

2016-2017

Norfolk Public Schools Principal Performance Evaluation System



THE DEPARTMENT OF HUMAN RESOURCES
NORFOLK PUBLIC SCHOOLS

Table of Contents

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Part I: Introduction and Process

Introduction	4
Purposes and Characteristics	4
Essential Components of PPES	4
Performance Standards	6
Performance Indicators	6
Performance Rubrics	8
Documenting Performance	8
Alignment of Performance Standards with Data Sources	9
Self-Evaluation	9
Informal Observation/School Site Visits	9
Document Log	9
Teacher/Staff Surveys	13
Goal Setting	13
Goal Setting Process	14
Examples of Measures of Student Academic Progress	15
Developing Goals	16
Submission of the Goal Setting Form	16
Mid-Year Review of Goals	16
End-of-Year Review of Goals	16
Other Measures of Connecting Student Performance to Principal Evaluation	16
Rating Principal Performance	18
Definitions of Ratings	18
Interim Evaluation	20
Summative Evaluation	20
Cumulative Summative Rating	20
Frequency of Summative Evaluation	21
Documentation Records	22
Improving Professional Performance	23
Support Dialogue	23
Performance Improvement Plan	24
Implementation of Performance Improvement Plan	24
Resolution of Performance Improvement Plan	25
Request for Review of an Unacceptable Rating	25

PART II: Performance Standards

Performance Standard 1: Instructional Leadership 26
 Performance Standard 2: School Climate 27
 Performance Standard 3: Human Resources Management 28
 Performance Standard 4: Organizational Management..... 29
 Performance Standard 5: Communication and Community Relations..... 30
 Performance Standard 6: Professionalism..... 31
 Performance Standard 7: Student Academic Progress..... 32

PART III: Forms

Introduction 33
 Principal Self-Evaluation Form 34
 Informal Observation/Site Visit Form 36
 Documentation Cover Sheet..... 39
 Teacher/Staff Survey..... 41
 Survey Summary Form 42
 Student Academic Progress Goal Setting Form 43
 Principal Formative Assessment Form..... 45
 Principal Interim Performance Report..... 50
 Principal Summative Performance Report 58
 Support Dialogue Form 62
 Performance Improvement Plan Form 63
 Results of Performance Improvement Plan Form 64

REFERENCES..... 65

APPENDIX: Teacher Performance Evaluation System Handbook.....67

PART I: INTRODUCTION AND PROCESS

Introduction

The *Norfolk Public Schools' Principal Performance Evaluation System* (PPES) uses the Stronge Leader Effectiveness Performance Evaluation System developed by Dr. James Stronge, Heritage Professor of Educational Policy, Planning, and Leadership at the College of William and Mary, for collecting and presenting data to document performance based on well-defined professional responsibilities. The uniform performance standards used in this system provide a balance between structure and flexibility and define common purposes and expectations, thereby guiding effective leadership. The performance standards also encourage creativity and individual principal initiative. The goal of the PPES is to support the continuous growth and development of each principal by monitoring, analyzing, and applying pertinent data compiled within a system of meaningful feedback.

Purposes and Characteristics

The primary purposes of the Principal Performance Evaluation System are to:

- optimize student learning and growth;
- contribute to successful achievement of the goals and objectives defined in the vision, mission, and goals of the school division;
- provide a basis for leadership improvement through productive principal performance appraisal and professional growth; and
- promote collaboration between the principal and evaluator, and promote self-growth, leadership effectiveness, and improvement of overall job performance.

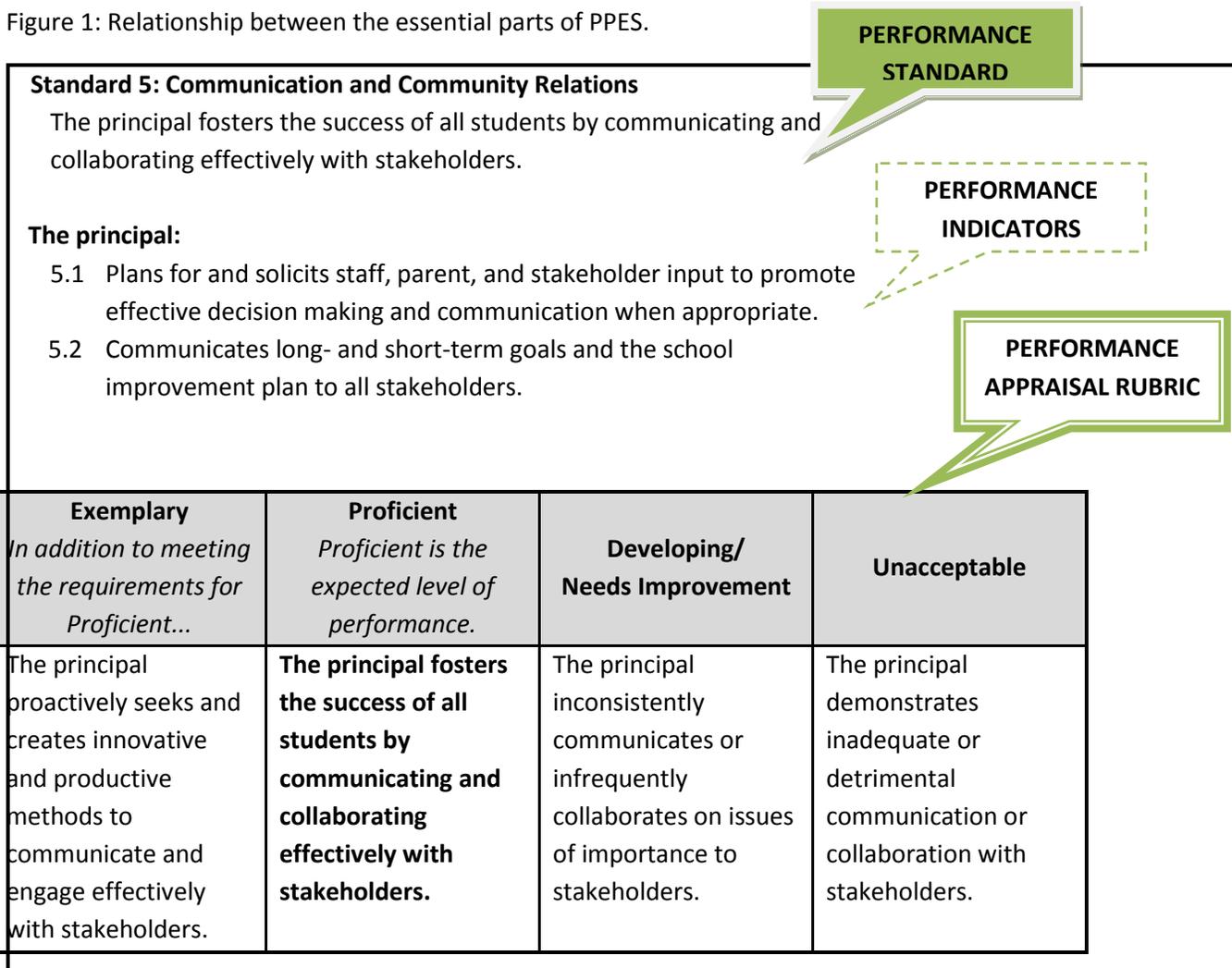
This evaluation system includes the following distinguishing characteristics:

- benchmark behaviors for each of the principal performance standards;
- a focus on the relationship between principal performance and improved student learning and growth;
- the use of multiple data sources for documenting performance, including opportunities for principals to present evidence of their own performance as well as student growth;
- a procedure for conducting performance reviews that stress accountability, promote professional improvement, and increase principals' involvement in the evaluation process; and
- a support system for providing assistance when needed.

Essential Components of PPES

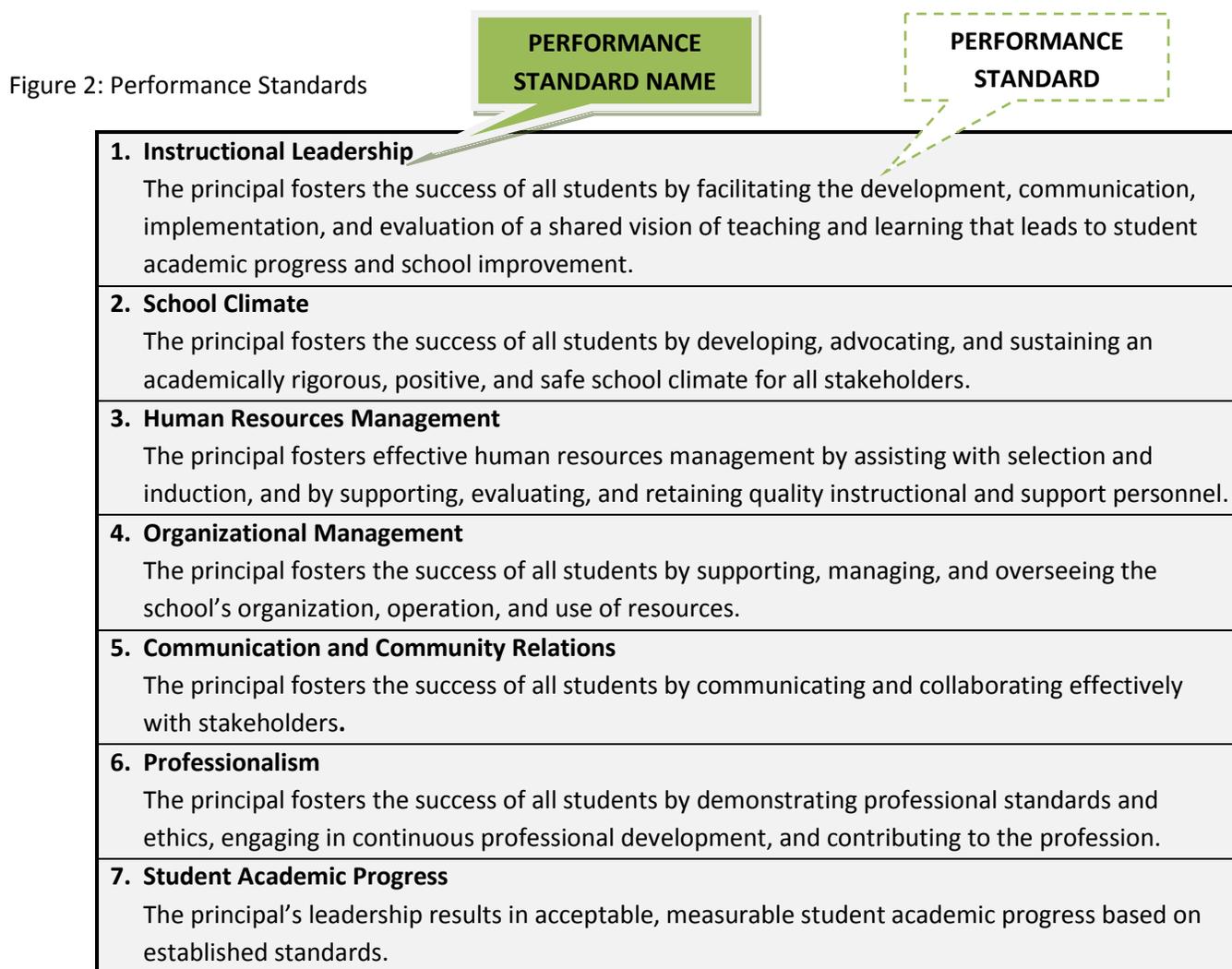
Clearly defined professional responsibilities for principals constitute the foundation for the PPES. A fair and comprehensive evaluation system provides sufficient detail and accuracy so that both principals and evaluators (i.e., superintendent, supervisor) reasonably understand their job expectations. PPES uses a two-tiered approach to define the expectations for principal performance consisting of seven standards and multiple performance indicators. Principals will be rated on the performance standards using performance appraisal rubrics. The relationship between these components is depicted in Figure 1.

Figure 1: Relationship between the essential parts of PPES.



Performance Standards

Performance standards define the criteria expected when principals perform their major duties. For all principals, there are seven performance standards (Figure 2) that served as the basis for the principal’s evaluation.



Performance Indicators

Performance indicators provide examples of observable, tangible behaviors that indicate the degree to which principals are meeting each standard. This helps principals and their evaluators clarify performance levels and job expectations. Thus, the performance indicators provide the answer to what must be performed. Performance indicators are provided as examples of the types of performance that will occur if a standard is being fulfilled. However, the list of performance indicators is not exhaustive, and they are not intended to be prescriptive. It should be noted that indicators in one standard may be closely related to indicators in another standard. This is because the standards, themselves, are not mutually exclusive and may have overlapping aspects.

Using Standard 5 (Communication and Community Relations) as an example, a set of performance indicators is provided in Figure 3.

Figure 3: Performance Indicators

<p>Performance Standard 5: Communication and Community Relations <i>The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.</i></p>	<p>PERFORMANCE STANDARD</p>
<p>Sample Performance Indicators <i>Examples may include, but are not limited to:</i></p> <p>The principal:</p> <ul style="list-style-type: none"> 5.1 Plans for and solicits staff, parent, and stakeholder input to promote effective decision making and communication when appropriate. 5.2 Communicates long- and short-term goals and the school improvement plan to all stakeholders. 5.3 Disseminates information to staff, parents, and other stakeholders in a timely manner through multiple channels and sources. 5.4 Involves students, parents, staff, and other stakeholders in a collaborative effort to establish positive relationships. 5.5 Maintains visibility and accessibility to students, parents, staff, and other stakeholders. 5.6 Speaks and writes in an explicit and professional manner to students, parents, staff, and other stakeholders. 5.7 Provides a variety of opportunities for parent and family involvement in school activities. 5.8 Collaborates and networks with colleagues and stakeholders to effectively utilize the resources and expertise available in the local community. 5.9 Advocates for students and acts to influence local, division, and state decisions affecting student learning. 5.10 Assesses, plans for, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling based on relevant evidence. 	<p>PERFORMANCE INDICATORS</p>

Evaluators and principals should consult the sample performance indicators for clarification of what constitutes a specific performance standard. **Performance ratings are made at the performance standard level, NOT at the performance indicator level. Additionally, it is important to document a principal's performance on each standard with evidence generated from multiple performance indicators.**

Performance Rubrics

The performance rubric is a behavioral summary scale that describes acceptable performance levels for each of the seven performance standards. It states the measure of performance expected of principals and provides a general description of what a rating entails. The rating scale is applied to the summative evaluation of all principals. The performance rubrics guide evaluators in assessing *how well* a standard is performed. They are provided to increase reliability among evaluators and to help principals to focus on ways to enhance their leadership practices. Figure 4 shows an example of a performance appraisal rubric for Standard 5 (Communication and Community Relations).

Figure 4: Performance Appraisal Rubric

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal proactively seeks and creates innovative and productive methods to communicate and engage effectively with stakeholders.	The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.	The principal inconsistently communicates or infrequently collaborates on issues of importance to-stakeholders.	The principal demonstrates inadequate or detrimental communication or collaboration with stakeholders.

Note: The rating of *proficient* is the expected level of performance.

Documenting Performance

The role of a principal requires a performance evaluation system that acknowledges the contextual nature and complexities of the job. Multiple data sources provide for a comprehensive and authentic “performance portrait” of the principal’s work. The sources of information described in Figure 5 were selected to provide comprehensive and accurate feedback on principal performance.

Figure 5: Data Sources for Principal Evaluation

Data Source	Definition
Self-Evaluation	Self-evaluation reveals principals’ perceptions of their job performance. Results of a self-evaluation should inform principals’ personal goals for professional development.
Informal Observations/School Site Visits	Informal observations/school site visits, applied in a variety of settings, provide information on a wide range of contributions made by principals. Informal observations/school site visits may range from watching how a principal interacts with others, to observing programs, and shadowing the administrator.
Document Log	Document logs provide documentation generated by principals as evidence of meeting the seven performance standards.
Teacher/Staff Survey	Climate surveys provide information to principals about perceptions of job performance. The principal prepares a survey summary for inclusion in the portfolio/document log.
Goal Setting	Principals, in conjunction with their evaluators, set goals for professional growth and school improvement.

Evaluators may choose to use the optional *Principal Formative Assessment Form* in Part III to document evidence from any of these sources.

To address the contextual nature of the principal's job, each principal should provide a school profile narrative to his or her evaluator. This is done via the *Student Academic Progress Goal Setting Form*. It is strongly recommended that the principal also discusses the unique characteristics of the school with the evaluator.

Alignment of Performance Standards with Data Sources

Whether a principal is meeting the performance standards may be evidenced through multiple data sources. Figure 6 shows the alignment of performance standards by data sources.

Figure 6: Aligning Multiple Data Sources with Performance Standards

Performance Standard	Self-Evaluation	Informal Observation/ School Site Visits	Document Log	Teacher/Staff Survey*	Goal Setting
1. Instructional Leadership	S	S	P	P	
2. School Climate	S	P	P	P	
3. Human Resources Management	S		P	P	
4. Organizational Management	S	S	P	S	
5. Communication and Community Relations	S	P	P	S	
6. Professionalism	S	P	P	S	P
7. Student Academic Progress			P		P

* Survey summaries are part of the document log.

P = Primary Data Source S = Secondary Data Source

Self-Evaluation

Self-evaluation is a process by which one may judge the effectiveness and adequacy of their performance, effects, knowledge, and beliefs for the purpose of self-improvement. By thinking about what works, what does not work, and what type of changes one might make to be more successful, the likelihood of knowing how to improve and actually making the improvements increases dramatically. Evidence suggests that self-evaluation is a critical component of the evaluation process and is strongly encouraged. Furthermore, self-evaluation can help a principal to target areas for professional development. The *Principal Self-Evaluation Form* is provided in Part III.

Principals should conduct a self-evaluation early in the school year and should refer to it throughout the year to see if their strategies for improving performance are effective. Principals are encouraged, but not required, to share their self-evaluations with their supervisors.

Informal Observations/School Site Visits

Informal observations/school site visits, applied in a variety of settings, provide information on a wide range of contributions made by principals. Informal observations/school site visits may range from watching how a principal interacts with others, to observing programs, and shadowing the administrator.

Site visits are a method by which evaluators may gain insight into whether principals are meeting the performance standards. Evaluators are encouraged to conduct multiple site visits to the principal's school. During a site visit, evaluators should discuss various aspects of the job with the principal. This can take the form of a formal interview or a less structured discussion. Through questioning, the evaluator may help the principal reflect on his or her performance, which may provide insight into how the principal is addressing the standards. Such a discussion may also help the principal to think through the artifacts he or she might submit to the evaluator to demonstrate proficiency in each standard. In addition, evaluators can use the principal's responses to the questions to determine issues they would like to further explore with the principal's faculty and staff. Furthermore, it is recognized that in many cases it takes time to effect change in a school, and by having an honest, open discussion, the principal is provided with an opportunity to explain the successes and trials the school community has experienced in relation to school changes. It also provides an opportunity for the evaluator to offer feedback. Suggested guiding questions an evaluator may want to address are included on the *Informal Observation/Site Visit Form* in Part III. Following the site visit, evaluators should provide feedback to the principal.

Document Log

The document log is an organized collection of work that demonstrates the principal's skills, talents, and accomplishments for the evaluation cycle. It is similar in many ways to a portfolio, yet is typically more concise, containing a more confined collection of specific artifacts. Documentation provides evaluators with information related to specific standards and provides principals with an opportunity for self-reflection, demonstration of quality work, and a basis for two-way communication with their evaluators. Documentation can confirm a principal's effort to demonstrate exemplary performance, can show continuing work at a proficient level, or can demonstrate progress in response to a previously-identified deficiency.

Artifacts are not created solely for a document log, but are readily reviewed in document log form. They should provide evidence of one or more of the performance standards. Each artifact may include a caption since the artifact will be viewed in a context other than that for which it was developed. Principals will submit their material electronically, and they may organize the material in any way they see fit. The emphasis should be on the quality of work, not the quantity of materials presented.

A sample *Documentation Cover Sheet* is provided in Part III. Although this sheet is optional, principals should consider using this sheet to help organize documents. The sheet provides examples of the types of material a principal might consider providing to show evidence of proficiency in the seven performance standards. Figure 7 provides examples of some of these materials. These examples will vary based on the school's unique characteristics.

Figure 7: Examples of Items in a Document Log

Standard 1 – Instructional Leadership

- School improvement plan
- Strategic plan
- Vision and mission
- Staff evaluation grid
- Leadership/school improvement team agendas
- Building administrator responsibility chart
- Professional goals
- Master schedule
- Student progress monitoring data
- Project-specific summaries of a goal (if applicable)
- Compliance with Standards of Accreditation
- Program development
- Staff development plan
- List of school committees and members
- Class observations (informal and formal)
- Compliance with teacher and principal evaluation systems

Standard 2 – School Climate

- Monthly discipline report (for school and by teacher)
- Teacher of the Year recommendation
- Annual report of discipline, crime, and violence
- Teacher/staff appreciation activities
- Summary of staff survey
- Student recognition; student groups/clubs; student activities
- Positive Behavioral Interventions and Supports documentation

Standard 3 – Human Resources Management

- Staff evaluation schedule including observation schedule
- Evidence of teachers and staff serving as leaders in the school, school division, and school community
- Teacher licensure renewal schedule
- Staff evaluations
- Performance Improvement Plans with appropriate documentation
- Mentorship program(s)

Standard 4 – Organizational Management

- Building schedules
- Administrator responsibility chart
- Master schedule and course compliance
- Facility use log
- Physical plant and grounds management schedule
- Annual financial audits to include financial management and alignment of budget with school improvement plan
- Inventory records
- Career and Technical Education compliance
- Special Education compliance

Standard 5 – Communication and Community Relations

- Faculty meeting agendas
- Newsletters
- PTA/PAC/PTO agendas
- Parent/community survey
- Website
- Completion of annual school safety audit
- Safe School's committee agendas and minutes of meetings
- School Health Advisory Board agendas and minutes of meetings
- Media communications
- Presentations to civic/community groups
- School-wide activities
- Communication with stakeholders about the school

Standard 6 – Professionalism

- Staff development activity agendas
- Department/grade level meeting documentation
- Summary of staff surveys
- Professional conference attendance
- Professional organization membership
- District Committee participation
- Local, state, and federal presentations

Standard 7 – Student Academic Progress

- Analysis of grades per quarter
- Documentation of meeting established annual goals (e.g., school improvement plan)
- Student growth percentile data, if available and appropriate
- Data on student achievement from other valid, reliable sources (e.g., pattern of improvement in advanced pass rate on SOL assessments, percent of students taking the SATs, closing the achievement gap between student subgroups, etc.)

The document log is an official document that is maintained by the principal. It is the property of the principal and follows the principal when work assignments change. Evaluators may consider reviewing the document log at least once prior to June 1, although they are free to review it more often as needed.

While the preceding paragraphs have referred to the principal providing his or her own documentation as evidence of meeting the performance standards, evaluators are free to maintain their own documentation (e.g., evaluator notes or a running record) relative to the principal's performance. This type of evaluator documentation may come from a variety of sources such as those mentioned in the *Informal Observations/School Site Visits* section (informally observing the principal during meetings, watching his or her interactions with others, etc.). This type of documentation should be considered along with the principal's own documentation when making formative and summative assessments. As such, evaluators should write comments related to their own documentation on the optional *Principal Formative Assessment Form* or the *Principal Summative Performance Report* (see Part III), as applicable.

Teacher/Staff Surveys

Surveys are an important data collection tool used to gather client (in this instance, teacher/staff) data regarding their perceptions of the principal's performance. One of the benefits of using surveys is that the collected information may help the principal set goals for continuous improvement. Teacher/staff surveys also may be used to provide information to evaluators that may not be accurately obtained through other types of documentation.

Goal Setting

One approach to linking student academic progress to principal performance involves building the capacity for principals and their supervisors to interpret and use student achievement data to set target goals for student improvement. Setting goals, not just any goals, but goals set squarely on student performance, is a powerful way to enhance professional performance and, in turn, positively impact student academic progress. *Student Academic Progress Goal Setting* is designed to improve student learning.

In many cases, measures of student performance can be directly documented. A value-added or gain score approach can be summarized using the equation in Figure 8.

Figure 8: Gain Score Equation

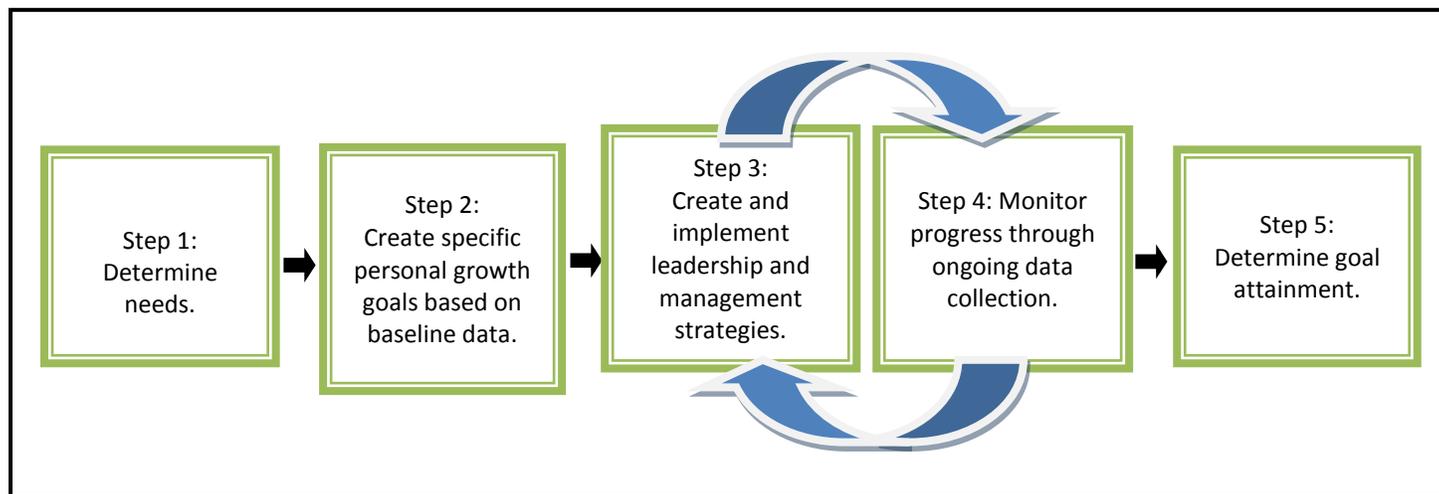
$$\begin{array}{l} \text{Student Learning End Result} \\ - \text{Student Learning Beginning Score} \\ \hline \text{Student Gain Score} \end{array}$$

Goal Setting Process

Principals are responsible for setting at least two student academic progress goals that are tied directly to improved student academic progress and aligned to the school improvement plan. The evaluator and the principal meet to discuss the baseline data and review the annual goals. New goals are identified each year. The goal should be customized for the particular school and its particular student population. The principal’s and school’s goals should be aligned with division goals and the school improvement process. In fact, a strong school improvement process is synonymous to the goal setting process. The *Student Academic Progress Goal Setting Form* in Part III will be used for developing and assessing each annual goal. Goals should be measured at the beginning of the year, at mid-year, and at the end of the year to determine the difference.

Goal setting involves several steps, beginning with knowing where students as a whole are in relation to what is expected of them. Then, principals can set specific, measurable goals based on both the demands of the curriculum and the needs of the students. The principal creates and implements strategies and monitors progress, making adjustments to the strategies, as needed. Finally, a summative judgment is made regarding goal attainment over a specific period of time. Figure 9 depicts these steps.

Figure 9: Goal Setting Process



Examples of Measures of Student Academic Progress

To be able to measure goal attainment, principals must identify valid measures of student academic progress appropriate to their school settings. Figure 10 shows suggested focus areas for goal setting that provide measures of student academic progress focused on school improvement.

Figure 10: Examples of Measures of Student Academic Progress

- Pattern of improvement in SOL assessment pass rates
- Pattern of improvement in subgroup achievement on SOL assessments
- Pattern of improvement across grade levels on SOL assessments
- Pattern of improvement in advanced pass rates on SOL assessments
- Pattern of improvement on formative assessments
- Pattern of increased percentage of first- through third-grade students reading on grade level
- Pattern of increased percentage of middle school students successfully completing high school level courses
- Pattern of increased percentage of students who receive a high school diploma
- Pattern of increased attainment of advanced diplomas
- Pattern of high school students earning career and technical industry certifications, state licenses, or successful national occupational assessment credentials
- Pattern of increased number of students earning college credit while in high school
- Decrease in the achievement gaps between and among subgroups on SOL assessments
- Decrease in the percentage of students at risk of not learning to read by grade 3 (e.g., from fall to spring each year, reduce the percentage of students failing to meet Phonological Awareness Literacy Screening (PALS) benchmarks for being on track to be proficient in reading by grade 3)
- Decrease achievement gaps, as identified by PALS, between and among subgroups of students identified for reading intervention in grades K-2 and of students identified as meeting the High Benchmark status in spring of grade one.
- Decrease in the percentage of K-2 retentions by demonstrating more students are meeting or exceeding grade-level expectations.
- Reduce the percentage of students who leave eighth grade at risk of not graduating from high school with a Standard or Advanced Studies diploma
- Increase in the percentage of English Language Learners (ELLs) making progress or proficiency on the English Language Proficiency assessment and increase the percentage of ELs achieving proficiency on English/reading and mathematics SOL assessments
- Increase in the percentage of students receiving prestigious awards on a consistent basis (e.g., art, music, band, speech)
- Increase in the percentage of students enrolled in college-level courses
- Increase in the percentage of students making at least one year's growth in Instructional Oral Reading Level, as measured by PALS or other valid reading assessments, in grades one through three.
- Increase in the percentage of students in underperforming subgroups who enroll in college-level courses in high school.
- Increase in the percentage of students in underperforming subgroups who earn college credit while in high school
- Increase in the percentage of students, particularly students from underperforming subgroups, who enroll in and are successful taking credit-bearing high school courses
- Increase in the percentage of students taking the SATs
- Increase in the percentage minority students taking Advanced Placement/dual enrollment courses
- Increase the percentage of elementary students successfully meeting Curriculum-Based Measurement Benchmarks in English/reading, mathematics, science, and history and social science.
- Increase in the percentage of students meeting the PALS benchmark for Concept of Word in spring of kindergarten.
- Increase in the percentage of students with disabilities meeting their Individualized Education Plan (IEP) goals.

Quantitative measures of student academic progress based on validated achievement measures that already are being used locally should be the first data considered when determining local progress measures.

Developing Goals

Goals should be developed early in the school year. The goals describe observable behavior and/or measurable results that would occur when a goal is achieved. The acronym SMART-R (Figure 11) is a useful way to self-assess a goal's feasibility and worth.

Figure 11: Acronym for Developing Goals

Specific:	The goal is focused.
Measurable:	An appropriate instrument/measure is selected to assess the goal.
Appropriate:	The goal is within the principal's control to effect change.
Realistic:	The goal is feasible for the principal and/or school.
Time limited:	The goal is contained within a single school year.
Rigorous:	The goal is challenging.

Submission of the Goal Setting Form

Principals complete a draft of their goals and schedule a meeting with their evaluators to look at the baseline data and discuss the proposed goal. Each year, principals are responsible for submitting their goals to their evaluator early in the year.

Midyear Review of Goals

A midyear review of progress toward the goal is held for all principals. At the evaluator's discretion, this review may be conducted through peer teams or in another format that promotes discussion, collegiality, and reflection. The mid-year review should be held at the beginning of the second semester. It is the evaluator's responsibility to establish the format and select the time of the review.

End-of-Year Review of Goals

By the appropriate date, as determined by the evaluator, each principal is responsible for assessing the professional growth made on the goal and for submitting documentation to the evaluator. A principal may find it beneficial to draft the next year's goal as part of the reflection process in the event the goal has to be continued and/or revised. By mutual agreement, evaluators and individual principals may extend the due date for the end-of-year reviews in order to include the current year's data. In addition, as noted in the measures of academic achievement/growth noted on the previous page, data from previous years may be used to demonstrate a pattern toward attainment of goals.

Other Measures for Connecting Student Performance to Principal Evaluation

In addition to student academic progress goals, other measures should be used to connect student performance to principal evaluation. Taken together, these multiple measures of student academic progress will account for 40 percent of a principal's summative evaluation.

Student Growth Percentiles

Student growth percentiles (SGPs) provide student-level progress information for students. SGPs range from 1 to 99, where higher numbers represent higher relative progress and lower numbers represent lower progress, relative to students who have similar SOL test scores in the past. SGPs describe the percentile for **change in achievement**, not absolute achievement. Percentiles are values that express the percentage of cases that fall below a certain score. When

applied to student achievement data, a student’s SGP represents the percent of students who have similar prior academic achievement and who earned lower scores on the SOL test. For example, a student who earned an SGP of 90 on an SOL reading assessment earned a score that was as high as or higher than 90 percent of the other students statewide who had similar SOL score histories in reading. Only 10 percent of students with similar prior achievement histories earned higher scores. Similarly, a student who earned a student growth percentile of 25 on his/her mathematics SOL test earned a score that was as high or higher than 25 percent of the students statewide who had SOL score histories in mathematics, whereas 75 percent of students with similar SOL score histories earned higher scores.

For the principal evaluation, Norfolk Public Schools will aggregate the SGP data at the school level to determine a progress measure. The median SGP is the most appropriate single measure to determine typical growth in a school. The median SGP represents the midpoint in the distribution of student growth percentiles - half of students earned higher SGPs and half earned lower SGPs. VDOE has defined categories of growth levels to assist in interpreting the student growth percentile data as shown in Figure 12.

Figure 12: Recommended Interpretation of Median Growth Percentiles

Range of Median Student Growth Percentile	Interpretation
< 35	The majority of students demonstrated low growth
35 to 65	The majority of students demonstrated moderate or higher growth*
> 65	The majority of students demonstrated high growth

* This recommendation should only be applied after reviewing the distribution of the data. When a group of students has a median SGP between 35 and 65 but most of the students actually fall in the high and low growth categories, with few showing moderate growth, there would be a different interpretation reflected in the growth indicator.

Before using the median SGP as 20 percent of a principal’s evaluation, Norfolk Public Schools will determine whether sufficient student growth percentile data are available to apply to the evaluation. Minimum requirements for sufficient data are:

- Data from at least 40 students are available, possibly from multiple years;
- Data from students are representative of students in the school; and
- Data from at least two years are available; three years should be reviewed whenever possible.

Figure 13 shows how SGPs should be incorporated into principals’ performance evaluation when the above conditions are met. Note that when there are insufficient SGPs to be representative of students in the school, it may still be appropriate to use SGPs as one component of the evaluation of student academic progress but at a lower percentage; in such cases, other validated quantitative measures of growth should be incorporated.

Figure 13: Guidance for Incorporating Multiple Measures of Student Academic Progress

Principal	Application of Student Growth Percentiles	Student Academic Progress Goals	Other Measures of Student Growth and Achievement
Elementary School and Middle School	20 percent of the total evaluation based on student growth percentiles*	10 percent of the total evaluation is based on student academic progress goals. Goals should incorporate data from valid achievement measures (e.g., SOL assessment results, state benchmarks) that focus on school improvement whenever possible.	10 percent of the total evaluation is based on quantitative measures already available in the school that are validated and provide measures of growth (as opposed to absolute achievement). However, school improvement in absolute achievement can be used as an indicator for overall student academic progress.
High School	Not applicable	10 percent of the total evaluation is based on student academic progress goals. Goals should incorporate data from valid achievement measures (e.g., SOL assessment results, state benchmarks) that focus on school improvement whenever possible.	10 percent of the total evaluation is based on quantitative measures already available in the school that are validated and provide measures of growth (as opposed to absolute achievement). However, school improvement in absolute achievement can be used as an indicator for overall student academic progress.

* When there are not sufficient SGPs to be representative of students in the school, it may be appropriate to use student growth percentiles as one component of the student academic progress standard but at less than 20 percent of the full evaluation, incorporating other validated quantitative measures of growth.

Rating Principal Performance

The role of a principal requires a performance evaluation system that acknowledges the contextual nature and complexities of the job. For an evaluation system to be meaningful, it must provide its users with relevant and timely feedback. To facilitate this, evaluators should conduct both formative and summative evaluations of principals. While the Superintendent has the ultimate responsibility for ensuring that the evaluation system is executed faithfully and effectively in the division, other division administrators may be designated by the evaluator to supervise, monitor, and assist with the multiple data source collection which will be used for these evaluations.

Definitions of Ratings

The rating scale provides a description of four levels of how well the standards (i.e., duties) are performed on a continuum from *exemplary* to *unacceptable*. The use of the scale enables evaluators to acknowledge effective performance (i.e., *exemplary* and *proficient*) and provides two levels of feedback for principals not meeting expectations (i.e., *developing/needs improvement* and *unacceptable*). The definitions in Figure 14 offer general descriptions of the ratings. Ratings are applied to the seven performance standards and as an overall summative rating, not to performance indicators. Principals are expected to perform at the *proficient* level.

Figure 14: Definitions of Terms used in Rating Scale

Cat.	Description	Definition
Exemplary	The principal performing at this level maintains performance, accomplishments, and behaviors that consistently and considerably surpass the established performance standard, and does so in a manner that exemplifies the school's mission and goals. This rating is reserved for performance that is truly exemplary and is demonstrated with significant student academic progress.	Exceptional performance: <ul style="list-style-type: none"> • sustains high performance over the evaluation cycle • empowers teachers and students and consistently exhibits behaviors that have a strong positive impact on student academic progress and the school climate • serves as a role model to others
Proficient	The principal meets the performance standard in a manner that is consistent with the school's mission and goals and has a positive impact on student academic progress.	Effective performance: <ul style="list-style-type: none"> • consistently meets the requirements contained in the job description as expressed in the evaluation criteria • engages teachers and exhibits behaviors that have a positive impact on student academic progress and the school climate • demonstrates willingness to learn and apply new skills
Developing/ Needs Improvement	The principal is starting to exhibit desirable traits related to the standard, but has not yet reached the full level of proficiency expected (i.e., developing) or the principal's performance is lacking in a particular area (i.e., needs improvement). The principal often performs less than required in the established performance standard or in a manner that is inconsistent with the school's mission and goals and results in below average student academic progress.	Below acceptable performance: <ul style="list-style-type: none"> • requires support in meeting the standards • results in less than expected quality of student academic progress • requires principal professional growth be jointly identified and planned between the principal and evaluator
Unacceptable	The principal consistently performs below the established performance standard or in a manner that is inconsistent with the school's mission and goals and results in minimal student academic progress.	Ineffective performance: <ul style="list-style-type: none"> • does not meet the requirements contained in the job description as expressed in the evaluation criteria • results in minimal student academic progress • may contribute to a recommendation for the employee not being considered for continued employment

Interim Evaluation

Principals will receive an interim evaluation to provide systematic feedback prior to the completion of a summative evaluation. Using the multiple data sources discussed previously, the evaluator will complete the *Principal Interim/Annual Performance Report* (see Part III) to indicate if a principal has shown evidence of each of the performance standards. This form does not include an actual rating of performance. The evaluator should share the results of her or his assessment with the principal early in the second semester.

Summative Evaluation

Assessment of performance quality occurs only at the summative evaluation stage, which comes at the end of the evaluation cycle. Principals will be rated on all seven performance standards using performance appraisal rubrics (see Part II). As previously discussed, the rubric is a behavioral summary scale that describes acceptable performance levels for each performance standard. The scale states the measure of performance expected of principals and provides a general description of what each rating entails. *Ratings are made at the performance standard level, NOT at the performance indicator level.*

Evaluators make judgments about performance of the seven performance standards based on all available evidence. After collecting information gathered through multiple data sources, the evaluator applies the four-level rating scale to evaluate a principal's performance on all standards for the summative evaluation. Therefore, the summative evaluation represents where the "preponderance of evidence" exists, based on various data sources. The evaluator records the ratings and comments on the *Principal Summative Performance Report* in Part III. The results of the evaluation must be discussed with the principal at a summative evaluation conference.

Cumulative Summative Rating

Performance standards 1-6 will each be worth 10 percent of the evaluation, with Standard 7 accounting for 40 percent of the evaluation. Scores will be calculated using the following scale:

- Exemplary* = 4
- Proficient* = 3
- Developing/Needs Improvement* = 2
- Unacceptable* = 1

Figure 15 shows an example of how a cumulative summative rating will be calculated.

Principal Performance Standard	Performance Rating	Points	Weight	Weighted Total (Points x Weight)
Standard 1	<i>Exemplary</i>	4	1	4
Standard 2	<i>Proficient</i>	3	1	3
Standard 3	<i>Proficient</i>	3	1	3
Standard 4	<i>Proficient</i>	3	1	3
Standard 5	<i>Proficient</i>	3	1	3
Standard 6	<i>Exemplary</i>	4	1	4
Standard 7	<i>Exemplary</i>	4	4	16
Cumulative Summative Rating				36

The overall summative rating will be judged as *exemplary*, *proficient*, *developing/needs improvement*, or *unacceptable* using the following range of scores:

- Unacceptable = 10 – 19
- Developing/Needs Improvement = 20 – 25
- Proficient = 26 – 34
- Exemplary = 35 – 40

Note: Regardless of the overall total points earned, a principal who receives three or more *developing/needs improvement* ratings on individual performance standards will receive an overall rating of *developing/needs improvement* or *unacceptable*. Similarly, a principal who receives one *unacceptable* rating on a performance standard may receive an overall *unacceptable* rating.

Frequency of Summative Evaluation

All principals will receive a summative evaluation annually. Summative evaluations are to be completed during the last week of school prior to June 30. Figure 16 details Norfolk Public Schools’ evaluation schedules for all components of the evaluation system.

If non-renewal of a principal is anticipated, the summative evaluation ideally will occur far in advance of the end of the school year. The principal should have an opportunity to complete all of the *Performance Improvement Plan* activities.

The evaluator should submit the signed *Principal Summative Performance Report* to the Department of Human Resources within 10 calendar days of completing the summative conference.

Figure 16: *Evaluation Schedule for Principals and Assistant Principals*

Principal Evaluation Schedule				
Timeline	Activity	Task or Document	Responsibility of	
			Evaluator	Principal
September 15	Principals conduct self-evaluation	Principal Self-Evaluation Form		✓
October 1	Principals submit goal-setting form	Student Academic Progress Goal Setting Form		✓
October 30	Evaluators/Principals conference and review self-assessment and goals	Principal Self-Evaluation Form and Student Academic Progress Goal Setting Form	✓	✓
November 30	Evaluators conduct at least one of the required informal observation/ site visits	Informal Observation/Site Visit Form	✓	
December 1	Principals complete summary of NPS Climate Survey	Teacher/Staff Survey and Summary Survey Form		✓
December 30	Evaluators/principals conduct mid-year review of goals	Student Academic Progress Goal Setting Form	✓	✓
	Evaluators complete/share results of interim evaluation with Principals	Principal Interim Performance Review	✓	
March 30	Evaluators conduct the second required informal observation/site visits	Informal Observation/Site Visit Form	✓	

June 1	Principal submit Document Log for review	Document Log	✓	✓
June 30	Evaluators complete summative evaluation of all Principals	Principal Summative Performance Report	✓	

Assistant Principal Evaluation Schedule				
Timeline	Activity	Task or Document	Responsibility of	
			Evaluator	Assistant Principal
September 15	Assistant Principals conduct self-evaluation	Principal Self-Evaluation Form		✓
October 1	Assistant Principals submit goal-setting form	Student Academic Progress Goal Setting Form		✓
October 30	Evaluators/Assistant Principals conference and review self-assessment and goals	Principal Self-Evaluation Form and Student Academic Progress Goal Setting Form	✓	✓
November 30	Evaluators conduct at least one of the required informal observation/site visits	Informal Observation/Site Visit Form	✓	
December 1	Assistant Principals conduct pre-teacher/staff survey and summary	Teacher/Staff Survey and Summary Survey Form		✓
December 30	Evaluators/Assistant Principals conduct mid-year review of goals	Student Academic Progress Goal Setting Form	✓	✓
	Evaluators complete/share results of interim evaluation with Assistant Principals	Principal Interim Performance Review	✓	
March 30	Evaluators conduct at least two (2) additional informal observation/site visits	Informal Observation/Site Visit Form	✓	
May 1	Assistant Principals conduct post-teacher/staff survey and summary	Teacher/Staff Survey and Summary Survey Form		✓
June 1	Assistant Principal submit Document Log	Document Log	✓	✓
June 30	Evaluators complete summative evaluation of all Assistant Principals	Principal Summative Performance Report	✓	

Documentation Records

Documentation records are maintained by both the principal and the evaluator for the entire evaluation period. If the principal transfers among schools within Norfolk Public Schools, the documentation may be forwarded to the receiving school's site administrator. At the end of an evaluation cycle, the evaluator should retain copies of the *Informal Observation/Site Visit Form*, *Documentation Cover Sheet*, *Student Academic Progress Goal Setting Form*, *Principal Interim Performance Report* (as applicable), *Principal Summative Performance Report*, and *Performance Improvement Plan* (if needed).

Improving Professional Performance

Supporting principals is essential to the success of schools. Many resources are needed to assist principals in growing professionally. Sometimes additional support is required to help principals develop so that they can meet the performance standards for their schools.

There are two tools that may be used at the discretion of the evaluator. The first is the *Support Dialogue*, a division-level discussion between the evaluator and the principal. It is an optional process to promote conversation about performance in order to address specific needs or desired areas for professional growth. The second is the *Performance Improvement Plan* which has a more formal structure and is used for notifying a principal of performance that *requires* improvement due to less-than-proficient performance. The tools may be used independently of each other. Figure 17 highlights key differences between the two processes.

Figure 17: Tools to Increase Professional Performance

	Support Dialogue	Performance Improvement Plan
Purpose	For principals who could benefit from targeted performance improvement OR who would like to systematically focus on his or her own performance growth.	For principals whose work is in the <i>developing/needs improvement</i> or <i>unacceptable</i> categories
Initiates Process	Evaluator or principal	Evaluator
Documentation	Form Provided: None Memo or other record of the discussion/ other forms of documentation at the division level	Form Required: <i>Performance Improvement Plan</i> Division level Superintendent is notified
Outcomes	Performance improvement is documented with the support dialogue continued at the discretion of the evaluator or the principal In some instances, little or no progress – the employee may be moved to a <i>Performance Improvement Plan</i>	Sufficient improvement – recommendation to continue employment Inadequate improvement, recommendation to continue on <i>Performance Improvement Plan</i> OR dismiss the employee

Support Dialogue

The *Support Dialogue* is initiated by evaluators or principals at any point during the school year for use with personnel whose professional practice would benefit from additional support. It is designed to facilitate discussion about the area(s) of concern and ways to address those concerns. The *Support Dialogue* process should not be construed as applying to poor performing principals. The option for a *Support Dialogue* is open to any principal who desires assistance in a particular area.

During the initial conference, both parties share what each will do to support the principal’s growth and decide when to meet again. To facilitate the improvements, they may choose to complete the optional *Support Dialogue Form* in Part III. After the agreed-upon time to receive support and implement changes in professional practice has elapsed, the evaluator and principal meet again to discuss the impact of the changes. Sample prompts are provided in Figure 18.

Figure 18: Sample Prompts

Sample Prompts for the Initial Conversation

What challenges have you encountered in addressing _____ (tell specific concern)?

How have you tried to address the concern of _____ (tell specific concern)?

What support do you need in order to address your concerns?

Sample Prompts for the Follow-Up Conversation

Last time we met, we talked about _____ (tell specific concern). What has gone well?

What has not gone as well?

The entire *Support Dialogue* process is intended to be completed in a relatively short time period (for example, within a six-week period) as it offers targeted support. If the *Support Dialogue* was initiated by a principal seeking self-improvement, the evaluator and the principal may decide at any time either to conclude the process or to continue the support and allocate additional time or resources.

For principals for whom the evaluator initiated the *Support Dialogue*, the desired outcome would be that the principal's practice has improved to a proficient level. In the event that improvements in performance are still needed, the evaluator makes a determination either to extend the time of the *Support Dialogue* because progress has been made, or to allocate additional time or resources. If the necessary improvement is not made, the employee may be placed on a *Performance Improvement Plan*. Once placed on a *Performance Improvement Plan* the principal will have 90 calendar days to demonstrate that the identified deficiencies have been corrected.

Performance Improvement Plan

If a principal's performance does not meet the expectations established by the school division, the principal will be placed on a *Performance Improvement Plan*. A *Performance Improvement Plan* is designed to support a principal in addressing areas of concern through targeted supervision and additional resources. It may be used by an evaluator at any point during the year for a principal whose professional practice would benefit from additional support. Additionally, a *Performance Improvement Plan* is implemented if one of the following scenarios occurs at the end of any data collection period:

- a principal receives two or more *not evident* markings at the interim review;
- a rating of *developing/needs improvement* on two or more performance standards; or
- a rating of *unacceptable* on one or more performance standards or an overall rating of *unacceptable*.

Implementation of Performance Improvement Plan

When a principal is placed on a *Performance Improvement Plan*, the evaluator must:

- provide written notification to the principal of the area(s) of concern that need(s) to be addressed;
- formulate a *Performance Improvement Plan* in conjunction with the principal; and
- review the results of the *Performance Improvement Plan* with the principal within established timelines.

Assistance may include:

- support from a professional peer or supervisor;
- conferences, classes, and workshops on specific topics; and/or
- other resources to be identified.

Resolution of Performance Improvement Plan

Prior to the evaluator making a final recommendation, the evaluator meets with the principal to review progress made on the *Performance Improvement Plan*, according to the timeline. The options for a final recommendation include:

- a) Sufficient improvement has been achieved; the principal is no longer on a *Performance Improvement Plan* and is rated *proficient*.
- b) Partial improvement has been achieved but more improvement is needed; the principal remains on a *Performance Improvement Plan* and is rated *developing/needs improvement*.
- c) Little or no improvement has been achieved; the principal is rated *unacceptable*.

When a principal is rated *unacceptable*, the principal may be recommended for dismissal. If not dismissed, a new *Performance Improvement Plan* will be implemented. Following completion of the *Performance Improvement Plan*, if the principal is rated *unacceptable* a second time, the principal may be recommended for dismissal.

Request for Review of an Unacceptable Rating

The principal may request a review of the evidence in relation to an *unacceptable* rating received on a Summative Evaluation or, as a result of a *Performance Improvement Plan*, in accordance with Norfolk Public Schools' policies and procedures.

PART II: PERFORMANCE STANDARDS

Principals are evaluated on the performance standards using the performance appraisal rubrics following each of the standards in this section. The performance indicators are provided as samples of activities that address the standard.

<p>Performance Standard 1: Instructional Leadership <i>The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.</i></p>
<p>Sample Performance Indicators <i>Examples may include, but are not limited to:</i></p> <p>The principal:</p> <ol style="list-style-type: none"> 1.1 Leads the collaborative development and sustainment of a compelling shared vision for educational improvement and works collaboratively with staff, students, parents, and other stakeholders to develop a mission and programs consistent with the division’s strategic plan. 1.2 Collaboratively plans, implements, supports, monitors, and evaluates instructional programs that enhance teaching and student academic progress, and leads to school improvement. 1.3 Analyzes current academic achievement data and instructional strategies to make appropriate educational decisions to improve classroom instruction, increase student achievement, and improve overall school effectiveness. 1.4 Possesses knowledge of research-based instructional best practices in the classroom. 1.5 Works collaboratively with staff to identify student needs and to design, revise, and monitor instruction to ensure effective delivery of the required curriculum. 1.6 Provides teachers with resources for the successful implementation of effective instructional strategies. 1.7 Monitors and evaluates the use of diagnostic, formative, and summative assessment to provide timely and accurate feedback to students and parents, and to inform instructional practices. 1.8 Provides collaborative leadership for the design and implementation of effective and efficient schedules that protect and maximize instructional time. 1.9 Provides the focus for continued learning of all members of the school community. 1.10 Supports professional development and instructional practices that incorporate the use of achievement data, and results in increased student progress. 1.11 Participates in professional development alongside teachers when instructional strategies are being taught for future implementation. 1.12 Demonstrates the importance of professional development by providing adequate time and resources for teachers and staff to participate in professional learning (i.e., peer observation, mentoring, coaching, study groups, learning teams). 1.13 Evaluates the impact professional development has on the staff and/or school improvement and student academic progress.

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal actively and consistently employs innovative and effective leadership strategies that maximize student academic progress and result in a shared vision of teaching and learning that reflects excellence.	The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.	The principal inconsistently fosters the success of students by facilitating the development, communication, implementation, or evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.	The principal does not foster the success of all students by facilitating the development, communication, implementation, or evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.

Performance Standard 2: School Climate

The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 2.1 Incorporates knowledge of the social, cultural, leadership, and political dynamics of the school community to cultivate a positive academic learning environment.
- 2.2 Consistently models and collaboratively promotes high expectations, mutual respect, concern, and empathy for students, staff, parents, and community.
- 2.3 Utilizes shared decision making and collaboration to build relationships with all stakeholders and maintain positive school morale.
- 2.4 Models and inspires trust and a risk-tolerant environment by sharing information and power.
- 2.5 Maintains a collegial environment and supports the staff through the stages of the change process.
- 2.6 Addresses barriers to teacher and staff performance and provides positive working conditions to encourage retention of highly-effective personnel.
- 2.7 Develops and/or implements a safe school plan that manages crisis situations in an effective and timely manner.
- 2.8 Involves students, staff, parents, and the community to create and sustain a positive, safe, and healthy learning environment which reflects state, division, and local school rules, policies, and procedures.
- 2.9 Develops and/or implements best practices in schoolwide behavior management that are effective within the school community and communicates behavior management expectations to students, teachers, and parents.
- 2.10 Is visible, approachable, and dedicates time to listen to the concerns of students, teachers, and other stakeholders.
- 2.11 Maintains a positive, inviting school environment that promotes and assists in the development of the whole child, and values every student as an important member of the school community.

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal seeks out new opportunities or substantially improves existing programs to create an environment where students and stakeholders thrive and the rigor of academic expectations has significantly increased as evident through results.	The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.	The principal inconsistently promotes the success of all students by developing, advocating, or sustaining an academically rigorous, positive, or safe school climate for all stakeholders.	The principal does not promote the success of all students by developing, advocating, or sustaining an academically rigorous, positive, or safe school climate for all stakeholders.

Performance Standard 3: Human Resources Management

The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining quality instructional and support personnel.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 3.1 Actively participates in the selection process, where applicable, and assigns highly-effective staff in a fair and equitable manner based on school needs, assessment data, and local and state requirements.
- 3.2 Supports formal building-level employee induction processes and informal procedures to support and assist all new personnel.
- 3.3 Provides a mentoring process for all new and targeted instructional personnel, as well as cultivates leadership potential through personal mentoring.
- 3.4 Manages the supervision and evaluation of staff in accordance with local and state requirements.
- 3.5 Properly implements the teacher and staff evaluation systems, supports the important role evaluation plays in teacher and staff development, and evaluates performance of personnel using multiple sources (***See Appendix – Teacher Performance Evaluation System Handbook, pp. 11-13***).
- 3.6 Documents deficiencies and proficiencies, provides timely formal and informal feedback on strengths and weaknesses, and provides support, resources, and remediation for teachers and staff to improve job performance.
- 3.7 Makes appropriate recommendations relative to personnel transfer, retention, promotion, and dismissal consistent with established policies and procedures and with student academic progress as a primary consideration.
- 3.8 Recognizes and supports the achievements of highly-effective teachers and staff and provides them opportunities for increased responsibility.
- 3.9 Maximizes human resources by building on the strengths of teachers and staff members, and providing them with professional development opportunities to grow professionally and gain self-confidence in their skills.

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal consistently demonstrates expertise in human resources management, which results in a highly- productive workforce (e.g. highly satisfied stakeholders, increased student learning, teacher leaders).	The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining quality instructional and support personnel.	The principal inconsistently assists with selection and induction, or inconsistently supports, evaluates, and retains quality instructional and support personnel.	The principal inadequately assists with selection and induction, or inadequately supports, evaluates, and retains quality instructional and support personnel.

<p>Performance Standard 4: Organizational Management <i>The principal fosters the success of all students by supporting, managing, and overseeing the school’s organization, operation, and use of resources.</i></p>
<p>Sample Performance Indicators <i>Examples may include, but are not limited to:</i></p> <p>The principal:</p> <ul style="list-style-type: none"> 4.1 Demonstrates and communicates a working knowledge and understanding of Virginia public education rules, regulations, and laws, and school division policies and procedures. 4.2 Establishes and enforces rules and policies to ensure a safe, secure, efficient, and orderly facility and grounds. 4.3 Monitors and provides supervision efficiently for all physical plant and all related activities through an appropriately prioritized process. 4.4 Identifies potential organizational, operational, or resource-related problems and addresses them in a timely, consistent, and effective manner. 4.5 Establishes and uses accepted procedures to develop short- and long-term goals through effective allocation of resources. 4.6 Reviews fiscal records regularly to ensure accountability for all funds. 4.7 Plans, prepares, and monitors a fiscally responsible budget to support the school’s mission and goals. 4.8 Follows state and local policies with regard to finances and school accountability and reporting. 4.9 Implements strategies for the inclusion of staff and stakeholders in various planning processes, shares in management decisions, and delegates duties as applicable, resulting in a smoothly operating workplace.

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal is highly effective at organizational management, demonstrating proactive decision-making, coordinating efficient operations, and maximizing available resources.	The principal fosters the success of all students by supporting, managing, and overseeing the school’s organization, operation, and use of resources.	The principal inconsistently supports, manages, or oversees the school’s organization, operation, or use of resources.	The principal inadequately supports, manages, or oversees the school’s organization, operation, or use of resources.

Performance Standard 5: Communication and Community Relations

The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 5.1 Plans for and solicits staff, parent, and stakeholder input to promote effective decision making and communication when appropriate.
- 5.2 Communicates long- and short-term goals and the school improvement plan to all stakeholders.
- 5.3 Disseminates information to staff, parents, and other stakeholders in a timely manner through multiple channels and sources.
- 5.4 Involves students, parents, staff and other stakeholders in a collaborative effort to establish positive relationships.
- 5.5 Maintains visibility and accessibility to students, parents, staff, and other stakeholders.
- 5.6 Speaks and writes in an explicit and professional manner to students, parents, staff, and other stakeholders.
- 5.7 Provides a variety of opportunities for parent and family involvement in school activities.
- 5.8 Collaborates and networks with colleagues and stakeholders to effectively utilize the resources and expertise available in the local community.
- 5.9 Advocates for students and acts to influence local, division, and state decisions affecting student learning.
- 5.10 Assesses, plans for, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling based on relevant evidence.

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal proactively seeks and creates innovative and productive methods to communicate and engage effectively with stakeholders.	The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.	The principal inconsistently communicates or infrequently collaborates on issues of importance to-stakeholders.	The principal demonstrates inadequate or detrimental communication or collaboration with stakeholders.

<p>Performance Standard 6: Professionalism <i>The principal fosters the success of all students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.</i></p>
<p>Sample Performance Indicators <i>Examples may include, but are not limited to:</i></p> <p>The principal:</p> <ul style="list-style-type: none"> 6.1 Creates a culture of respect, understanding, sensitivity, and appreciation for students, staff, and other stakeholders, and models these attributes on a daily basis. 6.2 Works within professional and ethical guidelines to improve student learning and to meet school, division, and state requirements. 6.3 Maintains a professional appearance and demeanor. 6.4 Models professional behavior and maintains a positive attitude. 6.5 Models cultural competency to students, staff, and other stakeholders. 6.6 Maintains confidentiality. 6.7 Provides leadership in sharing ideas and information with staff and other professionals. 6.8 Works in a collegial and collaborative manner with other administrators, school personnel, and other stakeholders to promote and support the vision, mission, and goals of the school division. 6.9 Assumes responsibility for own professional development by contributing to and supporting the development of the profession through service as an instructor, mentor, coach, presenter and/or researcher. 6.10 Remains current with research related to educational issues, trends, and practices and maintains a high level of technical and professional knowledge.

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal demonstrates professionalism beyond the school division through published works, formal presentation(s), and/or formal recognition(s) or award(s).	The principal fosters the success of students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.	The principal is inconsistent in demonstrating professional standards, engaging in continuous professional development, or in contributing to the profession.	The principal shows disregard for professional standards and ethics, engaging in continuous professional development, or contributing to the profession.

Performance Standard 7: Student Academic Progress

The principal's leadership results in acceptable, measurable student academic progress based on established standards.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 7.1 Collaboratively develops, implements, and monitors the school improvement plan to result in increased student academic progress and full accreditation.
- 7.2 Collaboratively develops, implements, and monitors the school improvement plan to meet the benchmarks established for Annual Measurable Objectives (AMOs).
- 7.3 Utilizes research-based strategies for gathering and analyzing data from multiple measures to use in making decisions related to student academic progress and school improvement.
- 7.4 Communicates assessment results to multiple internal and external stakeholders.
- 7.5 Collaborates with teachers and staff to monitor and improve multiple measures of student progress through the analysis of data, the application of educational research, and the implementation of intervention and enrichment activities.
- 7.6 Utilizes faculty meetings, team/department meetings, and professional development activities to focus on student progress outcomes.
- 7.7 Provides evidence that students are meeting specific, measurable, appropriate, realistic, time-bound, and rigorous achievement goals.
- 7.8 Demonstrates responsibility for school academic achievement through proactive interactions with faculty/staff, students, and other stakeholders
- 7.9 Collaboratively develops, implements, and monitors long- and short-range achievement goals, as detailed in the school improvement plan, that address the academic needs of subgroups.
- 7.10 Ensures teachers' student achievement goals are aligned with school-level goals for increased student academic progress and for meeting local, state, and federal benchmarks.

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
In addition to meeting the standard, the principal's leadership must result in a high level of student academic progress with all populations of learners.	The principal's leadership results in acceptable, measurable, student academic progress based on established standards.	The principal's leadership results in student academic progress that inconsistently meets the established standard.	The principal's leadership consistently results in inadequate student academic progress.

PART III: FORMS

Introduction

Part III contains copies of forms used during the supervision of principals (Figure 19). The evaluator maintains the forms and provides copies to the principal/assistant principal. At a minimum, the evaluator retains copies of the completed *Informal Observation/Site Visit Form*, *Documentation Cover Sheet* (if used), *Student Academic Progress Goal Setting Form*, *Principal Interim Performance Report* (as applicable), *Principal Summative Performance Report*, and *Performance Improvement Plan* (if needed).

Figure 19: Forms used by Norfolk Public Schools

Form		Documentation Completed by	
		Evaluator	Principal
Self-Evaluation	Principal Self-Evaluation Form		✓
Informal Observation/Site Visit	Informal Observation/Site Visit Form	✓	
Documentation	Documentation Cover Sheet <i>(optional)</i>		✓
Surveys	Teacher/Staff Survey		✓
Goal Setting	Student Academic Progress Goal Setting Form	✓	✓
Reports	Principal Formative Assessment Form <i>(optional)</i>	✓	
	Principal Interim Performance Report	✓	
	Principal Summative Performance Report	✓	
Improvement	Support Dialogue Form <i>(optional)</i>	✓	
	Performance Improvement Plan Form	✓	

Principal/Assistant Principal Self-Evaluation Form

Directions: Principals/assistant principals should use this form annually to reflect on the effectiveness and adequacy of their practice based on each performance standard. Please refer to the performance indicators for examples of behaviors exemplifying each standard.

Principal/Assistant Principal: _____ **Date:** _____

1. Instructional Leadership

The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

2. School Climate

The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

3. Human Resources Management

The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining of quality instructional and support personnel.

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

4. Organizational Management

The principal fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

5. Communication and Community Relations

The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

6. Professionalism

The principal fosters the success of all students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

7. Student Academic Progress

The principal's leadership results in acceptable, measurable student academic progress based on established standards.

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Informal Observation/Site Visit Form

Directions: Evaluators should use this form to document evidence related to the standards obtained from informal observations or site visits. Suggested guiding questions for discussion are listed under each standard.

Principal/Assistant Principal: _____ **Date:** _____
Evaluator: _____

Performance Standard 1: Instructional Leadership

The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.

Suggested Guiding Questions/Prompts:

- *What opportunities have you created this year for collaboration among teachers?*
- *How have you strived this year to improve the teachers' effective instructional practices associated with different subject areas?*
- *How do you make sure curriculum standards are taught by the teachers and mastered by the students?*
- *How do you monitor teachers' performance and provide constructive feedback to them?*
- *What types of teacher learning and development activities or programs have you participated in this year? What have you learned?*
- *How do you involve the expertise of teacher leaders?*
- *What are you doing to monitor instruction to ensure fidelity of the school improvement plan?*

Comments:

Performance Standard 2: School Climate

The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.

Suggested Guiding Questions/Prompts:

- *Please give some examples of the strategies you use to create and sustain a positive and safe learning environment in your school.*
- *What are the strategies you use to nurture and sustain a climate of trust in your school?*
- *Please provide a few examples of how you model care for children or model other desired characteristics for teachers and staff.*
- *What are the internal and external factors that you perceive are affecting your school?*
- *How have you strived this year to make the school environment more academically rigorous?*

Comments:

Performance Standard 3: Human Resources Management

The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining quality instructional and support personnel.

Suggested Guiding Questions/Prompts:

- *Please give examples of professional development initiatives implemented and/or continued this school year to improve teacher performance.*
- *In what ways do you support the achievements of high-performing teachers?*
- *How do you ensure new teachers and staff receive the support they need during their first year?*
- *How do you foster an atmosphere of professional learning among staff?*
- *What are the most difficult human resources management decisions you have made this year? What aspects went well and what aspects were challenging?*

Comments:

Performance Standard 4: Organizational Management

The principal fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.

Suggested Guiding Questions/Prompts:

- *How do you establish routines and procedures for the smooth running of the school that staff members understand and follow?*
- *What information is used to inform the decisions related to organizational management?*
- *Instructional time is one of the most essential resources for student success in learning. What are you doing to protect instructional time?*
- *What are the strengths, weaknesses, opportunities, and challenges you have perceived in your school's organizational management?*

Comments:

Performance Standard 5: Communication and Community Relations

The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.

Suggested Guiding Questions/Prompts:

- *How do you engage in open dialogue with multiple stakeholders from the larger school community?*
- *How do you involve parents and families in student learning?*
- *How do you disseminate needed information (such as student academic progress) to students, staff, parents, and the greater learning community?*
- *Please give an example of how you network with individuals and groups outside the school (e.g., business and government organizations) to build partnerships for pursuing shared goals.*

Comments:

Performance Standard 6: Professionalism

The principal fosters the success of all students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

Suggested Guiding Questions/Prompts:

- *How do you communicate professional beliefs and values to all stakeholders?*
- *Give an example of a skill that you learned during professional interactions with colleagues that you have used successfully in your school.*
- *What professional learning have you sought out this year?*
- *In what ways have you observed a change in your role as a school leader and your leadership style?*
- *In what ways do you take an active role in professional organizations?*

Comments:**Performance Standard 7: Student Academic Progress**

The principal's leadership results in acceptable, measurable student academic progress based on established standards.

Suggested Guiding Questions/Prompts:

- *What is the goal setting process in your school for student academic achievement?*
- *Please give some examples of the goals your school has set this year that are directly associated with student achievement.*
- *Please explain how interventions are designed and implemented to support student learning.*
- *What type of midcourse corrective actions do you take to accomplish desired student academic outcomes?*
- *How do you empower teachers to be truly engaged in improving student success?*

Comments:

Evaluator's Signature

Date

Documentation Cover Sheet

Directions: The principal/assistant principal should list the items he or she plans to submit as documentation of meeting each performance standard to supplement evidence gathered through other means. Documentation may also need to be supplemented with conversation, discussion, and/or annotations to clarify the principal's/assistant principal's practice and process for the evaluator.

Principal/Assistant Principal: _____

School: _____ **School Year:** _____

Standard	Examples of Documentation	Documentation Included
<p>1. Instructional Leadership <i>The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.</i></p>	<ul style="list-style-type: none"> • School improvement plan • Strategic plan • Vision and mission • Staff evaluation grid • Leadership/school improvement team agendas • Building administrator responsibility chart • Professional goals • Master schedule • Student progress monitoring data • Project-specific summaries of a goal, if applicable • Compliance with Standards of Accreditation • Program development • Staff development plan • List of school committees and members • Classroom observations (informal and formal) • Compliance with teacher and principal evaluation systems 	
<p>2. School Climate <i>The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.</i></p>	<ul style="list-style-type: none"> • Monthly discipline report (for school and by teacher) • Teacher of the Year recommendation • Annual report of discipline, crime, and violence • Teacher/staff appreciation activities • Summary of staff surveys • Student recognition; student groups/clubs; student activities • Positive Behavioral Interventions and Supports documentation 	
<p>3. Human Resources Management <i>The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining of quality instructional and support personnel.</i></p>	<ul style="list-style-type: none"> • Staff evaluation schedule including observation schedule • Evidence of teachers and staff serving as <u>leaders</u> in the school, school division, and school community • Teacher licensure renewal schedule • Staff evaluations • Performance Improvement Plans with appropriate documentation • Mentorship program(s) • Monitoring of teachers' teaching licenses and teaching assignments 	

Standard	Examples of Documentation	Documentation Included
<p>4. Organizational Management <i>The principal fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.</i></p>	<ul style="list-style-type: none"> • Building schedules • Administrator responsibility chart • Master schedule and course compliance • Facility use log • Physical plant and grounds management schedule • Annual financial audits to include financial management and alignment of budget with school improvement plan • Inventory records • Career and Technical Education compliance • Special Education compliance 	
<p>5. Communication and Community Relations <i>The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.</i></p>	<ul style="list-style-type: none"> • Faculty meeting agendas • Newsletters • PTA/PAC/PTO agendas • Parent/community survey • Website • Completion of annual school safety audit • Safe School's committee agendas and minutes of meetings • Media communications • Presentations to civic/community groups • School-wide activities • Communication with stakeholders about the school 	
<p>6. Professionalism <i>The principal fosters the success of all students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.</i></p>	<ul style="list-style-type: none"> • Staff development activity agendas • Department/grade level meeting documentation • Summary of staff surveys • Professional conference attendance • Professional organization membership • District committee participation • Local, state, and federal presentations 	
<p>7. Student Academic Progress <i>The principal's leadership results in acceptable, measurable student academic progress based on established standards.</i></p>	<ul style="list-style-type: none"> • Analysis of grades per quarter • Documentation of meeting established student academic progress goals (e.g., school improvement plan) • Student growth percentile data, if available and appropriate • Data on student achievement from other valid, reliable sources (e.g., pattern of improvement in advanced pass rate on SOL assessments, percent of students taking the SATs, closing achievement gap between student subgroups, etc.) 	

Teacher/Staff Survey

Principal/Assistant Principal: _____ **Date:** _____

Survey Respondent is: Teacher/Instructional Staff Support Staff

Directions: Please respond to each statement fairly to help the principal/assistant principal improve his/her performance. If an area is marked with a D, please provide a written explanation. The principal/assistant principal will tally the results and share them with his/her immediate supervisor.

Key: **E – Exceeds Expectations of Performance** **M – Meets Expectations of Performance**
 D – Demonstrates Unacceptable Performance **N – No Basis for Judgment**

The principal...	E	M	D	N
1. Articulates district and school vision, mission, and priorities of stakeholders.				
2. Supports a culture which provides quality education.				
3. Maintains open lines of communication with employees.				
4. Visits my classroom or work space.				
5. Makes helpful recommendation to me for improvement of performance.				
6. Carries out the evaluation program as it is outlined.				
7. Uses judgment, creativity, and logical thinking in solving problems.				
8. Initiates change for the good of students and for the running of the school.				
9. Balances curricular and co-curricular assignments/duties.				
10. Procures needed materials and equipment.				
11. Involves teachers appropriately in decision making.				
12. Treats all teachers fairly.				
13. Supports teachers in conferences with students and/or parents to the extent circumstances permit.				
14. Keeps class interruptions to a minimum.				
15. Assists in the supervision of students in the halls and cafeteria.				
16. Seeks teacher recommendations for meaningful professional development.				
17. Keeps paperwork to a minimum.				
18. Keeps teachers informed appropriately of communications from the superintendent and other central office personnel.				
19. Provides leadership in the improvement of instruction.				
20. Keeps current on educational research and trends.				
21. Involves teachers in developing the school improvement plan.				
22. Provides constructive feedback to teachers in a confidential manner.				
23. Builds/maintains desirable morale level among teachers.				
24. Displays a pleasant disposition.				
25. Earns respect from teachers.				

COMMENTS:

Student Academic Progress Goal Setting Form

Directions: This form is a tool to assist principals/assistant principals in setting goals that result in measurable progress. There should be goals that directly relate to school improvement goals using student achievement results. All goals should address Standard 7: Student Academic Progress. Use a separate sheet for each goal.

Principal/Assistant Principal: _____
School: _____ **School Year:** _____
Evaluator: _____

I. School Profile (Describe the school setting and any unique circumstances impacting the school community as a whole.)		
II. Content/Subject/Field Area (The area/topic addressed based on learner achievement, school achievement results, data analysis, or observational data)		
III. Baseline Data (What does the current data show?)	<input type="checkbox"/> Data attached	
IV. Goal Statement (Describe what you want learners/program to accomplish.)		
V. Means for Attaining Goal (Check the standard to which the strategies relate)		
<input type="checkbox"/> 1. Instructional Leadership <input type="checkbox"/> 2. School Climate <input type="checkbox"/> 3. Human Resources Management <input type="checkbox"/> 4. Organizational Management <input type="checkbox"/> 5. Communication and Community Relations <input type="checkbox"/> 6. Professionalism <input checked="" type="checkbox"/> 7. Student Academic Progress		
Strategy	Measurable By	Target Date

VI. Midyear Review (Describe goal progress and other relevant data)	<p>Mid-year review conducted on _____</p> <p>Initials _____</p> <p style="padding-left: 100px;">Principal Evaluator</p>
VII. End-of-Year Data Results (Accomplishments at the end of year).	<p><input type="checkbox"/> Data attached</p>

Initial Goal Submission (due by _____ to the evaluator)

Principal's/Assistant Principal's Signature: _____ Date: _____

Principal's/Assistant Principal's Name: _____

Evaluator's Signature: _____ Date: _____

Evaluator's Name: _____

End-of-Year Review
 Appropriate Data Received
Strategies used and data provided demonstrate application of professional growth? Yes No

Principal's/Assistant Principal's Signature: _____ Date: _____

Principal's/Assistant Principal's Name: _____

Evaluator's Signature: _____ Date: _____

Evaluator's Name: _____

Optional Principal/Assistant Principal Formative Assessment Form

Directions: Use this form to comment on evidence related to the standards from discussions with the principal/assistant principal, site visitations, student academic progress and achievement data, and documentation provided by the principal/assistant principal. Evaluators may use multiple formative assessment forms, as applicable.

Principal/Assistant Principal: _____ **Date:** _____
Evaluator: _____

Performance Standard 1: Instructional Leadership

The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 1.1 Leads the collaborative development and sustainment of a compelling shared vision for educational improvement and works collaboratively with staff, students, parents, and other stakeholders to develop a mission and programs consistent with the division’s strategic plan.
- 1.2 Collaboratively plans, implements, supports, monitors, and evaluates instructional programs that enhance teaching and student academic progress, and leads to school improvement.
- 1.3 Analyzes current academic achievement data and instructional strategies to make appropriate educational decisions to improve classroom instruction, increase student achievement, and improve overall school effectiveness.
- 1.4 Possesses knowledge of research-based instructional best practices in the classroom.
- 1.5 Works collaboratively with staff to identify student needs and to design, revise, and monitor instruction to ensure effective delivery of the required curriculum.
- 1.6 Provides teachers with resources for the successful implementation of effective instructional strategies.
- 1.7 Monitors and evaluates the use of diagnostic, formative, and summative assessment to provide timely and accurate feedback to students and parents, and to inform instructional practices.
- 1.8 Provides collaborative leadership for the design and implementation of effective and efficient schedules that protect and maximize instructional time.
- 1.9 Provides the focus for continued learning of all members of the school community.
- 1.10 Supports professional development and instructional practices that incorporate the use of achievement data, and results in increased student progress.
- 1.11 Participates in professional development alongside teachers when instructional strategies are being taught for future implementation.
- 1.12 Demonstrates the importance of professional development by providing adequate time and resources for teachers and staff to participate in professional learning (i.e., peer observation, mentoring, coaching, study groups, learning teams).
- 1.13 Evaluates the impact professional development has on the staff and/or school improvement and student academic progress.

Comments:

Performance Standard 2: School Climate

The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 2.1 Incorporates knowledge of the social, cultural, leadership, and political dynamics of the school community to cultivate a positive academic learning environment.
- 2.2 Consistently models and collaboratively promotes high expectations, mutual respect, concern, and empathy for students, staff, parents, and community.
- 2.3 Utilizes shared decision making and collaboration to build relationships with all stakeholders and maintain positive school morale.
- 2.4 Models and inspires trust and a risk-tolerant environment by sharing information and power.
- 2.5 Maintains a collegial environment and supports the staff through the stages of the change process.
- 2.6 Addresses barriers to teacher and staff performance and provides positive working conditions to encourage retention of highly-effective personnel.
- 2.7 Develops and/or implements a safe school plan that manages crisis situations in an effective and timely manner.
- 2.8 Involves students, staff, parents, and the community to create and sustain a positive, safe, and healthy learning environment which reflects state, division, and local school rules, policies, and procedures.
- 2.9 Develops and/or implements best practices in schoolwide behavior management that are effective within the school community and communicates behavior management expectations to students, teachers, and parents.
- 2.10 Is visible, approachable, and dedicates time to listen to the concerns of students, teachers, and other stakeholders.
- 2.11 Maintains a positive, inviting school environment that promotes and assists in the development of the whole student, and values every student as an important member of the school community.

Comments:

Performance Standard 3: Human Resources Management

The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining quality instructional and support personnel.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 3.1 Actively participates in the selection process, where applicable, and assigns highly-effective staff in a fair and equitable manner based on school needs, assessment data, and local and state requirements.
- 3.2 Supports formal building-level employee induction processes and informal procedures to support and assist all new personnel.
- 3.3 Provides a mentoring process for all new and targeted instructional personnel, as well as cultivates leadership potential through personal mentoring.
- 3.4 Manages the supervision and evaluation of staff in accordance with local and state requirements.
- 3.5 Properly implements the teacher and staff evaluation systems, supports the important role evaluation plays in teacher and staff development, and evaluates performance of personnel using multiple sources.
- 3.6 Documents deficiencies and proficiencies, provides timely formal and informal feedback on strengths and weaknesses, and provides support, resources, and remediation for teachers and staff to improve job performance.
- 3.7 Makes appropriate recommendations relative to personnel transfer, retention, promotion, and dismissal consistent with established policies and procedures and with student academic progress as a primary consideration.
- 3.8 Recognizes and supports the achievements of highly-effective teachers and staff and provides them opportunities for increased responsibility.
- 3.9 Maximizes human resources by building on the strengths of teachers and staff members, and providing them with professional development opportunities to grow professionally and gain self-confidence in their skills.

Comments:**Performance Standard 4: Organizational Management**

The principal fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 4.1 Demonstrates and communicates a working knowledge and understanding of Virginia public education rules, regulations, and laws, and school division policies and procedures.
- 4.2 Establishes and enforces rules and policies to ensure a safe, secure, efficient, and orderly facility and grounds.
- 4.3 Monitors and provides supervision efficiently for all physical plant and all related activities through an appropriately prioritized process.
- 4.4 Identifies potential organizational, operational, or resource-related problems and addresses them in a timely, consistent, and effective manner.
- 4.5 Establishes and uses accepted procedures to develop short- and long-term goals through effective allocation of resources.
- 4.6 Reviews fiscal records regularly to ensure accountability for all funds.
- 4.7 Plans, prepares, and monitors a fiscally responsible budget to support the school's mission and goals.
- 4.8 Follows state and local policies with regard to finances and school accountability and reporting.
- 4.9 Implements strategies for the inclusion of staff and stakeholders in various planning processes, shares in management decisions, and delegates duties as applicable, resulting in a smoothly operating workplace.

Comments:

Performance Standard 5: Communication and Community Relations

The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 5.1 Plans for and solicits staff, parent, and stakeholder input to promote effective decision making and communication when appropriate.
- 5.2 Communicates long- and short-term goals and the school improvement plan to all stakeholders.
- 5.3 Disseminates information to staff, parents, and other stakeholders in a timely manner through multiple channels and sources.
- 5.4 Involves students, parents, staff and other stakeholders in a collaborative effort to establish positive relationships.
- 5.5 Maintains visibility and accessibility to students, parents, staff, and other stakeholders.
- 5.6 Speaks and writes in an explicit and professional manner to students, parents, staff, and other stakeholders.
- 5.7 Provides a variety of opportunities for parent and family involvement in school activities.
- 5.8 Collaborates and networks with colleagues and stakeholders to effectively utilize the resources and expertise available in the local community.
- 5.9 Advocates for students and acts to influence local, division, and state decisions affecting student learning.
- 5.10 Assesses, plans for, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling based on relevant evidence.

Comments:**Performance Standard 6: Professionalism**

The principal fosters the success of all students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 6.1 Creates a culture of respect, understanding, sensitivity, and appreciation for students, staff, and other stakeholders, and models these attributes on a daily basis.
- 6.2 Works within professional and ethical guidelines to improve student learning and to meet school, division, and state requirements.
- 6.3 Maintains a professional appearance and demeanor.
- 6.4 Models professional behavior and maintains a positive attitude.
- 6.5 Models cultural competency to students, staff, and other stakeholders.
- 6.6 Maintains confidentiality.
- 6.7 Provides leadership in sharing ideas and information with staff and other professionals.
- 6.8 Works in a collegial and collaborative manner with other administrators, school personnel, and other stakeholders to promote and support the vision, mission, and goals of the school division.
- 6.9 Assumes responsibility for own professional development by contributing to and supporting the development of the profession through service as an instructor, mentor, coach, presenter and/or researcher.
- 6.10 Remains current with research related to educational issues, trends, and practices and maintains a high level of technical and professional knowledge.

Comments:

Performance Standard 7: Student Academic Progress

The principal's leadership results in acceptable, measurable student academic progress based on established standards.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 7.1 Collaboratively develops, implements, and monitors the school improvement plan to result in increased student academic progress and full accreditation.
- 7.2 Collaboratively develops, implements, and monitors the school improvement plan to meet the benchmarks established for Annual Measurable Objectives (AMOs).
- 7.3 Utilizes research-based strategies for gathering and analyzing data from multiple measures to use in making decisions related to student academic progress and school improvement.
- 7.4 Communicates assessment results to multiple internal and external stakeholders.
- 7.5 Collaborates with teachers and staff to monitor and improve multiple measures of student progress through the analysis of data, the application of educational research, and the implementation of intervention and enrichment activities.
- 7.6 Utilizes faculty meetings, team/department meetings, and professional development activities to focus on student progress outcomes.
- 7.7 Provides evidence that students are meeting specific, measurable, appropriate, realistic, time-bound, and rigorous achievement goals.
- 7.8 Demonstrates responsibility for school academic achievement through proactive interactions with faculty/staff, students, and other stakeholders
- 7.9 Collaboratively develops, implements, and monitors long- and short-range achievement goals, as detailed in the school improvement plan, that address the academic needs of subgroups.
- 7.10 Ensures teachers' student achievement goals are aligned with school-level goals for increased student academic progress and for meeting local, state, and federal benchmarks.

Comments:**Commendations:****Areas of Growth:**

Evaluator's Signature

Date

Principal/Assistant Principal Interim Performance Report

Directions: Evaluators use this form to maintain a record of evidence documented for each performance standard. Evidence can be drawn from informal observations/school site visits, document log review, and other appropriate sources. Evaluators may choose to use the “Evident” or “Not Evident” boxes provided under each standard to assist with documenting the principal’s/assistant principal’s progress towards meeting the standard. This form should be maintained by the evaluator during the course of the evaluation cycle. This report is shared at a meeting with the principal/assistant principal held within appropriate timelines.

Principal/Assistant Principal: _____ **Date:** _____

Evaluator: _____

Strengths:

Areas of Improvement:

Principal’s/Assistant Principal’s Signature: _____ Date: _____

Principal’s/Assistant Principal’s Name: _____

Evaluator’s Name: _____ Date: _____

Evaluator’s Signature: _____

Performance Standard 1: Instructional Leadership

The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 1.1 Leads the collaborative development and sustainment of a compelling shared vision for educational improvement and works collaboratively with staff, students, parents, and other stakeholders to develop a mission and programs consistent with the division's strategic plan.
- 1.2 Collaboratively plans, implements, supports, monitors, and evaluates instructional programs that enhance teaching and student academic progress, and leads to school improvement.
- 1.3 Analyzes current academic achievement data and instructional strategies to make appropriate educational decisions to improve classroom instruction, increase student achievement, and improve overall school effectiveness.
- 1.4 Possesses knowledge of research-based instructional best practices in the classroom.
- 1.5 Works collaboratively with staff to identify student needs and to design, revise, and monitor instruction to ensure effective delivery of the required curriculum.
- 1.6 Provides teachers with resources for the successful implementation of effective instructional strategies.
- 1.7 Monitors and evaluates the use of diagnostic, formative, and summative assessment to provide timely and accurate feedback to students and parents, and to inform instructional practices.
- 1.8 Provides collaborative leadership for the design and implementation of effective and efficient schedules that protect and maximize instructional time.
- 1.9 Provides the focus for continued learning of all members of the school community.
- 1.10 Supports professional development and instructional practices that incorporate the use of achievement data, and results in increased student progress.
- 1.11 Participates in professional development alongside teachers when instructional strategies are being taught for future implementation.
- 1.12 Demonstrates the importance of professional development by providing adequate time and resources for teachers and staff to participate in professional learning (i.e., peer observation, mentoring, coaching, study groups, learning teams).
- 1.13 Evaluates the impact professional development has on the staff and/or school improvement and student academic progress.

Comments:

Evident Not Evident

Performance Standard 2: School Climate

The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 2.1 Incorporates knowledge of the social, cultural, leadership, and political dynamics of the school community to cultivate a positive academic learning environment.
- 2.2 Consistently models and collaboratively promotes high expectations, mutual respect, concern, and empathy for students, staff, parents, and community.
- 2.3 Utilizes shared decision making and collaboration to build relationships with all stakeholders and maintain positive school morale.
- 2.4 Models and inspires trust and a risk-tolerant environment by sharing information and power.
- 2.5 Maintains a collegial environment and supports the staff through the stages of the change process.
- 2.6 Addresses barriers to teacher and staff performance and provides positive working conditions to encourage retention of highly-effective personnel.
- 2.7 Develops and/or implements a safe school plan that manages crisis situations in an effective and timely manner.
- 2.8 Involves students, staff, parents, and the community to create and sustain a positive, safe, and healthy learning environment which reflects state, division, and local school rules, policies, and procedures.
- 2.9 Develops and/or implements best practices in schoolwide behavior management that are effective within the school community and communicates behavior management expectations to students, teachers, and parents.
- 2.10 Is visible, approachable, and dedicates time to listen to the concerns of students, teachers, and other stakeholders.
- 2.11 Maintains a positive, inviting school environment that promotes and assists in the development of the whole student, and values every student as an important member of the school community.

Comments:

Evident Not Evident

Performance Standard 3: Human Resources Management

The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining quality instructional and support personnel.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 3.1 Actively participates in the selection process, where applicable, and assigns highly-effective staff in a fair and equitable manner based on school needs, assessment data, and local and state requirements.
- 3.2 Supports formal building-level employee induction processes and informal procedures to support and assist all new personnel.
- 3.3 Provides a mentoring process for all new and targeted instructional personnel, as well as cultivates leadership potential through personal mentoring.
- 3.4 Manages the supervision and evaluation of staff in accordance with local and state requirements.
- 3.5 Properly implements the teacher and staff evaluation systems, supports the important role evaluation plays in teacher and staff development, and evaluates performance of personnel using multiple sources.
- 3.6 Documents deficiencies and proficiencies, provides timely formal and informal feedback on strengths and weaknesses, and provides support, resources, and remediation for teachers and staff to improve job performance.
- 3.7 Makes appropriate recommendations relative to personnel transfer, retention, promotion, and dismissal consistent with established policies and procedures and with student academic progress as a primary consideration.
- 3.8 Recognizes and supports the achievements of highly-effective teachers and staff and provides them opportunities for increased responsibility.
- 3.9 Maximizes human resources by building on the strengths of teachers and staff members, and providing them with professional development opportunities to grow professionally and gain self-confidence in their skills.

Comments:

Evident Not Evident

Performance Standard 4: Organizational Management

The principal fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 4.1 Demonstrates and communicates a working knowledge and understanding of Virginia public education rules, regulations, and laws, and school division policies and procedures.
- 4.2 Establishes and enforces rules and policies to ensure a safe, secure, efficient, and orderly facility and grounds.
- 4.3 Monitors and provides supervision efficiently for all physical plant and all related activities through an appropriately prioritized process.
- 4.4 Identifies potential organizational, operational, or resource-related problems and addresses them in a timely, consistent, and effective manner.
- 4.5 Establishes and uses accepted procedures to develop short- and long-term goals through effective allocation of resources.
- 4.6 Reviews fiscal records regularly to ensure accountability for all funds.
- 4.7 Plans, prepares, and monitors a fiscally responsible budget to support the school's mission and goals.
- 4.8 Follows state and local policies with regard to finances and school accountability and reporting.
- 4.9 Implements strategies for the inclusion of staff and stakeholders in various planning processes, shares in management decisions, and delegates duties as applicable, resulting in a smoothly operating workplace.

Comments:

Evident Not Evident

Performance Standard 5: Communication and Community Relations

The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 5.1 Plans for and solicits staff, parent, and stakeholder input to promote effective decision making and communication when appropriate.
- 5.2 Communicates long- and short-term goals and the school improvement plan to all stakeholders.
- 5.3 Disseminates information to staff, parents, and other stakeholders in a timely manner through multiple channels and sources.
- 5.4 Involves students, parents, staff and other stakeholders in a collaborative effort to establish positive relationships.
- 5.5 Maintains visibility and accessibility to students, parents, staff, and other stakeholders.
- 5.6 Speaks and writes in an explicit and professional manner to students, parents, staff, and other stakeholders.
- 5.7 Provides a variety of opportunities for parent and family involvement in school activities.
- 5.8 Collaborates and networks with colleagues and stakeholders to effectively utilize the resources and expertise available in the local community.
- 5.9 Advocates for students and acts to influence local, division, and state decisions affecting student learning.
- 5.10 Assesses, plans for, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling based on relevant evidence.

Comments:

Evident Not Evident

Performance Standard 6: Professionalism

The principal fosters the success of all students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 6.1 Creates a culture of respect, understanding, sensitivity, and appreciation for students, staff, and other stakeholders, and models these attributes on a daily basis.
- 6.2 Works within professional and ethical guidelines to improve student learning and to meet school, division, and state requirements.
- 6.3 Maintains a professional appearance and demeanor.
- 6.4 Models professional behavior and maintains a positive attitude.
- 6.5 Models cultural competency to students, staff, and other stakeholders.
- 6.6 Maintains confidentiality.
- 6.7 Provides leadership in sharing ideas and information with staff and other professionals.
- 6.8 Works in a collegial and collaborative manner with other administrators, school personnel, and other stakeholders to promote and support the vision, mission, and goals of the school division.
- 6.9 Assumes responsibility for own professional development by contributing to and supporting the development of the profession through service as an instructor, mentor, coach, presenter and/or researcher.
- 6.10 Remains current with research related to educational issues, trends, and practices and maintains a high level of technical and professional knowledge.

Comments:

Evident Not Evident

Performance Standard 7: Student Academic Progress

The principal's leadership results in acceptable, measurable student academic progress based on established standards.

Sample Performance Indicators

Examples may include, but are not limited to:

The principal:

- 7.1 Collaboratively develops, implements, and monitors the school improvement plan to result in increased student academic progress and full accreditation.
- 7.2 Collaboratively develops, implements, and monitors the school improvement plan to meet the benchmarks established for Annual Measurable Objectives (AMOs).
- 7.3 Utilizes research-based strategies for gathering and analyzing data from multiple measures to use in making decisions related to student academic progress and school improvement.
- 7.4 Communicates assessment results to multiple internal and external stakeholders.
- 7.5 Collaborates with teachers and staff to monitor and improve multiple measures of student progress through the analysis of data, the application of educational research, and the implementation of intervention and enrichment activities.
- 7.6 Utilizes faculty meetings, team/department meetings, and professional development activities to focus on student progress outcomes.
- 7.7 Provides evidence that students are meeting specific, measurable, appropriate, realistic, time-bound, and rigorous achievement goals.
- 7.8 Demonstrates responsibility for school academic achievement through proactive interactions with faculty/staff, students, and other stakeholders
- 7.9 Collaboratively develops, implements, and monitors long- and short-range achievement goals, as detailed in the school improvement plan, that address the academic needs of subgroups.
- 7.10 Ensures teachers' student achievement goals are aligned with school-level goals for increased student academic progress and for meeting local, state, and federal benchmarks.

Comments:

Evident Not Evident

Principal/Assistant Principal Summative Performance Report

Directions: Evaluators use this form prior to provide the principal/assistant principal with an assessment of performance. The principal/assistant principal should be given a copy of the form at the end of each evaluation cycle.

Principal/Assistant Principal: _____ **School Year:** _____
School: _____

Performance Standard 1: Instructional Leadership

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal actively and consistently employs innovative and effective leadership strategies that maximize student academic progress and result in a shared vision of teaching and learning that reflects excellence.	The principal fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.	The principal inconsistently fosters the success of students by facilitating the development, communication, implementation, or evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.	The principal does not foster the success of all students by facilitating the development, communication, implementation, or evaluation of a shared vision of teaching and learning that leads to student academic progress and school improvement.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>			

Performance Standard 2: School Climate

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal seeks out new opportunities or substantially improves existing programs to create an environment where students and stakeholders thrive and the rigor of academic expectations has significantly increased as evident through results.	The principal fosters the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.	The principal inconsistently promotes the success of all students by developing, advocating, or sustaining an academically rigorous, positive, or safe school climate for all stakeholders.	The principal does not promote the success of all students by developing, advocating, or sustaining an academically rigorous, positive, or safe school climate for all stakeholders.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>			

Performance Standard 3: Human Resources Management

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal consistently demonstrates expertise in human resources management, which results in a highly- productive workforce (e.g. highly satisfied stakeholders, increased student learning, teacher leaders).	The principal fosters effective human resources management by assisting with selection and induction, and by supporting, evaluating, and retaining quality instructional and support personnel.	The principal inconsistently assists with selection and induction, or inconsistently supports, evaluates, and retains quality instructional and support personnel.	The principal inadequately assists with selection and induction, or inadequately supports, evaluates, and retains quality instructional and support personnel.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>			

Performance Standard 4: Organizational Management

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal is highly effective at organizational management, demonstrating proactive decision-making, coordinating efficient operations, and maximizing available resources.	The principal fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.	The principal inconsistently supports, manages, or oversees the school's organization, operation, or use of resources.	The principal inadequately supports, manages, or oversees the school's organization, operation, or use of resources.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>			

Performance Standard 5: Communication and Community Relations

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal proactively seeks and creates innovative and productive methods to communicate and engage effectively with stakeholders.	The principal fosters the success of all students by communicating and collaborating effectively with stakeholders.	The principal inconsistently communicates or infrequently collaborates on issues of importance to-stakeholders.	The principal demonstrates inadequate or detrimental communication or collaboration with stakeholders.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>			

Performance Standard 6: Professionalism

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
The principal demonstrates professionalism beyond the school division through published works, formal presentation(s), and/or formal recognition(s) or award(s).	The principal fosters the success of students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.	The principal is inconsistent in demonstrating professional standards, engaging in continuous professional development, or in contributing to the profession.	The principal shows disregard for professional standards and ethics, engaging in continuous professional development, or contributing to the profession.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>			

Performance Standard 7: Student Academic Progress

Exemplary <i>In addition to meeting the requirements for Proficient...</i>	Proficient <i>Proficient is the expected level of performance.</i>	Developing/ Needs Improvement	Unacceptable
In addition to meeting the standard, the principal’s leadership must result in a high level of student academic progress with all populations of learners.	The principal’s leadership results in acceptable, measurable, student academic progress based on established standards.	The principal’s leadership results in student academic progress that inconsistently meets the established standard.	The principal’s leadership consistently results in inadequate student academic progress.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>			

Overall Evaluation Summary (based on Cumulative Summative rating range decided by school division):

Include comments here

- Exemplary**
- Proficient**
- Developing/Needs Improvement**
- Unacceptable**
- Recommended for placement on a *Performance Improvement Plan*. (One or more standards are *Unacceptable*, or two or more standards are *Developing/Needs Improvement*.)**

Commendations:

Areas Noted for Improvement:

Principal Improvement Goals:

 Evaluator’s Name

 Principal’s/Assistant Principal’s Name

 Evaluator’s Signature

 Principal’s/Assistant Principal’s Signature

(Principal’s/assistant principal’s signature denotes receipt of the summative evaluation, not necessarily agreement with the contents of the form.)

Optional Support Dialogue Form

Directions: Principals/Assistant Principals and evaluators may use this form to facilitate discussion on areas that need additional support. This form is optional.

What is the area of targeted support?

What are some of the issues in the area that are causing difficulty?

What strategies have you already tried and what was the result?

What new strategies or resources might facilitate improvement in this area?

Principal's/Assistant Principal's Name: _____

Principal's/Assistant Principal's Signature: _____ Date: _____

Evaluator's Name: _____

Evaluator's Signature: _____ Date: _____

Performance Improvement Plan Form

(Required for a Principal/Assistant Principal placed on a Performance Improvement Plan)

Principal/Assistant Principal: _____ School: _____
 Evaluator: _____ School Year: _____

Performance Standard Number	Performance Deficiencies Within the Standard to be Corrected	Resources/Assistance Provided; Activities to be Completed by the Employee	Target Dates

The principal's signature denotes receipt of the form and acknowledgment that the evaluator has notified the employee of unacceptable performance.

Principal's/Assistant Principal's Name: _____

Principal's/Assistant Principal's Signature: _____ Date Initiated: _____

Evaluator's Name: _____

Evaluator's Signature: _____ Date Initiated: _____

Results of Performance Improvement Plan¹

Performance Standard Number	Performance Deficiencies Within the Standard to be Corrected	Comments	Review Dates

Final recommendation based on outcome of Performance Improvement Plan:

- The performance deficiencies have been satisfactorily corrected: The principal is no longer on a *Performance Improvement Plan*.
- The deficiencies were not corrected. The principal is recommended for dismissal.

Principal's/Assistant Principal's Name: _____
 Principal's/Assistant Principal's Signature: _____ Date Reviewed: _____
 Signature denotes the review occurred, not necessarily agreement with the final recommendation.

Evaluator's Name: _____
 Evaluator's Signature: _____ Date Reviewed: _____

¹ These sections are to be completed collaboratively by the evaluator and the principal. Pages may be added, if needed.

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Appendix:
Teacher Performance Evaluation System Handbook

Norfolk Public Schools Teacher Performance Evaluation System



THE DEPARTMENT OF HUMAN RESOURCES
NORFOLK PUBLIC SCHOOLS

The Norfolk Public Schools does not discriminate on the basis of race, sex, color, national origin, religion, age, political affiliation, veteran status, or against otherwise qualified persons with disabilities in its programs and activities.

Table of Contents

Part I: Introduction and Process

Introduction	3
Importance of Recognizing Teacher Effectiveness	3
Purpose of Evaluation	4
Purpose for Norfolk Public Schools Teacher Evaluation System	4

Part II: Uniform Performance Standards for Teachers

Defining Teacher Performance Standards	6
Performance Standards	6
Performance Indicators	7

Part III: Forms and Logs

Documenting Teacher Performance	10
Evaluation Schedule	11
Observations	14
Formal Observation	14
Formal Classroom Observation Form	16
Informal Observation	19
Informal Classroom Observation Form	20
Walk-Through Observation	22
Teacher Documentation Log	22
Teacher Documentation Log Cover Sheet	25
Parent Communication Log	28
Professional Development	29
Professional Development Log	30
Student Surveys	31
Grades 1-2 Student Survey	32
Grades 3-5 Student Survey	33
Grades 6-8 Student Survey	34
Grades 9-12 Student Survey	35
Student Survey Summary	36
Self-Evaluation	37
Teacher Self-Evaluation Form	38

Part IV: Connecting Teacher Performance to Academic Process

Why Connect Teacher Performance to Student Academic Progress	42
Implementation Concerns	44
Virginia Law	44
Methods for Connecting Student Performance to Teacher Evaluation	45
Goal Setting for Student Achievement	48
Why Student Achievement Goal Setting	49
Goal Setting Process	49

Developing Goals	53
Submission of the Goal Setting for Student Academic Progress Form	48
Mid-Year Review of Goal	48
End-of-Year Review of Goal	48
Goal Setting Form Explanation	49
Goal Setting for Student Academic Progress Form.....	50
Part V: Rating Teacher Performance	
Interim and Summative Evaluations	56
Role of Central Office Personnel.....	56
Teachers Employed for Only Part of a Year	56
Probationary Teacher Interim Performance Report.....	56
Summative Evaluation	58
Definitions of Ratings.....	58
How a Performance Rubric Works.....	59
Performance Indicators	59
Performance Rubric	59
Performance Rubrics for Performance Standards	60
Performance Rubrics and Summative Evaluation.....	66
Summative Criteria	67
Summative Rating.....	67
Teacher Summative Performance Report	68
Teacher Interim Performance Report.....	72
Part VI: Improving Teacher Performance	
Support Dialogue	74
Support Dialogue Form	75
Performance Improvement Plan (Plan of Action).....	76
Implementation of Performance Improvement Plan (Plan of Action)	76
Timeline of Performance Improvement Plan (Plan of Action).....	76
Resolution of Performance Improvement Plan (Plan of Action)	76
Request for Review of an “Unacceptable” Rating	77
Performance Improvement Plan Form (Plan of Action)	78
References	80

PART 1: INTRODUCTION AND PURPOSE

Introduction

The Board of Education is required to establish performance standards and evaluation criteria for teachers, principals, and superintendents to serve as guidelines for school divisions to use in implementing evaluation systems. The *Code of Virginia* requires (1) that teacher evaluations be consistent with the **performance objectives (standards)** set forth in the Board of Education's *Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Administrators, and Superintendents* and (2) that school boards' procedures for evaluating instructional personnel address student academic progress.

Section 22.1-253.13:5 (Standard 5. Quality of classroom instruction and educational leadership) of the *Code of Virginia* states, in part, the following:

...B. Consistent with the finding that leadership is essential for the advancement of public education in the Commonwealth, teacher, administrator, and superintendent evaluations shall be consistent with the performance objectives included in the *Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Administrators, and Superintendents*. Teacher evaluations shall include regular observation and evidence that instruction is aligned with the school's curriculum. Evaluations shall include identification of areas of individual strengths and weaknesses and recommendations for appropriate professional activities....

Section 22.1-295 (Employment of teachers) states, in part, the following:

...C. School boards shall develop a procedure for use by division superintendents and principals in evaluating instructional personnel that is appropriate to the tasks performed and addresses, among other things, **student academic progress** [emphasis added] and the skills and knowledge of instructional personnel, including, but not limited to, instructional methodology, classroom management, and subject matter knowledge.

The *Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers* set forth seven performance standards for all Virginia teachers. Pursuant to state law, teacher evaluations must be consistent with the performance standards (objectives) included in this document.

The *Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers* provide school divisions with a model evaluation system, including forms and templates that may be implemented "as is" or used to refine existing local teacher evaluation systems. Properly implemented, the evaluation system provides school divisions with the information needed to support systems of differentiated compensations or performance-based pay.

The *Code of Virginia* requires that school boards' procedures for evaluating teachers address student academic progress; how this requirement is met is the responsibility of local school boards. Though not mandated, the Board's *Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers* recommend that each teacher receive a summative evaluation rating, and that the rating be determined by weighting the first six standards equally at 10 percent each, and that the seventh standard, student academic progress, account for 40 percent of the summative evaluation.

The document was developed specifically for use with classroom teachers. For other non-classroom educators who are required to hold a Virginia teaching license, revisions likely will be necessary. For example, guidance counselors and library-media specialists may require modified performance standards and data sources different from classroom teachers.

Importance of Recognizing Teacher Effectiveness

Characterizing teacher effectiveness is important because of the direct impact teachers have on student performance. In fact, teacher effectiveness is the most significant school-related variable impacting student learning outcomes.¹ Stronge, et al., (in press) conducted a study on teacher effectiveness and discovered that a 30+ percentile point difference in student achievement in mathematics and English could be attributed to the quality of teaching that occurred in the classroom over an academic year.²

Purposes of Evaluation

The primary purposes of a quality teacher evaluation system are to:

- contribute to the successful achievement of the goals and objectives defined in the school division's educational plan;
- improve the quality of instruction by ensuring accountability for classroom performance and teacher effectiveness;
- implement a performance evaluation system that promotes a positive working environment and continuous communication between the teacher and the evaluator that promotes continuous professional growth and improved student outcomes;
- promote self-growth, instructional effectiveness, and improvement of overall professional performance; and, ultimately
- optimize student learning and growth.

A high quality evaluation system includes the following distinguishing characteristics:

- benchmark behaviors for each of the teacher performance standards;
- a focus on the relationship between teacher performance and improved student learning and growth;
- a system for documenting teacher performance based on multiple data sources regarding teacher performance;
- the use of multiple data sources for documenting performance, including opportunities for teachers to present evidence of their own performance as well as student growth;
- a procedure for conducting performance reviews that stresses accountability, promotes professional improvement, and increases teacher involvement in the evaluation process; and
- a support system for providing assistance when needed.

Purposes for Norfolk Public Schools Teacher Evaluation System

- ensure the continued growth of student academic achievement for all,
- ensure that parents, business, and community members are actively engaged in the educational process,
- enhance the focus on eliminating all gaps while increasing achievement for all,
- ensure each school provides a climate of support that promotes a safe, secure, and disciplined teaching and learning environment,
- ensure accountability for classroom performance and teacher effectiveness,

- ensure the implementation, monitoring, and refinement of the Comprehensive Plan for students graduating on time,
- promote collaboration between the teacher and evaluator, and
- promote self-growth, instructional effectiveness, and improvement of overall job performance.

Endnotes

¹⁵Hattie, J. (2009).

¹⁶Stronge, J. H., et al., (in press).

PART 2: UNIFORM PERFORMANCE STANDARDS FOR TEACHERS

The uniform performance standards for teachers are used to collect and present data to document performance that is based on well-defined job expectations. They provide a balance between structure and flexibility and define common purposes and expectations, thereby guiding effective instructional practice. The performance standards also provide flexibility, encouraging creativity and individual teacher initiative. The goal is to support the continuous growth and development of each teacher by monitoring, analyzing, and applying pertinent data compiled within a system of meaningful feedback.

Defining Teacher Performance Standards

Clearly defined professional responsibilities constitute the foundation of the teacher performance standards. A fair and comprehensive evaluation system provides sufficient detail and accuracy so that both teachers and evaluators (i.e., principal, supervisor) reasonably understand the job expectations.

The expectations for professional performance are defined using a two-tiered approach.

Performance Standards

Performance standards define the criteria expected when teachers perform their major duties. For all teachers, there are seven performance standards as shown in Figure 2.1.

Figure 2.1: Performance Standards

<p>Performance Standard 1: Professional Knowledge <i>The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.</i></p>
<p>Performance Standard 2: Instructional Planning <i>The teacher plans using the Virginia Standards of Learning, the school division's curriculum, effective strategies, resources, and data to meet the needs of all students.</i></p>
<p>Performance Standard 3: Instructional Delivery <i>The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.</i></p>
<p>Performance Standard 4: Assessment of and for Student Learning <i>The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.</i></p>
<p>Performance Standard 5: Learning Environment <i>The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.</i></p>
<p>Performance Standard 6: Professionalism <i>The teacher maintains a commitment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student learning.</i></p>
<p>Performance Standard 7: Student Academic Progress <i>The work of the teacher results in acceptable, measurable, and appropriate student academic progress.</i></p>

Performance Indicators

Performance indicators provide examples of observable, tangible behaviors that indicate the degree to which teachers are meeting each teaching standard. This helps teachers and their evaluators clarify performance levels and job expectations. Performance indicators are provided as examples of the types of performance that will occur if a standard is being fulfilled. However, the list of performance indicators is not exhaustive, and they are not intended to be prescriptive. Teachers are not expected to demonstrate each performance indicator, as all performance indicators may not be applicable to a particular work assignment. However, some teaching positions may need to identify specific indicators that are consistent with job requirements and school improvement plans. Teachers of students with disabilities, for example, are required to participate in Individual Educational Program (IEP) meetings and maintain appropriate documentation regarding student performance. This might be added as a performance indicator under Performance Standard 7 (Student Academic Progress). Similarly, science teachers might add a performance indicator regarding laboratory safety under Performance Standard 5 (Learning Environment).

Evaluators and teachers should consult the performance indicators for clarification of what constitutes a specific performance standard. **Performance ratings are NOT made at the performance indicator level, but at the performance standard level. Additionally, it is important to document a teacher's performance on each standard with evidence generated from multiple performance indicators.** Performance indicators for each of the performance standards follow.

Performance Standard 1: Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 1.1 Effectively integrates appropriate curriculum standards.
- 1.2 Effectively integrates key content elements and facilitates students' use of higher level thinking skills in instruction.
- 1.3 Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real world experiences and applications.
- 1.4 Demonstrates an accurate and appropriate knowledge of the subject matter.
- 1.5 Demonstrates specific knowledge and skills relevant to the subject area(s) taught that reflect high expectations and an understanding of the subject.
- 1.6 Demonstrates an ability to align what is taught and tested to the written curriculum.
- 1.7 Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group.
- 1.8 Communicates clearly and checks for understanding.

Performance Standard 2: Instructional Planning

The teacher plans using the Virginia Standards of Learning, the school division's curriculum, effective strategies, resources, and data to meet the needs of all students.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 2.1 Develop and maintain daily lesson plans that are aligned to the division's curriculum, and structured in a clear, logical manner to maximize learning opportunities.
- 2.2 Plans time realistically for pacing, content mastery, and transitions.
- 2.3 Plans differentiated instruction that meets identified student learning needs and is aligned to curricular goals.
- 2.4 Uses student learning data from a variety of formative and summative assessments to guide instructional planning.
- 2.5 Develops appropriate long and short range plans and adapts those plans when needed to support high levels of student achievement.
- 2.6 Plans appropriate and flexible grouping structures that reflect the needs and interests of students.

Performance Standard 3: Instructional Delivery

The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 3.1 Engages and maintains students in active learning.
- 3.2 Provides students with the opportunity to use existing knowledge and skills to develop new understandings.
- 3.3 Differentiates instruction to meet the student's needs.
- 3.4 Uses instructional technology to enhance student learning.
- 3.5 Consistently implements a variety of research based strategies and resources during instruction.
- 3.6 Consistently communicates and reinforces learning objectives throughout the lesson.
- 3.7 Communicates clearly and checks for understanding.

Performance Standard 4: Assessment of and for Student Learning

The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 4.1 Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning.
- 4.2 Involves students in setting learning goals and monitoring their own progress.
- 4.3 Consistently gives constructive and frequent feedback to students and parents on students' academic progress.
- 4.4 Aligns student assessment with established curriculum standards and benchmarks.
- 4.5 Uses assessment tools for both formative and summative purposes, and uses grading practices that report final mastery in relationship to content goals and objectives.
- 4.6 Continuously monitors and makes appropriate adjustments to instructional delivery based on student needs as prescribed by data.
- 4.7 Gives constructive and frequent feedback to students on their learning.

Performance Standard 5: Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 5.1 Arranges the classroom to maximize learning while providing a safe environment.
- 5.2 Establishes clear expectations, with student input, for classroom rules and procedures which are consistent with the Student Code of Conduct early in the school year and enforces them consistently and fairly.
- 5.3 Demonstrates the ability to engage groups of students to ensure a disciplined learning environment.
- 5.4 Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic.
- 5.5 Encourages students to show respect for and sensitivity to diversity among individuals through modeling and teaching strategies.
- 5.6 Demonstrates respect and understanding for all individuals, regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs.
- 5.7 Actively listens and pays attention to students' needs and responses.
- 5.8 Maximizes instructional learning time by working with students individually as well as in small groups or whole groups.

Performance Standard 6: Professionalism

The teacher maintains a commitment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student learning.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 6.1 Uses a variety of methods and strategies to effectively communicate and build positive collaborative relationships within the school community to promote students' well-being and success.
- 6.2 Adheres to federal and state laws, district policies, ethical guidelines, time lines, and completes assignments and tasks accurately.
- 6.3 Incorporates learning from professional growth opportunities into instructional practice.
- 6.4 Sets goals for improvement of knowledge and skills; seeks, accepts, and implements feedback on performance in a positive manner.
- 6.5 Exhibits confidentiality, integrity, fairness, and ethical behavior to promote students' well-being and success.
- 6.6 Works in a collegial and collaborative manner with administrators, other school personnel, and the community.
- 6.7 Builds positive and professional relationships with parents/guardians through frequent and effective communication concerning students' progress.
- 6.8 Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues.
- 6.9 Demonstrates consistent mastery of standard oral and written English in all communication.
- 6.10 Demonstrates respect and understanding for all individuals regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs.

Performance Standard 7: Student Academic Progress

The work of the teacher results in acceptable, measurable, and appropriate student academic progress.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 7.1 Sets acceptable, measurable, and appropriate achievement goals for student academic progress based on baseline data.
- 7.2 Documents the progress of each student throughout the year.
- 7.3 Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other multiple measures of student growth.
- 7.4 Uses available performance outcome data to continually document and communicate student academic progress and develop interim learning targets.

Note: Performance Standard 7: If a teacher effectively fulfills all previous standards, it is likely that the results of teaching – as documented in Standard 7: Student Academic Progress – would be positive. The Virginia teacher evaluation system includes the documentation of student growth as indicated within Standard 7 and recommends that the evidence of progress be reviewed and considered throughout the year.

PART 3: DOCUMENTING TEACHER PERFORMANCE

The role of a teacher requires a performance evaluation system that acknowledges the complexities of the job. Multiple data sources provide for a comprehensive and authentic “performance portrait” of the teacher’s work. The sources of information described in Figure 3.1 were selected to provide comprehensive and accurate feedback on teacher performance. These suggested documentation sources for teacher evaluation can be used for both probationary and continuing contract teachers.

Figure 3.1: Suggested Documentation Sources for Teacher Evaluation

Data Source	Definition
Formal Observations	Observations are an important source of performance information. Formal observations focus directly on the seven teacher performance standards. Classroom observations also may include a review of teacher products or artifacts, and review of student data.
Informal Observations	Informal observations are intended to provide more frequent information on a wider variety of contributions made by the teacher. Evaluators are encouraged to conduct observations by visiting classrooms, observing instruction, and observing work in non-classroom settings.
Teacher Document Logs	Teacher document logs provide documentation generated by the teacher for the seven performance standards.
Student Surveys	Student surveys provide information to the teacher about students’ perceptions of how the professional is performing. The actual survey responses are seen <i>only</i> by the teacher who prepares a survey summary for inclusion in the documentation log. <i>The surveys provided in this document are designed to be used in grades 1 – 12 (e.g., not with pre-kindergarten and kindergarten students).</i>
Self-Evaluation	Self-evaluations reveal the teachers’ perceptions of their job performance.

Evaluation Schedule – Probationary Teachers

Timeline	Activity for Professional Improvement	Task or Document	Responsibility of:	
			Administrator	Teacher
<i>Frequency of Evaluation</i>	<i>Teachers will be evaluated according to the standards set forth in the Code of Virginia</i>			
By September 30	Review procedures for evaluation for employees who are scheduled for a summative evaluation	<i>Teacher Performance Evaluation Handbook</i>	✓	✓
By October 15	Establish Student Progress Goals and Professional Development Goals	<i>Goal Setting for Student Progress Form</i> <i>Goal Setting for Professional Development</i>	✓ ✓	✓ ✓
By October 31	Completion of first formal observation (at least 35 – 45 minutes) with post observation conference within four working days	<i>Observation Form</i>	✓	
By December 15	<ul style="list-style-type: none"> • Completion of second formal observation (at least 35 – 45 minutes) with post observation conference within four working days • Summary of Student Survey Feedback 	<i>Observation Form</i> <i>Student Surveys and Student Survey Summary t56tForm</i>	✓	✓
Mid-Year Prior to March 1	<ul style="list-style-type: none"> • Mid-year review of Student Progress Goals • Review of Teacher Documentation Logs • Hold Interim Performance Evaluation Conferences 	<i>Goal Setting for Student Progress Form</i> <i>Teacher Documentation Log</i> <i>Interim Performance Report</i>	✓ ✓ ✓	✓ ✓
By March 1	Completion of third formal observation (at least 35 – 45 minutes) with post observation conference within four working days	<i>Observation Form</i>	✓	
By June 1	Submission of Professional Development Logs annual 12-hour requirement	<i>Professional Development Log</i>		✓
Prior to June 10	<ul style="list-style-type: none"> • End of year review of Student Progress Goals • Review of Teacher Documentation Logs • Hold Summative Performance Evaluation Conferences 	<i>Goal Setting for Student Progress Form</i> <i>Teacher Documentation Log</i> <i>Summative Performance Report</i>	✓ ✓ ✓	✓ ✓

*Minimum of three (3) formal classroom observations with at least one (1) announced formal observation

Evaluation Schedule – Continuing Contract Teachers in Years One and Two of the Evaluation Cycle

Timeline	Activity for Professional Improvement	Task or Document	Responsibility of:	
			Administrator	Teacher
<i>Frequency of evaluation</i>	<i>Teachers will be evaluated according to the standards set forth in the Code of Virginia</i>			
By September 30	Review procedures for evaluation for employees who are scheduled for a summative evaluation	<i>Teacher Performance Evaluation Handbook</i>	✓	✓
By October 15	Establish Student Progress Goals and Professional Development Goals	<i>Goal Setting for Student Progress Form</i> <i>Goal Setting for Professional Development</i>	✓ ✓	✓ ✓
Before the end of the 1 st Semester	Summary of Student Survey Feedback	<i>Student Surveys and Student Survey Summary Form</i>		✓
Mid-year Prior to March 1	Mid-year review of Student Progress Goals	<i>Goal Setting for Student Progress Form</i>	✓	✓
By June 1	Submission of Professional Development Logs annual 12-hour requirement	<i>Professional Development Log</i>		✓
By June 10	<ul style="list-style-type: none"> • End of year review of Student Progress Goals • Review of Teacher Documentation Logs • Hold Interim Performance Evaluation Conferences 	<i>Goal Setting for Student Progress Form</i> <i>Teacher Documentation Log</i> <i>Interim Performance Report</i>	✓ ✓ ✓	✓ ✓ ✓

***Should be observed via informal and formal classroom observations and walk-throughs to support Interim Performance Evaluation.**

Evaluation Schedule – Continuing Contract Teachers in Year Three of the Evaluation Cycle

Timeline	Activity for Professional Improvement	Task or Document	Responsibility of:	
			Administrator	Teacher
<i>Frequency of evaluation</i>	<i>Teachers will be evaluated according to the standards set forth in the Code of Virginia</i>			
By September 30	Review procedures for evaluation for employees who are scheduled for a summative evaluation	<i>Teacher Performance Evaluation Handbook</i>	✓	✓
By October 15	Establish Student Progress Goals and Professional Development Goals	<i>Goal Setting for Student Progress Form</i> <i>Goal Setting for Professional Development</i>	✓ ✓	✓ ✓
By November 30	Completion of first formal observation (at least 35 – 45 minutes) with post observation conference within four working days	<i>Observation Form</i>	✓	
Before the end of the 1 st Semester	Summary of Student Survey Feedback	<i>Student Surveys and Student Survey Summary Form</i>		✓
Prior to March 1	Mid-year review of Student Progress Goals	<i>Goal Setting for Student Progress Form</i>	✓	✓
By March 15	Completion of second formal observations (at least 35 – 45 minutes) with post observation conference within four working days	<i>Observation Form</i>	✓	
By June 1	Submission of Professional Development Logs annual 12-hour requirement	<i>Professional Development Log</i>		✓
By June 10	<ul style="list-style-type: none"> • End of year review of Student Progress Goals • Review of Teacher Documentation Logs • Hold Summative Performance Evaluation Conferences 	<i>Goal Setting for Student Progress Form</i> <i>Teacher Documentation Log</i> <i>Summative Performance Report</i>	✓ ✓ ✓	✓ ✓

*Minimum of two (2) formal classroom observations with at least one (1) announced formal observation

Observations

Observations are intended to provide information on a wide variety of contributions made by teachers in the classroom or to the school community as a whole. Administrators are continually observing in their schools by walking through classrooms and non-instructional spaces, attending meetings, and participating in school activities. These day-to-day observations are not necessarily noted in writing, but they do serve as a source of information.

Direct classroom observation can be a useful way to collect information on teacher performance; as a stand-alone data collection process, however, it has major limitations. If the purpose of a teacher evaluation system is to provide a comprehensive picture of performance in order to guide professional growth, then classroom observations should be only one piece of the data collection puzzle. Given the complexity of the job responsibilities of teachers, it is unlikely that an evaluator will have the opportunity to observe and provide feedback on all of the performance standards in a given visit.

Observations can be conducted in a variety of settings and take on a variety of forms, including quick, drop-by classroom visits, to more formal, pre-planned observational reviews using validated instruments for documenting observations.¹ Furthermore, observations may be announced or unannounced. Evaluators are encouraged to conduct observations by observing instruction and non-instructional routines at various times throughout the evaluation cycle.

Formal Observation

In a formal observation, the evaluator conducts a structured or semi-structured, planned observation -- either announced or unannounced -- typically of a teacher who is presenting a lesson to or interacting with students. Evaluators can use formal observations as one source of information to determine whether a teacher is meeting expectations for performance standards. A *Formal Classroom Observation Form* is provided on pages 16-18; many other observation forms are available. Formal classroom observations should last a specified period of time (35-45 minutes or the duration of a full lesson). For maximum value, the building level administrator should ensure that formal observations occur throughout the year (see Evaluation Schedule pages 11-13).

Typically, the evaluator provides feedback about the observation during a review conference with the teacher. During the session -- which should occur within four (4) work days following the observation -- the evaluator reviews all information summarized on the *Formal Classroom Observation Form* as well as any other applicable documentation. Sample post-observation inquiries are shown in Figure 3.2. One copy of the observation form should be given to the teacher, and one copy should be maintained by the evaluator for the entire evaluation cycle to document professional growth and development.

Figure 3.2: Sample Post-Observation Inquiries

What went well during the lesson I observed?

What would you do differently the next time you teach this lesson and/or use a particular instructional strategy?

How would you describe the learning climate of the classroom during the lesson?

What occurred during the day before I arrived for the observation that may have influenced what happened during the time I spent in your class?

How did you address students who needed more time to fully understand and master the concept?

I observed a “snapshot” of your instruction. How well did the students’ learning reflect your intended learning outcomes?

What informal or formal assessments did you conduct prior to teaching this lesson? How did the data from the assessments influence this lesson?

How did you let students know what the objective for the lesson was and how the students would know if they successfully achieved it?

What student characteristics or needs do you keep in mind as you are giving directions?

What goal(s) did you set this year for student achievement? How are your students progressing on that/those goal(s)?

Formal Classroom Observation Form

Directions: This form is to be used for probationary teachers and teachers with continuing contract status. Observers should use the form to provide feedback to teachers about the observation.

Teacher's Name	Date Observed	Time
Observer's Name	The teacher is: <input type="checkbox"/> Probationary <input type="checkbox"/> Continuing Contract	

1. Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

- | | |
|--|--|
| <ul style="list-style-type: none"> • Effectively integrates appropriate curriculum standards. • Effectively integrates key content elements and facilitates students' use of higher level thinking skills in instruction. • Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real world experiences and applications. • Demonstrates an accurate and appropriate knowledge of the subject matter. | <ul style="list-style-type: none"> • Demonstrates specific knowledge and skills relevant to the subject area(s) taught that reflect high expectations and an understanding of the subject. • Demonstrates an ability to align what is taught and tested to the written curriculum. • Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group. • Communicates clearly and checks for understanding. |
|--|--|

Strengths:

Directives:

Support:

2. Instructional Planning

The teacher plans using the Virginia Standards of Learning, the school division's curriculum, effective strategies, resources, and data to meet the needs of all students.

- | | |
|---|--|
| <ul style="list-style-type: none"> • Develop and maintain daily lesson plans that are aligned to the division's curriculum, and structured in a clear, logical manner to maximize learning opportunities. • Plans time realistically for pacing, content mastery, and transitions. • Plans differentiated instruction that meets identified student learning needs and is aligned to curricular goals. | <ul style="list-style-type: none"> • Uses student learning data from a variety of formative and summative assessments to guide instructional planning. • Develops appropriate long and short range plans and adapts plans when needed to support high levels of student achievement. • Plans appropriate and flexible grouping structures that reflect the needs and interests of students. |
|---|--|

Strengths:

Directives:

Support:

3. Instructional Delivery

The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.

- Engages and maintains students in active learning.
- Provides students with the opportunity to use existing knowledge and skills to develop new understandings.
- Differentiates instruction to meet the students' needs.
- Uses instructional technology to enhance student learning.
- Consistently implements a variety of research based strategies and resources during instruction.
- Consistently communicates and reinforces learning objectives throughout the lesson.
- Communicates clearly and checks for understanding.

Strengths:

Directives:

Support:

4. Assessment of and for Student Learning

The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.

- Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning.
- Involves students in setting learning goals and monitoring their own progress.
- Consistently gives constructive and frequent feedback to students and parents on students' academic progress.
- Aligns student assessment with established curriculum standards and benchmarks.
- Uses assessment tools for both formative and summative purposes and uses grading practices that report final mastery in relationship to content goals and objectives.
- Continuously monitors and makes appropriate adjustments to instructional delivery based on student needs as prescribed by data.
- Gives constructive and frequent feedback to students on their learning.

Strengths:

Directives:

Support:

5. Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

- Arranges the classroom to maximize learning while providing a safe environment.
- Establishes clear expectations, with student input, for classroom rules and procedures which are consistent with the Student Code of Conduct early in the school year and enforces them consistently and fairly.
- Demonstrate the ability to engage groups of students to ensure a disciplined learning environment.
- Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic.
- Encourages students to show respect for and sensitivity to diversity among individuals through modeling and teaching strategies.
- Demonstrates respect and understanding for all individuals, regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs.
- Actively listens and pays attention to students' needs and responses.
- Maximizes instructional learning time by working with students individually as well as in small groups or whole groups.

Strengths:

Directives:

Support:

6. Professionalism

The teacher maintains a commitment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student learning.

- Uses a variety of methods and strategies to effectively communicate and build positive collaborative relationships within the school community to promote students’ well-being and success.
- Adheres to federal and state laws, district policies, ethical guidelines, time lines, and completes assignments and tasks accurately.
- Incorporates learning from professional growth opportunities into instructional practice.
- Sets goals for improvement of knowledge and skills; seeks, accepts, and implements feedback on performance in a positive manner.
- Exhibits confidentiality, integrity, fairness, and ethical behavior to promote students’ well-being and success.
- Works in collegial and collaborative manner with administrators, other school personnel, and the community.
- Builds positive and professional relationships with parents/guardians through frequent and effective communication concerning students’ progress.
- Serves as a contributing member of the school’s professional learning community through collaboration with teaching colleagues.
- Demonstrates consistent mastery of standard oral and written English in all communication.
- Demonstrates respect and understanding for all individuals regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs.

Strengths:

Directives:

Support:

7. Student Academic Progress

The work of the teacher results in acceptable, measurable, and appropriate student academic progress.

- Sets acceptable, measurable, and appropriate achievement goals for student learning progress based on baseline data.
- Documents the progress of each student throughout the year.
- Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other measures of student growth.
- Uses available performance outcome data to continually document and communicate student academic progress and develop interim learning targets.

Strengths:

Directives:

Support:

Additional Comments:

Teacher’s Name _____

Teacher’s Signature _____ Date _____

Observer’s Name _____

Observer’s Signature _____ Date _____

Informal Observations

Informal observations are intended to provide more frequent information on a wide variety of contributions made by teachers in the classroom or to the school community as a whole. Evaluators are encouraged to conduct informal observations by observing instruction and non-instructional routines at various times throughout the evaluation cycle.^a These informal observations typically are less structured than formal observations.

Informal observations might include observing instruction for a short duration (i.e., ten to fifteen minutes) or observing work in non-classroom settings at various times throughout the school year. For example, an informal observation might include briefly visiting a classroom during a science laboratory experiment or observing a teacher participating in a faculty meeting or committee meeting. An important factor for evaluators to remember when collecting informal observation data is to focus on specific, factual descriptions of performance. Also, it is important to obtain a representative sampling of performance observations through regular, repeat visits to classrooms.¹ An *Informal Classroom Observation Form* is provided on pages 20-21. One copy of this form should be given to the teacher and one copy should be maintained by the evaluator for the entire evaluation cycle to document growth and development.

^a Stronge, J. H. & Tucker, P. D. (2003) as cited in Stronge, J. H. (2010b).

^a Note: An evaluation cycle refers to an ongoing process of data collection, evaluator-evaluated discussion, summative review, and performance improvement. The various cyclical steps in a quality evaluation system (e.g., classroom observation - feedback - improvement) are inextricably linked and seamless.

Informal Classroom Observation Form

Directions: This form can be used by the evaluator to document during informal classroom observation. One form should be given to the teacher and one copy should be maintained by the evaluator for the entire evaluation cycle to document growth and development.

Teacher Observed: _____ **Date:** _____ **Time:** _____

<p>1. Professional Knowledge</p> <ul style="list-style-type: none"> • Addresses appropriate curriculum standards • Integrates key content elements and facilitates students' use of higher level thinking skills • Demonstrates ability to link present content with past and future learning • Demonstrates an accurate knowledge of the subject area(s) taught • Demonstrates skills relevant to the subject area(s) taught • Bases instruction on goals that reflect high expectations • Demonstrates an understanding of the knowledge of development • Communicates clearly 	<p>Specific Examples:</p>
<p>2. Instructional Planning</p> <ul style="list-style-type: none"> • Uses student learning data to guide planning • Plans time for realistic pacing • Plans for differentiated instruction • Aligns lesson objectives to curriculum and student needs • Develops appropriate long- and short-range plans and adapts plans 	<p>Specific Examples:</p>
<p>3. Instructional Delivery</p> <ul style="list-style-type: none"> • Engages students • Builds on prior knowledge • Differentiates instruction • Reinforces learning goals • Uses a variety of strategies/resources • Uses instructional technology • Communicates clearly 	<p>Specific Examples:</p>
<p>4. Assessment of and for Student Learning</p> <ul style="list-style-type: none"> • Uses pre-assessment data • Involves students in setting learning goals • Uses valid, appropriate assessments • Aligns assessments with standards • Uses a variety of assessment strategies • Uses assessment tools for formative/summative purposes • Gives constructive feedback 	<p>Specific Examples:</p>

<p>5. Learning Environment</p> <ul style="list-style-type: none"> • Arranges the classroom to maximize learning and provides a safe environment • Establishes clear expectations • Maximizes instruction/minimal disruption • Establishes a climate of trust/teamwork • Promotes cultural sensitivity/respects diversity • Listens and pays attention to students’ needs and responses • Maximizes instructional learning time by working with students individually and in groups 	<p>Specific Examples:</p>
<p>6. Professionalism</p> <ul style="list-style-type: none"> • Collaborates/communicates effectively • Adheres to laws/policies/ethics • Incorporates professional development learning • Incorporates learning from professional growth activities • Sets goals for improvement • Activities outside classroom • Builds positive relationship with parents • Contributes to professional learning community • Demonstrates mastery of standard oral and written English 	<p>Specific Examples:</p>
<p>7. Student Academic Progress</p> <ul style="list-style-type: none"> • Sets student achievement goals • Documents progress • Provides evidence of goal attainment • Develops interim learning targets 	<p>Specific Examples:</p>

NOTE: It is unlikely that all teacher performance standards would be documented in a single classroom visit. In fact, an observation might focus on a specific standard.

Commendations:

Directives:

Support:

Teacher’s Name _____

Teacher’s Signature _____ Date _____

Observer’s Name _____

Observer’s Signature _____ Date _____

Walk-through Observations

Walk-through observations have been popularized in recent years as a means for documenting and assessing practices and trends throughout a school.¹ Typically, walk-through observations are designed to provide brief (three to five minutes) visits in multiple classrooms. While walk-through visits can be helpful in checking for standard instructional practices or for vertical and horizontal curriculum articulation across the school, evaluators should be cautious in relying on these visits for individual teacher evaluation as, generally, they are not designed for teacher evaluation. Visits of three to five minutes, even if conducted frequently, may not do justice to teachers in terms of understanding their instructional or assessment practices, student time-on-task, learning environment, and so forth.

Teacher Documentation Log

The purpose of the *Teacher Documentation Log* is to provide evidence of performance related to specific standards. ***There are six items required in the Teacher Documentation Log: (Goal Setting Form, a Professional Development Log, a Parent Contact Log, a Summary of Student Survey Results with Analysis of Assessment Results, and Documentation of How Assessment Results are Used) – Samples follow*** - ; however, other documents may be included, such as: Record of Extracurricular Activities, Evidence of Assessment for Learning and other documents related to the Teacher Evaluation Standards. These documents provide administrators with information they likely would not receive in an observation. Specifically, the *Teacher Documentation Log* provides the teacher with an opportunity for self-reflection, demonstration of quality work, and a basis for two-way communication with an administrator. The emphasis is on the quality of work, not the quantity of materials presented. Furthermore, the *Teacher Documentation Log* is used to organize the multiple data sources included in the teacher evaluation.

A cover sheet for items to include is presented in Part III, pages 25-27. The cover sheet should be placed at the front of the required and optional documents. Documentation is not required for all performance standards as other data sources may be used.

Administrators and evaluators review the teacher documentation log at each observation conference. Additionally, teachers in their probationary period will meet with administrators and/or evaluators to review their teacher documentation log by the end of the first semester.

The *Teacher Documentation Log* should be available at the request of the administrator and/or evaluator.

A Teacher Documentation Log:

- is one component of a multi-source evaluation and complements the observation components of the teacher evaluation system prior to the summative evaluation,
- is a collection of artifacts that result from regular classroom instruction,
- may be kept as electronic files or in paper form (e.g. three ring binder, file folder),
- must include the required documentation listed on the cover sheet,
- is a work in progress; it is to be updated regularly throughout the evaluation period (weekly/ monthly),
- should be available for review at administrator's request,
- should be user-friendly (neat, organized),
- remains in teacher's possession except when reviewed by the evaluator,
- belongs to the employee, and
- will be checked at least one time per year with feedback provided.

A Teacher Documentation Log is NOT:

- a portfolio, or
- additional forms or materials created solely for the purpose of evaluation.

Figure 3 shows examples of items that may be included in the *Teacher Documentation Log*. This is not a limited list.

Required Items

Figure 3.3: Sample Items in a Teacher Documentation Log

Standards	Required Item	Examples of Evidence
1. Professional Knowledge	<i>No evidence is required in the Documentation Log</i>	<ul style="list-style-type: none"> • Transcripts of coursework • Professional Development certificates • Annotated list of instructional activities • Lesson/intervention plan • Journals/notes that represent reflective thinking and professional growth • Samples of innovative approaches developed by teacher
2. Instructional Planning	Evidence of using data about student learning to guide planning and instruction	<ul style="list-style-type: none"> • Differentiation in lesson planning and practice • Analysis of classroom assessment • Data driven curriculum revision work <p>Examples:</p> <ul style="list-style-type: none"> ○ Sample lesson or unit plan ○ Course syllabus ○ Intervention plan ○ Substitute lesson plan ○ Annotated learning objectives
3. Instructional Delivery	<i>No evidence is required in the Documentation Log</i>	<ul style="list-style-type: none"> • Annotated photographs of class activities • Handouts or sample work • Video/audio samples of instructional units
4. Assessment of and for Student Learning	Evidence of the use of baseline and periodic assessments	<ul style="list-style-type: none"> • Samples of baseline and periodic assessments given • Samples of both formative and summative assessment • Graphs or tables of student results • Records within electronic curriculum mapping tool <p>Examples:</p> <ul style="list-style-type: none"> ○ Brief report describing your record keeping system and how it is used to monitor student progress ○ Copy of scoring rubrics ○ Photographs or photocopies of student work with written comments ○ Samples of educational reports, progress reports or letters prepared for parents or students ○ Copy of disaggregated analysis of student achievement scores on standardized test ○ Copy of students' journals of self-reflection and self-monitoring

5. Learning Environment	<i>No evidence is required in the Documentation Log</i>	<ul style="list-style-type: none"> • Student survey summary information • List of classroom rules with brief explanation of the procedures used to develop and reinforce them • Schedule of daily classroom routines • Explanation of behavior management philosophy and procedures
6. Professionalism	<p>Evidence of :</p> <p>*Commitment to professional growth</p> <p>*Parent Communication Log</p>	<ul style="list-style-type: none"> • Record of participation in extracurricular activities and events • Record of professional development taken or given • Examples of collaborative work with peers • Evidence of communication with students, families, colleagues and community <p>Examples:</p> <ul style="list-style-type: none"> ○ Copy of classroom newsletter or other parent information documents ○ Sample copy of interim reports
7. Student Academic Progress	*Student Progress Goal Setting Form	Student Achievement Goal Setting Document – Revised at midterm and end of year



Teacher Documentation Log Cover Sheet

Teacher: _____

School Year: _____ - _____

Standards	Required Item	Examples of Evidence	Evidence Included
1. Professional Knowledge	<i>No evidence is required in the Documentation Log</i>	<ul style="list-style-type: none"> • Transcripts of coursework • Professional Development certificates • Annotated list of instructional activities • Lesson/intervention plan • Journals/notes that represent reflective thinking and professional growth • Samples of innovative approaches developed by teacher 	
2. Instructional Planning	Evidence of using data about student learning to guide planning and instruction	<ul style="list-style-type: none"> • Differentiation in lesson planning and practice • Analysis of classroom assessment • Data driven curriculum revision work Examples: <ul style="list-style-type: none"> - Sample lesson or unit plan - Course syllabus - Intervention plan - Substitute lesson plan - Annotated learning objectives 	
3. Instructional Delivery	<i>No evidence is required in the Documentation Log</i>	<ul style="list-style-type: none"> • Annotated photographs of class activities • Handouts or sample work • Video/audio samples of instructional units 	

Standards	Required Item	Examples of Evidence	Evidence Included
4. Assessment of and for Student Learning	Evidence of the use of baseline and periodic assessments	<ul style="list-style-type: none"> • Samples of baseline and periodic assessments given • Samples of both formative and summative assessment • Graphs or tables of student results • Records within electronic curriculum mapping tool <p>Examples:</p> <ul style="list-style-type: none"> - Brief report describing your record keeping system and how it is used to monitor student progress - Copy of scoring rubrics - Photographs or photocopies of student work with written comments - Samples of educational reports, progress reports or letters prepared for parents or students - Copy of disaggregated analysis of student achievement scores on standardized test - Copy of students' journals of self-reflection and self-monitoring 	
5. Learning Environment	<i>No evidence is required in the Documentation Log</i>	<ul style="list-style-type: none"> • Student survey summary information • List of classroom rules with brief explanation of the procedures used to develop and reinforce them • Schedule of daily classroom routines • Explanation of behavior management philosophy and procedures 	

Standards	Required Item	Examples of Evidence	Evidence Included
6. Professionalism	Evidence of : Commitment to professional growth *Parent Communication Log	<ul style="list-style-type: none"> • Record of participation in extracurricular activities and events • Record of professional development taken or given • Examples of collaborative work with peers • Evidence of communication with students, families, colleagues and community Examples: - Copy of classroom newsletter or other parent information documents - Sample copy of interim reports	
7. Student Academic Progress	*Student Progress Goal Setting Form	Student Achievement Goal Setting Document – Revised at midterm and end of year	

* indicates a required item



Parent Communication Log

Teacher: _____ School Year: _____ - _____

Date	Person	Purpose	Mode	Notes
			<input type="checkbox"/> Conference <input type="checkbox"/> Email <input type="checkbox"/> Note/Letter <input type="checkbox"/> Telephone	
			<input type="checkbox"/> Conference <input type="checkbox"/> Email <input type="checkbox"/> Note/Letter <input type="checkbox"/> Telephone	
			<input type="checkbox"/> Conference <input type="checkbox"/> Email <input type="checkbox"/> Note/Letter <input type="checkbox"/> Telephone	
			<input type="checkbox"/> Conference <input type="checkbox"/> Email <input type="checkbox"/> Note/Letter <input type="checkbox"/> Telephone	
			<input type="checkbox"/> Conference <input type="checkbox"/> Email <input type="checkbox"/> Note/Letter <input type="checkbox"/> Telephone	

Professional Development

The intent of Professional Development is to promote opportunities for professional growth and development which will benefit teachers and their students (see Professional Development Log). Teachers will collaborate with their administrators in the selection of activities to meet the annual 12-hour requirement.

Professional development activities must be an outgrowth of the individual's school and school system's current staff needs. Research data will be the basis for tailoring staff development activities to identified needs. Participants will be provided an opportunity to participate in and evaluate all system-sponsored professional development activities.

Professional development activities will include, but not be limited to, the following:

workshops	coaching
quality circles	mentoring
design teams	internships
symposiums	presentations
visitations	travel
reading/research	independent projects
teleconferences	discussions
college courses	inservices
publications	forums
curriculum development	consultants

It will be the responsibility of each building/departmental administrator to provide an on-going assessment of the professional development needs of the staff and to initiate appropriate professional development opportunities in accordance with identified needs.

Each employee will be responsible for maintaining accurate documentation of participation in professional development opportunities (see Professional Development Log).

The principal is responsible for maintaining compliance with the Professional Development Policy. Teachers who do not meet the annual minimum requirement (12 hours) will receive the non-compliance letter. One copy is to be forwarded to the employee's personnel file, and one maintained at the work site as part of the teacher's Documentation Log.



Professional Development Log

 Last First Middle Year Employee ID#

 Work Location Position

PROFESSIONAL DEVELOPMENT PLAN

(Important Date: Complete This Section by October 15)

Goals	Professional Development Activity

PROFESSIONAL DEVELOPMENT DOCUMENTATION

(Important Date: Complete This Section by June 1st)

Professional Growth Activity	Administrator's Initials	# of Hours	Date(s)	Time(s)
TOTAL HOURS				

 Employee's Signature Date

 Administrator's Signature Date

The above-named employee has completed the annual required number of hours in professional growth activities that we planned collaboratively.

Student Surveys

Student surveys represent an additional source of information regarding teacher performance. The purpose of a student survey is to collect information that will help the teacher set goals for continuous improvement (i.e., for formative evaluation). In most pre-kindergarten through grade 12 teacher evaluation systems, the sole purpose of the surveys is to provide feedback directly to the teacher for professional growth and development.

Student surveys are unique in that, although they may be required for most teachers, teachers will retain exclusive access to the results of the surveys regarding his or her performance.

Teachers should administer annual student surveys according to school division guidelines during a specified time period (before the end of the 1st semester). Teachers at the middle and high school levels should administer surveys to two classes of students that are representative of their teaching assignment(s) during a specified year. At the teacher's discretion, additional questions may be added to the survey. The teacher will retain sole access to the student surveys; however, the teacher will provide a summary of the surveys to the evaluator. (Note: The student survey summary can be included in the teacher's document log.)

There are four different versions of the student survey (Grades 1-2, 3-5, 6-8, and 9-12) designed to reflect developmental differences in students' ability to provide useful feedback to their teacher. *Student Surveys* and the accompanying *Survey Summary Sheet* on pages 32-36 provide a unique form of formative feedback. All surveys should be completed anonymously to promote honest feedback.

¹ Downey, C. J., Steffy, B. E., English, F. W., Frase, L. E., & Poston, W. K., Jr. (2004) as cited in Stronge, J. H. & Tucker, P. D. (2003).

Grades 1-2 Student Survey

Directions: Teachers, please explain that you are going to read this sentence twice: As I read the sentence, color the face that describes how you feel about the sentence.

Teacher	School Year		
<i>Example:</i> I ride a school bus to school.			
1. My teacher listens to me.			
2. My teacher gives me help when I need it.			
3. My teacher shows us how to do new things.			
4. I know what I am supposed to do in class.			
5. I am able to do the work in class.			
6. I learn new things in my class.			

COMMENTS:

Grades 3-5 Student Survey

Directions: Follow along as I read the statements. Respond to the statements by placing a check mark (✓) beneath the response – “YES,” “SOMETIMES,” or “NO” – that best describes how you feel about the statement.

Teacher’s Name	School Year	Class Period		
		YES	SOMETIMES	NO
<i>Example:</i> I like listening to music.		<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
1.	My teacher listens to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	My teacher gives me help when I need it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	My teacher shows us how to do new things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	My teacher encourages me to evaluate my own learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am able to do the work in class.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I learn new things in my class.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I feel safe in this class.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	My teacher uses many ways to teach.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	My teacher explains how my learning can be used outside of school.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	My teacher explains why I get things wrong on my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	My teacher shows respect to all students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	My teacher demonstrates helpful strategies or skills for my learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	There are opportunities to reflect on my learning in my class.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	My teacher allows me to make some choices about my learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS:

Grades 6-8 Student Survey

The purpose of this survey is to allow you to give your teacher ideas about how this class might be improved.

Directions: DO NOT PUT YOUR NAME ON THIS SURVEY. Write your class period in the space provided. Listed below are several statements about this class. Indicate your agreement with each statement. If you strongly disagree, circle **1**; if you strongly agree circle **5**. If you wish to comment, please write your comments at the end of the survey.

Teacher's Name	School Year	Class Period					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Example:</i> I like listening to music.			1	2	3	4	5
1.	My teacher creates a classroom environment that allows me to learn.		1	2	3	4	5
2.	My teacher encourages me to evaluate my own learning.		1	2	3	4	5
3.	My teacher allows me to demonstrate my learning in a variety of ways.		1	2	3	4	5
4.	My teacher gives clear instructions.		1	2	3	4	5
5.	My teacher shows respect to all students.		1	2	3	4	5
6.	My teacher is available to help outside of class.		1	2	3	4	5
7.	My teacher grades my work in a timely manner.		1	2	3	4	5
8.	My teacher relates lesson to other subjects or the real world.		1	2	3	4	5
9.	My teacher respects different opinions.		1	2	3	4	5
10.	My teacher uses a variety of activities in class.		1	2	3	4	5
11.	My teacher encourages all students to learn.		1	2	3	4	5
12.	My teacher expects me to be successful.		1	2	3	4	5
13.	My teacher is knowledgeable about the subject.		1	2	3	4	5
14.	My teacher provides helpful feedback.		1	2	3	4	5

COMMENTS:

Grades 9-12 Student Survey

The purpose of this survey is to allow you to give your teacher ideas about how this class might be improved.

Directions: DO NOT PUT YOUR NAME ON THIS SURVEY. Write your class period in the space provided. Listed below are several statements about this class. Indicate your agreement with each statement. If you strongly disagree, circle **1**; if you strongly agree circle **5**. If you wish to comment, please write your comments at the end of the survey.

Teacher's Name	School Year	Class Period				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Example:</i> I like listening to music.		1	2	3	4	5
<i>In this class, my teacher...</i>						
1.	gives clear instructions.	1	2	3	4	5
2.	treats everyone fairly.	1	2	3	4	5
3.	is available for help outside of class time.	1	2	3	4	5
4.	clearly states the objectives for the lesson.	1	2	3	4	5
5.	grades my work in a reasonable time.	1	2	3	4	5
6.	relates lesson to other subjects or the real world.	1	2	3	4	5
7.	allows for and respects different opinions.	1	2	3	4	5
8.	encourages all students to learn.	1	2	3	4	5
9.	uses a variety of activities in class.	1	2	3	4	5
10.	communicates in a way I can understand.	1	2	3	4	5
11.	manages the classroom with a minimum of disruptions.	1	2	3	4	5
12.	shows respect to all students.	1	2	3	4	5
13.	consistently enforces disciplinary rules in a fair manner.	1	2	3	4	5
14.	makes sure class time is used for learning.	1	2	3	4	5
15.	is knowledgeable about his/her subject area.	1	2	3	4	5
16.	clearly defines long-term assignments (such as projects).	1	2	3	4	5
17.	sets high expectations.	1	2	3	4	5
18.	helps me reach high expectations.	1	2	3	4	5
19.	assigns relevant homework.	1	2	3	4	5
20.	communicates honestly with me.	1	2	3	4	5

COMMENTS:

Student Survey Summary

Directions: Summarize according to your best judgment. At the secondary level, results may be analyzed by class, subject, grade, etc., and reported as appropriate.

Teacher's Name: _____

Grade: _____ Subject: _____

Survey form used: Grades 1-2 Grades 3-5 Grades 6-8 Grades 9-12

1. How many surveys did you distribute?
2. How many completed surveys were returned?
3. What is the percentage of completed questionnaires you received (#1 divided into #2)? _____ **percent**

Student Satisfaction Analysis

4. Describe your survey population(s) (i.e., list appropriate demographic characteristics such as grade level and subject for students).
5. List factors that might have influenced the results (e.g., survey was conducted near time of report cards or progress reports).
6. Analyze survey responses and answer the following questions:
 - A) What did students perceive as your major strengths?
 - B) What did students perceive as your major weaknesses?
 - C) How can you use this information for continuous professional growth?

(Include a copy of the survey summary and a blank survey in the portfolio's Learning Environment section.)

Self-Evaluation

Self-evaluation is a process by which teachers judge the effectiveness and adequacy of their performance, effects, knowledge, and beliefs for the purpose of self-improvement.¹ When teachers think about what worked, what did not work, and what type of changes they might make to be more successful, the likelihood of knowing how to improve and actually making the improvements increases dramatically.² Evidence suggests that self-evaluation is a critical component of the evaluation process and is strongly encouraged. A sample *Teacher Self-Evaluation Form* is provided on pages 38-39.

Teachers are faced with a dynamic context in which to apply their knowledge, skills, and abilities. What worked last year may not work this year for a variety of reasons, some of which are outside the teachers' control. When teachers take the time to think about how they might improve their delivery, instructional strategies, content, and so forth, they discover ways to make their practice more effective, which, in turn, may impact student learning. Aiarasian and Gullickson (1985) offered several strategies to enhance teachers' self-evaluation (see Figure 3.4).

Figure 3.4: Strategies to Enhance Self-Evaluation

Self-reflection tools: These involved check lists, questionnaires, and rating scales which are completed by the teacher to evaluate performance in terms of beliefs, practice, and outcomes.

Media recording and analysis: Audio and video recordings provide a useful method for the teachers and their peers to review and analyze a teacher's performance.

Student feedback: Surveys, journals, and questionnaires can provide a teacher with the students' perspective.

Teacher portfolio: Teachers have an opportunity for self-evaluation as they collect and analyze the various artifacts for their portfolio.

Student performance data: Teachers can assess their instructional effectiveness by using test results, projects, essays, and so forth.

External peer observation: Colleagues, peers, and administrators can provide useful feedback on particular aspects of another teacher's behavior.

Journaling: Teachers can identify and reflect on classroom activities, needs, and successes by keeping track of classroom activities or events.

Collegial dialogue/experience sharing/joint problem solving: By collaborating on strategies, procedures, and perceptions, teachers are exposed to the practices of colleagues, which can serve as a catalyst for them to examine their own practices.³

Teacher Self-Evaluation Form

Directions: Teachers should use this form annually to reflect on the effectiveness and adequacy of their practice based on each performance standard. Please refer to the performance indicators for examples of behaviors exemplifying each standard.

Teacher's Name _____ Date _____

1. Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

Areas of strength:

Areas needing work/strategies for improving performance:

2. Instructional Planning

The teacher plans using the Virginia Standards of Learning, the school division's curriculum, effective strategies, resources, and data to meet the needs of all students.

Areas of strength:

Areas needing work/strategies for improving performance:

3. Instructional Delivery

The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.

Areas of strength:

Areas needing work/strategies for improving performance:

4. Assessment of and for Student Learning

The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.

Areas of strength:

Areas needing work/strategies for improving performance:

5. Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

Areas of strength:

Areas needing work/strategies for improving performance:

6. Professionalism

The teacher maintains a commitment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student learning.

Areas of strength:

Areas needing work/strategies for improving performance:

7. Student Academic Progress

The work of the teacher results in acceptable, measurable, and appropriate student academic progress.

Areas of strength:

Areas needing work/strategies for improving performance:

Endnotes

¹Tucker, P. D., Stronge, J. H., & Gareis, C. R. (2002).

²Tucker, P. D., Stronge, J. H., & Gareis, C. R. (2002).

³Tucker, P. D., Stronge, J. H., & Gareis, C. R. (2002), p. 2

⁴Wolf, K., Lichtenstein, G., & Stevenson, C. (1997) as cited in Tucker, P. D., Stronge, J. H., & Gareis, C. R. (2002).

⁵Tucker, P. D., Stronge, J. H., & Gareis, C. R. (2002), p. 25

⁶Tucker, P. D., Stronge, J. H., & Gareis, C. R. (2002), p. 28

⁷Airason, P. W. & Gullickson, A. (2006).

⁸Tucker, P. D., Stronge, J. H., & Gareis, C. R. (2002).

⁹Airason, P. W. & Gullickson, A. (1985) as cited in Airason, P. W. & Gullickson, A. (2006), p. 195.

PART 4: CONNECTING TEACHER PERFORMANCE TO ACADEMIC PROGRESS

Despite the preponderance of evidence that the most important school-related factor in students' education is the quality of their teachers, teacher evaluation frequently ignores the results of teaching – student learning.⁴ Schalock, Schalock, Cowart, and Myton (1993) stated that if the purpose of teaching is to nurture learning, then both teachers and schools as a whole should be judged for their effectiveness on the basis of what and how much students learn.⁵ Using student academic progress (as a measure of student achievement) to inform teacher evaluation only makes sense because the most direct measure of teacher quality appears to be student achievement. Research strongly supports the argument that ineffective teachers negatively impact students' learning while effective teachers lead to higher student achievement growth.

In addition, linking student academic progress with teacher evaluation offers significant potential because progress:

- provides an objective measure of teacher effectiveness and recognizes that students bring different levels of achievement to each classroom;
- can serve as meaningful feedback for instructional improvement;
- can serve as a barometer of success and a motivation tool; and
- is derived from student assessment and is an integral facet of instruction.⁶

Why Connect Teacher Performance to Student Academic Progress?

There are many reasons for including student academic progress in achievement information as part of the teacher evaluation process.

- There is an abundant research base substantiating the claim that teacher quality is the most important school-related factor influencing student achievement.⁷
- Using measures of student learning in the evaluation process provides the “ultimate accountability” for educating students.⁸
- Another requirement for the fair determination of learning gains is a defensible methodology for analyzing measures of student learning (for example, well-tested applications such as residual learning gains derived from regression analyses or percentile growth scores). Note: while various applications that currently are available have been carefully and thoughtfully developed and tested with the best psychometric elements considered, there are no applications that are perfect.⁹
- The variance in student achievement gains explained by teacher effects is greater in low socio-economic status schools than in high socio-economic status schools.¹⁰

Furthermore, there are several other compelling findings related to the impact a teacher's effectiveness has on students:

- A teacher in the 90th percentile of effectiveness can achieve in half a year what a teacher at the 10th percentile can do in a full year.¹¹
- Teachers who were highly effective in producing higher-than-expected student achievement gains (top quartile) in one end-of-course content test (reading, mathematics, science, and social studies) tended to produce top quartile residual gain scores in all four content areas. Teachers who were ineffective (bottom quartile) in one content area tended to be ineffective in all four content areas.¹²

- The variance of teacher effects in mathematics is much larger than that in reading, possibly because mathematics is learned mostly in school and, therefore, may be more directly influenced by teachers. This finding also might be a result of greater variation in how well teachers teach mathematics.¹³

Several of the studies shown in Figure 4.1 have examined this variability.

Figure 4.1: Student Achievement Accounted for by Teacher Effects¹⁴

Study	Approximate Variability in Student Achievement Explained by Teacher Effectiveness
Goldhaber (2002)	8.5 percent
Heistad (1999)	9.2 percent
Nye, Konstantopoulos, & Hedges (2004)	7-21 percent
Rivkin, Hanushek, & Kain (2005)	15 percent
Munoz & Chang (2007)	14 percent

Looking at it another way, Figure 4.2 shows just how large an impact on student achievement effective teachers can have over ineffective teachers.

Figure 4.2: Comparative Impact of Effective versus Ineffective Primary Grade Teachers¹⁵

Teacher Effectiveness Level	Comparative Impact on Student Achievement
Reading: 25 th vs. 75 th percentile teacher	+0.35 Standard Deviation
Math: 25 th vs. 75 th percentile teacher	+0.48 Standard Deviation
Reading: 50 th vs. 90 th percentile teacher	+0.33 Standard Deviation
Math: 50 th vs. 90 th percentile teacher	+0.46 Standard Deviation

Note: To illustrate the conversion of a standard deviation into percentiles, if a student started at the 50th percentile on a pre-test and her performance increased by 0.50 standard deviation on the post-test, the student would have a score at approximately the 67th percentile – a gain of 17 percentile points.

Implementation Concerns

When deciding to include student academic progress in teacher evaluation, schools need to be aware of several implementation concerns:

- The use of student learning measures in teacher evaluation is novel for both teachers and principals. Thus, there may be initial resistance to this change in evaluation practices.
- The impact on student learning must be assessed in multiple ways over time, not by using just one test, to reliably and accurately measure teacher influence.
- Testing programs in many states and school districts do not fully reflect the taught curriculum, and it is important to choose multiple measures that reflect the intended curriculum.
- While the Virginia Department of Education is developing the capability to calculate student growth percentiles, there are multiple ways of measuring student academic progress. It may be appropriate to use student achievement in the context of goal setting as an additional measure. It is unclear what the fairest and most accurate methodology is for determining gains.¹⁶

Virginia Law

Virginia law requires principals, assistant principals, and teachers to be evaluated using measures of student academic progress. Article 2, §22-1.293 of the *Code of Virginia: Teachers, Officers and Employees*, states, in part, the following:

A principal may submit recommendations to the division superintendent for the appointment, assignment, promotion, transfer and dismissal of all personnel assigned to his supervision. Beginning September 1, 2000, (i) principals must have received training, provided pursuant to §22.1-253.13:5, in the evaluation and documentation of employee performance, which evaluation and documentation shall include, but shall not be limited to, employee skills and knowledge and **student academic progress** [emphasis added], prior to submitting such recommendations; and (ii) assistant principals and other administrative personnel participating in the evaluation and documentation of employee performance must also have received such training in the evaluation and documentation of employee performance.¹⁷

Article 2, §22.1-295 states, in part, the following:

School boards shall develop a procedure for use by division superintendents and principals in evaluating instructional personnel that is appropriate to the tasks performed and addresses, among other things, **student academic progress** [emphasis added] and the skills and knowledge of instructional personnel, including, but not limited to, instructional methodology, classroom management, and subject matter knowledge.¹⁸

Methods for Connecting Student Performance to Teacher Evaluation

The *Uniform Performance Standards and Evaluation Criteria* incorporate student academic progress as a significant component of the evaluation while encouraging local flexibility in implementation. These guidelines recommend that student academic progress account for 40 percent of an individual's summative evaluation. There are three key points to consider in this model:

1. Student learning, as determined by multiple measures of student academic progress, accounts for a total of 40 percent of the evaluation.
2. At least 20 percent of the teacher evaluation (half of the student academic progress measure) is comprised of student growth percentiles as provided from the Virginia Department of Education when the data are available and can be used appropriately.¹⁹
3. Another 20 percent of the teacher evaluation (half of the student academic progress measure) should be measured using one or more alternative measures with evidence that the alternative measure is valid. **Note:** Whenever possible, it is recommended that the second progress measure be grounded in validated, quantitative, objective measures, using tools already available in the school.

It is important to understand that less than 30 percent of teachers in Virginia's public schools will have a direct measure of student academic progress available based on Standards of Learning assessment results. When the state-provided growth measure *is* available, it is important that the data be reviewed for accuracy and appropriateness before including in a teacher's performance evaluation. Guidance for applying student growth percentiles to teacher performance evaluation are provided in Figure 4.3. It is important to recognize that, there must be additional measures for all teachers to ensure that there are student academic progress measures available for teachers who will not be provided with data from the state, and to ensure that more than one measure of student academic progress can be included in all teacher's evaluations. Quantitative measures of

student academic progress based on validated achievement measures that already are being used locally should be the first data considered when determining local progress measures; other measures are recommended for use when two valid and direct measures of student academic progress are not available.

In choosing measures of student academic progress, schools and school divisions should consider individual teacher and schoolwide goals, and align performance measures to the goals. In considering the association between schoolwide goals and teacher performance, it may be appropriate to apply the state growth measure -- student growth percentiles (SGP) -- as one measure of progress for teachers who provide support for mathematics or reading instruction. For example, a school-level median growth percentile could be applied to all teachers in a grade-level, department, or whole school as one of multiple measures for documenting student academic progress. This would be appropriate only if all teachers were expected to contribute directly to student progress in mathematics or reading. Ultimately, the choice of how to apply student growth percentiles to teachers who are supporting mathematics and reading achievement would be a local one; it is critical that decisions to apply SGP data to support teachers as part of their evaluation must be made in a manner that is consistent with individual, school or school division goals.

In considering schoolwide goals, school leaders could decide that all teachers would be evaluated, in part, based on state-provided student growth percentiles. An example of an appropriate application of the student growth percentile is presented in the box below.

If a school was focused on schoolwide improvement in mathematics, the leadership might identify strategies that enable all instructional personnel -- including resource teachers -- to incorporate into their classroom instruction that supports schoolwide growth in mathematics. In this situation, the school also may choose to incorporate the school-level median growth percentile in mathematics as an indicator of progress for teachers who are responsible for supporting mathematics instruction, as well as other progress indicators such as those developed through student goals based on content specific goals (e.g., student achievement goals developed for learning in music class). Teachers who have primary responsibility for providing mathematics instruction (primary classroom teachers) incorporate the median student growth percentiles from students in their classes and another measure of student academic progress as indicators of progress documented to meet Standard 7.

Other measures of student academic progress are critical for determining teacher impact on performance. To the extent possible, teachers and administrators should choose measures of student academic progress that are based on validated quantitative measures, and provide data that reflect progress in student learning. Validated assessment tools that provide quantitative measures of learning and achievement should be the first choice in measuring student academic progress. Often, a combination of absolute achievement, as measured by nationally validated assessments and goal setting (described later in this document) is appropriate.

There also are teachers for whom validated achievement measures are not readily available. In these situations, student goal setting provides an approach that quantifies student academic progress in meaningful ways and is an appropriate option for measuring student academic progress.

Figure 4.3: Guidance for Incorporating Multiple Measures of Student Academic Progress into Teacher Performance Evaluations

Teachers	Application of Student Growth Percentiles	Other Student Academic Progress Measures
<p>Teachers of reading and mathematics for whom student growth percentiles are available</p>	<p>20 percent of the total evaluation based on median growth percentile when:</p> <ul style="list-style-type: none"> • data from at least 40 students are available, possibly from multiple years; • data from students are representative of students taught²⁰; and • data from at least two years are available; three years should be reviewed whenever possible. 	<p>20 percent of the total evaluation based on other measures of student academic progress:</p> <ul style="list-style-type: none"> • quantitative measures already available in the school that are validated and provide measures of growth (as opposed to absolute achievement) should be given priority. • student goal setting should incorporate data from valid achievement measures whenever possible (e.g., teachers of Advanced Placement courses could establish a goal of 85 percent of students earning a score of 3 or better on the Advanced Placement exam).
<p>Teachers who support instruction in reading and mathematics for whom student growth percentiles are available</p>	<p>When aligned to individual or schoolwide goals, no more than 20 percent of the total evaluation could be based on median growth percentiles at the appropriate level of aggregation, (a specific group of students, grade-level, or school-level) when data from at least 40 students are available; data are representative of students taught; are available for at least two years; and include:</p> <ul style="list-style-type: none"> • Decisions about the application of student growth percentiles for support teachers must be made locally. • Depending on schoolwide goals, it is possible that all instructional personnel in a school are considered support teachers. 	<p>20 or 40 percent of the total evaluation based on measures of student academic progress other than the SGP, depending on the application of student growth percentiles:</p> <ul style="list-style-type: none"> • quantitative measures already available in the school that are validated and provide valid measures of student academic growth (as opposed to absolute achievement) should be given priority in evaluation. • student goal setting or other measures should incorporate data from validated achievement measures whenever possible (e.g., teachers of Advanced Placement courses could establish a goal of 85 percent of students earning a score of 3 or better on the Advanced Placement exam). • To the extent practicable, teachers should have at least two valid measures of student academic progress included in the evaluation.

Teachers who have no direct or indirect role in teaching reading or mathematics in grades where SGPs are available

Not applicable

40 percent of the total evaluation based on measures of student academic progress other than the SGP:

- quantitative measures already available in the school that are validated and provide valid measures of growth (as opposed to absolute achievement) should be given priority in evaluation.
- student goal setting or other measures should incorporate data from validated achievement measures whenever possible (e.g., teachers of Advanced Placement courses could establish a goal of 85 percent of students earning a score of 3 or better on the Advanced Placement exam).
- To the extent practicable, teachers should have at least two valid measures of student academic progress included in the evaluation.

Goal Setting for Student Achievement

One approach to linking student achievement to teacher performance involves building the capacity for teachers and their supervisors to interpret and use student achievement data to set target goals for student improvement. Setting goals -- not just any goals, but goals set squarely on student performance -- is a powerful way to enhance professional performance and, in turn, positively impact student achievement. *Student Achievement Goal Setting* is designed to improve student learning.

For many teachers, measures of student performance can be directly documented. A value-added -- or gain score -- approach can be used that documents their influence on student learning. Simply put, a value-added assessment system can be summarized using the equation in Figure 4.4.

Figure 4.4: *Student Achievement Goal Setting Equation*

$$\begin{array}{l} \text{Student Learning End Result} \\ - \text{Student Learning Beginning Score} \\ \hline \text{Student Gain Score} \end{array}$$

Why Student Achievement Goal Setting?

Teachers have a definite and powerful impact on student learning and academic performance.²¹ The purposes of goal setting include focusing attention on students and on instructional improvement based on a process of

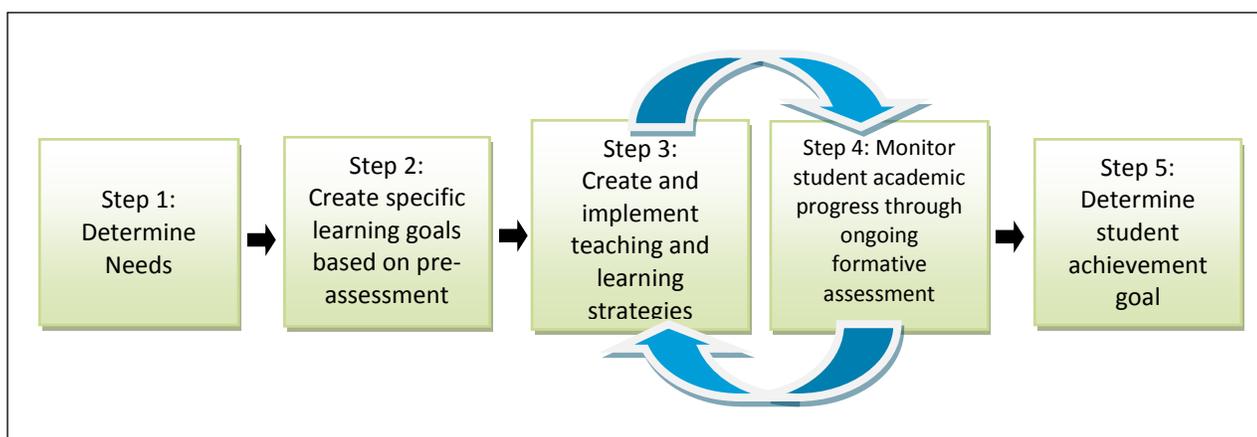
determining baseline performance, developing strategies for improvement, and assessing results at the end of the academic year. More specifically, the intent of student achievement goal setting is to:

- make explicit the connection between teaching and learning;
- make instructional decisions based upon student data;
- provide a tool for school improvement;
- increase the effectiveness of instruction via continuous professional growth;
- focus attention on student results; and ultimately
- increase student achievement.²²

Goal Setting Process

Student achievement goal setting involves several steps, beginning with knowing where students are in relation to what is expected of them. Then, teachers can set specific, measurable goals based on both the demands of the curriculum and the needs of the students. The next part of the process is recursive in that the teacher creates and implements strategies and monitors progress. As progress is monitored, the teacher makes adjustments to the teaching and learning strategies. Finally, a summative judgment is made regarding student learning for a specific period of time. Figure 4.5 depicts these steps.

Figure 4.5: Student Achievement Goal Setting Process²³



Each teacher, using the results of an initial assessment, sets an annual goal²⁴ for improving student achievement. The evaluator and the teacher meet to discuss data from the initial assessment and review the annual goal. A new goal is identified each year. The goal should be customized for the teaching assignment and for the individual learners. The *Goal Setting for Student Academic Progress Form* (shown on pages 53-54) may be used for developing and assessing the annual goal. Student academic progress goals measure where the students are at the beginning of the year, where they are at mid-year, where they are at the end of the year, and *what is the difference*.

Appropriate measures of student learning gains differ substantially based on the learners' grade level, content area, and ability level. The following measurement tools are appropriate for assessing student academic progress:

- criterion-referenced tests;
- norm-referenced tests;

- standardized achievement tests;
- school adopted interim/common/benchmark assessments; and
- authentic measures (e.g., learner portfolio, recitation, performance).

In addition to teacher-generated measures of student performance gains, administrators may conduct schoolwide reviews of test data to identify patterns in the instructional program. Such reports are useful for documenting student gains and for making comparisons.

Developing Goals

Goals are developed early in the school year, by October 15. The goals describe observable behavior and/or measurable results that would occur when a goal is achieved. The acronym SMARTER (Figure 4.6) is a useful way to self-assess a goal's feasibility and worth.

Figure 4.6: Acronym for Developing Goals

Specific:	The goal is focused, for example, by content area, by learners' needs.
Measurable:	An appropriate instrument/measure is selected to assess the goal.
Appropriate:	The goal is within the teacher's control to effect change.
Realistic:	The goal is feasible for the teacher.
Time limited:	The goal is contained within a single school year.
Rigorous:	The goal is challenging.

Submission of the Goal Setting for Student Academic Progress Form

Teachers complete a draft of their goals and schedule a meeting with their evaluators to look at the available data from performance measures and discuss the proposed goal. Each year teachers are responsible for submitting their goals to their evaluator by October 15 of the school year.

Mid-Year Review of Goal

A mid-year review of progress on the goal is held for all teachers. At the principal's discretion, this review may be conducted through peer teams, coaching with the evaluator, sharing at a staff meeting or professional day, or in another format that promotes discussion, collegiality, and reflection. The mid-year review should be held prior to March 1. It is the principal's responsibility to establish the format and select the time of the review.

End-of-Year Review of Goal

By the appropriate date, as determined by the principal, each teacher is responsible for assessing the professional growth made on the goal and for submitting documentation to the principal. A teacher may find it beneficial to draft the next year's goal as part of the reflection process in the event the goal has to be continued and/or revised. By mutual agreement, administrators and individual teachers may extend the due date for the end-of-year reviews in order to include the current year's testing data or exam scores.

Goal Setting Form Explanation

The following describes the sections of the *Goal Setting for Student Academic Progress Form* found on pages 53-54.

- I. **Setting:** Describe the population and special circumstances of the goal setting.
- II. **Identify the content area:** The area/topic addressed based on learner achievement, learner or program progress, or observational data.
- III. **Provide baseline data:** Determine the learners' baseline data (where they are now) using the following process:
 - collect and review data;
 - analyze the data;
 - interpret the data; and
 - determine needs.
- IV. **Write goal statement:** What do you want learners to accomplish?
 - Select an emphasis for your goal, focusing on the classroom/teacher level.
 - Develop an annual goal.
- V. **Means for attaining the goal:** Activities used to accomplish the goals including how progress is measured and target dates. Examples of strategies to improve student learning are shown in Figure 4.7.
- VI. **Mid-year review:** Accomplishments after the second quarter student interim progress reports are issued, but prior to the end of the semester. If needed, make adjustments to the professional development strategies, etc.
- VII. **End-of-year data results:** Accomplishments at the end of the year.

Figure 4.7: Strategies to Improve Student Learning²⁵

Learning Strategies include:

- Modified teaching/work arrangement;
- Cooperative planning with master teachers, team members, department members;
- Demonstration lessons/service delivery by colleagues, curriculum specialists, teacher mentors;
- Visits to other classrooms;
- Shared instructional materials;
- Use of instructional strategies (e.g., differentiation, interactive planning);
- Focused classroom observation;
- Development of curricular supplements;
- Completion of workshops, conferences, coursework; and
- Co-leading; collaborative teaching.

Goal Setting for Student Academic Progress Form

Directions: This form is a tool to assist teachers in setting a goal that results in measurable learner progress.
 NOTE: When applicable, learner achievement/progress should be the focus of the goal. Enter information electronically into the cells.

Teacher's Name _____

Subject/Grade _____ School Year ____ - ____

Evaluator's Name _____

Initial Goal Submission (due by _____ to the evaluator)

I. Setting (Describe the population and special learning circumstances.)		
II. Content/Subject/Field Area (The area/topic addressed based on learner achievement, data analysis, or observational data)		
III. Baseline Data (What does the current data show?)	<input type="checkbox"/> Data attached	
IV. Goal Statement (Describe what you want learners/program to accomplish.)		
V. Means for Attaining Goal (Strategies used to accomplish the goal)		
Strategy	Evidence	Target Date

Teacher's Name _____

Teacher's Signature _____ Date _____

Evaluator's Name _____

Evaluator's Signature _____ Date _____

<p>VI. Mid-Year Review (Describe goal progress and other relevant data.)</p>	<p>Mid-year review conducted on _____</p> <p>Initials: _____ (teacher) _____ (evaluator)</p>
	<p><input type="checkbox"/> Data attached</p>

Teacher's Name _____

Teacher's Signature _____ Date _____

Evaluator's Name _____

Evaluator's Signature _____ Date _____

VII. End-of-Year Review

Appropriate Data Received

Strategies used and data provided demonstrate appropriate Student Growth Yes No

Teacher's Name _____

Teacher's Signature _____ Date _____

Evaluator's Name _____

Evaluator's Signature _____ Date _____

Endnotes

¹ Marshall, K. (2005); Stronge, J. H. (2006); Tucker, P. D. & Stronge, J. H. (2005).

² Schalock, H. D., Schalock, M. D., Cowart, B. & Myton, D. (1993).

³ Tucker, P. D. & Stronge, J. H. (2005), p. 6.

⁴ Nye, B. et al. (2004); Rivkin, S. G., Hanushek, E. A., & Kain, J. F. (2001).

⁵ Tucker, P. D. & Stronge, J. H. (2001).

⁶ Tucker, P. D. & Stronge, J. H. (2006).

⁷ Nye, B., Konstantopoulos, S, & Hedges. L. V. (2004); Sanders, W. L. & Horn, S. P. (1998).

⁸ Leigh, A. (n.d.), p. 11.

⁹ Stronge, J. H., Ward, T. J., Tucker, P. D., & Hindman, J. L. (2008).

¹⁰ Nye, B., Konstantopoulos, S, & Hedges. L. V. (2004).

¹¹ Stronge, J. H. (2010a), p. 24.

¹² Stronge, J. H. (2010a), p. 19.

¹³ Tucker, P. D. & Stronge, J. H. (2006), pp. 158-159.

¹⁴ Virginia School Boards Association. (2006), p. 175.

¹⁵ Virginia School Boards Association. (2006), p. 177.

¹⁶ At the time that this document was completed, VDOE was developing the capability to calculate student growth percentiles. Information about student growth percentiles will be provided, when available.

¹⁷ Teachers and administrators need to determine the applicability of student growth percentiles to the evaluation of teachers who teach disproportionately large numbers of students for whom no student growth percentile is available. Students without a growth percentile will include those who: participated in alternative assessments, transferred into their classroom from out of state or late in the school year, or have earned sufficiently high scores on the SOL test that the student growth percentile was not provided. In situations in which a significant proportion of students taught do not have a growth percentile, the median growth percentile would not be appropriate to apply to evaluations, or would need to be considered and applied to Standard 7 in the context of growth data from other measures, not necessarily as half of the data contributing to Standard 7.

¹⁸ Tucker, P. D. & Stronge, J. H. (2005).

¹⁹ Tucker, P. D. & Stronge, J. H. (2005).

²⁰ Stronge, J. H. & Grant, L. H. (2008).

²¹ The form for Goal Setting for Student Progress incorporates the individual professional development plan as teachers determine an annual goal and identify resources and strategies to address the goal.

²² For additional information regarding how to design student achievement goals and for samples of goals already developed, please refer to: Stronge, J. H. & Grant, L. W. (2009). *Student achievement goal setting: Using data to improve teaching and learning*. Larchmont, NY: Eye On Education. (eyeoneducation.com)

PART 5: RATING TEACHER PERFORMANCE

For an evaluation system to be meaningful, it must provide its users with relevant and timely feedback. To facilitate this, evaluators should conduct both interim and summative evaluations of teachers. While the site administrator has the ultimate responsibility for ensuring that the evaluation system is executed faithfully and effectively in the school, other administrators, such as assistant principals, may be designated by the evaluator to supervise, monitor, and assist with the multiple data source collection which will be used for these evaluations.

Interim and Summative Evaluations

Although principals may confer with a designee, i.e., assistant principal, department chair, subject area coordinator and/or supervisor, in preparing the summative evaluation, the responsibility for the evaluation for all building staff rests with the principal. When a teacher reports to more than one school, the principals involved must collaborate together to evaluate the teacher—they should NOT produce more than one evaluation for that teacher. The summative evaluation shall become a permanent part of the teacher's performance record and **must be signed by the principal**.

Role of the Central Office Personnel

Department chairs, assistant principals, principals, certain supervisors and coordinators routinely observe classroom instruction.

NOTE: It must be emphasized that the observation role of members of central office staff is not to evaluate, but to assist the principal. Generally, the role of central office representative is to discuss with the principal what was observed in the classroom, provide feedback, and help generate alternatives to share with the teacher in the post-observation conference. Principals may ask coordinators and supervisors to observe teachers.

Ensuing comments should be shared with teachers and principals in a timely manner (within three working days). These central office personnel have the responsibility of helping principals establish the bases for evaluating teacher performance. It must be remembered, however, that the principal has the sole responsibility for the summative evaluation.

Teachers Employed for Only Part of a Year

Teachers employed for only part of a year are to be evaluated using a narrative format, i.e., a memorandum to the teacher with a copy to the personnel file. This format is required for all teachers hired after September 30 and long-term substitute teachers working for one grading period or longer.

Probationary Teacher Interim Performance Report

Norfolk Public Schools evaluation system includes an interim review for probationary teachers in order to provide systematic feedback prior to the completion of a summative evaluation. The multiple data sources discussed in Part 3 are used to compile a *Probationary Teacher Interim Performance Report* that indicates if a teacher has shown evidence on each of the performance standards. The evaluator should share her/his assessment of the teacher's performance prior to March 1. *Please note that the Probationary Teacher Interim Performance Report is used to document evidence of meeting the seven standards, but does not include a rating of performance. A Probationary Teacher Interim Performance Report is provided on pages 54-57.*

Probationary Teacher Interim Performance Report

Teacher _____
Grade/Subject _____

School Year(s) _____
School _____

Directions: Evaluators use this form to maintain a record of evidence documented for each teacher performance standard. Evidence can be drawn from formal observations, informal observations, teacher documentation log review, and other appropriate sources. This form should be maintained by the evaluator during the course of the evaluation cycle. This report is shared at a meeting with the teacher held prior to March 7.

Strengths:

Areas of Improvement:

Support:

Teacher's Name _____

Teacher's Signature _____ Date _____

Evaluator's Name _____

Evaluator's Signature _____ Date _____

1. Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

- Effectively integrates appropriate curriculum standards.
- Effectively integrates key content elements and facilitates students' use of higher level thinking skills in instruction.
- Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real world experiences and applications.
- Demonstrates an accurate and appropriate knowledge of the subject matter.
- Demonstrates specific knowledge and skills relevant to the subject area(s) taught that reflect high expectations and an understanding of the subject.
- Demonstrates an ability to align what is taught and tested to the written curriculum.
- Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group.
- Communicates clearly and checks for understanding.

Strengths:

Directives:

Support:

Evident Not Evident

2. Instructional Planning

The teacher plans using the Virginia Standards of Learning, the school division's curriculum, effective strategies, resources, and data to meet the needs of all students.

- Develop and maintain daily lesson plans that are aligned to the division's curriculum, and structured in a clear, logical manner to maximize learning opportunities.
- Plans time realistically for pacing, content mastery, and transitions.
- Plans differentiated instruction that meets identified student learning needs and is aligned to curricular goals.
- Uses student learning data from a variety of formative and summative assessments to guide instructional planning.
- Develops appropriate long and short range plans and adapts plans when needed to support high levels of student achievement.
- Plans appropriate and flexible grouping structures that reflect the needs and interests of students.

Strengths:

Directives:

Support:

Evident Not Evident

3. Instructional Delivery

The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.

- Engages and maintains students in active learning.
- Provides students with the opportunity to use existing knowledge and skills to develop new understandings.
- Differentiates instruction to meet the students' needs.
- Uses instructional technology to enhance student learning.
- Consistently implements a variety of research based strategies and resources during instruction.
- Consistently communicates and reinforces learning objectives throughout the lesson.
- Communicates clearly and checks for understanding.

Strengths:

Directives:

Support:

Evident Not Evident

4. Assessment of and for Student Learning

The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning. • Involves students in setting learning goals and monitoring their own progress. • Consistently gives constructive and frequent feedback to students and parents on students’ academic progress. • Aligns student assessment with established curriculum standards and benchmarks. | <ul style="list-style-type: none"> • Uses assessment tools for both formative and summative purposes and uses grading practices that report final mastery in relationship to content goals and objectives. • Continuously monitors and makes appropriate adjustments to instructional delivery based on student needs as prescribed by data. • Gives constructive and frequent feedback to students on their learning. |
|--|---|

Strengths:

Directives:

Support:

Evident Not Evident

5. Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

- | | |
|---|--|
| <ul style="list-style-type: none"> • Arranges the classroom to maximize learning while providing a safe environment. • Establishes clear expectations, with student input, for classroom rules and procedures which are consistent with the Student Code of Conduct early in the school year and enforces them consistently and fairly. • Demonstrate the ability to engage groups of students to ensure a disciplined learning environment. • Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic. | <ul style="list-style-type: none"> • Encourages students to show respect for and sensitivity to diversity among individuals through modeling and teaching strategies. • Demonstrates respect and understanding for all individuals, regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs. • Actively listens and pays attention to students’ needs and responses. • Maximizes instructional learning time by working with students individually as well as in small groups or whole groups. |
|---|--|

Strengths:

Directives:

Support:

Evident Not Evident

ment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student

nd strategies to
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within the
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- Works in a collegial and collaborative manner with administrators, other school personnel, and the community.
- Builds positive and professional relationships with parents/guardians through frequent and effective communication concerning students' progress.
- Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues.
- Demonstrates consistent mastery of standard oral and written English in all communication.
- Demonstrates respect and understanding for all individuals regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs.

•

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timelines, and
tasks

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note students'

Directives:

Support:

Evident Not Evident

on acceptable, measurable, and appropriate student academic progress.

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data.
each student

- Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other measures of student growth.
- Uses available performance outcome data to continually document and communicate student academic progress and develop interim learning targets.

Directives:

Support:

Evident Not Evident

Summative Evaluation

Assessment of performance quality occurs only at the summative evaluation stage, which comes at the end of the evaluation cycle (i.e., annually for probationary teachers, every third year for continuing contract teachers).

Additionally, all teachers reassigned to a new location are evaluated during their first year at that location. The ratings for each performance standard are based on multiple sources of information and are completed only after pertinent data from all sources are reviewed. The integration of data provides the evidence used to determine the performance ratings for the summative evaluations for all teachers.

There are two major considerations in assessing job performance during summative evaluation: 1) the actual teacher performance standards, and 2) how well they are performed. The performance standards and performance indicators provide a description of well-defined teacher expectations.

Definitions of Ratings

The rating scale provides a description of four levels of how well the standards (i.e., duties) are performed on a continuum from “exemplary” to “unacceptable.” The use of the scale enables evaluators to acknowledge effective performance (i.e., “exemplary” and “proficient”) and provides two levels of feedback for teachers not meeting expectations (i.e., “developing/needs improvement” and “unacceptable”). The definitions in Figure 5.1 offer general descriptions of the ratings. *PLEASE NOTE: Ratings are applied to the seven teacher performance standards, not to performance indicators.*

Figure 5.1: Definitions of Terms Used in Rating Scale

Category	Description	Definition
Exemplary*	The teacher performing at this level maintains performance, accomplishments, and behaviors that consistently and considerably surpass the established standard. This rating is reserved for performance that is truly exemplary and done in a manner that exemplifies the school’s mission and goals. <i>*Teachers who are exemplary often serve as role models and/or teacher leaders.</i>	Exceptional performance: <ul style="list-style-type: none"> consistently exhibits behaviors that have a strong positive impact on learners and the school climate serves as a role model to others sustains high performance over a period of time
Proficient	The teacher meets the standard in a manner that is consistent with the school’s mission and goals.	Effective performance: <ul style="list-style-type: none"> meets the requirements contained in the job description as expressed in the evaluation criteria demonstrates willingness to learn and apply new skills exhibits behaviors that have a positive impact on learners and the school climate
Developing/ Needs Improvement	The teacher often performs below the established standard or in a manner that is inconsistent with the school’s mission and goals.	Ineffective performance: <ul style="list-style-type: none"> requires support in meeting the standards results in less than quality work performance leads to areas for teacher improvement being jointly identified and planned between the teacher and evaluator

Unacceptable	The teacher consistently performs below the established standard or in a manner that is inconsistent with the school's mission and goals.	Poor-quality performance: <ul style="list-style-type: none"> • does not meet the requirements contained in the job description as expressed in the evaluation criteria • may result in the employee not being recommended for continued employment
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How a Performance Rubric Works

Evaluators have two tools to guide their judgments for rating teacher performance for the summative evaluation: 1) the performance indicators, and 2) the performance rubric.

Performance Indicators

Performance indicators are used in the evaluation system to identify, in observable behaviors, performance of the major job standards. They were introduced in Part 2, and examples are provided again in this section.

Performance Rubric

The performance rubric is a behavioral summary scale that describes acceptable performance levels for each of the seven teacher performance standards. It states the measure of performance expected of teachers and provides a general description of what a rating entails. The rating scale is applied for the summative evaluation of all teachers. The performance rubrics guide evaluators in assessing *how well* a standard is performed. They are provided to increase reliability among evaluators and to help teachers to focus on ways to enhance their teaching practices. **Please note: The rating of "proficient" is the expected level of performance. Additionally, the recommended performance rubrics presented here may be modified at the discretion of school division decision makers.**

Figure 5.2: Example of a Performance Rubric

Instructional Delivery (Performance Standard 3)			
Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
<p>In addition to meeting the standard, the teacher optimizes students' opportunities to learn by engaging them in higher order thinking and/or enhanced performance skills. * Teachers who are exemplary often serve as role models and/or teacher leaders.</p>	<p>The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.</p>	<p>The teacher inconsistently uses instructional strategies that meet individual learning needs.</p>	<p>The teacher's instruction inadequately addresses students' learning needs.</p>

Performance Rubrics for Performance Standards

Teachers are evaluated on the performance standards using the following performance appraisal rubrics:

Performance Standard 1: Professional Knowledge

The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 1.1 Effectively integrates appropriate curriculum standards.
- 1.2 Effectively integrates key content elements and facilitates students' use of higher level thinking skills in instruction.
- 1.3 Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real world experiences and applications.
- 1.4 Demonstrates an accurate and appropriate knowledge of the subject matter.
- 1.5 Demonstrates specific knowledge and skills relevant to the subject area(s) taught that reflect high expectations and an understanding of the subject.
- 1.6 Demonstrates an ability to align what is taught and tested to the written curriculum.
- 1.7 Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group.
- 1.8 Communicates clearly and checks for understanding.

Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
In addition to meeting the standard, the teacher consistently demonstrates extensive knowledge of the subject matter and continually enriches the curriculum. <i>*Teachers who are exemplary often serve as role models and/or teacher leaders.</i>	The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.	The teacher inconsistently demonstrates understanding of the curriculum, content, and student development or lacks fluidity in using the knowledge in practice.	The teacher bases instruction on material that is inaccurate or out-of-date and/or inadequately addresses the developmental needs of students.

Performance Standard 2: Instructional Planning

The teacher plans using the Virginia Standards of Learning, the school division’s curriculum, effective strategies, resources, and data to meet the needs of all students.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 2.1 Develop and maintain daily lesson plans that are aligned to the division’s curriculum, and structured in a clear, logical manner to maximize learning opportunities.
- 2.2 Plans time realistically for pacing, content mastery, and transitions.
- 2.3 Plans differentiated instruction that meets identified student learning needs and is aligned to curricular goals.
- 2.4 Uses student learning data from a variety of formative and summative assessments to guide instructional planning.
- 2.5 Develops appropriate long and short range plans and adapts those plans when needed to support high levels of student achievement.
- 2.6 Plans appropriate and flexible grouping structures that reflect the needs and interests of students.

Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
In addition to meeting the standard, the teacher actively seeks and uses alternative data and resources and consistently differentiates plans to meet the needs of all students. <i>*Teachers who are exemplary often serve as role models and/or teacher leaders.</i>	The teacher plans using the Virginia Standards of Learning, the school’s curriculum, effective strategies, resources, and data to meet the needs of all students.	The teacher inconsistently uses the school’s curriculum, effective strategies, resources, and data in planning to meet the needs of all students.	The teacher does not plan, or plans without adequately using the school’s curriculum, effective strategies, resources, and data.

Performance Standard 3: Instructional Delivery

The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 3.1 Engages and maintains students in active learning.
- 3.2 Provides students with the opportunity to use existing knowledge and skills to develop new understandings.
- 3.3 Differentiates instruction to meet the student’s needs.
- 3.4 Uses instructional technology to enhance student learning.
- 3.5 Consistently implements a variety of research based strategies and resources during instruction.
- 3.6 Consistently communicates and reinforces learning objectives throughout the lesson.
- 3.7 Communicates clearly and checks for understanding.

Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
<p>In addition to meeting the standard, the teacher optimizes students’ opportunity to learn by engaging them in higher order thinking and/or enhanced performance skills. *Teachers who are exemplary often serve as role models and/or teacher leaders.</p>	<p>The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.</p>	<p>The teacher inconsistently uses instructional strategies that meet individual learning needs.</p>	<p>The teacher’s instruction inadequately addresses students’ learning needs.</p>

Performance Standard 4: Assessment of and for Student Learning

The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 4.1 Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning.
- 4.2 Involves students in setting learning goals and monitoring their own progress.
- 4.3 Consistently gives constructive and frequent feedback to students and parents on students’ academic progress.
- 4.4 Aligns student assessment with established curriculum standards and benchmarks.
- 4.5 Uses assessment tools for both formative and summative purposes, and uses grading practices that report final mastery in relationship to content goals and

objectives.

- 4.6 Continuously monitors and makes appropriate adjustments to instructional delivery based on student needs as prescribed by data.
- 4.7 Gives constructive and frequent feedback to students on their learning.

Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
<p>In addition to meeting the standard, the teacher uses a variety of informal and formal assessments based on intended learning outcomes to assess student learning and teaches students how to monitor their own academic progress. <i>*Teachers who are exemplary often serve as role models and/or teacher leaders.</i></p>	<p>The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.</p>	<p>The teacher uses a limited selection of assessment strategies, inconsistently links assessment to intended learning outcomes, and/or does not use assessment to plan/modify instruction.</p>	<p>The teacher uses an inadequate variety of assessment sources, assesses infrequently, does not use baseline or feedback data to make instructional decisions and/or does not report on student academic progress in a timely manner.</p>

Performance Standard 5: Learning Environment

The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 5.1 Arranges the classroom to maximize learning while providing a safe environment.
- 5.2 Establishes clear expectations, with student input, for classroom rules and procedures which are consistent with the Student Code of Conduct early in the school year and enforces them consistently and fairly.
- 5.4 Demonstrates the ability to engage groups of students to ensure a disciplined learning environment.
- 5.4 Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic.
- 5.5 Encourages students to show respect for and sensitivity to diversity among individuals through modeling and teaching strategies.
- 5.6 Demonstrates respect and understanding for all individuals, regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs.
- 5.7 Actively listens and pays attention to students’ needs and responses.
- 5.8 Maximizes instructional learning time by working with students individually as well as in small groups or whole groups.

Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
<p>In addition to meeting the standard, the teacher creates a dynamic learning environment that maximizes learning opportunities and minimizes disruptions within an environment in which students self-monitor behavior. <i>*Teachers who are exemplary often serve as role models and/or teacher leaders.</i></p>	<p>The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.</p>	<p>The teacher is inconsistent in using resources, routines, and procedures and in providing a respectful, positive, safe, student-centered environment.</p>	<p>The teacher inadequately addresses student behavior, displays a harmful attitude with students, and/or ignores safety standards.</p>

Performance Standard 6: Professionalism
The teacher maintains a commitment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student learning.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 6.1 Uses a variety of methods and strategies to effectively communicate and build positive collaborative relationships within the school community to promote students’ well-being and success.
- 6.3 Adheres to federal and state laws, district policies, ethical guidelines, time lines, and completes assignments and tasks accurately.
- 6.3 Incorporates learning from professional growth opportunities into instructional practice.
- 6.4 Sets goals for improvement of knowledge and skills; seeks, accepts, and implements feedback on performance in a positive manner.
- 6.5 Exhibits confidentiality, integrity, fairness, and ethical behavior to promote students’ well-being and success.
- 6.6 Works in a collegial and collaborative manner with administrators, other school personnel, and the community.
- 6.7 Builds positive and professional relationships with parents/guardians through frequent and effective communication concerning students’ progress.
- 6.8 Serves as a contributing member of the school’s professional learning community through collaboration with teaching colleagues.
- 6.9 Demonstrates consistent mastery of standard oral and written English in all communication.
- 6.10 Demonstrates respect and understanding for all individuals regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs.

Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
<p>In addition to meeting the standard, the teacher continually engages in high level personal/professional growth and application of skills, and contributes to the development of others and the well-being of the school. <i>*Teachers who are exemplary often serve as role models and/or teacher leaders.</i></p>	<p>The teacher maintains a commitment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student learning.</p>	<p>The teacher inconsistently practices or attends professional growth opportunities with occasional application in the classroom.</p>	<p>The teacher demonstrates inflexibility, a reluctance and/or disregard toward school policy, and rarely takes advantage of professional growth opportunities.</p>

Note: Performance Standard 7: If a teacher effectively fulfills all previous standards, it is likely that the results of teaching -- as documented in Standard 7: Student Academic Progress -- would be positive. The Virginia teacher evaluation system includes the documentation of student growth as indicated within Standard 7 and recommends that the evidence of progress be reviewed and considered throughout the year.

Performance Standard 7: Student Academic Progress
The work of the teacher results in acceptable, measurable, and appropriate student academic progress.

Performance Indicators

Examples of teacher work conducted in the performance of the standard may include, but are not limited to:

- 7.1 Sets acceptable, measurable, and appropriate achievement goals for student academic progress based on baseline data.
- 7.2 Documents the progress of each student throughout the year.
- 7.3 Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other multiple measures of student growth.
- 7.4 Uses available performance outcome data to continually document and communicate student academic progress and develop interim learning targets.

Exemplary*	Proficient <i>Proficient is the expected level of performance.</i>	Developing/Needs Improvement	Unacceptable
<p>In addition to meeting the standard, the work of the teacher results in a high level of student achievement with all populations of learners. <i>*Teachers who are exemplary often serve as role models and/or teacher leaders.</i></p>	<p>The work of the teacher results in acceptable, measurable, and appropriate student academic progress.</p>	<p>The work of the teacher results in student academic progress that does not meet the established standard and/or is not achieved with all populations taught by the teacher.</p>	<p>The work of the teacher does not achieve acceptable student academic progress.</p>

Decision Rules: Standard 7 – Student Achievement Goal Setting

Rating on Standard 7 (Student Academic Progress)	Exemplary	Proficient	Developing/ Needs Improvement	Unacceptable
Student Growth Percentiles**	<p>More than fifty percent (50%) of SGP scores in the high growth range and no more than ten percent (10%) show low growth</p> <p>High Growth \geq 50% Low Growth \leq 10%</p>	<p>At least sixty-five percent (65%) of students show moderate to high growth</p> <p>Moderate to High Growth \geq 65%</p>	<p>No more than fifty percent (50%) of students show low growth.</p> <p>Low Growth \leq 50%</p>	<p>More than fifty percent (50%) of students show low growth</p> <p>Low Growth \geq 50%</p>
Student Achievement Goal Setting**	<p>Exceed Goal \geq 50%</p> <p>Meet Goal \geq 40%</p> <p>Did Not Meet Goal $<$ 10%</p>	<p>Exceed and/or Meet Goal \geq 80%</p> <p>Did Not Meet Goal $<$ 20%</p>	<p>Exceed and/or Meet Goal $>$ 50%</p> <p>Did Not Meet Goal = 21% - 49%</p>	<p>Exceed and/or Meet Goal \leq 50%</p> <p>Did Not Meet Goal \geq 50%</p>
Other Measures	80% - 100% of the students meet or exceed the benchmark for the identified assessment.	51% - 79% of the students meet or exceed the benchmark for identified assessment.	26% - 50% of the students meet or exceed the benchmark for the identified assessment.	0% - 25% of the students meet or exceed the benchmark for the identified assessment.

Performance Rubrics and Summative Evaluation

Evaluators make judgments about performance of the seven teacher standards based on all available evidence. After collecting information gathered through observation, goal setting, student performance measures, and other appropriate information sources, the evaluator applies the four-level rating scale to evaluate a teacher’s performance on all teacher expectations for the summative evaluation. Therefore, the summative evaluation represents where the “preponderance of evidence” exists, based on various data sources. A *Teacher Summative Performance Report* is provided on pages 74-77. The results of the evaluation must be discussed with the teacher at a summative evaluation conference.

Summative evaluations should be completed in compliance with the *Code of Virginia* and school division policy. For teachers with continuing contract status, evaluations take place at the end of the defined evaluation cycle. However, if a teacher with continuing contract status is not meeting expectations (at any point in the cycle) or is fulfilling a performance improvement plan, the evaluation cycle will vary. Summative evaluation for teachers with continuing contract status is based on all applicable data collected during the evaluation cycle.

Summative ratings should apply the rating for each of the seven performance expectations, with the most significant weight given to Standard 7 - student academic progress. This document suggests that school divisions weight each of the first six standards equally at 10 percent, and that Standard 7 account for 40 percent of the evaluation. In determining the final summative rating, the following approach could be used:

1. Apply numbers 1 (unacceptable) through 4 (exemplary) to the rating scale
Exemplary = 4
Proficient = 3
Developing/Needs Improvement = 2
Unacceptable = 1
2. Calculate the weighted contribution of Standard 7 to the summative evaluation; and
3. Add the weighted contribution to achieve the final summative evaluation.

The following table provides one example of how this approach would apply.

Example of Weighted Calculations for Teacher Performance Evaluation

Standard	Rating	Score
1 – Professional Knowledge	Exemplary	4
2 – Instructional Planning	Proficient	3
3 – Instructional Delivery	Proficient	3
4 – Assessment of and for Student Learning	Proficient	3
5 – Learning Environment	Proficient	3
6 – Professionalism	Exemplary	4
7 – Student Academic Progress	Proficient	3 X 4 = 12
	Total	32

Here is the equation for devising the summative rating. As you know, each of the first 6 standards is weighted at 10 percent. Standard 7 is rated at 40 percent. When you add the numbers up the total is 32. This is a proficient teacher.

Summative Rating

Performance Level Rating	Score Range
Exemplary	35-40
Proficient	26-34
Developing/Needs Improvement	20-25
Unacceptable	10-19

Summative Criteria

- No teachers can be given a summary rating of exemplary if they are rated below proficient on any of the seven standards.
- Teachers with five or more years of experience who do not have an exemplary rating on Standard 7 (Student Academic Progress) may not be given an overall exemplary rating

Teacher Summative Performance Report

Directions: Evaluators use this form prior to May 1 for probationary teachers and June 10 for continuing contract teachers to provide the teacher with an assessment of performance. The teacher should be given a copy of the form at the end of each evaluation cycle.

Teacher _____ School Year(s) _____

Grade/Subject _____ School _____

Contract Status: Probationary Continuing Contract

<p>1. Professional Knowledge <i>The teacher demonstrates an understanding of the curriculum, subject content, and the developmental needs of students by providing relevant learning experiences.</i></p> <ul style="list-style-type: none"> • Effectively integrates appropriate curriculum standards. • Effectively integrates key content elements and facilitates students' use of higher level thinking skills in instruction. • Demonstrates an ability to link present content with past and future learning experiences, other subject areas, and real world experiences and applications. • Demonstrates an accurate and appropriate knowledge of the subject matter. <ul style="list-style-type: none"> • Demonstrates specific knowledge and skills relevant to the subject area(s) taught that reflect high expectations and an understanding of the subject. • Demonstrates an ability to align what is taught and tested to the written curriculum. • Demonstrates an understanding of the intellectual, social, emotional, and physical development of the age group. • Communicates clearly and checks for understanding. <p>Comments:</p>	<p>Rating</p> <p><input type="checkbox"/> Exemplary</p> <p><input type="checkbox"/> Proficient</p> <p><input type="checkbox"/> Developing/ Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p>
<p>2. Instructional Planning <i>The teacher plans using the Virginia Standards of Learning, the school division's curriculum, effective strategies, resources, and data to meet the needs of all students.</i></p> <ul style="list-style-type: none"> • Develop and maintain daily lesson plans that are aligned to the division's curriculum, and structured in a clear, logical manner to maximize learning opportunities. • Plans time realistically for pacing, content mastery, and transitions. • Plans differentiated instruction that meets identified student learning needs and is aligned to curricular goals. <ul style="list-style-type: none"> • Uses student learning data from a variety of formative and summative assessments to guide instructional planning. • Develops appropriate long and short range plans and adapts plans when needed to support high levels of student achievement. Plans appropriate and flexible grouping structures that reflect the needs and interests of students. <p>Comments:</p>	<p>Rating</p> <p><input type="checkbox"/> Exemplary</p> <p><input type="checkbox"/> Proficient</p> <p><input type="checkbox"/> Developing/ Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p>

<p>3. Instructional Delivery <i>The teacher effectively engages students in learning by using a variety of instructional strategies in order to meet individual learning needs.</i></p> <ul style="list-style-type: none"> • Engages and maintains students in active learning. • Provides students with the opportunity to use existing knowledge and skills to develop new understandings. • Differentiates instruction to meet the students’ needs. • Uses instructional technology to enhance student learning. <ul style="list-style-type: none"> • Consistently implements a variety of research based strategies and resources during instruction. • Consistently communicates and reinforces learning objectives throughout the lesson. • Communicates clearly and checks for understanding. <p><i>Comments:</i></p>	<p>Rating</p> <p><input type="checkbox"/> Exemplary</p> <p><input type="checkbox"/> Proficient</p> <p><input type="checkbox"/> Developing/ Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p>
<p>4. Assessment of/for Student Learning <i>The teacher systematically gathers, analyzes, and uses all relevant data to measure student academic progress, guide instructional content and delivery methods, and provide timely feedback to both students and parents throughout the school year.</i></p> <ul style="list-style-type: none"> • Uses pre-assessment data to develop expectations for students, to differentiate instruction, and to document learning. • Involves students in setting learning goals and monitoring their own progress. • Consistently gives constructive and frequent feedback to students and parents on students’ academic progress. • Aligns student assessment with established curriculum standards and benchmarks. <ul style="list-style-type: none"> • Uses assessment tools for both formative and summative purposes and uses grading practices that report final mastery in relationship to content goals and objectives. • Continuously monitors and makes appropriate adjustments to instructional delivery based on student needs as prescribed by data. • Gives constructive and frequent feedback to students on their learning. <p><i>Comments:</i></p>	<p>Rating</p> <p><input type="checkbox"/> Exemplary</p> <p><input type="checkbox"/> Proficient</p> <p><input type="checkbox"/> Developing/ Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p>
<p>5. Learning Environment <i>The teacher uses resources, routines, and procedures to provide a respectful, positive, safe, student-centered environment that is conducive to learning.</i></p> <ul style="list-style-type: none"> • Arranges the classroom to maximize learning while providing a safe environment. • Establishes clear expectations, with student input, for classroom rules and procedures which are consistent with the Student Code of Conduct early in the school year and enforces them consistently and fairly. • Demonstrate the ability to engage groups of students to ensure a disciplined learning environment. • Establishes a climate of trust and teamwork by being fair, caring, respectful, and enthusiastic. <ul style="list-style-type: none"> • Encourages students to show respect for and Sensitivity to diversity among individuals through modeling and teaching strategies. • Demonstrates respect and understanding for all individuals, regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs. • Actively listens and pays attention to students’ needs and responses. • Maximizes instructional learning time by working with students individually as well as in small groups or whole groups. <p><i>Comments:</i></p>	<p>Rating</p> <p><input type="checkbox"/> Exemplary</p> <p><input type="checkbox"/> Proficient</p> <p><input type="checkbox"/> Developing/ Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p>

<p>6. Professionalism <i>The teacher maintains a commitment to professional ethics, communicates effectively, and takes responsibility for and participates in professional growth that results in enhanced student learning.</i></p> <ul style="list-style-type: none"> • Uses a variety of methods and strategies to effectively communicate and build positive collaborative relationships within the school community to promote students' well-being and success. • Adheres to federal and state laws, district policies, ethical guidelines, time lines, and completes assignments and tasks accurately. • Incorporates learning from professional growth opportunities into instructional practice. • Sets goals for improvement of knowledge and skills; seeks, accepts, and implements feedback on performance in a positive manner. • Exhibits confidentiality, integrity, fairness, and ethical behavior to promote students' well-being and success. <ul style="list-style-type: none"> • Works in collegial and collaborative manner with administrators, other school personnel, and the community. • Builds positive and professional relationships with parents/guardians through frequent and effective communication concerning students' progress. • Serves as a contributing member of the school's professional learning community through collaboration with teaching colleagues. • Demonstrates consistent mastery of standard oral and written English in all communication. • Demonstrates respect and understanding for all individuals regardless of gender, race, ethnic origin, cultural or socioeconomic background, religion, or special needs. <p><i>Comments:</i></p>	<p>Rating</p> <ul style="list-style-type: none"> <input type="checkbox"/> Exemplary <input type="checkbox"/> Proficient <input type="checkbox"/> Developing/ Needs Improvement <input type="checkbox"/> Unacceptable
<p>7. Student Academic Progress <i>The work of the teacher results in acceptable, measurable, and appropriate student academic progress.</i></p> <ul style="list-style-type: none"> • Sets acceptable, measurable, and appropriate achievement goals for student learning progress based on baseline data. • Documents the progress of each student throughout the year. <ul style="list-style-type: none"> • Provides evidence that achievement goals have been met, including the state-provided growth measure when available as well as other measures of student growth. • Uses available performance outcome data to continually document and communicate student academic progress and develop interim learning targets. <p><i>Comments:</i></p>	<p>Rating</p> <ul style="list-style-type: none"> <input type="checkbox"/> Exemplary <input type="checkbox"/> Proficient <input type="checkbox"/> Developing/ Needs Improvement <input type="checkbox"/> Unacceptable

Overall Evaluation Summary:

Include comments here

- Exemplary
- Proficient
- Developing/Needs Improvement
- Unacceptable
- Recommended for placement on a *Performance Improvement Plan*. (One or more standards are *Unacceptable*, or two or more standards are *Developing/Needs Improvement*.)

Commendations:

Areas Noted for Improvement:

Teacher Improvement Goals:

Evaluators Name

Teacher's Name

Evaluators Signature

Teacher's Signature (Teacher's signature denotes receipt of the summative evaluation, not necessarily agreement with the contents of the form.)

Date

Date

Continuing Contract Teacher Interim Performance Report
**All Continuing Contract Teachers in Years
One and Two of the Three Year Evaluation Cycle**

Teacher _____
Grade/Subject _____

School Year(s) _____
School _____

Directions: Prior to the last week of school, evaluators use this form to maintain a record of evidence to document a teacher's overall performance for continuing contract teachers in years one and two of the three year evaluation cycle. Evidence can be drawn from formal observations, informal observations, teacher documentation log review, and other appropriate sources. This form should be maintained by the evaluator during the course of the evaluation cycle. The report is shared at a meeting with the teacher.

Strengths:

Areas of Improvement:

Support:

Teacher's Name _____

Teacher's Signature _____ Date _____

Evaluator's Name _____

Evaluator's Signature _____ Date _____

PART 6: IMPROVING TEACHER PERFORMANCE

Supporting teachers is essential to the success of schools. Many resources are needed to assist teachers in growing professionally. Sometimes additional support is required to help teachers develop so that they can meet the performance standards for their school.

There are two tools that may be used at the discretion of the evaluator. The first is the *Support Dialogue*, a school-level discussion between the evaluator and the teacher. It is an optional process to promote conversation about performance in order to address specific needs or desired areas for professional growth. The second is the *Performance Improvement Plan* which has a more formal structure and is used for notifying a teacher of performance that *requires* improvement due to less-than-proficient performance.

Both tools may be used for all teachers, regardless of contract status. The tools may be used independently of each other. Figure 6.1 highlights key differences between the two processes.

Figure 6.1: Two Tools to Increase Professional Performance

	Support Dialogue	Performance Improvement Plan
Purpose	For teachers who could benefit from targeted performance improvement OR who would like to systematically focus on her/his own performance growth.	For teachers whose work is in the “Developing/Needs Improvement” or “Unacceptable categories”
Initiates Process	Evaluator or teacher	Evaluator*
Documentation	Form Provided: None Memo or other record of the discussion/ other forms of documentation at the building/worksite level	Form Required: <i>Performance Improvement Plan</i> Building/Worksite Level Director/Superintendent is notified
Outcomes	<ul style="list-style-type: none"> • Performance improvement is documented with the support dialogue continued at the discretion of the evaluator or the teacher • In some instances, little or no progress -- the employee may be moved to an <i>Improvement Plan</i> 	<ul style="list-style-type: none"> • Sufficient improvement -- recommendation to continue employment • Inadequate improvement -- recommendation to continue on Performance Improvement Plan OR non-renew or dismiss the employee

* The principal is responsible for the overall supervision of personnel in the worksite/department/school and, as such, monitors the *Performance Improvement Plan* and makes the recommendations to the superintendent or her or his designee about the teacher’s progress. If an assistant principal has been collecting documentation such as observations, the assistant principal and the principal must confer about the *Performance Improvement Plan*. Article 2, § 22-1.293 of the *Code of Virginia: Teachers, Officers and Employees*, states, in part, the following: A principal may submit recommendations to the division superintendent for the appointment, assignment, promotion, transfer and dismissal of all personnel assigned to his supervision. Beginning September 1, 2000, (i) principals must have received training, provided pursuant to §22.1-253.13:5, in the evaluation and documentation of employee performance, which evaluation and documentation shall include, but shall not be limited to, employee skills and knowledge and student academic progress prior to submitting such recommendations; and (ii) assistant principals and other administrative personnel participating in the evaluation and documentation of employee performance must also have received such training in the evaluation and documentation of employee performance.

Support Dialogue

The *Support Dialogue* is initiated by evaluators or teachers at any point during the school year for use with personnel whose professional practice would benefit from additional support. It is designed to facilitate discussion about the area(s) of concern and ways to address those concerns. The *Support Dialogue* process should not be construed as applying to poor performing teachers. The option for a *Support Dialogue* is open to any teacher who desires assistance in a particular area.

During the initial conference, both parties share what each will do to support the teacher's growth (see sample prompts in Figure 6.2) and decide when to meet again. To facilitate the improvements, they may choose to fill out the optional *Support Dialogue Form* on p. 75. After the agreed upon time to receive support and implement changes in professional practice has elapsed, the evaluator and teacher meet again to discuss the impact of the changes (see sample follow-up prompts in Figure 6.2).

Figure 6.2: *Sample Prompts*

Sample Prompts for the Initial Conversation

What challenges have you encountered in addressing _____ (tell specific concern)?

What have you tried to address the concern of _____ (tell specific concern)?

What support can I or others at the school/worksites provide you?

Sample Prompts for the Follow-Up Conversation

Last time we met, we talked about _____ (tell specific concern). What has gone well?

What has not gone as well?

The entire *Support Dialogue* process is intended to be completed in a relatively short time period (for example, within a six-week period) as it offers targeted support. If the *Support Dialogue* was initiated by a teacher seeking self-improvement, the evaluator and the teacher may decide at any time either to conclude the process or to continue the support and allocate additional time or resources.

For teachers for whom the evaluator initiated the *Support Dialogue*, the desired outcome would be that the teacher's practice has improved to a proficient level. In the event that improvements in performance are still needed, the evaluator makes a determination either to extend the time of the *Support Dialogue* because progress has been made, or to allocate additional time or resources. If the necessary improvement is not made, the employee must be placed on a *Performance Improvement Plan*. Once placed on a *Performance Improvement Plan* the employee will have a specified time period to demonstrate that the identified deficiencies have been corrected.

Optional Support Dialogue Form

Directions: Teachers and evaluators may use this form to facilitate discussion on areas that need additional support. This form is optional and will not become part of a teacher's permanent record.

What is the area of targeted support?

What are some of the issues in the area that are causing difficulty?

What strategies have you already tried and what was the result?

What new strategies or resources might facilitate improvement in this area?

Teacher's Name _____

Teacher's Signature _____ Date _____

Evaluator's Name _____

Evaluator's Signature _____ Date _____

Performance Improvement Plan (Plan of Action)

If a teacher's performance does not meet the expectations established by the school, the teacher will be placed on a *Performance Improvement Plan (Plan of Action)* (see *Performance Improvement Plan (Plan of Action)* Form on pages 78-79). A *Performance Improvement Plan (Plan of Action)* is designed to support a teacher in addressing areas of concern through targeted supervision and additional resources. It may be used by an evaluator at any point during the year for a teacher whose professional practice would benefit from additional support. Additionally, a *Performance Improvement Plan (Plan of Action)* is implemented if one of the following scenarios occurs at the end of any data collection period:

- a teacher receives two or more "Not Evident" ratings at the interim review;
- a rating of "Developing/Needs Improvement" on two or more performance standards; or
- a rating of "Unacceptable" on one or more performance standards or an overall rating of "Unacceptable."

Implementation of Performance Improvement Plan (Plan of Action)

When a teacher is placed on a *Performance Improvement Plan (Plan of Action)*, the evaluator must:

- a) provide written notification to the teacher of the area(s) of concern that need(s) to be addressed;
- b) formulate a *Performance Improvement Plan (Plan of Action)* in conjunction with the teacher; and
- c) review the results of the *Performance Improvement Plan (Plan of Action)* with the teacher within established timelines.

Assistance may include:

- assistance from a curriculum or program coordinator;
- support from a professional peer or supervisor;
- conferences, classes, and workshops on specific topics; and/or
- other resources to be identified.

Timeline of Performance Improvement Plan (Plan of Action)

Reviewed after 30 days. May be extended 60 - 90 days based on performance progress.

Resolution of Performance Improvement Plan (Plan of Action)

Prior to the evaluator making a final recommendation, the evaluator meets with the teacher to review progress made on the *Performance Improvement Plan (Plan of Action)*, according to the timeline. The options for a final recommendation include:

- a) Sufficient improvement has been achieved; the teacher is no longer on a *Performance Improvement Plan (Plan*

of Action) and is rated “Proficient.”

- b) Partial improvement has been achieved but more improvement is needed; the teacher remains on a *Performance Improvement Plan (Plan of Action)* and is rated “Developing/Needs Improvement.”
- c) Little or no improvement has been achieved; the teacher is rated “Unacceptable.”

When a teacher is rated “Unacceptable,” the teacher may be recommended for dismissal. If not dismissed, a new *Performance Improvement Plan (Plan of Action)* will be implemented. Following completion of the *Performance Improvement Plan (Plan of Action)*, if the teacher is rated “Unacceptable” a second time, the teacher will be recommended for dismissal.

When a teacher with continuing contract status is rated “Unacceptable,” a *Performance Improvement Plan (Plan of Action)* will be developed and implemented. Following implementation of the *Performance Improvement Plan (Plan of Action)*, additional performance data, including observations as applicable, will be collected.

Request for Review of an “Unacceptable” Rating

When conferencing with the Administration regarding the Summative Evaluation or the *Performance Improvement Plan (Plan of Action)*, the teacher may request a review of the evidence in relation to an “Unacceptable” rating. The request must be in accordance with the policies and procedures of Norfolk Public Schools.

Performance Improvement Plan Form (Plan of Action)
 (Required for a Teacher Placed on a Remediation Plan of Action)

Teacher _____ School _____

Grade/Subject _____ School Year _____

Evaluator _____

Performance Standard Number	Performance Deficiencies Within the Standard to be Corrected	Resources/Assistance Provided; Activities to be Completed by the Employee	Target Dates

The teacher's signature denotes receipt of the form, and acknowledgment that the evaluator has notified the employee of unacceptable performance.

Teacher's Name _____

Teacher's Signature _____ Date Initiated _____

Evaluator's Name _____

Evaluator's Signature _____ Date Initiated _____

Results of Performance Improvement Plan^a (Plan of Action)

Performance Standard Number	Performance Deficiencies Within the Standard to be Corrected	Comments	Review Dates

Final recommendation based on outcome of Improvement Plan (Plan of Action):

- The performance deficiencies have been satisfactorily corrected: The teacher is no longer on a *Performance Improvement Plan (Plan of Action)*.
- The deficiencies were not corrected: teacher is recommended for non-renewal/dismissal.

Teacher's Name _____

Teacher's Signature _____ Date Reviewed _____

Signature denotes the review occurred, not necessarily agreement with the final recommendation.

Evaluator's Name _____

Evaluator's Signature _____ Date Reviewed _____

^a These sections are to be completed collaboratively by the evaluator and the teacher. Pages may be added, if needed.

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Endnotes

¹ Hattie, J. (2009).

² Stronge, J. H., et al., (in press).

Notes