



YONKERS PUBLIC SCHOOLS

MEMORANDUM OF AGREEMENT

This Agreement is hereby made and entered into this 15th day of March 2012, by and between Yonkers Public Schools (YPS) and The Yonkers Federation of Teachers (YFT). The terms of this agreement shall sunset on June 30, 2012.

RECITALS

WHEREAS, the Superintendent of Schools and the YFT have met to review the existing evaluation procedures and relevant provisions of the existing negotiated agreement; and

WHEREAS, Commissioner King has informed the YPS that funding has been suspended as of January 1, 2012, because the school districts and their bargaining units have not entered into formal agreement regarding the implementation of Education Law 3012-c.

WHEREAS, the parties have determined that certain existing provisions should be altered from the existing collective bargaining agreement to permit new procedures to be developed and implemented in accordance with Education Law 3012-c and accompanying regulations as amended by litigation; and

WHEREAS, the parties acknowledge that there is pending litigation regarding Education Law 3012-c and accompanying regulations and the parties further agree that, in the event the pending litigation makes changes to the Education Law and/or regulations, the parties agree to bargain such changes to this document in accord with such changes to the Education Law and/or regulations; and

WHEREAS, the parties subsequently negotiated the Annual Professional Performance Review (APPR) provisions as required in Education Law 3012-c of the Education Law and subpart 30-2 of the Rules of the Board of Regents (the "Rules") and have reached a negotiated agreement to implement the APPR requirements; and

WHEREAS, the parties, by revising the current evaluation system, acknowledge a shared and collaborative responsibility to improve instructional practices, to focus on student achievement, to promote teacher development and collaboration among teachers, and to secure timely, relevant feedback for teachers; and

NOW, THEREFORE, the purpose of this agreement is to implement the new APPR for the teachers in Persistently Lowest Achieving Schools, Cross Hill Academy and Early College High School, for the 2011-2012 school year only. Cross Hill Academy is a Turnaround School with grades PreK - 3, and 7 - 8. Early College High School is a Transformation School with

grades 9 and 10. In consideration of the mutual undertakings and covenants herein contained, the parties stipulate and agree that: the relevant provisions of the existing Collective Bargaining Agreement (CBA) shall be modified for the two PLA schools only and that the implementation of APPR for Early College High School and Cross Hill Academy shall be as follows:

1. The information contained within this document, referred to as the YPS's Annual Professional Performance Review (APPR), was developed in accordance with Education Law 3012-c and Subpart 30-2 of the Rules of the Board of Regents and Section 100.2(0) of the Regulations of the Commissioner of Education, as amended by litigation, to enhance professional effectiveness and to positively impact our school environments.
2. The intent of our Agreement is to facilitate improvement of instructional practices; support teacher development; and promote collegial learning schools.
3. The parties agree to utilize the NYSUT Teacher Practice Rubric for the evaluation of teachers. This will count for sixty percent (60%) or eighty percent (80%) of the teacher evaluation as follows. (See Appendix A).
 - (a) Cross Hill Academy grade Kdg.-3 teachers will use an eighty percent (80%), twenty percent (20%) composite score. Eighty percent (80%) will be based the NYSUT Teacher Practice Rubric and twenty percent (20%) on the locally developed assessments used to measure state growth, which are assured by the Superintendent to be both rigorous and comparable assessments; (See Appendix B)
 - (b) Cross Hill Academy Grades 7 and 8 ELA and Math teachers will use a sixty percent (60%), twenty percent (20%), twenty percent (20%) composite score. Sixty percent (60%) will be based on the NYSUT Teacher Practice Rubric, twenty percent (20%) on the NYS ELA and Math Assessments; and twenty percent (20%) on the locally developed assessments used to measure local growth, which are assured by the Superintendent to be both rigorous and comparable assessments; (See Appendix B)
 - (c) Cross Hill Academy non-ELA and Math 7th and 8th grade teachers will use an eighty percent (80%), twenty percent (20%) composite score. Eighty percent (80%) will be based the NYSUT Teacher Practice Rubric and twenty percent (20%) on the locally developed assessments used to measure state growth, which are assured by the Superintendent to be both rigorous and comparable assessments; (See Appendix B)
 - (d) Early College High School Grades 9-10 will use an eighty percent (80%), twenty percent (20%) composite score. Eighty percent (80%) will be based on the NYSUT Teacher Practice Rubric and twenty percent (20%) from the locally selected assessments on the NYS approved list used to measure state

growth, which are assured by the Superintendent to be both rigorous and comparable assessments. (Appendix A and B)

4. As required by Education Law 3012c, the grade 7th and 8th ELA and Math teachers at Cross Hill Academy will receive their growth score based on the NYS Assessments results and count for 20% of their overall evaluation. This score will be provided by the NYSED to complete the composite score.
5. Twenty percent (20%) of the composite effectiveness score will include student growth utilizing locally selected measures of student growth across all classrooms by grade level in both PLA schools and be used to measure state growth. These assessment results will be aligned with the HEDI criteria. Assurance is offered that the locally developed assessments, when required, are rigorous and comparable and in accordance with the Commissioner's Regulations. (See Appendix B).
 - (a) Cross Hill Academy grade Kindergarten -3 teachers will use locally designed pre and post ELA and Math grade level assessments which will be used to measure state growth which are assured by the Superintendent to be both rigorous and comparable assessments and be aligned with the HEDI criteria;
 - (b) Cross Hill Academy non-ELA and Math 7th and 8th grade teachers will use locally designed pre and post grade level assessments which will be used to measure state growth, which are assured by the Superintendent to be both rigorous and comparable assessments and be aligned with the HEDI criteria;
 - (c) Early College High School will use the College Board Readiness-Assessment for all grade 9 teachers. This assessment has both a pre- and post-administration which will measure state growth and is assured by the Superintendent to be both a rigorous and comparable assessment and be aligned with the HEDI criteria;
 - (d) Early College High School will use the PSAT for all grade 10 teachers. This assessment has both a pre- and post-administration which will measure state growth and is assured by the Superintendent to be both a rigorous and comparable assessment and be aligned with the HEDI criteria.
6. The twenty percent (20%) locally developed measure of student achievement for 7th and 8th grade teachers of ELA and Math will use locally designed pre and post grade level assessments which are assured by the Superintendent to be both rigorous and comparable assessments. This assessment will be used with the HEDI criteria.
7. Professional Development for teachers at Early College High School and Cross Hill Academy will be planned and scheduled by the YPS and YFT for the new evaluation rubric and process as well as the new assessment(s) used for this process

upon approval of this APPR Plan. A list of those trained evaluators will be provided to the YFT, upon completion of the training.

8. The parties agree that each teacher shall receive an Annual Professional Performance Review (APPR) from a trained administrator resulting in a rating of "highly effective," "effective," "developing," or "ineffective."
9. Teachers are evaluated every month, ten in total for the year, by trained administrators with unannounced/announced walk-through observations and announced / unannounced formal observations two times yearly (tenured teachers) or three times yearly (non-tenured teachers) which are aligned to the NYSUT Rubric (Appendix C).
The Annual Performance Review will be the NYSUT Teacher Practice Rubric. (See Appendix A).

PROCEDURES FOR APPEALING AN ANNUAL PROFESSIONAL PERFORMANCE REVIEW

In addition to the evaluation procedures contained in the collective bargaining agreement and including the Teacher Improvement Plan procedures, the following process shall apply to all probationary and tenured unit members in the PLA schools. Any unit member who receives an annual rating of either “ineffective” or “developing” may challenge their rating through an appeal.

1. Any unit member who receives an annual rating of either “ineffective” or “developing” , may appeal that rating on the grounds of one or more of the following reasons as stated in Education Law 3012-c:
 - (a) Substance of the Annual Professional Performance Review
 - (b) The school district’s lack of adherence to the standards and methodologies required in the Annual Professional Performance Review
 - (c) The adherence to the Commissioner’s regulations as applicable to the Annual Professional Performance Review
 - (d) Compliance with any applicable locally negotiated procedures applicable to the Annual Professional Performance Review or Teacher Improvement Plan
 - (e) The school district issuance and or implementation of the terms of the teacher improvement plan (TIP) as required under Education Law 3012-c
2. After the initial meeting in which the unit member receives his/her Annual Professional Performance Review rating of “ineffective” or “developing” and feels it is not justified, the unit member, with a designee of the YFT President shall meet with the supervising administrator to hold a Review Meeting examine the Annual Professional Performance Review Rating within ten (10) school days of receipt of his/her rating. If a resolution is reached (a mutually agreed upon rating), the Appeal process ends. A new Annual Performance Review Rating will be issued to the YFT unit member and replace the initial Annual Performance Review Rating within five(5) days.
3. If no resolution can be reached between the parties at the Review Meeting, the unit member with the YFT President or his/her designee, may request an appeal to the rating within fifteen (15) school days after the Review Meeting. The notification for such appeal according to NYS law shall be in writing which must include a description of the specific areas of disagreement over his or her performance review. This request should be given to his/her supervising administrator and a copy to the Superintendent or his/her designee.
4. Within fifteen (15) school days after the Review Meeting and the continuance of the Appeal process, the supervising administrator must submit a written response. of disagreement and/or relevance to the resolution of the appeal.


5. The appeal will take form of a hearing (Appeal Hearing) to be heard by an Appeal Committee consisting of three (3) YFT members appointed by the YFT President and three (3) persons appointed by the Superintendent of Schools. Upon receipt of the Appeal Documents (from the YFT unit member and the supervising administrator), the committee shall have five (5) days to schedule an Appeal Hearing on a mutually agreed upon date of the YFT and YPS. The Appeal Committee will hear from the individual unit member as well as the supervising administrator who may both have representation of their respective bargaining units Yonkers Federation of Teachers and Yonkers Council of Administrators, as well as review all the documentation submitted to the committee in writing. An individual who is appointed to the Appeal Hearing Committee, he/she can not represent either the YFT unit member or YCA supervising administrator during the Appeal Hearing. The decision of the Appeal Committee must be delivered to the unit member, the supervising administrator, the YFT President and Superintendent of Schools within fifteen (15) school days of the convened Appeal Hearing.
6. In the event the Appeal Committee cannot reach a decision at the conclusion of the fifteen (15) school days of the convened Appeal Hearing, the Appeal Committee will refer the appeal and all documentation submitted by the unit member and the supervising administrator to an appointed impartial third party individual, mutually agreed upon by the Yonkers Federation of Teachers and the Yonkers Public Schools. The third party individual will receive training in the new evaluation/APPR process | This individual will become an observing member of the Appeal Hearing process in case the Appeal Committee are dead-locked. A written decision shall be rendered by the third party within fifteen (15) days of receiving the appeal request. For the 2011-12 school year, Mr. Steve Frey is the agreed upon third party individual.
7. The appeals process shall constitute the exclusive means for initiating, reviewing and resolving any or all challenges.
8. If a teacher is rated "Developing" or "Ineffective," the parties agree to implement a Teacher Improvement Plan (YPS Teacher Support Plan). Within the Teacher Improvement Plan/Teacher Support Plan, the activities determined shall be specific activities that are relevant to the area(s) of need in the TIP/TSP as they relate to the specific needs identified in the evaluation and are to be carried out during the school day. (See Appendix D)

GENERAL CONDITIONS

This agreement applies only to the schools cited herein and solely to clarify the matters involved. It shall not be construed as modifying the rights of the parties under the collective bargaining agreement. It is also expressly understood and agreed, as a condition to this Agreement, that neither this Agreement nor any part hereof, shall constitute or be construed to be precedent or prejudicial to the respective positions of the YFT or the YPS on any other matters.

This memorandum shall take effect as of the date of approval is completed by both parties and the date the memorandum is executed and the terms of this agreement shall sunset on June 30, 2012.

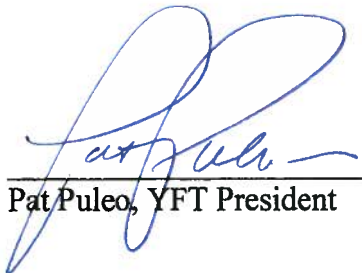
FOR THE YONKERS PUBLIC SCHOOLS:



Bernard P. Pierorazio, Superintendent of Schools

Dated: 3-15-12

FOR THE YONKERS FEDERATION OF TEACHERS:



Pat Puleo, YFT President

Dated: 3/15/12

APPENDIX A

NYSUT TEACHER PRACTICE RUBRIC

- Teacher NYSUT Rubric Worksheet
- Teacher NYSUT Rubric Summary
- Yonkers Professional Evaluation Summary Sheet 60 % and 80%

NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Standard 1: Knowledge of Students and Student Learning

Teachers acquire knowledge of each student and demonstrate knowledge of student development and learning to promote achievement for all students.

It is not enough for teachers to know and understand childhood or adolescent developmental norms. Teachers must also know their students: their strengths and weaknesses, their interests, their readiness levels and skill sets, and the outside influences that affect their learning: family dynamics, cultural customs, and socio-economic status. Furthermore, teachers must demonstrate this knowledge and understanding and also incorporate appropriate 21st Century Skills in the planning and preparation of their lessons.

Element 1.1: Teachers demonstrate knowledge of child and adolescent development, including students' cognitive, language, social, emotional, and physical developmental levels.

NYSESED Indicators: Describe orally and in writing an understanding of the developmental characteristics of their students; create developmentally appropriate lessons that address student learning differences and needs; Teachers implement lessons and modify instruction based upon student developmental needs.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Describes developmental characteristics of students</i>	Teacher is unable to describe orally or in writing the developmental characteristics of the age group.	Teacher describes orally and in writing some knowledge of the developmental characteristics of the age group.	Teacher describes orally and in writing an accurate knowledge of the typical developmental characteristics of the age group, as well as exceptions to the general patterns.	In addition to accurate knowledge of the typical developmental characteristics of the age group, and exceptions to the general patterns, teacher describes orally and in writing the extent to which individual students follow the general patterns and how 21 st Century Skills fit into this knowledge base.
B.	<i>Creates developmentally appropriate lessons</i>	Teacher does not create lessons that are developmentally appropriate or that address individual student learning needs.	Teacher creates lesson plans that are generally appropriate to the developmental needs of students and meet the student learning needs of groups of students.	Teacher creates lesson plans that are appropriate to the developmental needs of students and meet the student learning differences and needs of groups of students.	Teacher creates lesson plans that are appropriate to the developmental needs of students and meet the student learning differences and needs of each individual student.

NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Element 1.2: Teachers demonstrate current, research-based knowledge of learning and language acquisition theories and processes. **NYSED Indicators:** Design lesson plans and adjust instruction to include a variety of strategies that support the learning needs of each student. Design lesson plans and adjust instruction to include a variety of strategies that support the language acquisition needs of each student. Teachers explain their instructional decisions citing current research.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	Uses strategies to support learning and language acquisition	Teacher designs lessons with few strategies that support student learning and language acquisition needs. Teacher does not adjust instruction.	Teacher designs lessons to include some instructional strategies that support the learning and language acquisition needs of some students. Teacher is able to adjust instruction by implementing one or two additional strategies.	Teacher designs lessons to include several instructional strategies that support the learning and language acquisition needs of most students. Teacher is able to adjust instruction by adapting and/or adding strategies to meet the needs of specific students.	Teacher designs lessons to include several instructional strategies that support the learning and language acquisition needs of each student. Teacher is able to adjust instruction by adapting and/or adding strategies to meet the needs of specific students. Students suggest specific strategies that help them achieve the outcomes of the lesson and teacher supports the students' suggestions.
B.	Uses current research	Teacher is unable to cite current research to explain instructional decisions.	Teacher cites limited or dated research to explain instructional decisions.	Teacher cites current research to explain instructional decisions.	Teacher cites current research to explain instructional decisions and seeks out additional research to inform practice.

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Aligned with the
New York State Teaching Standards

Element L.3: Teachers demonstrate knowledge of and are responsive to diverse learning needs, strengths, interests, and experiences of all students.

NYSED Indicators: *Vary and modify instruction to meet the diverse learning needs of each student. Create, deliver, and adapt instruction to address each student's strengths, interests, and experiences.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Meets diverse learning needs of each student</i>	Teacher does not vary or modify instruction to meet diverse learning needs of students.	Teacher varies or modifies instruction to meet the diverse learning needs of some students.	Teacher varies or modifies instruction to meet the diverse learning needs of most students.	Teacher varies or modifies instruction to meet the diverse learning needs of each student. Students suggest ways in which the lesson might be modified to advance their own learning and teacher acknowledges the suggestion.
B.	<i>Plans for student strengths, interests, and experiences</i>	Teacher does not plan instruction to address the strengths, interests, and experiences of students.	Teacher plans instruction to address the strengths, interests, and experiences of some students.	Teacher plans instruction to address the strengths, interests, and experiences of most students.	Teacher plans instruction to address the strengths, interests, and experiences of each student and is able to adapt the lesson as needed.

NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Element L.4: Teachers acquire knowledge of individual students from students, families, guardians, and/or caregivers to enhance student learning.

NYSED Indicators: *Communicate directly with each student's parents, guardians, and/or caregivers. Use a variety of techniques to accommodate the communication needs of each student's parents, guardians, and/or caregivers.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Communicates with parents, guardians, and/or caregivers.</i>	Teacher does not communicate directly with student's parents, guardians, and/or caregivers to enhance student learning and/or does not accommodate the communication needs of the family.	Teacher occasionally communicates directly with student's parents, guardians, and/or caregivers to enhance student learning. Communication is occasionally modified to meet the needs of the family.	Teacher regularly communicates directly with student's parents, guardians, and/or caregivers to enhance student learning. Communication is frequent and uses multiple modes of contact to accommodate the needs of the family.	Teacher communicates directly with student's parents, guardians, and/or caregivers to enhance student learning. Multiple modes of contact are used to accommodate the needs of the family. Students and parents/guardians initiate communication.

NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Element 1.5: Teachers demonstrate knowledge of and are responsive to the economic, social, cultural, linguistic, family, and community factors that influence their students' learning.

NYSED Indicators: *Incorporate a knowledge and understanding of the school community when planning and implementing instruction. Incorporate an understanding of their students' strengths and limitations and the environmental factors that influence their students' learning. Attend to individual students' personal and family experiences by incorporating multiple perspectives when discussing content.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Incorporates the knowledge of school community and environmental factors</i>	Teacher does not incorporate knowledge and understanding of the school community when designing or implementing instruction.	Teacher incorporates general knowledge of the school community when planning and implementing instruction.	Teacher incorporates detailed and specific knowledge of the school community when planning and implementing instruction reflecting a deep understanding of the school community.	Teacher incorporates detailed and specific knowledge of the school community when planning and implementing instruction, reflecting a deep understanding of the school community. Teacher continuously seeks additional information to impact instruction.
B.	<i>Incorporates multiple perspectives</i>	Teacher does not consider students' personal and family experiences when discussing content.	Teacher considers students' personal and family experiences when discussing content by incorporating more than one perspective.	Teacher considers students' personal and family experiences when discussing content by incorporating multiple perspectives.	Teacher considers students' personal and family experiences when discussing content by incorporating multiple perspectives. Students are supported by the teacher to share their personal perspective as it relates to the content.

***NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards***

Element L.6: Teachers demonstrate knowledge and understanding of technological and information literacy and how they affect student learning.

NYSED Indicators: Use technological tools and a variety of communication strategies to engage each student. Assist students to become knowledgeable and critical consumers and users of quality information.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Understands technological literacy</i>	Teacher does not use available technological tools or a variety of communication strategies to engage students or assist them in becoming critical users of quality information. Teacher is unaware of 21 st Century Skills.	Teacher uses available technological tools and communication strategies to engage some students and/or to assist them in becoming critical users of quality information. Teacher's knowledge of 21 st Century Skills is rudimentary.	Teacher uses available technological tools and communication strategies to engage most students, and to assist them in becoming critical users of quality information. Teacher's knowledge of 21 st Century Skills is current and embedded in the communication strategies.	Teacher uses available technological tools and communication strategies to engage each student. Teacher's knowledge of 21 st Century Skills is current and embedded in the communication strategies. Students contribute to the variety of technological strategies used to engage them in their own learning and become critical users of quality information.

NYSUT's Teacher Practice Rubric
Aligned with the

New York State Teaching Standards

Standard II: Knowledge of Content and Instructional Planning

Teachers know the content they are responsible for teaching and plan instruction that ensures growth and achievement for all students. A teacher translates instructional outcomes into learning experiences for students through the design of instruction. Even in classrooms where students assume considerable responsibility for their learning, teachers must design instruction that is coherent and balanced between careful planning and flexibility in execution. Teachers design instruction that reflects the needs of 21st century learners and include opportunities to collaborate, innovate, create and solve problems using high-level cognitive processes and communication tools and media.

Element II.1: Teachers demonstrate knowledge of the content they teach, including relationships among central concepts, tools of inquiry, structures and current developments within their discipline(s).

NYSED Indicators: Incorporate key concepts during instruction through the use of multiple representations and explanations. Engage students to use key disciplinary language with comprehension through instruction. Demonstrate the effective use of current developments in pedagogy and content. Design learning experiences that foster student understanding of key disciplinary themes. Demonstrate knowledge of the learning standards and their application throughout their instruction and practice.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Understands key concepts and themes in the discipline</i>	Teacher does not understand key concepts or themes in the discipline.	Teacher has a rudimentary understanding of key concepts and/or themes in the discipline.	Teacher understands key concepts and themes in the discipline and can relate them to one another.	Teacher understands key concepts and themes in the discipline and how they relate within and outside of the discipline.
B.	<i>Understands key disciplinary language</i>	Teacher does not understand the importance of students using and comprehending key disciplinary language.	Teacher understands the importance of students using and comprehending key disciplinary language.	Teacher understands the importance of students being cognitively engaged in their use and comprehension of key disciplinary language.	Teacher understands the importance of students being cognitively engaged in the use and comprehension of key disciplinary language in order to enrich learning experiences in the discipline.
C.	<i>Uses current developments in pedagogy and content</i>	Teacher is not current on content-related pedagogy.	Teacher has a limited understanding of current content-related pedagogy.	Teacher understands current content-related pedagogy.	Teacher understands current content-related pedagogy and seeks out new developments to enhance practice.
D.	<i>Understands learning standards</i>	Teacher does not understand the learning standards.	Teacher has a limited understanding of the learning standards.	Teacher understands the learning standards and relates standards to one another.	Teacher understands the learning standards, relates standards to one another, and connects them to 21 st Century skills.

NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Element II.2: Teachers understand how to connect concepts across disciplines and engage learners in critical and innovative thinking and collaborative problem-solving related to real world contexts.
NYSED Indicators: Facilitate students' ability to develop diverse social and cultural perspectives. Incorporate perspectives from varied disciplines and use and model interdisciplinary skills in their instruction. Provide opportunities for students to engage in individual and collaborative critical thinking and problem solving. Teachers model and encourage effective use of interpersonal communication skills to build student capacity for collaboration. Create opportunities for students to apply disciplinary and cross-disciplinary knowledge to personal experiences and real world problems.

Indicators	Ineffective	Developing	Effective	Highly Effective
A, <i>Incorporates diverse social and cultural perspectives</i>	Teacher does not plan instruction that facilitates students' ability to develop diverse social and cultural perspectives. Instruction is not aligned with 21 st Century skills.	Teacher plans some instruction to facilitate students' ability to develop diverse social and cultural perspectives. Instruction may or may not be aligned with 21 st Century skills.	Teacher plans most instruction to facilitate students' ability to develop diverse social and cultural perspectives. Teacher incorporates perspectives from a variety of disciplines and embeds interdisciplinary skills in instruction to align with 21 st Century Skills.	Teacher plans all instruction to facilitate students' ability to develop diverse social and cultural perspectives. The perspectives are connected to a sequence of learning both in the discipline and related disciplines and align with 21 st Century Skills.
B. <i>Incorporates individual and collaborative critical thinking and problem solving</i>	Teacher does not provide opportunities for students to engage in individual and collaborative critical thinking and problem solving.	Teacher provides occasional opportunities for students to engage in individual and collaborative critical thinking and problem solving.	Teacher provides frequent opportunities for students to engage in individual and collaborative critical thinking and problem solving that align with 21 st Century Skills. The teacher models effective interpersonal skills.	Teacher provides ongoing opportunities for students to engage in individual and collaborative critical thinking and problem solving that align with 21 st Century Skills. The teacher models and encourages effective use of interpersonal skills to build student capacity for collaboration.

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Aligned with the
New York State Teaching Standards***

C.	<i>Incorporates disciplinary and cross-disciplinary learning experiences</i>	Teacher does not create learning experiences for students to apply disciplinary and cross-disciplinary knowledge to personal experiences and real world problems.	Teacher creates occasional learning experiences for students to apply disciplinary and cross-disciplinary knowledge to personal experiences and real world problems.	Teacher creates regular learning experiences for students to apply disciplinary and cross-disciplinary knowledge to personal experiences and real world problems.	Teacher creates regular opportunities for students to apply disciplinary and cross-disciplinary knowledge to personal experiences and real world problems. Teacher seeks student input prior to planning such learning experiences.
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NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Element II.3: Teachers use a broad range of instructional strategies to make subject matter accessible.

NYSED Indicators: Design instruction that reflects the multiple experiences, strengths, and learning needs of students. Adapt instruction in response to various levels of student understanding. Make meaningful connections between content and students' life experiences. Create opportunities for students to engage in self-directed learning.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Designs instruction to meet diverse learning needs of students</i>	Teacher does not use a range of instructional strategies to design learning experiences that reflect the experiences, strengths, and learning needs of students.	Teacher uses few differentiated instructional strategies to design learning experiences that reflect the experiences, strengths, and learning needs of students. Teacher plans an alternate strategy to adapt instruction if needed.	Teacher uses several differentiated instructional strategies to design learning experiences that reflect the experiences, strengths, and learning needs of students with some differentiation for different groups of students and awareness of 21 st Century Skills. Teacher plans several alternate strategies to adapt instruction as needed.	Teacher uses several differentiated instructional strategies to design learning experiences that reflect the experiences, strengths, and learning needs of all students. Instruction is differentiated, as appropriate, for individual learners and incorporate 21 st Century Skills. Teacher plans alternate strategies to adapt instruction in anticipation of various levels of student understanding.
B.	<i>Designs learning experiences that connect to students' life experiences</i>	Teacher does not make connections between content and students' life experiences or the connections are insensitive and/or inappropriate.	Teacher attempts to make connections between the content and students' life experiences; some connections may be inappropriate.	Teacher makes frequent, appropriate connections between the content and students' life experiences.	Teacher makes frequent and appropriate connections between the content and students' life experiences. Teacher includes suggestions offered by students.
C.	<i>Designs self-directed learning experiences</i>	Teacher does not design learning experiences that engage students in self-directed learning.	Teacher designs limited learning experiences that engage students in self-directed learning.	Teacher designs frequent learning experiences that engage students in challenging, self-directed learning.	Teacher designs frequent learning experiences that engage students in challenging, self-directed learning. Teacher seeks student input in the design of such experiences.

***NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards***

Element II.4: Teachers establish goals and expectations for all students that are aligned with learning standards and allow for multiple pathways to achievement.

NYSED Indicators: *Design learning experiences that are aligned with learning standards. Articulate clear learning objectives that align with learning standards. Include opportunities for students to achieve learning goals in a variety of ways.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Aligns learning standards</i>	Teacher does not design learning experiences that are aligned with learning standards.	Teacher designs some learning experiences that are aligned with learning standards.	Teacher designs most learning experiences that are aligned with learning standards.	Teacher designs all learning experiences that are aligned with learning standards.
B.	<i>Articulates learning objectives/goals with learning standards</i>	Teacher is unable to articulate how learning objectives are aligned with learning standards and/or how students will achieve the learning goals.	Teacher is able to articulate how some learning objectives are aligned with learning standards and has designed some opportunities for students to achieve the learning goals.	Teacher is able to articulate how the learning objectives align with learning standards and includes several different opportunities for students to achieve the learning goals including application of 21 st Century Skills.	Teacher is able to articulate how the learning objectives are aligned with learning standards and includes several different opportunities for students to achieve the learning goals including application of 21 st Century Skills. Students suggest additional ways in which to demonstrate their learning.

NYSUT's Teacher Practice Rubric
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New York State Teaching Standards

Element II.5: Teachers design relevant instruction that connects students' prior understanding and experiences to new knowledge.
NYSED Indicators: Determine current levels of student understanding and knowledge of content through questioning techniques, discussion, and other methods. Address common misconceptions in the content area through instructional methods. Design learning experiences that connect students' prior knowledge and instruction.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Designs instruction using current levels of student understanding</i>	Teacher does not use students' responses to questions, discussion, or other work nor considers possible misconceptions when planning instruction.	Teacher uses students' responses to questions, discussion or other work, and may or may not consider common misconceptions when planning instruction.	Teacher uses students' responses to questions, discussion, and other work, and considers common misconceptions when planning instruction.	Teacher uses individual students' responses to questions, discussion, and other work, and routinely considers common misconceptions when planning instruction.
B.	<i>Designs learning experiences using prior knowledge</i>	Teacher does not design learning experiences that connect students' prior content knowledge to new learning.	Teacher designs some learning experiences that connect prior content knowledge to new learning.	Teacher designs learning experiences that connect prior content knowledge to new learning within and across disciplines.	Teacher designs learning experiences that connect prior content knowledge to new learning. Teacher plans opportunities for students themselves to make connections to prior learning within and across disciplines.

NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Element II.6: Teachers evaluate and utilize curricular materials and other appropriate resources to promote student success in meeting learning goals.

NYSUT Indicators: Organize physical space to reflect an awareness of learner needs and curricular goals. Incorporate a knowledge and understanding of technology in their lessons to enhance student learning. Organize and effectively use time to achieve learning goals. Select and adapt curricular materials to align with state standards and meet diverse learning needs. Access appropriate resources to meet specific learning differences or needs.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	Organizes physical space	Teacher does not plan the use of physical space to meet learner needs and curricular goals.	Teacher plans the use of physical space to meet some learner needs and curricular goals.	Teacher plans the use of physical space to meet all learner needs and curricular goals.	Teacher plans the use of physical space to meet all learner needs and curricular goals. Teacher acknowledges student suggestions for physical space.
B.	Incorporates technology	Teacher does not understand how technology can enhance student learning or chooses not to use technology even when aware of the benefits.	Teacher occasionally incorporates available technology in lessons to enhance student learning or technology is used for communication and relatively rote activities.	Teacher regularly incorporates available technology in lessons to enhance student learning. Technology is used to extend and apply learning in the lesson beyond communication and completion of classroom assignments.	Teacher regularly incorporates available technology in lessons to enhance student learning. Technology is used to support complex understanding of subject matter.

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C.	<i>Organizes time</i>	Teacher does not consider time allocations to achieve learning goals.	Teacher considers time allocations but those times may be either too long or too short to achieve the learning goals.	Teacher assigns reasonable time allocations to achieve learning goals and adjusts if students need more or less time.	Teacher assigns reasonable time allocations to achieve the learning goals and adjusts if students need more or less time. Students may request additional or less time to achieve learning goals.
D.	<i>Selects materials and resources</i>	Teacher is unaware of curricular materials and resources that align with student learning standards or is aware but chooses not to use or adapt materials and resources to meet diverse learning needs.	Teacher selects curricular materials and resources that align with student learning standards. Teacher occasionally adapts materials and resources to meet diverse learning needs.	Teacher selects curricular materials and resources that align with student learning standards. Teacher regularly adapts materials and resources to meet diverse learning needs.	Teacher selects a variety of curricular materials and resources that align with student learning standards. Teacher regularly adapts materials to meet diverse learning needs and seeks out additional materials and resources to support student learning.

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Standard III: Instructional Practice

Teachers implement instruction that engages and challenges all students to meet or exceed the learning standards.

Effective instruction is the critical interactive work that teachers undertake when they bring complex content to life for students. Teachers design instruction to integrate content areas and weave together knowledge of students, content, assessment, and reflection in the instructional process. Teachers use available technologies to scaffold student learning. There is an emphasis on teacher facilitation and fostering student ownership, problem solving, inquiry, real-life connections and relevance. Teachers prepare students for the future by fostering creativity, critical thinking, communication, and collaboration.

Element III.1: Teachers use research-based practices and evidence of student learning to provide developmentally appropriate and standards-driven instruction that motivates and engages students in learning.

NYSED Indicators: Align instruction to standards. Implement instruction proven to be effective in prior research. Students are actively and cognitively engaged through teacher facilitation of student-to-student and student-to-teacher interactions.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Aligns instruction to standards</i>	Teacher does not implement learning experiences that are aligned with learning standards.	Teacher implements some learning experiences that are aligned with learning standards.	Teacher implements most learning experiences that are aligned with learning standards.	Teacher implements all learning experiences that are aligned with learning standards.
B.	<i>Uses research-based instruction</i>	Teacher does not use research-based instructional practices.	Teacher uses some research-based instructional practices.	Teacher uses multiple research-based instructional practices.	Teacher uses multiple research-based instructional practices. Teacher seeks out the newest research to deepen and expand instruction.
C.	<i>Engages students</i>	Teacher's instructional practices engage students at a low level of cognitive challenge. Students have little interaction with the teacher or with peers.	Teacher's instructional practices engage students at an insufficient level of cognitive challenge. Students have occasional opportunities to interact with the teacher and/or with peers.	Teacher's instructional practices engage students at an appropriately high level of cognitive challenge. Students have regular and ongoing opportunities to interact with the teacher and with peers. Students initiate interactions to deepen cognitive engagement.	Teacher's instructional practices engage students at an appropriately high level of cognitive challenge. Students have regular and ongoing opportunities to interact with the teacher and with peers. Students initiate interactions to deepen cognitive engagement.

Element III.2: Teachers communicate clearly and accurately with students to maximize their understanding and learning.

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NYSED Indicators: *Students understand directions and procedures. Teachers use a variety of questioning techniques to advance student learning and reflection. Students' comments and questions are acknowledged and utilized to advance learning. Students understand lesson content through teachers' use of oral, written and graphic methods. Adjust communication in response to student needs.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Provides directions and procedures</i>	Teacher directions and procedures are confusing to students. Teacher does not adjust explanation to meet student needs.	Teacher directions and procedures are clarified after initial student confusion. Teacher attempts to adjust explanations to meet student needs.	Teacher directions and procedures are clear to students. Teacher adjusts explanations to meet student needs.	Teacher directions and procedures are clear, complete, and anticipate possible student misunderstanding. Teacher adjusts explanations to meet the needs of individual students.
B.	<i>Uses questioning techniques</i>	Teacher's questions are largely closed in nature. Questions do not invite a thoughtful response or further discussion.	Teacher's questions are a combination of open and closed questions. Some questions invite a thoughtful response and/or further discussion.	Most of teacher's questions are open in nature and engage students in deeper thinking and further discussion.	Teacher's questions are open in nature and challenge students to think and demonstrate reasoning. Students formulate many questions to advance their understanding.
C.	<i>Responds to students</i>	Teacher ignores students' questions/comments and/or provides a response that shuts down student learning.	Teacher responds to some students' questions/comments. Response gives students the answer rather than challenge student thinking.	Teacher responds to students' questions/comments. Responses challenge student thinking.	Teacher and students respond to students' questions/comments. Responses challenge all students' thinking.
D.	<i>Communicates content</i>	Teacher's spoken language is inaudible, and/or written language is illegible. Spoken or written language contains errors. Graphic methods are not used or used ineffectively.	Teacher's spoken language is audible, and written language is legible. Both are used correctly. Graphic methods are used occasionally.	Teacher's spoken and written language is clear and correct. Graphic methods are used regularly to enhance content understanding.	Teacher's spoken and written language is correct and expressive. Graphic methods are used regularly to enhance content understanding. Students offer their own graphic representation of the content.

Element III.3: Teachers set high expectations and create challenging learning experiences for students.

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NYSED Indicators: *Articulate high expectations for all students. Students have a clear understanding of measures of success. Teachers challenge and support all students by incorporating various instructional strategies, experiences and resources.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Establishes high expectations</i>	Teacher articulates low expectations for most or all students.	Teacher articulates moderate expectations for most or all students or articulates different expectations for different groups of students.	Teacher articulates high expectations for all students.	Teacher articulates high expectations for all students, and differentiates instruction to ensure that all students meet the expectations.
B.	<i>Articulates measures of success</i>	Teacher does not articulate how success will be measured; students are unaware of the criteria for success.	Teacher articulates how success will be measured; students may be confused about the criteria for success.	Teacher articulates how success will be measured. Students can articulate how their success will be measured and have scoring criteria and exemplars as models.	Teacher articulates how success will be measured. Students can articulate how their success will be measured and have scoring criteria and exemplars as models. Students have created or analyzed the success criteria with the teacher.
C.	<i>Implements challenging learning experiences</i>	Teacher does not challenge or support all students through instructional strategies, learning experiences and/or resources.	Teacher attempts to challenge and support all students through instructional strategies, learning experiences and/or resources, but efforts are ineffective or limited.	Teacher persists in seeking approaches to challenge and support all students, drawing on a broad repertoire of strategies, learning experiences, and resources.	Teacher persists in seeking approaches to challenge and support all students, drawing on a broad repertoire of strategies, experiences, and resources, soliciting additional resources from colleagues and/or the community.

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Element III.4: Teachers explore and use a variety of instructional approaches, resources, and technologies to meet diverse learning needs, engage students and promote achievement.

NYSED Indicators: *Use an understanding of students' diverse backgrounds to individualize interactions and differentiate instruction. Incorporate instructional approaches and technologies to provide students with opportunities to demonstrate mastery of learning outcomes. Incorporate into instruction motivating and meaningful opportunities in learning experiences.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Differentiates instruction</i>	Teacher uses instructional strategies that are not appropriate to students or to instructional purposes, and do not motivate or cognitively challenge students.	Teacher uses only some instructional strategies that are appropriate to students or to the instructional outcomes. Some strategies motivate and represent a moderate cognitive challenge.	Teacher uses instructional strategies that are appropriate to all students and to the instructional outcomes, and strategies motivate and represent significant cognitive challenge and promote an awareness of 21 st Century Skills.	Teacher uses instructional strategies that motivate and engage all students in high-level cognitive activities that reflect instructional outcomes, 21 st Century Skills, and are differentiated, as appropriate, for individual and diverse learners.
B.	<i>Implements strategies for mastery of learning outcomes</i>	Teacher adheres rigidly to an instructional approach, even when a change is clearly needed to allow students to demonstrate mastery of learning outcomes.	Teacher attempts to incorporate instructional approaches and technologies to allow students to demonstrate mastery of learning outcomes, with partially successful results.	Teacher incorporates instructional approaches and technologies to allow students to demonstrate mastery of learning outcomes.	Teacher seamlessly incorporates instructional approaches and technologies to allow students to demonstrate mastery of learning outcomes. Students suggest instructional strategies that will help them demonstrate their own learning.

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Element III.5: Teachers engage students in the development of multi-disciplinary skills, such as communication, collaboration, critical thinking, and use of technology.

NYSUT Indicators: *Students synthesize and express ideas both in written and oral formats. Students work effectively with others, including those from diverse groups and with opposing points of view. Students make decisions, solve problems, and take actions as appropriate.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Provides opportunities for collaboration</i>	The teacher provides few opportunities for students to collaborate with others.	The teacher provides occasional opportunities for students to collaborate with others from diverse groups and/or with opposing points of view.	The teacher provides regular opportunities for students to collaborate with others from diverse groups and with opposing points of view.	The teacher provides regular opportunities for students to collaborate with others from diverse groups and with opposing points of view. Students themselves ensure that all voices and ideas are heard in the discussion.
B.	<i>Provides synthesis, critical thinking, and problem-solving</i>	Teacher provides few opportunities in written or oral format for students to synthesize, think critically, or problem solve. The teacher does not use the available technology to support instruction.	Teacher provides occasional opportunities in written or oral format for students to synthesize, think critically, and problem solve. Teacher and students use the available technology with limited effectiveness.	Teacher provides regular opportunities in written or oral format for students to synthesize, think critically, problem solve and to use available technology in alignment with 21 st Century Skills.	Teacher provides regular opportunities in written or oral format for students to synthesize, think critically, problem solve and use available technology in alignment with 21 st Century Skills. Students initiate collaborative, problem-solving opportunities.

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Element III.6: Teachers monitor and assess student progress, seek and provide feedback, and adapt instruction to student needs.
NYSED Indicators: Utilize various types of formative assessment during instruction to monitor and check for student understanding and assess progress. Seek and provide feedback during and after instruction. Adjust the pace of instruction, focus of instruction, and method of delivery based on student progress.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Uses formative assessment</i>	Teacher does not use formative assessment during instruction and does not monitor student learning.	Teacher occasionally uses formative assessment. Teacher monitors student learning unevenly.	Teacher frequently uses formative assessment to immediately inform instruction. Teacher monitors the progress of students, using assessment data.	Teacher always uses formative assessment to immediately inform instruction. Teacher monitors the progress of individual students and uses a variety of formative assessments to adjust and differentiate instruction to meet individual needs.
B.	<i>Provides feedback during and after instruction</i>	Teacher's feedback to students is limited, infrequent and/or irrelevant.	Teacher's feedback to students is inconsistent in timeliness, frequency and/or relevance. Feedback inconsistently advances student learning.	Teacher's feedback to students is timely, frequent, and relevant. Feedback frequently advances student learning.	Teacher's feedback to students is timely, frequent, and relevant. Feedback consistently advances student learning. Students make use of the feedback in their learning.
C.	<i>Adjusts pacing</i>	Teacher does not use student progress to adjust the pace, focus, or delivery of instruction.	Teacher occasionally uses student progress to adjust the pace, focus, or delivery of instruction.	Teacher uses student progress to immediately adjust the pace, focus, or delivery of instruction.	Teacher uses student progress to immediately adjust the pace, focus, or delivery of instruction. Students self-assess progress and suggest adjustments to instruction.

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Standard IV: Learning Environment

Teachers work with all students to create a dynamic learning environment that supports achievement and growth. The classroom environment is a critical aspect of a teacher's skill in promoting learning. Students can't concentrate on academic content if they don't feel comfortable in the classroom. If the atmosphere is negative, if students fear ridicule, if the environment is chaotic, no one – neither students nor teacher – can focus on learning. Teachers who excel in Standard 4 create an atmosphere of excitement about the importance of learning and the significance of the content. Skills in Standard 4 are demonstrated through classroom interactions and observations.

Element IV.1: Teachers create a mutually respectful, safe, and supportive learning environment that is inclusive of every student. NYSED Indicators: Caring and respectful in interactions with students. Embrace student diversity as an asset in the classroom. Recognize and reinforce positive interactions among students. Create a climate of acceptance and respect. Create an environment where students feel a sense of responsibility to one another.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Interactions with students</i>	Teacher interaction with at least some students is inappropriate to the age or culture of the students. The classroom climate is not conducive to feeling accepted or free to take learning risks.	Teacher-student interactions are generally appropriate but may reflect occasional inconsistencies, favoritism, or disregard for students' cultures. Only some students feel accepted and free to take learning risks.	Teacher-student interactions demonstrate general caring and respect. Interactions are appropriate to the ages and cultures of the students. Teacher creates a safe learning environment where students feel accepted and free taking learning risks.	Teacher-student interactions reflect genuine respect, caring, and cultural understanding for individuals as well as groups of students. Teacher creates a safe learning environment where all students feel accepted and free taking learning risks.
B.	<i>Supports student diversity</i>	Teacher ignores diversity in the classroom and does not use it to support the learning environment.	Teacher acknowledges diversity in the classroom but is inconsistent in using it to enrich the learning environment.	Teacher acknowledges student diversity and uses it as an opportunity to enrich the learning environment.	Teacher acknowledges student diversity and uses it as an opportunity to enrich the learning environment. Students take initiative to respect and support diversity.

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C.	<i>Reinforces positive interactions among students</i>	Teacher does not address student interactions that are inappropriate and disrespectful.	Teacher inconsistently addresses inappropriate student interactions.	Teacher ensures that student interactions are generally polite and respectful. Such interactions are appropriate to the age and cultures of the students.	Teacher ensures that students demonstrate respect for one another and monitor one another's treatment of peers. Students correct classmates respectfully when needed, and assume and demonstrate personal responsibility.
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Element IV.2: Teachers create an intellectually challenging and stimulating learning environment.

NYSED Indicators: *Encourage students to set high standards and expectations for their own performance. Motivate students to initiate their own learning and strive to achieve challenging learning goals. Promote students' curiosity and enthusiasm for learning. Students are actively engaged in learning. Students openly express their ideas. Students show pride in their work and accomplishments.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Establishes high expectations for achievement</i>	Teacher discourages students from expressing their ideas, and/or initiating their own learning and achievement.	Teacher inconsistently creates an environment where students express their ideas, take initiative and have high expectations for their own learning and achievement.	Teacher creates an environment where students are encouraged to express their ideas, take initiative and have high expectations for their own learning and achievement.	Teacher creates an environment where all students are expected to express their ideas, take initiative and have high expectations for their own learning and achievement. Students monitor their own progress as they strive to meet challenging learning goals.
B.	<i>Promotes student curiosity and enthusiasm</i>	Teacher conveys a negative attitude, suggesting that learning is not important or has been mandated. Students are not cognitively engaged in learning.	Teacher conveys importance of learning, but with little conviction and only minimal apparent buy-in by the students. Some students are cognitively engaged.	Teacher conveys enthusiasm for learning, and students demonstrate consistent commitment to its value. Students are cognitively engaged in appropriately challenging learning.	Teacher conveys genuine enthusiasm for learning. Students—through their curiosity, initiative, and active participation—demonstrate enthusiasm for learning. Students are cognitively engaged and striving to meet challenging learning goals.

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C.	<i>Promotes student pride in work and accomplishments</i>	Teacher does not promote a sense of pride in student work or accomplishment. Students are not motivated to complete work or are unwilling to persevere.	Teacher inconsistently promotes a sense of pride in student work or accomplishment. Students minimally accept the responsibility to "do good work" but invest little of their energy into its quality.	Teacher consistently promotes a sense of pride in student work or accomplishment. Students accept the teacher's insistence on work of high quality and demonstrate perseverance.	Teacher consistently promotes a sense of pride in student work or accomplishment. Student work demonstrates innovation, flexibility, originality, and perseverance in their work.
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Element IV.3: Teachers manage the learning environment for the effective operation of the classroom.

NYSED Indicators: Establish, communicate, and maintain clear standards and expectations for student behavior. Develop, implement, and adapt routines and procedures to manage activities and transitions. Facilitate instructional groupings to maximize student participation, cooperation, and learning. Students exhibit respectful classroom interactions.

Indicators	Ineffective	Developing	Effective	Highly Effective
<i>A. Establishes expectations for student behavior</i>	The teacher has not established standards of conduct, or students are confused by the standards.	The teacher has established standards of conduct, and most students seem to understand them.	The teacher has established standards of conduct and they are clear to all students.	The teacher and students have established standards of conduct. They are clear to all students and appear to be internalized.
<i>B. Establishes routines, procedures and transitions</i>	The teacher's routines, procedures, and transitions are chaotic, with much instructional time being lost between activities or lesson segments.	The teacher's routines, procedures, and transitions are somewhat efficient, resulting in some loss of instructional time.	Teacher's routines, procedures, and transitions occur smoothly, with little loss of instructional time. Students assume some responsibility under teacher direction.	Teacher's routines, procedures, and transitions are seamless, with students assuming responsibility in ensuring their efficient operation.
<i>C. Establishes instructional groups</i>	Teacher's grouping results in students who are not working with the teacher, are not productively engaged in learning and/or exhibit disrespect to the teacher and/or other students.	Teacher's grouping results in students in only some groups being productively engaged in learning while unsupervised by the teacher. Student behavior is generally appropriate but occasionally may reflect disrespect for one another.	Teacher's grouping results in small group work being well organized and most students are productively engaged in learning while unsupervised by the teacher. Student behavior is generally polite and respectful.	Teacher's grouping results in small group work being well organized and students are productively engaged at all times, with students assuming responsibility for productivity. Students work independently and collaboratively to accomplish goals. Student behavior is consistently polite and respectful.

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Element IV.4: Teachers organize and utilize available resources (e.g. physical space, time, people, technology) to create a safe and productive learning environment.

NYSUT Indicators: Arrange and adapt the physical environment to accommodate individual and group learning needs. Ensure that all students have equitable access to available resources and technologies. Effectively use the services and skills of available volunteers and paraprofessionals. Know and implement policies and procedures to ensure classroom safety.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Organizes the physical environment</i>	Teacher has not organized the physical environment to meet student learning needs, or the teacher makes poor or inequitable use of physical resources.	Teacher has organized the physical environment to adequately accommodate student learning needs. Available resources and technologies are accessible to most students. The resources may be adjusted for a lesson, but with limited effectiveness.	Teacher has organized the physical environment to accommodate all student learning needs. Available resources and technologies are equally accessible to all students. Students adjust the resources to advance their learning.	Teacher has organized the physical environment to accommodate all student learning needs. Available resources and technologies are equally accessible to all students. Students adjust the resources to advance their learning.
B.	<i>Manages volunteers and/or paraprofessionals</i>	Teacher does not effectively use the services and skills of available paraprofessionals and/or volunteers.	Teacher attempts to use the services and skills of available paraprofessionals and/or volunteers with limited effectiveness.	Teacher effectively uses the services and skills of available paraprofessionals and/or volunteers.	Teacher effectively uses the services and skills of available paraprofessionals and/or volunteers, and supports their contributions to a productive learning environment.
C.	<i>Establishes classroom safety</i>	Teacher does not know, or knows but does not implement classroom safety procedures.	Teacher inconsistently implements classroom safety procedures.	Teacher consistently implements classroom safety procedures.	Teacher knows and implements classroom safety procedures consistently. Students have internalized the safety procedures.

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Standard V: Assessment for Student Learning

Teachers use multiple measures to assess and document student growth, evaluate instructional effectiveness, and modify instruction. Assessment is an integral part of the instructional process. The design of instruction must account for a range of assessment strategies: formative and summative, formal and informal. High quality assessment practice makes students fully aware of criteria and performance standards, informs teacher's instructional decisions, and leverages both teacher and student feedback. Further, these practices also incorporate student self-assessment and teacher analysis and reflection to inform instruction.

Element V.1: Teachers design, select, and use a range of assessment tools and processes to measure and document student learning and growth.

NYSED Indicators: *Use appropriate diagnostic and ongoing assessment to establish learning goals and inform instruction. Use formative assessment to inform teaching and learning. Use summative assessment to measure and record student achievement. Design assessments that are aligned with curricular and instructional goals. Design and adapt assessments that accurately determine mastery of skills and knowledge. Use multiple measures and multiple formats, including available technology, to assess and document student performance. Implement required assessment accommodations.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Uses assessments to establish learning goals and inform instruction</i>	Teacher does not use appropriate diagnostic or ongoing formative assessment to establish learning goals or to inform instruction.	Teacher occasionally uses appropriate diagnostic and ongoing formative assessment to establish learning goals and inform instruction.	Teacher frequently uses appropriate diagnostic and ongoing formative assessment to establish learning goals and inform instruction.	Teacher regularly and skillfully uses appropriate diagnostic and ongoing formative assessment to establish learning goals and inform instruction.
B.	<i>Measures and records student achievement</i>	Teacher does not use multiple measures to determine a summative assessment of student achievement. Teacher rarely and/or ineffectively uses multiple formats, including available technology, to document student performance.	Teacher uses limited measures to determine a summative assessment of student achievement. Teacher inconsistently uses multiple formats, including available technology, to document student performance.	Teacher uses multiple measures to determine a summative assessment of student achievement. Teacher consistently uses multiple formats, including available technology, to document student performance.	Teacher uses multiple measures to determine a summative assessment of student achievement. Teacher consistently uses multiple formats, including available technology, to document student performance. Students participate in documenting their own performance.

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C.	<i>Aligns assessments to learning goals</i>	Teacher designs assessments that are not aligned with curricular and instructional goals and do not accurately determine mastery of student skills and knowledge.	Teacher designs some assessments that are aligned with curricular and instructional goals and accurately determine mastery of student skills and knowledge.	Teacher designs most assessments to align with curricular and instructional goals and to accurately determine mastery of student skills and knowledge.	Teacher designs all assessments to align with curricular and instructional goals and to accurately determine mastery of each student's skills and knowledge.
D.	<i>Implements testing accommodations</i>	Teacher does not implement required testing accommodations.	Teacher inconsistently implements required testing accommodations.	Teacher consistently implements required testing accommodations.	Teacher consistently implements required testing accommodations. Teacher works with specialists as necessary to ensure accommodations meet student needs.

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Element V.2: Teachers understand, analyze, interpret, and use assessment data to monitor student progress and to plan and differentiate instruction.

NYSUT Indicators: *Analyze data accurately. Provide timely feedback to students to engage them in self-reflection and self-improvement. Use assessment data to set goals and design and differentiate instruction. Engage students in self-assessment of their learning goals, strategies, and outcomes.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Analyzes assessment data</i>	Teacher does not analyze assessment data or analyzes it inaccurately.	Teacher analyzes data accurately but has a rudimentary understanding of the data.	Teacher analyzes data accurately to monitor student progress and inform instruction.	Teacher analyzes data accurately to monitor student progress and design differentiated instruction.
B.	<i>Uses assessment data to set goals and provide feedback to students</i>	Teacher does not use feedback or assessment data to set goals with students or to design differentiated instruction.	Teacher occasionally uses feedback and assessment data to set goals with students and to design differentiated instruction.	Teacher frequently uses feedback and assessment data to set goals with students and to design differentiated instruction.	Teacher regularly uses feedback and assessment data to set goals with students and to design differentiated instruction; students self-monitor their progress towards their goals.
C.	<i>Engages students in self-assessment</i>	Teacher does not engage students in self-assessment of their learning goals, strategies, or outcomes.	Teacher occasionally engages students in self-assessment of their learning goals, strategies, and outcomes.	Teacher frequently engages students in self-assessment of their learning goals, strategies, and outcomes.	Teacher regularly engages students in self-assessment of their learning goals, strategies, and outcomes and suggests next steps for achieving the learning goals.

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Element V 3: Teachers communicate information about various components of the assessment system
NYSED Indicators: Provide access to information on assessments. Provide appropriate information and interpretation of various assessment data.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	Accesses and interprets assessments	Teacher does not provide appropriate information about or interpretation of various assessment data.	Teacher provides appropriate information; interpretation of various assessment data may be rudimentary.	Teacher provides appropriate information about and accurate interpretation of various assessment data.	Teacher provides appropriate information about and accurate interpretation of various assessment data. Students contribute information and interpretation of data.

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Element V.4: Teachers reflect upon and evaluate the effectiveness of their comprehensive assessment system to make adjustments to it and plan instruction accordingly.

NYSED Indicators: *Demonstrate an understanding of assessment measures, grading, and procedures. Teachers develop a plan for their overall assessment system. Use their plans and assessment data to adjust teaching and assessment practices.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Understands assessment measures and grading procedures</i>	Teacher demonstrates little understanding of student assessment measures, or grading procedures.	Teacher demonstrates limited understanding of student assessment measures or grading procedures.	Teacher demonstrates understanding of student assessment measures and grading procedures as a means of monitoring student progress.	Teacher demonstrates understanding of student assessment measures and grading procedures as means of monitoring progress for individual students.
B.	<i>Establishes an assessment system</i>	Teacher does not have an overall assessment system in which formative and/or summative data is used to inform instruction.	Teacher develops a rudimentary plan for an overall assessment system in which formative and summative data can be used to inform instruction	Teacher develops a plan for an overall assessment system in which formative and summative data is used to inform instruction	Teacher develops a comprehensive plan for an overall assessment system in which formative and summative data is used to inform instruction. The system is reviewed regularly, and adjustments are made as needed.

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Element V.5: Teachers prepare students to understand the format and directions of assessments used and the criteria by which the students will be evaluated.

NYSED Indicators: *Communicate the purposes of the assessments they use. Prepare all students for the demands of particular assessment formats and provide accommodations, including appropriate accommodations in testing conditions for students with exceptional learning needs. Articulate assessment criteria to students and provide parameters for success. Students practice various formats of assessments using authentic curriculum. Equip students with assessment skills and strategies.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Communicates purposes and criteria</i>	Teacher does not communicate purposes of assessments, the assessment criteria or the parameters for success to students.	Teacher communicates purposes of assessments, the assessment criteria or the parameters for success to students, but for some students, the explanation is unclear.	Teacher communicates purposes of assessments, the assessment criteria, and the parameters for success, and the explanation is clear to most students.	Teacher communicates purposes of assessments, the assessment criteria, and the parameters for success clearly to all students. Students are able to explain purposes and criteria to others.
B.	<i>Provides preparation and practice</i>	Teacher does not prepare students for assessment formats using authentic curriculum and/or does not provide appropriate accommodations including accommodations in testing conditions for exceptional students with exceptional learning needs. Teacher rarely seeks out specialists to ensure accommodations meet individual student needs.	With limited success, teacher prepares students for assessment formats using authentic curriculum and provide appropriate accommodations including accommodations in testing conditions for students with exceptional learning needs. Teacher occasionally seeks out specialists to ensure accommodations meet individual student needs.	Teacher prepares students for assessment formats using authentic curriculum and provides appropriate accommodations including accommodations in testing conditions for students with exceptional learning needs. Teacher frequently seeks out specialists to ensure accommodations meet individual student needs.	Teacher prepares students for assessment formats using authentic curriculum and provides appropriate accommodations including accommodations in testing conditions for students with exceptional learning needs. Teacher consistently seeks out specialists/resources to ensure accommodations meet individual student needs.

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C.	<i>Provides assessment skills and strategies</i>	Teacher does not equip students with assessment skills and/or strategies.	Teacher equips students with some assessment skills and/or strategies. Some students apply the skills and/or strategies when coached by teacher.	Teacher equips students with several assessment skills and strategies. Students apply the skills and strategies when coached by teacher.	Teacher equips students with multiple assessment skills and strategies. Students independently apply the skills and strategies.
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Standard VI: Professional Responsibilities and Collaboration

Teachers demonstrate professional responsibility and engage relevant stakeholders to maximize student growth, development, and learning.

Teaching professionals display the highest standards of integrity and ethical conduct; they are intellectually honest and conduct themselves in ways consistent with a comprehensive moral code. Educators recognize that the purpose of schools is to educate students and embrace a responsibility to ensure, that to the best of their ability, every student will learn. Teachers are keenly alert to and advocate for the needs of their students. Educators demonstrate a commitment to professional standards, problem solving and decision-making. Professional educators comply with school, district, state and federal regulations and procedures.

Element VI.1: Teachers uphold professional standards of practice and policy as related to students' rights and teachers' responsibilities.

NYSED Indicators: *Demonstrate a high standard for honesty, integrity, ethical conduct, and confidentiality when interacting with students, families, colleagues, and the public. Are proactive and advocate to meet the needs of students. Use self-reflection and stakeholder feedback to inform and adjust professional behavior. Advocate, model, and manage safe, legal, and ethical use of information and technology, including respect for intellectual property and the appropriate documentation of sources. Complete training in response to State and local requirements and jurisdictions.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Demonstrates ethical, professional behavior</i>	Teacher interactions with colleagues, students, families and the public are characterized by dishonesty and/or unethical, self-serving conduct. Teacher is not self-reflective and/or unreceptive to feedback as a way to adjust professional behavior.	Teacher interactions with colleagues, students, families and the public are usually characterized as honest and ethical. Teacher occasionally self-reflects and/or accepts feedback as a way to adjust professional behavior.	Teacher interactions with colleagues, students, families and the public are consistently characterized by high standards of honesty, integrity, and ethics. Teacher is self-reflective and uses feedback as a way to adjust professional behavior.	Teacher interactions with colleagues, students, families and the public consistently model the highest standards of honesty, integrity, and ethics. Teacher is self-reflective and uses feedback as a way to adjust professional behavior. Teacher seeks out stakeholder feedback on his/her own initiative.

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B.	<i>Advocates for students</i>	Teacher does not advocate to meet the needs of students resulting in some students or groups being ill served.	Teacher sometimes advocates to meet the needs of students efforts.	Teacher consistently advocates to meet the students' needs.	Teacher is proactive in advocating for students' needs, and in seeking out resources when necessary.
C.	<i>Demonstrates ethical use of information technology</i>	Teacher does not comply with or advocate for the ethical use of information or information technology.	Teacher sometimes complies with and advocates for the ethical use of information and information technology.	Teacher consistently complies with and advocates for the ethical use of information and information technology.	Teacher consistently models ethical use of information and information technology, and ensures respect for intellectual property rights, credits sources, and adheres to safe and legal use guidelines.
D.	<i>Completes training to comply with State and local requirements and jurisdictions.</i>	Teacher does not complete trainings to meet State and local requirements.	Teacher inconsistently completes trainings to meet State and local requirements.	Teacher consistently completes trainings to meet State and local requirements.	Teacher seeks out training opportunities to meet or exceed State and local requirements, and contributes positively to student achievement.

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Element VI.2: Teachers engage and collaborate with colleagues and the community to develop and sustain a common culture that supports high expectations for student learning.
NYSUT Indicators: *Support and promote the shared school and district vision and mission to support school improvement. Participate actively as a part of an instructional team. Share information and best practices with colleagues to improve practice. Demonstrate an understanding of the school as an organization within a historical, cultural, political, and social context. Collaborate with others both within and outside the school to support student growth, development, and learning. Collaborate with the larger community to access and share learning resources*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Supports the school as an organization with a vision and mission</i>	Teacher fails to understand or acknowledge the school's historical, cultural, political or social context. Teacher does not support the school and district vision and mission and/or engages in practices that are explicitly contrary to the vision and mission.	Teacher has a general understanding of the school as an organization with an historical, cultural, political and social context, and has a general awareness of the school and district mission and vision, but is inconsistent in supporting or promoting the vision and mission.	Teacher understands the school as an organization with an historical, cultural, political and social context that influences school policy practices, and the school and district mission and vision. The teacher supports the vision and mission for the purpose of school improvement.	Teacher understands the school as an organization with an historical, cultural, political and social context that influences school policy, practices and the school and district mission and vision. The teacher is aware of and actively promotes the school and district mission and vision, and strives to help others understand them.
B.	<i>Participates on an instructional team.</i>	Teacher makes no effort to collaborate with teammates or to share information and/or best practices with colleagues to support high expectations for student learning.	Teacher inconsistently collaborates with teammates to fulfill duties. Teacher shares limited information and/or best practices with colleagues to support high expectations for student learning.	Teacher collaborates with teammates to support high expectations for student learning. Teacher regularly shares information and/or best practices with colleagues to improve practice and to support high expectations for student learning.	Teacher proactively collaborates with teammates to support high expectations for student learning. Teacher consistently shares information and/or best practices with colleagues.

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C.	<i>Collaborates with the larger community</i>	Teacher does not to collaborate with the larger community to access and/or share learning resources.	Teacher occasionally collaborates with the larger community to access and share learning resources when invited or required to do so.	Teacher frequently collaborates with the larger community to access and share learning resources.	Teacher regularly and willingly leads efforts to collaborate with the larger community to access and share learning resources.
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NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Element VI.3: Teachers communicate and collaborate with families, guardians, and caregivers to enhance student development and success.

NYSED Indicators: Invite families, guardians and caregivers to share information to enhance and increase student development and achievement. Communicate student performance and progress in various ways and provide opportunities for discussion. Suggest strategies and ways in which families can participate in and contribute to their student's education.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Engages families</i>	Teacher does not engage with family's guardians/caregivers to share information to involve families in the instructional program or to enhance student development and achievement.	Teacher occasionally engages with families, guardians/caregivers to share information and strategies to involve families in the instructional program and to enhance student development and achievement.	Teacher frequently engages with families, guardians/caregivers to share information and strategies to involve families in the instructional program and to enhance student development and achievement.	Teacher regularly engages individual families, guardians/caregivers to share information and strategies to involve families in the instructional program and to enhance student development and achievement. Students contribute ideas that encourage family participation.
B.	<i>Communicates student performance</i>	Teacher rarely or does not communicate expectations, student performance, or progress, and/or discussions are addressed in a manner that is insensitive, negative, or blaming.	Teacher occasionally communicates expectations, student performance, or progress. Discussions are occasionally respectful of and sensitive to cultural norms.	Teacher regularly communicates expectations, student performance or progress. Discussions are frequent, respectful, and sensitive to cultural norms.	Teacher establishes processes that enable and encourage regular, two-way communication. Students facilitate communication between the family and school. Discussions are frequent, respectful, and sensitive to cultural norms.

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Element VI.4: Teachers manage and perform non-instructional duties in accordance with school district guidelines or other applicable expectations.

NYSUT Indicators: *Collect required data and maintain timely and accurate records (e.g. plan books, lunch counts, attendance records, student records, etc.). Manage their time and attendance in accordance with established guidelines. Maintain classroom and school resources and materials. Participate in school and district events.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Maintains records</i>	Teacher does not collect required data and/or records are in disarray, incomplete, or error-filled.	Teacher collects required data, monitoring is required to maintain accuracy.	Teacher collects required data that is timely and accurately maintained.	Teacher's system for collecting and maintaining required data is highly effective and accurate with students contributing to its operation and maintenance as appropriate.
B.	<i>Manages time and attendance</i>	Teacher does not manage time and/or attendance in adherence with district guidelines, negatively impacting student learning.	Teacher usually manages time and/or attendance in adherence with district guidelines. Student learning is not negatively impacted.	Teacher always manages time and attendance in adherence with district guidelines. Teacher attendance is regular and professional, ensuring uninterrupted student learning.	Teacher always manages time and attendance in adherence with district guidelines. Teacher attendance is exemplary; ensuring that student learning is always a priority.
C.	<i>Maintains classroom and school resources and materials</i>	Teacher does not maintain classroom and/or school resources and materials.	Teacher usually maintains classroom and/or school resources and materials.	Teacher regularly maintains classroom and school resources.	Teacher always maintains classroom and school resources and materials. Students contribute to their maintenance as appropriate.
D.	<i>Participates in school and district events</i>	Teacher does not participate in school and district events.	Teacher occasionally participates in school and district events or does so only when specifically asked or required.	Teacher regularly participates in school and district events.	Teacher actively volunteers to participate in school and district events, and sometimes assumes a leadership role.

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New York State Teaching Standards

Element VI.5: Teachers understand and comply with relevant laws and policies as related to students' rights and teachers' responsibilities.

NYSED Indicators: *Communicate relevant regulations and policies to stakeholders. Maintain confidentiality regarding student records and information. Report instances of child abuse, safety violations, bullying, and other concerns in accordance with regulations and policies. Adhere to board policies, district procedures, and contractual obligations. Access resources to gain information about standards of practice, relevant law, and policy as they relate to students' rights and teachers' responsibilities.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Communicates policies</i>	Teacher does not communicate relevant regulations and policies to stakeholders or is unaware of such policies.	Teacher communicates relevant regulations and policies to stakeholders, but may have limited understanding of such policies.	Teacher knowledgeably communicates relevant regulations and policies to stakeholders.	Teacher is proactive and knowledgeable in communicating relevant regulations and policies to stakeholders.
B.	<i>Maintains confidentiality</i>	Teacher does not maintain confidentiality regarding student records or information.	Teacher inconsistently maintains confidentiality regarding student records and information.	Teacher maintains confidentiality regarding student records and information in a professional manner.	Teacher models the maintenance of confidentiality regarding student records and information in a professional manner.
C.	<i>Reports concerns</i>	Teacher does not report instances of child abuse, safety violations, bullying or other concerns.	Teacher reports instances of child abuse, safety violations, bullying and other concerns but may not be fully aware of regulations and policies.	Teacher always reports instances of child abuse, safety violations, bullying and other concerns.	Teacher always reports instances of child abuse, safety violations, bullying and other concerns, and models appropriate reporting.
D.	<i>Adheres to policies and contractual obligations</i>	Teacher does not adhere to board policies, district procedures, and/or contractual obligations.	Teacher usually adheres to board policies, district procedures, and contractual obligations. Teacher may not be fully aware of policies and obligations.	Teacher adheres to board policies, district procedures, and contractual obligations.	Teacher always adheres to board policies, district procedures, and contractual obligations, and actively advocates compliance.

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E.	<i>Accesses resources</i>	Teacher does not access information about standards of practice, relevant law, and policy as they relate to students' rights and teachers' responsibilities.	Teacher accesses some information about standards of practice, relevant law, and policy as they relate to students' rights and teachers' responsibilities. Teacher may be unaware of all available resources.	Teacher accesses information about standards of practice, law, and policy as they relate to students' rights and teachers' responsibilities.	Teacher accesses information about standards of practice, relevant law, and policy as they relate to students' rights and teachers' responsibilities, and serves as a resource to others.
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NYSUT's Teacher Practice Rubric
Aligned with the
New York State Teaching Standards

Standard VII: Professional Growth

Teachers set informed goals and strive for continuous professional growth.

In a world of rapidly expanding access to information, opportunity, and technology, educators have a responsibility to continually prepare themselves to align instruction with transforming student needs. Continued professional growth and development is essential to creating dynamic learning environments. Teachers use information from a variety of sources to inform their professional development and practice.

Element VII.1: Teachers reflect on their practice to improve instructional effectiveness and guide professional growth.
NYSEED Indicators: *Examine and analyze formal and informal evidence of student learning. Recognize the effect of their prior experience and possible biases on practice. Use acquired information to identify strengths and weaknesses and to plan professional growth.*

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Reflects on evidence of student learning</i>	Teacher does not examine and/or analyze formal and informal evidence of student learning to inform professional growth.	Teacher occasionally examines and/or analyzes formal and informal evidence of student learning; professional growth is only loosely aligned with the needs of students.	Teacher regularly examines and analyzes formal and informal evidence of student learning; professional growth is aligned with the needs of students.	Teacher engages in an ongoing examination and analysis of formal and informal evidence of student learning; professional growth is aligned with the needs of students. The teacher reviews the impact of professional learning on student achievement.
B.	<i>Reflects on biases</i>	Teacher does not recognize or acknowledge how prior experiences may bias their professional practice.	Teacher reflects on prior experiences, however may not recognize how those experiences may bias professional practice.	Teacher reflects on prior experiences, and acknowledges how those experiences may bias professional practice.	Teacher reflects on prior experiences and acknowledges how those experiences may bias professional practice, and identifies necessary steps to address any biases.

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C.	<i>Plans professional growth</i>	Teacher rarely uses reflection or other information to identify strengths and weaknesses to plan professional growth.	Teacher occasionally uses reflection and other information to identify weaknesses to plan professional growth. Teacher may need guidance selecting appropriate professional opportunities.	Teacher uses reflection and other information to identify strengths and weaknesses to plan professional growth.	Teacher regularly uses reflection and other information to identify strengths and weaknesses to plan professional growth. Teacher seeks out professional growth opportunities to address areas of weakness.
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NYSUT's Teacher Practice Rubric
Aligned with the
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Element VII.2: Teachers set goals for and engage in ongoing professional development needed to continuously improve teaching competencies.

NYSED Indicators: Set goals to enhance personal strengths and address personal weaknesses in teaching practice. Engage in opportunities for professional growth and development.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Sets goals</i>	Teacher does not set goals to enhance personal strengths or address personal weaknesses in teaching practice.	Teacher sets goals to enhance areas of personal strengths or address areas of personal weaknesses in practice, however goals are poorly formulated and do not improve teaching and learning.	Teacher sets goals to enhance areas of personal strengths or address areas of personal weaknesses in practice. Goals are well formulated and improve teaching and learning.	Teacher sets goals to enhance areas of personal strengths or address areas of personal weaknesses in practice. Personal goals are well formulated and improve teaching and learning. Goals are well formulated with specific student learning needs.
B.	<i>Engages in professional growth</i>	Teacher does not engage in opportunities for professional growth and development.	Teacher occasionally engages in opportunities for professional growth and development.	Teacher regularly engages in opportunities for professional growth and development.	Teacher regularly seeks out and engages in opportunities for professional growth and development. Teacher provides professional development and/or support for others.

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Element VII.3: Teachers communicate and collaborate with students, colleagues, other professionals, and the community to improve practice.

NYSED Indicators: Demonstrate a willingness to give and receive constructive feedback to improve professional practice. Participate actively as part of an instructional team to improve professional practice. Receive, reflect and act on constructive feedback from others in an effort to improve their own professional practice.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	<i>Gives and receives constructive feedback</i>	Teacher does not give or receive constructive feedback to improve professional practice.	Teacher inconsistently gives or receives constructive feedback to improve professional practice.	Teacher regularly gives, receives and acts upon constructive feedback to improve professional practice. Feedback to colleagues is conveyed in a professional and supportive manner.	Teacher regularly gives, receives, and reflects upon constructive feedback to improve professional practice. Feedback to colleagues is conveyed in a professional and supportive manner. Teacher encourages and engages in peer assessment to improve professional practice.
B.	<i>Collaborates</i>	Teacher does not collaborate with peers, or interactions are negative.	Teacher inconsistently collaborates with peers to improve professional practice.	Teacher regularly collaborates with peers to improve professional practice.	Teacher actively and consistently collaborates with peers to improve professional practice. Teacher assumes leadership roles and works to improve practice on the team.

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New York State Teaching Standards

Element VII.4: Teachers remain current in their knowledge of content and pedagogy by utilizing professional resources.

NYSED Indicators: Benefit from, contribute to, or become members of appropriate professional organizations. Access and use professional literature and other professional development opportunities to increase their understanding of teaching and learning. Expand their knowledge of current research as it applies to curriculum, instruction, and assessment methods.

	Indicators	Ineffective	Developing	Effective	Highly Effective
A.	Accesses professional memberships and resources	Teacher does not belong to any relevant professional organizations. Teacher does not access and/or use professional resources to increase understanding of teaching and learning.	Teacher belongs to relevant professional organizations. Teacher occasionally accesses and/or uses professional resources to increase understanding of teaching and learning.	Teacher belongs to relevant professional organizations and demonstrates new knowledge in professional practice. Teacher regularly accesses and/or uses professional resources to increase understanding of teaching and learning.	Teacher belongs to relevant professional organizations and demonstrates new knowledge in professional practice. Teacher regularly accesses and/or uses professional resources to increase understanding of teaching and learning. Teacher plays leadership role with peers in promoting relevant resources.
B.	Expands knowledge base	Teacher does not expand knowledge of current research in curriculum, instruction, and assessment methods.	Teacher acquires a minimal knowledge of current research in curriculum, instruction, and assessment methods, but does not apply the knowledge to improve practice	Teacher regularly expands knowledge of current research in curriculum, instruction, and assessment methods and applies the knowledge to improve practice.	Teacher regularly expands knowledge of current research in curriculum, instruction, and assessment methods and applies the knowledge to improve practice. Teacher engages in research based upon new learning.



YONKERS PUBLIC SCHOOLS

Professional Annual Evaluation Summary Worksheet For Teachers 2011 - 2012

Assess the teacher in all sections as related to the Teacher Performance Standards. **Based on the evidence gathered**, note the level of performance as described by the performance rating scale in the NYSUT Rubric Rating. All components in each section must be rated. Complete a general narrative which includes reflections of your rating.

<p>Rating Scale:</p> <p>HE = Highly Effective E = Effective D = Developing I = Ineffective</p> <p>Grade/Subject _____ June, _____</p>	<p>Attendance:</p> <p>Sick _____ Personal _____ Conference _____ Bereavement _____ Days Tardy _____</p>
<p>Name _____</p>	
<p>School _____</p>	
<p><input type="checkbox"/> Tenure <input type="checkbox"/> Non-Tenure Date of Tenure _____</p>	

	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
1. Knowledge of Students and Student Learning				
ELEMENT I.				
1.1a Describes developmental characteristics of students				
1.1b Creates developmentally appropriate lessons				
1.2a Uses strategies to support learning and language acquisition				
1.2b Uses current research				
1.3a Meets diverse learning needs of each student				
1.3b Plans for student strengths, interests, and experiences				
1.4a Communicates with parents, guardians, or caregivers				
1.5a Incorporates the knowledge of school community and environmental factors				
1.5b Incorporates multiple perspectives				
1.6a Understands technological literacy				
Element I. Point Totals-				
(Subtotal ÷ Elements (10) = Total)				
Total Element I:				

2. Knowledge of Content and Instructional Planning

ELEMENT II

	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
2.1a Understands key disciplinary language				
2.1b Uses current developments in pedagogy and content				
2.1c Understands learning standards				
2.1d Incorporates diverse social and cultural perspectives				
2.2a Incorporates individual and collaborative critical thinking and problem solving				
2.2b Incorporates disciplinary and cross-disciplinary learning experiences				
2.2c Designs instruction to meet diverse learning needs of students				
2.3a Designs learning experiences that connect to student's life experiences				
2.3b Designs self-directed learning experiences				
2.3c Aligns learning standards				
2.4a Articulates learning objectives/goals with learning standards				
2.4b Designs instruction using current levels of student understanding				
2.5 a Designs learning experiences using prior knowledge				
2.5b Organizes physical space				
2.6a Incorporates technology				
2.6b Organizes time				
2.6c Selects materials and resources				
2.6d Understands key disciplinary language				

Element II Point Totals-
(Subtotal ÷ Elements (18) = Total)

Total Element II:

3. Instructional Practice				
ELEMENT III.				
	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
3.1a Aligns instruction to standards				
3.1b Uses research-based instruction				
3.1c Engages students				
3.2a Provides direction and procedures				
3.2b Uses questioning techniques				
3.2c Responds to students				
3.2d Communicates content				
3.3a Establishes high expectations				
3.3b Articulates measures of success				
3.3c Implements challenging learning experiences				
3.4a Differentiates instruction				
3.4b Implements strategies for mastery of learning outcomes				
3.5a Provides opportunities for collaboration				
3.5b Provides synthesis, critical thinking, and problem-solving				
3.6a Uses formative assessment				
3.6b Provides feedback during and after instruction				
3.6c Adjusts pacing				
Element III Point Totals				
(Subtotal ÷ Elements (17)) = Total				
Total Element III:				

4. Learning Environment

ELEMENT IV.

	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
4.1a Interacts with students				
4.1b Supports student diversity				
4.1c Reinforces positive interaction among students				
4.2a Establishes high expectations for achievement				
4.2b Promotes student curiosity				
4.2c Promotes student pride in work and accomplishment				
4.3a Establishes expectations for student behavior				
4.3b Establishes routines, procedures, and transitions				
4.3c Establishes instructional groups				
4.4a Organizes the physical environment				
4.4b Manages volunteers and/or paraprofessionals				
4.4c Establishes classroom safety				

**Element IV Point Totals
(Subtotal ÷ Elements (12)= Total)**

Total Element IV:

5. Assessment for Student Learning

ELEMENT V.

	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
5.1a Uses assessments to establish learning goals and inform instruction				
5.1b Measures and records student achievement				
5.1c Aligns assessments to learning goals				
5.1d Implements accommodations and modifications				
5.2a Analyzes assessment data				
5.2b Uses assessment data to set goals and provide feedback to students				
5.2c Engages students in self-assessment				
5.3a Accesses and interprets assessments				
5.4a Understands assessment measures and grading procedures				
5.4b Establishes an assessment plan				
5.5a Communicates purposes and criteria				
5.5b Provides preparation and practice				
5.5c Provides assessment skills and strategies				
Element V. Point Totals (Subtotal ÷ Elements (13) = Total)	Total Element V:			

6. Professional Responsibilities and Collaboration

ELEMENT VI.

	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
6.1a Demonstrates ethical, professional behavior				
6.1b Advocates for students				
6.1c Demonstrates ethical use of information and information technology				
6.1d Completes training to comply with state and local requirements and jurisdiction				
6.2a Supports the school as an organization with a vision and a mission				
6.2b Participates on an instructional team				
6.2c Collaborates with the larger community				
6.3a Engages families				
6.3b Communicates student performance				
6.4a Maintains records				
6.4b Manages time and attendance				
6.4c Maintains classroom and school resources and materials				
6.4d Participates in school and district events				
6.5a Communicates policies				
6.5b Maintains confidentiality				
6.5c Reports concerns				
6.5d Adheres to policies and contractual obligations				
6.5e Accesses resources				

Total Element VI:

**Element VI Point Totals
(Subtotal + Elements (18) = Total)**

7. Professional Growth				
ELEMENT VII.				
	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
7.1a Reflects on evidence of student learning				
7.1b Reflects on biases				
7.1c Plans professional growth				
7.2a Sets goals				
7.2b Engages in professional growth				
7.3a Gives and receives constructive feedback				
7.3b Collaborates				
7.4a Accesses professional memberships and resources				
7.4b Expands knowledge base				
Element VII Point Totals				
(Subtotal ÷ Elements (9)= Total)				Total Element VII:



YONKERS PUBLIC SCHOOLS

Professional Annual Evaluation Summary For Teachers 2011- 2012

Assess the teacher in all sections as related to the Teacher Performance Standards. Based on the evidence gathered , note the level of performance as described by the performance rating scale. All components in each section must be rated. Complete a general narrative which includes reflections of your rating.	Rating Scale: HE = Highly Effective E = Effective D = Developing I = Ineffective	Attendance Sick _____ Personal _____ Conference _____ Bereavement _____ Days Tardy _____
Name _____	Grade/Subject: _____	
School _____	Date: June, _____	
<input type="checkbox"/> Tenure <input type="checkbox"/> Non-Tenure	Date of Tenure _____	

Supervising Administrator should attach the Professional Annual Evaluation Worksheet.

NYSUT RUBRIC SUMMARY	
ASSESSMENT OF TEACHER EFFECTIVENESS STANDARDS/ELEMENTS	ELEMENT SCORES
Standard 1/ Element I: Knowledge of Student and Student Learning	
Standard 2/ Element II: Knowledge of Content and Instructional Planning	
Standard 3 / Element III: Instructional Practices	
Standard 4 / Element VI: Learning Environment	
Standard 5 / Element V: Assessment for Student Learning	
Standard 6 / Element VI: Professional Responsibilities and Collaboration	
Standard 7 / Element VII: Professional Growth	
Subtotal ÷ 7 = Total	
TOTAL SCORE	



YONKERS PUBLIC SCHOOLS

Professional Annual Evaluation Summary For Teachers 2011- 2012

Assess the teacher in all sections as related to the Teacher Performance Standards. Based on the evidence gathered note the level of performance as described by the performance rating scale in the NYSUT Rubric rating. All components in each section must be rated. Complete a general narrative which includes reflections of your rating.	Rating Scale: HE = Highly Effective E = Effective D = Developing I = Ineffective	Attendance _____ Sick _____ Personal _____ Conference _____ Bereavement _____ Days Tardy _____
Name _____	Grade/Subject: _____	
School _____	Date: June, _____	
<input type="checkbox"/> Tenure <input type="checkbox"/> Non-Tenure		Date of Tenure _____

Supervising Administrator should attach the Professional Annual Evaluation Worksheet.

NYSUT RUBRIC SUMMARY	
ASSESSMENT OF TEACHER EFFECTIVENESS STANDARDS/ELEMENTS	ELEMENT SCORES
Standard 1/ Element I: Knowledge of Student and Student Learning	
Standard 2/ Element II: Knowledge of Content and Instructional Planning	
Standard 3 / Element III: Instructional Practices	
Standard 4 / Element VI: Learning Environment	
Standard 5 / Element V: Assessment for Student Learning	
Standard 6 / Element VI: Professional Responsibilities and Collaboration	
Standard 7 / Element VII: Professional Growth	
Subtotal ÷ 7 = Total	
TOTAL SCORE	

Appendix B

Locally Selected Assessments

- Yonkers Public Schools Grade Level ELA Assessment
- Yonkers Public Schools Grade Level Math Assessment
- High School College Board
 - Read-Step
 - PSAT
- HEDI Scale

LOCALLY SELECTED ASSESSMENT/ STATE GROWTH REQUIREMENT

BASED ON THE PERCENTAGE OF STUDENTS MEETING AND
SHOWING GROWTH ON LOCALLY SELECTED ASSESSMENTS

RATING SCALE:

	Percentage of Students Demonstrating Growth through Local Assessments	Percentage or Points Awarded or Associated
Highly Effective (18-20)	85 - 100%	18 - 20
Effective (12-17)	65 - 84%	12 - 17
Developing (3-11)	30 - 64%	3 - 11
Ineffective (0-2)	0 - 29%	0 - 2

Growth and HEDI Scores Based on the average growth between the Pre- and Post- Local Assessments	YPS LOCAL GROWTH MEASURE BASED ON TEACHER'S CLASS AVERAGE GROWTH SCORE BETWEEN THE "PRE" AND THE "POST" LOCAL ASSESSMENTS			
	Highly Effective	Effective	Developing	Ineffective
	_____	_____	_____	_____
	18-20 Points	12-17 Points	3-11 Points	0- 2 Points
	85 -100% of the students demonstrate 10% average growth	65-84 % of the students demonstrate 10% average growth	30-64% of the students demonstrate 10% average growth	0-29% of the students demonstrate 10% average growth

College Board Readiness Step and PSAT Assessments-

Readiness Step is an assessment that measures skills students need to be on track for college success. It consists of three multiple choice sections – reading, writing and mathematics. It provides insight into students' academic progress and growth and also equips educators with tools they can use to make informed decisions about instruction. The results will indicate both in the Fall and Spring how the student is performing on different skills as well as compare them to the other students on the grade level.

PSAT -The Preliminary SAT/National Merit Scholarship Qualifying Test (PSAT/NMSQT) is a program cosponsored by the College Board and National Merit Scholarship Corporation (NMSC). It's a standardized test that provides firsthand practice for the SAT®. It also gives you a chance to enter NMSC scholarship programs and gain access to college and career planning tools.

Based on an average composite score of the three subtests of these College Board Assessments:

- Critical Reading
- Writing Skills
- Mathematics

Conversion Table: From College Board Readiness-Step Assessment

Average Results on the Readiness Step Assessment	Overall Student Rating
7.0 – 8.0	Exemplary
5.1 - 6.9	Proficient
3.1 - 5.0	Progressing
2.0 - 3.0	Does Not Meet Standards

Conversion table: From the College Board PSAT

Average Results on the PSAT Assessment	Overall Student Rating
651 – 800	Exemplary
501 - 650	Proficient
300 - 500	Progressing
200 - 300	Does Not Meet Standards

RATING SCALE:

	Percentage Increase of Students Showing Growth on the College Board Readiness and PSAT (Pre- and Post-Assessment)	Percentage or Points Awarded To Staff
Highly Effective (18-20)	8.5 % +	10%+ - 20 9 % - 19 8.5% - 18
Effective (12-17)	6.5 – 8.4 %	8.4% - 17 8% - 16 7.75%- 15 7.25% - 14 7% - 13 6.5 % 12
Developing (3-11)	3.5 – 6 %	6.4% - 11 6.0% - 10 5.75%- 9 5.25% - 8 5.0% - 7 4.75% - 6 4.25% - 5 4.0% - 4 3.5% - 3
Ineffective (0-2)	0 – 3%	3% - 2 1 - 2% - 1 0 %- 0

APPENDIX C

OBSERVATIONS AND PROCESS

Teacher Observations

Administrators monitor levels of performance in all dimensions of the teacher's performance. The Yonkers Public Schools require the administration of each building to:

- **conduct a walk-through or formal observation* every month announced and unannounced, ten in total for the year.**
- ***conduct two announced and unannounced formal observations per year for tenure teachers and three formal observations for non-tenure teachers.**
- **an annual formal evaluation is conducted in June of every school year.**

Attached are the documents building administrators use to conduct the Walk-throughs and Observations to collect evidence for the End of Year Professional Annual Review Evaluation.

Please note: The current observation document used to observe a teacher has been aligned to the NYSUT Rubric. Please see alignment chart in this section.



TENURE TEACHER/PUPIL SUPPORT STAFF WALK-THROUGH OBSERVATION

Teacher _____ School _____ Observer _____

Time _____ Date _____ Grade/Subject/Position _____

STUDENTS WERE: (Click arrow for list)

[Empty box for student list]

TEACHER WAS: (Click arrow for list)

[Empty box for teacher list]

EVIDENCE OF CRITICAL, CREATIVE, OR HIGHER ORDER THINKING:
(Click arrow for list)

[Empty box for evidence of critical thinking]

EVIDENCE OF POSITIVE CLIMATE:
(Click arrow for list)

[Empty box for evidence of positive climate]

Comments:

Observer Signature _____

Teacher Signature _____

Date Received _____

Conference Requested? Yes No

TENURE TEACHER WALK-THROUGH

STUDENTS WERE:

1. On task (at least 90%)
2. Actively involved (centers, labs, manipulatives)
3. Reading - with teacher, silently,
in pairs, round robin
4. Writing - process, journals literacy
5. Completing worksheet
6. Completing assignments
7. Using technology
8. Listening
9. Working in cooperative groups
10. Following classroom rules
11. Other

EVIDENCE OF CRITICAL, CREATIVE, OR HIGHER ORDER THINKING:

1. Creative product
2. Problem-solving/decision making
3. Challenging content
4. Scientific investigation
5. Using test taking strategies
6. High level of questioning
7. Other

TEACHER WAS:

1. Lecturing
2. Helping individual students
3. Facilitating small groups/ centers
4. Facilitating large groups
5. Reading to students
6. Sitting at desk/ table
7. Questioning - knowledge level
8. Questioning - higher level
9. Modeling task
10. Performing administrative tasks
11. Maintaining student attention
12. Addressing learning styles
13. Other

EVIDENCE OF POSITIVE CLIMATE:

1. Student praise
2. Evidence of student choice
3. Student work highlighted or displayed
4. Exemplars of quality student work displayed
5. Evidence of Standards and Curriculum Content
6. Providing feedback to students
7. Evidence of student courtesy
8. Maintaining an attractive, organized, uncluttered
environment
9. Other



NON-TENURE TEACHER/PUPIL SUPPORT STAFF WALK-THROUGH OBSERVATION

Teacher _____ School _____ Observer _____

Time _____ Date _____ Grade/Subject/Position _____

CHECKED ITEMS WERE OBSERVED DURING ADMINISTRATIVE WALK-THROUGH

STUDENTS WERE:

- 1. On task (at least 90%)
- 2. Actively involved (centers, labs, manipulatives)
- 3. Reading with teacher silently
 in pairs round robin
- 4. Writing process journals literacy
- 5. Completing worksheet
- 6. Completing assignments
- 7. Using technology
- 8. Listening
- 9. Working in cooperative groups
- 10. Following classroom rules
- 11. Other _____

TEACHER WAS:

- 1. Lecturing
- 2. Helping individual students
- 3. Facilitating small groups/ centers
- 4. Facilitating large groups
- 5. Reading to students
- 6. Sitting at desk/ table
- 7. Questioning - knowledge level
- 8. Questioning - higher level
- 9. Modeling task
- 10. Performing administrative tasks
- 11. Maintaining student attention
- 12. Addressing learning styles
- 13. Other _____

EVIDENCE OF CRITICAL, CREATIVE OR HIGHER ORDER THINKING

- 1. Creative product
- 2. Problem-solving/decision making
- 3. Challenging content
- 4. Scientific investigation
- 5. Using test taking strategies
- 6. High level of questioning
- 7. Other _____

EVIDENCE OF POSITIVE CLIMATE:

- 1. Student praise
- 2. Evidence of student choice
- 3. Student work highlighted or displayed
- 4. Exemplars of quality student work displayed
- 5. Evidence of Standards and Curriculum Content
- 6. Providing feedback to students
- 7. Evidence of student courtesy
- 8. Maintaining an attractive, organized, uncluttered environment
- 9. Other _____

Comments: _____

Observer Signature _____

Teacher Signature _____ Date Received _____

Conference Requested? Yes No

Current Observation Form Alignment to the NYSUT RUBRIC

**Current
Observation
Form Criteria**

NYSUT Rubric Elements

5 Student Development	1	Knowledge of Students and Student
5.1	1.1a	Describes developmental characteristics of students
5.1	1.1b	Creates developmentally appropriate lessons
5.2	1.2a	Uses strategies to support learning and language acquisition
5.2	1.2b	Uses current research
5.2	1.3a	Meets diverse learning needs of each student
5.2	1.3b	Plans for student strengths, interests, and experiences
7.2	1.4a	Communicates with parents, guardians, or caregivers
5.3	1.5a	Incorporates the knowledge of school community and environmental factors
5.3	1.5b	Incorporates multiple perspectives
1.1, 1.4	1.6a	Understands technological literacy

**1 Content Knowledge
2. Preparation**

1 Content Knowledge 2. Preparation	2	Knowledge of Content and Instructional Planning
1.1	2.1a	Understands key concepts and themes in the discipline
1.3	2.1b	Understands key disciplinary language
1.3	2.1c	Uses current developments in pedagogy and content
1.2	2.1d	Understands learning standards
2.5, 1.3	2.2a	Incorporates diverse social and cultural perspectives
2.6, 2.4	2.2b	Incorporates individual and collaborative critical thinking and problem solving
2.5	2.2c	Incorporates disciplinary and cross-disciplinary learning experiences
2.4	2.3a	Designs instruction to meet diverse learning needs of students
2.1, 2.5	2.3b	Designs learning experiences that connect to student's life experiences
1.3	2.3c	Designs self-directed learning experiences
1.2	2.4a	Aligns learning standards
2.2	2.4b	Articulates learning objectives/goals with learning standards
2.4, 2.2	2.5a	Designs instruction using current levels of student understanding
2.5	2.5b	Designs learning experiences using prior knowledge
4.3	2.6a	Organizes physical space
1.4	2.6b	Incorporates technology
2.1	2.6c	Organizes time
1.4, 3.9	2.6d	Selects materials and resources

3. Instructional Delivery

	3	Instructional Practice
1.2	3.1a	Aligns instruction to standards
1.4	3.1b	Uses research-based instruction
3.1, 3.5	3.1c	Engages students
3.2	3.2a	Provides direction and procedures
3.4	3.2b	Uses questioning techniques
3.1	3.2c	Responds to students
3.3	3.2d	Communicates content
3.2	3.3a	Establishes high expectations
3.6	3.3b	Articulates measures of success
3.8	3.3c	Implements challenging learning experiences
3.7	3.4a	Differentiates instruction
3.8	3.4b	Implements strategies for mastery of learning outcomes
3.8	3.5a	Provides opportunities for collaboration
3.3, 5.2	3.5b	Provides synthesis, critical thinking, and problem-solving
6.1	3.6a	Uses formative assessment
6.1, 8.2	3.6b	Provides feedback during and after instruction
8.4, 8.5	3.6c	Adjusts pacing

**4 Classroom Manag.
3 Instructional**

	4	Learning Environment
7.2	4.1a	Interacts with students
5.3	4.1b	Supports student diversity
4.4	4.1c	Reinforces positive interaction among students
3.2	4.2a	Establishes high expectations for achievement
3.5	4.2b	Promotes student curiosity
3.6	4.2c	Promotes student pride in work and accomplishment
4.1, 4.2	4.3a	Establishes expectations for student behavior
4.1	4.3b	Establishes routines, procedures, and transitions
5.1, 4.5	4.3c	Establishes instructional groups
4.3	4.4a	Organizes the physical environment
4.5	4.4b	Manages volunteers and/or paraprofessionals
4.4, 4.2	4.4c	Establishes classroom safety

6 Student Assessment
5

5	Assessment for Student Learning
6.1	5.1a Uses assessments to establish learning goals and inform instruction
6.3	5.1b Measures and records student achievement
6.2	5.1c Aligns assessments to learning goals
5.2, 5.3	5.1d Implements accommodations and modifications
6.2	5.2a Analyzes assessment data
6.1, 8.4	5.2b Uses assessment data to set goals and provide feedback to students
6.3, 8.2	5.2c Engages students in self-assessment
6.2, 8.4	5.3a Accesses and interprets assessments
6.1, 6.2 6.3	5.4a Understands assessment measures and grading procedures
6.1, 6.2 6.3	5.4b Establishes an assessment plan
6.1, 8.5	5.5a Communicates purposes and criteria
8.5	5.5b Provides preparation and practice
8.4	5.5c Provides assessment skills and strategies

7 Collaboration
6. 8. 9

6	Professional Responsibilities and Collaboration
7.1	6.1a Demonstrates ethical, professional behavior
7.2	6.1b Advocates for students
7.2	6.1c Demonstrates ethical use of information and information technology
8.6	6.1d Completes training to comply with state and local requirements and jurisdiction
9.2, 7.1	6.2a Supports the school as an organization with a vision and a mission
7.2	6.2b Participates on an instructional team
7.1	6.2c Collaborates with the larger community
7.2	6.3a Engages families
7.2, 6.3	6.3b Communicates student performance
6.3	6.4a Maintains records
3.5, 6.3	6.4b Manages time and attendance
4.3	6.4c Maintains classroom and school resources and materials
9.1, 9.2	6.4d Participates in school and district events
3.2	6.5a Communicates policies
9.1	6.5b Maintains confidentiality
3.3	6.5c Reports concerns
9.1	6.5d Adheres to policies and contractual obligations
1.4	6.5e Accesses resources

7 Collaboration

8. Reflective

8.2

8.1

8.3, 8.6

8.6

7.3, 8.6

7.3

7.1, 7.2, 7.3

8.6

8.6

7	Professional Growth
7.1a	Reflects on evidence of student learning
7.1b	Reflects on biases
7.1c	Plans professional growth
7.2a	Sets goals
7.2b	Engages in professional growth
7.3a	Gives and receives constructive feedback
7.3b	Collaborates
7.4a	Accesses professional memberships and resources
7.4b	Expands knowledge base



FORMAL OBSERVATION REPORT OF NON-TENURED TEACHERS

Teacher:	School:	Grade/ Subject:
Observer:	Tenure Date:	
Observation Date:	Time: From	To
Curriculum Area:	Lesson Topic:	

Criteria	Check if Demonstrated	Comments
1. Content Knowledge		
2. Preparation		
3. Instructional Delivery		
4. Classroom Management		
5. Student Development		
6. Student Assessment		

Satisfactory

Unsatisfactory

Comments/Recommendations:

Conference Date: _____ **Time: From** _____ **To** _____

Teacher Comments:

Teacher Signature	Date	Administrator Signature and Title
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CRITERIA FOR FORMAL OBSERVATION REPORT OF NON-TENURED TEACHERS

1. CONTENT KNOWLEDGE

The teacher shall demonstrate a thorough knowledge of the subject matter area and curriculum.

- Possesses and demonstrates thorough knowledge of content
- Aligns curriculum with district/state standards
- Uses strategies that reflect current knowledge and practice within a discipline
- Uses resources appropriate to the content area

2. PREPARATION

The teacher shall demonstrate appropriate preparation employing the necessary pedagogical practices to support instruction.

- Demonstrates evidence of planning
- Develops short and long term curriculum goals which address curriculum requirements as well as the needs of the students
- Provides for appropriate curriculum pacing, continuity and sequence
- Plans and uses a variety of teaching strategies, which are modified as needed
- Plans learning experiences that integrate subject matter
- Prepares materials and resources

3. INSTRUCTIONAL DELIVERY

The teacher shall demonstrate that the delivery of instruction results in active student involvement, appropriate teacher/student interaction and meaningful lesson plans resulting in student learning.

- Engages students and provides for frequent student interaction
- Sets clear instructional goals
- Communicates clearly and effectively
- Uses effective questioning techniques with appropriate follow-up
- Demonstrates flexibility
- Encourages persistence in reaching learning goals
- Presents instructional content that is learner-centered

- Uses varied presentation strategies and materials
- Uses developmentally appropriate materials

4. CLASSROOM MANAGEMENT

The teacher shall demonstrate classroom management skills supportive of diverse student learning needs which create an environment conducive to student learning.

- Establishes classroom procedures/rules for student interaction that are clearly presented and consistently applied
- Supports the district's code of behavior
- Maintains an instructional climate conducive to learning and student safety
- Implements positive, supportive, and respectful classroom management techniques
- Uses good judgment in implementing classroom discipline/management procedures

5. STUDENT DEVELOPMENT

The teacher shall demonstrate knowledge of student development, an understanding and appreciation of diversity and the regular application of developmentally appropriate instructional strategies for the benefit of all students.

- Demonstrates an understanding of the developmental stages of the student by using a variety of appropriate instructional strategies
- Demonstrates sensitivity to the needs of children
- Demonstrates and fosters respect for diversity and individual differences

6. STUDENT ASSESSMENT

The teacher shall demonstrate that he or she implements assessment techniques based on appropriate learning standards designed to measure students' progress in learning.

- Consistently uses a variety of effective strategies for monitoring, assessing, and/or providing feedback on student progress
- Consistently aligns standards, instruction and assessments
- Maintains assessment records of his/her students' performance

DO NOT WRITE ON THIS PAGE



FORMAL OBSERVATION REPORT OF TENURED TEACHERS

Teacher: _____ School: _____ Grade/Subject: _____

Observer: _____

Observation Date: _____ Time: From _____ To _____

Curriculum Area: _____ Lesson Topic: _____

Criteria	Comments
1. Content Knowledge	
2. Preparation	
3. Instructional Delivery	
4. Classroom Management	
5. Student Development	
6. Student Assessment	

Satisfactory

Unsatisfactory

Comments/Recommendations: _____

Conference(Optional) Date: _____ Time: From _____ To _____

Teacher Comments: _____

Teacher Signature

Date

Administrator Signature and Title

CRITERIA FOR FORMAL OBSERVATION REPORT OF TENURED TEACHERS

1. CONTENT KNOWLEDGE

The teacher shall demonstrate a thorough knowledge of the subject matter area and curriculum.

- Possesses and demonstrates thorough knowledge of content
- Aligns curriculum with district/state standards
- Uses strategies that reflect current knowledge and practice within a discipline
- Uses resources appropriate to the content area

2. PREPARATION

The teacher shall demonstrate appropriate preparation employing the necessary pedagogical practices to support instruction.

- Demonstrates evidence of planning
- Develops short and long term curriculum goals which address curriculum requirements as well as the needs of the students
- Provides for appropriate curriculum pacing, continuity and sequence
- Plans and uses a variety of teaching strategies, which are modified as needed
- Plans learning experiences that integrate subject matter
- Prepares materials and resources

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- Demonstrates an understanding of the developmental stages of the student by using a variety of appropriate instructional strategies
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- Demonstrates and fosters respect for diversity and individual differences

6. STUDENT ASSESSMENT

The teacher shall demonstrate that he or she implements assessment techniques based on appropriate learning standards designed to measure students' progress in learning.

- Consistently uses a variety of effective strategies for monitoring, assessing, and/or providing feedback on student progress
- Consistently aligns standards, instruction and assessments
- Maintains assessment records of his/her students' performance

Appendix D

Teacher Improvement Plan

Yonkers Teacher Support Plan

Teacher Improvement Plan

Purpose: To provide guidance and assistance to the teachers and support staff in need of improvement.

A support plan shall be developed and implemented for:

- Any non-tenured or tenure teacher whose Annual Performance Review has been rated “ineffective” or “developing”. A Teacher Improvement Plan will be developed for the new/next school year.
- Any non-tenured teacher whose “observation(s)” throughout the school year are rated “unsatisfactory”, a Teacher Improvement Plan will be developed based on the agreed timeframe.
- If a teacher transfers to another school, the support plan is developed by the teacher and the principal who rated the teacher as “ineffective” or “developing”.

The following steps are taken to ensure that this Teacher Improvement Plan yields the most effective results:

- For all teachers who receive a rating of “ineffective or developing” on their Annual Performance Review: within ten (10) school days of the Annual Performance Review, the teacher and principal/observer must meet to develop the support plan at a mutually agreed upon time. The teacher and/or administrator may choose to include other district support staff but not limited to curriculum specialists, subject area coordinators, department representatives, union representatives, etc.
- For a non-tenure teacher who receives an unsatisfactory observation during the school year: within ten (10) school days of the ‘unsatisfactory’ observation the teacher and principal/observer must meet to develop the Teacher Improvement Plan/ Teacher Support Plan at a mutually agreed upon time. The teacher and/or administrator may choose to include other district support staff but not limited to curriculum specialists, subject area coordinators, department representatives, union representatives, etc.
- The support plan will include:
 - **Area(s) of Need As They Relate To the Specific Needs Identified in the Evaluation:** Identify the area(s) of need perceived by the teacher and/or administrator in reference to comments in observation/ Annual

Performance Review Evaluation. No comments should be made to area of need if not in observation/ Annual Performance Review.

- **Administrator Responsibility and Activities**: The administrator is responsible for identifying and implementing activities as they relate to the specific area of need(s). These activities must be implemented during the school day.
 - **Teacher Responsibility and Activities**: The teacher is responsible for identifying and implementing activities as they relate to the specific area of need(s). These activities must be implemented during the school day.
 - **Timeline**: Teacher and administrator jointly develop the time frame in which the activities are to be implemented/completed.
- When the plan is completed and signed, the principal shall immediately provide a copy to the teacher.
 - Two review meetings are held to determine progress of the implementation and/or any adjustments that should be made to the plan.
 - Each review meeting will be held during the school day after a maximum interval of three weeks.
 - After two reviews, the teacher and administrator mutually determine the need for additional reviews.

Yonkers Public Schools

Teacher Support Plan For Growth – Form I

Teacher's Name: _____

School: _____ Date: _____

	As Perceived by Administrator	As Perceived by Teacher
AREA(S) OF NEED AS THEY RELATE TO SPECIFIC NEEDS IDENTIFIED IN THE ANNUAL PERFORMANCE REVIEW EVALUATION or CLASSROOM OBSERVATION:		
ADMINISTRATOR'S RESPONSIBILITY AND ACTIVITIES:		
TEACHER'S RESPONSIBILITY AND ACTIVITIES:		
TIMELINE:		

PARTICIPANTS DURING INITIAL PLANNING MEETING

Administrator Signature:
Teacher's Signature:
Other Participants' Signature(s):

YONKERS PUBLIC SCHOOLS TEACHER SUPPORT PLAN FOR GROWTH- Form II

REVIEW MEETING # 1 Date : _____	
Area(s) Discussed:	
Positive Growth Area(s):	
Teacher Comments:	
Administrator's Comment	
Next Steps(if any):	
Signatures:	Administrator: Teacher:

YONKERS PUBLIC SCHOOLS TEACHER SUPPORT PLAN FOR GROWTH- Form III

REVIEW MEETING # 2 Date : _____	
Area(s) Discussed:	
Positive Growth Area(s):	
Teacher Comments:	
Administrator's Comment	
Next Steps(if any):	
Signatures:	Administrator: Teacher: