. There is little to no sense of purpose for the work. The teacher ignores or discourages student curiosity and does not ask students to think critically or to reason and reflect. The teacher conveys the work is too challenging for some students or that they lack the perseverance to succeed.</p>

	to make the classroom purposeful. Students encourage one another to persevere and use strategies to support another through challenging work.	encourages confidence, resilience, persistence, and teamwork that supports perseverance.	teamwork; promotes perseverance.	
2c: Maintaining purposeful environments <ul style="list-style-type: none"> Productive collaboration Student autonomy and responsibilities Equitable access to resources and support Non-instructional tasks 	Students have a voice and play an active role in designing and adjusting routines and procedures that actively create a learning environment and support the growth of each community member. Students play an active role in ensuring their time in groups is used purposefully and meets their individual and group needs. Students take responsibility for routines, resources, and procedures, while if needed, suggesting adjustments that would further support their learning and development. Non-instructional tasks are completed seamlessly with no loss of instructional time.	Shared routines and efficient procedures are managed by students and teachers together and maximize opportunity for student learning and development. Students are productively engaged in small groups, working purposefully, and collaborating with peers. Routines, resources, and procedures allow students to operate autonomously and take responsibility for learning. Most non-instructional tasks are completed efficiently, with little loss to instructional time.	Classroom routines and procedures, established and managed only by the teacher, support opportunities for student learning and development. Students are somewhat engaged in group work. Routines, resources, and procedures partially support student autonomy and assumption of responsibility. Non-instructional tasks are completed with some efficiency, but instructional time is lost.	Student learning and development are hindered by a lack of routines or inefficient classroom procedures. Students are not engaged during group work. Routines and resources do not support student autonomy or assumption of responsibility. Non-instructional tasks are not completed or completed inefficiently resulting in loss of instructional time.
2d: Supporting positive student behavior <ul style="list-style-type: none"> Expectations for learning Modeling and teaching habits of character Self-monitoring and collective responsibility 	Students consistently and independently display positive behaviors and seek opportunities to build a better school community. Teachers and students play an active role in establishing and maintaining expectations, critically reflect when necessary, and reinforcing habits of character. Students successfully monitor their own behavior and appropriately supports one another in demonstrating positive behavior.	Students display positive behavior, which are modeled by teachers and reinforced to promote reflection and adjustment. The teacher and students established and agree upon expectations. The teacher models, explicitly teachers, and reinforces habits of character that promotes learning, ethical behavior, and citizenship. Students successfully monitor their own behavior most of the time. Minimal corrections happen when needed.	Positive behavior is modeled by the teacher, but implementation is inconsistent. The teacher models, establishes expectations for positive behavior and habits of character, and encourages students to monitor their own behavior, but with uneven success.	There is little evidence of explicit modeling, instruction, or guidance related to positive student behavior or habits of character. The teacher does not communicate expectations or address negative behavior. Students take no responsibility for their own behavior.
2e: Organizing spaces for learning <ul style="list-style-type: none"> Safety and accessibility Design for learning and development Co-creation and shared ownership 	Learning spaces are thoughtfully designed and modified as needed by the members of the community to address the needs of individuals and create a collaborative, joyful space for all to learn and grow. Modifications are made to optimize the environment as necessary by students and teachers to accommodate individual needs. Students demonstrate a sense of pride and ownership of the learning space.	Learning spaces are thoughtfully designed to address the needs of learners within the context of shared experiences. The space is safe and accessible to all students. The design of the space supports learning and development. Most students have/show pride and/or ownership of the learning space.	Learning space arrangement and use of resources partially supports student learning and development. The space is generally safe and accessible with some issues that need to be addressed. The design of space is not an impediment to learning but does not enhance it. Students show little pride and/or ownership of the learning space.	Learning spaces are not conducive to learning and development. The space is not accessible for collaboration and growth. Students show no pride and/or ownership of the learning space.
Domain 3:				

Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
3a: Communicating with Students	The teacher links the instructional purpose (Standards Alignment) of the lesson to the larger curriculum. The directions and procedures are clear and anticipate student misunderstanding. The teacher's explanation of content is thorough and clear, developing conceptual understanding through clear scaffolding, and connecting with students' interests. Students contribute to extending the content by explaining concepts to their classmates and suggesting strategies that might be used. The teacher's spoken and written language is expressive, and the teacher finds opportunities to extend students' vocabularies, both within the discipline and for more general use. Students contribute to the correct use of academic vocabulary	The instructional purpose (Standards Alignment) of the lesson is clearly communicated to students, including, where it is situated within broader learning; directions and procedures are explained clearly and may be modeled. The teacher's explanation of content is scaffolded, clear and accurate and connects with students' knowledge and experience. During the explanation of content, the teacher focuses, as appropriate, on strategies students can use when working independently and invites student engagement. The teacher's spoken and written language is clear and correct and is relevant to the students' ages and interests. The teachers use of academic vocabulary is precise and serves to extend student understanding	The teacher's attempt to explain the instructional purpose has only limited success, and/or directions and procedures must be clarified after initial student confusion. The teacher's explanation of the content may contain minor errors; some portions are clear; others are difficult to follow. The teacher's explanation does not invite students to engage or to understand strategies they might use when working independently. The teacher's spoken language is correct but uses vocabulary that is either limited or not fully appropriate to the students' ages or backgrounds. The teacher rarely takes opportunities to explain academic vocabulary.	The instructional purpose of the lesson is unclear to students, and the directions and procedures are confusing. The teacher's explanation of the content contains major errors and does not include any explanation of strategies students might use. The teacher's spoken or written language contains errors of grammar or syntax. The teacher's academic vocabulary is inappropriate, vague, or used incorrectly leaving students confused.
3b: Using Questioning and Discussion Techniques	The teacher uses a variety or series of questions or prompts to challenge students cognitively, advance high-level thinking and discourse, and promote metacognition (Level 4-Extended Thinking). Students formulate questions, initiate discussion, justify reasoning, challenge one another's thinking, and make unsolicited contributions. Students themselves ensure that all voices are heard in the discussion.	While the teacher may use some low-level questions, he poses questions designed to promote student thinking and understanding (Level 3 Strategic / Reasoning). The teacher creates a genuine discussion among students, providing adequate time for students to respond and stepping aside when doing so is appropriate. The teacher challenges students to justify their thinking and successfully engages most students in the discussion, employing a range of strategies to ensure that most students are heard.	The teacher's questions lead students through a single path of inquiry, with answers seemingly determined in advance. Alternatively, the teacher attempts to ask some questions designed to engage students in thinking (Level 2-Skill / Concept), but only a few students are involved. The teacher attempts to engage all students in the discussion, to encourage them to respond to one another and to explain their thinking, but only some students answer or participate in the discussion.	The teacher's questions are of low cognitive challenge with single correct responses (Level 1-Recall). Interaction between the teacher and students is predominantly recitation style, with the teacher mediating all questions and answers. The teacher accepts all contributions without asking students to explain their reasoning. Only a few students participate in the discussion.
3c: Engaging Students in Learning	Virtually all students are intellectually engaged in challenging content through well designed learning tasks and activities (Writing in Content, Multiple Text Sources, Student Projects) that require complex thinking by students. The teacher provides suitable scaffolding and challenges students to explain their thinking (Level 4-Extended Thinking). There is evidence of some student	The Learning Tasks and activities (Writing and content Multiple text sources, Student Projects) are fully aligned with the instructional outcomes and are designed to challenge student thinking. Inviting students to make their thinking visible (Level 3-Strategic/Reasoning). This technique results in active engagement by most students with important and challenging content and with teacher scaffolding to	The learning tasks and activities are partially aligned with the instructional outcomes but require only minimal thinking by students and little opportunity for them to explain their thinking, (Level 2-Skill/Concept) allowing most students to be passive or merely compliant. The groupings of students are moderately suitable for the activities. Instructional materials, technology, and resources	The learning tasks, activities, materials, and resources are poorly aligned with the instructional outcomes or require only rote responses. Level one recall with only one approach possible. Students do not collaborate, they do not engage with one another effectively, and/or instructional groupings are inappropriate for the task. Instructional materials, technology, and resources are not used correctly or

	initiation of inquiry and student contributions to the exploration of important content; students may serve as resources for one another. Students take initiative in using instructional materials, technology, and resources. The lesson has a clearly defined structure, and the pacing of the lesson provides students the time needed, not only to intellectually engage with and reflect upon their learning but also to solidify new learning.	support that engagement. The groupings of students are suitable for the activities (Whole Group, Small Group or Independent), and instructional materials, technology, and resources are used effectively. The lesson has a clearly defined structure, and the pacing of the lesson supports high levels of intellectual engagement and deeper learning; teacher plans for multiple and effective opportunities to think, reflect, and solidify new learning.	are used with partial effectiveness. The lesson has a recognizable structure; however, the pacing of the lesson may not provide students the time needed to be intellectually engaged or may be so slow that many students have a considerable amount of “down time.”	effectively. The lesson has no clearly defined structure or the pace of the lesson is too slow or rushed. Opportunities for thought or reflection are poorly implemented; students do not have time to reflect or solidify new learning.
3d: Using Assessment in Instruction	Assessment is fully integrated into instruction through extensive use of formative assessment. Students have an active voice in establishing standards for success that are relevant and ambitious; they clearly understand how their progress is being assessed. Questions and assessments are used regularly to evaluate learning by individual students. A variety of forms of feedback from both teacher and peers is accurate and specific, and advances learning. Students self-assess and monitor their own progress. The teacher successfully differentiates instruction to address individual students' misunderstandings.	Assessment is integrated into instruction through use of formative assessment. Students appear to be aware of the assessment criteria and the teacher monitors student learning for groups of students. Questions and assessments are regularly used to evaluate learning. Teacher feedback to groups of students is accurate and specific; some students engage in self-assessment	Students appear to be only partially aware of the assessment criteria, and the use of a formative assessment only partially supports student learning and development. The teacher monitors student learning for the class as a whole. Questions and assessments are rarely used to evaluate learning. Feedback to students is general, and few students assess their own work.	Students do not appear to be aware of the assessment criteria and formative assessments are not used. There is little or no monitoring of student learning; feedback is absent or of poor quality. The teacher does not explain how students will know they are successful. Students do not engage in self- or peer assessment.
3e: Demonstrating Flexibility and Responsiveness	The teacher seizes an opportunity to enhance learning, building on a spontaneous event or students' interests, or successfully adjusts and differentiates instruction to address individual student misunderstandings. Using an extensive repertoire of instructional strategies and soliciting additional resources from the school or community, the teacher persists in seeking effective approaches for students who need help.	The teacher successfully accommodates students' questions and interests. Drawing on a broad repertoire of strategies, the teacher persists in seeking approaches to deepen understanding and assist students who have difficulty learning. The teacher effectively adjusts learning experiences based on real-time evidence and students' individual and specific needs.	The teacher accepts responsibility for the success of all students but has only a limited repertoire of strategies to use. Adjustment of the lesson in response to assessment is minimal or ineffective.	The teacher does not recognize, or ignores, evidence of low engagement or lack of student understanding. The teacher brushes aside or does not fully address students' questions or difficulties. The teacher does not convey a level of responsibility for student learning and success.
Domain 4:				
Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
4a: Engaging on Reflective	The teacher makes a thoughtful and accurate assessment of a lesson's	The teacher makes an accurate assessment of a lesson's effectiveness and	The teacher's reflective practice leads to some accurate assessment of	The teacher does not appear to engage in reflective practice, does not know

Practice	effectiveness and the extent to which it achieved its instructional outcomes, citing many specific examples from the lesson and weighing the relative strengths of each. Drawing on an extensive repertoire of skills, the teacher offers specific alternative actions, complete with the probable success of different courses of action.	the extent to which it achieved its instructional outcomes and can cite general references to support the judgement (Formative Assessment). The teacher makes a few specific suggestions of what could be tried another time the lesson is taught.	student success of instruction but does not follow through with analysis and changes to practice.	whether students achieved the outcomes, or misjudges the success of instruction.
4b: Documenting Student Progress	Students are consistently aware of their own progress toward mastery of their goals; they can identify, reflect on, and discuss their strengths and needs based on clear evidence and progress. Students and those who support them are engaged as full partners in setting goals, monitoring progress, and evaluating and celebrating success.	The teacher engages students and those who support them in setting and monitoring their progress toward their goals; students play an active role in analyzing and celebrating their success.	The teacher documents some aspects of student progress in a manner that is accessible to students and those who support them.	There is no system for documenting student progress, the system is ineffective and inefficient, or it does not provide relevant information to students and those who support them. The teacher does not adequately track student progress, or the approach is not focused on mastery or aligned to goals.
4c: Engaging Families	The teacher's frequent and ongoing engagement of families and communities demonstrates a clear value for the role they play in student learning and is focused on forging partnerships that further the academic and personal success of each and every student. The teacher views and incorporates families as essential partners in learning experiences.	The teacher provides feedback and appropriate information to families about the instructional program and conveys information about individual student progress in a culturally responsive way.	The teacher makes some efforts to engage families and communities and does so in a respectful manner.	The teacher provides little information about the instructional program to families; the teacher's communication about students' progress is minimal. The teacher does not respond or responds unprofessionally to parental concerns.
4d: Participating in the Professional Community	The teacher takes a leadership role in defining, modeling, and holding self and peers accountable to the values and intellectual life of the school, leading with an emphasis on meeting the needs of students and families.	The teacher takes initiative in contributing to and leading events, programs, or activities that further the culture of learning in the school and bring the values of the school to life through modeling and positive action.	The teacher makes few contributions to the school culture, supporting professional learning and upholding the values of the school.	The teacher is not an active member of the school community or contributes negatively to the culture of learning and values of the school. The teacher avoids activities promoting professional inquiry or only participates when required, making few or negative contributions.
4e: Growing and Developing Professionally	The teacher seeks out opportunities for professional development and makes a systematic effort to keep improving their practice. The teacher solicits feedback on practice from both supervisors and colleagues. The teacher initiates important activities to contribute to the profession.	The teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. The teacher actively engages with colleagues and supervisors in professional conversation about practice, including feedback about practice. The teacher participates actively in assisting other educators and looks for ways to contribute to the profession.	The teacher participates to a limited extent in professional activities when it is convenient. The teacher engages in a limited way with colleagues and supervisors in professional conversations about practice, including some feedback on teaching performance. The teacher finds limited ways to assist other teachers and assume professional responsibilities.	The teacher engages in no professional development activities to enhance knowledge or skills. The teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. The teacher makes no effort to share knowledge with others, or to assume professional responsibilities.
4f: Showing	The teacher can be counted upon to hold the highest	The teacher displays high standards of honesty,	The teacher is honest in interactions with	The teacher displays dishonesty in interactions

Professionalism	standards of honesty, integrity, and confidentiality. And has collaborative relationships with colleagues. The teacher is highly proactive in serving students, seeking out resources when needed. The teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school. The teacher takes an active role in team or departmental decision-making and helps ensure that such decisions are based on the highest professional standards. The teacher complies fully with school and district regulations.	integrity, and confidentiality in interactions with colleagues, students, and the public. The teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. The teacher maintains an open mind in team or departmental decision making. The teacher complies fully with school and district regulations.	colleagues, students, and the public. The teacher's attempts to serve students are inconsistent, and unknowingly contribute to some students being ill served by the school. The teacher's decisions and recommendations are based on limited though genuinely professional considerations. The teacher must be reminded by supervisor about complying with school and district regulations.	with colleagues, students, and the public. The teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. The teacher makes decisions and recommendations that are based on self-serving interest. The teacher does not comply with school and district regulations.
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ESE Rubric

Rubric Report - 9 Domain 1: Planning and Preparation

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a Demonstrating Knowledge of Content and Pedagogy	The teacher's plans and practice reflect extensive knowledge to include differentiation specific to student(s). The teacher clearly articulates knowledgeable responses to students. Teacher anticipates student misconceptions for full student understanding. The special education teacher will meet with the general education teacher to support understanding of IEP goals and strategies to meet them. 0 of 0 (0%)	The teacher's plans and practice reflect solid knowledge and adjusts for student. The teacher forms reasonable responses to the students. During planning time the teacher will make sure all the IEP goals are being met. 0 of 0 (0%)	The teacher's plans and practice reflect solid knowledge, prerequisite relationships between important concepts., The teacher's responses to students may be vague or unclear and suggest only limited knowledge of a way to support student growth. 0 of 0 (0%)	The teacher's plans and practice display limited knowledge and little to no plans to differentiate. Teacher may have limited or no responses to student questions. 0 of 0 (0%)
1b Demonstrating Knowledge of Students	The special education teacher demonstrates knowledge of child and adolescent development and the learning process. The teacher indicates awareness of students' skills, knowledge, and language proficiency. The teacher indicates discovery of students' interests, cultural heritage, and special needs. This knowledge and awareness is woven into lesson plans consistently. 0 of 0 (0%)	The special education teacher demonstrates knowledge of child and adolescent development and the learning process. The teacher indicates awareness of students' skills, knowledge, and language proficiency. The teacher indicates discovery of students' interests, cultural heritage, and special needs. This knowledge and awareness is woven into lesson plans most of the time. . 0 of 0 (0%)	The special education teacher indicates knowledge of students only when prompted by others and indications in plans are inconsistent to address individual approaches to students and individual student needs. 0 of 0 (0%)	The special education teacher makes no effort to understand individual students and plans reflect a homogeneous approach for all students. 0 of 0 (0%)
1c Setting Instructional Outcomes	Instructional outcomes are stated as goals that can be assessed, reflecting knowledge of IEP goals and data based on that. They represent different types of content, offer opportunities for both coordination and integration, and take account of the needs of individual students. Paras are scheduled and instructed when present. 0 of 0 (0%)	Instructional outcomes are stated as goals reflecting connection to IEP goals. They are suitable for most students in the class, represents different types of learning, and can be assessed. The outcomes reflect opportunities for coordination. The teacher reviews the expectations and modifies some goals to be in line with students' IEPs. 0 of 0 (0%)	Instructional outcomes are of moderate rigor and are suitable for some students, but consist of a combination of activities and goals, some of which permit viable methods of assessment. They reflect more than one type of learning, but the teacher makes no attempt at coordination or integration. Outcomes are stated in terms of student activities rather than student learning. 0 of 0 (0%)	Instructional outcomes are unsuitable for students, represent trivial or low-level learning, or are stated only as activities. They do not permit viable methods of assessment. 0 of 0 (0%)
1d Demonstrating Knowledge of Resources	The teacher seeks out resources in and beyond the school or district in professional organizations, on the internet, and in the community to enhance their own knowledge, to use in teaching, to support goal attainment in the IEPs, and for students who need them. The special education teacher makes these internet or community resources readily available to students, parents, and/or general education teachers. The teacher is fully aware of the materials and resources being used in the regular classroom, understands the degree to which the student will be able to access the material and plans a means of accessibility for the student. 0 of 0 (0%)	The teacher is fully aware of the resources available through the school or district to enhance their own knowledge, to use in teaching, or for students who need them. 0 of 0 (0%)	The teacher demonstrates some familiarity with resources available through the school or district to enhance their own knowledge, to use in teaching, or for students who need them. The teacher does not seek to extend such knowledge. 0 of 0 (0%)	The teacher demonstrates little or no familiarity with resources available through the school or district to enhance their own knowledge, to use in teaching, or for students who need them. The teacher does not seek such knowledge. 0 of 0 (0%)
1e Designing Coherent Instruction	Lesson activities, instructional materials, and instructional groups are designed to create meaningful learning for diverse needs. The lesson or unit framework is clear and where a daily lesson fits into the whole. Paras are utilized effectively when available. The special education teacher meets regularly with other parties, such as OT/PT or general education teacher to ensure solid plan for instruction for students' needs. 0 of 0 (0%)	Lesson activities, instructional materials, and instructional groups are designed to create meaningful learning for the group. The lesson or unit framework is mostly clear. 0 of 0 (0%)	Lesson activities, instructional materials, and instructional groups coming together are somewhat evident in the classroom. The overall unit framework is less clear. The special education teacher may have the materials present but does not explain the plan. 0 of 0 (0%)	The series of learning experiences is poorly aligned with the instructional outcomes. The special education teacher's lesson plans reflect whole group lessons throughout the day. Paras are doing the majority of instruction. 0 of 0 (0%)
1f Designing Student Assessments	All the instructional outcomes may be assessed by the proposed assessment plan with clear criteria for assessing student work. Assessment methodologies have been adapted for individual students as needed. Teacher uses data obtained through progress monitoring to determine if goals will be met and adjusts instruction and/or reconvenes IEP teams when data indicates that goals will not be met. 0 of 0 (0%)	All the instructional outcomes may be assessed by the proposed assessment plan with clear criteria for assessing student work. Assessment methodologies have been adapted for individual students as the need has arisen most of the time. 0 of 0 (0%)	Some instructional outcomes may be assessed by the proposed assessment plan with clear criteria for assessing student work. Assessment methodologies have been adapted for individual students as the need has arisen some of the time. 0 of 0 (0%)	Assessments do not have any indication of being adapted to meet student needs or the goals of the IEP. Assessments are not correlated to instruction. 0 of 0 (0%)
Totals	0 of 0 (0%)	0 of 0 (0%)	0 of 0 (0%)	0 of 0 (0%)

Rubric Report - 9 Domain 2: The Classroom Environment

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a Creating an Environment of Respect and Rapport	Classroom interactions among the teacher and individual students are highly respectful, reflecting genuine warmth and caring and sensitivity to students' cultures and levels of development. 0 of 0 (0%)	Classroom interactions, both between teacher and students are polite and respectful, reflecting general warmth and caring, and are appropriate to the cultural and developmental differences among groups of students. 0 of 0 (0%)	Classroom interactions, both between the teacher and students and among students, are generally appropriate and free from conflict, but may be characterized by occasional displays of insensitivity or lack of responsiveness to cultural or developmental differences among students. 0 of 0 (0%)	Classroom interactions, both between the teacher and students and among students, are negative, inappropriate, or insensitive to students' cultural backgrounds, and/or characterized by sarcasm, 80t-downs, or conflict. 0 of 0 (0%)

2b Establishing a Culture for Learning	High levels of student energy and teacher passion for the subject create a culture for learning in which everyone shares a belief in the importance of the subject. Teacher encourages students hold themselves to high standards of performance—for example, by initiating improvements to their work. 0 of 0 (0%)	The classroom culture is characterized by high expectations for most students and genuine commitment to the subject by both teacher and students, with students demonstrating pride in their work. 0 of 0 (0%)	The teacher's attempts to create a culture for learning are partially successful, with little teacher commitment to the subject, modest expectations for student achievement, and/or little student pride in work. Both teacher and students appear to be only "going through the motions." 0 of 0 (0%)	The classroom environment conveys a negative culture for learning, characterized by low teacher commitment to the subject, low expectations for student achievement, and/or little or no student pride in work. 0 of 0 (0%)
2c Managing Classroom Procedures	Teacher contribute to the seamless operation of classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties. Both teachers contribute to grouping of students for small group activities or centers. 0 of 0 (0%)	Little instructional time is lost because of classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties, which occur smoothly. 0 of 0 (0%)	Some instructional time is lost because classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties are only partially effective. 0 of 0 (0%)	Much instructional time is lost because of inefficient classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties. 0 of 0 (0%)
2d Managing Student Behavior	Standards of conduct are clear and are reviewed when necessary. The teacher's monitoring of student behavior is subtle and preventive, and the teacher's response to student misbehavior is sensitive to individual student needs. 0 of 0 (0%)	Standards of conduct appear to be clear to students, and the teacher monitors student behavior against those standards. The teacher response to student misbehavior is appropriate and respects the students' dignity 0 of 0 (0%)	It appears that the teacher has made an effort to establish standards of conduct for students. The teacher tries, with inconsistent results, to monitor student behavior and respond to student misbehavior. 0 of 0 (0%)	There is no evidence that standards of conduct have been established, and little or no teacher monitoring of student behavior. Response to student misbehavior is repressive or disrespectful of student dignity. 0 of 0 (0%)
Totals	0 of 0 (0%)	0 of 0 (0%)	0 of 0 (0%)	0 of 0 (0%)

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a Communicating with Students	Expectations for learning, directions and procedures are clear to students. The teacher's oral and written communication is clear and expressive, appropriate to students' cultures and levels of development, and anticipates possible student misconceptions. 0 of 0 (0%)	Expectations for learning, directions and procedures are clear to students. Communications are appropriate for students' cultures and levels of development. 0 of 0 (0%)	Expectations for learning, directions and procedures are clarified after initial confusion; the teacher's use of language is correct but may not be completely appropriate for students' cultures or levels of development. 0 of 0 (0%)	Expectations for learning, directions and procedures are unclear or confusing to students. The teacher's use of language contains errors or is inappropriate for students' cultures or levels of development 0 of 0 (0%)
3b Using Questioning and Discussion Techniques	Questions reflect high expectations and are culturally and developmentally appropriate. Teacher works ensure that all voices are heard. 0 of 0 (0%)	Teacher's questions elicit a thoughtful response, and the teacher allows sufficient time for students to answer. Students participate in the discussion, with the teacher stepping aside when appropriate. 0 of 0 (0%)	Some of the teacher's questions elicit a thoughtful response, but most are low-level, posed in rapid succession. The teacher's attempts to engage all students in the discussion are only partially successful. 0 of 0 (0%)	The teacher's questions are low-level or inappropriate, eliciting limited student participation, and recitation rather than discussion. 0 of 0 (0%)
3c Engaging Students in Learning	Teachers design a lesson that is developmentally appropriate learning and plan student groupings and materials to maximize success for students. Teachers help students overcome obstacles and take pride in their work. The lesson is adapted as individual needs as the teacher strives to increase the engagement for each individual child.(Authentic-student led/owned, inquiry, real world, problem solving) Technology is used skillfully when appropriate to the lesson. 0 of 0 (0%)	Activities and assignments, materials, and groupings of students are fully appropriate for the instructional outcomes and students' cultures and levels of understanding. Most students are engaged in work of a high level of rigor. The lesson's structure is coherent, with appropriate pace. 0 of 0 (0%)	Activities and assignments, materials, and groupings of students are partially appropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in moderate intellectual engagement. The lesson has a recognizable structure but is not fully maintained. 0 of 0 (0%)	Activities and assignments, materials, and groupings of students are inappropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in little intellectual engagement. The lesson has no structure or is poorly paced. 0 of 0 (0%)
3d Using Assessment in Instruction	Assessment is seamlessly embedded in an appropriate manner that could include multiple modalities. Monitoring of progress is evident by the teacher, and high quality feedback is given to students through a variety of formats. 0 of 0 (0%)	Assessment is regularly used in instruction, monitoring of progress of learning by the teacher and high-quality feedback is given to students. Students are fully aware of the assessment criteria used to evaluate their work. 0 of 0 (0%)	Assessment is occasionally used in instruction, through some monitoring of progress of learning by the teacher and/or students. Feedback to students is inconsistent, and students are aware of only some of the assessment criteria used to evaluate their work. 0 of 0 (0%)	Assessment is not used in instruction, either through monitoring of progress by the teacher or students, or feedback to students. Students are not aware of the assessment criteria used to evaluate their work. 0 of 0 (0%)
3e Demonstrating Flexibility and Responsiveness	Totals	The teacher seizes an opportunity to enhance learning, building on a spontaneous event or students' interests, or successfully adjust and differentiates instruction to address individual student misunderstandings. The teacher uses an extensive repertoire of instructional strategies and solicits	additional resources from the school or community. The teacher persists in seeking effective approaches for students who need help. 0 of 0 (0%) 0 of 0 (0%)	The teacher promotes the successful learning of all students, making adjustments as needed to instruction and accommodating student questions, needs, and interests. 0 of 0 (0%)

4a Reflecting on Teaching	The teacher makes a thoughtful and accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes, citing	The teacher makes an accurate assessment of a lesson's effectiveness and the extent to which it	The teacher has generally accurate impression of a lesson's effectiveness and the extent to which instructional outcomes were met. The teacher makes general	The teacher does not know whether a lesson was effective or achieved its instructional outcomes, or the teacher
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many specific examples from the lesson and weighing the relative strengths of each. Drawing on an extensive repertoire of skills, the teacher offers specific alternative actions, complete with the probable success of different courses of action.

0 of 0 (0%)

achieved its instructional outcomes and can cite general references to support the judgment. The teacher makes a few specific suggestions of what could be tried another time the lesson is taught.

0 of 0 (0%)

suggestions about how a lesson could be improved.

0 of 0 (0%)

profoundly misjudges the success of a lesson. The teacher has no suggestions for how a lesson could be improved.

0 of 0 (0%)

4b Maintains Accurate Records

The teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records is fully effective. Students contribute information and participate in maintaining the records. The teacher collects and uses multiple sources of data to design IEPs.

0 of 0 (0%)

The teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records is fully effective.

0 of 0 (0%)

The teacher's system for maintaining information on student completion of assignments and student progress in learning is rudimentary and only partially effective. The teacher's records for non-instructional activities are adequate but inefficient and, unless given frequent oversight by the administration are prone to errors.

0 of 0 (0%)

The teacher's system for maintaining information on student completion of assignments and student progress in learning is nonexistent or in disarray. The teacher's records for non-instructional activities are in disarray, resulting in errors and confusion.

0 of 0 (0%)

4c Communication with Families

The teacher communicates frequently with families in a culturally sensitive manner, with students contributing to the communication. The teacher responds to family concerns with professional and cultural sensitivity. The teacher's efforts to engage families in the instructional program are frequent and successful.

0 of 0 (0%)

The teacher provides frequent and appropriate information to families about the instructional program and conveys information about individual student progress in a culturally sensitive manner. The teacher makes some attempts to engage families in the instructional program.

0 of 0 (0%)

The teacher makes sporadic attempts to communicate with families about the instructional program and about the progress of individual students but does not attempt to engage families in the instructional program. Moreover, the communication that does take place may not be culturally sensitive to those families.

0 of 0 (0%)

The teacher provides little information about the instructional program to families; the teacher's communication about students' progress is minimal. The teacher does not respond, or responds insensitively, to parental concerns.

0 of 0 (0%)

4d Participating in a Professional Community

The teacher makes a substantial contribution to the professional

community and to school and district events and projects, or assumes a

leadership role among the faculty or actively seeks opportunities for development beyond those dictated.

0 of 0 (0%)

8 eSchool Teacher				
Component	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a demonstrating knowledge of content and pedagogy	Core understanding of relationships among concepts and provides the online tools to motive and ensure understanding. Grading feedback is specific to the student and the assignment.	Core understanding of relationships among concepts. Grading feedback reflects corrections but is not specific to the assignment.	Some understanding of relationships, evidence of inaccuracy or lack of depth. Grading feedback is generic, copy and paste.	Little understanding of concept relationships, inaccuracies and gaps are occurring. There is no evidence of grading feedback.
	Enter Notes			
1b demonstrating knowledge of students	Teachers uses online tools to collect information about students' background, culture interests and special needs in order to structure online assignments. Consistent, documented weekly lab visits.	Teacher is aware of individual students' backgrounds, talents and interests that contribute to success online. Documented lab visits 3 times per month.	Teacher demonstrates some knowledge of individual students' backgrounds, talents and interests. Documented one lab visit per month.	Teacher demonstrates little knowledge of individual students' backgrounds, talents and interests. No documented lab visits.
	Enter Notes			
1c Setting instructional outcomes	Stated outcomes reflect a higher order learning and allow for various forms of assessment. Learning goals and progress are consistently communicated to the student through week specific emails using My Progress data.	Instructional outcomes can be measured and assessed within an online environment. Learning goals and progress are sometimes communicated to the student through week specific emails using My Progress data.	Instructional outcomes can be measured, but few demonstrate mastery. Learning goals and progress are rarely communicated to the student through week specific emails using My Progress data.	Instructional outcomes are not measurable. Learning goals and progress are never communicated to the student through week specific emails using My Progress data.
	Enter Notes			
1d Demonstrating Knowledge of resources	Teacher uses resource knowledge for self-growth and growth of the students in teaching and learning. The teacher attends all faculty meetings and participates in the breakout rooms.	Teacher demonstrates familiarity with digital resources and uses them regularly in the classroom. The teacher watches all faculty meetings but does not attend the live sessions.	Teacher uses basic digital resources. The teacher does not attend or watch faculty meetings.	Teacher does not seek to expand their basic knowledge beyond current skill level.
	Enter Notes			
1e Designing coherent instruction	Students have a variety of ways to demonstrate mastery and are able to progress one mastery is demonstrated. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 90% or more of the students are on pace.	Learning activities have a structure and reasonable time allocations, activities represent higher-order cognitive activities. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 89% - 80% of the students are on pace.	Learning activities have a recognizable structure but the progression lacks reasonable time frames. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 79% - 70% of the students are on pace.	Learning activities are not designed to engage students. There is not evidence of variety. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 69% or fewer of the students are on pace.
	Enter Notes			
1f Designing student assessments	Online assessments are wholly reflective of the relevant learning outcomes and students are aware of the outcomes. Learning outcomes are consistently stated in the lessons and are tied to the grading rubrics. DBAs are logged and specific.	Online assessments are well planned and reflect desired outcomes. Learning outcomes are mostly stated in the lessons and are tied to the grading rubrics. DBAs are logged and specific.	Online assessments encompass a few of the relevant learning outcomes. Learning outcomes are rarely stated in the lessons and some are tied to the grading rubrics. Most DBAs are logged, but not specific.	Online assessments are not reflective of learning outcomes. Learning outcomes are not stated in the lessons and are not tied to the grading rubrics. DBAs are not logged.
	Enter Notes			
2a Creating an environment of respect and rapport	Interactions between students are self-monitored and supported by the teacher. There is no disrespectful behavior. Written communication between student and teacher are relationship building and learning focused.	Teacher and student maintain positive and appropriate interactions. Written communication between student and teacher are learning focused.	Interactions between teacher and student are occasionally insensitive. Written communication between student and teacher are not relationship building.	Disrespectful interactions between students are disregarded or added to by the teacher. Written communication between student and teacher are not relationship building nor are they learning focused.
	Enter Notes			
2b Establishing a culture for learning.	Teacher conveys infectious enthusiasm for digital age resources and content expecting students to hold themselves to high standards. Announcements include updates on general course progress or teacher availability that would pertain to all students. Announcements are positive in tone. Old announcements are removed.	Teacher conveys enthusiasm for digital resources and instruction and encourages their use. Announcements include updates on general course progress or teacher availability that would pertain to all students. Announcements are positive in tone.	Teacher conveys minimal enthusiasm for digital resources and instruction. Announcements include updates on general course progress or teacher availability that would pertain to all students. Announcements are not positive in tone.	Teacher has a negative attitude and demeanor for digital age resources. Announcements are not used.
	Enter Notes			

2d managing student behavior	Student behavior in the online environment is appropriate and self-regulated. 85% of students are submitting work as defined by last assignment submitted.	Student behavior in the online environment is mostly appropriate. 84% - 75% of students are submitting work as defined by last assignment submitted.	Students inconsistently follow established norms of behaviors. 74% - 70% of students are submitting work as defined by last assignment submitted.	Teacher is not monitoring communication with student for forward momentum. 69% or below of students are submitting work as defined by last assignment submitted.
<u>Enter Notes</u>				
2 e organizing virtual space	Online learning environment supports productivity, efficiency and a safe learning environment. Message boards are created for student contribution and discussion. Teacher's Home page is easy to navigate, it has help features for the student to use for contacting the teacher and accessing the course/information. Contacts are returned in a 24 hour period.	Teacher provides assistance to the student if they are not able to access a resource. Teacher's Home page is mostly easy to navigate, it has help features for the student to use for contacting the teacher and accessing the course/information. Most contacts are returned in a 24 hour period.	Online learning environment is mostly safe and structured. Teacher relies on student and parent to initiate contact. Teacher's Home page is not easy to navigate, it does not have help features for the student to use for contacting the teacher and accessi	Online learning environment is not safe or structured. Teacher fails to address student concerns. Teacher's Home page is not easy to navigate, it does not have help features for the student to use for contacting the teacher and accessing the course/infor
<u>Enter Notes</u>				
3a Communicating with students	Teacher creates a learning environment where the lesson's purpose is clearly known by the student as demonstrated through extending and connecting the curriculum. Teachers hold synchronous lessons to review and explain content. Live lessons are used by the teacher on a scheduled basis.	Teacher clearly states the lesson's purpose and emphasize procedures that support the success of the task. Synchronous instruction or videos are accompanied by written lesson objectives and outcomes. Live lessons are recorded/used by the teacher on a regular but not scheduled basis.	Teacher's explanations are unclear or incomplete. Teacher rarely responds to students' posts. Live lessons are not used.	Teacher's explanations lack procedures or strategies for student use. Live lessons are not used.
<u>Enter Notes</u>				
3b Using questioning and discussion techniques	Teacher engages all learners in the synchronous discussion and steps aside, when appropriate, allowing students to control the discussion. Students extend the discussion and invite comments from classmates/teacher. DBAs and discussion boards cover appropriate content with higher level questioning techniques and check for academic integrity.	Teacher engages all learners in content rich discussions. Teacher creates discussion group assignment that requires students to meet synchronously and be actively involved by posting comments. DBAs and discussion boards cover appropriate content, there are more recall questions and fewer higher order thinking skills. Questions still check for academic integrity.	Teacher provides opportunities that promote content rich discussions though posting in the course. DBAs and discussion boards cover minimal content, there are more recall questions and fewer higher order thinking skills. Questions do not check for academ	Teacher dominates the online conversation with little or no content rich discussion. There are few questions in DBAs or discussion boards, most of which are recall. Questions do not check for academic integrity.
<u>Enter Notes</u>				
3c Engaging Students in learning	Teacher provides opportunities for students to make personal connections with the content for active cognitive engagement. Students can pace their own learning and go beyond the requirements of the lesson. 85% of students are submitting assignments as defined by last assignment submitted.	Teacher creates online learning tasks to encourage higher level learning, teacher is responsive to students' needs for pacing. 84% - 75% of students are submitting assignments as defined by last assignment submitted.	Teacher creates online learning tasks to encourage some higher level learning, teacher is occasionally responsive to student pacing. 74% to 70% of students are submitting assignments as defined by last assignment submitted.	Teacher creates online learning tasks that do not encourage higher level thinking. Teacher is not responsive to student pacing. Less than 69% of students are submitting assignments as defined by last assignment submitted.
<u>Enter Notes</u>				
3d Using Assessment in Instruction	Teacher gives detailed feedback about learning outcomes. Students utilize the feedback to meet or exceed learning targets.	Teacher feedback is timely and specific. Student is aware of where points were lost and areas for improvement.	Teacher feedback is delayed or does not address improvements.	Teacher feedback is not provided.
<u>Enter Notes</u>				
3e Demonstrating Flexibility and Responsiveness	Teacher uses multiple means of representation, expression and engagement to persist by pulling from an extensive knowledge base of tools. Teachers have scheduled live lessons.	Teacher uses multiple means of representation to ensure all students persist in learning. Teachers have live lessons.	Teacher is limited in representation to ensure all students persist in learning. Teacher is not offering live lessons.	Teacher does not use representation to ensure all students persist in learning. Teacher is not offering live lessons.
<u>Enter Notes</u>				
4a Reflecting on Teaching	Teacher consistently engages with others and seeks online resources to help evaluate current lessons and future lessons. Teacher leads a presentation in a PLC.	Teacher regularly engages with others and seeks online resources to help evaluate lessons. Teacher share an unsuccessful lesson with their PLC and seeks feedback.	Teacher engages with other occasionally to seek online resources. Teacher identifies a lesson as being unsuccessful but has no plans on adjustments for the future.	Teacher does not engage with others and lacks awareness that a lesson was unsuccessful. Teacher does not participate in PLCs.
<u>Enter Notes</u>				
4b Maintaining Accurate Records	Teacher's method of maintaining instructional and non-instructional student online records is exemplary and rarely contains errors. Teacher logs DBAs, Welcome Calls, and Monthly calls accurately. Teacher checks First Class and responds daily.	Teacher's method of maintaining instructional and non-instructional student online records is effective and accurate. Teacher logs DBAs, Welcome Calls, and Monthly calls accurately. Teacher checks First Class and responds daily.	Teacher's method of maintaining instructional and non-instructional student online records is ineffective. Teacher logs DBAs, Welcome Calls, and Monthly calls occasionally. There is a delay in teacher checking First Class and a delay in response time.	Teacher's method of maintaining instructional and non-instructional student online records is nonexistent. There is a delay in teacher checking First Class and a delay in response time.
<u>Enter Notes</u>				

Families	families is frequent and meaningful using multiple modalities. Monthly calls are at or above 90%.	families is often and meaningful using multiple modalities. Monthly calls are between 89% and 80%.	communicate with families. Monthly calls are between 79%-70%.	sporadic or non-existent. Monthly calls are less than 69%
<u>Enter Notes</u>				
4d Participating in the Professional Community	Teacher facilitates opportunity's for collaboration and leads presentations for the school. Teacher is a mentor to new teachers or a Lead teacher for part-time support.	Teacher regularly alerts colleagues of a useful tool that he/she has found. Teacher shares tools in PLC, Faculty meeting or weekly update.	Teacher participate[pates in online professional learning communities only as required. Teacher has PD hours logged but does not share out.	Teacher functions in isolation avoiding interactions with colleagues. Teacher does not participate in PD.
<u>Enter Notes</u>				
4e Growing and developing Professionally	Teacher utilizes memberships in organizations to actively participate in professional learning networks to increase content knowledge and pedagogical skills. There is documented evidence of implemented instruction throughout the course using PD strategies.	Teacher utilizes memberships in organizations to actively participate in professional learning networks to increase content knowledge and pedagogical skills. There is documented evidence of some implemented instruction in the course from PD offerings.	Teacher utilizes professional development to actively participate in professional learning. Teacher attends professional development when required, but does not implement in the course.	Teacher utilizes professional development to actively participate in professional learning. Teacher does not partake in professional development.
<u>Enter Notes</u>				
4f Showing Professionalism	Teachers act with integrity and honesty. Teachers support their students' best interests, even in the face of traditional practice or beliefs. Teachers solve problems with students' needs as a priority. Teachers adhere to policies and established procedures.	Teachers solve problems with students' needs as a priority. Teachers adhere to policies and established procedures.	Teachers solve some problems with students' needs as a priority. Teachers sometimes adhere to policies and established procedures.	Teachers do not solve problems with students' needs as a priority. Teachers do not adhere to policies and established procedures.

Appendix C – Observation Instruments for Non-Classroom Instructional Personnel

In Appendix C, the district shall include the observation rubric(s) to be used for collecting instructional practice data for non-classroom instructional personnel.

Observation of Non-Classroom Instructional Teacher Rubric

Directions: Consider your teaching practice and determine, for each component of the framework for teaching, the level of performance that best reflects your own assessment. Circle or highlight the appropriate words, and then transfer your judgments to the last page of this form. This will provide you with a summary of your current level of practice.

30 Domain 1: Planning and Preparation				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a: Demonstrating knowledge of current trends in specialty area	The teacher's knowledge of specialty area is wide and deep; teacher is regarded as an expert by colleagues.	The teacher demonstrates thorough knowledge of specialty area.	The teacher demonstrates basic familiarity with specialty area.	The teacher demonstrates little or no familiarity with specialty area.
	Enter Notes			
1b: Demonstrating knowledge of school/district's programs	The teacher is deeply familiar with the school/district's programs and works to shape the future direction of such programs.	The teacher demonstrates thorough knowledge of the school/district's programs and participates in them.	The teacher demonstrates basic knowledge of the school/district's programs.	The teacher demonstrates little or no knowledge of the school/district's programs and does not seek such understanding.
	Enter Notes			
1c: Setting goals	Goals are highly appropriate for the assignment and have been developed in collaboration with administrators and/or colleagues.	Goals are clear and suitable for the needs of the assignment.	Goals are of moderate rigor and are partially suitable for the needs of the assignment	Goals are unsuitable for assignment and do not permit viable methods of assessment or goals are not clear/non-existent.
	Enter Notes			
1d: Demonstrating knowledge of resources	The teacher seeks out resources in and beyond the school or district in professional organizations, on the Internet, and in the community to enhance his/her own knowledge.	The teacher is fully aware of the resources available through the school or district to enhance his/her own knowledge.	The teacher demonstrates some familiarity with resources available through the school or district to enhance his/her own knowledge. The teacher does not seek to extend such knowledge.	The teacher demonstrates little or no familiarity with resources to enhance his/her own knowledge. The teacher does not seek such knowledge.
	Enter Notes			
Rubric Score: 0/0				

30 DOMAIN 2 FOR NON-CLASSROOM INSTRUCTIONAL TEACHERS: THE ENVIRONMENT				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a: Creating an environment of respect and rapport	Interactions with peers are highly respectful, reflecting genuine warmth and caring and sensitivity to cultural differences.	Interactions with peers are polite and respectful.	Interactions with peers, are generally appropriate and free from conflict, but may be characterized by occasional displays of insensitivity or lack of responsiveness to cultural differences.	Interactions with peers are negative, inappropriate, or insensitive to cultural backgrounds, and characterized by sarcasm, put-downs, or conflict.
	Enter Notes			
2c: Managing procedures in a professional setting	The teacher consistently applies effective procedures to ensure professional practice.	The teacher establishes effective procedures to ensure professional practice and applies them most of the time.	The teacher establishes procedures to ensure professional practice but applies them inconsistently.	The teacher has a limited number of/ no procedures to ensure effective professional practice.
	Enter Notes			
2e: Organizing physical Space	The teacher makes highly effective use of the physical environment.	The teacher makes effective use of physical resources.	The teacher's use of physical resources is moderately effective. The teacher may attempt to modify the physical arrangement to suit the assignment with partial success.	The teacher makes poor use of the physical environment.
	Enter Notes			
Rubric Score: 0/0				

30 DOMAIN 3 FOR NON-CLASSROOM INSTRUCTIONAL TEACHERS: INSTRUCTION				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3c: Sharing expertise with staff	Students, throughout the lesson, are highly intellectually engaged in significant learning and make material contributions to the activities, student groupings, and materials. The lesson is adapted as needed to the needs of individuals, and the structure and pacing allow for student reflection and closure.	Activities and assignments, materials, and groupings of students are fully appropriate for the instructional outcomes and students' cultures and levels of understanding. All students are engaged in work of a high level of rigor. The lesson's structure is coherent, with appropriate pace.	Activities and assignments, materials, and groupings of students are partially appropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in moderate intellectual engagement. The lesson has a recognizable structure but is not fully maintained.	Activities and assignments, materials, and groupings of students are inappropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in little intellectual engagement. The lesson has no structure or is poorly paced.
	Enter Notes			
3d: Using technology	The teacher makes use of technology resources and uses innovative strategies to integrate technology use specific to assignment while promoting its uses to others.	The teacher uses technology effectively in the delivery of services.	The teacher inconsistently uses technology in the delivery of services and relies on others for technology needs.	The teacher rarely uses technology as required by job responsibilities.
	Enter Notes			

and responsiveness	to improve upon plans/programs, in response to the input of others. The teacher uses an extensive repertoire of strategies to affect change.	success of their programs, making adjustments as needed.	his/her plans/programs when needed, with moderate success. The teacher accepts responsibility for success but has only a limited repertoire of strategies to draw upon.	plans/programs, even when a change would improve it. The teacher brushes aside questions and often blames others.
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[Enter Notes](#)

Rubric Score: 0/0

30 DOMAIN 4 FOR NON-CLASSROOM INSTRUCTIONAL TEACHERS: PROFESSIONAL RESPONSIBILITIES

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a: Reflecting on practice	The teacher's reflection is highly accurate and perceptive, citing specific evidence. The teacher draws on an extensive repertoire to suggest alternative strategies and predicts the likely success of each.	The teacher's reflection provides an accurate and objective description of practice, citing specific evidence. The teacher makes some specific suggestions as to improve.	The teacher's reflection on practice is partially accurate and objective but does not cite specific evidence. The teacher makes only general suggestions as to how to improve.	The teacher does not reflect on practice, or the reflections are inaccurate or self-serving.
Enter Notes				
4b: Maintaining accurate records	The teacher's systems for maintaining records/budgets are accurate, efficient, and effective. The teacher anticipates and responds to the needs of others when preparing reports/budgets and always submits them on time.	The teacher's systems for maintaining records/budgets are accurate, efficient, and effective.	The teacher's systems for maintaining records/budgets are rudimentary and only partially effective.	The teacher's systems for maintaining records/budgets are either nonexistent or in disarray, resulting in errors and confusion.
Enter Notes				
4c: Coordinating work with other staff	The teacher takes a leadership role in coordinating projects with others within and beyond the district.	The teacher initiates efforts to collaborate with others in the district.	The teacher responds positively to the efforts of others to collaborate.	The teacher makes no attempt to collaborate with other staff in the district.
Enter Notes				
4d: Participating in a professional community	The teacher makes a substantial contribution to the professional community and to school/district events and projects, and assumes a leadership role among the faculty.	The teacher participates actively in the professional community and in school/ district events and projects, and maintains positive and productive relationships with colleagues.	The teacher becomes involved in the professional community and in school/ district events and projects when specifically asked; relationships with colleagues are cordial.	The teacher avoids participating in a professional community or in school/ district events and projects; relationships with colleagues are negative or self-serving.
Enter Notes				
4e: Growing and developing professionally	The teacher actively pursues professional development opportunities and initiates activities to contribute to the profession. In addition, the teacher seeks feedback from supervisors and colleagues.	The teacher seeks out opportunities for professional development based on an individual assessment of need and actively shares expertise with others. The teacher welcomes feedback from supervisors and colleagues.	The teacher participates in professional development activities that are convenient or are required, and makes limited contributions to the profession. The teacher accepts, with some reluctance, feedback from supervisors and colleagues.	The teacher does not participate in professional development activities and makes no effort to share knowledge with colleagues. The teacher is resistant to feedback from supervisors or colleagues.
Enter Notes				
4f: Showing professionalism and confidentiality	The teacher displays the highest standards of ethical conduct and confidentiality and takes a leadership role in seeing that colleagues comply with school and district regulations.	The teacher displays a high level of ethics and professionalism in dealings with colleagues and complies fully and voluntarily with norms of confidentiality.	The teacher is well intentioned in interactions with colleagues and respects norms of confidentiality but interacts on a limited basis.	The teacher displays dishonesty in interactions with colleagues and violates norms of confidentiality.

Observation of Instructional Coaches

5 Domain 1: Planning and Preparation				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a: Demonstrating knowledge of current trends in specialty area and professional development	Instructional coach's knowledge of specialty area and trends in professional development is wide and deep; coach is regarded as an expert by colleagues.	Instructional coach demonstrates thorough knowledge of specialty area and trends in professional development.	Instructional coach demonstrates basic familiarity with specialty area and trends in professional development.	Instructional coach demonstrates little or no familiarity with specialty area or trends in professional development.
	Enter Notes			
1b: Demonstrating knowledge of the school's program and levels of teacher skill in delivering that program	Instructional coach is deeply familiar with the school's program and works to shape its future direction and actively seeks information as to teacher skill in that program.	Instructional coach demonstrates thorough knowledge of the school's program and of teacher skill in delivering that program.	Instructional coach demonstrates basic knowledge of the school's program and of teacher skill in delivering that program.	Instructional coach demonstrates little or no knowledge of the school's program or of teacher skill in delivering that program.
	Enter Notes			
1c: Establishing goals for the instructional support program appropriate to the setting and the teachers served	Instructional coach's goals for the instructional support program are highly appropriate to the situation and the needs of the staff. They have been developed following consultations with administrators and colleagues.	Instructional coach's goals for the instructional support program are clear and are suitable to the situation and the needs of the staff.	Instructional coach's goals for the instructional support program are rudimentary and are partially suitable to the situation and the needs of the staff.	Instructional coach has no clear goals for the instructional support program, or they are inappropriate to either the situation or the needs of the staff.
	Enter Notes			
1d: Demonstrating knowledge of resources, both within and beyond the school and district	Instructional coach actively seeks out new resources from a wide range of sources to enrich teachers' skills in implementing the school's program.	Instructional coach is fully aware of resources available in the school and district and in the larger professional community for teachers to advance their skills.	Instructional coach demonstrates basic knowledge of resources available in the school and district for teachers to advance their skills.	Instructional coach demonstrates little or no knowledge of resources available in the school or district for teachers to advance their skills.
	Enter Notes			
1e: Planning the instructional support program, integrated with the overall school program	Instructional coach's plan is highly coherent, taking into account the competing demands of making presentations and consulting with teachers, and has been developed following consultation with administrators and teachers.	Instructional coach's plan is well designed to support teachers in the improvement of their instructional skills.	Instructional coach's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Instructional coach's plan consists of a random collection of unrelated activities, lacking coherence or an overall structure.
	Enter Notes			
1f: Developing a plan to evaluate the instructional support program	Instructional coach's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.	Instructional coach's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Instructional coach has a rudimentary plan to evaluate the instructional support program.	Instructional coach has no plan to evaluate the program or resists suggestions that such an evaluation is important.
	Enter Notes			
Rubric Score: 0/0				

5 Domain 2: The Environment				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a: Creating an environment of trust and respect	Relationships with the instructional coach are highly respectful and trusting, with many contacts initiated by teachers.	Relationships with the instructional coach are respectful, with some contacts initiated by teachers.	Relationships with the instructional coach are cordial; teachers don't resist initiatives established by the instructional coach.	Teachers are reluctant to request assistance from the instructional coach, fearing that such a request will be treated as a sign of deficiency.
	Enter Notes			
2b: Establishing a culture for ongoing instructional improvement	Instructional coach has established a culture of professional inquiry in which teachers initiate projects to be undertaken with the support of the coach.	Instructional coach promotes a culture of professional inquiry in which teachers seek assistance in improving their instructional skills.	Teachers do not resist the offerings of support from the instructional coach.	Instructional coach conveys the sense that the work of improving instruction is externally mandated and is not important to school improvement.
	Enter Notes			
2c: Establishing clear procedures for teachers to gain access to instructional support	Procedures for access to instructional support are clear to all teachers and have been developed following consultation with administrators and teachers.	Instructional coach has established clear procedures for teachers to use in gaining access to support.	Some procedures (for example, registering for workshops) are clear to teachers, whereas others (for example, receiving informal support) are not.	When teachers want to access assistance from the instructional coach, they are not sure how to go about it.
	Enter Notes			
2d: Establishing and maintaining norms of behavior for professional interactions	Instructional coach has established clear norms of mutual respect for professional interaction. Teachers ensure that their colleagues adhere to these standards of conduct.	Instructional coach has established clear norms of mutual respect for professional interaction.	Instructional coach's efforts to establish norms of professional conduct are - partially successful.	No norms of professional conduct have been established; teachers are frequently disrespectful in their interactions with one another.
	Enter Notes			

space for workshops or training	effective use of the physical environment, with teachers contributing to the physical arrangement.	use of the physical environment, resulting in engagement of all participants in the workshop activities.	not impede workshop activities.	use of the physical environment, resulting in poor access by some participants, time lost due to poor use of training equipment, or little alignment between the physical arrangement and the workshop activities.
	Enter Notes			

Rubric Score: 0/0

5 Domain 3: Delivery of Service

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a: Collaborating with teachers in the design of instructional units and lessons	Instructional coach initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.	Instructional coach initiates collaboration with classroom teachers in the design of instructional lessons and units.	Instructional coach collaborates with classroom teachers in the design of instructional lessons and units when specifically asked to do so.	Instructional coach declines to collaborate with classroom teachers in the design of instructional lessons and units.
Enter Notes				
3b: Engaging teachers in learning new instructional skills	Teachers are highly engaged in acquiring new instructional skills and take initiative in suggesting new areas for growth.	All teachers are engaged in acquiring new instructional skills.	Instructional coach's efforts to engage teachers in professional learning are partially successful, with some participating.	Teachers decline opportunities to engage in professional learning.
Enter Notes				
3c: Sharing expertise with staff	The quality of the instructional coach's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served. The instructional coach conducts extensive follow-up work with teachers.	The quality of the instructional coach's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served.	The quality of the instructional coach's model lessons and workshops is mixed, with some of them being appropriate to the needs of the teachers being served.	Instructional coach's model lessons and workshops are of poor quality or are not appropriate to the needs of the teachers being served.
Enter Notes				
3d: Locating resources for teachers to support instructional improvement	Instructional coach is highly proactive in locating resources for instructional improvement for teachers, anticipating their needs.	Instructional coach locates resources for instructional improvement for teachers when asked to do so.	Instructional coach's efforts to locate resources for instructional improvement for teachers are partially successful, reflecting incomplete knowledge of what is available.	Instructional coach fails to locate resources for instructional improvement for teachers, even when specifically requested to do so.
Enter Notes				
3e: Demonstrating flexibility and responsiveness	Instructional coach is continually seeking ways to improve the support program and makes changes as needed in response to student, parent, or teacher input.	Instructional coach makes revisions to the support program when it is needed.	Instructional coach makes modest changes in the support program when confronted with evidence of the need for change.	Instructional coach adheres to his plan, in spite of evidence of its inadequacy.
Enter Notes				

Rubric Score: 0/0

5 Domain 4: Professional Responsibilities

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a: Reflecting on practice	Instructional coach's reflection is highly accurate and perceptive, citing specific examples. Instructional coach draws on an extensive repertoire to suggest alternative strategies, accompanied by a prediction of the likely consequences of each.	Instructional coach's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Instructional coach makes some specific suggestions as to how the support program might be improved.	Instructional coach's reflection on practice is moderately accurate and objective without citing specific examples and with only global suggestions as to how it might be improved.	Instructional coach does not reflect on practice, or the reflections are inaccurate or self-serving.
Enter Notes				
4b: Preparing and submitting budgets and reports	Instructional coach anticipates and responds to teacher needs when preparing budgets, following established procedures and suggesting improvements to those procedures. Reports are always submitted on time.	Instructional coach's budgets are complete, anticipating all expenditures and following established procedures. Reports are submitted on time.	Instructional coach's efforts to prepare budgets are partially successful, anticipating most expenditures and following established procedures. Reports are sometimes submitted on time.	Instructional coach does not follow established procedures for preparing budgets and submitting reports. Reports are routinely late.
Enter Notes				
4c: Coordinating work with other instructional coaches	Instructional coach takes a leadership role in coordinating projects with other instructional coaches within and beyond the district.	Instructional coach initiates efforts to collaborate with other instructional coaches within the district.	Instructional coach responds positively to the efforts of other instructional coaches within the district to collaborate.	Instructional coach makes no effort to collaborate with other instructional coaches within the district.
Enter Notes				
4d: Participating in a professional community	Instructional coach makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.	Instructional coach participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Instructional coach's relationships with colleagues are cordial, and the coach participates in school and district events and projects when specifically requested.	Instructional coach's relationships with colleagues are negative or self-serving, and the coach avoids being involved in school and district events and projects.
Enter Notes				

4e: Engaging in professional	Instructional coach actively	Instructional coach seeks out	Instructional coach's	Instructional coach does not
development	pursues professional development opportunities and makes a substantial contribution to the profession through such activities as participating in state or national conferences for other coaches.	opportunities for professional development based on an individual assessment of need.	participation in professional development activities is limited to those that are convenient or are required.	participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.
<u>Enter Notes</u>				
4f: Showing professionalism, including integrity and confidentiality	Instructional coach can be counted on to hold the highest standards of honesty and integrity and takes a leadership role with colleagues in respecting the norms of confidentiality.	Instructional coach displays high standards of honesty and integrity in interactions with colleagues and respects norms of confidentiality.	Instructional coach is honest in interactions with colleagues and respects norms of confidentiality.	Instructional coach displays dishonesty in interactions with colleagues and violates norms of confidentiality.
<u>Enter Notes</u>				

Observation of Media Specialists Rubric

Directions: Consider your teaching practice and determine, for each component of the framework for teaching, the level of performance that best reflects your own assessment. Circle or highlight the appropriate words, and then transfer your judgments to the last page of this form. This will provide you with a summary of your current level of practice.

28 DOMAIN 1 FOR LIBRARY/MEDIA SPECIALISTS: PLANNING AND PREPARATION				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a: Demonstrating knowledge of literature and current trends in library/media practice and information technology	Drawing on extensive professional resources, library/media specialist demonstrates rich understanding of literature and of current trends in information technology.	Library/media specialist demonstrates thorough knowledge of literature and of current trends in practice and information technology.	Library/media specialist demonstrates limited knowledge of literature and of current trends in practice and information technology.	Library/media specialist demonstrates little or no knowledge of literature and of current trends in practice and information technology.
	Enter Notes			
1b: Demonstrating knowledge of the school's program and student information needs within that program	Library/media specialist takes a leadership role within the school and district to articulate the needs of students for information technology within the school's academic program.	Library/media specialist demonstrates thorough knowledge of the school's content standards and of students' needs for information skills within those standards.	Library/media specialist demonstrates basic knowledge of the school's content standards and of students' needs for information skills within those standards.	Library/media specialist demonstrates little or no knowledge of the school's content standards and of students' needs for information skills within those standards.
	Enter Notes			
1c: Establishing goals for the library/media program appropriate to the setting and the students served	Library/media specialist's goals for the media program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with students and colleagues.	Library/media specialist's goals for the media program are clear and appropriate to the situation in the school and to the age of the students.	Library/media specialist's goals for the media program are rudimentary and are partially suitable to the situation in the school and the age of the students.	Library/media specialist has no clear goals for the media program, or they are inappropriate to either the situation in the school or the age of the students.
	Enter Notes			
1d: Demonstrating knowledge of resources, both within and beyond the school and district, and access to such resources as - interlibrary loan	Library/media specialist is fully aware of resources available for students and teachers and actively seeks out new resources from a wide range of sources to enrich the school's program.	Library/media specialist is fully aware of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.	Library/media specialist demonstrates basic knowledge of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.	Library/media specialist demonstrates little or no knowledge of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.
	Enter Notes			
1e: Planning the library/media program integrated with the overall school program	Library/media specialist's plan is highly coherent, taking into account the competing demands of scheduled time in the library, consultative work with teachers, and work in maintaining and extending the collection; the plan has been developed after consultation with teachers.	Library/media specialist's plan is well designed to support both teachers and students in their information needs.	Library/media specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Library/media program consists of a random collection of unrelated activities, lacking coherence or an overall structure.
	Enter Notes			
1f: Developing a plan to evaluate the library/media program	Library/media specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.	Library/media specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Library/media specialist has a rudimentary plan to evaluate the library/media program.	Library/media specialist has no plan to evaluate the program or resists suggestions that such an evaluation is important.
	Enter Notes			
Rubric Score: 0/0				

28 DOMAIN 2 FOR LIBRARY/MEDIA SPECIALISTS: THE ENVIRONMENT				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a: Creating an environment of respect and rapport	Interactions among the library/media specialist, individual students, and the classroom teachers are highly respectful, reflecting genuine warmth and caring and sensitivity to students' cultures and levels of development. Students themselves ensure high levels of civility among students in the library.	Interactions, both between the library/media specialist and students and among students, are polite and respectful, reflecting general warmth and caring, and are appropriate to the cultural and developmental differences among groups of students.	Interactions, both between the library/media specialist and students and among students, are generally appropriate and free from conflict but may be characterized by occasional displays of insensitivity or lack of responsiveness to cultural or developmental differences among students.	Interactions, both between the library/media specialist and students and among students, are negative, inappropriate, or insensitive to students' cultural backgrounds and are characterized by sarcasm, put-downs, or conflict.
	Enter Notes			
2b: Establishing a culture for investigation and love of literature	Library/media specialist, in interactions with both students and colleagues, conveys a sense of the essential nature of seeking information and reading literature. Students appear to have internalized these values.	Library/media specialist, in interactions with both students and colleagues, conveys a sense of the importance of seeking information and reading literature.	Library/media specialist goes through the motions of performing the work of the position, but without any real commitment to it.	Library/media specialist conveys a sense that the work of seeking information and reading literature is not worth the time and energy required.
	Enter Notes			

2c: Establishing and maintaining library procedures	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) are seamless in their operation, with students assuming considerable responsibility for their smooth operation. Library assistants work independently and contribute to the success of the media center.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) have been established and function smoothly. Library assistants are clear as to their role.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) have been established but function sporadically. Efforts to establish guidelines for library assistants are partially successful.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) are either nonexistent or inefficient, resulting in general confusion. Library assistants are confused as to their role.
	Enter Notes			
2d: Managing student behavior	Standards of conduct are clear, with evidence of student participation in setting them. Library/media specialist's monitoring of student behavior is subtle and preventive, and response to student misbehavior is sensitive to individual student needs. Students take an active role in monitoring the standards of behavior.	Standards of conduct appear to be clear to students, and the library/media specialist monitors student behavior against those standards. Library/media specialist's response to student misbehavior is appropriate and respectful to students.	It appears that the library/media specialist has made an effort to establish standards of conduct for students and tries to monitor student behavior and respond to student misbehavior, but these efforts are not always successful.	There is no evidence that standards of conduct have been established, and there is little or no monitoring of student behavior. Response to student misbehavior is repressive or disrespectful of student dignity.
	Enter Notes			
2e: Organizing physical space to enable smooth flow	Library/media specialist makes highly effective use of the physical environment, resulting in clear signage, excellent traffic flow, and adequate space devoted to work areas and computer use. In addition, book displays are attractive and inviting.	Library/media specialist makes effective use of the physical environment, resulting in good traffic flow, clear signage, and adequate space devoted to work areas and computer use.	Library/media specialist's efforts to make use of the physical environment are uneven, resulting in occasional confusion.	Library/media specialist makes poor use of the physical environment, resulting in poor traffic flow, confusing signage, inadequate space devoted to work areas and computer use, and general confusion.
	Enter Notes			
Rubric Score: 0/0				

28 DOMAIN 3 FOR LIBRARY/MEDIA SPECIALISTS: DELIVERY OF SERVICE

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a: Maintaining and extending the library collection in accordance with the school's needs and within budget limitations	Library/media specialist selects materials for the collection thoughtfully and in consultation with teaching colleagues, and periodically purges the collection of outdated material. Collection is balanced among different areas.	Library/media specialist adheres to district or professional guidelines in selecting materials for the collection and periodically purges the collection of outdated material. Collection is balanced among different areas.	Library/media specialist is partially successful in attempts to adhere to district or professional guidelines in selecting materials, to weed the collection, and to establish balance.	Library/media specialist fails to adhere to district or professional guidelines in selecting materials for the collection and does not periodically purge the collection of outdated material. Collection is unbalanced among - different areas.
	Enter Notes			
3b: Collaborating with teachers in the design of instructional units and lessons	Library/media specialist initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.	Library/media specialist initiates collaboration with classroom teachers in the design of instructional lessons and units.	Library/media specialist collaborates with classroom teachers in the design of instructional lessons and units when specifically asked to do so.	Library/media specialist declines to collaborate with classroom teachers in the design of instructional lessons and units.
	Enter Notes			
3c: Engaging students in enjoying literature and in learning information skills	Students are highly engaged in enjoying literature and in learning information skills and take initiative in ensuring the engagement of their peers.	Students are engaged in enjoying literature and in learning information skills because of effective design of activities, grouping strategies, and appropriate materials.	Only some students are engaged in enjoying literature and in learning information skills due to uneven design of activities, grouping strategies, or partially appropriate materials.	Students are not engaged in enjoying literature and in learning information skills because of poor design of activities, poor grouping strategies, or inappropriate materials.
	Enter Notes			
3d: Assisting students and teachers in the use of technology in the library/media center	Library/media specialist is proactive in initiating sessions to assist students and teachers in the use of technology in the library/media center.	Library/media specialist initiates sessions to assist students and teachers in the use of technology in the library/media center.	Library/media specialist assists students and teachers in the use of technology in the library/media center when specifically asked to do so.	Library/media specialist declines to assist students and teachers in the use of technology in the library/media center.
	Enter Notes			
3e: Demonstrating flexibility and responsiveness	Library/media specialist is continually seeking ways to improve the library/media program and makes changes as needed in response to student, parent, or teacher input.	Library/media specialist initiates revisions to the library/media program when they are needed.	Library/media specialist makes modest changes in the library/media program when confronted with evidence of the need for change.	Library/media specialist adheres to the plan, in spite of evidence of its inadequacy.
	Enter Notes			
Rubric Score: 0/0				

28 DOMAIN 4 FOR LIBRARY/MEDIA SPECIALISTS: PROFESSIONAL RESPONSIBILITIES

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
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4a: Reflecting on practice	Library/media specialist's reflection is highly accurate and perceptive, citing specific examples. Library/media specialist draws on an extensive repertoire to suggest alternative strategies and their likely success.	Library/media specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Library/media specialist makes some specific suggestions as to how the media program might be improved.	Library/media specialist's reflection on practice is moderately accurate and objective, without citing specific examples and with only global suggestions as to how it might be improved.	Library/media specialist does not reflect on practice, or the reflections are inaccurate or self-serving.
	<u>Enter Notes</u>			
4b: Preparing and submitting reports and budgets	Library/media specialist anticipates teacher needs when preparing requisitions and budgets, follows established procedures, and suggests improvements to those procedures. Inventories and reports are always submitted on time.	Library/media specialist honors teacher requests when preparing requisitions and budgets and follows established procedures. Inventories and reports are submitted on time.	Library/media specialist's efforts to prepare budgets are partially successful, responding sometimes to teacher requests and following procedures. Inventories and reports are sometimes submitted on time.	Library/media specialist ignores teacher requests when preparing requisitions and budgets or does not follow established procedures. Inventories and reports are routinely late.
	<u>Enter Notes</u>			
4c: Communicating with the larger community	Library/media specialist is proactive in reaching out to parents and establishing contacts with outside libraries, coordinating efforts for mutual benefit.	Library/media specialist engages in outreach efforts to parents and the larger community.	Library/media specialist makes sporadic efforts to engage in outreach efforts to parents or the larger community.	Library/media specialist makes no effort to engage in outreach efforts to parents or the larger community.
	<u>Enter Notes</u>			
4d: Participating in a professional community	Library/media specialist makes a substantial contribution to school and district events and projects and assumes leadership with colleagues.	Library/media specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Library/media specialist's relationships with colleagues are cordial, and the specialist participates in school and district events and projects when specifically requested.	Library/media specialist's relationships with colleagues are negative or self-serving, and the specialist avoids being involved in school and district events and projects.
	<u>Enter Notes</u>			
4e: Engaging in professional development	Library/media specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.	Library/media specialist seeks out opportunities for professional development based on an individual assessment of need.	Library/media specialist's participation in professional development activities is limited to those that are convenient or are required.	Library/media specialist does not participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.
	<u>Enter Notes</u>			
4f: Showing professionalism	Library/media specialist can be counted on to hold the highest standards of honesty and integrity and takes a leadership role with colleagues in ensuring there is no plagiarism or violation of copyright laws.	Library/media specialist displays high standards of honesty and integrity in interactions with colleagues, students, and the public; adheres carefully to copyright laws.	Library/media specialist is honest in interactions with colleagues, students, and the public; respects copyright laws.	Library/media specialist displays dishonesty in interactions with colleagues, students, and the public; violates copyright laws.
	<u>Enter Notes</u>			

Hernando County School District Observation for Therapeutic Specialists Rubric

Directions: Consider your teaching practice and determine, for each component of the framework for teaching, the level of performance that best reflects your own assessment. Circle or highlight the appropriate words, and then transfer your judgments to the last page of this form. This will provide you with a summary of your current level of practice.

DOMAIN 1 FOR THERAPEUTIC SPECIALISTS: PLANNING AND PREPARATION				
COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
1a: Demonstrating knowledge and skill in the specialist therapy area; holding the relevant certificate or license	Specialist demonstrates little or no knowledge and skill in the therapy area; does not hold the necessary certificate or license.	Specialist demonstrates basic knowledge and skill in the therapy area; holds the necessary certificate or license.	Specialist demonstrates thorough knowledge and skill in the therapy area; holds the necessary certificate or license.	Specialist demonstrates extensive knowledge and skill in the therapy area; holds an advanced certificate or license.
1b: Establishing goals for the therapy program appropriate to the setting and the students served	Specialist has no clear goals for the therapy program, or they are inappropriate to either the situation or the age of the students.	Specialist's goals for the therapy program are rudimentary and are partially suitable to the situation and to the age of the students.	Specialist's goals for the therapy program are clear and appropriate to the situation in the school and to the age of the students.	Specialist's goals for the therapy program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with administrators and teachers.
1c: Demonstrating knowledge of district, state, and federal regulations and guidelines	Specialist demonstrates little or no knowledge of special education laws and procedures.	Specialist demonstrates basic knowledge of special education laws and procedures.	Specialist demonstrates thorough knowledge of special education laws and procedures.	Specialist's knowledge of special education laws and procedures is extensive. Specialist takes a leadership role in reviewing and revising district policies.
1d: Demonstrating knowledge of resources, both within and beyond the school and district	Specialist demonstrates little or no knowledge of resources for students available through the school or district.	Specialist demonstrates basic knowledge of resources for students available through the school or district.	Specialist demonstrates thorough knowledge of resources for students available through the school or district and some familiarity with resources outside the district.	Specialist demonstrates extensive knowledge of resources for students available through the school or district and in the larger community.
1e: Planning the therapy program, integrated with the regular school program, to meet the needs of individual students	Therapy program consists of a random collection of unrelated activities, lacking coherence or an overall structure.	Specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Specialist has developed a plan that includes the important aspects of work in the setting.	Specialist's plan is highly coherent and preventive and serves to support students individually, within the broader educational program.
1f: Developing a plan to evaluate the therapy program	Specialist has no plan to evaluate the program or resists suggestions that such an evaluation is important.	Specialist has a rudimentary plan to evaluate the therapy program.	Specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

DOMAIN 2 FOR THERAPEUTIC SPECIALISTS: THE ENVIRONMENT

COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
2a: Establishing rapport with students	Specialist's interactions with students are negative or inappropriate; students appear uncomfortable in the testing and treatment center.	Specialist's interactions are a mix of positive and negative; the specialist's efforts at developing rapport are partially successful.	Specialist's interactions with students are positive and respectful; students appear comfortable in the testing and treatment center.	Students seek out the specialist, reflecting a high degree of comfort and trust in the relationship.
2b: Organizing time effectively	Specialist exercises poor judgment in setting priorities, resulting in confusion, missed deadlines, and conflicting schedules.	Specialist's time-management skills are moderately well developed; essential activities are carried out, but not always in the most efficient manner.	Specialist exercises good judgment in setting priorities, resulting in clear schedules and important work being accomplished in an efficient manner.	Specialist demonstrates excellent time- management skills, accomplishing all tasks in a seamless manner; teachers and students understand their schedules.
2c: Establishing and maintaining clear procedures for referrals	No procedures for referrals have been established; when teachers want to refer a student for special services, they are not sure how to go about it.	Specialist has established procedures for referrals, but the details are not always clear.	Procedures for referrals and for meetings and consultations with parents and administrators are clear to everyone.	Procedures for all aspects of referral and testing protocols are clear to everyone and have been developed in consultation with teachers and administrators.
2d: Establishing standards of conduct in the treatment center	No standards of conduct have been established, and specialist disregards or fails to address negative student behavior during evaluation or treatment.	Standards of conduct appear to have been established for the testing and treatment center. Specialist's attempts to monitor and correct negative student behavior during evaluation and treatment are partially successful.	Standards of conduct have been established for the testing and treatment center. Specialist monitors student behavior against those standards; response to students is appropriate and respectful.	Standards of conduct have been established for the testing and treatment center. Specialist's monitoring of students is subtle and preventive, and students engage in self-monitoring of behavior.
2e: Organizing physical space for testing of students and providing therapy	The testing and treatment center is disorganized and poorly suited to working with students. Materials are usually unavailable.	The testing and treatment center is somewhat organized and somewhat well suited to working with students. Materials are difficult to find.	The testing and treatment center is well organized; materials are available when needed.	The testing and treatment center is highly organized and is inviting to students. Materials are convenient when needed.

DOMAIN 3 FOR THERAPEUTIC SPECIALISTS: DELIVERY OF SERVICE

COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
3a: Responding to referrals and evaluating student needs	Specialist fails to respond to referrals or makes hasty assessments of student needs.	Specialist responds to referrals when pressed and makes adequate assessments of student needs.	Specialist responds to referrals and makes thorough assessments of student needs.	Specialist is proactive in responding to referrals and makes highly competent assessments of student needs.
3b: Developing and implementing treatment plans to maximize students' success	Specialist fails to develop treatment plans suitable for students, or plans are mismatched with the findings of assessments.	Specialist's plans for students are partially suitable for them or sporadically aligned with identified needs.	Specialist's plans for students are suitable for them and are aligned with identified needs.	Specialist develops comprehensive plans for students, finding ways to creatively meet student needs and incorporate many related elements.
3c: Communicating with families	Specialist fails to communicate with families and secure necessary permission for evaluations or communicates in an insensitive manner.	Specialist's communication with families is partially successful; permissions are obtained, but there are occasional insensitivities to cultural and linguistic traditions.	Specialist communicates with families and secures necessary permission for evaluations, doing so in a manner sensitive to cultural and linguistic traditions.	Specialist secures necessary permissions and communicates with families in a manner highly sensitive to cultural and linguistic traditions. Specialist reaches out to families of students to enhance trust.
3d: Collecting information; writing reports	Specialist neglects to collect important information on which to base treatment plans; reports are inaccurate or not appropriate to the audience.	Specialist collects most of the important information on which to base treatment plans; reports are accurate but lacking in clarity and not always appropriate to the audience.	Specialist collects all the important information on which to base treatment plans; reports are accurate and appropriate to the audience.	Specialists is proactive in collecting important information, interviewing teachers and parents if necessary; reports are accurate and clearly written and are tailored for the audience.
3e: Demonstrating flexibility and responsiveness	Specialist adheres to the plan or program, in spite of evidence of its inadequacy.	Specialist makes modest changes in the treatment program when confronted with evidence of the need for change.	Specialist independently makes revisions in the treatment program when they are needed.	Specialist is continually seeking ways to improve the treatment program and makes changes as needed in response to student, parent, or teacher input.

DOMAIN 4 FOR THERAPEUTIC SPECIALISTS: PROFESSIONAL RESPONSIBILITIES

COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
4a: Reflecting on practice	Specialist does not reflect on practice, or the reflections are inaccurate or self-serving.	Specialist's reflection on practice is moderately accurate and objective without citing specific examples, and with only global suggestions as to how it might be improved.	Specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Specialist makes some specific suggestions as to how the therapy program might be improved.	Specialist's reflection is highly accurate and perceptive, citing specific examples that were not fully successful for at least some students. Specialist draws on an extensive repertoire to suggest alternative strategies.
4b: Collaborating with teachers and administrators	Specialist is not available to staff for questions and planning and declines to provide background material when requested.	Specialist is available to staff for questions and planning and provides background material when requested.	Specialist initiates contact with teachers and administrators to confer regarding individual cases.	Specialist seeks out teachers and administrators to confer regarding cases, soliciting their perspectives on individual students.
4c: Maintaining an effective data-management system	Specialist's data-management system is either nonexistent or in disarray; it cannot be used to monitor student progress or to adjust treatment when needed.	Specialist has developed a rudimentary data-management system for monitoring student progress and occasionally uses it to adjust treatment when needed.	Specialist has developed an effective data-management system for monitoring student progress and uses it to adjust treatment when needed.	Specialist has developed a highly effective data-management system for monitoring student progress and uses it to adjust treatment when needed. Specialist uses the system to communicate with teachers and parents.
4d: Participating in a professional community	Specialist's relationships with colleagues are negative or self-serving, and specialist avoids being involved in school and district events and projects.	Specialist's relationships with colleagues are cordial, and specialist participates in school and district events and projects when specifically asked to do so.	Specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Specialist makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.
4e: Engaging in professional development	Specialist does not participate in professional development activities, even when such activities are clearly needed for the development of skills.	Specialist's participation in professional development activities is limited to those that are convenient or are required.	Specialist seeks out opportunities for professional development based on an individual assessment of need.	Specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.
4f: Showing professionalism, including integrity, advocacy, and maintaining confidentiality	Specialist displays dishonesty in interactions with colleagues, students, and the public and violates principles of confidentiality.	Specialist is honest in interactions with colleagues, students, and the public, plays a moderate advocacy role for students, and does not violate norms of confidentiality.	Specialist displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public and advocates for students when needed.	Specialist can be counted on to hold the highest standards of honesty, integrity, and confidentiality and to advocate for students, taking a leadership role with colleagues.

Student Services

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
A1: Collects and uses data to develop and implement interventions within a problem-solving framework	Uses and/or facilitates collecting district data relevant to informing problem identification, problem analysis, and intervention design at the systems level.	Uses available school data and collects additional student data (e.g., screening, progress monitoring, and diagnostic assessment) relevant to informing problem identification, problem analysis, and intervention design.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not collect or use data to inform interventions within a problem-solving framework OR ineffectively demonstrates the practice/skill required.
Enter Notes				
A2: Analyzes multiple sources of qualitative and quantitative data to inform decision making	Analyzes, integrates, and interprets data from multiple sources at the school or district level, and uses the data to inform systems-level decisions.	Analyzes, integrates, and interprets data from multiple sources at the individual and group level, and uses the data to inform decisions.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not analyze, integrate, and interpret data from multiple sources or use data to inform decisions OR ineffectively demonstrates the practice/skill required.
Enter Notes				
A3: Uses data to monitor student progress (academic, social/emotional/behavioral) and health and evaluate the effectiveness of services on student achievement	Uses school or district data to monitor the effectiveness of MTSS supports and district intervention program outcomes.	Uses individual and group data to monitor student progress, evaluate the effectiveness of academic and behavioral instruction/intervention, and modify interventions based on student data.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not monitor student progress or evaluate the effectiveness of academic and behavioral instruction/intervention OR ineffectively demonstrates the practice/skill required.
Enter Notes				
A4: Shares student performance data in a relevant and understandable way with students, parents, and administrators	Trains or mentors others to provide feedback on student performance and other assessment data to stakeholders and to present data in a way that is understandable and relevant to stakeholder interest/needs.	Provides feedback on student performance and other assessment data to stakeholders (students, teachers, parents, administrators, school teams) and presents data in a way that is understandable and relevant to stakeholder interest/needs.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not provide feedback on student performance and other assessment data; does not present data in a way that is understandable and relevant OR ineffectively demonstrates the practice/skill required.
Enter Notes				
Rubric Score: 0/0				

18 Domain B: Instruction/Intervention Planning and Design

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
B1: Uses a collaborative problem-solving framework as the basis for identification and planning for academic, behavioral, and health interventions and supports	Provides a leadership role by training others and facilitating team members' ability to identify, problem solve, and plan academic and behavioral interventions.	Works with team and team members to identify, problem solve, and plan academic, behavioral, and health interventions.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not work with team to identify, problem solve, and plan academic and behavioral interventions OR ineffectively demonstrates the practice/skill required
Enter Notes				
B2: Plans and designs instruction/intervention based on data and aligns efforts with the school and district improvement plans and state and federal mandates	Trains or mentors others in collecting and using multiple sources of data, including classroom, district, and state assessments, to design and plan instruction and interventions that are aligned with school improvement priorities and other mandates.	Uses multiple sources of data, including classroom, district, and state assessments, to design and plan instruction and interventions that are aligned with school improvement priorities and other mandates.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Instruction and interventions are not aligned OR are poorly aligned with school improvement priorities and other mandates.
Enter Notes				
B3: Applies evidence-based research and best practices to improve instruction/interventions	Applies evidenced-based best practices when developing and planning instruction and interventions across all levels of MTSS (individual, targeted group, school, systems).	Applies evidence-based and best practices when developing and planning instruction and intervention.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Fails to apply OR poorly applies evidence-based and best practices when developing and planning instruction and intervention.
Enter Notes				
B4: Develops intervention support plans that help the student, family, or other community agencies and systems of support to reach a desired goal	Collaborates to identify systems -level needs, resources, and infrastructure to access services and supports.	Develops a support plan that reflects the goals of student/client systems and supports the goal.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Support plans are ineffectively developed (i.e., plans do not reflect goals or systems coordination and support to obtain stated goal).
Enter Notes				
B5: Engages parents and community partners in the planning and design of instruction/interventions	Develops systems-level strategies (e.g., validate participation, decision making, two-way communication) for engaging families and community when planning and designing instruction and interventions.	Engages families, community, and educational stakeholders when planning and designing instruction and interventions. Parent input is valued and incorporated into plans.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not engage OR ineffectively engages families and community when planning and designing instruction/intervention.
Enter Notes				
Rubric Score: 0/0				

18 Domain C: Instruction/Intervention Delivery and Facilitation

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
C1: Collaborates with school-based and district-level teams to develop and maintain a multi-tiered continuum of services (MTSS) to support the academic, social, emotional, and behavioral success and health of all students.	Facilitates the development of MTSS at the district level by planning and implementing interventions that address systemic issues/concerns.	Facilitates the development of MTSS at the school level by planning and implementing interventions whose intensity matches student, group, or school needs.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not contribute to the development and implementation of MTSS at the school level OR ineffectively demonstrates the practice/skill required.
	Enter Notes			
C2: Consults and collaborates at the individual, family, group, and systems levels to implement effective instruction and intervention services.	Consults and collaborates at the school/systems level to plan, implement, and evaluate academic and socialemotional/behavioral services.	Consults and collaborates at the individual, family, and group levels to plan, implement, and evaluate academic, social-emotional/ behavioral, and health services.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not consult/collaborate OR demonstrates practice/skill ineffectively when planning, implementing, or evaluating academic and social-emotional/behavioral services.
	Enter Notes			
C3: Implements evidence-based practices within a multi-tiered framework.	Assists in identifying and implementing evidence-based practices relevant to system-wide (school or district) interventions and supports.	Incorporates evidence-based practices in the implementation of interventions for individual students and targeted groups.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not incorporate OR ineffectively demonstrates evidence-based practices when implementing interventions for individual students and targeted groups
	Enter Notes			
C4: Identifies, provides, and/or refers for supports designed to help students overcome barriers that impede learning.	Identifies the systemic barriers to learning and facilitates the development of broader support systems for students and families.	Identifies barriers to learning and connects students with resources that support positive student outcomes/ goals.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not identify barriers to learning or connect students with resources that support positive outcomes/ goals OR ineffectively demonstrates the practice/skill required.
	Enter Notes			
C5: Promotes student outcomes related to career and college readiness.	Develops/plans district-level or school-level policies/interventions/ supports that address student postsecondary goal attainment.	Develops/plans interventions or programs to increase student engagement (e.g., attendance, on-task behavior, rigorous/relevant instruction, participation in school activities) and support attainment of postsecondary goals.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not develop interventions that increase student engagement or support attainment of postsecondary goals OR ineffectively demonstrates practice/skill required.
	Enter Notes			
C6: Provides relevant information regarding child and adolescent development, barriers to learning, and student risk factors.	Develops/provides trainings that include best practices related to developmental issues, barriers to learning, and risk factors.	Provides students, staff, and parents with information, research, and best practices related to developmental issues, barriers to learning, and risk factors.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not inform students, staff, or parents about best practices related to developmental issues, barriers to learning, or risk factors OR demonstrates practice/skill ineffectively.
	Enter Notes			

Rubric Score: 0/0

18 Domain D: Learning Environment

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
D1: Collaborates with teachers and administrators to develop and implement school-wide positive behavior supports.	Interacts with school, district, parents, and community partners to sustain and promote effective systemwide programs/services that result in a healthy school climate.	Interacts with school personnel to promote and implement school-wide positive behavior supports.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not interact with school personnel to promote and implement school-wide positive behavior supports OR poorly demonstrates the practice/skill required.
	Enter Notes			
D2: Collaborates with school personnel and students to foster student engagement (e.g., involvement, motivation, persistence, resilience, ownership).	Examines need and feasibility for systemic intervention to support and increase student engagement district-wide.	Consults with school staff and students to identify strengths and weaknesses as part of problem solving and intervention planning to increase student engagement.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not consult with school personnel to support and/or increase student engagement OR ineffectively demonstrates the practice/skill required.
	Enter Notes			
D3: Promotes safe school environments.	Interacts with learning community to enhance, support, and/or create safe and violence-free school climates through training and advancement of initiatives that relate to healthy and violence-free schools.	Interacts with school personnel to promote and implement effective programs/services that result in a healthy and violence-free school climate (i.e., readiness, school failure, attendance, dropout, bullying, child abuse, youth suicide, school violence).	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Fails to demonstrate OR ineffectively demonstrates understanding, advocacy, and implementation of services/programs that address risk and protective factors among students/staff.
	Enter Notes			
D4: Integrates relevant cultural issues and contexts that impact family-school partnerships.	Creates and promotes multicultural understanding and dialogue through training and information dissemination to examine the broader context of cultural issues that impact family-school partnerships.	Identifies relevant cultural issues and contexts that impact family-school partnerships and uses this knowledge as the basis for problem solving related to prevention and intervention.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not OR ineffectively demonstrates knowledge of cultural influences on students, teachers, communication styles, techniques, and practices.
	Enter Notes			

D5: Provides a continuum of crisis intervention services.	Engages the learning community in strengthening crisis preparedness and response by organization, training, and information dissemination.	Collaborates in crisis planning, prevention, response, and recovery and/or collaborates in implementing/ evaluating programs.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not OR ineffectively demonstrates skills related to collaboration for crisis intervention along the continuum of services.
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[Enter Notes](#)

Rubric Score: 0/0

18 Domain E: Professional Learning, Responsibility, and Ethical

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
E-1. Develops a personal, professional growth plan that enhances professional knowledge, skills, and practice and addresses areas of need on the evaluation.	Establishes continuous improvement strategy to identify and self-monitor areas for skill and professional growth based on performance outcomes.	Maintains a plan for continuous professional growth and skill development aligned with performance evaluation outcomes and personal/ professional goals.	Practice is emerging but requires supervision, support, and/ or training to be independently effective.	Does not develop a personal professional growth plan with goals related to performance evaluation outcomes OR shows ineffective effort in this practice / skill.
Enter Notes				
E-2. Engages in targeted professional growth opportunities and reflective practices (e.g., PLC).	Facilitates professional learning communities' review of practices and response to feedback from supervisor and / or coworkers.	Participates in professional learning opportunities consistent with the professional growth plan and uses feedback from supervisor and / or colleagues for skill enhancement.	Practice is emerging but requires supervision, support, and / or training to be independently effective.	Does not participate in professional development opportunities OR demonstrates poor acceptance and / or use of constructive feedback to enhance skills.
Enter Notes				
E-3. Implements knowledge and skills learned in professional development activities.	Integrates acquired knowledge and training into practice for professional community.	Integrates and applies acquired knowledge and training into professional practice.	Practice is emerging but requires supervision, support, and / or training to be independently effective.	Demonstrates little or no interest in altering practices and delivery of services to accommodate new knowledge and skills.
Enter Notes				
E-4. Demonstrates effective record keeping and communication skills.	Supports record / date management system impact on practice and facilitates active listening among professional learning community members.	Demonstrates reliable record-keeping skills; demonstrates coherent, professional written / oral communication; adapts communication style and content to a variety of audiences; establishes rapport and is an active listener.	Practice is emerging but requires supervision, support, and / or training to be independently effective.	Does not OR ineffectively maintains reliable system of record keeping; fails to or poorly demonstrates active listening, written, and / or verbal communication skills.
Enter Notes				
E-5. Complies with national and state laws, district policies and guidelines, and ethical educational and professional standards.	Demonstrates a clear understanding of professional practice standards and ethics. Operationalizes standards in day-to-day practice as a model for professional community members.	Adheres to professional standards, ethics and practices; maintains accurate, timely, and confidential records; and complies with relevant laws, rules, guidelines, and policies at the national, state, and local levels.	Practice is emerging but requires supervision, support, and/or training to be independently effective.	Does not adhere to standards of professional practice, national and state laws, and/or local policy and procedures in the professional arena.
Enter Notes				

School Counselors

Effective school counselors develop, implement, and evaluate programs that cultivate a school environment that promotes the academic success and well-being of all students, while using multiple means of communication to promote the academic success and well-being of all students.

Standard One: Professional, Legal, and Ethical Expectations

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a. Hold self accountable to the Principles of Professional Conduct for the Education Profession in Florida, pursuant to Rule 6A-10.081 FAC, and adhere to guidelines for student welfare pursuant to section 1001.42(8), FS, the rights of students and parents enumerated in section 1002.20 and 1014.04,FS, local school board and governing board policies.	1. Fully comply with and educate/support all stakeholders in adhering to state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Comply with guidelines for student welfare and student and parental rights. 3. Models professional conduct while ensuring protection of student welfare and student and parental rights.	1. Fully comply with and educate/support all state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Comply with guidelines for student welfare and student and parental rights.	1. Inconsistently complies with state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Inconsistently complies with guidelines for student welfare and student and parental rights.	1. Does not comply with state, district, and school policy.
1b. Seeks opportunities for professional learning applicable to the role of a school counselor.	1. Implements newly acquired professional learning and shares with stakeholders to improve counseling practice.	1. Participates in and applies relevant professional learning.	1. Attends professional learning opportunities with limited application to practice.	1. Does not participate in relevant professional learning.
1c. Adhere to state and federal legal rights of students and parents or guardians with regard to student records per Rule 6A-1.0955, FAC	1. Consistently adheres to and informs stakeholders of the Family Educational Rights and Privacy Act (FERPA). 2. Maintains secure, highly organized, and compliant records, ensuring personally identifiable(PII) is protected.	1. Adheres to and informs stakeholders of the Family Educational Rights and Privacy Act (FERPA). 2. Maintains records in compliance with district and state policies.	1. Adheres to the Family Educational Rights and Privacy Act (FERPA) requires consultation and support. 2. Recordkeeping practices lack organization.	1. Inconsistent adherence to the Family Educational Rights and Privacy Act (FERPA). 2. Student records are insecure or inaccessible to authorized individuals, and record-keeping practices are inappropriate.

Look for:

- References or shares the Florida Code of Ethics or FERPA guidelines with staff or families.
- Maintains secure, organized student records.
- Participates in or leads professional learning communities (PLCs, attend training on Track, Teachers In Action).

- Displays or distributes materials on student rights or welfare.
- Demonstrates evidence of proactive communication (emails, newsletters, presentations, Parentsquare).
- Maintains documentation demonstrating compliance with professional, legal, and ethical standards (signed forms, training logs, audit reports, Guidance tab on skyward, Educlimber, TA system).
- Serves on and participates in district and/or school committees.
- Membership in and/or participation in School Counseling associations including ACSA and FSCA.
- Demonstrates compliance with all reporting requirements including (mandatory reporting, threat assessment, self-harm protocols).
- Exhibits professional conduct during meetings, crises, and interactions with stakeholders.
- Maintains appropriate professional boundaries with students, parents, and staff.
- Adheres to school board and district procedures (attendance, communication, documentation, crisis protocols).
- Collaborates with administrators when clarification of policy, procedure, or legal guidance is needed.
- Demonstrates student-centered advocacy while respecting parental rights defined in statute.
- Provides evidence of professional development related to counseling practice, such as certificates or agendas for ASCA, SEL, trauma-informed care, MTSS, or crisis response training.
- Participates in district-provided counselor meetings and trainings related to assessment updates, graduation requirements, and dual enrollment processes.
- Maintains timely and accurate student records, including schedule changes, grade-level placement updates, and 504/IEP documentation.
- Uses Skyward, EduClimber, and other district systems appropriately and in accordance with confidentiality and access guidelines.
- Communicates with families in a manner that reflects understanding of parent rights to information, access, and consent.

Standard Two: Data Driven Planning

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a. Gather, synthesize and apply data from a variety of sources to inform the School Counseling Program.	1. Consistently gathers, analyzes, and synthesizes data from a variety of sources to inform the School Counseling Program.	1. Gathers and synthesizes data from a variety of sources to inform the School Counseling Program.	1. Rarely gathers and synthesizes data from a variety of sources to inform the School Counseling Program.	1. Does not use data from a variety of sources to inform the School Counseling Program.
2b. Communicate data from a variety of sources to students and parents or guardians.	1. Proactively maintains effective communication using multiple methods and appropriate technology. 2. Regularly communicates relevant data from multiple sources to students, parents/guardians, and stakeholders.	1. Communicates with students and parents/guardians using multiple methods, including documentation. 2. Shares data as needed.	1. Communication relies primarily on one method and is inconsistent. 2. Rarely communicates relevant data.	1. Does not communicate data to students, parents / guardians.
2c. Provide all students with opportunities for academic enrichment while offering targeted support to those identified as academically at risk.	1. Analyzes and utilizes data to foster ongoing collaboration with school stakeholders to ensure all students have opportunities for academic enrichment. 2. Engage in continuous consultation and collaboration with stakeholders to provide support to students identified as	1. Analyze and apply data to ensure all students have opportunities for academic enrichment. 2. Collaborates and consults with stakeholders to provide support to students identified as academically at risk.	1. Practice is developing and would benefit from continued professional development to ensure all students have opportunities for academic enrichment. 2. Does not consistently consult and collaborate with stakeholders to provide support to students identified as academically at-risk.	1. Does not use data to provide students with opportunities for academic enrichment. 2. Does not consistently consult and collaborate with stakeholders to provide support to students identified as academically at-risk.

	academically at-risk. 3. Assist in identifying and implementing evidence-based interventions and support for students academically at risk.			
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Look fors:

- Demonstrates evidence of data-informed interventions, including MTSS plans and progress monitoring.
- Communicates student progress data to students and families through multiple methods, such as emails, phone calls, ParentSquare, newsletters, and conferences.
- Maintains meeting notes or documentation reflecting collaboration with stakeholders based on data analysis.
- Develops and maintains at-risk student rosters using early warning indicators (e.g., attendance, behavior, course failures, GPA, credits earned, assessment data, retention history, acceleration status, and 504 documentation).
- Applies data to guide intentional, data-driven scheduling decisions, including ESE and 504 accommodations, behavioral supports, credit recovery placement, and OJT participation.
- Communicates identified student needs clearly and appropriately with relevant stakeholders.
- Participates in school-based leadership or problem-solving teams that analyze and apply data to support student success.
- Facilitates, documents, and reports Child Study Team meetings in accordance with district procedures.
- Manages 504 plans, including documentation, compliance, and ongoing monitoring.
- Supports gifted referral processes, including administration or coordination of KBIT or Naglieri assessments and referrals.
- Uses multiple data sources: including Skyward, EduClimber, FAST/EOC results, attendance reports, behavior referrals, and academic history, to identify and address student needs.
- Uses pre- and post-assessment data from classroom lessons or small-group counseling to refine and improve interventions.
- Identifies students requiring additional support through the use of early warning systems and indicators.
- Applies data findings directly to scheduling decisions, intervention planning, small-group development, and student referrals.
- Incorporates district and state data (e.g., Florida graduation requirements, CTE enrollment trends, assessment requirements) to inform and shape the school counseling program.
- Provides individualized academic updates to students and families, including credit checks, GPA, graduation progress, and assessment requirements.
- Uses Xello or similar platforms to share career interest survey results and pathway recommendations with students.
- Conducts parent nights or classroom lessons explaining academic requirements and expectations, including graduation requirements, promotion criteria, assessment scores, Bright Futures eligibility, GPA, academic skills, and executive functioning.
- Communicates with families regarding assessment performance, academic progress, and remediation or intervention needs.
- Maintains documentation of academic interventions, such as tutoring referrals, study-skills groups, credit recovery enrollment, check-in/check-out systems, and MTSS supports.

Standard Three: School Counseling Program and Services

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a. Apply evidence-based strategies that promote academic success, career readiness, resiliency education, civic and character education, and	1. Works collaboratively to consistently and proactively implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill	1. Implements strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Practice is emerging but requires supervision, support, and/or training to independently implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule	1. Fails to demonstrate an understanding of how to implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill

life skill education as defined in Rule 6A-1.094124, F.A.C.	education as defined in Rule 6A-1.094124, F.A.C.		6A-1.094124, F.A.C.	education as defined in Rule 6A-1.094124, F.A.C.
3b. Apply practices for identifying and closing gaps in student achievement.	1. Analyzes data consistently to identify and close gaps in student achievement utilizing various resources.	1. Uses data to identify and close gaps in student achievement.	1.Does not consistently use data to identify and close gaps in student achievement.	1.Does not use data to identify and close gaps in student achievement.
3c. Develop strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education.	1. Strategies or instruction are consistently age and developmentally appropriate as outlined in 1001.42. (8)(c)3., FS. 2. Works collaboratively to facilitate and contribute to the development of plans to meet the requirements of state/district initiatives. 3. Strategies are developed using state, district, or school-level data to intentionally align with school-level initiatives.	1. Strategies or instructions are age and developmentally appropriate as outlined in 1001.42. (8)(c)3., FS. 2. Supports and contributes to the implementation of state and district-mandated initiatives. 3. Strategies are developed using state, district, or school level data.	1. Strategies or instruction are somewhat age and developmentally appropriate. 2. Practice is developing but requires supervision, support, and/or training to be independently effective. 3. Accesses data but shows little application when developing school-based strategies.	1. Strategies or instruction are not age and developmentally appropriate. 2. Little to no evidence of strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education. 3. Does not consider data when developing school- based strategies.
3d. Provides response and support to students in a crisis.	1. Consistently provides verbal de-escalation strategies and techniques. 2. Consistently utilizes district policy and procedures in crisis using available resources. 1001.42(8), F.S 3. Proactively collaborates with family service providers, students, and parents/guardians.	1. Provides verbal de-escalation strategies and techniques. 2. Adheres to district and state policy/procedures in crisis. 1001.42(8), F.S. 3. Collaborates with family service providers, students, and parents/guardians, and other school staff.	1. Developing verbal de-escalation strategies and techniques. 2. Inconsistently applies district policy and procedures in crisis. 3. Inconsistently collaborates with family service providers, students, and parents/guardians, and other school staff.	1. Does not use verbal de-escalation strategies or techniques. 2. Does not comply with district policy and procedures in crisis. 3. Does not collaborate with family service providers, students, and parents/guardians, and other school staff.

Look fors:

- Plans and/or deliver activities promoting life skills, character education, resiliency, or career readiness.
- Maintains documentation of interventions and supports for students identified as at risk.
- Demonstrates implementation of gap-closing strategies, including tutoring referrals, mentoring programs, MTSS supports, and collaboration with social services. (e.g., tutoring referrals, mentoring, MTSS, social work).
- Maintains crisis response documentation, including protocols and logs of student support provided.
- Conducts and documents risk and threat assessments in accordance with district procedures.
- Uses an established system to routinely analyze academic, behavioral, attendance, and other relevant data.
- Maintains documentation of tiered interventions within approved data platforms (e.g., Skyward, EduClimber).
- Keeps records of group counseling sessions and classroom guidance lessons focused on conflict resolution and social-emotional skills.
- Utilizes career exploration and planning tools such as Xello to support student development.
- Coordinates and documents credit recovery placement, progress monitoring, and program management.
- Implements interventions addressing bullying and harassment.

- Collaborates with administrators to conduct and document bullying investigations.
- Plans, participates in, and promotes schoolwide initiatives such as Red Ribbon Week and Kindness Week.
- Integrates evidence-based and district-approved curricula (e.g., Second Step, Sanford Harmony) into classroom lessons, small groups, or schoolwide programs.
- Designs and/or co-leads schoolwide programming (career fairs, resilience lessons).
- Collaborates with MTSS teams, school social workers, and school psychologists to support student needs.
- Uses multiple data sources (academic, attendance, behavioral, and career interest data) to create intentional scheduling plans that support student success.

Standard Four: Consultation, Collaboration, and Coordination

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a. Model and support respectful collaboration practices between school leaders, parents or guardians, district and school personnel and community partners.	1. Consistently initiates and sustains respectful collaboration with all stakeholders. 2. Proactively engages school leaders, families, and community partners in decision-making and program development.	1. Collaborates respectfully with all stakeholders. 2. Makes regular efforts to engage school leaders, families, and community partners in decision-making and program development.	1. Minimally collaborates with stakeholders. 2. Inconsistently engages with school leaders, families, and community partners in decision-making and program development.	1. Does not engage school leaders, families, and community partners in decision-making and program development.
4b. Demonstrates professionalism through visibility, accessibility, and collaboration with stakeholders.	1. Actively promotes a two-way partnership between school and home to support student expectations and academic performance. 2. Consistently and successfully connects to families and communities to address stakeholder’s concerns. 3. Develops and utilizes effective communication tools, including documentation, to meet the needs of stakeholders maintaining consistent visibility and accessibility.	1. Frequently provides information about student expectations and academic performance between school and home. 2. Makes regular efforts to successfully connect with families, schools, and communities to stakeholders’ concerns. 3. Uses multiple communication tools to provide visibility and accessibility.	1. Inconsistently provides information between school and home. 2. Partially addresses stakeholders’ concerns. 3. Uses some communication tools to provide visibility and accessibility.	1. Does not provide information. 2. Does not respond to stakeholders’ concerns or needs. 3. Uses few to no communication tools to provide visibility and accessibility.
4c. Utilize policies and procedures to make appropriate community-based referrals.	1. Consistently utilizes policies and procedures to make appropriate community-based referrals and proactively follows-up with students and/or family.	1. Utilizes policies and procedures to make appropriate community-based referrals and follow-up with students.	1. Inconsistently utilizes policies and procedures to make appropriate community-based referrals and inconsistently follows-up with students.	1. Does not utilize policies and procedures to make appropriate community-based referrals or follow up with students or family.
4d. Apply effective methods and skills for coordinating with community partners in the implementation of a school counseling program.	1. Initiates and develops opportunities for community partners to support the school counseling program.	1. Regularly utilizes community partners to support the school counseling program.	1. Provides limited opportunities for community partner support.	1. Does not connect with community partners.
4e. Apply appropriate use of data and technology in supporting student learning	1. Consistently uses technology to organize data to support student learning and	1. Uses data and technology to support student learning and	1. Minimally uses technology to support student learning and development.	1. Does not use technology to support student learning and development.

Look fors:

- Maintains meeting agendas or documentation demonstrating collaboration with community partners and families.
- Completes referral forms and maintains follow-up documentation for community-based services (e.g., People Helping People, McKinney-Vento, BayCare, Phoenix).
- Uses multiple communication tools to engage stakeholders, including ParentSquare, newsletters, emails, phone calls, and district social media.
- Provides evidence of stakeholder engagement in program planning through surveys, School Advisory Council (SAC) participation, meeting agendas, or sign-in sheets.
- Plans and delivers parent workshops focused on supporting student academic, social-emotional, and behavioral growth.
- Maintains communication logs documenting strategies shared with families to support students at home.
- Distributes newsletters and resources to families to promote awareness of school programs and student supports.
- Maintains documentation or meeting notes reflecting participation and advocacy in IEP, 504, MTSS, and parent-teacher conferences (PTC).
- Provides documentation of recommended accommodations and student supports.
- Maintains communication records with teachers and parents related to student needs and interventions.
- Completes and manages Student Services Intervention (SSI) paperwork in accordance with district procedures.
- Actively participates in schoolwide initiatives such as PBIS.
- Participates in schoolwide events such as Open House and Open Campus to engage families and stakeholders.
- Provides or facilitates professional development for staff on topics such as coping strategies, executive functioning skills, and college and career readiness.
- Leads or co-facilitates professional learning communities (PLCs) focused on student well-being and support systems.
- Demonstrates the use of respectful, strengths-based language in communication artifacts when engaging families, staff, and community partners.
- Evidence of accommodations or supports recommended.

Standard Five: Academic Advisement and Planning

5a. Implements and supports instruction for student success.	1. Consistently plans and implements approved skills and strategies by using a variety of resources. 1001.42.(8)(c), FS 2. Proactively communicates regarding the safety, mental health, and well-being of students.	1. Plans and supports approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Communicates regarding the safety, mental health, and well-being of students.	1. Inconsistently applies approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Limited communication regarding the safety, mental health, and well-being of students.	1. Does not apply approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Provides little to no communication regarding the safety, mental health, and well-being of students.
5b. Assist all students with developing a path to effectively prepare for secondary and postsecondary educational and employment opportunities.	1. Ongoing collaboration with students, parents, or guardians to develop a path for secondary and postsecondary educational and employment opportunities.	1. Prepare students to develop a path for secondary and postsecondary educational and employment opportunities.	1. Practice is emerging but requires supervision, support, and/or training to effectively prepare students to develop a path for secondary and postsecondary educational and employment opportunities.	1. Fails to prepare students in developing a path for secondary and postsecondary educational and employment opportunities.
5c. Promote awareness of student progression, assessment requirements, appropriate educational placement, and high school graduation requirements.	1. Effectively understands and communicates student progression, assessment requirements, and appropriate educational placement for promotion and/or high school graduation requirements to all stakeholders.	1. Understands student progression, assessment requirements, and appropriate educational placement for promotion and/or high school graduation requirements.	1. Emerging understanding of student progression, assessment requirements, and appropriate educational placement for promotion and/or high school graduation requirements.	1. Lack of understanding of student progression, assessment requirements, and appropriate educational placement for promotion and/or high school graduation requirements.

Look for:

- Maintains student academic plans or graduation checklists, including Bright Futures evaluations.
- Plans and documents parent nights, advisement sessions, and outreach activities, including flyers and sign-in sheets.
- Maintains communication logs documenting discussions with students and families regarding academic progress, placement, or pathway decisions.
- Plans, coordinates, or supports career and college planning events, such as workshops, fairs, or informational sessions.
- Ensures students are scheduled into appropriate courses aligned to academic performance, remediation needs, course prerequisites, and graduation pathways.
- Creates and manages elementary class placements based on data, student needs, and district guidelines.
- Conducts ESSA-required communications or outreach, as applicable.
- Evaluates student transcripts to determine accurate credit status, graduation progress, and eligibility for academic pathways.
- Coordinates and supports postsecondary transition events, including college fairs, college visits, Dual Enrollment/AP nights, and district transition initiatives.
- Provides essential student-related information while consistently upholding FERPA confidentiality standards.
- Proctors required assessments in accordance with testing protocols.
- Supports completion of Common Application requirements and senior clearance processes.
- Manages and submits accommodation requests for ACT, SAT, and CLT assessments.
- Conducts routine credit checks to monitor student progress toward graduation.
- Supports documentation related to valedictorian and salutatorian determinations.
- Maintains documentation of participation in MTSS meetings and academic intervention planning.
- Develops and maintains individualized student academic and career plans (e.g., Xello outputs, credit checks, course requests, future planning forms).
- Documents academic and career advising sessions with students and families related to college, career, vocational, and military pathways.
- Provides guidance and support for students completing postsecondary planning requirements, including: FAFSA, College applications, Scholarship applications, Bright Futures submissions, Credit recovery referrals.
- Provides students and families with accurate information about available acceleration options, including Dual Enrollment, Advanced Placement (AP), Honors, and CTE pathways.

Standard Six: Career Development and Postsecondary Planning

<p>6a. Utilize resources and data to provide counseling services that promote college and career readiness and career success (includes financial resources for high school students).</p>	<ol style="list-style-type: none"> 1. Consistently integrates a wide range of local, state, and national resources into counseling services. 2. Uses comprehensive data analysis to design targeted interventions that significantly improve college and career readiness. 3. Proactively engages families and community partners to expand access to financial literacy and postsecondary planning. 4. Demonstrates leadership in training staff and mentoring peers on best practices in college/career advising. 	<ol style="list-style-type: none"> 1. Uses available resources and data to support college and career readiness. 2. Provides students with accurate and timely information on financial aid, scholarships, and career pathways. 3. Collaborates with families and community partners to ensure students have access to relevant planning tools and advising, and financial literacy. 	<ol style="list-style-type: none"> 1. Rarely uses resources and data inconsistently or superficially in college and career counseling. 2. Financial literacy and postsecondary planning are addressed but lack depth or personalization. 3. Limited collaboration with families and community partners. 	<ol style="list-style-type: none"> 1. Does not use resources or data to guide college and career counseling. 2. Fails to provide students with essential financial aid for career planning information. 3. Counseling is inaccurate or inaccessible to students.
<p>6b. Apply counseling services to address financial or educational challenges experienced by students.</p>	<ol style="list-style-type: none"> 1. Proactively and consistently applies counseling services to address financial and/or educational challenges experienced by students. 	<ol style="list-style-type: none"> 1. Applies counseling services to address financial and/or educational challenges experienced by students. 	<ol style="list-style-type: none"> 1. Occasionally applies counseling services to address financial and/or educational challenges experienced by students. 	<ol style="list-style-type: none"> 1. Does not apply counseling services to address financial or educational challenges experienced by students.
<p>6c. Apply strategies and activities that address students' college and career readiness across developmental levels, including decision-making approaches for students in various stages of career development.</p>	<ol style="list-style-type: none"> 1. Proactively utilizes and promotes resources, to include formal and informal inventories and data driven methods to promote college and career readiness. 2. Utilizes school data to develop and coordinate initiatives to address career readiness needs of all students. 3. Develops an approach to 	<ol style="list-style-type: none"> 1. Utilizes and promotes a variety of resources to support college and career readiness. 2. Collaboration with stakeholders to support career development across all grade levels. 	<ol style="list-style-type: none"> 1. Inconsistently utilizes resources to support college and career readiness. 2. Minimal collaborations with stakeholders to support career development across all grade levels. 	<ol style="list-style-type: none"> 1. Little evidence to demonstrate the utilization of resources to support college and career readiness. 2. Does not collaborate with stakeholders to support career development across all grade levels.

Look fors:

- Plans, coordinates, or supports FAFSA workshops, ACT/SAT fee waiver distribution, scholarship information sessions, and college visits.
- Demonstrates evidence of students completing career inventories or interest surveys and maintaining individualized career portfolios or plans within Xello.
- Collaborates with Career and Technical Education (CTE) programs and workforce or industry partners to support student career readiness.
- Maintains student career portfolios showcasing individual strengths, interests, and goals, including documentation related to ESE transition meetings or vocational rehabilitation planning.
- Develops and distributes flyers, agendas, or promotional materials for college and career exploration events.
- Facilitates or refers students in grades K–5 for weekly food support, holiday assistance, and community-based resources.
- Facilitates or refers students in grades 6–8 for weekly food support, holiday assistance, and community-based resources.
- Facilitates or refers students in grades 9–12 for weekly food support, holiday assistance, community-based resources, FAFSA completion, and scholarship opportunities.
- Maintains student academic plans or graduation checklists to support progression and postsecondary readiness.
- Maintains documentation of advising meetings and postsecondary planning resources shared with students and families.
- Prepares and submits counselor letters of recommendation in support of student applications for postsecondary education, scholarships, and specialized programs.
- Manages dual enrollment processes, including eligibility determination, scheduling, documentation, and clear communication with students and families.
- Delivers or supports presentations or workshops on Bright Futures eligibility, dual enrollment tuition coverage, financial aid processes, and application deadlines.
- Coordinates on-campus and/or off campus college admissions events, instant-decision days, recruiter visits, and related postsecondary engagement activities.
- Maintains documentation of individualized support provided to students experiencing barriers such as homelessness (McKinney-Vento referrals), food insecurity, transportation challenges, mental health concerns, or lack of technology or school supplies.
- Collaborates with case managers, school social workers, and student services personnel to address student financial, academic, and social-emotional needs.
- Participates in ESE transition IEP meetings to address postsecondary, financial, and service-based needs.
- Provides evidence of long-term academic and postsecondary planning conversations that may include: four-year plans, graduation pathways, technical school options, and military opportunities.
- Plans, coordinates, or supports college and career events and maintains participation documentation, including student sign-in sheets for planning sessions.

Appendix D – Student Performance Measures

In Appendix D, the district shall provide the list of assessments and the performance standards that will apply to the assessment results to be used for calculating the performance of students assigned to instructional personnel. The following table is provided for convenience; other ways of displaying information are acceptable.

Student Performance Measures		
Teaching Assignment	Assessment(s)	Performance Standard(s)
Pre-Kindergarten (PK)	IEP mastery	Points for Mastery, NI
Kindergarten (K)	District Selected PM	T3 compared to TI calculation
First Grade (1)	District Selected PM	T3 compared to TI calculation
Second Grade (2)	District Selected PM	T3 compared to TI calculation
Third Grade (3)	New State PM	T3 compared to TI calculation
Fourth Grade (4)	New State PM	T3 compared to TI calculation
Fifth Grade (5)	New State PM	T3 compared to TI calculation
Other (K-5) (including non-classroom instructional personnel)	Varies	School wide SOM or teacher created tests- district passing score
Student Performance Measures (Continued)		
English/Language Arts, Reading Courses (6-8)	New State PM	T3 compared to TI calculation
Math Courses (6-8)	New State PM	T3 compared to TI calculation
Science Courses (8)	NGSSS	Scores two to five 1, Score of one 0
Other (6-8) (including non-classroom instructional personnel)	Site created test, principal approved for standards	District passing score of 60 + 1
Student Performance Measures (Continued)		
English 1	New State PM	T3 compared to TI calculation
English 2	New State PM	T3 compared to TI calculation
English 3	District Created	District passing score of 60 + 1
English 4	District Created	District passing score of 60 + 1
AP English Comp	AP test EOC	Scores three to seven 1, below 0 Scores two to five 1, Score of one 0
Student Performance Measures (Continued)		
Algebra 1 (Honors); Algebra 1B	Site created test, principal approved for standards	District passing score of 60 + 1
Pre-AICE Mathematics 1	EOC	Scores two to five 1, Score of one 0
IB Middle Years	Geometry EOC	Scores two to five 1, Score of one 0
Algebra 1 Honors		
Geometry (Honors)	Geometry EOC	Scores two to five 1, Score of one 0
IB Middle Years Geometry Honors	Site created test, principal approved for standards	District passing score of 60 + 1
Pre-AICE Mathematics 2	New State PM	
Student Performance Measures (Continued)		

Teaching Assignment	Assessment(s)	Performance Standard(s)
Biology 1 (Honors); Biology Technology; Biology 1 Pre-IB; Integrated Science 3 (Honors)	Biology EOC	Scores two to five 1, Score of one 0
Pre-AICE Biology	Biology EOC	Scores two to five 1, Score of one 0
IB Middle Years Biology Honors	Biology EOC	Scores two to five 1, Score of one 0
Dark Blue Separator		
Civics	Civics EOC	Scores two to five 1, Score of one 0
U.S. History	US History EOC	Scores two to five 1, Score of one 0
Dark Blue Separator		
ROTC	Site created test; principal approved for standards	District passing score of 60 + 1 Below 60 0
Dark Blue Separator		
Other (9-12) (including non-classroom instructional personnel)	Varies	See Tables
Dark Blue Separator		
District Non-Classroom Instructional Personnel	Varies	See Tables

Special Fields Table

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Assistive Tech Inst Spec	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of identified IEP communication goals specific to AAC device or tool (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement = 0.5
Special Fields	Behavior Analyst	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of IEP goals related to behavior (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement = 0.5
Special Fields	Behavioral Specialist	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of IEP goals related to behavior (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement = 0.5
Special Fields	Career Specialist - CTE	Assigned Schools	Observed Practice	65%	Percentage of eligible CTE students in registered career themed courses assessed using IC exams	35%					
Special Fields	Coor Of IB Diploma Prgm	IB Students	Observed Practice	65%	Percentage of eligible IB students assessed	20%*	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2 pts for a max of 20 points.	*15%	Applicable student outcome measurement for classes taught by Coor of IB Diploma Program	<u>OR</u> 35%	
Special Fields	Elementary Assistant	School-wide	Observed Practice	65%	School SOM	35%					
Special Fields	Employment Specialist - ESE	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of IEP goals related to post-school outcomes (Mastery of IEP Goal = 1 Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement = 0.5
Classroom - Special Circumstances	Endeavor/Discovery Academy Electives	Assigned Students	Observed Practice	65%	District Developed/Selected Assessment	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Classroom - Special Circumstances	Endeavor/Discovery Academy Math	Assigned Students	Observed Practice	65%	VAM Math	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom - Special Circumstances	Endeavor/Discovery Academy Reading	Assigned Students	Observed Practice	65%	VAM Reading	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Classroom - Special Circumstances	Endeavor/Discovery Academy Science	Assigned Students	Observed Practice	65%	District Developed/Selected Assessment or State EOC Where Available	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Classroom - Special Circumstances	Endeavor/Discovery Academy Social Studies	Assigned Students	Observed Practice	65%	District Developed/Selected Assessment or State EOC Where Available	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Special Fields	ESE Instructional Specialist	Assigned Schools	Observed Practice	65%	Percentage of eligible students participating in FSAA	35%					This position is responsible for training staff to deliver Florida Standards Alternate Assessment and ensuring fidelity of test administration protocols
Special Fields	ESOL Coach	Assigned Schools	Observed Practice	65%	Combination of ESOL Lead TCHR scores	20%	Percentage of Edivate ESOL courses completed by registrants	15%			
Special Fields	ESOL/Lead Tehr	Assigned Schools	Observed Practice	65%	Percentage of students demonstrating growth on district or state assessment	35%					
Special Fields	Inst. Cert. School Couns. K-5	School Wide	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings as documented by sign-in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			
Special Fields	Inst. Cert. School Couns. K-8	Assigned Students	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings as documented by sign-in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Inst. Cert. School Couns. 6-8	School Wide	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings as documented by sign-in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			
Special Fields	Inst. Cert. School Couns. 9-12	School Wide	Observed Practice	65%	Prepare and present to students, staff and/or families College and Career Readiness and Graduation Requirements trainings, as documented by sign in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			
Special Fields	Inst. Media Spc. 6-8	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Inst. Media Spc. 9-12	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Inst. Media Spc. K-5	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Inst. Media Spc. K-8	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Instructional Practice Coach - Elementary Generalist	Assigned Schools	Observed Practice	65%	Math VAM	10%	Reading VAM	10%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%	
Special Fields	Instructional Practice Coach - Math	Assigned Schools	Observed Practice	65%	Math VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			
Special Fields	Instructional Practice Coach - Science	Assigned Schools	Observed Practice	65%	Percent Proficient on Science FCAT (1 point for levels 3-5 and .5 for level 2)	20%		15%			
Special Fields	Instructional Practice Coach - Writing	Assigned Schools	Observed Practice	65%	Percent Proficient on Writing FSA (1 point for passing, 0 points for not passing)	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Instructional Practice Coach - Reading	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			
Special Fields	Instructional Tech Specialist	District	Observed Practice	65%	Reading and Math VAM	10%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2 pts for a max of 20 points.	25%			
Special Fields	Occupational Therapist	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to OT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Occupational Therapist Asst.	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to OT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Physical Therapist	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to PT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Physical Therapist Asst. Licen.	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to PT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Program / Staffing Spec.	Assigned Students	Observed Practice	65%	Percentage of annual IEP meetings convened and new IEP completed	35%					
Special Fields	Reading Coach 6-8	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			Reading Coaches work with all teachers at their assigned schools. For every training a coach has provided and can document, they will receive 2 points. They must provide at least 15 trainings to be awarded 30%. A full day of PLCs at one school on one topic equals only one training or 2 points. However, training on one topic at three different schools would equal 6 points. Coaches who supervise the practicum for the Reading Endorsement and NGCAR-PD will receive 2 points per participant.

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Reading Coach 9-12	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			Reading Coaches work with all teachers at their assigned schools. For every training a coach has provided and can document, they will receive 2 points. They must provide at least 15 trainings to be awarded 30%. A full day of PLCs at one school on one topic equals only one training or 2 points. However, training on one topic at three different schools would equal 6 points. Coaches who supervise the practicum for the Reading Endorsement and NGCAR-PD will receive 2 points per participant.
Special Fields	Reading Coach K-5	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			Reading Coaches work with all teachers at their assigned schools. For every training a coach has provided and can document, they will receive 2 points. They must provide at least 15 trainings to be awarded 30%. A full day of PLCs at one school on one topic equals only one training or 2 points. However, training on one topic at three different schools would equal 6 points. Coaches who supervise the practicum for the Reading Endorsement and NGCAR-PD will receive 2 points per participant.
Special Fields	School Psychologist	Assigned Schools	Observed Practice	65%	Gifted evaluations completed within 90 school days in which the student is in attendance from the date the school psychologist received the referral: 80-100% of gifted evaluations completed within time frame = 10 points, 60-79% of gifted evaluations completed within time frame = 5 points, 0-59% of gifted evaluations completed within time frame = 0 points.	17.50%	Initial referrals for ESE evaluations completed within 60 school days in which the student is in attendance from the date the school psychologist received the referral: 80-100% of initial referral evaluations completed within time frame = 10 points, 60-79% of initial referral evaluations completed within time frame = 5 points, 0-59% of initial referral evaluations completed within time frame = 0 points.	17.50%			
Special Fields	School Social Worker - Homeless	District	Observed Practice	65%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet	20%	Two documented follow-ups per referral	15%			
Special Fields	School Social Worker - Single School	Assigned Students	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings, as documented by sign in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points, 50-74% = 10 points, less than 50% contact rate = no points.	15%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	School Social Worker - Multi-School	Assigned Schools	Observed Practice	65%	Initial Comprehensive Clinical Histories Completed within 60 school days: 0-59% = no points, 60-79% = 10 points, 80-100% = 15 points.	15%	Completion of Truancy Case Staffing after school referral: 0-59% completed = no points, 60-79% completed = 10 points, 80-100% completed = 15 points.	15%			
Special Fields	School Social Worker - Teen Parenting	Assigned Schools	Observed Practice	65%	Drop-out Prevention of program participants: 0-59% = no points, 60-79% = 5 points, 80-100% = 10 points.	10%	If no students are assigned, Direct Service Delivery as documented by log and verified by program director. Monthly contact with 75% of assigned students = 20 points, monthly contact with 50-74% of program students = 10 points.	15%			
Special Fields	Science Resource - Not Title I	Assigned Students	Observed Practice	65%	State Science Assessment or District Developed / Selected EOC if there is no state science assessment for students served.	35%					
Special Fields	Speech / Lang Pathologist K- 12	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to Speech and Language Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Speech / Lang Pathologist K- 12 (PreK)	School Wide	Observed Practice	65%	Percentage of students assessed within mandatory time frame	17.50%	Percentage of students referred from Dept. of Health Early Steps Part C evaluated and referred for staffing by third birthday.	17.50%			
Classroom	Tch Voc Multi Media Design Tec	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 1 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 2 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 3 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 4 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 5 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr K-5 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA / FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2 pts for a max of 20 points.	20%			
Special Fields	Tchr K-8 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA / FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2pts for a maximum of 20 points.	20%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Tchr 6-8 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA/ FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2pts for a maximum of 20 points.	20%			
Special Fields	Tchr 9-12 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA/ FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2pts for a maximum of 20 points.	20%			
Classroom	Tchr Art 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Art 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Art K-5	Assigned Students	Observed Practice	65%	School wide VAM	35%					
Classroom	Tchr Computer Ed 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Construction Technologies	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Cosmetology	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Critical Thinking MS	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Culinary Arts	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr D/O Prev 9-12	Assigned Students	Observed Practice	65%	VAM, State EOC or District Developed / Selected if no state assessment for students served.	35%					
Classroom	Tchr Dance	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Drama 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Drama K-5	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Special Fields	Tchr Emotional/ Behavioral Dis.	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Engineering & Manufacture	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School Foreign Lang 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School K-6	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School Lang Arts 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom	Tchr e-School Math 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School Science 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%	If Reading and Math are taught - 25% for each subject				
Classroom	Tchr e-School Social St. 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%	If Reading and Math are taught - 25% for each subject				
Special Fields	Tchr ESE Co-Teach	Assigned Students	Observed Practice	65%	VAM for subject taught	35%					Minimum student numbers no longer apply
Special Fields	Tchr ESE Inclusion	Assigned Students	Observed Practice	65%	VAM for subject taught	35%					If only one subject is taught, only that VAM is used and percentage is increased to 50%. If students are grades K-2, percent proficient of district developed assessment (EOC) is used. If students are grade 3, percent proficient on FCAT is used with levels 3-5 counting 1 and level 2 counting .5.
Special Fields	Tchr ESE Pre-K	4 year olds	Observed Practice	65%	Mastery of IEP goals related to behavior (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5) Mastery of goals for school-based VAM for subject(s) taught or school-wide VAM if no assigned students.	35%					
Special Fields	Tchr ESE Resource	Assigned Students	Observed Practice	65%	VAM for subject(s) taught or School wide VAM if no assigned students.	35%					
Classroom	Tchr ESOL 6-8	Assigned Students	Observed Practice	65%	See Assessment Table, Calculation Structured on Actual Assignment	35%					
Classroom	Tchr ESOL 9-12	Assigned Students	Observed Practice	65%	WIDA Access Score Growth, Spreadsheet by Teacher, Grad req also counts, only students with both scores are counted.	35%					
Classroom	Tchr Exploratory Wheel MS	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Forgn Lang 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Forgn Lang 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Gifted PK-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Global Writing Lab Elem	Assigned Students	Observed Practice	65%	School-wide VAM	35%					
Classroom	Tchr Graphic Design	Assigned Students	Observed Practice	65%	See Assessment Table	35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Tchr Hearing Impaired PK-12	Assigned Students	Observed Practice	65%	Mastery of IEP goals related to hearing (Mastery of IEP Goal =1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Tchr Hospital Homebound	Assigned Students	Observed Practice	65%	Assigned students - VAM where available. For FSAA students maintaining achievement levels 4 and above, increasing a level, or achieving an increase of 5 raw points within levels 1-3 below or above FCAT assessed grades - mastery of IEP goals for reading and math.	35%					
Special Fields	Tchr In-Schl Susp 9-12	School- wide	Observed Practice	65%	School-wide VAM or Assigned Students - See Assessment Table	35.00%					
Special Fields	Tchr Intellectual Disabilities	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr K-Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Lang Arts 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Lang Arts 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Law Enforcement Inst	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Life Management 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math K-5	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Special Fields	Tchr Math Resource K-5	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Micro SOC Coord Elem	School-wide	Observed Practice	65%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 25 points.	25%	School-wide VAM	10%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom	Tchr Music 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Music 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Music K-5 Elem	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Special Fields	Tchr on Admin Assignment	School Wide	Observed Practice	65%	Reading and Math VAM	10%	Reduction in instructional days lost due to ISS or OSS placement of students (as measured by reduction in total student days in ISS and OSS (combined) over prior year)	10%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet-1 point per PD for a maximum of 15 points.	15%	
Special Fields	Tchr on Assignment of ProfDev		Observed Practice	65%	Professional Development Initiatives at Schools- 1.0 pt. per event for a maximum of 35	35%					
No Eval	Tchr on Spec Assignment HCTA										
Classroom	Tchr PE 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr PE 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr PE K-5	Assigned Students	Observed Practice	65%	School wide VAM	35%					
Classroom	Tchr PE K-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Profoundly Hand PK-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Reading Resource 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Reading Resource K-5	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading / Lang Arts 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Remediation K-5	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Robotics	Assigned Students	Observed Practice	65%	See Assessment Table	35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom	Tchr ROTC / Mil T6E Trng 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr ROTC / Mil Trng 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Science 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Science 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Science K-5	Assigned Students	Observed Practice	65%	NGSSS Proficiency	35%					
Classroom	Tchr Soc Studies 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Soc Studies 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Soc Studies 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Spec. Assign - Springs Coast Environmental	Assigned Students	Observed Practice	65%	Percentage of students at mastery on post test for	35%					
Classroom	Tchr STEM	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Tech Ed 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Tech Ed 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Tech Ed K-5	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Classroom	Tchr Teen Parenting	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Title I Math Coach 6-8	Assigned Schools	Observed Practice	65%	Math VAM	15%	Professional Development as documented in ERO or by Coach Time and Effort Log with sign-in sheet - 1 point per PD for a maximum of 20 points.				VAM will be assigned students or school wide based on students assigned on TERMS and verified during Roster Verification. For split loads calculations will be proportional to teaching assignments and schedule.
Special Fields	Tchr Title I Match Coach K-5	Assigned Schools	Observed Practice	65%	Math VAM	15%	Professional Development as documented in ERO or by Coach Time and Effort Log with sign-in sheet - 1 point per PD for a maximum of 20 points.				See note above.
Special Fields	Tchr Title I Match Res 6-8	Assigned Students	Observed Practice	65%	Math VAM	35%					See note above.
Special Fields	Tchr Title I Match Res K-5	Assigned Students	Observed Practice	65%	Math VAM	35%					See note above.
Special Fields	Tchr Title I Reading Res 6-8	Assigned Students	Observed Practice	65%	Reading VAM	35%					See note above.
Special Fields	Tchr Title I Reading Res K-5	Assigned Students	Observed Practice	65%	Reading VAM	35%					See note above.
Special Fields	Tchr Title I Resource	Assigned Students	Observed Practice	65%	Reading VAM	35%					See note above.
Special Fields	Tchr Title I Sci Resource 6-8	Assigned Students	Observed Practice	65%	Percent Proficient on Science FCAT (1 point for levels 2-5 and 0 for level 1)	35%					See note above.

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Tchr Title I Science Resource	Assigned Students	Observed Practice	65%	Percent Proficient on Science FCAT (1 point for levels 2-5 and 0 for level 1)	35%					See note above.
Special Fields	Tchr Train Mntl Hand PK-12	Assigned Students	Observed Practice	65%	See Business Rules and Assessment Table	35%					
Classroom	Tchr Transitional	Assigned Students	Observed Practice	65%	Reading VAM	17.50%	Math VAM	17.50%			If only one subject is taught, only that VAM is used and percentage is increased to 50%. If students are grades K-2, percent proficient on district developed assessment (EOC) is used. If Grade 3 - percent proficient on FSA is used with levels 2-5 counting 1 and level 1 counting 0. If teacher has subjects other than reading or math, the assessment designated for that course is used.
Special Fields	Tchr Varying Excep PK-12	Assigned Students	Observed Practice	65%	See Business Rules and Assessment Table	35%					
Special Fields	Tchr Visually Impaired PK-12	Assigned Students	Observed Practice	65%	Mastery of IEP goals (Mastery of IEP goal = 1, Needs Improvement on IEP goal = .5)	35%					
Classroom	Tchr Voc Agri Bus 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Auto Mechanics 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Bus Ed 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Electrical Tech	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Fam/Consumer Sci 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Family Consumer 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Graphics 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Hlth Occ 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Ind Arts/Tech 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Market Educ 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Small Engines	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc TV Production	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Writing Resource K-5	Assigned Students	Observed Practice	65%		35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Teacher Support Specialist for Recruitment and Retention	District	Observed Practice	65%	Recruitment Initiatives - 3 points per event as documented in Time and Effort Log or TDL Travel Documentation	15%	Retention of New Teachers Initiatives - 2 points per event as documented in Time and Effort Log	20%			
Special Fields	TSA Title I 6-8 Facilitator	Assigned Schools	Observed Practice	65%	Percentage of Title I Compacts attempted to be signed	20%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	TSA Title I K-5 Facilitator	Assigned Schools	Observed Practice	65%	Percentage of Title I Compacts attempted to be signed	20%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	TSA Title I K8 Facilitator	Assigned Schools	Observed Practice	65%	Percentage of Title I Compacts attempted to be signed	20%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	Writing Coach 9-12	Assigned Schools	Observed Practice	65%	Percent Proficient on Writing Assessment (1 point for levels 3.5 - 6 and .5 for level 3)	35%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	Grade Spans beyond K-12 such as PreK 3 yrs old and FAPE 22 and any ESE not covered under other rules.	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to services (mastery of IEP goal = 1, needs improvement on IEP goal = .5)	35%					

Conversion chart for special fields depending on the breakdown of components to make-up the 35% of the student growth measure:

%	35	30	25	20	17.5	15	10	5
HE	35	30	25	20	17.5	15	10	5
E	30.1	25.8	21.5	17.2	15.05	12.9	8.6	4.3
NI/D	19.25	16.5	13.75	11	9.625	8.25	5.5	2.75
U	8.4	7.2	6	4.8	4.2	3.6	2.4	1.2

For example: 30% at HE (30 points) + 5% (5 points) or 30% at U (7.2 points) + 5% (1.2 points)

Appendix E – Summative Evaluation Forms

In Appendix E, the district shall include the summative evaluation form(s) to be used for instructional personnel.

**Hernando County School District Instructional Personnel
INSTRUCTIONAL ANNUAL EVALUATION FORM for School Year**

Summative Evaluation Form

Employee ID _____ Employee's Name _____ Work Site _____

TOTALS Observed Practices (65%) = _____ points awarded for Observed Practices

Year 1= _ Year 2= _ Year 3= _ 3 Year Aggregate = _____ rubric value(s)

Student Growth (35%) (corresponding to 3 YR Agg.) = _____ points awarded for Student Growth section

TOTAL SCORE (add points above): _____

0–24 = Unsatisfactory 25–55 = Needs Improvement/Developing 56–86 = Effective 87–100 = Highly Effective

Employee has performed at the following level during this school year: _____

The summative rating is based on aggregating data from Observed Instructional Practices, the teacher's Individual Professional Development Plan and Student Growth as measured by FLDOE's approved multi-measure of student outcome data, which may include the Value-Added Model (VAM) data.

The following ratings were used:

Highly Effective - level of performance that shows that the teacher has mastered all of the underlying concepts of the component, and the classroom functions as a community of learners with students assuming responsibility for their learning.

Effective – level of performance that shows that the teacher has thorough knowledge of the concepts underlying the component. Students are engaged in learning. This level of performance represents successful, professional and effective teaching.

Needs Improvement/Developing - level of performance that shows that the teacher understands the concepts underlying the component and attempts to implement the elements, however, the implementation is sporadic, intermittent, or otherwise not entirely successful. (Instructional personnel in the first three years of teaching who receive needs improvement are considered to be at the Developing level)

Unsatisfactory – level of performance that shows that the teacher does not understand the concepts underlying the component. This level represents teaching that requires intervention.

Signature of **Employee**** _____ Date _____

Signature of **Evaluator** _____ Date _____

Signature of **Principal** (if different from evaluator) _____ Date _____

****My signature does not imply agreement but does acknowledge that I have read and received this document. I understand that I may submit a written statement (rebuttal) to the Human Resources Department in response to this evaluation** Comments (optional): _____



**HERNANDO
SCHOOL DISTRICT**

Instructional Personnel Evaluation System



Purpose

The purpose of this document is to provide the district with a template for its instructional personnel evaluation system that addresses the requirements of Section 1012.34, Florida Statutes (F.S.), and Rule 6A-5.030, Florida Administrative Code (F.A.C.). This template, Form IEST-2023, is incorporated by reference in Rule 6A-5.030, F.A.C., effective November 2023.

Instructions

Each of the sections within the evaluation system template provides specific directions, but does not limit the amount of space or information that can be added to fit the needs of the district. Where documentation or evidence is required, copies of the source documents (e.g., rubrics, policies and procedures, observation instruments) shall be provided at the end of the document as appendices in accordance with the Table of Contents.

Before submitting, ensure the document is titled and paginated.

Submission

Upon completion, the district shall email this form and any required supporting documentation as a Microsoft Word document for submission to DistritEvalSysEQ@fldoe.org.

Modifications to an approved evaluation system may be made by the district at any time. Substantial revisions shall be submitted for approval, in accordance with Rule 6A-5.030(3), F.A.C. The entire template shall be sent for the approval process.

Table of Contents

Part I: Evaluation System Overview	3
Part II: Evaluation System Requirements	4
Part III: Evaluation Procedures	6
Part IV: Evaluation Criteria	8
A. Instructional Practice	8
B. Other Indicators of Performance	11
C. Performance of Students.....	12
D. Summative Rating Calculation.....	15
Appendices	18
Appendix A – Evaluation Framework Standards.....	18
Appendix B – Observation Instruments for Classroom Teachers.....	21
Appendix C – Observation Instruments for Non-Classroom Instructional Personnel	35
Appendix D – Student Performance Measures	64
Appendix E – Summative Evaluation Forms.....	80

Part I: Evaluation System Overview

In Part I, the district shall describe the purpose and provide a high-level summary of the instructional personnel evaluation system.

The Instructional Evaluation System for Hernando County School District (HCSD) is annually reviewed by the Evaluation Manual Annual Review Team (EMART), which is comprised of approximately equal numbers of administrators and instructional staff. A document is prepared for the annual Board Approval. After Board Approval, the document is then posted on the district website and each site administrative team shares out the information during their pre-school week activities and training. New instructional staff and late hires receive additional training to support their transition.

The Evaluation System for HCSD is made up of two parts. Sixty five percent (65%) is Observed Practices and thirty five percent (35%) is Student Outcome Measurement (SOM). HCSD had adopted the Danielson Model for the Observed Practices portion of the evaluation. The purpose of the evaluation system is to support each instructional staff member being aware of and working on progress towards the Florida Educator Accomplished Practices. This is done through feedback and discussion about the components of the Danielson Model. The student outcome measurement portion also gives focus to instructional staff members analyzing student data for the purposes of assessing the effectiveness of educator practices and differentiating instruction as needed. HCSD currently used the 2021 Danielson language that is modified slightly to communicate expectations for all instructional staff.

Each instructional staff is assigned an evaluation type in the Frontline professional growth system based on their job title. Evaluation types include classroom teacher, probationary classroom teacher, ESE teacher, probationary ESE teacher, student services, coach, non-classroom, media center, eSchool teacher, certified school counselor, and therapeutic specialist. Classroom teachers receive five observations from administration.

Probationary teachers also receive five observations and their first observation is the 3-step observation. Non-classroom teachers receive one to two observations. All instructional staff have a mid-year progress face to face meeting with their evaluator. This allows conversation to make expectations clear and set goals for the final observed practices review that is called Part A Observed Practices. If at the mid-year point an instructional staff member is concerned about the mid-year ratings and wants to request additional observations take place beyond the expected, this is the appropriate time to request those observations to be scheduled. For example, a classroom teacher who has had three observations request that six be completed instead of the minimum of five. The deadline to request an additional observation is April 1st. Student data and other measurements for each instructional staff member are identified and used to finalize a summative evaluation for each instructional staff member. If an instructional employee has an overall score of Highly Effective (57) at their mid-year progress meeting they can choose to opt out of a fifth observation. Administrator and instructional employee should both sign and notate this on the mid-year evaluation form.

Part II: Evaluation System Requirements

In Part II, the district shall provide assurance that its instructional personnel evaluation system meets each requirement established in section 1012.34, F.S., below by checking the respective box. School districts should be prepared to provide evidence of these assurances upon request.

System Framework

- The evaluation system framework is based on sound educational principles and contemporary research in effective educational practices.
- The observation instrument(s) to be used for classroom teachers include indicators based on each of the Florida Educator Accomplished Practices (FEAP) adopted by the State Board of Education.
- The observation instrument(s) to be used for non-classroom instructional personnel include indicators based on the FEAP, and may include specific job expectations related to student support.

Training

- The district provides training programs and has processes that ensure
 - Employees subject to an evaluation system are informed of the evaluation criteria, data sources, methodologies, and procedures associated with the evaluation before the evaluation takes place; and
 - Individuals with evaluation responsibilities and those who provide input toward evaluations understand the proper use of the evaluation criteria and procedures.

Data and Reporting

- The district provides instructional personnel the opportunity to review their class rosters for accuracy and to correct any mistakes.
- The district school superintendent annually reports accurate class rosters for the purpose of calculating district and statewide student performance, and the evaluation results of instructional personnel.
- The district may provide opportunities for parents to provide input into performance evaluations, when the district determines such input is appropriate.

District Procedures

- The district acknowledges that its established evaluation procedures set the standards of service to be offered to the public within the meaning of section 447.209, F.S., and are not subject to mandatory collective bargaining.
- The district's system ensures all instructional personnel, classroom and non-classroom, are evaluated at least once a year.

- ☒ The district's system ensures all newly hired classroom teachers are observed and evaluated at least twice in the first year of teaching in the district. Each evaluation must include indicators of student performance; instructional practice; and any other indicators of performance, if applicable.
- ☒ The district acknowledges that the instructional practice evaluation procedures and criteria under section 1012.34, F.S., do not preclude a school administrator from visiting and observing classroom teachers throughout the school year for the purposes of providing mentorship, training, instructional feedback, or professional learning.
- ☒ The district's system identifies teaching fields for which special evaluation procedures or criteria are necessary, if applicable.
- ☒ The district's evaluation procedures comply with the following statutory requirements in accordance with section 1012.34, F.S.
 - The evaluator must be the individual responsible for supervising the employee; the evaluator may consider input from other personnel trained on the evaluation system.
 - The evaluator must provide timely feedback to the employee that supports the improvement of professional skills.
 - The evaluator must submit a written report to the employee no later than 10 days after the evaluation takes place.
 - The evaluator must discuss the written evaluation report with the employee.
 - The employee shall have the right to initiate a written response to the evaluation and the response shall become a permanent attachment to his or her personnel file.
 - The evaluator must submit a written report of the evaluation to the district school superintendent for the purpose of reviewing the employee's contract.
 - The evaluator may amend an evaluation based upon assessment data from the current school year if the data becomes available within 90 days of the end of the school year.

Use of Results

- ☒ The district has procedures for how evaluation results will be used to inform the
 - Planning of professional learning; and
 - Development of school and district improvement plans.
- ☒ The district's system ensures instructional personnel who have been evaluated as less than effective are required to participate in specific professional learning programs, pursuant to section 1012.98(11), F.S.

Notifications

- ☒ The district has procedures for the notification of unsatisfactory performance that comply with the requirements outlined in section 1012.34(4), F.S.
- ☒ The district school superintendent shall annually notify the Department of Education of any instructional personnel who
 - Receive two consecutive unsatisfactory evaluation ratings; or

- Are given written notice by the district of intent to terminate or not renew their employment, as outlined in section 1012.34(5), F.S.

District Self-Monitoring

- ☒ The district has a process for monitoring implementation of its evaluation system that enables it to determine the following:
 - Compliance with the requirements of section 1012.34, F.S., and Rule 6A-5.030, F.A.C.;
 - Evaluators’ understanding of the proper use of evaluation criteria and procedures, including evaluator accuracy and inter-rater reliability;
 - Evaluators provide necessary and timely feedback to employees being evaluated;
 - Evaluators follow district policies and procedures in the implementation of evaluation system(s);
 - Use of evaluation data to identify individual professional learning; and,
 - Use of evaluation data to inform school and district improvement plans.

Part III: Evaluation Procedures

In Part III, the district shall provide the following information regarding the observation and evaluation of instructional personnel. The following tables are provided for convenience and may be customized to accommodate local evaluation procedures.

1. Pursuant to section 1012.34(3)(b), F.S., all personnel must be fully informed of the criteria, data sources, methodologies, and procedures associated with the evaluation process before the evaluation takes place. In the table below, describe when and how the following instructional personnel groups are informed of the criteria, data sources, methodologies, and procedures associated with the evaluation process: classroom teachers, non-classroom teachers, newly hired classroom teachers, and teachers hired after the beginning of the school year.

	Annually	Annual Review, Board Approval Process, Preschool Activities and Training, Manual Posted on website
	Annually	Annual Review, New Teacher Orientation, Preschool Activities and Training, Manual Posted on website
	Annually	Annual Review, New Teacher Orientation, ad-hoc Training, Manual Posted on website

2. Pursuant to section 1012.34(3)(a), F.S., an observation must be conducted for each employee at least once a year, except that a classroom teacher who is newly hired by the district school board must be observed at least twice in the first year of teaching in the school district. In the table below, describe when and how many observations take place for the following instructional personnel groups: classroom teachers, non-classroom teachers, newly hired classroom teachers, and teachers hired after the beginning of the school year.

Instructional Personnel Group	Number of Observations	When Observations Occur	When Observation Results are Communicated to Personnel
Classroom and Non-Classroom Teachers			
Hired before the beginning of the school year	5+ classroom, (4for HE @midyear) 1+ nonclassroom	Throughout the year	Immediately after submission
Hired after the beginning of the school year	Prorated based on how much of the year has passed.	Throughout the year	Immediately after submission
Newly Hired Classroom Teachers			
Hired before the beginning of the school year	5+ classroom, (4for HE @midyear) 1+ nonclassroom	1 st observation is 3 step and occurs in first 30 days	Immediately after submission, post conference within 10 days
Hired after the beginning of the school year	Prorated based on how much of the year has passed.	1 st observation is 3 step and occurs in first 30 days	Immediately after submission, post conference within 10 days

3. Pursuant to section 1012.34(3)(a), F.S., a performance evaluation must be conducted for each employee at least once a year, except that a classroom teacher who is newly hired by the district school board must be evaluated at least twice in the first year of teaching in the school district. In the table below, describe when and how many summative evaluations are conducted for the following instructional personnel groups: classroom teachers, non-classroom teachers, newly hired classroom teachers, and teachers hired after the beginning of the school year.

Instructional Personnel Group	Number of Evaluations	When Evaluations Occur	When Evaluation Results are Communicated to Personnel
Classroom and Non-Classroom Teachers			
Hired before the beginning of the school year	1	April Observed Practices SOM added and finalized next year	April and following November
Hired after the beginning of the school year	1	April Observed Practices SOM added and finalized next year	April and following November
Newly Hired Classroom Teachers			
Hired before the beginning of the school year	2	December and April SOM added and finalized next year	December, April and following November
Hired after the beginning of the school year	2	December and April SOM added and finalized next year	December, April and following November

Part IV: Evaluation Criteria

A. Instructional Practice

In this section, the district shall provide the following information regarding the instructional practice data that will be included for instructional personnel evaluations.

1. Pursuant to section 1012.34(3)(a)2., F.S., at least one-third of the evaluation must be based upon instructional practice. In Hernando County, instructional practice accounts for 65% of the instructional personnel performance evaluation.
2. Description of the step-by-step calculation for determining the instructional practice rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.
 - For all instructional personnel, the percentage of the evaluation that is based on the instructional practice criterion as outlined in s. 1012.34(3)(a)2., F.S., will be 65% [Rule 6A-5.030(2)(b)1., F.A.C.]. This will be called Part A of the evaluation and calculated by the administration at each school using the Danielson components, and the state framework for student services. (Please note the number of components varies from 16 to 25 over the nine job types: classroom, non-classroom, instructional coach, media specialist, therapeutic specialist, ESE, eSchool, certified school counselor and student services.) Each of the nine job types have a separate rubric for 16-22 of their components that can be viewed and rated during observations to provide feedback to the teacher to improve instructional practice. There are only eight Part A forms as classroom and eSchool share one Part A form. Each component is rated on the following rating scale:

Highly Effective: 3.0 | Effective: 2.25 | Needs Improvement/Developing: 1.0 | Unsatisfactory: 0.0

Ratings should be based on no less than the expected total of five observations/walkthroughs for classroom teachers, ESE teachers and e-School teachers. Administrators will consider both trend data and averages that are generated from progress over time from the observation tool. The midyear report will also inform instructional staff of trends halfway through the year. The sum of each domain is calculated. Then the sum of the domains is calculated and referred to as the total score. The total score is then divided by the number of the components to get an average referred to as a Raw Score. The Raw Score is then multiplied by 21.67 to create a scale score. The scale score is a number out of 65 that will form 65% of the instructional personnel evaluation. Components are rated over the course of the year through observations, and a site planned process for unobserved components not measured by observations. Administrators are encouraged to give feedback during all observations. For any component that is marked needs improvement/developing an administrator must provide feedback that outlines what in the rubric was noted and what suggestions are recommended for improvement. Administrators who mark an unsatisfactory rating for a component should then contact the teacher to set up a face-to-face meeting to discuss concerns and suggestions for improvement. Face to face mid-year progress meetings are very important for establishing expectations so employees have a clear understanding of what to expect in April. Mid-year meetings are the best time for instructional staff members to request additional observations beyond the minimum that will expand the data available to the administrator for the

upcoming Part A meetings. The final deadline for requesting an additional observation will be April 1st. Additionally, if a teacher earns 57 on their observed practices at their mid-year, they can reduce the total number of observations needed to four. Both parties will agree to this change. Administrators receive training to look for trends and patterns to reach the rating for the year for each component. The observation instrument contains a rubric to support the determination of the rating. Following this narrative are the nine observation forms based on job types listed in the first bullet. These forms are also used for the 3-Step Observation for Probationary Classroom teachers along with the pre-Observation and Post Observation forms also included at the end of section 2. Description of the district evaluation framework for instructional personnel and the contemporary research basis in effective educational practices [Rule 6A-5.030(2)(b)2., F.A.C.].

The HCSD Evaluation System is aligned with the six Florida Educator Accomplished Practices identified as the “essential practices of effective teaching”. They are:

1. **Instructional Design and Lesson Planning** - Applying concepts from human development and learning theories, the effective educator consistently:
 - a. Aligns instruction with state-adopted standards at the appropriate level or rigor
 - b. Sequences lessons and concepts to ensure coherence and required prior knowledge
 - c. Designs instruction for students to achieve mastery
 - d. Selects appropriate formative assessments to monitor learning
 - e. Uses a variety of data, independently, and in collaboration with colleagues, to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons
 - f. Develops learning experiences that require students to demonstrate a variety of applicable skills and competencies

2. **The Learning Environment** - To maintain a student-centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator consistently:
 - a. Organizes, allocates, and manages the resources of time, space, and, attention
 - b. Manages individual and class behaviors through a well-planned management system
 - c. Conveys high expectations to all students
 - d. Respects students’ cultural, linguistic and family background
 - e. Models clear, acceptable oral and written communication skills
 - f. Maintains a climate of openness, inquiry, fairness and support
 - g. Integrates current information and communication technologies
 - h. Adapts the learning environment to accommodate the differing needs and diversity of students
 - i. Utilizes current and emerging assistive technologies that enable students to participate in high-quality communication interactions and achieve their educational goals

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

- b. Deepen and enrich students' understanding through content area literacy strategies, verbalization of thought, and application of the subject matter
 - c. Identify gaps in students' subject matter knowledge
 - d. Modify instruction to respond to preconceptions or misconceptions
 - e. Relate and integrate the subject matter with other disciplines and life experiences
 - f. Employ higher-order questioning techniques
 - g. Apply varied instructional strategies and resources, including appropriate technology, to provide comprehensible instruction, and to teach for student understanding
 - h. Differentiate instruction based on assessment of student learning needs and recognition of individual differences in students
 - i. Support, encourage, and provide immediate and specific feedback to students to promote student achievement
 - j. Utilize student feedback to monitor instructional needs and to adjust instruction
4. **Assessment** - The effective educator consistently:
- a. Analyzes and applies data from multiple assessments and measures to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process
 - b. Designs and aligns formative and summative assessments that match learning objectives and lead to mastery
 - c. Uses a variety of assessment tools to monitor student progress, achievement and learning gains
 - d. Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge
 - e. Shares the importance and outcomes of student assessment data with the student and the students' parent/caregiver(s)
 - f. Applies technology to organize and integrate assessment information
5. **Continuous Professional Improvement** - The effective educator consistently:
- a. Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs
 - b. Examines and uses data-informed research to improve instruction and student achievement
 - c. Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement
 - d. Engages in targeted professional growth opportunities and reflective practices, both independently and in collaboration with colleagues
 - e. Implements knowledge and skills learned in professional development in the teaching and learning process
6. **Professional Responsibility and Ethical Conduct** - Understanding that educators are held to a high moral standard in a community, the effective educator adheres to the Code of Ethics and the Principals of Professional Conduct of the Education Profession of Florida, pursuant to State Board of Education Rules 6B-1.001 and 6B-1.006, F.A.C, and

fulfills the expected obligations to students, the public and the education profession.

There is a clear connection to each of the six Florida Educator Accomplished Practices (FEAPS) as indicated on the Final Observation Rubric. Indicators are sufficiently specific to support inter-rater reliability.

The Hernando County School District's instructional personnel evaluation is based on Charlotte Danielson's research-based framework, which is endorsed by the Florida Department of Education.

All administrators who evaluate instructional personnel have attended training to learn best practices for teaching and evaluating. Administrators will focus on collecting evidence to formulate ratings using the Danielson components and the four ratings used for State reporting: Unsatisfactory, Needs Improvement, Effective, and Highly Effective. All will use the same core standards and procedures. The purpose of this system has changed to increase rigor and student engagement and the connection of specific practices to research and evidence of student learning is now needed. [Rule 6A-5.030(2)(b)3., F.A.C.]

- Classroom teachers (including ESE and Hernando eSchool templates) shall have 5 completed observations with feedback using the HCSD Observation template for the Danielson components for those areas. Probationary classroom teachers will receive a 3-step Observation. Ratings will be reviewed by administrators based on trajectory, patterns, and history of the observations. [Rule 6A-5.030(2)(b)4., F.A.C.]. A few classroom teachers (ESE) or stand-alone instructional assignments will be placed on Classroom B which requires only 2 observations.
- Non-classroom instructional personnel will receive at least one observations using one of six templates non-classroom, coach, media, therapeutic specialist, certified school counselor, and student services using those templates that range from 16 to 25 components [Rule 6A-5.030(2)(b)5., F.A.C.].

B. Other Indicators of Performance

In this section, the district shall provide the following information regarding any other indicators of performance that will be included for instructional personnel evaluations.

1. Pursuant to section 1012.34(3)(a)4., F.S., up to one-third of the evaluation may be based upon other indicators of performance. In Hernando County, other indicators of performance account for 0% of the instructional personnel performance evaluation.
2. Description of additional performance indicators, if applicable.
3. Description of the step-by-step calculation for determining the other indicators of performance rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.

C. Performance of Students

In this section, the district shall provide the following information regarding the student performance data that will be included for instructional personnel evaluations.

1. Pursuant to section 1012.34(3)(a)1., F.S., at least-one third of the performance evaluation must be based upon data and indicators of student performance, as determined by each school district. This portion of the evaluation must include growth or achievement data of the teacher's students over the course of at least three years. If less than three years of data are available, the years for which data are available must be used. Additionally, this proportion may be determined by instructional assignment. In Hernando County, performance of students accounts for 35% of the instructional personnel performance evaluation.
2. Description of the step-by-step calculation for determining the student performance rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.
 - **All instructional staff will have 35% of their evaluation calculated by a defined student outcome measurement (SOM) in accordance with s. 1012.34(3)(a)1., F.S.**
 - **All student measures are weighted equally and proportionately, including growth levels and proficiency. Each student score has a value of one unit.**

Hernando County will use 3 years of aggregated data** from student performance for all scores, the calculations below will be used:

- If 3 years of data are available:
 - 33.3% will come from the current year
 - 33.3% will come from the prior year
 - 33.3% will come from the second prior year
- If only 2 years of data are available:
 - 50% will come from the current year
 - 50% will come from the prior year or the second prior year
- If only 1 year of data is available*:
 - 100% will come from the current year

*For example: 1st year teachers or probationary contract instructional staff will follow this one-year calculation.

Instructional staff members who teach a course for which the state provides a growth model or VAM data will have their SOM assigned by the rubric score generated:

SOM Rubric	Summative Rating	Point Range**	Points Awarded on Annual Evaluation
Level 4	Highly Effective	31 – 35	35
Level 3	Effective	20 – 30	30.1
Level 2	Needs Improvement/Developing	9 – 19	19.25
Level 1	Unsatisfactory	0 – 8	8.4
Unclassified			

**as calculated by the aggregate score or combined score

For all teachers, the values in the ranges below will help clarify ratings based on a scale of 1-100.

Using a point range of 100, the following ranges have been established for the annual evaluations:

Highly Effective	87-100
Effective	56-86
Needs Improvement/Developing	25-55
Unsatisfactory	0-24

Any teacher who uses a statewide or third-party assessment has a level rating system will have a proficiency score. Scores from 2 to 5 (or from one mark below proficiency up to maximum results) will form the numerator and the number of students tested will form the denominator. This fraction will be changed to a percentage, correlated to the (0-100) point range above, and then assigned the same rubric score in the chart noted in the first bullet. Examples-Science Grade 5, Civics, Bio I, US History (not an exhaustive list)

Any teacher that teaches Grades K-10 ELA and/or Grades K-8 Math that has a State Generated Series or District Assigned Series of 3 progress monitoring tests will use a growth calculation based on a comparison of results from Test 1 to Test 3. Students will be assigned to buckets after the results are finalized. The calculation will be a numerator that does not include students in the lowest bucket over a denominator of students that were in the class and completed both T1 and T3.

Probationary teachers (newly hired) will receive a probationary evaluation which will also be known as a formative evaluation. 35% of this will be based on a student outcomemeasure since VAM will not be available. Principals will set the appropriate measure based on the teaching assignment and available tests. First semester exams will be the default when no other measurement is available. While the probationary evaluation is indicative of predictable student performance for the final summative evaluations scores, the probationary evaluation will not mathematically be included in the final summative evaluation calculation.

For classroom teachers of students for courses not assessed by statewide, standardized assessments, the district-determined student performance measure(s) [Rule 6A-5.030(2)(a)5., F.A.C.] will be a district common assessment or teacher created/administrator approved assessment. Students passing this assessment with a district passing score will form the numerator and the number of students tested will form the denominator to be calculated and correlated to the (0-100) point range and then assigned the same rubric score in the chart noted in the first bullet.

For instructional personnel who are not classroom teachers, the district-determined student outcome measure(s) [Rule 6A-5.030(2)(a)6., F.A.C.] will be discussed in the special fields table and assessment table.

For school wide student outcome measurement, see the school wide student outcome measurement table below that will include the school wide SOM state calculation in varying percentage based on grade level(s).

- **K-8:**
 All Based on T3 growth compared to T1 (State or District Selected)
 87-100%=4
 56-86%=3
 25-55%=2
 0-24%=1

- **High School:**
 1/6 ELA T3-T1 Growth
 1/6 Alg I & GEO Proficiency
 1/6 BIO Proficiency
 1/6 US History Proficiency
 1/6 Graduation Rate
 1/6 Acceleration Rate

For ELA, Math, Graduation	For BIO, US HIST, Acceleration
87-100%=4	75-100%=4
56-86%=3	50-74%=3
25-55%=2	25-49%=2
0-24%=1	0-24%=1

Attendance of students may be considered for teachers Students that miss 80 days or more from the year or 40 days or more from a semester course may qualify to be removed from the student outcome measurement calculation for that teacher. To qualify for this removal the teacher must complete the following actions: 1. The teacher must record the absences in the student data management system that can be documentation of the high number of absences. 2. The teacher must submit to their principal proof of these absences for the student(s) and the period and class they are attached to by August 20 of the next school year. The principal will forward these student removal requests to the Human Resources Department by August 30 of the next school year. 3. The teacher must regularly check their school email during this time as email will be the communication method that the Human Resources Department will use to request additional information to finalize any student removal. If additional information is requested, then the teacher has eight schoolwork days to furnish that information, or the case will be closed and cannot be reopened.

A teacher's student outcome measurement may be made up of a mixture of all or some of the types of student outcome measurement described above. The student outcome measurement follows the student so that each student has a value of one in the calculation for the teacher.**

The Superintendent reserves the right to adjust these tables to account for issues that arise and EMART will make recommendations to address the issues. These might include new positions, specifications not addressed correctly or fully in print, conform to any new law or statute, or to address a measurement that is recognized to need adjustment. This includes any adjustment that needs to be made due to cancelled testing or data the state will no longer provide. Any decision will always be accompanied by informing those instructional staff members it impacts.

****Example:** If a high school teacher who teaches Algebra I for two courses (50 students), AP Calculus for one course (36 students), and two math courses assessed by teacher created exams (40 students) then their student outcome measurement will be 50/126 EOC Proficiency, 36/126 AP Proficiency, and 40/126 district passing score proficiency combine to make 35% of their evaluation score.

D. Summative Rating Calculation

In this section, the district shall provide the following information regarding the calculation of summative evaluation ratings for instructional personnel.

1. Description of the step-by-step calculation for determining the summative rating for classroom and non-classroom instructional personnel, including performance standards for differentiating performance.

Each of the evaluation types has a separate form for Part A of the evaluation for observed practices. Each of the 16-25 components are rated in one of the four ratings listed below:

Highly Effective: 3.0 | Effective: 2.25 | Needs Improvement/Developing: 1.0 | Unsatisfactory: 0.0

These ratings are totaled for a sum. The sum is divided by the number of components for an average or raw score. The raw score is then multiplied by the established multiplier to contribute 65% of the evaluation score. For example, the multiplier for the twenty-two component classroom Part A form will be 21.67. Part B will be the student outcome measurement. See section C. Student Performance above for the types including VAM, proficiency calculation, district passing score calculation and special fields. The factors of each student counting as 1 unit for the calculation of the score and the final 3-year aggregate combined score described above will be involved in the 35% Student Outcome Measurement portion of the Evaluation. Part A and B will be added together to form an overall evaluation score out of a possible 100 points. See rating description and corresponding value ranges below. The summative rating is based on aggregating data from each of two components – Student Growth and Observed Practice. The following ratings will be used:

- Highly Effective: Level of performance that shows that the teacher has mastered all of the underlying concepts of the component. The classroom functions as a community of learners with students assuming responsibility for their learning.
- Effective: Level of performance that shows that the teacher has thorough knowledge of the concepts underlying the component. Students are engaged in learning. This level of performance represents successful, professional and effective teaching.

- **Needs Improvement/Developing:** Level of performance that shows that the teacher understands the concepts underlying the component and attempts to implement the elements, however, the implementation is sporadic, intermittent, or otherwise not entirely successful. (Instructional personnel in the first three years of teaching who need improvement are considered to be at the developing level).
- **Unsatisfactory:** Level of performance that shows that the teacher does not understand the concepts underlying the component. This level represents teaching that requires intervention.

Using a point range of 0-100 the following ranges have been established for the annual evaluations s. 1012.34(2)(e), F.S. [Rule 6A-5.030(2)(e), F.A.C.]:

Highly Effective	87-100
Effective	56-86
Needs Improvement/Developing	25-55
Unsatisfactory	0-24

Instructional staff have 30 days to review their summative evaluation score from the date of receipt indicated by their signature and date. Instructional staff can contact Alexa Neal in Human Resources if they believe a miscalculation has taken place due to math errors, clerical errors, or missing data. The evaluation calculation will be reviewed for accuracy and will be corrected to be in line with the evaluation manual procedures.

2. Pursuant to section 1012.34(2)(e), F.S., the evaluation system for instructional personnel must differentiate across four levels of performance. Using the district’s calculation methods and cut scores described above in sections A – C, illustrate how a second-grade teacher and a ninth grade English language arts teacher can earn a highly effective and an unsatisfactory summative performance rating respectively.

Observed Practices Example Highly Effective: Both a second-grade teacher and a ninth grade English teacher will be the same evaluation type: classroom teacher. They will have the classroom template for observation. Administrators will rate them throughout the five observations over the course of the year with different ratings for all 22 components. Any components not rated during the observation will be discussed at midyear and through the Part A discussion. If both teachers are utilizing the Florida Educator Accomplished Practices, they will likely receive effective and highly effective ratings. Let’s say the ninth grade English teacher has 12 components marked highly effective and 10 marked effective while the second-grade teacher has 10 components marked highly effective and 12 components marked effective. Using the Part A Classroom Teacher (203) on paper or in Frontline, the calculations would be as follows. For the ninth-grade teacher’s 12 highly effective (3 pts. each) and 10 effective (2.25 pts. each) would add up to a total score of 58.5. The Total Score is divided by the number of components, 22, to create the Raw Score which would be 2.66. This is multiplied by 21.67 and creates a Scale Score of 57.64. The second-grade teacher would have a Total Score of 57, a Raw Score of 2.59, and a Scale Score of 56.12.

SOM Example for different teachers: The ninth-grade English teacher might teach 5 sections of English 1 which culminates with the State test. Students of this teacher receives a T3 score that we compare to the TI score from the state. When compared to the other scores in the district her students

earn her a 3 on the rubric. A three-aggregate based on the average of these three rubric scores would be 3. According to the chart this earns a point value of 30.1 for SOM. The ninth grade English teacher would have a final total score of $57.64 + 30.1 = 87.64$. This falls in the range of 87-100 for a summative evaluation rating of highly effective. The second-grade teacher has a different assessment but similar state test with a T3 and T1 comparison. Students are leveled based on their growth and can end up in one of 4 areas. Each student counts separately for the teacher. The teacher has 18 students. Each student takes both tests, so the teacher calculation has a denominator of 36. All 18 students achieved adequate growth in ELA while in math 14 of 18 students achieved adequate growth. The teacher had 32 out of 36 make adequate growth or 88.9%. This earns a rubric score of 4. Last year the teacher earned a 3 and the previous year the teacher earned a 4. A three-aggregate based on the average of these three rubric scores would be 4. According to the chart this earns a point value of 35 for the SOM. The second-grade teacher would have a final total score of $56.12 + 35 = 91.12$. This falls in the range of 87-100 for a summative evaluation rating of highly effective.

Observed Practices Example Unsatisfactory: Both a second-grade teacher and a ninth grade English teacher will be the same evaluation type: classroom teacher. They will have the classroom template for observation. Administrators will rate them throughout the five observations over the course of the year with different ratings for all 22 components. Any components not rated during the observation will be discussed at midyear and through the Part A discussion. In this example, both teachers are likely not utilizing the Florida Educator Accomplished Practices, so they will receive needs improvement and unsatisfactory ratings. Let's say the ninth grade English teacher has 12 components marked needs improvement and 10 marked unsatisfactory while the second-grade teacher has 5 components marked needs improvement and 17 components unsatisfactory. Using the Part A Classroom Teacher (203) on paper or in Frontline the calculations would be as follows. For the ninth-grade teacher's 12 needs improvement (1 pt. each) and 10 unsatisfactory (0 pts. each) would add up to a total score of 12. The Total Score is divided by the number of components, 22, to create the Raw Score which would be 0.55. This is multiplied by 21.67 and creates the Scale Score of 11.92. The second-grade teacher would have a Total Score of 5, a Raw Score of 0.23, and a Scale Score of 4.98.

SOM Example for different teachers: The ninth grade English teacher might teach 5 sections of English 1 which culminates with the State test. Students of this teacher receives a T3 score that we compare to the T1 score from the state. When compared to the other scores in the district her students earn her a 1 on the rubric. . Last year it was 2, and the previous year it was 1. A three-year aggregate based on the average of these three rubric scores would be 1. According to the chart this earns a point value of 8.4 for SOM. The ninth grade English teacher would have a final total score of $11.92 + 8.4 = 20.32$. This falls in the range of 0-24 for a summative evaluation rating of unsatisfactory. The second-grade teacher has a different but similar state test with a T3 and T1 comparison. Students are leveled based on their growth and can end up in one of 4 areas. Each student counts separately for the teacher. The teacher has 18 students. Each student takes both tests, so the teacher calculation has a denominator of 36. Nine students achieved adequate growth in ELA and in math. The teacher had 18 out of 36 make adequate growth or 50%. This earns a rubric score of 2. Last year the teacher earned 1 and the previous year the teacher earned a 2. A three-aggregate based on the average of these three rubric scores would be 2.

According to the chart this earns a point value of 19.25 for SOM. The second-grade teacher would have a final total score of $4.98 + 19.25 = 24.23$. This falls in the range of 0-24 for a summative evaluation rating of unsatisfactory.

Appendix A – Evaluation Framework Standards

In Appendix A, the district shall include a crosswalk of the district's evaluation framework to each of the Florida Educator Accomplished Practices (FEAP).

Alignment to the Florida Educator Accomplished Practices	
Foundational Principles	
<i>The Florida Educator Accomplished Practices are based upon and further describe the below four (4) essential principles.</i>	
1. The effective educator creates a culture of high expectations for all students by promoting the importance of education and each student's capacity for academic achievement.	
2. The effective educator demonstrates deep and comprehensive knowledge of the subject taught.	
3. The effective educator exemplifies the standards of the profession.	
4. The effective educator acknowledges that all persons are equal before the law and have inalienable rights, and provides instruction that is consistent with the principles of individual freedom as outlined in s. 1003.42(3), F.S.	
Practice	Evaluation Indicators
1. Instructional Design and Lesson Planning	
<i>Applying concepts from human development and learning theories, the effective educator consistently:</i>	
a. Aligns instruction with state-adopted standards taking into consideration varying aspects of rigor and complexity;	1a, 1c
b. Sequences lessons and concepts to ensure coherence and required prior knowledge;	1e
c. Designs instruction for students to achieve mastery;	1a, 1e
d. Selects appropriate formative assessments to monitor learning;	1f, 3d
e. Uses diagnostic student data to plan lessons;	1b, 3d, 4d
f. Develops learning experiences that require students to demonstrate a variety of applicable skills and competencies; and	1e
g. Provides classroom instruction to students in prekindergarten through grade 12 that is age and developmentally appropriate and aligned to the state academic standards as outlined in Rule 6A-1.09401, F.A.C., and is consistent with s. 1001.42(8)(c)3., F.S.	1a, 1b, 1c, 1e,
2. The Learning Environment	
<i>To maintain a student-centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator consistently:</i>	
a. Organizes, allocates, and manages the resources of time, space, and attention;	2c, 2e
b. Manages individual and class behaviors through a well-planned management system;	2d
c. Conveys high expectations to all students;	2b
d. Respects students' cultural linguistic and family background;	2a, 4c
e. Models clear, acceptable oral and written communication skills;	3a
f. Maintains a climate of openness, inquiry, fairness and support;	2a, 2b
g. Integrates current information and communication technologies;	2e, 3c
h. Adapts the learning environment to accommodate the differing needs and diversity of students while ensuring that the learning environment is consistent with s. 1000.071, F.S.;	2e, 3e
i. Utilizes current and emerging assistive technologies that enable students to participate in high-quality communication interactions and achieve their educational goals; and	2e

j. Creates a classroom environment where students are able to demonstrate resiliency as outlined in Rule 6A-1.094124, F.A.C.	1c, 1e, 3a, 4c
3. Instructional Delivery and Facilitation	
<i>The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:</i>	
a. Deliver engaging and challenging lessons;	3c
b. Deepen and enrich students' understanding through content area literacy strategies, verbalization of thought, and application of the subject matter;	3, 3c
c. Identify gaps in students' subject matter knowledge;	3d
d. Modify instruction to respond to preconceptions or misconceptions;	3e
e. Relate and integrate the subject matter with other disciplines and life experiences;	3a, 1e
f. Employ questioning that promotes critical thinking;	3b
g. Apply varied instructional strategies and resources, including appropriate technology, to provide comprehensible instruction, and to teach for student understanding;	3c
h. Differentiate instruction based on an assessment of student learning needs and recognition of individual differences in students;	1b
i. Support, encourage, and provide immediate and specific feedback to students to promote student achievement; and,	3a, 3d
j. Utilize student feedback to monitor instructional needs and to adjust instruction.	3d, 3e
4. Assessment	
<i>The effective educator consistently:</i>	
a. Analyzes and applies data from multiple assessments and measures to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process;	1b
b. Designs and aligns formative and summative assessments that match learning objectives and lead to mastery;	1f
c. Uses a variety of assessment tools to monitor student progress, achievement and learning gains;	3d
d. Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge;	1f, 3d
e. Shares the importance and outcomes of student assessment data with the student and the student's parent/caregiver(s); and,	3d, 4c
f. Applies technology to organize and integrate assessment information.	1f, 3c, 3d
5. Continuous Professional Improvement	
<i>The effective educator consistently:</i>	
a. Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs;	4e
b. Examines and uses data-informed research to improve instruction and student achievement;	4b, 4e
c. Uses a variety of data, independently, and in collaboration with colleagues, to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons;	1e, 1f, 3d, 4b
d. Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement;	4c, 4d
e. Engages in targeted professional growth opportunities and reflective practices; and,	4a, 4e
f. Implements knowledge and skills learned in professional development in the teaching and learning process.	4a, 4e
6. Professional Responsibility and Ethical Conduct	
<i>Understanding that educators are held to a high moral standard in a community, the effective educator fulfills the expected obligations to students, the public and the education profession and adheres to:</i>	

a. Guidelines for student welfare adopted pursuant to s. 1001.42(8), F.S., including the requirement to refrain from discouraging or prohibiting parental notification of and involvement in critical decisions affecting a student’s mental, emotional, or physical health or well-being, unless a reasonably prudent person would believe that disclosure would result in abuse or neglect as defined in s. 39.01, F.S.;	4f
b. The rights of students and parents enumerated in ss. 1002.20 and 1014.04, F.S.; and	4c, 4f
c. The Principles of Professional Conduct of the Education Profession of Florida, pursuant to Rule 6A-10.081, F.A.C.	4f

Appendix B – Observation Instruments for Classroom Teachers

In Appendix B, the district shall include the observation rubric(s) to be used for collecting instructional practice data for classroom teachers.

Domain 1: Planning and Preparations				
Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>1a: Demonstrating Knowledge of Content and Pedagogy</p> <ul style="list-style-type: none"> Content Area Expertise Knowledge of Prerequisite Skills Knowledge of Misconceptions 	<p>The teacher displays extensive knowledge of the important concepts in the discipline and how these relate both to one another and to other disciplines. The teacher demonstrates understanding of prerequisite relationships among topics and concepts and understands the link to necessary cognitive structures that ensure student understanding. The teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline and the ability to anticipate student misconceptions.</p>	<p>The teacher displays solid knowledge of the important concepts in the discipline and how these relate to one another. The teacher demonstrates an accurate understanding of prerequisite relationships among topics. The teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the subject.</p>	<p>The teacher is familiar with the important concepts in the discipline but displays a lack of awareness of how these concepts relate to one another. The teacher indicates some awareness of prerequisite learning, although such knowledge may be inaccurate or incomplete. The teacher's plans and practice reflect a limited range of pedagogical approaches to the discipline or to the students.</p>	<p>In planning and practice, the teacher makes content errors or does not correct errors made by students. The teacher displays little understanding of prerequisite knowledge important to student learning of the content. The teacher displays little or no understanding of the range of pedagogical approaches suitable to student learning of the content.</p>
<p>1b: Knowing and Addressing Student Needs</p> <ul style="list-style-type: none"> Understanding of Students' Current Knowledge and Skills Knowledge of the Learning Process Knowledge of Learner Differences 	<p>The teacher understands the active nature of student learning and acquires and applies information about levels of development for individual students. (Formative Assessments) The teacher also systematically acquires knowledge from several sources about individual students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages. The teacher has a comprehensive understanding of the learning process and of individual learning differences.</p>	<p>The teacher understands the active nature of student learning and attains information about levels of development for groups of students. (Formative Assessments) The teacher also purposefully acquires and applies knowledge from several sources about groups of students' varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages. The teacher has substantial understanding of the learning process and of individual learning differences.</p>	<p>The teacher displays generally accurate knowledge of how students learn and of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages, yet may apply this knowledge not to individual students but to the class as a whole. The teacher has limited understanding of the learning process and of individual learning differences.</p>	<p>The teacher displays minimal understanding of how students learn—and little knowledge of their varied approaches to learning, knowledge and skills, special needs, and interests and cultural heritages—and does not indicate that such knowledge is valuable. The teacher has minimal or no understanding of the learning process and of individual learning differences.</p>
<p>1c: Setting Instructional Outcomes</p> <ul style="list-style-type: none"> Relevance Alignment to Grade-level Standards Clarity of Purpose for Learning 	<p>Instructional outcomes represent high-level learning of important content and support student autonomy, curiosity and intellectual risk-taking. Instructional outcomes consistently reflect important, meaningful, and relevant learning that requires critical thinking. Instructional outcomes consistently reflect grade-level standards that</p>	<p>Instructional outcomes are rigorous and appropriate for students. Instructional outcomes are mostly relevant and reflect important learning and development. Instructional outcomes mostly reflect grade-level standards. Instructional outcomes are mostly clear and specific, and likely to ensure that students understand what they will learn and how.</p>	<p>Instructional outcomes are moderately rigorous and are appropriate for some students in the class. Instructional outcomes are somewhat relevant and partially reflect important learning and development. Instructional outcomes partially reflect grade-level standards. Instructional outcomes are somewhat clear and partially describe what students will learn.</p>	<p>Instructional outcomes are not identified, are not rigorous, or are inappropriate. Instructional outcomes are not relevant or meaningful or do not reflect important learning. Instructional outcomes do not reflect grade-level standards. Instructional outcomes are unclear or are stated as activities. Outcomes reflect only one type of learning</p>

	challenge all students and encourage intellectual risk-taking. Instructional outcomes are uniformly clear and specific and support students to extend their learning.			and are suitable for only some students
<p>1d: Using Resources Effectively</p> <ul style="list-style-type: none"> • Instructional Materials • Technology and Digital Resources • Supports for Students 	<p>The teacher uses instructional materials and other resources to meet individual student needs and support student autonomy and intellectual engagement. When instructional materials are provided, the teacher uses them to support each student's mastery of outcomes, further learning, deep intellectual engagement, and autonomy. When instructional materials are not provided, the teacher identifies a core set of instructional materials and uses them, integrating other resources, if appropriate, to support each student's mastery of outcomes, further learning, and deep intellectual engagement. Technology and other digital resources support intellectual engagement, personalized instructional pathways for student learning. Resources and supports provided or suggested by the teacher promote student agency and increase efficacy in utilizing resources to support their own learning.</p>	<p>The teacher's knowledge of instructional materials and other resources supports learning. When instructional materials are provided, the teacher's understanding of the materials supports appropriate choices based on the specific needs of students. When instructional materials are not provided, the teacher relies on a strong core set of instructional materials aligned to rigorous standards and makes choices based on the specific needs of students. Technology and other digital resources are used effectively to support student learning. The teacher provides resources and support aligned to students' individual needs and learning differences, allowing each student to meet the learning outcomes.</p>	<p>The teacher understands and uses instructional materials and other resources to support student learning and development, but these resources represent only a narrow band of what is available. When instructional materials are provided, the teacher implements them with some success, develops some understanding of their features and design. When instructional materials are not provided, the teacher selects and uses materials that are partially aligned to standards to serve as a core instruction and support student learning. The teacher uses technology and accesses digital resources that partially support student learning but may be primarily a substitution for other resources. The teacher seeks some additional resources and supports aligned to the individual needs of students.</p>	<p>The teacher is not aware of, or does not appropriately or effectively use, instructional materials and other resources to support student learning and development. When instructional materials are provided, the teacher does not use or effectively implement them. When instructional materials are not provided, the teacher uses inappropriate or ineffective materials of their own choosing that do not support rigorous instruction or engagement. The teacher does not appropriately access digital resources to support student learning and development. The teacher does not inquire about or seek out resources to support individual student needs.</p>
<p>1e: Planning</p> <ul style="list-style-type: none"> • Alignment to Standards • Differentiation • Sequence and Pacing 	<p>The sequence of learning activities is coherent, is aligned to instructional goals (Standards Alignment), and is designed to engage students in high-level cognitive activity (Writing in Content, Multiple Text Sources, Student Projects) These are appropriately differentiated for individual learners. Instructional groups are varied appropriately, with some opportunity for student choice.</p>	<p>Most of the learning activities (Writing in Content, Multiple Text Sources, Student Projects) are aligned with the instructional outcomes (Standards Alignment) and follow an organized progression suitable to groups of students. The learning activities have reasonable time allocations; they represent significant cognitive challenges, with some differentiation for separate groups of students and varied use of instructional groups.</p>	<p>Some of the learning activities and materials are aligned with the instructional outcomes and represent moderate cognitive challenge, but with no differentiation for different students. Instructional groups partially support the activities, with some variety. The lesson or unit has a recognizable structure; but the progression of activities is uneven, with only some reasonable time allocations.</p>	<p>Learning activities are poorly aligned with the instructional outcomes, do not follow an organized progression, are not designed to engage students in active intellectual activity, and have unrealistic time allocations. Instructional groups are not suitable-for the activities and offer no variety.</p>
<p>1f: Design and Analysis of Student Assessments</p> <ul style="list-style-type: none"> • Alignment with Instructional Outcomes • Criteria and Standards 	<p>Students have the opportunity to demonstrate mastery of content and analyze their own progress through multiple assessments.</p>	<p>Assessments are planned throughout the instructional process and provide timely and valuable information to teachers and feedback to students.</p>	<p>Assessments partially help teachers determine whether students have learned or are learning the intended outcomes. Assessments, including formatives, are partially</p>	<p>There is no plan for assessment, or the assessments will not provide evidence that students have learned the intended outcomes. Assessments, including</p>

<ul style="list-style-type: none"> • Planning Formative Assessments • Analysis and Application of Assessment Data 	<p>Students have varied and multiple opportunities to demonstrate mastery of outcomes; assessments allow for the analysis of student misunderstandings, revealing how and why the misunderstanding occurred. Assessment criteria and standards are clearly presented to students. Formative assessments provide accurate and timely information to teachers and students. Assessment results consistently drive planning and preparation to inform instructional decision-making and instructional pathways for students.</p>	<p>Assessments, including formatives, are aligned to instructional outcomes and provide evidence of student understanding of the content and mastery of outcomes, as well as reveal misunderstandings. Assessment criteria and standards established, clear, and fully understood by students. Assessments, including formative assessments, give an accurate picture of student learning. Plans for lessons indicate needed adjustments based on assessment data. Assessment results frequently drive planning and preparation to inform instructional decision-making and instructional pathways for students.</p>	<p>aligned to instructional outcomes but may not assess them completely. Assessment criteria and standards have been developed, but they are unclear. Some formative assessments are planned and give a partially accurate picture of student learning throughout the lesson. Assessment results sometimes drive planning and preparation to inform instructional decision-making and instructional pathways for students</p>	<p>formatives, are not aligned to the instructional outcomes. Assessments lack criteria by which student performance can be accurately assessed. There are no formative assessments planned. Assessment results are not relevant or used for future planning.</p>
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Domain 2:

Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>2a: Cultivating respectful and affirming environments</p> <ul style="list-style-type: none"> • Positive relationships • Sense of belonging • Cultural responsiveness • Positive conflict resolution 	<p>Students play an active role in creating learning environments characterized by a sense of community where each member feels safe, valued and connected. Patterns of interacting in the classroom are culturally responsive and foster positive relationships between both the teachers and the students. This includes, but is not limited to, positive conflict resolution by teachers and students, as well as celebrating the identities of all students. The net result is an environment where all students feel a sense of belonging and are comfortable taking intellectual risks.</p>	<p>Learning environments are characterized by positive developmental relationships that are intentionally nurtured and celebrated. The learning environment and classroom interactions, by both teachers and students, demonstrate caring and respect that honors students' identities, race, cultural background, and developmental levels. The teacher and students effectively use a clear and culturally competent approach to conflict resolution to minimize conflicts and restore trust.</p>	<p>Learning environments are partially characterized by caring and respectful interactions. The learning environment and classroom interactions, by both teachers and students, sometimes demonstrate caring and respect that honors students' identities, race, cultural background, and developmental levels. The teacher addresses conflict and disrespectful interactions with uneven results.</p>	<p>Students do not feel safe and valued; learning environments are characterized by negativity, disrespect, inappropriateness, insensitivity, and/or conflict. The learning environment and classroom interactions, by both teachers and students, rarely demonstrate caring and respect that honors students' identities, race, cultural background, and developmental levels. Conflict and disrespectful interactions are not addressed.</p>
<p>2b: Fostering a culture for learning</p> <ul style="list-style-type: none"> • Purpose and motivation • Dispositions for learning • Student agency and pride in work • Support and perseverance 	<p>Students play an active role in establishing a culture that consistently fosters dialogue, reflection, and growth, allowing all students to experience success. Both teachers and students display dedication to learning the content and a sense of purpose for learning. Student curiosity, critical thinking, and reflection are clearly evident in the classroom. Students exercise autonomy in their learning and actively suggest ways</p>	<p>The culture in the class is characterized by high expectations and supports students' learning and development. Both teacher and students demonstrate a belief in the importance of learning and personal growth that motivates them to succeed and flourish. The teacher encourages and develops student critical thinking, curiosity, and reflection. Students have multiple opportunities to exercise autonomy, which is celebrated. The teacher</p>	<p>The culture of the class is somewhat conducive to learning and development. The teacher communicates the importance of the content, the ultimate purpose of learning, and the value of personal growth with some success. The teacher occasionally encourages critical thinking, reflecting, and/or student curiosity. The teacher occasionally encourages confidence, resilience, persistence, and</p>	<p>The culture of the class is not conducive to learning and does not support development. There is little to no sense of purpose for the work. The teacher ignores or discourages student curiosity and does not ask students to think critically or to reason and reflect. The teacher conveys the work is too challenging for some students or that they lack the perseverance to succeed.</p>

	to make the classroom purposeful. Students encourage one another to persevere and use strategies to support another through challenging work.	encourages confidence, resilience, persistence, and teamwork that supports perseverance.	teamwork; promotes perseverance.	
2c: Maintaining purposeful environments <ul style="list-style-type: none"> Productive collaboration Student autonomy and responsibilities Equitable access to resources and support Non-instructional tasks 	Students have a voice and play an active role in designing and adjusting routines and procedures that actively create a learning environment and support the growth of each community member. Students play an active role in ensuring their time in groups is used purposefully and meets their individual and group needs. Students take responsibility for routines, resources, and procedures, while if needed, suggesting adjustments that would further support their learning and development. Non-instructional tasks are completed seamlessly with no loss of instructional time.	Shared routines and efficient procedures are managed by students and teachers together and maximize opportunity for student learning and development. Students are productively engaged in small groups, working purposefully, and collaborating with peers. Routines, resources, and procedures allow students to operate autonomously and take responsibility for learning. Most non-instructional tasks are completed efficiently, with little loss to instructional time.	Classroom routines and procedures, established and managed only by the teacher, support opportunities for student learning and development. Students are somewhat engaged in group work. Routines, resources, and procedures partially support student autonomy and assumption of responsibility. Non-instructional tasks are completed with some efficiency, but instructional time is lost.	Student learning and development are hindered by a lack of routines or inefficient classroom procedures. Students are not engaged during group work. Routines and resources do not support student autonomy or assumption of responsibility. Non-instructional tasks are not completed or completed inefficiently resulting in loss of instructional time.
2d: Supporting positive student behavior <ul style="list-style-type: none"> Expectations for learning Modeling and teaching habits of character Self-monitoring and collective responsibility 	Students consistently and independently display positive behaviors and seek opportunities to build a better school community. Teachers and students play an active role in establishing and maintaining expectations, critically reflect when necessary, and reinforcing habits of character. Students successfully monitor their own behavior and appropriately supports one another in demonstrating positive behavior.	Students display positive behavior, which are modeled by teachers and reinforced to promote reflection and adjustment. The teacher and students established and agree upon expectations. The teacher models, explicitly teachers, and reinforces habits of character that promotes learning, ethical behavior, and citizenship. Students successfully monitor their own behavior most of the time. Minimal corrections happen when needed.	Positive behavior is modeled by the teacher, but implementation is inconsistent. The teacher models, establishes expectations for positive behavior and habits of character, and encourages students to monitor their own behavior, but with uneven success.	There is little evidence of explicit modeling, instruction, or guidance related to positive student behavior or habits of character. The teacher does not communicate expectations or address negative behavior. Students take no responsibility for their own behavior.
2e: Organizing spaces for learning <ul style="list-style-type: none"> Safety and accessibility Design for learning and development Co-creation and shared ownership 	Learning spaces are thoughtfully designed and modified as needed by the members of the community to address the needs of individuals and create a collaborative, joyful space for all to learn and grow. Modifications are made to optimize the environment as necessary by students and teachers to accommodate individual needs. Students demonstrate a sense of pride and ownership of the learning space.	Learning spaces are thoughtfully designed to address the needs of learners within the context of shared experiences. The space is safe and accessible to all students. The design of the space supports learning and development. Most students have/show pride and/or ownership of the learning space.	Learning space arrangement and use of resources partially supports student learning and development. The space is generally safe and accessible with some issues that need to be addressed. The design of space is not an impediment to learning but does not enhance it. Students show little pride and/or ownership of the learning space.	Learning spaces are not conducive to learning and development. The space is not accessible for collaboration and growth. Students show no pride and/or ownership of the learning space.
Domain 3:				

Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
3a: Communicating with Students	The teacher links the instructional purpose (Standards Alignment) of the lesson to the larger curriculum. The directions and procedures are clear and anticipate student misunderstanding. The teacher's explanation of content is thorough and clear, developing conceptual understanding through clear scaffolding, and connecting with students' interests. Students contribute to extending the content by explaining concepts to their classmates and suggesting strategies that might be used. The teacher's spoken and written language is expressive, and the teacher finds opportunities to extend students' vocabularies, both within the discipline and for more general use. Students contribute to the correct use of academic vocabulary	The instructional purpose (Standards Alignment) of the lesson is clearly communicated to students, including, where it is situated within broader learning; directions and procedures are explained clearly and may be modeled. The teacher's explanation of content is scaffolded, clear and accurate and connects with students' knowledge and experience. During the explanation of content, the teacher focuses, as appropriate, on strategies students can use when working independently and invites student engagement. The teacher's spoken and written language is clear and correct and is relevant to the students' ages and interests. The teachers use of academic vocabulary is precise and serves to extend student understanding	The teacher's attempt to explain the instructional purpose has only limited success, and/or directions and procedures must be clarified after initial student confusion. The teacher's explanation of the content may contain minor errors; some portions are clear; others are difficult to follow. The teacher's explanation does not invite students to engage or to understand strategies they might use when working independently. The teacher's spoken language is correct but uses vocabulary that is either limited or not fully appropriate to the students' ages or backgrounds. The teacher rarely takes opportunities to explain academic vocabulary.	The instructional purpose of the lesson is unclear to students, and the directions and procedures are confusing. The teacher's explanation of the content contains major errors and does not include any explanation of strategies students might use. The teacher's spoken or written language contains errors of grammar or syntax. The teacher's academic vocabulary is inappropriate, vague, or used incorrectly leaving students confused.
3b: Using Questioning and Discussion Techniques	The teacher uses a variety or series of questions or prompts to challenge students cognitively, advance high-level thinking and discourse, and promote metacognition (Level 4-Extended Thinking). Students formulate questions, initiate discussion, justify reasoning, challenge one another's thinking, and make unsolicited contributions. Students themselves ensure that all voices are heard in the discussion.	While the teacher may use some low-level questions, he poses questions designed to promote student thinking and understanding (Level 3 Strategic / Reasoning). The teacher creates a genuine discussion among students, providing adequate time for students to respond and stepping aside when doing so is appropriate. The teacher challenges students to justify their thinking and successfully engages most students in the discussion, employing a range of strategies to ensure that most students are heard.	The teacher's questions lead students through a single path of inquiry, with answers seemingly determined in advance. Alternatively, the teacher attempts to ask some questions designed to engage students in thinking (Level 2-Skill / Concept), but only a few students are involved. The teacher attempts to engage all students in the discussion, to encourage them to respond to one another and to explain their thinking, but only some students answer or participate in the discussion.	The teacher's questions are of low cognitive challenge with single correct responses (Level 1-Recall). Interaction between the teacher and students is predominantly recitation style, with the teacher mediating all questions and answers. The teacher accepts all contributions without asking students to explain their reasoning. Only a few students participate in the discussion.
3c: Engaging Students in Learning	Virtually all students are intellectually engaged in challenging content through well designed learning tasks and activities (Writing in Content, Multiple Text Sources, Student Projects) that require complex thinking by students. The teacher provides suitable scaffolding and challenges students to explain their thinking (Level 4-Extended Thinking). There is evidence of some student	The Learning Tasks and activities (Writing and content Multiple text sources, Student Projects) are fully aligned with the instructional outcomes and are designed to challenge student thinking. Inviting students to make their thinking visible (Level 3-Strategic/Reasoning). This technique results in active engagement by most students with important and challenging content and with teacher scaffolding to	The learning tasks and activities are partially aligned with the instructional outcomes but require only minimal thinking by students and little opportunity for them to explain their thinking, (Level 2-Skill/Concept) allowing most students to be passive or merely compliant. The groupings of students are moderately suitable for the activities. Instructional materials, technology, and resources	The learning tasks, activities, materials, and resources are poorly aligned with the instructional outcomes or require only rote responses. Level one recall with only one approach possible. Students do not collaborate, they do not engage with one another effectively, and/or instructional groupings are inappropriate for the task. Instructional materials, technology, and resources are not used correctly or

	initiation of inquiry and student contributions to the exploration of important content; students may serve as resources for one another. Students take initiative in using instructional materials, technology, and resources. The lesson has a clearly defined structure, and the pacing of the lesson provides students the time needed, not only to intellectually engage with and reflect upon their learning but also to solidify new learning.	support that engagement. The groupings of students are suitable for the activities (Whole Group, Small Group or Independent), and instructional materials, technology, and resources are used effectively. The lesson has a clearly defined structure, and the pacing of the lesson supports high levels of intellectual engagement and deeper learning; teacher plans for multiple and effective opportunities to think, reflect, and solidify new learning.	are used with partial effectiveness. The lesson has a recognizable structure; however, the pacing of the lesson may not provide students the time needed to be intellectually engaged or may be so slow that many students have a considerable amount of “down time.”	effectively. The lesson has no clearly defined structure or the pace of the lesson is too slow or rushed. Opportunities for thought or reflection are poorly implemented; students do not have time to reflect or solidify new learning.
3d: Using Assessment in Instruction	Assessment is fully integrated into instruction through extensive use of formative assessment. Students have an active voice in establishing standards for success that are relevant and ambitious; they clearly understand how their progress is being assessed. Questions and assessments are used regularly to evaluate learning by individual students. A variety of forms of feedback from both teacher and peers is accurate and specific, and advances learning. Students self-assess and monitor their own progress. The teacher successfully differentiates instruction to address individual students' misunderstandings.	Assessment is integrated into instruction through use of formative assessment. Students appear to be aware of the assessment criteria and the teacher monitors student learning for groups of students. Questions and assessments are regularly used to evaluate learning. Teacher feedback to groups of students is accurate and specific; some students engage in self-assessment	Students appear to be only partially aware of the assessment criteria, and the use of a formative assessment only partially supports student learning and development. The teacher monitors student learning for the class as a whole. Questions and assessments are rarely used to evaluate learning. Feedback to students is general, and few students assess their own work.	Students do not appear to be aware of the assessment criteria and formative assessments are not used. There is little or no monitoring of student learning; feedback is absent or of poor quality. The teacher does not explain how students will know they are successful. Students do not engage in self- or peer assessment.
3e: Demonstrating Flexibility and Responsiveness	The teacher seizes an opportunity to enhance learning, building on a spontaneous event or students' interests, or successfully adjusts and differentiates instruction to address individual student misunderstandings. Using an extensive repertoire of instructional strategies and soliciting additional resources from the school or community, the teacher persists in seeking effective approaches for students who need help.	The teacher successfully accommodates students' questions and interests. Drawing on a broad repertoire of strategies, the teacher persists in seeking approaches to deepen understanding and assist students who have difficulty learning. The teacher effectively adjusts learning experiences based on real-time evidence and students' individual and specific needs.	The teacher accepts responsibility for the success of all students but has only a limited repertoire of strategies to use. Adjustment of the lesson in response to assessment is minimal or ineffective.	The teacher does not recognize, or ignores, evidence of low engagement or lack of student understanding. The teacher brushes aside or does not fully address students' questions or difficulties. The teacher does not convey a level of responsibility for student learning and success.
Domain 4:				
Criteria	Highly Effective	Effective	Needs Improvement	Unsatisfactory
4a: Engaging on Reflective	The teacher makes a thoughtful and accurate assessment of a lesson's	The teacher makes an accurate assessment of a lesson's effectiveness and	The teacher's reflective practice leads to some accurate assessment of	The teacher does not appear to engage in reflective practice, does not know

Practice	effectiveness and the extent to which it achieved its instructional outcomes, citing many specific examples from the lesson and weighing the relative strengths of each. Drawing on an extensive repertoire of skills, the teacher offers specific alternative actions, complete with the probable success of different courses of action.	the extent to which it achieved its instructional outcomes and can cite general references to support the judgement (Formative Assessment). The teacher makes a few specific suggestions of what could be tried another time the lesson is taught.	student success of instruction but does not follow through with analysis and changes to practice.	whether students achieved the outcomes, or misjudges the success of instruction.
4b: Documenting Student Progress	Students are consistently aware of their own progress toward mastery of their goals; they can identify, reflect on, and discuss their strengths and needs based on clear evidence and progress. Students and those who support them are engaged as full partners in setting goals, monitoring progress, and evaluating and celebrating success.	The teacher engages students and those who support them in setting and monitoring their progress toward their goals; students play an active role in analyzing and celebrating their success.	The teacher documents some aspects of student progress in a manner that is accessible to students and those who support them.	There is no system for documenting student progress, the system is ineffective and inefficient, or it does not provide relevant information to students and those who support them. The teacher does not adequately track student progress, or the approach is not focused on mastery or aligned to goals.
4c: Engaging Families	The teacher's frequent and ongoing engagement of families and communities demonstrates a clear value for the role they play in student learning and is focused on forging partnerships that further the academic and personal success of each and every student. The teacher views and incorporates families as essential partners in learning experiences.	The teacher provides feedback and appropriate information to families about the instructional program and conveys information about individual student progress in a culturally responsive way.	The teacher makes some efforts to engage families and communities and does so in a respectful manner.	The teacher provides little information about the instructional program to families; the teacher's communication about students' progress is minimal. The teacher does not respond or responds unprofessionally to parental concerns.
4d: Participating in the Professional Community	The teacher takes a leadership role in defining, modeling, and holding self and peers accountable to the values and intellectual life of the school, leading with an emphasis on meeting the needs of students and families.	The teacher takes initiative in contributing to and leading events, programs, or activities that further the culture of learning in the school and bring the values of the school to life through modeling and positive action.	The teacher makes few contributions to the school culture, supporting professional learning and upholding the values of the school.	The teacher is not an active member of the school community or contributes negatively to the culture of learning and values of the school. The teacher avoids activities promoting professional inquiry or only participates when required, making few or negative contributions.
4e: Growing and Developing Professionally	The teacher seeks out opportunities for professional development and makes a systematic effort to keep improving their practice. The teacher solicits feedback on practice from both supervisors and colleagues. The teacher initiates important activities to contribute to the profession.	The teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. The teacher actively engages with colleagues and supervisors in professional conversation about practice, including feedback about practice. The teacher participates actively in assisting other educators and looks for ways to contribute to the profession.	The teacher participates to a limited extent in professional activities when it is convenient. The teacher engages in a limited way with colleagues and supervisors in professional conversations about practice, including some feedback on teaching performance. The teacher finds limited ways to assist other teachers and assume professional responsibilities.	The teacher engages in no professional development activities to enhance knowledge or skills. The teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. The teacher makes no effort to share knowledge with others, or to assume professional responsibilities.
4f: Showing	The teacher can be counted upon to hold the highest	The teacher displays high standards of honesty,	The teacher is honest in interactions with	The teacher displays dishonesty in interactions

Professionalism	standards of honesty, integrity, and confidentiality. And has collaborative relationships with colleagues. The teacher is highly proactive in serving students, seeking out resources when needed. The teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school. The teacher takes an active role in team or departmental decision-making and helps ensure that such decisions are based on the highest professional standards. The teacher complies fully with school and district regulations.	integrity, and confidentiality in interactions with colleagues, students, and the public. The teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. The teacher maintains an open mind in team or departmental decision making. The teacher complies fully with school and district regulations.	colleagues, students, and the public. The teacher's attempts to serve students are inconsistent, and unknowingly contribute to some students being ill served by the school. The teacher's decisions and recommendations are based on limited though genuinely professional considerations. The teacher must be reminded by supervisor about complying with school and district regulations.	with colleagues, students, and the public. The teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. The teacher makes decisions and recommendations that are based on self-serving interest. The teacher does not comply with school and district regulations.
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ESE Template for Observation/Walkthrough

9 Domain 1: Planning and Preparation

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a Demonstrating Knowledge of Content and Pedagogy	The teacher's plans and practice reflect extensive knowledge to include differentiation specific to student(s). The teacher clearly articulates knowledgeable responses to students. Teacher anticipates student misconceptions for full student understanding. The special education teacher will meet with the general education teacher to support understanding of IEP goals and strategies to meet them.	The teacher's plans and practice reflect solid knowledge and adjusts for student. The teacher forms reasonable responses to the students. During planning time the teacher will make sure all the IEP goals are being met.	The teacher's plans and practice reflect solid knowledge, prerequisite relationships between important concepts,. The teacher's responses to students may be vague or unclear and suggest only limited knowledge of a way to support student growth.	The teacher's plans and practice display limited knowledge and little to no plans to differentiate. Teacher may have limited or no responses to student questions.
	<u>Enter Notes</u>			
1b Demonstrating Knowledge of Students	The special education teacher demonstrates knowledge of child and adolescent development and the learning process. The teacher indicates awareness of students' skills, knowledge, and language proficiency. The teacher indicates discovery of students' interests, cultural heritage, and special needs. This knowledge and awareness is woven into lesson plans consistently.	The special education teacher demonstrates knowledge of child and adolescent development and the learning process. The teacher indicates awareness of students' skills, knowledge, and language proficiency. The teacher indicates discovery of students' interests, cultural heritage, and special needs. This knowledge and awareness is woven into lesson plans most of the time. .	The special education teacher indicates knowledge of students only when prompted by others and indications in plans are inconsistent to address individual approaches to students and individual student needs.	The special education teacher makes no effort to understand individual students and plans reflect a homogeneous approach for all students.
	<u>Enter Notes</u>			
1c Setting Instructional Outcomes	Instructional outcomes are stated as goals that can be assessed, reflecting knowledge of IEP goals and data based on that. They represent different types of content, offer opportunities for both coordination and integration, and take account of the needs of individual students. Paras are scheduled and instructed when present.	Instructional outcomes are stated as goals reflecting connection to IEP goals. They are suitable for most students in the class, represents different types of learning, and can be assessed. The outcomes reflect opportunities for coordination. The teacher reviews the expectations and modifies some goals to be in line with students' IEPs.	Instructional outcomes are of moderate rigor and are suitable for some students, but consist of a combination of activities and goals, some of which permit viable methods of assessment. They reflect more than one type of learning, but the teacher makes no attempt at coordination or integration. Outcomes are stated in terms of student activities rather than student learning.	Instructional outcomes are unsuitable for students, represent trivial or low-level learning, or are stated only as activities. They do not permit viable methods of assessment.
	<u>Enter Notes</u>			

Rubric Score: 0/0

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1d Demonstrating Knowledge of Resources	The teacher seeks out resources in and beyond the school or district in professional organizations, on the internet, and in the community to enhance their own knowledge, to use in teaching, to support goal attainment in the IEPs, and for students who need them. The special education teacher makes these internet or community resources readily available to students, parents, and/or general education teachers. The teacher is fully aware of the materials and resources being used in the regular classroom, understands the degree to which the student will be able to access the material and plans a means of accessibility for the student.	The teacher is fully aware of the resources available through the school or district to enhance their own knowledge, to use in teaching, or for students who need them.	The teacher demonstrates some familiarity with resources available through the school or district to enhance their own knowledge, to use in teaching, or for students who need them. The teacher does not seek to extend such knowledge.	The teacher demonstrates little or no familiarity with resources available through the school or district to enhance their own knowledge, to use in teaching, or for students who need them. The teacher does not seek such knowledge.
<u>Enter Notes</u>				
1e Designing Coherent Instruction	Lesson activities, instructional materials, and instructional groups are designed to create meaningful learning for diverse needs. The lesson or unit framework is clear and where a daily lesson fits into the whole. Paras are utilized effectively when available. The special education teacher meets regularly with other parties, such as OT/PT or general education teacher to ensure solid plan for instruction for students' needs.	Lesson activities, instructional materials, and instructional groups are designed to create meaningful learning for the group. The lesson or unit framework is mostly clear.	Lesson activities, instructional materials, and instructional groups coming together are somewhat evident in the classroom. The overall unit framework is less clear. The special education teacher may have the materials present but does not explain the plan.	The series of learning experiences is poorly aligned with the instructional outcomes. The special education teacher's lesson plans reflect whole group lessons throughout the day. Paras are doing the majority of instruction.
<u>Enter Notes</u>				
1f Designing Student Assessments	All the instructional outcomes may be assessed by the proposed assessment plan with clear criteria for assessing student work. Assessment methodologies have been adapted for individual students as needed. Teacher uses data obtained through progress monitoring to determine if goals will be met and adjusts instruction and/or reconvenes IEP teams when data indicates that goals will not be met.	All the instructional outcomes may be assessed by the proposed assessment plan with clear criteria for assessing student work. Assessment methodologies have been adapted for individual students as the need has arisen most of the time.	Some instructional outcomes may be assessed by the proposed assessment plan with clear criteria for assessing student work. Assessment methodologies have been adapted for individual students as the need has arisen some of the time.	Assessments do not have any indication of being adapted to meet student needs or the goals of the IEP. Assessments are not correlated to instruction.
<u>Enter Notes</u>				
Rubric Score: 0/0				

9 Domain 2: The Classroom Environment

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a Creating an Environment of Respect and Rapport	Classroom interactions among the teacher and individual students are highly respectful, reflecting genuine warmth and caring and sensitivity to students' cultures and levels of development.	Classroom interactions, both between teacher and students are polite and respectful, reflecting general warmth and caring, and are appropriate to the cultural and developmental differences among groups of students.	Classroom interactions, both between the teacher and students and among students, are generally appropriate and free from conflict, but may be characterized by occasional displays of insensitivity or lack of responsiveness to cultural or developmental differences among students.	Classroom interactions, both between the teacher and students and among students, are negative, inappropriate, or insensitive to students' cultural backgrounds, and/or characterized by sarcasm, put-downs, or conflict.
<u>Enter Notes</u>				
Rubric Score: 0/0				

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2b Establishing a Culture for Learning	High levels of student energy and teacher passion for the subject create a culture for learning in which everyone shares a belief in the importance of the subject. Teacher encourages students hold themselves to high standards of performance—for example, by initiating improvements to their work.	The classroom culture is characterized by high expectations for most students and genuine commitment to the subject by both teacher and students, with students demonstrating pride in their work.	The teacher's attempts to create a culture for learning are partially successful, with little teacher commitment to the subject, modest expectations for student achievement, and/or little student pride in work. Both teacher and students appear to be only "going through the motions."	The classroom environment conveys a negative culture for learning, characterized by low teacher commitment to the subject, low expectations for student achievement, and/or little or no student pride in work.
<u>Enter Notes</u>				
2c Managing Classroom Procedures	Teacher contribute to the seamless operation of classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties. Both teachers contribute to grouping of students for small group activities or centers.	Little instructional time is lost because of classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties, which occur smoothly.	Some instructional time is lost because classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties are only partially effective.	Much instructional time is lost because of inefficient classroom routines and procedures for transitions, handling of supplies, and performance of noninstructional duties.
<u>Enter Notes</u>				
2d Managing Student Behavior	Standards of conduct are clear and are reviewed when necessary. The teacher's monitoring of student behavior is subtle and preventive, and the teacher's response to student misbehavior is sensitive to individual student needs.	Standards of conduct appear to be clear to students, and the teacher monitors student behavior against those standards. The teacher response to student misbehavior is appropriate and respects the students' dignity	It appears that the teacher has made an effort to establish standards of conduct for students. The teacher tries, with inconsistent results, to monitor student behavior and respond to student misbehavior.	There is no evidence that standards of conduct have been established, and little or no teacher monitoring of student behavior. Response to student misbehavior is repressive or disrespectful of student dignity.
<u>Enter Notes</u>				
Rubric Score: 0/0				

9 Domain 3: Instruction

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a Communicating with Students	Expectations for learning, directions and procedures are clear to students. The teacher's oral and written communication is clear and expressive, appropriate to students' cultures and levels of development, and anticipates possible student misconceptions.	Expectations for learning, directions and procedures are clear to students. Communications are appropriate for students' cultures and levels of development.	Expectations for learning, directions and procedures are clarified after initial confusion; the teacher's use of language is correct but may not be completely appropriate for students' cultures or levels of development.	Expectations for learning, directions and procedures are unclear or confusing to students. The teacher's use of language contains errors or is inappropriate for students' cultures or levels of development
<u>Enter Notes</u>				
3b Using Questioning and Discussion Techniques	Questions reflect high expectations and are culturally and developmentally appropriate. Teacher works ensure that all voices are heard.	Teacher's questions elicit a thoughtful response, and the teacher allows sufficient time for students to answer. Students participate in the discussion, with the teacher stepping aside when appropriate.	Some of the teacher's questions elicit a thoughtful response, but most are low-level, posed in rapid succession. The teacher's attempts to engage all students in the discussion are only partially successful.	The teacher's questions are low-level or inappropriate, eliciting limited student participation, and recitation rather than discussion.
<u>Enter Notes</u>				
Rubric Score: 0/0				

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3c Engaging Students in Learning	Teachers design a lesson that is developmentally appropriate learning and plan student groupings and materials to maximize success for students. Teachers help students overcome obstacles and take pride in their work. The lesson is adapted as individual needs as the teacher strives to increase the engagement for each individual child. (Authentic-student led/owned, inquiry, real world, problem solving) Technology is used skillfully when appropriate to the lesson.	Activities and assignments, materials, and groupings of students are fully appropriate for the instructional outcomes and students' cultures and levels of understanding. Most students are engaged in work of a high level of rigor. The lesson's structure is coherent, with appropriate pace.	Activities and assignments, materials, and groupings of students are partially appropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in moderate intellectual engagement. The lesson has a recognizable structure but is not fully maintained.	Activities and assignments, materials, and groupings of students are inappropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in little intellectual engagement. The lesson has no structure or is poorly paced.
<u>Enter Notes</u>				
3d Using Assessment in Instruction	Assessment is seamlessly embedded in an appropriate manner that could include multiple modalities. Monitoring of progress is evident by the teacher, and high quality feedback is given to students through a variety of formats.	Assessment is regularly used in instruction, monitoring of progress of learning by the teacher and high-quality feedback is given to students. Students are fully aware of the assessment criteria used to evaluate their work.	Assessment is occasionally used in instruction, through some monitoring of progress of learning by the teacher and/or students. Feedback to students is inconsistent, and students are aware of only some of the assessment criteria used to evaluate their work.	Assessment is not used in instruction, either through monitoring of progress by the teacher or students, or feedback to students. Students are not aware of the assessment criteria used to evaluate their work.
<u>Enter Notes</u>				
3e Demonstrating Flexibility and Responsiveness	The teacher seizes an opportunity to enhance learning, building on a spontaneous event or students' interests, or successfully adjust and differentiates instruction to address individual student misunderstandings. The teacher uses an extensive repertoire of instructional strategies and solicits additional resources from the school or community. The teacher persists in seeking effective approaches for students who need help.	The teacher promotes the successful learning of all students, making adjustments as needed to instruction and accommodating student questions, needs, and interests.	The teacher attempts to modify the lesson when needed and to respond to student questions, with moderate success. The teacher accepts responsibility for student success but has only a limited repertoire of strategies to draw upon.	The teacher adheres to the instruction, even when a change would improve the lesson or address students' lack of interest. The teacher brushes aside student questions; when students experience difficulty, the teacher blames the students or their home environment.
<u>Enter Notes</u>				
Rubric Score: 0/0				

9 Domain 4: Professional Responsibilities

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a Reflecting on Teaching	The teacher makes a thoughtful and accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes, citing many specific examples from the lesson and weighing the relative strengths of each. Drawing on an extensive repertoire of skills, the teacher offers specific alternative actions, complete with the probable success of different courses of action.	The teacher makes an accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes and can cite general references to support the judgment. The teacher makes a few specific suggestions of what could be tried another time the lesson is taught.	The teacher has generally accurate impression of a lesson's effectiveness and the extent to which instructional outcomes were met. The teacher makes general suggestions about how a lesson could be improved.	The teacher does not know whether a lesson was effective or achieved its instructional outcomes, or the teacher profoundly misjudges the success of a lesson. The teacher has no suggestions for how a lesson could be improved.
<u>Enter Notes</u>				
Rubric Score: 0/0				

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4b Maintains Accurate Records	The teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records is fully effective. Students contribute information and participate in maintaining the records. The teacher collects and uses multiple sources of data to design IEPs.	The teacher's system for maintaining information on student completion of assignments, student progress in learning, and non-instructional records is fully effective.	The teacher's system for maintaining information on student completion of assignments and student progress in learning is rudimentary and only partially effective. The teacher's records for non-instructional activities are adequate but inefficient and, unless given frequent oversight by the administration are prone to errors.	The teacher's system for maintaining information on student completion of assignments and student progress in learning is nonexistent or in disarray. The teacher's records for non-instructional activities are in disarray, resulting in errors and confusion.
<u>Enter Notes</u>				
4c Communication with Families	The teacher communicates frequently with families in a culturally sensitive manner, with students contributing to the communication. The teacher responds to family concerns with professional and cultural sensitivity. The teacher's efforts to engage families in the instructional program are frequent and successful.	The teacher provides frequent and appropriate information to families about the instructional program and conveys information about individual student progress in a culturally sensitive manner. The teacher makes some attempts to engage families in the instructional program.	The teacher makes sporadic attempts to communicate with families about the instructional program and about the progress of individual students but does not attempt to engage families in the instructional program. Moreover, the communication that does take place may not be culturally sensitive to those families.	The teacher provides little information about the instructional program to families; the teacher's communication about students' progress is minimal. The teacher does not respond, or responds insensitively, to parental concerns.
<u>Enter Notes</u>				
4d Participating in a Professional Community	The teacher makes a substantial contribution to the professional community and to school and district events and projects, or assumes a leadership role among the faculty or actively seeks opportunities for development beyond those dictated.	The teacher participates actively in the professional community and in school and district events and projects, and maintains positive and productive relationships with colleagues.	The teacher becomes involved in the professional community and in school and district events and projects when specifically asked; relationships with colleagues are cordial.	The teacher avoids participating in a professional community or in school and district events and projects; relationships with colleagues are negative or self-serving.
<u>Enter Notes</u>				
4e Growing and Developing Professionally	The teacher seeks out opportunities for professional development and makes a systematic effort to conduct action research. The teacher solicits feedback on practice from both supervisors and colleagues. The teacher initiates important activities to contribute to the profession.	The teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill. The teacher actively engages with colleagues and supervisors in professional conversation about practice, including feedback about practice. The teacher participates actively in assisting other educators and looks for ways to contribute to the profession.	The teacher participates to a limited extent in professional activities when they are convenient. The teacher engages in a limited way with colleagues and supervisors in professional conversation about practice, including some feedback on teaching performance. The teacher finds limited ways to assist other teachers and contribute to the profession.	The teacher engages in no professional development activities to enhance knowledge or skill. The teacher resists feedback on teaching performance from either supervisors or more experienced colleagues. The teacher makes no effort to share knowledge with others or to assume professional responsibilities.
<u>Enter Notes</u>				

Rubric Score: 0/0

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
<p>4f Showing Professionalism</p>	<p>The teacher can be counted on to hold the highest standards of honesty, integrity, and confidentiality and takes a leadership role with colleagues. The teacher is highly proactive in serving students, seeking out resources when needed. The teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school. The teacher takes a leadership role in team or departmental decision-making and helps ensure that such decisions are based on the highest professional standards. The teacher complies fully with school and district regulations, taking a leadership role with colleagues.</p>	<p>The teacher displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public. The teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed. The teacher maintains an open mind in team or departmental decision-making. The teacher complies fully with school and district regulations.</p>	<p>The teacher is honest in interactions with colleagues, students, and the public. The teacher's attempts to serve students are inconsistent, and unknowingly contribute to some students being ill served by the school. The teacher's decisions and recommendations are based on limited though genuinely professional considerations. The teacher must be reminded by supervisors about complying with school and district regulations.</p>	<p>The teacher displays dishonesty in interactions with colleagues, students, and the public. The teacher is not alert to students' needs and contributes to school practices that result in some students being ill served by the school. The teacher makes decisions and recommendations that are based on self-serving interests. The teacher does not comply with school and district regulations.</p>

Enter Notes

Rubric Score: 0/0

8 eSchool Teacher				
Component	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a demonstrating knowledge of content and pedagogy	Core understanding of relationships among concepts and provides the online tools to motive and ensure understanding. Grading feedback is specific to the student and the assignment.	Core understanding of relationships among concepts. Grading feedback reflects corrections but is not specific to the assignment.	Some understanding of relationships, evidence of inaccuracy or lack of depth. Grading feedback is generic, copy and paste.	Little understanding of concept relationships, inaccuracies and gaps are occurring. There is no evidence of grading feedback.
	Enter Notes			
1b demonstrating knowledge of students	Teachers uses online tools to collect information about students' background, culture interests and special needs in order to structure online assignments. Consistent, documented weekly lab visits.	Teacher is aware of individual students' backgrounds, talents and interests that contribute to success online. Documented lab visits 3 times per month.	Teacher demonstrates some knowledge of individual students' backgrounds, talents and interests. Documented one lab visit per month.	Teacher demonstrates little knowledge of individual students' backgrounds, talents and interests. No documented lab visits.
	Enter Notes			
1c Setting instructional outcomes	Stated outcomes reflect a higher order learning and allow for various forms of assessment. Learning goals and progress are consistently communicated to the student through week specific emails using My Progress data.	Instructional outcomes can be measured and assessed within an online environment. Learning goals and progress are sometimes communicated to the student through week specific emails using My Progress data.	Instructional outcomes can be measured, but few demonstrate mastery. Learning goals and progress are rarely communicated to the student through week specific emails using My Progress data.	Instructional outcomes are not measurable. Learning goals and progress are never communicated to the student through week specific emails using My Progress data.
	Enter Notes			
1d Demonstrating Knowledge of resources	Teacher uses resource knowledge for self-growth and growth of the students in teaching and learning. The teacher attends all faculty meetings and participates in the breakout rooms.	Teacher demonstrates familiarity with digital resources and uses them regularly in the classroom. The teacher watches all faculty meetings but does not attend the live sessions.	Teacher uses basic digital resources. The teacher does not attend or watch faculty meetings.	Teacher does not seek to expand their basic knowledge beyond current skill level.
	Enter Notes			
1e Designing coherent instruction	Students have a variety of ways to demonstrate mastery and are able to progress one mastery is demonstrated. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 90% or more of the students are on pace.	Learning activities have a structure and reasonable time allocations, activities represent higher-order cognitive activities. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 89% - 80% of the students are on pace.	Learning activities have a recognizable structure but the progression lacks reasonable time frames. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 79% - 70% of the students are on pace.	Learning activities are not designed to engage students. There is not evidence of variety. Evidence of students maintaining the pace of the course as determined by weeks active and percent complete. 69% or fewer of the students are on pace.
	Enter Notes			
1f Designing student assessments	Online assessments are wholly reflective of the relevant learning outcomes and students are aware of the outcomes. Learning outcomes are consistently stated in the lessons and are tied to the grading rubrics. DBAs are logged and specific.	Online assessments are well planned and reflect desired outcomes. Learning outcomes are mostly stated in the lessons and are tied to the grading rubrics. DBAs are logged and specific.	Online assessments encompass a few of the relevant learning outcomes. Learning outcomes are rarely stated in the lessons and some are tied to the grading rubrics. Most DBAs are logged, but not specific.	Online assessments are not reflective of learning outcomes. Learning outcomes are not stated in the lessons and are not tied to the grading rubrics. DBAs are not logged.
	Enter Notes			
2a Creating an environment of respect and rapport	Interactions between students are self-monitored and supported by the teacher. There is no disrespectful behavior. Written communication between student and teacher are relationship building and learning focused.	Teacher and student maintain positive and appropriate interactions. Written communication between student and teacher are learning focused.	Interactions between teacher and student are occasionally insensitive. Written communication between student and teacher are not relationship building.	Disrespectful interactions between students are disregarded or added to by the teacher. Written communication between student and teacher are not relationship building nor are they learning focused.
	Enter Notes			
2b Establishing a culture for learning.	Teacher conveys infectious enthusiasm for digital age resources and content expecting students to hold themselves to high standards. Announcements include updates on general course progress or teacher availability that would pertain to all students. Announcements are positive in tone. Old announcements are removed.	Teacher conveys enthusiasm for digital resources and instruction and encourages their use. Announcements include updates on general course progress or teacher availability that would pertain to all students. Announcements are positive in tone.	Teacher conveys minimal enthusiasm for digital resources and instruction. Announcements include updates on general course progress or teacher availability that would pertain to all students. Announcements are not positive in tone.	Teacher has a negative attitude and demeanor for digital age resources. Announcements are not used.
	Enter Notes			

2d managing student behavior	Student behavior in the online environment is appropriate and self-regulated. 85% of students are submitting work as defined by last assignment submitted.	Student behavior in the online environment is mostly appropriate. 84% - 75% of students are submitting work as defined by last assignment submitted.	Students inconsistently follow established norms of behaviors. 74% - 70% of students are submitting work as defined by last assignment submitted.	Teacher is not monitoring communication with student for forward momentum. 69% or below of students are submitting work as defined by last assignment submitted.
<u>Enter Notes</u>				
2 e organizing virtual space	Online learning environment supports productivity, efficiency and a safe learning environment. Message boards are created for student contribution and discussion. Teacher's Home page is easy to navigate, it has help features for the student to use for contacting the teacher and accessing the course/information. Contacts are returned in a 24 hour period.	Teacher provides assistance to the student if they are not able to access a resource. Teacher's Home page is mostly easy to navigate, it has help features for the student to use for contacting the teacher and accessing the course/information. Most contacts are returned in a 24 hour period.	Online learning environment is mostly safe and structured. Teacher relies on student and parent to initiate contact. Teacher's Home page is not easy to navigate, it does not have help features for the student to use for contacting the teacher and accessi	Online learning environment is not safe or structured. Teacher fails to address student concerns. Teacher's Home page is not easy to navigate, it does not have help features for the student to use for contacting the teacher and accessing the course/infor
<u>Enter Notes</u>				
3a Communicating with students	Teacher creates a learning environment where the lesson's purpose is clearly known by the student as demonstrated through extending and connecting the curriculum. Teachers hold synchronous lessons to review and explain content. Live lessons are used by the teacher on a scheduled basis.	Teacher clearly states the lesson's purpose and emphasize procedures that support the success of the task. Synchronous instruction or videos are accompanied by written lesson objectives and outcomes. Live lessons are recorded/used by the teacher on a regular but not scheduled basis.	Teacher's explanations are unclear or incomplete. Teacher rarely responds to students' posts. Live lessons are not used.	Teacher's explanations lack procedures or strategies for student use. . Live lessons are not used.
<u>Enter Notes</u>				
3b Using questioning and discussion techniques	Teacher engages all learners in the synchronous discussion and steps aside, when appropriate, allowing students to control the discussion. Students extend the discussion and invite comments from classmates/teacher. DBAs and discussion boards cover appropriate content with higher level questioning techniques and check for academic integrity.	Teacher engages all learners in content rich discussions. Teacher creates discussion group assignment that requires students to meet synchronously and be actively involved by posting comments. DBAs and discussion boards cover appropriate content, there are more recall questions and fewer higher order thinking skills. Questions still check for academic integrity.	Teacher provides opportunities that promote content rich discussions though posting in the course. DBAs and discussion boards cover minimal content, there are more recall questions and fewer higher order thinking skills. Questions do not check for academ	Teacher dominates the online conversation with little or no content rich discussion. There are few questions in DBAs or discussion boards, most of which are recall. Questions do not check for academic integrity.
<u>Enter Notes</u>				
3c Engaging Students in learning	Teacher provides opportunities for students to make personal connections with the content for active cognitive engagement. Students can pace their own learning and go beyond the requirements of the lesson. 85% of students are submitting assignments as defined by last assignment submitted.	Teacher creates online learning tasks to encourage higher level learning, teacher is responsive to students' needs for pacing. 84% - 75% of students are submitting assignments as defined by last assignment submitted.	Teacher creates online learning tasks to encourage some higher level learning, teacher is occasionally responsive to student pacing. 74% to 70% of students are submitting assignments as defined by last assignment submitted.	Teacher creates online learning tasks that do not encourage higher level thinking. Teacher is not responsive to student pacing. Less than 69% of students are submitting assignments as defined by last assignment submitted.
<u>Enter Notes</u>				
3d Using Assessment in Instruction	Teacher gives detailed feedback about learning outcomes. Students utilize the feedback to meet or exceed learning targets.	Teacher feedback is timely and specific. Student is aware of where points were lost and areas for improvement.	Teacher feedback is delayed or does not address improvements.	Teacher feedback is not provided.
<u>Enter Notes</u>				
3e Demonstrating Flexibility and Responsiveness	Teacher uses multiple means of representation, expression and engagement to persist by pulling from an extensive knowledge base of tools. Teachers have scheduled live lessons.	Teacher uses multiple means of representation to ensure all students persist in learning. Teachers have live lessons.	Teacher is limited in representation to ensure all students persist in learning. Teacher is not offering live lessons.	Teacher does not use representation to ensure all students persist in learning. Teacher is not offering live lessons.
<u>Enter Notes</u>				
4a Reflecting on Teaching	Teacher consistently engages with others and seeks online resources to help evaluate current lessons and future lessons. Teacher leads a presentation in a PLC.	Teacher regularly engages with others and seeks online resources to help evaluate lessons. Teacher share an unsuccessful lesson with their PLC and seeks feedback.	Teacher engages with other occasionally to seek online resources. Teacher identifies a lesson as being unsuccessful but has no plans on adjustments for the future.	Teacher does not engage with others and lacks awareness that a lesson was unsuccessful. Teacher does not participate in PLCs.
<u>Enter Notes</u>				
4b Maintaining Accurate Records	Teacher's method of maintaining instructional and non-instructional student online records is exemplary and rarely contains errors. Teacher logs DBAs, Welcome Calls, and Monthly calls accurately. Teacher checks First Class and responds daily.	Teacher's method of maintaining instructional and non-instructional student online records is effective and accurate. Teacher logs DBAs, Welcome Calls, and Monthly calls accurately. Teacher checks First Class and responds daily.	Teacher's method of maintaining instructional and non-instructional student online records is ineffective. Teacher logs DBAs, Welcome Calls, and Monthly calls occasionally. There is a delay in teacher checking First Class and a delay in response time.	Teacher's method of maintaining instructional and non-instructional student online records is nonexistent. There is a delay in teacher checking First Class and a delay in response time.
<u>Enter Notes</u>				

Families	families is frequent and meaningful using multiple modalities. Monthly calls are at or above 90%.	families is often and meaningful using multiple modalities. Monthly calls are between 89% and 80%.	communicate with families. Monthly calls are between 79%-70%.	sporadic or non-existent. Monthly calls are less than 69%
<u>Enter Notes</u>				
4d Participating in the Professional Community	Teacher facilitates opportunity's for collaboration and leads presentations for the school. Teacher is a mentor to new teachers or a Lead teacher for part-time support.	Teacher regularly alerts colleagues of a useful tool that he/she has found. Teacher shares tools in PLC, Faculty meeting or weekly update.	Teacher participate[pates in online professional learning communities only as required. Teacher has PD hours logged but does not share out.	Teacher functions in isolation avoiding interactions with colleagues. Teacher does not participate in PD.
<u>Enter Notes</u>				
4e Growing and developing Professionally	Teacher utilizes memberships in organizations to actively participate in professional learning networks to increase content knowledge and pedagogical skills. There is documented evidence of implemented instruction throughout the course using PD strategies.	Teacher utilizes memberships in organizations to actively participate in professional learning networks to increase content knowledge and pedagogical skills. There is documented evidence of some implemented instruction in the course from PD offerings.	Teacher utilizes professional development to actively participate in professional learning. Teacher attends professional development when required, but does not implement in the course.	Teacher utilizes professional development to actively participate in professional learning. Teacher does not partake in professional development.
<u>Enter Notes</u>				
4f Showing Professionalism	Teachers act with integrity and honesty. Teachers support their students' best interests, even in the face of traditional practice or beliefs. Teachers solve problems with students' needs as a priority. Teachers adhere to policies and established procedures.	Teachers solve problems with students' needs as a priority. Teachers adhere to policies and established procedures.	Teachers solve some problems with students' needs as a priority. Teachers sometimes adhere to policies and established procedures.	Teachers do not solve problems with students' needs as a priority. Teachers do not adhere to policies and established procedures.

Appendix C – Observation Instruments for Non-Classroom Instructional Personnel

In Appendix C, the district shall include the observation rubric(s) to be used for collecting instructional practice data for non-classroom instructional personnel.

Observation of Non-Classroom Instructional Teacher Rubric

Directions: Consider your teaching practice and determine, for each component of the framework for teaching, the level of performance that best reflects your own assessment. Circle or highlight the appropriate words, and then transfer your judgments to the last page of this form. This will provide you with a summary of your current level of practice.

30 Domain 1: Planning and Preparation				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a: Demonstrating knowledge of current trends in specialty area	The teacher's knowledge of specialty area is wide and deep; teacher is regarded as an expert by colleagues.	The teacher demonstrates thorough knowledge of specialty area.	The teacher demonstrates basic familiarity with specialty area.	The teacher demonstrates little or no familiarity with specialty area.
	Enter Notes			
1b: Demonstrating knowledge of school/district's programs	The teacher is deeply familiar with the school/district's programs and works to shape the future direction of such programs.	The teacher demonstrates thorough knowledge of the school/district's programs and participates in them.	The teacher demonstrates basic knowledge of the school/district's programs.	The teacher demonstrates little or no knowledge of the school/district's programs and does not seek such understanding.
	Enter Notes			
1c: Setting goals	Goals are highly appropriate for the assignment and have been developed in collaboration with administrators and/or colleagues.	Goals are clear and suitable for the needs of the assignment.	Goals are of moderate rigor and are partially suitable for the needs of the assignment.	Goals are unsuitable for assignment and do not permit viable methods of assessment or goals are not clear/non-existent.
	Enter Notes			
1d: Demonstrating knowledge of resources	The teacher seeks out resources in and beyond the school or district in professional organizations, on the Internet, and in the community to enhance his/her own knowledge.	The teacher is fully aware of the resources available through the school or district to enhance his/her own knowledge.	The teacher demonstrates some familiarity with resources available through the school or district to enhance his/her own knowledge. The teacher does not seek to extend such knowledge.	The teacher demonstrates little or no familiarity with resources to enhance his/her own knowledge. The teacher does not seek such knowledge.
	Enter Notes			
Rubric Score: 0/0				

30 DOMAIN 2 FOR NON-CLASSROOM INSTRUCTIONAL TEACHERS: THE ENVIRONMENT				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a: Creating an environment of respect and rapport	Interactions with peers are highly respectful, reflecting genuine warmth and caring and sensitivity to cultural differences.	Interactions with peers are polite and respectful.	Interactions with peers, are generally appropriate and free from conflict, but may be characterized by occasional displays of insensitivity or lack of responsiveness to cultural differences.	Interactions with peers are negative, inappropriate, or insensitive to cultural backgrounds, and characterized by sarcasm, put-downs, or conflict.
	Enter Notes			
2c: Managing procedures in a professional setting	The teacher consistently applies effective procedures to ensure professional practice.	The teacher establishes effective procedures to ensure professional practice and applies them most of the time.	The teacher establishes procedures to ensure professional practice but applies them inconsistently.	The teacher has a limited number of/ no procedures to ensure effective professional practice.
	Enter Notes			
2e: Organizing physical Space	The teacher makes highly effective use of the physical environment.	The teacher makes effective use of physical resources.	The teacher's use of physical resources is moderately effective. The teacher may attempt to modify the physical arrangement to suit the assignment with partial success.	The teacher makes poor use of the physical environment.
	Enter Notes			
Rubric Score: 0/0				

30 DOMAIN 3 FOR NON-CLASSROOM INSTRUCTIONAL TEACHERS: INSTRUCTION				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3c: Sharing expertise with staff	Students, throughout the lesson, are highly intellectually engaged in significant learning and make material contributions to the activities, student groupings, and materials. The lesson is adapted as needed to the needs of individuals, and the structure and pacing allow for student reflection and closure.	Activities and assignments, materials, and groupings of students are fully appropriate for the instructional outcomes and students' cultures and levels of understanding. All students are engaged in work of a high level of rigor. The lesson's structure is coherent, with appropriate pace.	Activities and assignments, materials, and groupings of students are partially appropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in moderate intellectual engagement. The lesson has a recognizable structure but is not fully maintained.	Activities and assignments, materials, and groupings of students are inappropriate for the instructional outcomes or students' cultures or levels of understanding, resulting in little intellectual engagement. The lesson has no structure or is poorly paced.
	Enter Notes			
3d: Using technology	The teacher makes use of technology resources and uses innovative strategies to integrate technology use specific to assignment while promoting its uses to others.	The teacher uses technology effectively in the delivery of services.	The teacher inconsistently uses technology in the delivery of services and relies on others for technology needs.	The teacher rarely uses technology as required by job responsibilities.
	Enter Notes			

and responsiveness	to improve upon plans/programs, in response to the input of others. The teacher uses an extensive repertoire of strategies to affect change.	success of their programs, making adjustments as needed.	his/her plans/programs when needed, with moderate success. The teacher accepts responsibility for success but has only a limited repertoire of strategies to draw upon.	plans/programs, even when a change would improve it. The teacher brushes aside questions and often blames others.
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[Enter Notes](#)

Rubric Score: 0/0

30 DOMAIN 4 FOR NON-CLASSROOM INSTRUCTIONAL TEACHERS: PROFESSIONAL RESPONSIBILITIES

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a: Reflecting on practice	The teacher's reflection is highly accurate and perceptive, citing specific evidence. The teacher draws on an extensive repertoire to suggest alternative strategies and predicts the likely success of each.	The teacher's reflection provides an accurate and objective description of practice, citing specific evidence. The teacher makes some specific suggestions as to improve.	The teacher's reflection on practice is partially accurate and objective but does not cite specific evidence. The teacher makes only general suggestions as to how to improve.	The teacher does not reflect on practice, or the reflections are inaccurate or self-serving.
Enter Notes				
4b: Maintaining accurate records	The teacher's systems for maintaining records/budgets are accurate, efficient, and effective. The teacher anticipates and responds to the needs of others when preparing reports/budgets and always submits them on time.	The teacher's systems for maintaining records/budgets are accurate, efficient, and effective.	The teacher's systems for maintaining records/budgets are rudimentary and only partially effective.	The teacher's systems for maintaining records/budgets are either nonexistent or in disarray, resulting in errors and confusion.
Enter Notes				
4c: Coordinating work with other staff	The teacher takes a leadership role in coordinating projects with others within and beyond the district.	The teacher initiates efforts to collaborate with others in the district.	The teacher responds positively to the efforts of others to collaborate.	The teacher makes no attempt to collaborate with other staff in the district.
Enter Notes				
4d: Participating in a professional community	The teacher makes a substantial contribution to the professional community and to school/district events and projects, and assumes a leadership role among the faculty.	The teacher participates actively in the professional community and in school/ district events and projects, and maintains positive and productive relationships with colleagues.	The teacher becomes involved in the professional community and in school/ district events and projects when specifically asked; relationships with colleagues are cordial.	The teacher avoids participating in a professional community or in school/ district events and projects; relationships with colleagues are negative or self-serving.
Enter Notes				
4e: Growing and developing professionally	The teacher actively pursues professional development opportunities and initiates activities to contribute to the profession. In addition, the teacher seeks feedback from supervisors and colleagues.	The teacher seeks out opportunities for professional development based on an individual assessment of need and actively shares expertise with others. The teacher welcomes feedback from supervisors and colleagues.	The teacher participates in professional development activities that are convenient or are required, and makes limited contributions to the profession. The teacher accepts, with some reluctance, feedback from supervisors and colleagues.	The teacher does not participate in professional development activities and makes no effort to share knowledge with colleagues. The teacher is resistant to feedback from supervisors or colleagues.
Enter Notes				
4f: Showing professionalism and confidentiality	The teacher displays the highest standards of ethical conduct and confidentiality and takes a leadership role in seeing that colleagues comply with school and district regulations.	The teacher displays a high level of ethics and professionalism in dealings with colleagues and complies fully and voluntarily with norms of confidentiality.	The teacher is well intentioned in interactions with colleagues and respects norms of confidentiality but interacts on a limited basis.	The teacher displays dishonesty in interactions with colleagues and violates norms of confidentiality.

Observation of Instructional Coaches

5 Domain 1: Planning and Preparation				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a: Demonstrating knowledge of current trends in specialty area and professional development	Instructional coach's knowledge of specialty area and trends in professional development is wide and deep; coach is regarded as an expert by colleagues.	Instructional coach demonstrates thorough knowledge of specialty area and trends in professional development.	Instructional coach demonstrates basic familiarity with specialty area and trends in professional development.	Instructional coach demonstrates little or no familiarity with specialty area or trends in professional development.
	Enter Notes			
1b: Demonstrating knowledge of the school's program and levels of teacher skill in delivering that program	Instructional coach is deeply familiar with the school's program and works to shape its future direction and actively seeks information as to teacher skill in that program.	Instructional coach demonstrates thorough knowledge of the school's program and of teacher skill in delivering that program.	Instructional coach demonstrates basic knowledge of the school's program and of teacher skill in delivering that program.	Instructional coach demonstrates little or no knowledge of the school's program or of teacher skill in delivering that program.
	Enter Notes			
1c: Establishing goals for the instructional support program appropriate to the setting and the teachers served	Instructional coach's goals for the instructional support program are highly appropriate to the situation and the needs of the staff. They have been developed following consultations with administrators and colleagues.	Instructional coach's goals for the instructional support program are clear and are suitable to the situation and the needs of the staff.	Instructional coach's goals for the instructional support program are rudimentary and are partially suitable to the situation and the needs of the staff.	Instructional coach has no clear goals for the instructional support program, or they are inappropriate to either the situation or the needs of the staff.
	Enter Notes			
1d: Demonstrating knowledge of resources, both within and beyond the school and district	Instructional coach actively seeks out new resources from a wide range of sources to enrich teachers' skills in implementing the school's program.	Instructional coach is fully aware of resources available in the school and district and in the larger professional community for teachers to advance their skills.	Instructional coach demonstrates basic knowledge of resources available in the school and district for teachers to advance their skills.	Instructional coach demonstrates little or no knowledge of resources available in the school or district for teachers to advance their skills.
	Enter Notes			
1e: Planning the instructional support program, integrated with the overall school program	Instructional coach's plan is highly coherent, taking into account the competing demands of making presentations and consulting with teachers, and has been developed following consultation with administrators and teachers.	Instructional coach's plan is well designed to support teachers in the improvement of their instructional skills.	Instructional coach's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Instructional coach's plan consists of a random collection of unrelated activities, lacking coherence or an overall structure.
	Enter Notes			
1f: Developing a plan to evaluate the instructional support program	Instructional coach's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.	Instructional coach's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Instructional coach has a rudimentary plan to evaluate the instructional support program.	Instructional coach has no plan to evaluate the program or resists suggestions that such an evaluation is important.
	Enter Notes			
Rubric Score: 0/0				
5 Domain 2: The Environment				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a: Creating an environment of trust and respect	Relationships with the instructional coach are highly respectful and trusting, with many contacts initiated by teachers.	Relationships with the instructional coach are respectful, with some contacts initiated by teachers.	Relationships with the instructional coach are cordial; teachers don't resist initiatives established by the instructional coach.	Teachers are reluctant to request assistance from the instructional coach, fearing that such a request will be treated as a sign of deficiency.
	Enter Notes			
2b: Establishing a culture for ongoing instructional improvement	Instructional coach has established a culture of professional inquiry in which teachers initiate projects to be undertaken with the support of the coach.	Instructional coach promotes a culture of professional inquiry in which teachers seek assistance in improving their instructional skills.	Teachers do not resist the offerings of support from the instructional coach.	Instructional coach conveys the sense that the work of improving instruction is externally mandated and is not important to school improvement.
	Enter Notes			
2c: Establishing clear procedures for teachers to gain access to instructional support	Procedures for access to instructional support are clear to all teachers and have been developed following consultation with administrators and teachers.	Instructional coach has established clear procedures for teachers to use in gaining access to support.	Some procedures (for example, registering for workshops) are clear to teachers, whereas others (for example, receiving informal support) are not.	When teachers want to access assistance from the instructional coach, they are not sure how to go about it.
	Enter Notes			
2d: Establishing and maintaining norms of behavior for professional interactions	Instructional coach has established clear norms of mutual respect for professional interaction. Teachers ensure that their colleagues adhere to these standards of conduct.	Instructional coach has established clear norms of mutual respect for professional interaction.	Instructional coach's efforts to establish norms of professional conduct are - partially successful.	No norms of professional conduct have been established; teachers are frequently disrespectful in their interactions with one another.
	Enter Notes			

space for workshops or training	effective use of the physical environment, with teachers contributing to the physical arrangement.	use of the physical environment, resulting in engagement of all participants in the workshop activities.	not impede workshop activities.	use of the physical environment, resulting in poor access by some participants, time lost due to poor use of training equipment, or little alignment between the physical arrangement and the workshop activities.
	Enter Notes			

Rubric Score: 0/0

5 Domain 3: Delivery of Service

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a: Collaborating with teachers in the design of instructional units and lessons	Instructional coach initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.	Instructional coach initiates collaboration with classroom teachers in the design of instructional lessons and units.	Instructional coach collaborates with classroom teachers in the design of instructional lessons and units when specifically asked to do so.	Instructional coach declines to collaborate with classroom teachers in the design of instructional lessons and units.
Enter Notes				
3b: Engaging teachers in learning new instructional skills	Teachers are highly engaged in acquiring new instructional skills and take initiative in suggesting new areas for growth.	All teachers are engaged in acquiring new instructional skills.	Instructional coach's efforts to engage teachers in professional learning are partially successful, with some participating.	Teachers decline opportunities to engage in professional learning.
Enter Notes				
3c: Sharing expertise with staff	The quality of the instructional coach's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served. The instructional coach conducts extensive follow-up work with teachers.	The quality of the instructional coach's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served.	The quality of the instructional coach's model lessons and workshops is mixed, with some of them being appropriate to the needs of the teachers being served.	Instructional coach's model lessons and workshops are of poor quality or are not appropriate to the needs of the teachers being served.
Enter Notes				
3d: Locating resources for teachers to support instructional improvement	Instructional coach is highly proactive in locating resources for instructional improvement for teachers, anticipating their needs.	Instructional coach locates resources for instructional improvement for teachers when asked to do so.	Instructional coach's efforts to locate resources for instructional improvement for teachers are partially successful, reflecting incomplete knowledge of what is available.	Instructional coach fails to locate resources for instructional improvement for teachers, even when specifically requested to do so.
Enter Notes				
3e: Demonstrating flexibility and responsiveness	Instructional coach is continually seeking ways to improve the support program and makes changes as needed in response to student, parent, or teacher input.	Instructional coach makes revisions to the support program when it is needed.	Instructional coach makes modest changes in the support program when confronted with evidence of the need for change.	Instructional coach adheres to his plan, in spite of evidence of its inadequacy.
Enter Notes				

Rubric Score: 0/0

5 Domain 4: Professional Responsibilities

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a: Reflecting on practice	Instructional coach's reflection is highly accurate and perceptive, citing specific examples. Instructional coach draws on an extensive repertoire to suggest alternative strategies, accompanied by a prediction of the likely consequences of each.	Instructional coach's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Instructional coach makes some specific suggestions as to how the support program might be improved.	Instructional coach's reflection on practice is moderately accurate and objective without citing specific examples and with only global suggestions as to how it might be improved.	Instructional coach does not reflect on practice, or the reflections are inaccurate or self-serving.
Enter Notes				
4b: Preparing and submitting budgets and reports	Instructional coach anticipates and responds to teacher needs when preparing budgets, following established procedures and suggesting improvements to those procedures. Reports are always submitted on time.	Instructional coach's budgets are complete, anticipating all expenditures and following established procedures. Reports are submitted on time.	Instructional coach's efforts to prepare budgets are partially successful, anticipating most expenditures and following established procedures. Reports are sometimes submitted on time.	Instructional coach does not follow established procedures for preparing budgets and submitting reports. Reports are routinely late.
Enter Notes				
4c: Coordinating work with other instructional coaches	Instructional coach takes a leadership role in coordinating projects with other instructional coaches within and beyond the district.	Instructional coach initiates efforts to collaborate with other instructional coaches within the district.	Instructional coach responds positively to the efforts of other instructional coaches within the district to collaborate.	Instructional coach makes no effort to collaborate with other instructional coaches within the district.
Enter Notes				
4d: Participating in a professional community	Instructional coach makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.	Instructional coach participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Instructional coach's relationships with colleagues are cordial, and the coach participates in school and district events and projects when specifically requested.	Instructional coach's relationships with colleagues are negative or self-serving, and the coach avoids being involved in school and district events and projects.
Enter Notes				

4e: Engaging in professional	Instructional coach actively	Instructional coach seeks out	Instructional coach's	Instructional coach does not
development	pursues professional development opportunities and makes a substantial contribution to the profession through such activities as participating in state or national conferences for other coaches.	opportunities for professional development based on an individual assessment of need.	participation in professional development activities is limited to those that are convenient or are required.	participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.
<u>Enter Notes</u>				
4f: Showing professionalism, including integrity and confidentiality	Instructional coach can be counted on to hold the highest standards of honesty and integrity and takes a leadership role with colleagues in respecting the norms of confidentiality.	Instructional coach displays high standards of honesty and integrity in interactions with colleagues and respects norms of confidentiality.	Instructional coach is honest in interactions with colleagues and respects norms of confidentiality.	Instructional coach displays dishonesty in interactions with colleagues and violates norms of confidentiality.
<u>Enter Notes</u>				

Observation of Media Specialists Rubric

Directions: Consider your teaching practice and determine, for each component of the framework for teaching, the level of performance that best reflects your own assessment. Circle or highlight the appropriate words, and then transfer your judgments to the last page of this form. This will provide you with a summary of your current level of practice.

28 DOMAIN 1 FOR LIBRARY/MEDIA SPECIALISTS: PLANNING AND PREPARATION				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a: Demonstrating knowledge of literature and current trends in library/media practice and information technology	Drawing on extensive professional resources, library/media specialist demonstrates rich understanding of literature and of current trends in information technology.	Library/media specialist demonstrates thorough knowledge of literature and of current trends in practice and information technology.	Library/media specialist demonstrates limited knowledge of literature and of current trends in practice and information technology.	Library/media specialist demonstrates little or no knowledge of literature and of current trends in practice and information technology.
	Enter Notes			
1b: Demonstrating knowledge of the school's program and student information needs within that program	Library/media specialist takes a leadership role within the school and district to articulate the needs of students for information technology within the school's academic program.	Library/media specialist demonstrates thorough knowledge of the school's content standards and of students' needs for information skills within those standards.	Library/media specialist demonstrates basic knowledge of the school's content standards and of students' needs for information skills within those standards.	Library/media specialist demonstrates little or no knowledge of the school's content standards and of students' needs for information skills within those standards.
	Enter Notes			
1c: Establishing goals for the library/media program appropriate to the setting and the students served	Library/media specialist's goals for the media program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with students and colleagues.	Library/media specialist's goals for the media program are clear and appropriate to the situation in the school and to the age of the students.	Library/media specialist's goals for the media program are rudimentary and are partially suitable to the situation in the school and the age of the students.	Library/media specialist has no clear goals for the media program, or they are inappropriate to either the situation in the school or the age of the students.
	Enter Notes			
1d: Demonstrating knowledge of resources, both within and beyond the school and district, and access to such resources as - interlibrary loan	Library/media specialist is fully aware of resources available for students and teachers and actively seeks out new resources from a wide range of sources to enrich the school's program.	Library/media specialist is fully aware of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.	Library/media specialist demonstrates basic knowledge of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.	Library/media specialist demonstrates little or no knowledge of resources available for students and teachers in the school, in other schools in the district, and in the larger community to advance program goals.
	Enter Notes			
1e: Planning the library/media program integrated with the overall school program	Library/media specialist's plan is highly coherent, taking into account the competing demands of scheduled time in the library, consultative work with teachers, and work in maintaining and extending the collection; the plan has been developed after consultation with teachers.	Library/media specialist's plan is well designed to support both teachers and students in their information needs.	Library/media specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Library/media program consists of a random collection of unrelated activities, lacking coherence or an overall structure.
	Enter Notes			
1f: Developing a plan to evaluate the library/media program	Library/media specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.	Library/media specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Library/media specialist has a rudimentary plan to evaluate the library/media program.	Library/media specialist has no plan to evaluate the program or resists suggestions that such an evaluation is important.
	Enter Notes			
Rubric Score: 0/0				

28 DOMAIN 2 FOR LIBRARY/MEDIA SPECIALISTS: THE ENVIRONMENT				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a: Creating an environment of respect and rapport	Interactions among the library/media specialist, individual students, and the classroom teachers are highly respectful, reflecting genuine warmth and caring and sensitivity to students' cultures and levels of development. Students themselves ensure high levels of civility among students in the library.	Interactions, both between the library/media specialist and students and among students, are polite and respectful, reflecting general warmth and caring, and are appropriate to the cultural and developmental differences among groups of students.	Interactions, both between the library/media specialist and students and among students, are generally appropriate and free from conflict but may be characterized by occasional displays of insensitivity or lack of responsiveness to cultural or developmental differences among students.	Interactions, both between the library/media specialist and students and among students, are negative, inappropriate, or insensitive to students' cultural backgrounds and are characterized by sarcasm, put-downs, or conflict.
	Enter Notes			
2b: Establishing a culture for investigation and love of literature	Library/media specialist, in interactions with both students and colleagues, conveys a sense of the essential nature of seeking information and reading literature. Students appear to have internalized these values.	Library/media specialist, in interactions with both students and colleagues, conveys a sense of the importance of seeking information and reading literature.	Library/media specialist goes through the motions of performing the work of the position, but without any real commitment to it.	Library/media specialist conveys a sense that the work of seeking information and reading literature is not worth the time and energy required.
	Enter Notes			

2c: Establishing and maintaining library procedures	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) are seamless in their operation, with students assuming considerable responsibility for their smooth operation. Library assistants work independently and contribute to the success of the media center.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) have been established and function smoothly. Library assistants are clear as to their role.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) have been established but function sporadically. Efforts to establish guidelines for library assistants are partially successful.	Media center routines and procedures (for example, for circulation of materials, working on computers, independent work) are either nonexistent or inefficient, resulting in general confusion. Library assistants are confused as to their role.
	Enter Notes			
2d: Managing student behavior	Standards of conduct are clear, with evidence of student participation in setting them. Library/media specialist's monitoring of student behavior is subtle and preventive, and response to student misbehavior is sensitive to individual student needs. Students take an active role in monitoring the standards of behavior.	Standards of conduct appear to be clear to students, and the library/media specialist monitors student behavior against those standards. Library/media specialist's response to student misbehavior is appropriate and respectful to students.	It appears that the library/media specialist has made an effort to establish standards of conduct for students and tries to monitor student behavior and respond to student misbehavior, but these efforts are not always successful.	There is no evidence that standards of conduct have been established, and there is little or no monitoring of student behavior. Response to student misbehavior is repressive or disrespectful of student dignity.
	Enter Notes			
2e: Organizing physical space to enable smooth flow	Library/media specialist makes highly effective use of the physical environment, resulting in clear signage, excellent traffic flow, and adequate space devoted to work areas and computer use. In addition, book displays are attractive and inviting.	Library/media specialist makes effective use of the physical environment, resulting in good traffic flow, clear signage, and adequate space devoted to work areas and computer use.	Library/media specialist's efforts to make use of the physical environment are uneven, resulting in occasional confusion.	Library/media specialist makes poor use of the physical environment, resulting in poor traffic flow, confusing signage, inadequate space devoted to work areas and computer use, and general confusion.
	Enter Notes			
Rubric Score: 0/0				

28 DOMAIN 3 FOR LIBRARY/MEDIA SPECIALISTS: DELIVERY OF SERVICE

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a: Maintaining and extending the library collection in accordance with the school's needs and within budget limitations	Library/media specialist selects materials for the collection thoughtfully and in consultation with teaching colleagues, and periodically purges the collection of outdated material. Collection is balanced among different areas.	Library/media specialist adheres to district or professional guidelines in selecting materials for the collection and periodically purges the collection of outdated material. Collection is balanced among different areas.	Library/media specialist is partially successful in attempts to adhere to district or professional guidelines in selecting materials, to weed the collection, and to establish balance.	Library/media specialist fails to adhere to district or professional guidelines in selecting materials for the collection and does not periodically purge the collection of outdated material. Collection is unbalanced among - different areas.
	Enter Notes			
3b: Collaborating with teachers in the design of instructional units and lessons	Library/media specialist initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.	Library/media specialist initiates collaboration with classroom teachers in the design of instructional lessons and units.	Library/media specialist collaborates with classroom teachers in the design of instructional lessons and units when specifically asked to do so.	Library/media specialist declines to collaborate with classroom teachers in the design of instructional lessons and units.
	Enter Notes			
3c: Engaging students in enjoying literature and in learning information skills	Students are highly engaged in enjoying literature and in learning information skills and take initiative in ensuring the engagement of their peers.	Students are engaged in enjoying literature and in learning information skills because of effective design of activities, grouping strategies, and appropriate materials.	Only some students are engaged in enjoying literature and in learning information skills due to uneven design of activities, grouping strategies, or partially appropriate materials.	Students are not engaged in enjoying literature and in learning information skills because of poor design of activities, poor grouping strategies, or inappropriate materials.
	Enter Notes			
3d: Assisting students and teachers in the use of technology in the library/media center	Library/media specialist is proactive in initiating sessions to assist students and teachers in the use of technology in the library/media center.	Library/media specialist initiates sessions to assist students and teachers in the use of technology in the library/media center.	Library/media specialist assists students and teachers in the use of technology in the library/media center when specifically asked to do so.	Library/media specialist declines to assist students and teachers in the use of technology in the library/media center.
	Enter Notes			
3e: Demonstrating flexibility and responsiveness	Library/media specialist is continually seeking ways to improve the library/media program and makes changes as needed in response to student, parent, or teacher input.	Library/media specialist initiates revisions to the library/media program when they are needed.	Library/media specialist makes modest changes in the library/media program when confronted with evidence of the need for change.	Library/media specialist adheres to the plan, in spite of evidence of its inadequacy.
	Enter Notes			
Rubric Score: 0/0				

28 DOMAIN 4 FOR LIBRARY/MEDIA SPECIALISTS: PROFESSIONAL RESPONSIBILITIES

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
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4a: Reflecting on practice	Library/media specialist's reflection is highly accurate and perceptive, citing specific examples. Library/media specialist draws on an extensive repertoire to suggest alternative strategies and their likely success.	Library/media specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Library/media specialist makes some specific suggestions as to how the media program might be improved.	Library/media specialist's reflection on practice is moderately accurate and objective, without citing specific examples and with only global suggestions as to how it might be improved.	Library/media specialist does not reflect on practice, or the reflections are inaccurate or self-serving.
<u>Enter Notes</u>				
4b: Preparing and submitting reports and budgets	Library/media specialist anticipates teacher needs when preparing requisitions and budgets, follows established procedures, and suggests improvements to those procedures. Inventories and reports are always submitted on time.	Library/media specialist honors teacher requests when preparing requisitions and budgets and follows established procedures. Inventories and reports are submitted on time.	Library/media specialist's efforts to prepare budgets are partially successful, responding sometimes to teacher requests and following procedures. Inventories and reports are sometimes submitted on time.	Library/media specialist ignores teacher requests when preparing requisitions and budgets or does not follow established procedures. Inventories and reports are routinely late.
<u>Enter Notes</u>				
4c: Communicating with the larger community	Library/media specialist is proactive in reaching out to parents and establishing contacts with outside libraries, coordinating efforts for mutual benefit.	Library/media specialist engages in outreach efforts to parents and the larger community.	Library/media specialist makes sporadic efforts to engage in outreach efforts to parents or the larger community.	Library/media specialist makes no effort to engage in outreach efforts to parents or the larger community.
<u>Enter Notes</u>				
4d: Participating in a professional community	Library/media specialist makes a substantial contribution to school and district events and projects and assumes leadership with colleagues.	Library/media specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Library/media specialist's relationships with colleagues are cordial, and the specialist participates in school and district events and projects when specifically requested.	Library/media specialist's relationships with colleagues are negative or self-serving, and the specialist avoids being involved in school and district events and projects.
<u>Enter Notes</u>				
4e: Engaging in professional development	Library/media specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.	Library/media specialist seeks out opportunities for professional development based on an individual assessment of need.	Library/media specialist's participation in professional development activities is limited to those that are convenient or are required.	Library/media specialist does not participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.
<u>Enter Notes</u>				
4f: Showing professionalism	Library/media specialist can be counted on to hold the highest standards of honesty and integrity and takes a leadership role with colleagues in ensuring there is no plagiarism or violation of copyright laws.	Library/media specialist displays high standards of honesty and integrity in interactions with colleagues, students, and the public; adheres carefully to copyright laws.	Library/media specialist is honest in interactions with colleagues, students, and the public; respects copyright laws.	Library/media specialist displays dishonesty in interactions with colleagues, students, and the public; violates copyright laws.

Hernando County School District Observation for Therapeutic Specialists Rubric

Directions: Consider your teaching practice and determine, for each component of the framework for teaching, the level of performance that best reflects your own assessment. Circle or highlight the appropriate words, and then transfer your judgments to the last page of this form. This will provide you with a summary of your current level of practice.

DOMAIN 1 FOR THERAPEUTIC SPECIALISTS: PLANNING AND PREPARATION				
COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
1a: Demonstrating knowledge and skill in the specialist therapy area; holding the relevant certificate or license	Specialist demonstrates little or no knowledge and skill in the therapy area; does not hold the necessary certificate or license.	Specialist demonstrates basic knowledge and skill in the therapy area; holds the necessary certificate or license.	Specialist demonstrates thorough knowledge and skill in the therapy area; holds the necessary certificate or license.	Specialist demonstrates extensive knowledge and skill in the therapy area; holds an advanced certificate or license.
1b: Establishing goals for the therapy program appropriate to the setting and the students served	Specialist has no clear goals for the therapy program, or they are inappropriate to either the situation or the age of the students.	Specialist's goals for the therapy program are rudimentary and are partially suitable to the situation and to the age of the students.	Specialist's goals for the therapy program are clear and appropriate to the situation in the school and to the age of the students.	Specialist's goals for the therapy program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with administrators and teachers.
1c: Demonstrating knowledge of district, state, and federal regulations and guidelines	Specialist demonstrates little or no knowledge of special education laws and procedures.	Specialist demonstrates basic knowledge of special education laws and procedures.	Specialist demonstrates thorough knowledge of special education laws and procedures.	Specialist's knowledge of special education laws and procedures is extensive. Specialist takes a leadership role in reviewing and revising district policies.
1d: Demonstrating knowledge of resources, both within and beyond the school and district	Specialist demonstrates little or no knowledge of resources for students available through the school or district.	Specialist demonstrates basic knowledge of resources for students available through the school or district.	Specialist demonstrates thorough knowledge of resources for students available through the school or district and some familiarity with resources outside the district.	Specialist demonstrates extensive knowledge of resources for students available through the school or district and in the larger community.
1e: Planning the therapy program, integrated with the regular school program, to meet the needs of individual students	Therapy program consists of a random collection of unrelated activities, lacking coherence or an overall structure.	Specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Specialist has developed a plan that includes the important aspects of work in the setting.	Specialist's plan is highly coherent and preventive and serves to support students individually, within the broader educational program.
1f: Developing a plan to evaluate the therapy program	Specialist has no plan to evaluate the program or resists suggestions that such an evaluation is important.	Specialist has a rudimentary plan to evaluate the therapy program.	Specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

DOMAIN 2 FOR THERAPEUTIC SPECIALISTS: THE ENVIRONMENT

COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
2a: Establishing rapport with students	Specialist's interactions with students are negative or inappropriate; students appear uncomfortable in the testing and treatment center.	Specialist's interactions are a mix of positive and negative; the specialist's efforts at developing rapport are partially successful.	Specialist's interactions with students are positive and respectful; students appear comfortable in the testing and treatment center.	Students seek out the specialist, reflecting a high degree of comfort and trust in the relationship.
2b: Organizing time effectively	Specialist exercises poor judgment in setting priorities, resulting in confusion, missed deadlines, and conflicting schedules.	Specialist's time-management skills are moderately well developed; essential activities are carried out, but not always in the most efficient manner.	Specialist exercises good judgment in setting priorities, resulting in clear schedules and important work being accomplished in an efficient manner.	Specialist demonstrates excellent time- management skills, accomplishing all tasks in a seamless manner; teachers and students understand their schedules.
2c: Establishing and maintaining clear procedures for referrals	No procedures for referrals have been established; when teachers want to refer a student for special services, they are not sure how to go about it.	Specialist has established procedures for referrals, but the details are not always clear.	Procedures for referrals and for meetings and consultations with parents and administrators are clear to everyone.	Procedures for all aspects of referral and testing protocols are clear to everyone and have been developed in consultation with teachers and administrators.
2d: Establishing standards of conduct in the treatment center	No standards of conduct have been established, and specialist disregards or fails to address negative student behavior during evaluation or treatment.	Standards of conduct appear to have been established for the testing and treatment center. Specialist's attempts to monitor and correct negative student behavior during evaluation and treatment are partially successful.	Standards of conduct have been established for the testing and treatment center. Specialist monitors student behavior against those standards; response to students is appropriate and respectful.	Standards of conduct have been established for the testing and treatment center. Specialist's monitoring of students is subtle and preventive, and students engage in self-monitoring of behavior.
2e: Organizing physical space for testing of students and providing therapy	The testing and treatment center is disorganized and poorly suited to working with students. Materials are usually unavailable.	The testing and treatment center is somewhat organized and somewhat well suited to working with students. Materials are difficult to find.	The testing and treatment center is well organized; materials are available when needed.	The testing and treatment center is highly organized and is inviting to students. Materials are convenient when needed.

DOMAIN 3 FOR THERAPEUTIC SPECIALISTS: DELIVERY OF SERVICE

COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
3a: Responding to referrals and evaluating student needs	Specialist fails to respond to referrals or makes hasty assessments of student needs.	Specialist responds to referrals when pressed and makes adequate assessments of student needs.	Specialist responds to referrals and makes thorough assessments of student needs.	Specialist is proactive in responding to referrals and makes highly competent assessments of student needs.
3b: Developing and implementing treatment plans to maximize students' success	Specialist fails to develop treatment plans suitable for students, or plans are mismatched with the findings of assessments.	Specialist's plans for students are partially suitable for them or sporadically aligned with identified needs.	Specialist's plans for students are suitable for them and are aligned with identified needs.	Specialist develops comprehensive plans for students, finding ways to creatively meet student needs and incorporate many related elements.
3c: Communicating with families	Specialist fails to communicate with families and secure necessary permission for evaluations or communicates in an insensitive manner.	Specialist's communication with families is partially successful; permissions are obtained, but there are occasional insensitivities to cultural and linguistic traditions.	Specialist communicates with families and secures necessary permission for evaluations, doing so in a manner sensitive to cultural and linguistic traditions.	Specialist secures necessary permissions and communicates with families in a manner highly sensitive to cultural and linguistic traditions. Specialist reaches out to families of students to enhance trust.
3d: Collecting information; writing reports	Specialist neglects to collect important information on which to base treatment plans; reports are inaccurate or not appropriate to the audience.	Specialist collects most of the important information on which to base treatment plans; reports are accurate but lacking in clarity and not always appropriate to the audience.	Specialist collects all the important information on which to base treatment plans; reports are accurate and appropriate to the audience.	Specialists is proactive in collecting important information, interviewing teachers and parents if necessary; reports are accurate and clearly written and are tailored for the audience.
3e: Demonstrating flexibility and responsiveness	Specialist adheres to the plan or program, in spite of evidence of its inadequacy.	Specialist makes modest changes in the treatment program when confronted with evidence of the need for change.	Specialist independently makes revisions in the treatment program when they are needed.	Specialist is continually seeking ways to improve the treatment program and makes changes as needed in response to student, parent, or teacher input.

DOMAIN 4 FOR THERAPEUTIC SPECIALISTS: PROFESSIONAL RESPONSIBILITIES

COMPONENT	Level of Performance			
	UNSATISFACTORY	NEEDS IMPROVEMENT/ DEVELOPING	EFFECTIVE	HIGHLY EFFECTIVE
4a: Reflecting on practice	Specialist does not reflect on practice, or the reflections are inaccurate or self-serving.	Specialist's reflection on practice is moderately accurate and objective without citing specific examples, and with only global suggestions as to how it might be improved.	Specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Specialist makes some specific suggestions as to how the therapy program might be improved.	Specialist's reflection is highly accurate and perceptive, citing specific examples that were not fully successful for at least some students. Specialist draws on an extensive repertoire to suggest alternative strategies.
4b: Collaborating with teachers and administrators	Specialist is not available to staff for questions and planning and declines to provide background material when requested.	Specialist is available to staff for questions and planning and provides background material when requested.	Specialist initiates contact with teachers and administrators to confer regarding individual cases.	Specialist seeks out teachers and administrators to confer regarding cases, soliciting their perspectives on individual students.
4c: Maintaining an effective data-management system	Specialist's data-management system is either nonexistent or in disarray; it cannot be used to monitor student progress or to adjust treatment when needed.	Specialist has developed a rudimentary data-management system for monitoring student progress and occasionally uses it to adjust treatment when needed.	Specialist has developed an effective data-management system for monitoring student progress and uses it to adjust treatment when needed.	Specialist has developed a highly effective data-management system for monitoring student progress and uses it to adjust treatment when needed. Specialist uses the system to communicate with teachers and parents.
4d: Participating in a professional community	Specialist's relationships with colleagues are negative or self-serving, and specialist avoids being involved in school and district events and projects.	Specialist's relationships with colleagues are cordial, and specialist participates in school and district events and projects when specifically asked to do so.	Specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Specialist makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.
4e: Engaging in professional development	Specialist does not participate in professional development activities, even when such activities are clearly needed for the development of skills.	Specialist's participation in professional development activities is limited to those that are convenient or are required.	Specialist seeks out opportunities for professional development based on an individual assessment of need.	Specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.
4f: Showing professionalism, including integrity, advocacy, and maintaining confidentiality	Specialist displays dishonesty in interactions with colleagues, students, and the public and violates principles of confidentiality.	Specialist is honest in interactions with colleagues, students, and the public, plays a moderate advocacy role for students, and does not violate norms of confidentiality.	Specialist displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public and advocates for students when needed.	Specialist can be counted on to hold the highest standards of honesty, integrity, and confidentiality and to advocate for students, taking a leadership role with colleagues.

Student Services

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
A1: Collects and uses data to develop and implement interventions within a problem-solving framework	Uses and/or facilitates collecting district data relevant to informing problem identification, problem analysis, and intervention design at the systems level.	Uses available school data and collects additional student data (e.g., screening, progress monitoring, and diagnostic assessment) relevant to informing problem identification, problem analysis, and intervention design.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not collect or use data to inform interventions within a problem-solving framework OR ineffectively demonstrates the practice/skill required.
Enter Notes				
A2: Analyzes multiple sources of qualitative and quantitative data to inform decision making	Analyzes, integrates, and interprets data from multiple sources at the school or district level, and uses the data to inform systems-level decisions.	Analyzes, integrates, and interprets data from multiple sources at the individual and group level, and uses the data to inform decisions.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not analyze, integrate, and interpret data from multiple sources or use data to inform decisions OR ineffectively demonstrates the practice/skill required.
Enter Notes				
A3: Uses data to monitor student progress (academic, social/emotional/behavioral) and health and evaluate the effectiveness of services on student achievement	Uses school or district data to monitor the effectiveness of MTSS supports and district intervention program outcomes.	Uses individual and group data to monitor student progress, evaluate the effectiveness of academic and behavioral instruction/intervention, and modify interventions based on student data.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not monitor student progress or evaluate the effectiveness of academic and behavioral instruction/intervention OR ineffectively demonstrates the practice/skill required.
Enter Notes				
A4: Shares student performance data in a relevant and understandable way with students, parents, and administrators	Trains or mentors others to provide feedback on student performance and other assessment data to stakeholders and to present data in a way that is understandable and relevant to stakeholder interest/needs.	Provides feedback on student performance and other assessment data to stakeholders (students, teachers, parents, administrators, school teams) and presents data in a way that is understandable and relevant to stakeholder interest/needs.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not provide feedback on student performance and other assessment data; does not present data in a way that is understandable and relevant OR ineffectively demonstrates the practice/skill required.
Enter Notes				
Rubric Score: 0/0				

18 Domain B: Instruction/Intervention Planning and Design

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
B1: Uses a collaborative problem-solving framework as the basis for identification and planning for academic, behavioral, and health interventions and supports	Provides a leadership role by training others and facilitating team members' ability to identify, problem solve, and plan academic and behavioral interventions.	Works with team and team members to identify, problem solve, and plan academic, behavioral, and health interventions.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not work with team to identify, problem solve, and plan academic and behavioral interventions OR ineffectively demonstrates the practice/skill required
Enter Notes				
B2: Plans and designs instruction/intervention based on data and aligns efforts with the school and district improvement plans and state and federal mandates	Trains or mentors others in collecting and using multiple sources of data, including classroom, district, and state assessments, to design and plan instruction and interventions that are aligned with school improvement priorities and other mandates.	Uses multiple sources of data, including classroom, district, and state assessments, to design and plan instruction and interventions that are aligned with school improvement priorities and other mandates.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Instruction and interventions are not aligned OR are poorly aligned with school improvement priorities and other mandates.
Enter Notes				
B3: Applies evidence-based research and best practices to improve instruction/interventions	Applies evidenced-based best practices when developing and planning instruction and interventions across all levels of MTSS (individual, targeted group, school, systems).	Applies evidence-based and best practices when developing and planning instruction and intervention.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Fails to apply OR poorly applies evidence-based and best practices when developing and planning instruction and intervention.
Enter Notes				
B4: Develops intervention support plans that help the student, family, or other community agencies and systems of support to reach a desired goal	Collaborates to identify systems -level needs, resources, and infrastructure to access services and supports.	Develops a support plan that reflects the goals of student/client systems and supports the goal.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Support plans are ineffectively developed (i.e., plans do not reflect goals or systems coordination and support to obtain stated goal).
Enter Notes				
B5: Engages parents and community partners in the planning and design of instruction/interventions	Develops systems-level strategies (e.g., validate participation, decision making, two-way communication) for engaging families and community when planning and designing instruction and interventions.	Engages families, community, and educational stakeholders when planning and designing instruction and interventions. Parent input is valued and incorporated into plans.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not engage OR ineffectively engages families and community when planning and designing instruction/intervention.
Enter Notes				
Rubric Score: 0/0				

18 Domain C: Instruction/Intervention Delivery and Facilitation				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
C1: Collaborates with school-based and district-level teams to develop and maintain a multi-tiered continuum of services (MTSS) to support the academic, social, emotional, and behavioral success and health of all students.	Facilitates the development of MTSS at the district level by planning and implementing interventions that address systemic issues/concerns.	Facilitates the development of MTSS at the school level by planning and implementing interventions whose intensity matches student, group, or school needs.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not contribute to the development and implementation of MTSS at the school level OR ineffectively demonstrates the practice/skill required.
	Enter Notes			
C2: Consults and collaborates at the individual, family, group, and systems levels to implement effective instruction and intervention services.	Consults and collaborates at the school/systems level to plan, implement, and evaluate academic and socialemotional/behavioral services.	Consults and collaborates at the individual, family, and group levels to plan, implement, and evaluate academic, social-emotional/ behavioral, and health services.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not consult/collaborate OR demonstrates practice/skill ineffectively when planning, implementing, or evaluating academic and social-emotional/behavioral services.
	Enter Notes			
C3: Implements evidence-based practices within a multi-tiered framework.	Assists in identifying and implementing evidence-based practices relevant to system-wide (school or district) interventions and supports.	Incorporates evidence-based practices in the implementation of interventions for individual students and targeted groups.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not incorporate OR ineffectively demonstrates evidence-based practices when implementing interventions for individual students and targeted groups
	Enter Notes			
C4: Identifies, provides, and/or refers for supports designed to help students overcome barriers that impede learning.	Identifies the systemic barriers to learning and facilitates the development of broader support systems for students and families.	Identifies barriers to learning and connects students with resources that support positive student outcomes/ goals.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not identify barriers to learning or connect students with resources that support positive outcomes/ goals OR ineffectively demonstrates the practice/skill required.
	Enter Notes			
C5: Promotes student outcomes related to career and college readiness.	Develops/plans district-level or school-level policies/interventions/ supports that address student postsecondary goal attainment.	Develops/plans interventions or programs to increase student engagement (e.g., attendance, on-task behavior, rigorous/relevant instruction, participation in school activities) and support attainment of postsecondary goals.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not develop interventions that increase student engagement or support attainment of postsecondary goals OR ineffectively demonstrates practice/skill required.
	Enter Notes			
C6: Provides relevant information regarding child and adolescent development, barriers to learning, and student risk factors.	Develops/provides trainings that include best practices related to developmental issues, barriers to learning, and risk factors.	Provides students, staff, and parents with information, research, and best practices related to developmental issues, barriers to learning, and risk factors.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not inform students, staff, or parents about best practices related to developmental issues, barriers to learning, or risk factors OR demonstrates practice/skill ineffectively.
	Enter Notes			
Rubric Score: 0/0				

18 Domain D: Learning Environment				
Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
D1: Collaborates with teachers and administrators to develop and implement school-wide positive behavior supports.	Interacts with school, district, parents, and community partners to sustain and promote effective systemwide programs/services that result in a healthy school climate.	Interacts with school personnel to promote and implement school-wide positive behavior supports.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not interact with school personnel to promote and implement school-wide positive behavior supports OR poorly demonstrates the practice/skill required.
	Enter Notes			
D2: Collaborates with school personnel and students to foster student engagement (e.g., involvement, motivation, persistence, resilience, ownership).	Examines need and feasibility for systemic intervention to support and increase student engagement district-wide.	Consults with school staff and students to identify strengths and weaknesses as part of problem solving and intervention planning to increase student engagement.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not consult with school personnel to support and/or increase student engagement OR ineffectively demonstrates the practice/skill required.
	Enter Notes			
D3: Promotes safe school environments.	Interacts with learning community to enhance, support, and/or create safe and violence-free school climates through training and advancement of initiatives that relate to healthy and violence-free schools.	Interacts with school personnel to promote and implement effective programs/services that result in a healthy and violence-free school climate (i.e., readiness, school failure, attendance, dropout, bullying, child abuse, youth suicide, school violence).	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Fails to demonstrate OR ineffectively demonstrates understanding, advocacy, and implementation of services/programs that address risk and protective factors among students/staff.
	Enter Notes			
D4: Integrates relevant cultural issues and contexts that impact family-school partnerships.	Creates and promotes multicultural understanding and dialogue through training and information dissemination to examine the broader context of cultural issues that impact family-school partnerships.	Identifies relevant cultural issues and contexts that impact family-school partnerships and uses this knowledge as the basis for problem solving related to prevention and intervention.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not OR ineffectively demonstrates knowledge of cultural influences on students, teachers, communication styles, techniques, and practices.
	Enter Notes			

D5: Provides a continuum of crisis intervention services.	Engages the learning community in strengthening crisis preparedness and response by organization, training, and information dissemination.	Collaborates in crisis planning, prevention, response, and recovery and/or collaborates in implementing/ evaluating programs.	Practice is emerging but requires supervision, support, and/or training to be effective independently.	Does not OR ineffectively demonstrates skills related to collaboration for crisis intervention along the continuum of services.
	Enter Notes			

Rubric Score: 0/0

18 Domain E: Professional Learning, Responsibility, and Ethical

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
E-1. Develops a personal, professional growth plan that enhances professional knowledge, skills, and practice and addresses areas of need on the evaluation.	Establishes continuous improvement strategy to identify and self-monitor areas for skill and professional growth based on performance outcomes.	Maintains a plan for continuous professional growth and skill development aligned with performance evaluation outcomes and personal/ professional goals.	Practice is emerging but requires supervision, support, and / or training to be independently effective.	Does not develop a personal professional growth plan with goals related to performance evaluation outcomes OR shows ineffective effort in this practice / skill.
	Enter Notes			
E-2. Engages in targeted professional growth opportunities and reflective practices (e.g., PLC).	Facilitates professional learning communities' review of practices and response to feedback from supervisor and / or coworkers.	Participates in professional learning opportunities consistent with the professional growth plan and uses feedback from supervisor and / or colleagues for skill enhancement.	Practice is emerging but requires supervision, support, and / or training to be independently effective.	Does not participate in professional development opportunities OR demonstrates poor acceptance and / or use of constructive feedback to enhance skills.
	Enter Notes			
E-3. Implements knowledge and skills learned in professional development activities.	Integrates acquired knowledge and training into practice for professional community.	Integrates and applies acquired knowledge and training into professional practice.	Practice is emerging but requires supervision, support, and / or training to be independently effective.	Demonstrates little or no interest in altering practices and delivery of services to accommodate new knowledge and skills.
	Enter Notes			
E-4. Demonstrates effective record keeping and communication skills.	Supports record / date management system impact on practice and facilitates active listening among professional learning community members.	Demonstrates reliable record-keeping skills; demonstrates coherent, professional written / oral communication; adapts communication style and content to a variety of audiences; establishes rapport and is an active listener.	Practice is emerging but requires supervision, support, and / or training to be independently effective.	Does not OR ineffectively maintains reliable system of record keeping; fails to or poorly demonstrates active listening, written, and / or verbal communication skills.
	Enter Notes			
E-5. Complies with national and state laws, district policies and guidelines, and ethical educational and professional standards.	Demonstrates a clear understanding of professional practice standards and ethics. Operationalizes standards in day-to-day practice as a model for professional community members.	Adheres to professional standards, ethics and practices; maintains accurate, timely, and confidential records; and complies with relevant laws, rules, guidelines, and policies at the national, state, and local levels.	Practice is emerging but requires supervision, support, and/or training to be independently effective.	Does not adhere to standards of professional practice, national and state laws, and/or local policy and procedures in the professional arena.
	Enter Notes			

School Counselors

Effective school counselors develop, implement, and evaluate programs that cultivate a school environment that promotes the academic success and well-being of all students, while using multiple means of communication to promote the academic success and well-being of all students.

Standard One: Professional, Legal, and Ethical Expectations

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
1a. Hold self accountable to the Principles of Professional Conduct for the Education Profession in Florida, pursuant to Rule 6A-10.081 FAC, and adhere to guidelines for student welfare pursuant to section 1001.42(8), FS, the rights of students and parents enumerated in section 1002.20 and 1014.04,FS, local school board and governing board policies.	1. Fully comply with and educate/support all stakeholders in adhering to state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Comply with guidelines for student welfare and student and parental rights. 3. Models professional conduct while ensuring protection of student welfare and student and parental rights.	1. Fully comply with and educate/support all state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Comply with guidelines for student welfare and student and parental rights.	1. Inconsistently complies with state, district, and school policies, rules, procedures, state statutes, and the Florida Code of Ethics for Educators. 2. Inconsistently complies with guidelines for student welfare and student and parental rights.	1. Does not comply with state, district, and school policy.
1b. Seeks opportunities for professional learning applicable to the role of a school counselor.	1. Implements newly acquired professional learning and shares with stakeholders to improve counseling practice.	1. Participates in and applies relevant professional learning.	1. Attends professional learning opportunities with limited application to practice.	1. Does not participate in relevant professional learning.
1c. Adhere to state and federal legal rights of students and parents or guardians with regard to student records per Rule 6A-1.0955, FAC	1. Consistently adheres to and informs stakeholders of the Family Educational Rights and Privacy Act (FERPA). 2. Maintains secure, highly organized, and compliant	1. Adheres to and informs stakeholders of the Family Educational Rights and Privacy Act (FERPA). 2. Maintains records in compliance with district and state policies.	1. Adheres to the Family Educational Rights and Privacy Act (FERPA) requires consultation and support. 2. Recordkeeping practices lack organization.	1. Inconsistent adherence to the Family Educational Rights and Privacy Act (FERPA). 2. Student records are insecure or inaccessible to authorized individuals, and

	records, ensuring personally identifiable(PII) is protected.			record-keeping practices are inappropriate.
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Look fors:

- References or shares the Florida Code of Ethics or FERPA guidelines with staff or families.
- Maintains secure, organized student records.
- Participates in or leads professional learning communities (PLCs, attend training on Track, Teachers In Action).
- Displays or distributes materials on student rights or welfare.
- Demonstrates evidence of proactive communication (emails, newsletters, presentations, Parentsquare).
- Maintains documentation demonstrating compliance with professional, legal, and ethical standards (signed forms, training logs, audit reports, Guidance tab on skyward, Educlimber, TA system).
- Serves on and participates in district and/or school committees.
- Membership in and/or participation in School Counseling associations including ACSA and FSCA.
- Demonstrates compliance with all reporting requirements including (mandatory reporting, threat assessment, self-harm protocols).
- Exhibits professional conduct during meetings, crises, and interactions with stakeholders.
- Maintains appropriate professional boundaries with students, parents, and staff.
- Adheres to school board and district procedures (attendance, communication, documentation, crisis protocols).
- Collaborates with administrators when clarification of policy, procedure, or legal guidance is needed.
- Demonstrates student-centered advocacy while respecting parental rights defined in statute.
- Provides evidence of professional development related to counseling practice, such as certificates or agendas for ASCA, SEL, trauma-informed care, MTSS, or crisis response training.
- Participates in district-provided counselor meetings and trainings related to assessment updates, graduation requirements, and dual enrollment processes.
- Maintains timely and accurate student records, including schedule changes, grade-level placement updates, and 504/IEP documentation.
- Uses Skyward, EduClimber, and other district systems appropriately and in accordance with confidentiality and access guidelines.
- Communicates with families in a manner that reflects understanding of parent rights to information, access, and consent.

Standard Two: Data Driven Planning

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
2a. Gather, synthesize and apply data from a variety of sources to inform the School Counseling Program.	1. Consistently gathers, analyzes, and synthesizes data from a variety of sources to inform the School Counseling Program.	1. Gathers and synthesizes data from a variety of sources to inform the School Counseling Program.	1. Rarely gathers and synthesizes data from a variety of sources to inform the School Counseling Program.	1. Does not use data from a variety of sources to inform the School Counseling Program.
2b. Communicate data from a variety of sources to students and parents or guardians.	1. Proactively maintains effective communication using multiple methods and appropriate technology. 2. Regularly communicates relevant data from multiple sources to students, parents/guardians, and stakeholders.	1. Communicates with students and parents/guardians using multiple methods, including documentation. 2. Shares data as needed.	1. Communication relies primarily on one method and is inconsistent. 2. Rarely communicates relevant data.	1. Does not communicate data to students, parents / guardians.
2c. Provide all students with opportunities for academic enrichment while offering targeted support to those identified as academically at risk.	1. Analyzes and utilizes data to foster ongoing collaboration with school stakeholders to ensure all students have opportunities for academic enrichment. 2. Engage in continuous consultation and collaboration with stakeholders to provide support to students identified as academically at-risk. 3. Assist in identifying and implementing evidence-based interventions and support for students academically at risk.	1. Analyze and apply data to ensure all students have opportunities for academic enrichment. 2. Collaborates and consults with stakeholders to provide support to students identified as academically at risk.	1. Practice is developing and would benefit from continued professional development to ensure all students have opportunities for academic enrichment. 2. Does not consistently consult and collaborate with stakeholders to provide support to students identified as academically at-risk.	1. Does not use data to provide students with opportunities for academic enrichment. 2. Does not consistently consult and collaborate with stakeholders to provide support to students identified as academically at-risk.

Look fors:

- Demonstrates evidence of data-informed interventions, including MTSS plans and progress monitoring.
- Communicates student progress data to students and families through multiple methods, such as emails, phone calls, ParentSquare, newsletters, and conferences.
- Maintains meeting notes or documentation reflecting collaboration with stakeholders based on data analysis.
- Develops and maintains at-risk student rosters using early warning indicators (e.g., attendance, behavior, course failures, GPA, credits earned, assessment data, retention history, acceleration status, and 504 documentation).
- Applies data to guide intentional, data-driven scheduling decisions, including ESE and 504 accommodations, behavioral supports, credit recovery placement, and OJT participation.
- Communicates identified student needs clearly and appropriately with relevant stakeholders.
- Participates in school-based leadership or problem-solving teams that analyze and apply data to support student success.
- Facilitates, documents, and reports Child Study Team meetings in accordance with district procedures.
- Manages 504 plans, including documentation, compliance, and ongoing monitoring.
- Supports gifted referral processes, including administration or coordination of KBIT or Naglieri assessments and referrals.
- Uses multiple data sources: including Skyward, EduClimber, FAST/EOC results, attendance reports, behavior referrals, and academic history, to identify and address student needs.
- Uses pre- and post-assessment data from classroom lessons or small-group counseling to refine and improve interventions.
- Identifies students requiring additional support through the use of early warning systems and indicators.
- Applies data findings directly to scheduling decisions, intervention planning, small-group development, and student referrals.
- Incorporates district and state data (e.g., Florida graduation requirements, CTE enrollment trends, assessment requirements) to inform and shape the school counseling program.
- Provides individualized academic updates to students and families, including credit checks, GPA, graduation progress, and assessment requirements.
- Uses Xello or similar platforms to share career interest survey results and pathway recommendations with students.
- Conducts parent nights or classroom lessons explaining academic requirements and expectations, including graduation requirements, promotion criteria, assessment scores, Bright Futures eligibility, GPA, academic skills, and executive functioning.
- Communicates with families regarding assessment performance, academic progress, and remediation or intervention needs.

- Maintains documentation of academic interventions, such as tutoring referrals, study-skills groups, credit recovery enrollment, check-in/check-out systems, and MTSS supports.

Standard Three: School Counseling Program and Services

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
3a. Apply evidence-based strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Works collaboratively to consistently and proactively implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Implements strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Practice is emerging but requires supervision, support, and/or training to independently implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.	1. Fails to demonstrate an understanding of how to implement strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education as defined in Rule 6A-1.094124, F.A.C.
3b. Apply practices for identifying and closing gaps in student achievement.	1. Analyzes data consistently to identify and close gaps in student achievement utilizing various resources.	1. Uses data to identify and close gaps in student achievement.	1. Does not consistently use data to identify and close gaps in student achievement.	1. Does not use data to identify and close gaps in student achievement.
3c. Develop strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education.	1. Strategies or instruction are consistently age and developmentally appropriate as outlined in 1001.42. (8)(c)3., FS. 2. Works collaboratively to facilitate and contribute to the development of plans to meet the requirements of state/district initiatives. 3. Strategies are developed using state, district, or	1. Strategies or instructions are age and developmentally appropriate as outlined in 1001.42. (8)(c)3., FS. 2. Supports and contributes to the implementation of state and district-mandated initiatives. 3. Strategies are developed using state, district, or school level data.	1. Strategies or instruction are somewhat age and developmentally appropriate. 2. Practice is developing but requires supervision, support, and/or training to be independently effective. 3. Accesses data but shows little application when developing school-based strategies.	1. Strategies or instruction are not age and developmentally appropriate. 2. Little to no evidence of strategies that promote academic success, career readiness, resiliency education, civic and character education, and life skill education.

	school- level data to intentionally align with school-level initiatives.			3. Does not consider data when developing school-based strategies.
3d. Provides response and support to students in a crisis.	1. Consistently provides verbal de-escalation strategies and techniques. 2. Consistently utilizes district policy and procedures in crisis using available resources. 1001.42(8), F.S 3. Proactively collaborates with family service providers, students, and parents/guardians.	1. Provides verbal de-escalation strategies and techniques. 2. Adheres to district and state policy/procedures in crisis. 1001.42(8), F.S. 3. Collaborates with family service providers, students, and parents/guardians, and other school staff.	1. Developing verbal de-escalation strategies and techniques. 2. Inconsistently applies district policy and procedures in crisis. 3. Inconsistently collaborates with family service providers, students, and parents/guardians, and other school staff.	1. Does not use verbal de-escalation strategies or techniques. 2. Does not comply with district policy and procedures in crisis. 3. Does not collaborate with family service providers, students, and parents/guardians, and other school staff.

Look fors:

- Plans and/or deliver activities promoting life skills, character education, resiliency, or career readiness.
- Maintains documentation of interventions and supports for students identified as at risk.
- Demonstrates implementation of gap-closing strategies, including tutoring referrals, mentoring programs, MTSS supports, and collaboration with social services. (e.g., tutoring referrals, mentoring, MTSS, social work).
- Maintains crisis response documentation, including protocols and logs of student support provided.
- Conducts and documents risk and threat assessments in accordance with district procedures.
- Uses an established system to routinely analyze academic, behavioral, attendance, and other relevant data.
- Maintains documentation of tiered interventions within approved data platforms (e.g., Skyward, EduClimber).
- Keeps records of group counseling sessions and classroom guidance lessons focused on conflict resolution and social-emotional skills.
- Utilizes career exploration and planning tools such as Xello to support student development.
- Coordinates and documents credit recovery placement, progress monitoring, and program management.
- Implements interventions addressing bullying and harassment.
- Collaborates with administrators to conduct and document bullying investigations.
- Plans, participates in, and promotes schoolwide initiatives such as Red Ribbon Week and Kindness Week.

- Integrates evidence-based and district-approved curricula (e.g., Second Step, Sanford Harmony) into classroom lessons, small groups, or schoolwide programs.
- Designs and/or co-leads schoolwide programming (career fairs, resilience lessons).
- Collaborates with MTSS teams, school social workers, and school psychologists to support student needs.
- Uses multiple data sources (academic, attendance, behavioral, and career interest data) to create intentional scheduling plans that support student success.

Standard Four: Consultation, Collaboration, and Coordination

Criteria	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
4a. Model and support respectful collaboration practices between school leaders, parents or guardians, district and school personnel and community partners.	1. Consistently initiates and sustains respectful collaboration with all stakeholders. 2. Proactively engages school leaders, families, and community partners in decision-making and program development.	1. Collaborates respectfully with all stakeholders. 2. Makes regular efforts to engage school leaders, families, and community partners in decision-making and program development.	1. Minimally collaborates with stakeholders. 2. Inconsistently engages with school leaders, families, and community partners in decision-making and program development.	1. Does not engage school leaders, families, and community partners in decision-making and program development.
4b. Demonstrates professionalism through visibility, accessibility, and collaboration with stakeholders.	1. Actively promotes a two-way partnership between school and home to support student expectations and academic performance. 2. Consistently and successfully connects to families and communities to address stakeholder's concerns. 3. Develops and utilizes effective communication tools, including documentation, to meet the needs of stakeholders	1. Frequently provides information about student expectations and academic performance between school and home. 2. Makes regular efforts to successfully connect with families, schools, and communities to stakeholders' concerns. 3. Uses multiple communication tools to provide visibility and accessibility.	1. Inconsistently provides information between school and home. 2. Partially addresses stakeholders' concerns. 3. Uses some communication tools to provide visibility and accessibility.	1. Does not provide information. 2. Does not respond to stakeholders' concerns or needs. 3. Uses few to no communication tools to provide visibility and accessibility.

	maintaining consistent visibility and accessibility.			
4c. Utilize policies and procedures to make appropriate community-based referrals.	1. Consistently utilizes policies and procedures to make appropriate community-based referrals and proactively follows-up with students and/or family.	1. Utilizes policies and procedures to make appropriate community-based referrals and follow-up with students.	1. Inconsistently utilizes policies and procedures to make appropriate community-based referrals and inconsistently follows-up with students.	1. Does not utilize policies and procedures to make appropriate community-based referrals or follow up with students or family.
4d. Apply effective methods and skills for coordinating with community partners in the implementation of a school counseling program.	1. Initiates and develops opportunities for community partners to support the school counseling program.	1. Regularly utilizes community partners to support the school counseling program.	1. Provides limited opportunities for community partner support.	1. Does not connect with community partners.
4e. Apply appropriate use of data and technology in supporting student learning and development.	1. Consistently uses technology to organize data to support student learning and development.	1. Uses data and technology to support student learning and development.	1. Minimally uses technology to support student learning and development.	1. Does not use technology to support student learning and development.

Look fors:

- Maintains meeting agendas or documentation demonstrating collaboration with community partners and families.
- Completes referral forms and maintains follow-up documentation for community-based services (e.g., People Helping People, McKinney-Vento, BayCare, Phoenix).
- Uses multiple communication tools to engage stakeholders, including ParentSquare, newsletters, emails, phone calls, and district social media.
- Provides evidence of stakeholder engagement in program planning through surveys, School Advisory Council (SAC) participation, meeting agendas, or sign-in sheets.
- Plans and delivers parent workshops focused on supporting student academic, social-emotional, and behavioral growth.
- Maintains communication logs documenting strategies shared with families to support students at home.
- Distributes newsletters and resources to families to promote awareness of school programs and student supports.
- Maintains documentation or meeting notes reflecting participation and advocacy in IEP, 504, MTSS, and parent-teacher conferences (PTC).
- Provides documentation of recommended accommodations and student supports.
- Maintains communication records with teachers and parents related to student needs and interventions.
- Completes and manages Student Services Intervention (SSI) paperwork in accordance with district procedures.

- Actively participates in schoolwide initiatives such as PBIS.
- Participates in schoolwide events such as Open House and Open Campus to engage families and stakeholders.
- Provides or facilitates professional development for staff on topics such as coping strategies, executive functioning skills, and college and career readiness.
- Leads or co-facilitates professional learning communities (PLCs) focused on student well-being and support systems.
- Demonstrates the use of respectful, strengths-based language in communication artifacts when engaging families, staff, and community partners.
- Evidence of accommodations or supports recommended.

Standard Five: Academic Advisement and Planning

<p>5a. Implements and supports instruction for student success.</p>	<p>1. Consistently plans and implements approved skills and strategies by using a variety of resources. 1001.42.(8)(c), FS 2. Proactively communicates regarding the safety, mental health, and well-being of students.</p>	<p>1. Plans and supports approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Communicates regarding the safety, mental health, and well-being of students.</p>	<p>1. Inconsistently applies approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Limited communication regarding the safety, mental health, and well-being of students.</p>	<p>1. Does not apply approved skills and strategies in individual or group settings. 1001.42.(8)(c), FS 2. Provides little to no communication regarding the safety, mental health, and well-being of students.</p>
<p>5b. Assist all students with developing a path to effectively prepare for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Ongoing collaboration with students, parents, or guardians to develop a path for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Prepare students to develop a path for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Practice is emerging but requires supervision, support, and/or training to effectively prepare students to develop a path for secondary and postsecondary educational and employment opportunities.</p>	<p>1. Fails to prepare students in developing a path for secondary and postsecondary educational and employment opportunities.</p>
<p>5c. Promote awareness of student progression, assessment requirements, appropriate educational placement, and high school graduation requirements.</p>	<p>1. Effectively understands and communicates student progression, assessment requirements, and appropriate educational placement for promotion and/or high school</p>	<p>1. Understands student progression, assessment requirements, and appropriate educational placement for promotion and/or high school graduation requirements.</p>	<p>1. Emerging understanding of student progression, assessment requirements, and appropriate educational placement for promotion and/or high school graduation requirements.</p>	<p>1. Lack of understanding of student progression, assessment requirements, and appropriate educational placement for promotion and/or high school graduation requirements.</p>

	graduation requirements to all stakeholders.			
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Look fors:

- Maintains student academic plans or graduation checklists, including Bright Futures evaluations.
- Plans and documents parent nights, advisement sessions, and outreach activities, including flyers and sign-in sheets.
- Maintains communication logs documenting discussions with students and families regarding academic progress, placement, or pathway decisions.
- Plans, coordinates, or supports career and college planning events, such as workshops, fairs, or informational sessions.
- Ensures students are scheduled into appropriate courses aligned to academic performance, remediation needs, course prerequisites, and graduation pathways.
- Creates and manages elementary class placements based on data, student needs, and district guidelines.
- Conducts ESSA-required communications or outreach, as applicable.
- Evaluates student transcripts to determine accurate credit status, graduation progress, and eligibility for academic pathways.
- Coordinates and supports postsecondary transition events, including college fairs, college visits, Dual Enrollment/AP nights, and district transition initiatives.
- Provides essential student-related information while consistently upholding FERPA confidentiality standards.
- Proctors required assessments in accordance with testing protocols.
- Supports completion of Common Application requirements and senior clearance processes.
- Manages and submits accommodation requests for ACT, SAT, and CLT assessments.
- Conducts routine credit checks to monitor student progress toward graduation.

- Supports documentation related to valedictorian and salutatorian determinations.
- Maintains documentation of participation in MTSS meetings and academic intervention planning.
- Develops and maintains individualized student academic and career plans (e.g., Xello outputs, credit checks, course requests, future planning forms).
- Documents academic and career advising sessions with students and families related to college, career, vocational, and military pathways.
- Provides guidance and support for students completing postsecondary planning requirements, including: FAFSA, College applications, Scholarship applications, Bright Futures submissions, Credit recovery referrals.
- Provides students and families with accurate information about available acceleration options, including Dual Enrollment, Advanced Placement (AP), Honors, and CTE pathways.

Standard Six: Career Development and Postsecondary Planning

<p>6a. Utilize resources and data to provide counseling services that promote college and career readiness and career success (includes financial resources for high school students).</p>	<p>1. Consistently integrates a wide range of local, state, and national resources into counseling services. 2. Uses comprehensive data analysis to design targeted interventions that significantly improve college and career readiness. 3. Proactively engages families and community partners to expand access to financial literacy and postsecondary planning. 4. Demonstrates leadership in training staff and mentoring peers on best practices in college/career advising.</p>	<p>1. Uses available resources and data to support college and career readiness. 2. Provides students with accurate and timely information on financial aid, scholarships, and career pathways. 3. Collaborates with families and community partners to ensure students have access to relevant planning tools and advising, and financial literacy.</p>	<p>1. Rarely uses resources and data inconsistently or superficially in college and career counseling. 2. Financial literacy and postsecondary planning are addressed but lack depth or personalization. 3. Limited collaboration with families and community partners.</p>	<p>1. Does not use resources or data to guide college and career counseling. 2. Fails to provide students with essential financial aid for career planning information. 3. Counseling is inaccurate or inaccessible to students.</p>
<p>6b. Apply counseling services to address financial or educational challenges experienced by students.</p>	<p>1. Proactively and consistently applies counseling services to address financial and/or educational challenges experienced by students.</p>	<p>1. Applies counseling services to address financial and/or educational challenges experienced by students.</p>	<p>1. Occasionally applies counseling services to address financial and/or educational challenges experienced by students.</p>	<p>1. Does not apply counseling services to address financial or educational challenges experienced by students.</p>
<p>6c. Apply strategies and activities that address students' college and career readiness across developmental levels, including decision-making approaches for students in various stages of career development.</p>	<p>1. Proactively utilizes and promotes resources, to include formal and informal inventories and data driven methods to promote college and career readiness. 2. Utilizes school data to develop and coordinate initiatives to address career readiness needs of all students.</p>	<p>1. Utilizes and promotes a variety of resources to support college and career readiness. 2. Collaboration with stakeholders to support career development across all grade levels.</p>	<p>1. Inconsistently utilizes resources to support college and career readiness. 2. Minimal collaborations with stakeholders to support career development across all grade levels.</p>	<p>1. Little evidence to demonstrate the utilization of resources to support college and career readiness. 2. Does not collaborate with stakeholders to support career development across all grade levels.</p>

	3. Develops an approach to sharing personalized information related to career and educational opportunities.			
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Look fors:

- Plans, coordinates, or supports FAFSA workshops, ACT/SAT fee waiver distribution, scholarship information sessions, and college visits.
- Demonstrates evidence of students completing career inventories or interest surveys and maintaining individualized career portfolios or plans within Xello.
- Collaborates with Career and Technical Education (CTE) programs and workforce or industry partners to support student career readiness.
- Maintains student career portfolios showcasing individual strengths, interests, and goals, including documentation related to ESE transition meetings or vocational rehabilitation planning.
- Develops and distributes flyers, agendas, or promotional materials for college and career exploration events.
- Facilitates or refers students in grades K–5 for weekly food support, holiday assistance, and community-based resources.
- Facilitates or refers students in grades 6–8 for weekly food support, holiday assistance, and community-based resources.
- Facilitates or refers students in grades 9–12 for weekly food support, holiday assistance, community-based resources, FAFSA completion, and scholarship opportunities.
- Maintains student academic plans or graduation checklists to support progression and postsecondary readiness.
- Maintains documentation of advising meetings and postsecondary planning resources shared with students and families.
- Prepares and submits counselor letters of recommendation in support of student applications for postsecondary education, scholarships, and specialized programs.
- Manages dual enrollment processes, including eligibility determination, scheduling, documentation, and clear communication with students and families.
- Delivers or supports presentations or workshops on Bright Futures eligibility, dual enrollment tuition coverage, financial aid processes, and application deadlines.
- Coordinates on-campus and/or off campus college admissions events, instant-decision days, recruiter visits, and related postsecondary engagement activities.

- Maintains documentation of individualized support provided to students experiencing barriers such as homelessness (McKinney-Vento referrals), food insecurity, transportation challenges, mental health concerns, or lack of technology or school supplies.
- Collaborates with case managers, school social workers, and student services personnel to address student financial, academic, and social-emotional needs.
- Participates in ESE transition IEP meetings to address postsecondary, financial, and service-based needs.
- Provides evidence of long-term academic and postsecondary planning conversations that may include: four-year plans, graduation pathways, technical school options, and military opportunities.
- Plans, coordinates, or supports college and career events and maintains participation documentation, including student sign-in sheets for planning sessions.

Appendix D – Student Performance Measures

In Appendix D, the district shall provide the list of assessments and the performance standards that will apply to the assessment results to be used for calculating the performance of students assigned to instructional personnel. The following table is provided for convenience; other ways of displaying information are acceptable.

Student Performance Measures		
Teaching Assignment	Assessment(s)	Performance Standard(s)
Pre-Kindergarten (PK)	IEP mastery	Points for Mastery, NI
Kindergarten (K)	District Selected PM	T3 compared to TI calculation
First Grade (1)	District Selected PM	T3 compared to TI calculation
Second Grade (2)	District Selected PM	T3 compared to TI calculation
Third Grade (3)	New State PM	T3 compared to TI calculation
Fourth Grade (4)	New State PM	T3 compared to TI calculation
Fifth Grade (5)	New State PM	T3 compared to TI calculation
Other (K-5) (including non-classroom instructional personnel)	Varies	School wide SOM or teacher created tests- district passing score
Student Performance Measures (Continued)		
English/Language Arts, Reading Courses (6-8)	New State PM	T3 compared to TI calculation
Math Courses (6-8)	New State PM	T3 compared to TI calculation
Science Courses (8)	NGSSS	Scores two to five 1, Score of one 0
Other (6-8) (including non-classroom instructional personnel)	Site created test, principal approved for standards	District passing score of 60 + 1
Student Performance Measures (Continued)		
English 1	New State PM	T3 compared to TI calculation
English 2	New State PM	T3 compared to TI calculation
English 3	District Created	District passing score of 60 + 1
English 4	District Created	District passing score of 60 + 1
AP English Comp	AP test EOC	Scores three to seven 1, below 0 Scores two to five 1, Score of one 0
Student Performance Measures (Continued)		
Algebra 1 (Honors); Algebra 1B	Site created test, principal approved for standards	District passing score of 60 + 1
Pre-AICE Mathematics 1	EOC	Scores two to five 1, Score of one 0
IB Middle Years	Geometry EOC	Scores two to five 1, Score of one 0
Algebra 1 Honors		
Geometry (Honors)	Geometry EOC	Scores two to five 1, Score of one 0
IB Middle Years Geometry Honors	Site created test, principal approved for standards	District passing score of 60 + 1
Pre-AICE Mathematics 2	New State PM	
Student Performance Measures (Continued)		

Teaching Assignment	Assessment(s)	Performance Standard(s)
Biology 1 (Honors); Biology Technology; Biology 1 Pre-IB; Integrated Science 3 (Honors)	Biology EOC	Scores two to five 1, Score of one 0
Pre-AICE Biology	Biology EOC	Scores two to five 1, Score of one 0
IB Middle Years Biology Honors	Biology EOC	Scores two to five 1, Score of one 0
Dark blue separator row		
Civics	Civics EOC	Scores two to five 1, Score of one 0
U.S. History	US History EOC	Scores two to five 1, Score of one 0
Dark blue separator row		
ROTC	Site created test; principal approved for standards	District passing score of 60 + 1 Below 60 0
Dark blue separator row		
Other (9-12) (including non-classroom instructional personnel)	Varies	See Tables
Dark blue separator row		
District Non-Classroom Instructional Personnel	Varies	See Tables

Special Fields Table

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Assistive Tech Inst Spec	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of identified IEP communication goals specific to AAC device or tool (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement =0.5
Special Fields	Behavior Analyst	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of IEP goals related to behavior (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement = 0.5
Special Fields	Behavioral Specialist	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of IEP goals related to behavior (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement = 0.5
Special Fields	Career Specialist - CTE	Assigned Schools	Observed Practice	65%	Percentage of eligible CTE students in registered career themed courses assessed using IC exams	35%					
Special Fields	Coor Of IB Diploma Prgm	IB Students	Observed Practice	65%	Percentage of eligible IB students assessed	20%*	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2 pts for a max of 20 points.	*15%	Applicable student outcome measurement for classes taught by Coor of IB Diploma Program	<u>OR</u> 35%	
Special Fields	Elementary Assistant	School-wide	Observed Practice	65%	School SOM	35%					
Special Fields	Employment Specialist - ESE	Assigned Students - Survey 2-3, Match if Possible	Observed Practice	65%	Mastery of IEP goals related to post-school outcomes (Mastery of IEP Goal =1 Needs Improvement on IEP Goal = .5)	35%					Mastery = 1, Needs Improvement = 0.5
Classroom - Special Circumstances	Endeavor/Discovery Academy Electives	Assigned Students	Observed Practice	65%	District Developed/Selected Assessment	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Classroom - Special Circumstances	Endeavor/Discovery Academy Math	Assigned Students	Observed Practice	65%	VAM Math	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom - Special Circumstances	Endeavor/Discovery Academy Reading	Assigned Students	Observed Practice	65%	VAM Reading	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Classroom - Special Circumstances	Endeavor/Discovery Academy Science	Assigned Students	Observed Practice	65%	District Developed/Selected Assessment or State EOC Where Available	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Classroom - Special Circumstances	Endeavor/Discovery Academy Social Studies	Assigned Students	Observed Practice	65%	District Developed/Selected Assessment or State EOC Where Available	15%		20% For End.	Endeavor Program Completion Measurement 50-100% = 4, 20-49% = 3, 10-19% = 2, and 0-9% = 1. Student must be present 50 days to be included in calculation.	20% For Dis.	Discovery Program Grade Promotion Measurement 70-100% = 4, 40-69% = 3, 20-39% = 2, and 0-19% = 1.
Special Fields	ESE Instructional Specialist	Assigned Schools	Observed Practice	65%	Percentage of eligible students participating in FSAA	35%					This position is responsible for training staff to deliver Florida Standards Alternate Assessment and ensuring fidelity of test administration protocols
Special Fields	ESOL Coach	Assigned Schools	Observed Practice	65%	Combination of ESOL Lead TCHR scores	20%	Percentage of Edivate ESOL courses completed by registrants	15%			
Special Fields	ESOL/Lead Tehr	Assigned Schools	Observed Practice	65%	Percentage of students demonstrating growth on district or state assessment	35%					
Special Fields	Inst. Cert. School Couns. K-5	School Wide	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings as documented by sign-in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			
Special Fields	Inst. Cert. School Couns. K-8	Assigned Students	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings as documented by sign-in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Inst. Cert. School Couns. 6-8	School Wide	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings as documented by sign-in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			
Special Fields	Inst. Cert. School Couns. 9-12	School Wide	Observed Practice	65%	Prepare and present to students, staff and/or families College and Career Readiness and Graduation Requirements trainings, as documented by sign in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points. 50-74% = 10 points. Less than 50% contact rate = no points.	20%			
Special Fields	Inst. Media Spc. 6-8	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Inst. Media Spc. 9-12	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Inst. Media Spc. K-5	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Inst. Media Spc. K-8	Assigned Students	Observed Practice	65%	Reading VAM	35%					
Special Fields	Instructional Practice Coach - Elementary Generalist	Assigned Schools	Observed Practice	65%	Math VAM	10%	Reading VAM	10%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%	
Special Fields	Instructional Practice Coach - Math	Assigned Schools	Observed Practice	65%	Math VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			
Special Fields	Instructional Practice Coach - Science	Assigned Schools	Observed Practice	65%	Percent Proficient on Science FCAT (1 point for levels 3-5 and .5 for level 2)	20%		15%			
Special Fields	Instructional Practice Coach - Writing	Assigned Schools	Observed Practice	65%	Percent Proficient on Writing FSA (1 point for passing, 0 points for not passing)	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Instructional Practice Coach - Reading	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			
Special Fields	Instructional Tech Specialist	District	Observed Practice	65%	Reading and Math VAM	10%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2 pts for a max of 20 points.	25%			
Special Fields	Occupational Therapist	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to OT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Occupational Therapist Asst.	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to OT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Physical Therapist	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to PT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Physical Therapist Asst. Licen.	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to PT Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Program / Staffing Spec.	Assigned Students	Observed Practice	65%	Percentage of annual IEP meetings convened and new IEP completed	35%					
Special Fields	Reading Coach 6-8	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			Reading Coaches work with all teachers at their assigned schools. For every training a coach has provided and can document, they will receive 2 points. They must provide at least 15 trainings to be awarded 30%. A full day of PLCs at one school on one topic equals only one training or 2 points. However, training on one topic at three different schools would equal 6 points. Coaches who supervise the practicum for the Reading Endorsement and NGCAR-PD will receive 2 points per participant.

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Reading Coach 9-12	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			Reading Coaches work with all teachers at their assigned schools. For every training a coach has provided and can document, they will receive 2 points. They must provide at least 15 trainings to be awarded 30%. A full day of PLCs at one school on one topic equals only one training or 2 points. However, training on one topic at three different schools would equal 6 points. Coaches who supervise the practicum for the Reading Endorsement and NGCAR-PD will receive 2 points per participant.
Special Fields	Reading Coach K-5	Assigned Schools	Observed Practice	65%	Reading VAM	20%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 30 points.	15%			Reading Coaches work with all teachers at their assigned schools. For every training a coach has provided and can document, they will receive 2 points. They must provide at least 15 trainings to be awarded 30%. A full day of PLCs at one school on one topic equals only one training or 2 points. However, training on one topic at three different schools would equal 6 points. Coaches who supervise the practicum for the Reading Endorsement and NGCAR-PD will receive 2 points per participant.
Special Fields	School Psychologist	Assigned Schools	Observed Practice	65%	Gifted evaluations completed within 90 school days in which the student is in attendance from the date the school psychologist received the referral: 80-100% of gifted evaluations completed within time frame = 10 points, 60-79% of gifted evaluations completed within time frame = 5 points, 0-59% of gifted evaluations completed within time frame = 0 points.	17.50%	Initial referrals for ESE evaluations completed within 60 school days in which the student is in attendance from the date the school psychologist received the referral: 80-100% of initial referral evaluations completed within time frame = 10 points, 60-79% of initial referral evaluations completed within time frame = 5 points, 0-59% of initial referral evaluations completed within time frame = 0 points.	17.50%			
Special Fields	School Social Worker - Homeless	District	Observed Practice	65%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet	20%	Two documented follow-ups per referral	15%			
Special Fields	School Social Worker - Single School	Assigned Students	Observed Practice	65%	Prepare and present to students, staff and/or families Bullying Prevention trainings, as documented by sign in sheets and attested by principal.	15%	Direct service to students as documented by log provided to Certified School Counselor by HR and approved by school administrator. Limit of 400 students for case load calculation. 75% success rate = 20 points, 50-74% = 10 points, less than 50% contact rate = no points.	15%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	School Social Worker - Multi-School	Assigned Schools	Observed Practice	65%	Initial Comprehensive Clinical Histories Completed within 60 school days: 0-59% = no points, 60-79% = 10 points, 80-100% = 15 points.	15%	Completion of Truancy Case Staffing after school referral: 0-59% completed = no points, 60-79% completed = 10 points, 80-100% completed = 15 points.	15%			
Special Fields	School Social Worker - Teen Parenting	Assigned Schools	Observed Practice	65%	Drop-out Prevention of program participants: 0-59% = no points, 60-79% = 5 points, 80-100% = 10 points.	10%	If no students are assigned, Direct Service Delivery as documented by log and verified by program director. Monthly contact with 75% of assigned students = 20 points, monthly contact with 50-74% of program students = 10 points.	15%			
Special Fields	Science Resource - Not Title I	Assigned Students	Observed Practice	65%	State Science Assessment or District Developed / Selected EOC if there is no state science assessment for students served.	35%					
Special Fields	Speech / Lang Pathologist K- 12	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to Speech and Language Services (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Speech / Lang Pathologist K- 12 (PreK)	School Wide	Observed Practice	65%	Percentage of students assessed within mandatory time frame	17.50%	Percentage of students referred from Dept. of Health Early Steps Part C evaluated and referred for staffing by third birthday.	17.50%			
Classroom	Tch Voc Multi Media Design Tec	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 1 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 2 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 3 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 4 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr 5 - Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr K-5 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA / FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2 pts for a max of 20 points.	20%			
Special Fields	Tchr K-8 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA / FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2pts for a maximum of 20 points.	20%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Tchr 6-8 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA/ FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2pts for a maximum of 20 points.	20%			
Special Fields	Tchr 9-12 Assessment	Assigned Schools	Observed Practice	65%	Percentage of eligible students assessed on state-wide assessments (FCAT / FSA/ FSAA)	15%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet where each offering is 2pts for a maximum of 20 points.	20%			
Classroom	Tchr Art 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Art 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Art K-5	Assigned Students	Observed Practice	65%	School wide VAM	35%					
Classroom	Tchr Computer Ed 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Construction Technologies	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Cosmetology	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Critical Thinking MS	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Culinary Arts	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr D/O Prev 9-12	Assigned Students	Observed Practice	65%	VAM, State EOC or District Developed / Selected if no state assessment for students served.	35%					
Classroom	Tchr Dance	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Drama 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Drama K-5	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Special Fields	Tchr Emotional/ Behavioral Dis.	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Engineering & Manufacture	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School Foreign Lang 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School K-6	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School Lang Arts 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom	Tchr e-School Math 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr e-School Science 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%	If Reading and Math are taught - 25% for each subject				
Classroom	Tchr e-School Social St. 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%	If Reading and Math are taught - 25% for each subject				
Special Fields	Tchr ESE Co-Teach	Assigned Students	Observed Practice	65%	VAM for subject taught	35%					Minimum student numbers no longer apply
Special Fields	Tchr ESE Inclusion	Assigned Students	Observed Practice	65%	VAM for subject taught	35%					If only one subject is taught, only that VAM is used and percentage is increased to 50%. If students are grades K-2, percent proficient of district developed assessment (EOC) is used. If students are grade 3, percent proficient on FCAT is used with levels 3-5 counting 1 and level 2 counting .5.
Special Fields	Tchr ESE Pre-K	4 year olds	Observed Practice	65%	Mastery of IEP goals related to behavior (Mastery of IEP Goal = 1, Needs Improvement on IEP Goal = .5) Mastery of goals for school-based VAM for subject(s) taught or school-wide VAM if no assigned students.	35%					
Special Fields	Tchr ESE Resource	Assigned Students	Observed Practice	65%	VAM for subject(s) taught or School wide VAM if no assigned students.	35%					
Classroom	Tchr ESOL 6-8	Assigned Students	Observed Practice	65%	See Assessment Table, Calculation Structured on Actual Assignment	35%					
Classroom	Tchr ESOL 9-12	Assigned Students	Observed Practice	65%	WIDA Access Score Growth, Spreadsheet by Teacher, Grad req also counts, only students with both scores are counted.	35%					
Classroom	Tchr Exploratory Wheel MS	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Forgn Lang 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Forgn Lang 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Gifted PK-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Global Writing Lab Elem	Assigned Students	Observed Practice	65%	School-wide VAM	35%					
Classroom	Tchr Graphic Design	Assigned Students	Observed Practice	65%	See Assessment Table	35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Tchr Hearing Impaired PK-12	Assigned Students	Observed Practice	65%	Mastery of IEP goals related to hearing (Mastery of IEP Goal =1, Needs Improvement on IEP Goal = .5)	35%					
Special Fields	Tchr Hospital Homebound	Assigned Students	Observed Practice	65%	Assigned students - VAM where available. For FSAA students maintaining achievement levels 4 and above, increasing a level, or achieving an increase of 5 raw points within levels 1-3 below or above FCAT assessed grades - mastery of IEP goals for reading and math.	35%					
Special Fields	Tchr In-Schl Susp 9-12	School- wide	Observed Practice	65%	School-wide VAM or Assigned Students - See Assessment Table	35.00%					
Special Fields	Tchr Intellectual Disabilities	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr K-Elem Basic	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Lang Arts 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Lang Arts 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Law Enforcement Inst	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Life Management 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Math K-5	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Special Fields	Tchr Math Resource K-5	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Micro SOC Coord Elem	School-wide	Observed Practice	65%	Professional Development as documented in ERO or by Coach Time and Effort Log with Sign-in Sheet-1.5 point per PD for a maximum of 25 points.	25%	School-wide VAM	10%			

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom	Tchr Music 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Music 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Music K-5 Elem	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Special Fields	Tchr on Admin Assignment	School Wide	Observed Practice	65%	Reading and Math VAM	10%	Reduction in instructional days lost due to ISS or OSS placement of students (as measured by reduction in total student days in ISS and OSS (combined) over prior year)	10%	Professional Development as documented in ERO or by Time and Effort Log with Sign-in Sheet-1 point per PD for a maximum of 15 points.	15%	
Special Fields	Tchr on Assignment of ProfDev		Observed Practice	65%	Professional Development Initiatives at Schools- 1.0 pt. per event for a maximum of 35	35%					
No Eval	Tchr on Spec Assignment HCTA										
Classroom	Tchr PE 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr PE 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr PE K-5	Assigned Students	Observed Practice	65%	School wide VAM	35%					
Classroom	Tchr PE K-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Profoundly Hand PK-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Reading Resource 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Reading Resource K-5	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Reading / Lang Arts 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Remediation K-5	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Robotics	Assigned Students	Observed Practice	65%	See Assessment Table	35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Classroom	Tchr ROTC / Mil T6E Trng 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr ROTC / Mil Trng 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Science 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Science 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Science K-5	Assigned Students	Observed Practice	65%	NGSSS Proficiency	35%					
Classroom	Tchr Soc Studies 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Soc Studies 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Soc Studies 6-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Spec. Assign - Springs Coast Environmental	Assigned Students	Observed Practice	65%	Percentage of students at mastery on post test for	35%					
Classroom	Tchr STEM	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Tech Ed 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Tech Ed 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Tech Ed K-5	Assigned Students	Observed Practice	65%	School Wide VAM	35%					
Classroom	Tchr Teen Parenting	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Title I Math Coach 6-8	Assigned Schools	Observed Practice	65%	Math VAM	15%	Professional Development as documented in ERO or by Coach Time and Effort Log with sign-in sheet - 1 point per PD for a maximum of 20 points.				VAM will be assigned students or school wide based on students assigned on TERMS and verified during Roster Verification. For split loads calculations will be proportional to teaching assignments and schedule.
Special Fields	Tchr Title I Match Coach K-5	Assigned Schools	Observed Practice	65%	Math VAM	15%	Professional Development as documented in ERO or by Coach Time and Effort Log with sign-in sheet - 1 point per PD for a maximum of 20 points.				See note above.
Special Fields	Tchr Title I Match Res 6-8	Assigned Students	Observed Practice	65%	Math VAM	35%					See note above.
Special Fields	Tchr Title I Match Res K-5	Assigned Students	Observed Practice	65%	Math VAM	35%					See note above.
Special Fields	Tchr Title I Reading Res 6-8	Assigned Students	Observed Practice	65%	Reading VAM	35%					See note above.
Special Fields	Tchr Title I Reading Res K-5	Assigned Students	Observed Practice	65%	Reading VAM	35%					See note above.
Special Fields	Tchr Title I Resource	Assigned Students	Observed Practice	65%	Reading VAM	35%					See note above.
Special Fields	Tchr Title I Sci Resource 6-8	Assigned Students	Observed Practice	65%	Percent Proficient on Science FCAT (1 point for levels 2-5 and 0 for level 1)	35%					See note above.

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Tchr Title I Science Resource	Assigned Students	Observed Practice	65%	Percent Proficient on Science FCAT (1 point for levels 2-5 and 0 for level 1)	35%					See note above.
Special Fields	Tchr Train Mntl Hand PK-12	Assigned Students	Observed Practice	65%	See Business Rules and Assessment Table	35%					
Classroom	Tchr Transitional	Assigned Students	Observed Practice	65%	Reading VAM	17.50%	Math VAM	17.50%			If only one subject is taught, only that VAM is used and percentage is increased to 50%. If students are grades K-2, percent proficient on district developed assessment (EOC) is used. If Grade 3 - percent proficient on FSA is used with levels 2-5 counting 1 and level 1 counting 0. If teacher has subjects other than reading or math, the assessment designated for that course is used.
Special Fields	Tchr Varying Excep PK-12	Assigned Students	Observed Practice	65%	See Business Rules and Assessment Table	35%					
Special Fields	Tchr Visually Impaired PK-12	Assigned Students	Observed Practice	65%	Mastery of IEP goals (Mastery of IEP goal = 1, Needs Improvement on IEP goal = .5)	35%					
Classroom	Tchr Voc Agri Bus 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Auto Mechanics 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Bus Ed 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Electrical Tech	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Fam/Consumer Sci 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Family Consumer 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Graphics 6-8	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Hlth Occ 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Ind Arts/Tech 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Market Educ 9-12	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc Small Engines	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Classroom	Tchr Voc TV Production	Assigned Students	Observed Practice	65%	See Assessment Table	35%					
Special Fields	Tchr Writing Resource K-5	Assigned Students	Observed Practice	65%		35%					

Special Fields or Classroom	Position	Students	Measure 1	Value	Measure 2	Value	Measure 3	Value	Measure 4	Value	Notes
Special Fields	Teacher Support Specialist for Recruitment and Retention	District	Observed Practice	65%	Recruitment Initiatives - 3 points per event as documented in Time and Effort Log or TDL Travel Documentation	15%	Retention of New Teachers Initiatives - 2 points per event as documented in Time and Effort Log	20%			
Special Fields	TSA Title I 6-8 Facilitator	Assigned Schools	Observed Practice	65%	Percentage of Title I Compacts attempted to be signed	20%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	TSA Title I K-5 Facilitator	Assigned Schools	Observed Practice	65%	Percentage of Title I Compacts attempted to be signed	20%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	TSA Title I K8 Facilitator	Assigned Schools	Observed Practice	65%	Percentage of Title I Compacts attempted to be signed	20%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	Writing Coach 9-12	Assigned Schools	Observed Practice	65%	Percent Proficient on Writing Assessment (1 point for levels 3.5 - 6 and .5 for level 3)	35%	Percentage of Title I budget spent or encumbered by June 30th	15%			
Special Fields	Grade Spans beyond K-12 such as PreK 3 yrs old and FAPE 22 and any ESE not covered under other rules.	Assigned Students	Observed Practice	65%	Mastery of independent functioning goals relevant to services (mastery of IEP goal = 1, needs improvement on IEP goal = .5)	35%					

Conversion chart for special fields depending on the breakdown of components to make-up the 35% of the student growth measure:

%	35	30	25	20	17.5	15	10	5
HE	35	30	25	20	17.5	15	10	5
E	30.1	25.8	21.5	17.2	15.05	12.9	8.6	4.3
NI/D	19.25	16.5	13.75	11	9.625	8.25	5.5	2.75
U	8.4	7.2	6	4.8	4.2	3.6	2.4	1.2

For example: 30% at HE (30 points) + 5% (5 points) or 30% at U (7.2 points) + 5% (1.2 points)

Appendix E – Summative Evaluation Forms

In Appendix E, the district shall include the summative evaluation form(s) to be used for instructional personnel.

**Hernando County School District Instructional Personnel
INSTRUCTIONAL ANNUAL EVALUATION FORM for School Year**

Summative Evaluation Form

Employee ID _____ Employee's Name _____ Work Site _____

TOTALS Observed Practices (65%) = _____ points awarded for Observed Practices

Year 1= _ Year 2= _ Year 3= _ 3 Year Aggregate = _____ rubric value(s)

Student Growth (35%) (corresponding to 3 YR Agg.) = _____ points awarded for Student Growth section

TOTAL SCORE (add points above): _____

0–24 = Unsatisfactory 25–55 = Needs Improvement/Developing 56–86 = Effective 87–100 = Highly Effective

Employee has performed at the following level during this school year: _____

The summative rating is based on aggregating data from Observed Instructional Practices, the teacher's Individual Professional Development Plan and Student Growth as measured by FLDOE's approved multi-measure of student outcome data, which may include the Value-Added Model (VAM) data.

The following ratings were used:

Highly Effective - level of performance that shows that the teacher has mastered all of the underlying concepts of the component, and the classroom functions as a community of learners with students assuming responsibility for their learning.

Effective – level of performance that shows that the teacher has thorough knowledge of the concepts underlying the component. Students are engaged in learning. This level of performance represents successful, professional and effective teaching.

Needs Improvement/Developing - level of performance that shows that the teacher understands the concepts underlying the component and attempts to implement the elements, however, the implementation is sporadic, intermittent, or otherwise not entirely successful. (Instructional personnel in the first three years of teaching who receive needs improvement are considered to be at the Developing level)

Unsatisfactory – level of performance that shows that the teacher does not understand the concepts underlying the component. This level represents teaching that requires intervention.

Signature of **Employee**** _____ Date _____

Signature of **Evaluator** _____ Date _____

Signature of **Principal** (if different from evaluator) _____ Date _____

****My signature does not imply agreement but does acknowledge that I have read and received this document. I understand that I may submit a written statement (rebuttal) to the Human Resources Department in response to this evaluation** Comments (optional): _____

A. Item Currently Budgeted -

Account Name _____ **No Financial Impact**

Account Number _____

	Fund	Function	Object	Cost Center	Project	Sub Project
Original Approved Budget	Budget Amendments	Expenditures / Encumbrances To Date	Current Available Budget	Present Request	Remaining Balance Available	
+	-	=	-	=		
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	

Account Name _____

Account Number _____

	Fund	Function	Object	Cost Center	Project	Sub Project
Original Approved Budget	Budget Amendments	Expenditures / Encumbrances To Date	Current Available Budget	Present Request	Remaining Balance Available	
+	-	=	-	=		
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	

B. Item Currently Not Budgeted -**

Funding Source _____

Account Name _____

Account Number _____

	Fund	Function	Object	Cost Center	Project	Sub Project
Amount \$ _____						

Funding Source _____

Account Name _____

Account Number _____

	Fund	Function	Object	Cost Center	Project	Sub Project
Amount \$ _____						

C. History

Check one:
 Prior Year Budget:
 New for Current Year:

Prior Year Approved Budget: \$ _____

Prior Year Actual Spent: \$ _____

** WHEN ITEM NOT CURRENTLY BUDGETED IS APPROVED BY THE SCHOOL BOARD, THIS WILL SERVE AS THE BUDGET AMENDMENT**



Hernando School District

School Board Workshop

Agenda Item # 3. 26-3762

5/12/2026

Title and Board Action Requested

Review of the 2023-2028 Strategic Plan Priority 2 and Priority 3

Executive Summary

The staff, on behalf of the Superintendent of Schools, will present the District's progress towards meeting the 2023-2028 Strategic Plan goals for Priority 2 - Talent Management and Priority 3 - Safe and Healthy Learning Environment.

My Contact

Barbara Kidder
Assistant Superintendent of Business Services and Operations
352-797-7000 ext. 70403

Lisa Cropley
Executive Director of Student Services
352-797-7000 ext. 70455

2023-28 Strategic Focus Area

Priority 4: Community Connection

Financial Impact

See attached budget sheet.

If expenditure is not currently budgeted, this will serve as the budget amendment when Board approved. If the agenda item includes the purchase of goods or services, the funds requested are an anticipated amount and may fluctuate depending on such factors as current market conditions, product availability, additional funding sources, and the needs of the District. Should the actual cost exceed the anticipated amount, the Board approves the additional cost, after review by the superintendent, but not in excess of the funds available in the site's approved annual budget.

PRIORITY 2: Talent Management

Goal: Create a culture that attracts, develops, and retains quality employees passionate about supporting student success.

- **Strategy 1** Create opportunities and pipelines for our community to become employees of Hernando County Schools.
- **Strategy 2** Provide opportunities for continued professional growth.
- **Strategy 3** Retain our workforce and reduce turnover of high-quality employees.



PRIORITY 2: Talent Management

With Measures

Strategy 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

- Grow Your Own Recruitment Pathways
- Review success of Associate Teacher Substitute (ATS) Program.

Strategy 2

Provide opportunities for continued professional growth.

- Increase participation in apprenticeship programs.
- Certified School Counselor and Educational Leadership Programs.
- Proactively decrease the number of teachers identified as out of field for English for Speakers of Other Languages /Gifted.
- Increase satisfaction for professional learning by providing a variety of meaningful activities to be measured for effectiveness by survey results.

Strategy 3

Retain our workforce to reduce turnover of high-quality employees.

- Review provided support and removal of barriers to assist alternative certified teachers achieving professional certification.
- Review district-wide vacancy improvements.
- Review improvements in bus operator fill rates.
- Staff Recognition

PRIORITY 2: STRATEGY 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

Grow Your Own Recruitment Pathways:

- Instructional Internships w/ approved Universities & Colleges
- Para to Teacher Program w/St. Leo
- Teach Academies at HHS & WWHS
- Paid Internships in the areas of School Psychologist & School Counselor
- Associate Teacher Substitute Program
- Instructional to Master's in Educational Leadership Program w/St. Leo
- Instructional to Master's in School Counselor Program w/GCU

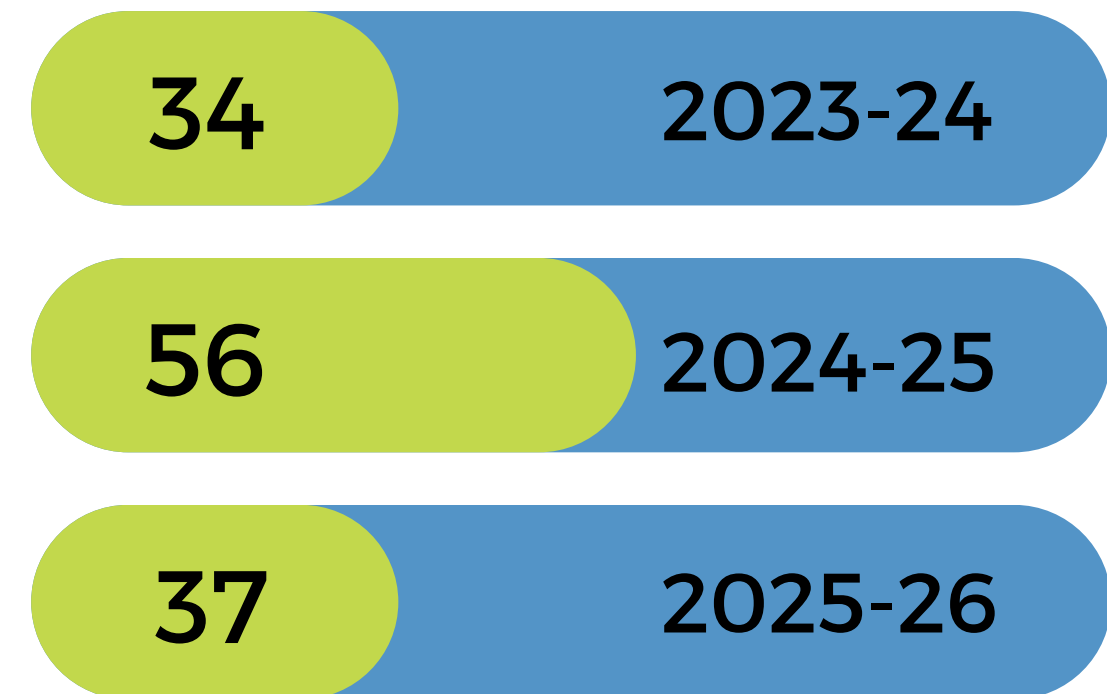
PRIORITY 2: STRATEGY 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

Measure: Review success of Associate Teacher Substitute Program (ATS).

- Create a Schedule for ATS to Follow and Receive Training and Support at NTO
- Create a Schedule for TOSAs to Provide ATS Support
 - Schedule Learning Walks
- Hosted other School Districts to showcase & model our ATS program at our schools
- Associate Teacher Program with Bloomboard, added Barry University and still utilize Lake Erie College - 26 currently enrolled in Lake Erie College & 11 enrolled in Barry University.

ATS Program Participation



To date, 26 ATS participants have graduated from our program, and 23 of them are currently employed with us as a fully certified educator.

PRIORITY 2: STRATEGY 1 - SUCCESS

25-26 Data	School	Grade	Assessment	PM1	PM2	ATS-TCH	School	District	ATS - TCH-->
Cohort 1									District Difference
May 2025 Grad									
Now cert TCH									
	EK8	4th ELA	Fast ELA	38%	49%	11	9	15	-4
	FCMS	8th ELA	Fast ELA	38%	52%	14	14	9	5
	SHES	K	Star Early Lit	6%	33%	27	16	26	1
			Star Math	0%	39%	39	21	29	10
	WWK8	1st	Star Reading	13%	38%	25	15	21	4
			Star Math	13%	38%	25	25	30	-5
	BES	5th	Fast ELA	33%	47%	13	8	10	3
	MES	1st	Star Reading	13%	39%	26	15	21	5
			Star Math	5%	50%	45	25	30	15
	SES	K	Star Early Lit	7%	38%	31	16	26	5
			Star Math	13%	31%	18	21	29	-11

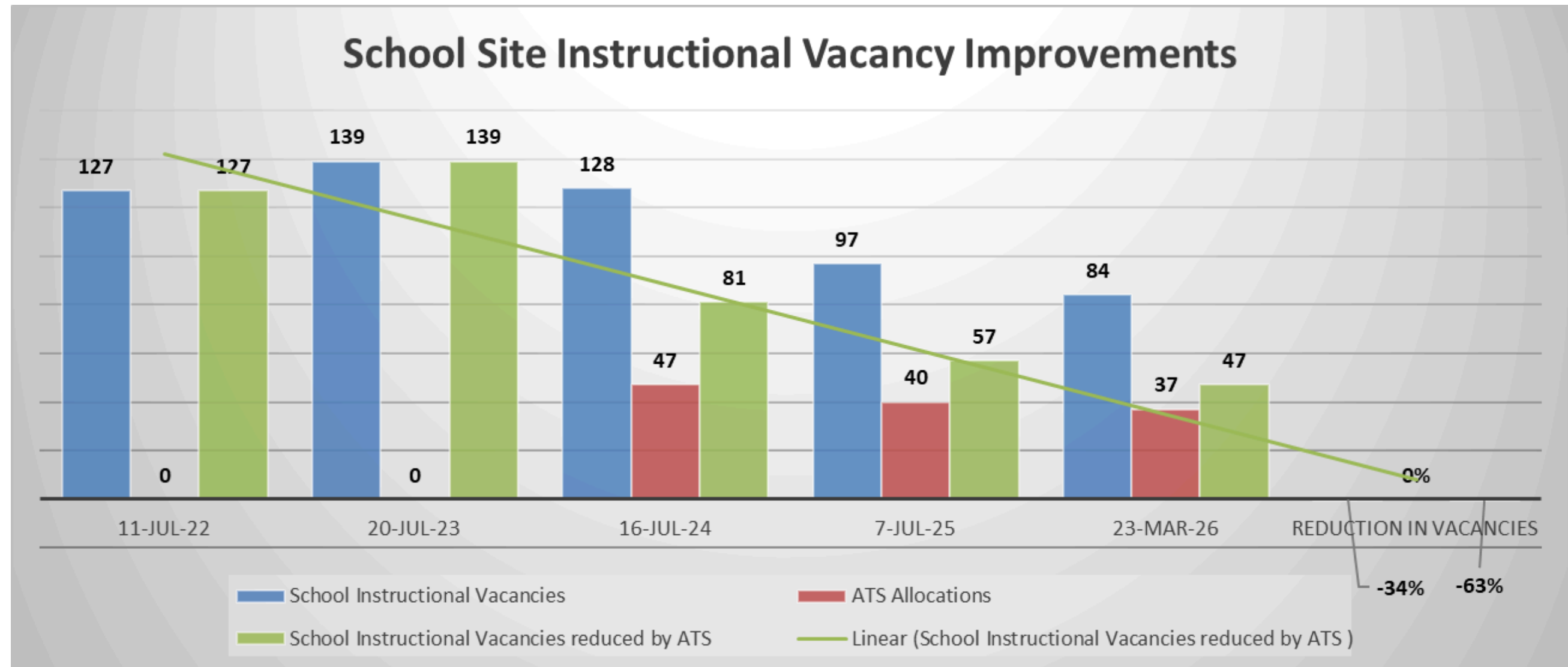
25-26 Data	School	Grade	Assessment	PM1	PM2	ATS-TCH	School	District	ATS - TCH-->
Cohort 2									District Difference
Dec 2026 Grad									
Now cert TCH	BES	K	Star Early Lit	0%	33%	33	29	26	7
			Star Math	6%	33%	27	27	29	-2
	WWK8	3rd	FAST FIA	15%	19%	4	16	17	-13
			FAST Math	0%	19%	19	11	22	-3
	PGES	3rd	Fast Math	6%	15%	9	18	22	-13
	WWK8	1st	Star Reading	30%	50%	20	15	21	-1
			Star Math	15%	50%	35	25	30	5
	EK8	4th	Fast Math	2%	10%	8	2	13	-5
	SHES	K	Star Early Lit	6%	26%	20	16	26	-6
			Star Math	11%	26%	15	21	29	-14
	FES	1st	Star Reading	11%	28%	17	15	21	-4
	DES	1st (incl)	Star Reading	6%	18%	12	26	21	-9
			Star Math	17%	22%	5	27	30	-25
	FES	1st	Star Math	14%	31%	17	23	30	-13
	PGES	4th	Fast ELA	15%	36%	21	9	15	6

PRIORITY 2: STRATEGY 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

Measure: Reduce annually the number of classroom vacancies for the first day of school and beginning of the second semester.

- Vacancies peaked in 2023 (139).
- 34% Reduction in school instructional vacancies.
- 63% reduction in school instructional vacancies after ATS.
- Targeted ATS allocations cut instructional vacancies to one-third of 2022 levels, supporting classroom stability.



PRIORITY 2: STRATEGY 2

Provide opportunities for continued professional growth.

Measure: Increase participation in our Grow Your Own programs.

- School Psychologist intern - ongoing
- Certified School Counselor intern - ongoing
- Certified School Counselor Degree Program - a program to support current teachers in becoming certified school counselors- 5 scholarships and all 5 currently still in program, anticipated program completion February 2028. Participants are currently placed at the following sites for their first practicum: DSPMS, EK8, NCTHS, SES, and WES.
- Educational Leadership Degree Program - a program to support current teachers in becoming educational leaders and school administrators - 10 scholarships and 2 self-pay, one relocated and left program, 11 graduating in May. These graduates will be able to apply for open Assistant Principal positions in the district for the 2026-2027 school year.
- Para to Pro Program - ongoing

PRIORITY 2: STRATEGY 2

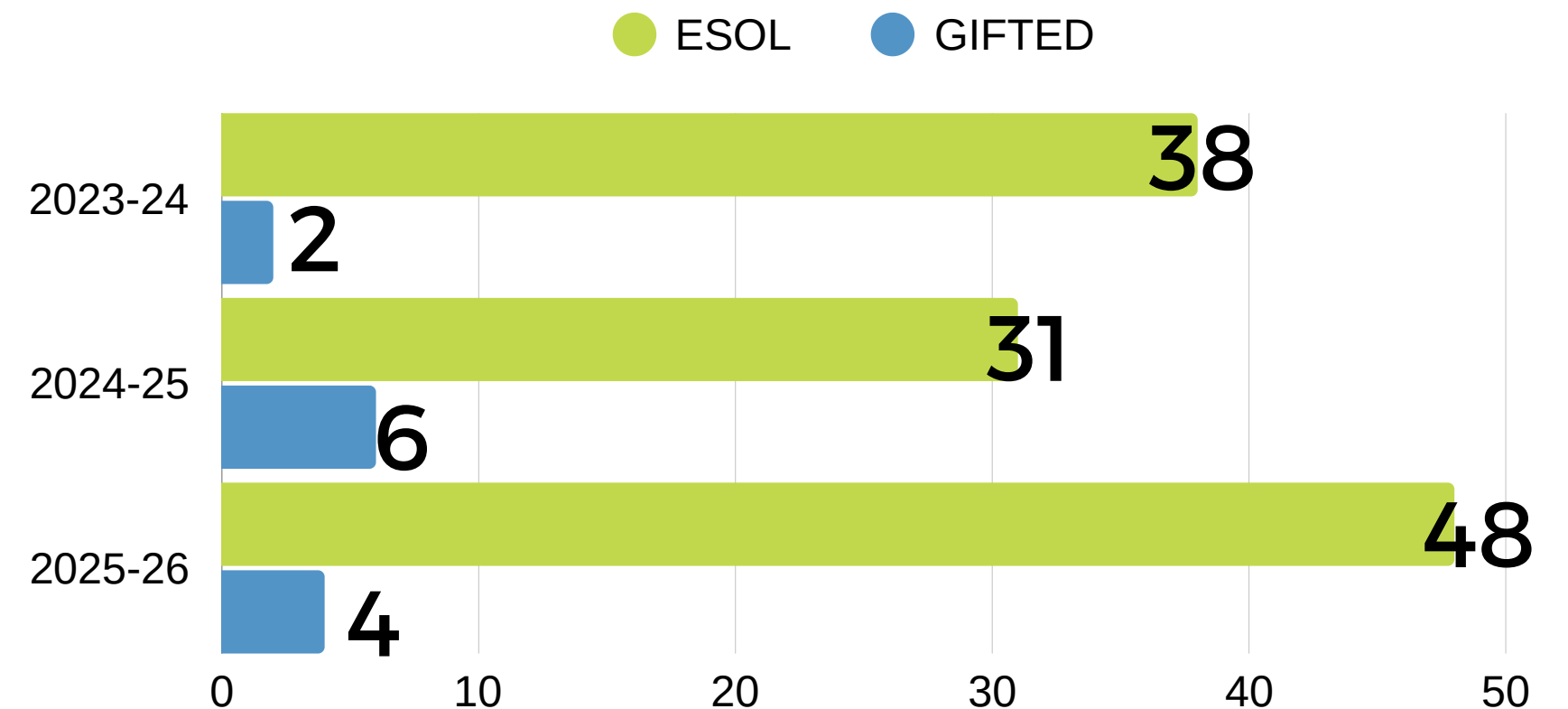
Provide opportunities for continued professional growth.

Action Steps:

- Identify Teachers for ESOL needs upon hiring and begin process for endorsement proactively.
- Provide free options to teachers to receive necessary training for ESOL endorsement through professional learning.
- Provide free options for teachers to receive gifted endorsement through FDLRS or professional learning.
- Continuously track teachers and provide updates to teachers and their administrators.

Measure: Proactively decrease the number of teachers identified as out of field for English for Speakers of Other Languages /Gifted.

- ESOL 23-24: 38 teachers flagged for ESOL, 24-25: 31 teachers, 25-26: 48 teachers flagged for ESOL
- Gifted 23-24: 2 teachers flagged for Gifted, 24-25: 6 teachers, 25-26: 4 teachers flagged for Gifted



PRIORITY 2: STRATEGY 2

Provide opportunities for continued professional growth.

Action Steps:

- Administered a consistent staff survey over the last 5 years to analyze data trends.
- Implemented surveys regarding onboarding, new instructional staff, new non-instructional staff, new instructional follow-up, ATS program, and exit survey opportunities for all staff.
- Administrator Trainings on utilizing Frontline for evaluations.
- Site Based Ethics Trainings based on school need.
- Assistant Principal Trainings (ADAAA/FMLA)
- District Staff providing site-based training to support various positions at school sites
 - Confidential Secretary Training and Feedback Survey
 - Timekeeper/Bookkeeper Trainings
 - Payroll Department Videos and Employee Access Informational Canva (regarding salary)
- Initiated Teacher in Action Day in February 2024 (1663 teachers and administrators attended, 220 unique sessions offered, 15 roundtable discussions).
- Teacher in Action Day in November 2024 (1723 teachers and administrators attended, 270 unique sessions planned, 15 roundtable sessions, and 40 community sponsors).
- Teacher in Action Day in October 2025 (1760 teachers and administrators attended, 300 unique sessions planned, 16 roundtable sessions, and 51 community sponsors).

Measure: Increase satisfaction for professional learning by providing a variety of meaningful activities to be measured for effectiveness by survey results



PRIORITY 2: STRATEGY 3

Retain our workforce to reduce turnover of high-quality employees.

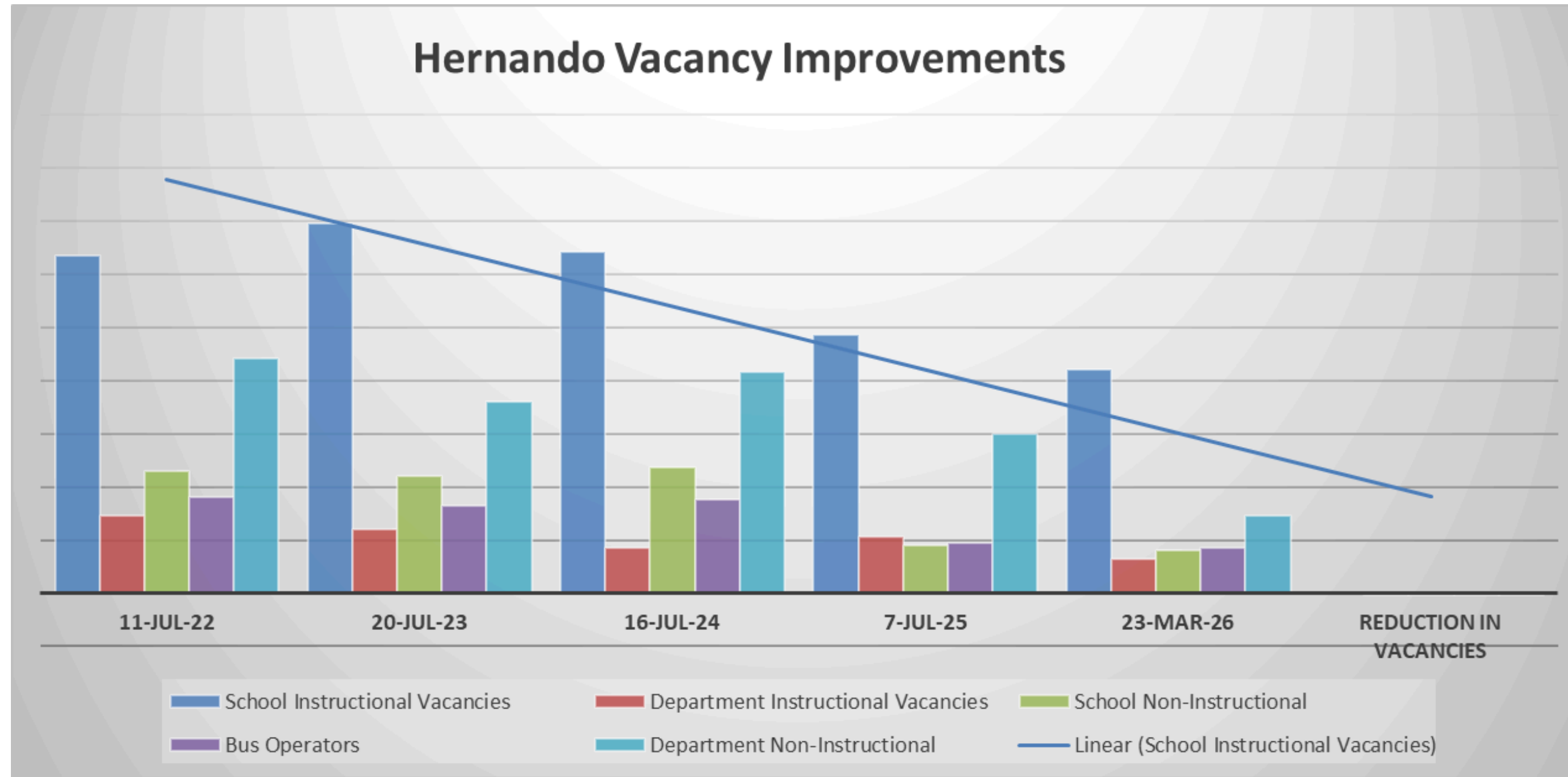
Action Steps:

- Though successful lobbying, Temporary Certificates are now valid for 5 years.
- HR and TOSAs to provide support and education about certification requirements.
- HR Team attends New Teacher meetings to provide additional support and resources available.
- Added Retention Reimbursements for SOE completers
- Added Out of Field Reimbursements for those that become compliant
- Purchased & Distribute Study Vouchers
- Staff Spotlights- staff recognize other staff within the district, Human Resources performs site visits.
- High Five Fridays- students, families, and community members recognize staff within the district, Human Resources celebrates on social media.
- Transportation- Extra Route Bonus (\$25.00 to voluntarily cover a route in AM or PM) and Perfect Attendance / Safe Driver Incentive (Combined Incentive of \$250.00: no missed workdays and no safe driver points during the quarter).



PRIORITY 2: STRATEGY 3

Retain our workforce to reduce turnover of high-quality employees.



- The district has made substantial, sustained progress in reducing vacancies across instructional and non-instructional roles since 2022, demonstrating the effectiveness of targeted staffing strategies, including ATS allocations and focused recruitment and retention efforts.

	11-Jul-22	20-Jul-23	16-Jul-24	7-Jul-25	23-Mar-26	Reduction in Vacancies
School Instructional Vacancies	127	139	128	97	84	-34%
Department Instructional Vacancies	29	24	17	21	13	-55%
School Non-Instructional	46	44	47	18	16	-65%
<i>Bus Operators</i>	36	33	35	19	17	-53%
Department Non-Instructional	88	72	83	60	29	-67%

PRIORITY 2: STRATEGY 3- BENEFITS & WELLNESS



Action Plan : The District is committed to fostering a culture of wellness that supports the physical, mental and overall well-being of all employees. Through a comprehensive and structured wellness initiative, the District continues to provide a variety of programs and opportunities designed to encourage healthy lifestyles, engagement, and work-life balance.

Key Wellness Opportunities Include:

- The Benefits & Wellness Team is continuously working with Districts group plan to promote annual wellness resources and incentives to promote health and wellness.
- Wellness Fairs - The Benefits & Wellness Team host annual wellness fairs that feature both internal and external vendors. These events provide employees access to health education, preventive screenings, and wide range of wellness resources and services.
- Employee Fitness Center - A dedicated fitness center is available to all district employees, supporting regular physical activity and healthy habits. To date, more than 600 employees have completed a waiver for fitness center participation.
- District Wide Wellness Challenges - The District partners with Hernando community organizations to offer wellness challenges and friendly competitions focused on fitness, weight tracking and healthy lifestyle habits. These initiatives encourage participation, motivation and sustained engagement in wellness activities.

PRIORITY 2: STRATEGY 3 - BENEFITS & WELLNESS



Year	Board Contribution	HMO 60 Employee Only Deduction	HMO 54 Employee Only Deduction	PPO Employee Only Deduction
2022	\$ 275.36	\$ 101.19	\$ 47.51	\$ 76.65
2023	\$ 341.02	\$ 101.19	\$ 39.03	\$ 72.36
2024	\$ 367.55	\$ 101.19	\$ 35.03	\$ 70.64
2025	\$ 392.22	\$ 101.19	\$ 31.83	\$ 69.03
2026	\$ 421.83	\$ 101.19	\$ 27.67	\$ 67.10

- The Benefits & Wellness Team completed Request for Proposals (RFP) for health benefits in 2021 and 2024, resulting in cost savings for both the District and its employees.
- The Benefits & Wellness Team continuously evaluates benefit plans offered in Florida to enhance the District’s benefits package, sharing insights with Insurance Committee for discussion, identification of potential cost savings and consideration of possible changes.
- The District has demonstrated a long standing commitment to employee well-being by consistently contributing to employee insurance premiums. Over the past five years, the Board has absorbed the rising costs of the employee HMO 60, insurance premium. As a result, the premiums for the lower-cost plans have decreased.

PRIORITY 2: QUESTIONS ?



A. Item Currently Budgeted -													
Account Name		No Financial Impact											
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Original Approved Budget		+ Budget Amendments		- Expenditures / Encumbrances To Date		= Current Available Budget		- Present Request		= Remaining Balance Available			
\$ _____		\$ _____		\$ _____		\$ _____		\$ _____		\$ _____			

Account Name _____													
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Original Approved Budget		+ Budget Amendments		- Expenditures / Encumbrances To Date		= Current Available Budget		- Present Request		= Remaining Balance Available			
\$ _____		\$ _____		\$ _____		\$ _____		\$ _____		\$ _____			

B. Item Currently Not Budgeted -**													
Funding Source		_____											
Account Name		_____											
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Amount \$		_____											

Funding Source		_____											
Account Name		_____											
Account Number		Fund		Function		Object		Cost Center		Project		Sub Project	
Amount \$		_____											

C. History	
Check one:	
Prior Year Budget:	<input type="radio"/>
New for Current Year:	<input type="radio"/>
Prior Year Approved Budget:	\$ _____
Prior Year Actual Spent:	\$ _____

**** WHEN ITEM NOT CURRENTLY BUDGETED IS APPROVED BY THE SCHOOL BOARD, THIS WILL SERVE AS THE BUDGET AMENDMENT****