

Bluffton-Harrison Metropolitan School District

Teacher Evaluation and Development Plan

July 2019



Source: Bluffton-Harrison Metropolitan School District

Adopted: January 25, 1977

Revised: February 28, 1985, December 30, 1987, August 22, 1989, June 26, 2000, October 22, 2007,
May 21, 2012, May 20, 2013, May 18, 2015, July 16, 2018, July 15, 2019

Bluffton-Harrison Metropolitan School District Teacher Evaluation and Development Plan

The purpose of this handbook is to outline and explain the Bluffton-Harrison Metropolitan School District (BHMSD) Teacher Evaluation and Development Plan. The model is a modification of the IDOE's RISE Teacher Evaluation model. During the 2011-2012 school year, a committee of eleven members met several times to develop this handbook. The committee included the following people:

Wayne Barker, Superintendent
Brad Yates, Business Manager/Transportation Director
Julie Meitzler, Elementary Principal
Tom Gibson, Middle School Principal
Steve Baker, High School Principal
Cheryl Williams, 2nd Grade Teacher
Amy Gerber, Elementary Art Teacher
Marcia Hotopp, 5th Grade Teacher
Tyson Brooks, 7th Grade Science Teacher
Tami Wuest, High School Social Studies Teacher
Leah Huggins, High School Family & Consumer Sciences Teacher

The review during the 2014-2015 school year for modifications to be applied for the 2015-2016 school year were the result of the following committee members' efforts:

Wayne Barker, Superintendent
Brad Yates, Business Manager/Transportation Director
Julie Meitzler, Elementary Principal
Claire Paul, Middle School Principal
Steve Baker, High School Principal
Amy Gerber, Elementary Art Teacher
Tyson Brooks, 7th Grade Science Teacher
Tami Wuest, High School Social Studies Teacher
Leah Huggins, High School Family & Consumer Sciences Teacher

The review during the 2017-2018 school year for modifications to be applied for the 2018-2019 school year were the result of the following committee members' efforts:

Wayne Barker, Superintendent
Brad Yates, Business Manager/Transportation Director
Julie Meitzler, Elementary Principal
Rick Mettler, Middle School Principal
Steve Baker, High School Principal
Amy Gerber, Elementary Art Teacher
Tyson Brooks, 7th Grade Science Teacher
Tami Wuest, High School Social Studies Teacher

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Deb Johnson, High School Language Arts Teacher

The review during the 2018-2019 school year for modifications to be applied for the 2019-2020 school year were the result of the following committee members' efforts:

Wayne Barker, Superintendent
Brad Yates, Asst. Superintendent
Julie Meitzler, Elementary Principal
Rick Mettler, Middle School Principal
Steve Baker, High School Principal
Amy Gerber, Elementary Art Teacher
Tyson Brooks, 7th Grade Science Teacher
Tami Wuest, High School Social Studies Teacher
Kim Mayer, 6th Grade Math Teacher

The following handbook represents a collaborative effort that ensures the BHMSD Teacher Evaluation and Development plan is in compliance with state law (Senate Enrolled Act 1)- and applies to all teachers, counselors, and librarians of Bluffton-Harrison M.S.D.

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Guiding Principles

1. Nothing BHMSD can do for our students matters more than giving them effective teachers. Teachers are the most important school factor in how much children learn.
2. Teachers deserve to be treated like professionals. BHMSD is committed to creating evaluations that are fair, accurate and consistent, based on multiple factors that paint a complete picture of each teacher's success in helping students learn.

Legislative Context

- In the spring of 2011, the Indiana legislature passed IC 20-28-11.5, a new law relating to the evaluation of all certified teaching staff.
- The new law introduced 6 main requirements:
 - Every certified employee must receive an evaluation annually;
 - Every evaluation system must include four performance categories: Highly Effective, Effective, Improvement Necessary, and Ineffective; and
 - Every evaluation system must incorporate objective measures of student growth and achievement as a significant portion of a teacher's evaluation.
 - Rigorous measures of effectiveness, including observations and other performance indicators.
 - An explanation of the evaluator's recommendations for improvement and the time in which improvement is expected.
 - A provision that a teacher who negatively affects student achievement and growth cannot receive a rating of highly effective or effective.

Performance Level Ratings

Each teacher will receive a rating at the end of the school year in one of four performance levels:

- **Highly Effective: A *highly effective* teacher consistently exceeds expectations.** This is a teacher who has demonstrated excellence, as determined by a trained evaluator, in locally selected competencies, which are believed to be highly correlated with positive student learning outcomes. The *highly effective* teacher's students, in aggregate, have generally exceeded expectations for academic growth and achievement based on guidelines suggested by the Indiana Department of Education.
- **Effective: An *effective* teacher consistently meets expectations.** This is a teacher who has consistently met expectations, as determined by a trained evaluator, in locally selected competencies, which are believed to be highly correlated with positive student learning outcomes. The *effective* teacher's students, in aggregate, have generally achieved an acceptable rate of academic growth and achievement based on guidelines suggested by the Indiana Department of Education.
- **Improvement Necessary: A teacher who is rated as *improvement necessary* requires a change in performance before he/she meets expectations.** This is a teacher who a trained evaluator has determined to require improvement in locally selected competencies, which are believed to be highly correlated with positive student learning outcomes. In aggregate, the students of a teacher rated *improvement necessary* have generally achieved a below acceptable rate of academic growth and achievement based on guidelines suggested by the Indiana Department of Education.
- **Ineffective: An *ineffective* teacher consistently fails to meet expectations.** This is a teacher who has failed to meet expectations, as determined by a trained evaluator, in

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locally selected competencies, which are believed to be highly correlated with positive student learning outcomes. The *ineffective* teacher's students, in aggregate, have generally achieved unacceptable levels of academic growth and achievement based on guidelines suggested by the Indiana Department of Education.

Overview of Components

Every teacher is unique, and the classroom is a complex place. This evaluation relies on multiple sources of information to paint a fair, accurate, and comprehensive picture of a teacher's performance. Teachers will be evaluated on two major components:

1. **Professional Practice** – Assessment of instructional knowledge and skills that influence student learning, as measured by competencies set forth in the Indiana Teacher Effectiveness Rubric. All teachers will be evaluated in the domains of Planning, Instruction, Leadership, and Core Professionalism.
2. **Student Learning** – Teachers' contribution to student academic progress, assessed through multiple measures of student academic achievement and growth.

Length of Service:

Every teacher must work 120 days or more to receive a summative evaluation rating as outlined in the Teacher Evaluation and Development Plan. If a teacher works less than 120 days throughout the school year, the teacher will be observed and evaluated as time permits, but will not receive a summative evaluation rating.

Training for Evaluators:

All individuals who evaluate certificated employees and support in evaluation skills receive training prior to evaluating any certificated employee.

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Timeline

August – September

- Teacher and evaluator meet for the Beginning-of-the Year Conference

August – December

- Evaluator makes classroom observations and provides feedback

November – February

- Teacher and evaluator meet for the Mid-Year Conference at teacher's request or evaluator's discretion

January – May

- Evaluator continues to make classroom observations and provide feedback

May – June

- Evaluator completes observations and scores Teacher Effectiveness Rubric

Upon Collection of Data

- Teacher and evaluator meet for the End-of-Year Conference
- Evaluator completes Summative Evaluation

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Evaluation Steps

Step 1 – Beginning-of-Year Conference – all certified employees will be evaluated annually. The teacher meets with the primary evaluator near the beginning of the school year (August or September). The purpose of the meeting is to

- review the evaluation process and
- highlight priority competencies and indicators from the Teacher Effectiveness Rubric

Primary evaluator will write a professional development plan with teachers on an improvement plan near the beginning of the school year.

Step 2 – Classroom Observations – During the school year, evaluators (both primary and secondary) will collect evidence through a series of observations and conferences.

The following table indicates minimum requirements for observations.

Beginning Teacher (less than 2 years of teaching experience) OR Any teacher who was rated <i>Improvement Necessary</i> or <i>Ineffective</i> within the past 5 years.						
Observation Type	Length (minutes)	Frequency	Pre-Conference	Post-Conference	Written Feedback	Announced
Extended	More than 20 minutes	2/year (1/semester)	Optional	Yes	Within 5 days	Evaluator's discretion
Short	10 – 20 minutes	1/year	No	No	Within 3 days	No

Veteran Teachers (2 or more years of teaching experience)						
Observation Type	Length (minutes)	Frequency	Pre-Conference	Post-Conference	Written Feedback	Announced
Extended	More than 20 minutes	2/year (1/semester)	Optional	Optional	Within 5 days	Evaluator's discretion

Optional Forms

Pre-Observation Form (Form 1)

Post-Observation Form (Forms 2 & 3)

If a teacher is on an improvement plan, that plan will determine the number of observations and feedback.

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Step 3 – Mid-Year Conference (by teacher’s request or evaluator’s discretion)

– This conference is to be held in November, December, January, or February where the primary evaluator and teacher meet to discuss performance thus far.

This conference will be **mandatory** if a teacher is in jeopardy of being rated as *ineffective* or *improvement necessary* based on prior observations, or has been rated *ineffective* or *needs improvement* on an evaluation within the past 5 years. This conference is optional for any teacher new to BHMSD with less than 2 total years of teaching experience.

Optional Forms

Mid-Year Professional Practice Check-In Form (Form 4)

Step 4 – Teacher Effectiveness Rubric: Scoring (Appendix C)

1. **The primary evaluator compiles ratings and notes from observations, conferences, and other sources of information.** At the end of the school year, the primary evaluator should have collected a body of information representing teacher practice from throughout the year. In addition to notes from observations and conferences, teachers may be asked to provide evidence of planning and leadership. See Teacher Effectiveness Rubric Domains 1 and 3.
2. **The primary evaluator uses professional judgment to establish a final rating.** In the summative conference, the evaluator should discuss the teacher’s performance on the Teacher Effectiveness Rubric.
3. **Core Professionalism is incorporated.** This domain represents non-negotiable aspects of the teaching profession; attendance, on-time arrival, policies and procedures, and respect. This domain only has two rating levels: *Does Not Meet Standards* and *Meets Standard*. The evaluator uses available information and professional judgment to decide if a teacher has not met standards in each of the four indicators. If a teacher has met standards in each of the four indicators, the score does not change. If the teacher did not meet standards in one or more of the four indicators, he or she automatically has a 1-point deduction.

Scoring Requirement: 1 is the lowest score a teacher can receive. If, after deducting a point from the teacher’s final Teacher Effectiveness Rubric score, the outcome is a number less than 1, then the evaluator should replace this score with a 1. For example, if a teacher has a final rubric score of 1.75, but then loses a point because not all of the core professionalism standards were met, the final rubric score should be 1 instead of 0.75.

Final Teacher Effectiveness Rubric Score, Domains 1-3 Score: _____

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Step 5: Summative Teacher Evaluation Scoring – The final Teacher Effectiveness Rubric score is then combined with the scores from the teacher’s student learning measures in order to calculate a final rating.

Review of Components – Each teacher’s summative evaluation score will be based on the following components and measures:

- 1. Professional Practice – Assessment of instructional knowledge and skills**
Measure: Indiana Teacher Effectiveness Rubric (TER)
- 2. Student Learning – Contribution to student academic progress**
Measure: School-wide Learning Measure (SWL) – IDOE’s A-F Ratings
Measure: Individual Growth Model (IGM) – IDOE’s 1-4 Ratings

The School-wide Learning Measure is determined based upon the school’s current grade as defined by the IDOE. If a teacher teaches at more than one building, the school’s score that the teacher spends the majority of his/her day shall be used. If a teacher spends equal time in more than one building, the school’s scores will be averaged. The following scale shall determine the amount of points awarded:

- A = 4
- B = 3
- C = 2
- D = 1
- F = 0

If IGM data was used, this measure only applies to teachers of grades 4 through 8 who teach ELA or math. The method for scoring this measure would come from the IDOE. This growth model data score must be included in the teacher summative score.

Negative impact on student learning shall be defined as follows:

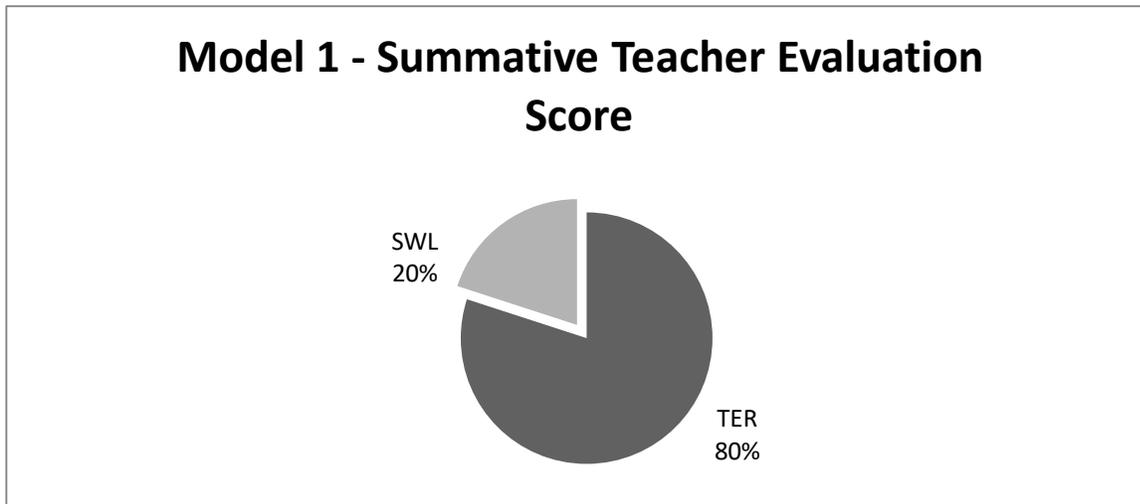
- For classes measured by statewide assessments with growth model data, the IDOE shall determine and revise at regular intervals the cut levels in growth results that would determine negative impact on growth and achievement.
- For classes that are not measured by statewide assessments, negative impact on student growth shall be defined where data shows a significant number of students across a teacher’s classes fails to demonstrate student learning or mastery of standards established by the state. Data will include, but not be limited to, grades, classroom assessments, standardized tests, student performance, etc. This negative impact on student growth shall be determined by the primary evaluator.
- A teacher who negatively affects student achievement and growth cannot receive a rating of highly effective or effective.

Weighting of Measures – The primary goal of the weighting method is to treat teachers as fairly and as equally as possible. At this point, the evaluator should have calculated or received individual scores for the following measures: Teacher Effectiveness Rubric (TER), School-wide Learning Measure (SWL), and Individual Growth Model (IGM).

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All teacher evaluations will be comprised using one of the following two percentage groups:

- I. 80% Teacher Effectiveness Rubric (TER) – Observations
20% School-wide Learning Measure Data (SWL) – DOE A-F rating by building
100% Summative Teacher Evaluation Score



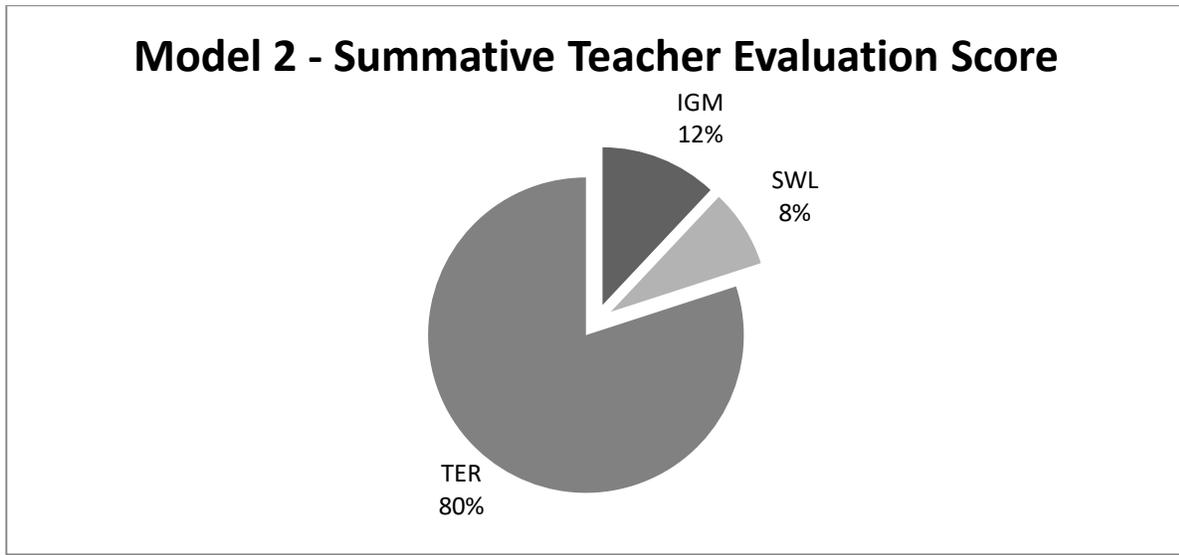
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- II. 80% Teacher Effectiveness Rubric (TER) – Observations
- 12% Individual Growth Model data (IGM)* – DOE data
- 8% School-wide Learning Measure Data (SWL) – DOE A-F rating by building
- 100% Summative Teacher Evaluation Score

*If Individual Growth Model data is not made available from the IDOE, all BHMSD teacher evaluation scores will be calculated using Model 1.



Once the weights are applied appropriately, an evaluator will have a final decimal number.

Component	Raw Score	Weight	Weighted Score
Teacher Effectiveness Rubric			
Individual Growth Model (if applicable)			
School-Wide Learning Measure			
Sum of the Weighted Scores			

*To get the final weighted score, simply sum the weighted scores from each component. This final weighted score is then translated into a rating on the following scale.

Ineffective	Improvement Necessary	Effective	Highly Effective
1.0	1.75	2.5	3.5
Points	Points	Points	Points

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Note: Borderline points always round up.

Step 6: Summative evaluation– BHMSD provides the final rating for all teachers.

Teacher Remediation Plan – If a teacher is in jeopardy of receiving or has received a rating of *ineffective* or *improvement necessary*, the evaluator and the teacher shall develop a remediation plan of not more than 90 school days in length to correct the deficiencies noted in the evaluation. The remediation plan must require the use of the teacher’s license renewal credits in professional development activities intended to help the teacher improve. The *Professional Development Plan* form (Form 5) is an optional form that can be used.

The BHMSD Teacher Evaluation Process will be reviewed by teacher and administrative representatives at the conclusion of the 2014-2015 school year and annually thereafter. All evaluation procedures will be discussed and modifications may occur if deemed necessary to improve the BHMSD Teacher Evaluation Process.

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Appendix A

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Appendix A

Appeal – A teacher who received a rating of *ineffective* may file a request for a private conference with the superintendent not later than 5 days after receiving notice that the teacher received a rating of *ineffective*. The teacher is entitled to a private conference with the superintendent.

Parent Notice – A student may not be instructed for 2 consecutive years by teachers rated as *ineffective*. If it is not possible, the school corporation must notify the parents by letter of each applicable student before the start of the second consecutive year indicating the student will be placed in a classroom of a teacher who has been rated *ineffective*.

IDOE Reports – Before August 1, 2013 (and each year following), the school corporation shall provide the results of the teacher performance evaluations including the number of teachers placed in each performance category to the IDOE. The results may not include the names of teachers.

Compensation – A teacher rated *ineffective* or *improvement necessary* may not receive any raise or increment for the following year if the teacher's employment contract is continued.

Tenure Categories – New Teacher Tenure Categories begin July 1, 2012

- A. Probationary Teacher (IC 20-28-6-7.5) – A teacher who has not received a rating (newly hired) or an established/professional teacher who receives a rating of *ineffective* or an established/professional teacher who receives two consecutive ratings of *improvement necessary*.
- B. Established Teacher (IC 20-28-6-8) – A teacher who serves under contract before July 1, 2012 and enters into another contract before July 1, 2012. All current teachers become established teachers on July 1, 2012.
- C. Professional Teacher (IC 20-28-6-7.5) – A teacher who receives a rating of *effective* or *highly effective* for at least 3 years in a 5-year (or shorter) period. A professional teacher becomes probationary if he/she receives a rating of *ineffective* or 2 consecutive ratings of *improvement necessary*.

Contract Cancellation Grounds (IC 20-28-7.5-1)

- A. Probationary Teacher
 1. One (1) *ineffective* rating
 2. Two (2) consecutive years of *improvement necessary*
 3. Justifiable decrease in teaching positions – After June 20, 2012, RIF's in positions must be based on performance and not seniority
 4. Any reason considered relevant to the school's interest
- B. Established/Professional Teacher
 1. Justifiable decrease in positions – After June 30, 2012, RIF's in positions must be based on performance and not seniority
 2. Immorality
 3. Insubordination
 4. Incompetence

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- a. Two (2) consecutive years of *ineffective* ratings; or
 - b. *Ineffective* or *improvement necessary* in three (3) years of any 5-year period
5. Neglect of duty
 6. Certain felony convictions
 7. Other good and just cause

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Appendix B – Forms

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Form 1

Pre-Observation Form - Teacher

Note: This form may be used in conjunction with a pre-conference, but can also be exchanged without a pre-conference prior to the observation.

School: _____ Observer: _____

Teacher: _____ Grade/Subject: _____

Date and Period of Scheduled Observation: _____

Dear Teacher:

In preparation for your formal observation, please answer the questions below and attach any requested material.

1. What learning objectives or standards will you target during this class?
2. How will you know if students are mastering/have mastered the objective?
3. Is there anything you would like me to know about this class in particular?
4. Are there any skills or new practices you have been working on that I should look for?

Please attach the following items for review prior to your scheduled observation:

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Form 2

Post-Observation Form - Evaluator

Instructions: The primary post-observation document should simply be a copy of the observation notes taken in the classroom. This form is designed to summarize and supplement the notes.

School: _____ Observer: _____

Teacher: _____ Grade/Subject: _____

Date of Observation: _____

Domain 2: Areas of Strength Observed in the Classroom (identify specific competencies):

Domain 2: Areas of Improvement Observed in the Classroom (identify specific competencies):

Domain 1: Analysis of Information (including strengths and weaknesses) in Planning:

Domain 3: Analysis of Information (including strengths and weaknesses) in Leadership:

Action Steps for Teacher Areas of Improvement:

This section should be written by the teacher and evaluator during the post conference.

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Form 3

Post-Observation Form - Teacher

School: _____ Observer: _____
Teacher: _____ Grade/Subject: _____
Date of Observation: _____

Dear Teacher:

In preparation for our post-conference, please complete this questionnaire and bring it with you when we meet. Your honesty is appreciated and will help us to have a productive conversation about your performance and areas for improvement.

1. How do you think the lesson went? What went well and what didn't go well?
2. Did you accomplish all that you wanted to in terms of students mastering the objectives of the lesson? How do you know? If not, why do you think it did not go as planned?
3. If you were to teach this lesson again, what would you do differently?
4. Did the results of this lesson influence or change your planning for future lessons?

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Form 4

Mid-Year Check-In Form

School: _____

Summative Evaluator: _____

Teacher: _____

Grade/Subject: _____

Date: _____

Note: Mid-year check-in conferences can be helpful for evaluators to assess what information still needs to be collected, and for teachers to understand how they are performing thus far. It should be understood that the mid-year rating is only an assessment of the first part of the year and does not necessarily correspond to the end-of-year rating. If there has not yet been enough information to give a mid-year rating, circle N/A.

Number of Extended Observations Prior to Mid-Year Check-in: _____

Number of Short Observations Prior to Mid-Year Check-in: _____

Domain 1: Planning	Mid-Year Assessment of Domain 1
1.1 Utilize Assessment Data to Plan 1.2 Create Objective-Driven Lesson Plans and Assessments	
Mid-Year Rating (Circle One)	4 – Highly Effective 3 – Effective 2 – Improvement Necessary 1 – Ineffective N/A

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Domain 2: Instruction	Mid-Year Assessment of Domain 2
2.1 Develop Student Understanding and Mastery of Lesson Objectives 2.2 Demonstrate and Clearly Communicate Content Knowledge to Students 2.3 Engage Students in Academic Content 2.4 Check for Understanding 2.5 Modify Instruction as Needed 2.6 Develop Higher Level of Understanding Through Rigorous Instruction and Work 2.7 Maximize Instructional Time 2.8 Create Classroom Culture of Respect and Collaboration 2.9 Set High Expectations for Academic Success	
Mid-Year Rating (Circle One)	4 – Highly Effective 3 – Effective 2 – Improvement Necessary 1 – Ineffective N/A

Domain 3: Planning	Mid-Year Assessment of Domain 3
3.1 Seek Professional Skills and Knowledge 3.2 Advocate for Student Success 3.3 Engage Families in Student Learning	
Mid-Year Rating (Circle One)	4 – Highly Effective 3 – Effective 2 – Improvement Necessary 1 – Ineffective N/A

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Domain 4: Professionalism	Mid-Year Assessment of Domain 4	
<ol style="list-style-type: none"> 1. Attendance 2. On-Time Arrival 3. Policies and Procedures 4. Respect 		
Mid-Year Rating (Circle One)	Meets Standards	Does Not Meet Standards

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Form 5

Professional Development Plan

Using relevant student learning data, evaluation feedback and previous professional development, establish at least 3 areas of professional growth below. Each of your goals is important but you should rank your goals in order of priority. On the following pages, complete the growth plan form for each goal.

Goal	Achieved?
1.	
2.	
3.	

Name			
School			
Grade Level(s)		Grade Level(s)	
Date Developed		Date Developed	
Primary Evaluator Approval	x	Primary Evaluator Approval	x

Professional Growth Goal #1						
Overall Goal: Using your most recent evaluation, identify a professional growth goal below. Include how you will know that your goal has been achieved. Identify alignment to evaluation framework: (ex: teacher practice domain 2, competency 2.2)	Action Steps and Data: Include detailed steps and the data you will use to determine whether each benchmark is met	Benchmarks and Data: Set benchmarks to check your progress throughout the year (minimum 3). Also include data you will use to ensure your progress is adequate at each benchmark.				Evidence of Achievement: How do you know that your goal has been met?
	Action Step 1	___/___/___	___/___/___	___/___/___	___/___/___	
		Data:	Data:	Data:	Data:	
	Action Step 2	___/___/___	___/___/___	___/___/___	___/___/___	
		Data:	Data:	Data:	Data:	

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Professional Growth Goal #2						
<p>Overall Goal: Using your most recent evaluation, identify a professional growth goal below. Include how you will know that your goal has been achieved. Identify alignment to evaluation framework: (ex: teacher practice domain 2, competency 2.2)</p>	<p>Action Steps and Data: Include detailed steps and the data you will use to determine whether each benchmark is met</p>	<p>Benchmarks and Data: Set benchmarks to check your progress throughout the year (minimum 3). Also include data you will use to ensure your progress is adequate at each benchmark.</p>				<p>Evidence of Achievement: How do you know that your goal has been met?</p>
	<p>Action Step 1</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	
		<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	
	<p>Action Step 2</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	
		<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	

Source: Bluffton-Harrison Metropolitan School District
Adopted: January 25, 1977
Revised: February 28, 1985, December 30, 1987, August 22, 1989, June 26, 2000, October 22, 2007
 May 21, 2012, May 20, 2013, May 18, 2015, July 16, 2018, July 15, 2019

Professional Growth Goal #3						
<p>Overall Goal: Using your most recent evaluation, identify a professional growth goal below. Include how you will know that your goal has been achieved. Identify alignment to evaluation framework: (ex: teacher practice domain 2, competency 2.2)</p>	<p>Action Steps and Data: Include detailed steps and the data you will use to determine whether each benchmark is met</p>	<p>Benchmarks and Data: Set benchmarks to check your progress throughout the year (minimum 3). Also include data you will use to ensure your progress is adequate at each benchmark.</p>				<p>Evidence of Achievement: How do you know that your goal has been met?</p>
	<p>Action Step 1</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	
		<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	
	<p>Action Step 2</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	<p>__/__/__</p>	
		<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	<p>Data:</p>	

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FILE CODE: AFC

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Source: Bluffton-Harrison Metropolitan School District
Adopted: January 25, 1977
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May 21, 2012, May 20, 2013, May 18, 2015, July 16, 2018, July 15, 2019

Form 6

Final Summative Rating

School: _____ Summative Evaluator: _____

Teacher: _____ Date: _____

Grade/Subject: _____

Note: This form may be completed based on information collected and assessed throughout the year. Evaluators may complete this form and make a copy for the teacher to discuss results during the end-of-year summative conference.

Number of Extended Observations: _____

Number of Short Observations: _____

If the teacher “Meets Standards” in Domain 4 (Professionalism), deduct 0 points. The final teacher score remains the same as in the previous step. If the teacher “Does Not Meet Standards,” deduct 1 point from the score calculated in the previous step.

Final Teacher Effectiveness Rubric Score, Domains 1-4: _____

Source: Bluffton-Harrison Metropolitan School District
Adopted: January 25, 1977
Revised: February 28, 1985, December 30, 1987, August 22, 1989, June 26, 2000, October 22, 2007, May 21, 2012, May 20, 2013, May 18, 2015, July 16, 2018

Circle the group to which the teacher belongs. Then use the appropriate weights to calculate the final rating:

Group 1

Group 2

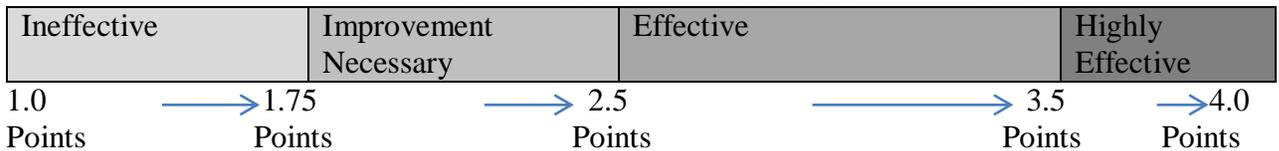
Choose only one set of weights				
Measure	Rating (1-4)	GROUP 1 Weights	GROUP 2 Weights	Weighted Rating
Teacher Practice Score		80%	80%	
Indiana Growth Model		-	12%	
School-wide Learning Measure		20%	8%	

Use the following formula to calculate:

1. Rating x % Weight = Weighted Rating
2. Sum of Weighted Ratings = Final Summative Score

Final Summative Evaluation Score: _____

Use the chart below and the Final Summative Evaluation Score to determine the teacher's final rating.



Note: Borderline points always round up.

Final Summative Rating:

Ineffective Improvement Necessary Effective Highly Effective

Tenure Category:

Current School Year

Next School Year

Probationary Teacher
 Established Teacher
 Professional Teacher

Probationary Teacher
 Established Teacher
 Professional Teacher

Teacher Signature

I have met with my evaluator to discuss the information on this form and have received a copy.

Signature: _____

Date: _____

Evaluator Signature

I have met with this teacher to discuss the information on this form and provided a copy.

Signature: _____

Date: _____

Bluffton-Harrison Metropolitan School District

School Librarian Effectiveness Rubric

June 2015



DOMAIN 1: PURPOSEFUL PLANNING

Librarians use Indiana and national standards to develop a rigorous curriculum relevant for all students: building meaningful units of study, continuous assessments and a system for tracking student progress as well as plans for accommodations and changes in response to a lack of student progress.

* NOTE: The Librarian prepares lessons for students but these are done within the context of other classes (BHS) or as a “special” (BES) and may only provide a short amount of time each week.

Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
1.1	Utilize Assessment Data to Plan	<p>At Level 4, a librarian fulfills the criteria for Level 3 and additionally:</p> <ul style="list-style-type: none"> -Incorporates differentiated instruction strategies in planning to reach every student at his/her level of understanding. 	<p>Librarian uses prior assessment data to formulate:</p> <ul style="list-style-type: none"> -Achievement goals, unit plans, AND lesson plans that are measurable, aligned to content standards, and includes benchmarking. 	<p>Librarian uses prior assessment data to formulate:</p> <ul style="list-style-type: none"> -Achievement goals, unit plans, OR lesson plans, but not all of the above. 	<p>Librarian rarely or never uses prior assessment data when planning.</p>
1.2	Create Objective-Driven Lesson Plans and Assessments	<p>At Level 4, a librarian fulfills the criteria for Level 3 and additionally:</p> <ul style="list-style-type: none"> -Plans for a variety of differentiated instructional strategies, anticipating where these will be needed to enhance instruction. -Incorporates a variety of informal assessments/checks for understanding and uses all assessments to directly inform instruction. 	<p>Based on unit plan, librarian plans lessons by:</p> <ul style="list-style-type: none"> -Identifying lesson objectives that are aligned to content standards. -Matching instructional strategies as well as meaningful and relevant activities/ assignments to the lesson objectives. -Designing formative assessments that measure progress towards mastery and inform instruction. 	<p>Based on unit plan, librarian plans lessons by:</p> <ul style="list-style-type: none"> -Identifying lesson objectives that are aligned to content standards. -Matching instructional strategies and activities / assignments to the lesson objectives. <p>Librarian may not:</p> <ul style="list-style-type: none"> -Design assignments that are meaningful or relevant. -Plan formative assessments to measure progress towards mastery or inform instruction. 	<p>Librarian rarely or never plans lessons OR lessons are planned, but are thrown together at the last minute, thus lacking meaningful objectives, instructional strategies, or assignments.</p>

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
1.3	Establish, Evaluate, and Maintain Library Policies & Procedures Including Library Staff Supervision (Aide and Student Interns)	<p>At Level 4, a librarian fulfills the criteria for Level 3 and additionally:</p> <ul style="list-style-type: none"> - Nurtures and rewards independence of library staff and encourages their contributions to the library. - Actively participates in the larger library community and incorporates current trends and models whenever applicable. 	<p>Librarian will:</p> <ul style="list-style-type: none"> - Develop, maintain, and evaluate staff training. - Develop, maintain, and evaluate policies and procedures in accordance with accepted professional standards. - Seek to make the library an integral part of an effective school environment. 	<p>Librarian will:</p> <ul style="list-style-type: none"> - Instruct staff in library operations. - Develop policies and procedures for effective operation of library. <p>Librarian may not:</p> <ul style="list-style-type: none"> - Assess the effectiveness of staff operations and policy effectiveness. - The impact of the library on the school environment is only minimally effective. 	<p>Librarian rarely or never provides library staff with effective training in library operations. Policies and procedures are unclear or nonexistent. Lack of focus and professionalism is evident to students and staff.</p>
1.4	Demonstrate Knowledge of Literature and Current Trends in Library Practice and Information Technology	<p>At Level 4, a librarian fulfills the criteria of Level 3 and additionally:</p> <ul style="list-style-type: none"> - Utilizes a thorough knowledge of literature and professional practices to maintain an efficient and effective facility. - Takes every opportunity to promote the library and its resources within the BHS community and a wider community where desirable. 	<p>Librarian will:</p> <ul style="list-style-type: none"> - Demonstrate a thorough knowledge of literature and of current trends in practice and information technology. - Share knowledge with students and staff on occasion. 	<p>Librarian will:</p> <ul style="list-style-type: none"> - Have some knowledge of literature, library trends, and new technologies. <p>Librarian may not:</p> <ul style="list-style-type: none"> - Strive to increase this knowledge by every means possible. - Share what knowledge they have with students and staff. 	<p>Librarian rarely or never demonstrates knowledge of current literature appropriate to the age of students or current trends in information technology and library practices</p>
1.5	Establish a Culture for Investigation and Love of Literature and Reading	<p>At Level 4, a librarian fulfills the criteria of level 3 and additionally:</p> <ul style="list-style-type: none"> - Creates a pleasant, nurturing environment for students and staff and encourages their use. - Encourages student and staff input in improving both the facility and the resources and works to implement their suggestions whenever feasible. 	<p>Librarian will:</p> <ul style="list-style-type: none"> - Interact with students and staff on a regular basis to promote library resources. - Actively shares information with students seeking research materials and lead them to construct their own inquiry process. 	<p>Librarian will:</p> <ul style="list-style-type: none"> - Promote reading and literature occasionally. - Assist students in selection of materials when asked. <p>Librarian may not:</p> <ul style="list-style-type: none"> - Seek every opportunity to bring new resources to all students and staff. - Encourage the use of the library by all students and staff. 	<p>Librarian rarely or never imparts the concept that reading is a valuable tool worth the time and energy required or that the Library is a safe, nurturing environment for research and/or the enjoyment of reading.</p>

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<p>1.6</p>	<p>Prepares & submits reports & manages budget</p>	<p>At Level 4, a librarian fulfills the criteria for Level 3 and additionally: -Strives to anticipate student/teacher needs for materials. -suggests improvements to budgets and procedures -incorporates innovative technology when appropriate.</p>	<p>Librarian will: -Includes student/teacher requests for materials (if appropriate). -efficiently manage budgets and purchase orders. -always follow established procedures. -submit reports and inventories promptly.</p>	<p>Librarian will: -sometimes include student & teacher requests for materials (if appropriate). - usually manage budgets and purchase orders. Librarian may not: -always follow established procedures. -submit reports and inventories promptly.</p>	<p>Librarian ignores student/teacher requests for materials (if appropriate), poorly manages budgets and purchase orders, does not follow established procedures, inventories and reports are routinely late.</p>
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DOMAIN 2: EFFECTIVE INSTRUCTION

Librarians facilitate student academic practice so that all students are participating and have the opportunity to gain mastery of the objectives in a classroom environment that fosters a climate of urgency and expectation around achievement, excellence and respect.

Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.1	Develop student understanding and mastery of lesson objectives	Librarian is highly effective at developing student understanding and mastery of lesson objectives.	Librarian is effective at developing student understanding and mastery of lesson objectives.	Librarian needs improvement at developing student understanding and mastery of lesson objectives.	Librarian is ineffective at developing student understanding and mastery of lesson objectives.
		<p><i>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</i></p> <ul style="list-style-type: none"> -Students can explain what they are learning and why it is important, beyond repeating the stated objective. -Librarian effectively engages prior knowledge of students in connecting to lesson. Students demonstrate through work or comments that they understand this connection. 	<ul style="list-style-type: none"> - Lesson objective is specific, measurable, and aligned to standards. It conveys what students are learning and what they will be able to do by the end of the lesson. -Objective is written in a student-friendly manner and/or explained to students in easy-to-understand terms. -Importance of the objective is explained so that students understand why they are learning what they are learning. -Lesson builds on students' prior knowledge of key concepts and skills and makes this connection evident to students. -Lesson is well-organized to move students towards mastery of the objective. 	<ul style="list-style-type: none"> -Lesson objective conveys what students are learning and what they will be able to do by the end of the lesson, but may not be aligned to standards or measurable. -Objective is stated, but not in a student-friendly manner that leads to understanding. -Librarian attempts explanation of importance of objective, but students fail to understand. -Lesson generally does not build on prior knowledge of students or students fail to make this connection. -Organization of the lesson may not always be connected to mastery of the objective. 	<ul style="list-style-type: none"> -Lesson objective is missing more than one component. It may not be clear about what students are learning or will be able to do by the end of the lesson. -There may not be a clear connection between the objective and lesson, or librarian may fail to make this connection for students. -Librarian may fail to discuss importance of objective or there may not be a clear understanding amongst students as to why the objective is important. -There may be no effort to connect objective to prior knowledge of students. -Lesson is disorganized and does not lead to mastery of objective.

Notes:

3. One way in which an observer could effectively gather information to score this standard is through brief conversations with students (when appropriate).
4. In some situations, it may not be appropriate to state the objective for the lesson (multiple objectives for various "centers," early-childhood inquiry-based lesson, etc). In these situations, the observer should assess whether or not students are engaged in activities that will lead them towards mastery of an objective, even if it is not stated.

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.2	Demonstrate and Clearly Communicate Content Knowledge to Students	Librarian is highly effective at demonstrating and clearly communicating content knowledge to students.	Librarian is effective at demonstrating and clearly communicating content knowledge to students.	Librarian needs improvement at demonstrating and clearly communicating content knowledge to students.	Librarian is ineffective at demonstrating and clearly communicating content knowledge to students.
		<p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> -Librarian fully explains concepts in as direct and efficient a manner as possible, while still achieving student understanding. -Librarian effectively connects content to other content areas, students' experiences and interests or current events in order to make content relevant and build interest. -Explanations spark student excitement and interest in the content. -Students participate in each other's learning of content through collaboration during the lesson. -Students ask higher-order questions and make connections independently, demonstrating that they understand the content at a higher level. 	<ul style="list-style-type: none"> -Librarian demonstrates content knowledge and delivers content that is factually correct. -Content is clear, concise and well-organized. -Librarian restates and rephrases instruction in multiple ways to increase understanding. -Librarian emphasizes key points or main ideas in content. -Librarian uses developmentally appropriate language and explanations. -Librarian implements relevant instructional strategies learned via professional development. 	<ul style="list-style-type: none"> -Librarian delivers content that is factually correct. -Content occasionally lacks clarity and is not as well organized as it could be. -Librarian may fail to restate or rephrase instruction in multiple ways to increase understanding. -Librarian does not adequately emphasize main ideas, and students are sometimes confused about key takeaways. -Explanations sometimes lack developmentally appropriate language. -Librarian does not always implement new and improved instructional strategies learned via professional development. 	<ul style="list-style-type: none"> - Librarian may deliver content that is factually incorrect. -Explanations may be unclear or incoherent and fail to build student understanding of key concepts. -Librarian continues with planned instruction, even when it is obvious that students are not understanding content. -Librarian does not emphasize main ideas, and students are often confused about content. -Librarian fails to use developmentally appropriate language. -Librarian does not implement new and improved instructional strategies learned via professional development.

Notes:

4. Content may be communicated by either direct instruction or guided inquiry depending on the context of the classroom or lesson.
5. If the librarian presents information with any mistake that would leave students with a significant misunderstanding at the end of the lesson, the librarian should be scored a Level 1 for this competency.
6. Instructional strategies learned via professional development may include information learned during instructional coaching sessions as well as mandatory or optional school or district-wide PD sessions.

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.3	Engage students in academic content	Librarian is highly effective at engaging students in academic content.	Librarian is effective at engaging students in academic content.	Librarian needs improvement at engaging students in academic content.	Librarian is ineffective at engaging students in academic content.
		<p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> -Librarian provides ways to engage with content that significantly promotes student mastery of the objective. -Librarian provides differentiated ways of engaging with content specific to individual student needs. -The lesson progresses at an appropriate pace so that students are never disengaged, and students who finish early have something else meaningful to do. -Librarian effectively integrates technology as a tool to engage students in academic success. 	<ul style="list-style-type: none"> - 3/4 or more of students are actively engaged in content at all times and not off-task. -Librarian provides multiple ways, as appropriate, of engaging with content, all aligned to the lesson objective. -Ways of engaging with content reflect different learning modalities or intelligences. -Librarian adjusts lesson accordingly to accommodate for student prerequisite skills and knowledge so that all students are engaged. -ELL and IEP students have the appropriate accommodations to be engaged in content. -Students work hard and are deeply active rather than passive/receptive (See Notes below for specific evidence of engagement). 	<ul style="list-style-type: none"> -Fewer than 3/4 of students are engaged in content and many are off-task. -Librarian may provide multiple ways of engaging students, but perhaps not aligned to lesson objective or mastery of content. -Librarian may miss opportunities to provide ways of differentiating content for student engagement. -Some students may not have the prerequisite skills necessary to fully engage in content and librarian's attempt to modify instruction for these students is limited or not always effective. -ELL and IEP students are sometimes given appropriate accommodations to be engaged in content. -Students may appear to actively listen, but when it comes time for participation are disinterested in engaging. 	<ul style="list-style-type: none"> - Fewer than 1/2 of students are engaged in content and many are off-task. -Librarian may only provide one way of engaging with content OR librarian may provide multiple ways of engaging students that are not aligned to the lesson objective or mastery of content. -Librarian does not differentiate instruction to target different learning modalities. -Most students do not have the prerequisite skills necessary to fully engage in content and librarian makes no effort to adjust instruction for these students. -ELL and IEP students are not provided with the necessary accommodations to engage in content. -Students do not actively listen and are overly disinterested in engaging.

Notes:

4. The most important indicator of success here is that students are actively engaged in the content. For a librarian to receive credit for providing students a way of engaging with content, students must be engaged in that part of the lesson.
5. Some observable evidence of engagement may include (but is not limited to): (a) raising of hands to ask and answer questions as well as to share ideas; (b) active listening (not off-task) during lesson; (c) active participation in hands-on tasks/activities.
6. Librarians may provide multiple ways of engaging with content via different learning modalities (auditory, visual, kinesthetic/tactile) or via multiple intelligences (spatial, linguistic, musical interpersonal, logical-mathematical, etc). It may also be effective to engage students via two or more strategies targeting the same modality.

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.4	Check for Understanding	<p>Librarian is highly effective at checking for understanding.</p> <p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> -Librarian checks for understanding at higher levels by asking pertinent, scaffold questions that push thinking; accepts only high quality student responses (those that reveal understanding or lack thereof). -Librarian uses open-ended questions to surface common misunderstandings and assess student mastery of material at a range of both lower and higher-order thinking. 	<p>Librarian is effective at checking for understanding.</p> <ul style="list-style-type: none"> -Librarian checks for understanding at almost all key moments (when checking is necessary to inform instruction going forward). -Librarian uses a variety of methods to check for understanding that are successful in capturing an accurate “pulse” of the class’s understanding. -Librarian uses wait time effectively both after posing a question and before helping students think through a response. -Librarian doesn’t allow students to “opt-out” of checks for understanding and cycles back to these students. -Librarian systematically assesses every student’s mastery of the objective(s) at the end of each lesson through formal or informal assessments (see note for examples). 	<p>Librarian needs improvement at checking for understanding.</p> <ul style="list-style-type: none"> -Librarian sometimes checks for understanding of content, but misses several key moments. -Librarian may use more than one type of check for understanding, but is often unsuccessful in capturing an accurate “pulse” of the class’s understanding. -Librarian may not provide enough wait time after posing a question for students to think and respond before helping with an answer or moving forward with content. -Librarian sometimes allows students to “opt-out” of checks for understanding without cycling back to these students. -Librarian may occasionally assess student mastery at the end of the lesson through formal or informal assessments. 	<p>Librarian is ineffective at checking for understanding.</p> <ul style="list-style-type: none"> - Librarian rarely or never checks for understanding of content, or misses nearly all key moments. -Librarian does not check for understanding, or uses only one ineffective method repetitively to do so, thus rarely capturing an accurate “pulse” of the class’s understanding. -Librarian frequently moves on with content before students have a chance to respond to questions or frequently gives students the answer rather than helping them think through the issue. -Librarian frequently allows students to “opt-out” of checks for understanding and does not cycle back to these students. -Librarian rarely or never assesses for mastery at the end of the lesson.

Notes:

3. Examples of times when checking for understanding may be useful are: before moving on to the next step of the lesson, or partway through independent practice.
4. Examples of how the librarian may assess student understanding and mastery of objectives:
 - a. Checks for Understanding: thumbs up/down, cold-calling
 - b. Do Nows, Turn and Talk/Pair Share, Guided or Independent Practice, Exit Slips

FILE CODE: AFC

Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.5	Modify Instruction as Needed	Librarian is highly effective at modifying instruction as needed.	Librarian is effective at modifying instruction as needed.	Librarian needs improvement at modifying instruction as needed.	Librarian is ineffective at modifying instruction as needed.
		<p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> -Librarian anticipates student misunderstandings and preemptively addresses them. -Librarian is able to modify instruction to respond to misunderstandings without taking away from the flow of the lesson or losing engagement. 	<ul style="list-style-type: none"> -Librarian makes adjustments to instruction based on checks for understanding that lead to increased understanding for most students. -Librarian responds to misunderstandings with effective scaffolding techniques. -Librarian doesn't give up, but continues to try to address misunderstanding with different techniques if the first try is not successful. 	<ul style="list-style-type: none"> -Librarian may attempt to make adjustments to instruction based on checks for understanding, but these attempts may be misguided and may not increase understanding for all students. -Librarian may primarily respond to misunderstandings by using librarian-driven scaffolding techniques (for example, re-explaining a concept), when student-driven techniques could have been more effective. -Librarian may persist in using a particular technique for responding to a misunderstanding, even when it is not succeeding. 	<ul style="list-style-type: none"> - Librarian rarely or never attempts to adjust instruction based on checks for understanding, and any attempts at doing so frequently fail to increase understanding for students. -Librarian only responds to misunderstandings by using librarian-driven scaffolding techniques. -Librarian repeatedly uses the same technique to respond to misunderstandings, even when it is not succeeding.

Notes:

3. In order to be effective at this competency, a librarian must have at least scored a 3 on competency 2.4 – in order to modify instruction as needed, one must first know how to check for understanding.
4. A librarian can respond to misunderstandings using “scaffolding” techniques such as: activating background knowledge, asking leading questions, breaking the task into small parts, using mnemonic devices or analogies, using manipulatives or hands-on models, using “think alouds,” providing visual cues, etc.

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.6	Develop Higher Level of Understanding through Rigorous Instruction and Work	Librarian is highly effective at developing a higher level of understanding through rigorous instruction and work.	Librarian is effective at developing a higher level of understanding through rigorous instruction and work.	Librarian needs improvement at developing a higher level of understanding through rigorous instruction and work.	Librarian is ineffective at developing a higher level of understanding through rigorous instruction and work.
		<p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> -Lesson is accessible and challenging to all students. -Students are able to answer higher-level questions with meaningful responses. -Students pose higher-level questions to the librarian and to each other. -Librarian highlights examples of recent student work that meets high expectations; insists and motivates students to do it again if not great. -Librarian encourages students' interest in learning by providing students with additional opportunities to apply and build skills beyond expected lesson elements (e.g. extra credit or enrichment assignments). 	<ul style="list-style-type: none"> -Lesson is accessible and challenging to almost all students. -Librarian frequently develops higher-level understanding through effective questioning. -Lesson pushes almost all students forward due to differentiation of instruction based on each student's level of understanding. -Students have opportunities to meaningfully practice, apply, and demonstrate that they are learning. -Librarian shows patience and helps students to work hard toward mastering the objective and to persist even when faced with difficult tasks. 	<ul style="list-style-type: none"> -Lesson is not always accessible or challenging for students. -Some questions used may not be effective in developing higher-level understanding (too complex or confusing). -Lesson pushes some students forward, but misses other students due to lack of differentiation based on students' level of understanding. -While students may have some opportunity to meaningfully practice and apply concepts, instruction is more librarian-directed than appropriate. -Librarian may encourage students to work hard, but may not persist in efforts to have students keep trying. 	<ul style="list-style-type: none"> - Lesson is not aligned with developmental level of students (may be too challenging or too easy). -Librarian may not use questioning as an effective tool to increase understanding. Students only show a surface understanding of concepts. -Lesson rarely pushes any students forward. Librarian does not differentiate instruction based on students' level of understanding. -Lesson is almost always librarian directed. Students have few opportunities to meaningfully practice or apply concepts. -Librarian gives up on students easily and does not encourage them to persist through difficult tasks.

Notes:

5. Examples of types of questions that can develop higher-level understanding:
 - a. Activating higher levels of inquiry on Bloom's taxonomy (using words such as "analyze," "classify," "compare," "decide," "evaluate," "explain," or "represent")
 - b. Asking students to explain their reasoning
 - c. Asking students to explain why they are learning something or to summarize the main idea
 - d. Asking students to apply a new skill or concept in a different context
 - e. Posing a question that increases the rigor or the lesson content
 - f. Prompting students to make connections to previous material or prior knowledge.
6. Higher-level questioning should result in higher-level student understanding. If it does not, credit should not be given.
7. Challenging tasks rather than questions may be used to create a higher level of understanding, and if successful, should be credited in this competency.
8. The frequency with which a librarian should use questions to develop higher-level understanding will vary depending on the topic and type of lesson.

FILE CODE: AFC

Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.7	Maximize Instructional Time	<p>Librarian is highly effective at maximizing instructional time.</p> <p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> -Routines, transitions, and procedures are well-executed. Students know what they are supposed to be doing and when without prompting from the librarian. -Students are always engaged in meaningful work while waiting for the librarian (for example, during attendance). -Students share responsibility for operations and routines and work well together to accomplish these tasks. -All students are on-task and follow instructions of librarian without much prompting. -Disruptive behaviors and off-task conversations are rare; when they occur, they are always addressed without major interruption to the lesson. 	<p>Librarian is effective at maximizing instructional time.</p> <ul style="list-style-type: none"> -Class starts on-time. -Routines, transitions, and procedures are well executed. Students know what they are supposed to be doing and when with minimal prompting from the librarian. -Students are only ever not engaged in meaningful work for brief periods of time (for example, during attendance). -Librarian delegates time between parts of the lesson appropriately so as best to lead students towards mastery of objective. -Almost all students are on-task and follow instructions of librarian without much prompting. -Disruptive behaviors and off-task conversations are rare; when they occur, they are almost always addressed without major interruption to the lesson. 	<p>Librarian needs improvement at maximizing instructional time.</p> <ul style="list-style-type: none"> -Class may consistently start a few minutes late. -Routines, transitions, and procedures are in place, but require significant librarian direction or prompting to be followed. -There is more than a brief period of time when students are left without meaningful work to keep them engaged. -Librarian may delegate lesson time inappropriately between parts of the lesson. -Significant prompting from the librarian is necessary for students to follow instructions and remain on-task. -Disruptive behaviors and off-task conversations sometimes occur; they may not be addressed in the most effective manner and librarian may have to stop the lesson frequently to address the problem. 	<p>Librarian is ineffective at maximizing instructional time.</p> <ul style="list-style-type: none"> -Librarian may frequently start class late. -There are few or no evident routines or procedures in place. Students are unclear about what they should be doing and require significant direction from the librarian at all times. -There are significant periods of time in which students are not engaged in meaningful work. -Librarian wastes significant time between parts of the lesson due to classroom management. -Even with significant prompting, students frequently do not follow directions and are off-task. -Disruptive behaviors and off-task conversations are common and frequently cause the librarian to have to make adjustments to the lesson.

Notes:

3. The overall indicator of success here is that operationally, the classroom runs smoothly so that time can be spent on valuable instruction rather than logistics and discipline.
4. It should be understood that a librarian can have disruptive students no matter how effective he/she may be. However, an effective librarian should be able to minimize disruptions amongst these students and when they do occur, handle them without detriment to the learning of the other students.

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.8	Create Classroom Culture of Respect and Collaboration	Librarian is highly effective at creating a classroom culture of respect and collaboration.	Librarian is effective at creating a classroom culture of respect and collaboration.	Librarian needs improvement at creating a classroom culture of respect and collaboration.	Librarian is ineffective at creating a classroom culture of respect and collaboration.
		<p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <p>-Students are invested in the academic success of their peers as evidenced by unprompted collaboration and assistance.</p>	<p>-Students are respectful of their librarian and peers.</p> <p>-Students are given opportunities to collaborate and support each other in the learning process.</p> <p>-Librarian reinforces positive character and behavior and uses consequences appropriately to discourage negative behavior.</p> <p>-Librarian has a good rapport with students, and shows genuine interest in their thoughts and opinions.</p>	<p>-Students are generally respectful of their librarian and peers, but may occasionally act out or need to be reminded of classroom norms.</p> <p>-Students are given opportunities to collaborate, but may not always be supportive of each other or may need significant assistance from the librarian to work together.</p> <p>-Librarian may praise positive behavior OR enforce consequences for negative behavior, but not both.</p> <p>-Librarian may focus on the behavior of a few students, while ignoring the behavior (positive or negative) of others.</p>	<p>- Students are frequently disrespectful of librarian or peers as evidenced by discouraging remarks or disruptive behavior.</p> <p>-Students are not given many opportunities to collaborate OR during these times do not work well together even with librarian intervention.</p> <p>-Librarian rarely or never praises positive behavior.</p> <p>-Librarian rarely or never addresses negative behavior.</p>

Notes:

3. If there are one or more instances of disrespect by the librarian toward students, the librarian should be scored a Level 1 for this standard.
4. Elementary school librarians more frequently will, and are sometimes required to have, expectations, rewards, and consequences posted visibly in the classroom. Whether or not these are visibly posted, it should be evident within the culture of the classroom that students understand and abide by a set of established expectations and are aware of the rewards and consequences of their actions.

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.9	Set High Expectations for Academic Success	Librarian is highly effective at setting high expectations for academic success.	Librarian is effective at setting high expectations for academic success.	Librarian needs improvement at setting high expectations for academic success.	Librarian is ineffective at setting high expectations for academic success.
		<p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> -Students participate in forming academic goals for themselves and analyzing their progress. -Students demonstrate high academic expectations for themselves. -Student comments and actions demonstrate that they are excited about their work and understand why it is important. 	<ul style="list-style-type: none"> -Librarian sets high expectations for students of all levels. -Students are invested in their work and value academic success as evidenced by their effort and quality of their work. -The classroom is a safe place to take on challenges and risk failure (students do not feel shy about asking questions or bad about answering incorrectly). -Librarian celebrates and praises academic work. -High quality work of all students is displayed in the classroom. 	<ul style="list-style-type: none"> -Librarian may set high expectations for some, but not others. -Students are generally invested in their work, but may occasionally spend time off-task or give up when work is challenging. -Some students may be afraid to take on challenges and risk failure (hesitant to ask for help when needed or give up easily). -Librarian may praise the academic work of some, but not others. -High quality work of a few, but not all students, may be displayed in the classroom. 	<ul style="list-style-type: none"> - Librarian rarely or never sets high expectations for students. -Students may demonstrate disinterest or lack of investment in their work. For example, students might be unfocused, off-task or refuse to attempt assignments. -Students are generally afraid to take on challenges and risk failure due to frequently discouraging comments from the librarian or peers. -Librarian rarely or never praises academic work or good behavior. -High quality work is rarely or never displayed in the classroom.

Notes:

2. There are several ways for a librarian to demonstrate high expectations – through encouraging comments, higher-level questioning, appropriately rigorous assignments, expectations written and posted in the classroom, individual student work plans, etc.

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Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
2.10	Collaborate with Teachers in the Design of Instructional Units and Lessons; Provide Resources to Support All Areas of Study	Librarian is highly effective at collaborating with teachers and acquiring appropriate resources.	Librarian is effective at collaborating with teacher and acquiring appropriate resources.	Librarian needs improvement at collaborating with teachers and acquiring appropriate resources.	Librarian is ineffective at collaborating with teachers and acquiring appropriate resources.
		<p>For Level 4, much of the Level 3 evidence is observed during the year, as well as some of the following:</p> <ul style="list-style-type: none"> - Needed resources are procured from outside sources when budget does not allow addition to the library. - Resources which may be of value are brought to teachers' attention on a regular basis. 	<ul style="list-style-type: none"> - Librarian initiates collaboration with teachers on lessons and resources. - Input is sought from teachers as to the subject and format of resources to be added. 	<ul style="list-style-type: none"> - Librarian provides input on available resources when approached by a classroom teacher. - Resources are acquired based only on librarian's assessment of need without teacher input. 	<ul style="list-style-type: none"> - Librarian rarely or never collaborates with classroom teachers in design of instructional units. -No effort is made to become familiar with the curriculum of different departments to better gauge resources needed and areas where the library could support that curriculum.
2.11	Engage Students in the Enjoyment of Literature and in Learning Multiple Literacy Skills	Students are <i>highly</i> engaged in enjoying literature and in learning information skills because of effective design of activities, grouping strategies, and appropriate materials.	Students are engaged in enjoying literature and in learning information skills because of effective design of activities, grouping strategies, and appropriate materials.	Only some students are engaged in enjoying literature and in learning information skills because of uneven design of activities, grouping strategies, or partially appropriate materials.	Students are <i>not</i> engaged in enjoying literature and in learning information skills because of poor design of activities, poor grouping strategies, or inappropriate materials.

DOMAIN 3: SCHOOL LIBRARIAN LEADERSHIP

School librarians develop and sustain the intense energy and leadership within their school community to ensure the achievement of all students.

Competencies		Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)
3.1	Seek Professional Skills and Knowledge	<p>At Level 4, a librarian fulfills the criteria for Level 3 and additionally may:</p> <ul style="list-style-type: none"> -Regularly share newly learned knowledge and practices with others. -Seek out opportunities to lead professional development sessions. -Go above and beyond in seeking out opportunities to collaborate. 	<p>Librarian will:</p> <ul style="list-style-type: none"> -Actively pursue opportunities to improve knowledge and practice. -Seek out ways to implement new practices into instruction, where applicable. -Welcome constructive feedback to improve practices. -Seek out and participate in regular opportunities to work with and learn from others. 	<p>Librarian will:</p> <ul style="list-style-type: none"> -Attend all mandatory professional development opportunities. -Participate in occasional opportunities to work with and learn from others. <p>Librarian may not:</p> <ul style="list-style-type: none"> -Actively pursue optional professional development opportunities. -Seek out ways to implement new practices into instruction -Accept constructive feedback well. 	<p>Librarian</p> <ul style="list-style-type: none"> -rarely or never attends professional development opportunities. - shows little or no interest in new ideas, programs, or classes to improve teaching and learning. - rarely or never participates in opportunities to work with others.
3.2	Advocate for Student Success	<p>At Level 4, a librarian fulfills the criteria for Level 3 and additionally may:</p> <ul style="list-style-type: none"> -Display commitment to the education of all the students in the school. -Make changes and take risks to ensure student success. 	<p>Librarian will:</p> <ul style="list-style-type: none"> -Display commitment to the education of all his/her students. -Attempt to remedy obstacles around student achievement. -Advocate for student's individualized needs. 	<p>Librarian will:</p> <ul style="list-style-type: none"> -Display commitment to the education of all his/her students. <p>Librarian may not:</p> <ul style="list-style-type: none"> -Advocate for students' needs. 	<p>Librarian</p> <ul style="list-style-type: none"> -rarely or never displays commitment to the education of his/her students. -accepts failure as par for the course and does not advocate for students' needs.
3.3	Engage Families in Student Learning	<p>At Level 4, a librarian fulfills the criteria for Level 3 and additionally:</p> <ul style="list-style-type: none"> -Strive to form relationships in which parents are given ample opportunity to participate in student learning. -Is available to address concerns in a timely and positive manner, when necessary, outside of required outreach events. 	<p>Librarian will:</p> <ul style="list-style-type: none"> -Proactively reach out to parents in a variety of ways to engage them in student learning. -Respond promptly to contact from parents. -Engage in all forms of parent outreach required by the school. 	<p>Librarian will:</p> <ul style="list-style-type: none"> -Respond to contact from parents. -Engage in all forms of parent outreach required by the school. <p>Librarian may not:</p> <ul style="list-style-type: none"> -Proactively reach out to parents to engage them in student learning. 	<p>Librarian</p> <ul style="list-style-type: none"> -rarely or never reaches out to parents and/or frequently does not respond to contacts from parents.

CORE PROFESSIONALISM RUBRIC

These indicators illustrate the minimum competencies expected in any profession. These are separate from the other sections in the rubric because they have little to do with teaching and learning and more to do with basic employment practice. Librarians are expected to meet these standards. If they do not, it will affect their overall rating negatively.

Indicator		Does Not Meet Standard	Meets Standard
1	Attendance	Individual demonstrates a pattern of unexcused absences.	Individual has not demonstrated a pattern of unexcused absences.
2	On-Time Arrival	Individual demonstrates a pattern of unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).	Individual has not demonstrated a pattern of unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).
3	Policies and Procedures	Individual demonstrates a pattern of failing to follow state, corporation, and school policies and procedures (e.g. procedures for submitting discipline referrals, policies for appropriate attire, etc.).	Individual demonstrates a pattern of following state, corporation, and school policies and procedures (e.g. procedures for submitting discipline referrals, policies for appropriate attire, etc.).
4	Respect	Individual demonstrates a pattern of failing to interact with students, colleagues, parents/guardians, and community members in a respectful manner.	Individual demonstrates a pattern of interacting with students, colleagues, parents/guardians, and community members in a respectful manner.