

Principal Rubric



TEXAS
PRINCIPAL
EVALUATION &
SUPPORT SYSTEM

2020 Update

Domain 1: Strong School Leadership and Planning

Indicator 1.1: Ethics and Standards – Adheres to and applies the Code of Ethics and Standard Practices for Texas Educators

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	Actively leads, shares, and models related policy, ethics, and standards of practice to build capacity with other district and campus leaders	Collaborates with leadership teams to consistently develop and monitor strategies which fully address ethical behaviors, high expectations, and quality practices that are professional and student-centered	Develops and implements processes to regularly address ethical behaviors, high expectations, and quality practices that are professional and student-centered	Understands and adheres to the Code of Ethics and Standard Practices for Texas Educators	Comment Required
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 1.2: Schedules for Core Leadership Tasks – Focuses calendars and time to address leadership and instructional priorities

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Strategically adheres to core leadership tasks</p> <p>Has detailed calendaring systems</p> <p>Coaches and leads others on managing and prioritizing their time and tasks</p> <p>Ensures efficient and effective operations are upheld with instruction as the priority</p>	<p>Strategically defines priorities to lead, delegate, calendar, and communicate core leadership tasks</p> <p>Develops detailed calendars for self with clear priorities for instruction and communicates the expectation for others</p> <p>Makes adjustments to respond to changes in instructional needs and priorities</p> <p>Collaborates with staff to monitor calendars that consistently maximize learning time and operations that enable student learning</p>	<p>Leads with clear, written, and transparent roles and responsibilities</p> <p>Develops a school calendar with key instructional leadership tasks</p> <p>Defines and calendars personal core leadership tasks with clear priorities for instruction</p> <p>Ensures that schedules for staff are developed and accessible to maximize learning time and operations that enable student learning</p>	<p>Carries out general leadership roles and responsibilities, and develops broad school and personal calendars that are sometimes focused on instruction and maximize learning time</p>	<i>Comment Required</i>
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 1.3: Strategic Planning – Leads focused planning processes with strategic monitoring of outcomes

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI		<p>Leverages strategic planning as a high-level leadership process to sustain a high performing culture of innovation, improvement, and accountability that is data- and results-driven</p> <p>Maintains clear continuous improvement and decision-making processes that are linked to the plan</p>	<p>Leverages all staff and multiple stakeholders to strategically develop a data-driven improvement plan that is comprehensive, rigorous, and instructionally focused</p> <p>Uses multiple quantitative and qualitative data sources</p> <p>Establishes aggressive student outcomes and clear staff accountability with ongoing systems to check for fidelity of targets and actions</p> <p>Consistently uses the plan to guide decision-making and adjusts, accordingly</p>	<p>Collaboratively develops a data-driven improvement plan that addresses targeted priorities, intended outcomes, high leverage strategies, clear timelines, milestones, metrics, and task owners</p> <p>Includes multiple sources of data</p> <p>Ensures the plan is rigorous and instructionally focused</p> <p>Uses the plan to guide decision-making and adjusts, accordingly</p>	<p>Develops an improvement plan based on limited data and provides staff with the plan</p> <p>Sometimes conducts formative reviews of the strategies</p>	<p>Comment Required</p>
BOY											
MOY											
EOY											
Appraiser Comments/ Growth Opportunities											

Indicator 1.4: Change Facilitation – *Productively manages change processes*

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI		Confidently challenges the status quo and serves as a driving force in initiating and managing changes Proactively anticipates and manages change initiatives Actively leads change initiatives with clear solutions, resiliency, and productivity Builds capacity in others to effectively lead change	Empowers leadership teams to consistently create, implement, and monitor new and necessary improvement initiatives linked to best practices Uses productivity and achievement data to consistently communicate the need for change to staff Breaks change into clear and concise actions that create the opportunity for stackable success Relentlessly focuses on identifying solutions when presented with challenges, and shifts challenges to opportunities	Interacts with a solutions-oriented mindset and empowers staff to take ownership of improvement initiatives Initiates and facilitates necessary change using a student outcome lens Clearly articulates and involves others in the change processes	Articulates the need for solutions and accepts some responsibility for change and continuous improvement Sometimes acts on needed change with limited solutions	Comment Required
BOY											
MOY											
EOY											
Appraiser Comments/ Growth Opportunities											

Indicator 1.5: Coaching, Growth, Feedback, and Professional Development – Models personal commitment to developing self and others

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI		Serves as a role model for continuous improvement with other district and campus leaders Consistently coaches other leaders beyond the campus Embraces a lead learner role through participation in varied learning opportunities and impactful follow through to develop self and others	Proactively seeks coaching and feedback from supervisors, peers, and staff, and models these interactions as standard practices Strategically plans for participation in learning opportunities Consistently creates clear performance outcomes for professional development with follow-through that positively impact personal growth and student outcomes	Regularly seeks coaching and feedback from supervisors and peers Regularly incorporates refinements to adapt and improve practices Maintains a growth mindset for self and others Aligns growth to the needs of the school and student outcomes	Sometimes seeks coaching and feedback from supervisors Understand the importance of growth for self and others Engages in limited professional development	Comment Required
BOY											
MOY											
EOY											
Appraiser Comments/ Growth Opportunities											

Domain 1: Examples of Artifacts and/or Evidence

- Code of Ethics/Behaviors
- Leadership Team Protocols
- Leadership Team Agendas and Minutes
- Leadership Team Roles and Responsibilities
- Calendar(s) of Activities and Core Leadership Tasks
- Master Calendar
- Visioning Documents
- Mission, Vision, Goals, Values/Beliefs
- Campus Improvement Plan and Plan Monitoring Systems
- Strategic Planning and Monitoring Processes
- Budgets and Fiscal Management Systems
- Productivity and Achievement Data: Students and Staff
- Change Processes and Actions
- Coaching and Support Systems
- Professional Development Plans and Results

Domain 2: Effective, Well-Supported Teachers

Indicator 2.1: Human Capital - *Recruits, selects, assigns, and inducts highly effective educators*

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Leads and models high standards for all positions and responsibilities with clear and established human capital management systems</p> <p>Strategically places and shifts positions to best meet the needs of the school, teams, and students</p>	<p>Collaborates with leadership teams to strategically and consistently recruit, select, assign, and induct high quality candidates that are a match for specific position expectations and student needs</p> <p>Analyzes existing assignments and team dynamics when assigning teachers/staff to ensure cultural fit</p>	<p>Follows district-approved hiring processes and protocols to recruit, select, assign, and induct candidates</p> <p>Ensures that placements of high-quality staff are strategic based on student needs and teacher/staff strengths</p>	<p>Uses basic criteria and teachers' qualifications to recruit, select, and assign candidates</p> <p>Sometimes involves others in hiring decisions</p>	Comment Required
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 2.2: Talent Management - Supports and retains highly effective educators

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI		<p>Capitalizes on tangible and intangible assets of staff to support and/or validate a system of highly effective practices which result in staff retention</p> <p>Establishes career pathways for teacher/staff advancement to ensure a pipeline of potential campus leaders with instructional insight</p>	<p>Establishes a clear culture of systemic support strategies that are consistently used to provide timely, targeted, and personalized support</p> <p>Uses administrator and teacher leader/peer feedback and leadership opportunities to consistently support retention of effective teachers</p>	<p>Routinely implements targeted and personalized strategies, including the use of high performing teachers, to support, grow, and retain teachers</p> <p>Gathers input from teachers to develop strategies for the retention of effective teachers</p>	<p>Uses a mentoring support system as the primary means of supporting and retaining staff</p>	<p><i>Comment Required</i></p>
BOY											
MOY											
EOY											

Appraiser Comments/ Growth Opportunities

Indicator 2.3: Observations, Feedback, and Coaching – Conducts rigorous, calibrated, and supported observations

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Leverages observations and feedback to build capacity with others as an established professional growth model</p> <p>Maintains and models coaching and actionable feedback as primary means of interacting with staff</p> <p>Establishes a robust system of professional development that is personalized, data-driven based on student learning and observation and feedback data, and includes follow up to ensure implementation of practices covered in professional development</p>	<p>Systematically uses normed tools and processes with instructional leadership teams to analyze calibrated teacher observation data</p>	<p>Uses normed tools and processes to conduct frequent formal and informal observations, capture data trends, and track progress over time</p>	<p>Observes teachers primarily during scheduled observations and occasional walkthroughs</p> <p>Feedback is sometimes provided</p>	Comment Required
BOY							<p>Establishes and makes available to staff clearly defined and reflective classroom routines and instructional strategies as exemplars for performance</p>	<p>Reviews observation data and student achievement to ensure alignment between the two</p>	<p>Provides coaching primarily to new teachers and those in need of support</p>	
MOY							<p>Conducts targeted observations based on analysis of formative student assessment data and follows up observations with coaching that leads to rapid improvement in teacher practice and student learning</p>	<p>Provides timely, clear, and actionable feedback and coaching to all teachers</p>		
EOY								<p>Feedback and coaching includes clear models/exemplars, concise actions steps for improvement, and opportunities to practice with embedded coaching</p>		
Appraiser Comments/ Growth Opportunities										

Indicator 2.4: Professional Development - Personalizes and aligns professional development

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI		<p>Models a schoolwide culture of learning and growth</p> <p>Leverages expertise to systematically develop and coach high fidelity practices</p> <p>Establishes a comprehensive professional development system that is frequent, reflective, and recursive</p> <p>Seamlessly integrates professional development and goal setting as cycles of improvement and refinement</p>	<p>Leverages leadership teams to consistently analyze performance, goal setting data, and growth plans</p> <p>Customizes research-based professional development and assesses implementation and impact on staff and student learning and achievement</p>	<p>Regularly uses observation and other relevant data to deliver targeted professional development that is research-based and addresses staff and student learning and achievement needs</p> <p>Develops calendars for professional development that are modified based on data and teacher/student needs</p>	<p>Provides some professional development opportunities that are teacher-driven and/or delivered for all staff</p>	<p>Comment Required</p>
BOY											
MOY											
EOY											
Appraiser Comments/ Growth Opportunities											

Domain 2: Examples of Artifacts and/or Evidence

- Campus Improvement Plan
- Teacher Recruiting and Hiring Processes
- Teacher and Staff Onboarding
- Teacher Placement Decisions
- Teacher Capacity-Building Strategies
- Professional Development Plans and Resources
- Teacher and Staff Retention Data
- Teacher Professional Growth Plans
- Coaching and Other Support Systems
- Teacher Goal Setting Data and Results

Domain 3: Positive School Culture

Indicator 3.1: Safe Environment and High Expectations – *Aligns the vision, mission, and goals to a safe environment and high expectations*

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Serves as a catalyst and role model for other district and campus leaders in establishing clear purpose and direction</p> <p>Strategically connects and threads all school aspects to the visioning process</p> <p>Models and assumes high expectations from self and others</p>	<p>Leads leadership teams and stakeholders in establishing a unified purpose and shared vision</p> <p>Creates and models experiences that positively promote high expectations and a relentless pursuit of success for all students</p> <p>Connects all initiatives and decisions to the vision</p> <p>Systematically assesses and measures the climate, challenges low expectations, and refines the vision as appropriate</p>	<p>Involves stakeholder groups in creating and continuously refining the school's mission, vision, goals, and values</p> <p>Uses this information to regularly guide decisions</p> <p>Ensures the vision and practices focus on a safe and orderly environment</p> <p>Maintains, and assumes from others, high expectations and shared ownership for student success</p>	<p>Develops and implements a shared vision and aligned goals</p> <p>Periodically uses the vision to guide school initiatives and decisions</p> <p>High expectations are sometimes evident</p>	Comment Required
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 3.2: Behavioral Expectations and Management Systems – Establishes clear expectations and systems for behaviors, including social and emotional supports

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI		<p>Models a comprehensive schoolwide approach for behavior expectations and management systems that reinforce behaviors, applies clear consequence, and utilizes a multi-tier system of support for all students</p> <p>Data is reflective of minimal behavioral issues and high performance</p> <p>Systematically tracks and analyzes data with leadership teams to proactively identify and respond to behavioral concerns</p>	<p>Systematically and explicitly teaches, practices, and reinforces behavioral expectations that promote the school's mission, vision, values, and goals</p> <p>Embraces equity, diversity, and implications for behaviors</p> <p>Communicates, applies, and faithfully upholds schoolwide routines and procedures that support the code of conduct and reflect the school's mission, vision, values, and goals</p> <p>Fairly implements a system of rewards and consequences</p> <p>Consistently tracks and analyzes data to address patterns of issues</p>	<p>Proactively teaches, practices, and reinforces behavioral expectations with all staff and students that are aligned with the school's mission, vision, values, and goals</p> <p>Implements and executes the code of conduct as routine practice</p> <p>Supports teachers in implementing rewards and consequences at the classroom and school levels</p> <p>Regularly tracks and analyzes data</p>	<p>Enforces the code of conduct with established consequences</p> <p>Periodically reviews data, particularly for students with patterns of behavior</p>	Comment Required
BOY											
MOY											
EOY											
Appraiser Comments/ Growth Opportunities											

Indicator 3.3: Proactive and Responsive Student Support Services – Leads strategies to proactively provide and coordinate student support services

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Leverages high-level, comprehensive internal and external services for students and their families</p> <p>Uses schoolwide routines and procedures to proactively identify and respond to students' needs</p> <p>Incorporates wrap-around services for high-need students through established case management processes</p>	<p>Establishes and implements multi-tiered systems of support to identify individual students' support needs</p> <p>Ensures that student's and staff connect what's taught through mental health and wellness, and social and emotional learning strategies and methodologies are transparently connected to recent and relevant cognitive science</p> <p>Coordinates internal and external support services for students and families to proactively respond to students' needs and maximize their learning potential</p>	<p>Ensures that mental health and wellness, and/or social and emotional learning strategies and methodologies are proactively taught</p> <p>Provides structures to monitor individual progress, behavior, and emotional well-being</p> <p>Links internal and external support services to immediately respond to students' needs</p>	<p>Utilizes basic school support services to meet some students' needs, including counseling, mentoring, and some external service referrals</p>	<i>Comment Required</i>
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 3.4: Involving Families and Community – *Productively involves and coordinates family and community involvement*

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Confidently serves as a driving force in creating a culture that welcomes all families and community members as partners</p> <p>Develops authentic relationships with family and community partners to garner resources in support of the school's agenda and outcomes</p> <p>Incorporates varied strategies to gather feedback from family and community partners</p> <p>Leverages the influence and synergy of the school and community stakeholders to work together in support of high levels of student achievement</p>	<p>Empowers teachers and staff to establish a welcoming culture that consistently engage and connect with all families</p> <p>Establishes systems for staff to explicitly shares critical aspects of student learning, and consistently provides positive, constructive, and personalized feedback to families about their child's performance</p> <p>Purposefully uses multiple communication platforms to send consistent messages about involvement and the family/community roles in decision making, supporting the school and student outcomes</p> <p>Uses productivity and achievement data to increase authentic engagement and share responsibility for student outcomes</p>	<p>Provides varied opportunities for all families to engage in critical aspects of student learning</p> <p>Ensures that staff regularly provides positive, constructive, and personalized feedback to families about their child's performance</p> <p>Establishes multiple family communication strategies and platforms that are integrated with teachers' roles and responsibilities</p> <p>Analyzes data about involvement and adopts plans to increase authentic engagement and shared responsibility for student outcomes</p>	<p>Articulates the need for family and community involvement, and accepts some responsibility for engaging stakeholders</p> <p>Communicates essential information with families and the community</p>	<i>Comment Required</i>
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Domain 3: Examples of Artifacts and/or Evidence

- Campus Improvement Plan
- Mission, Vision, Goals, and Beliefs/Values
- Culture and Climate Surveys
- Expectations for Performance
- Behavior Expectations and Management Systems for Students and Staff
- Teacher Retention Data
- Discipline Data Tracking System
- School Safety/Emergency Operations Plan
- Student Support Services
- Case Management Systems
- Partner Agreements
- Communication with Families
- Family and Community Engagement Data

Domain 4: High-Quality Curriculum

Indicator 4.1: Standards-based Curricula and Assessments - Ensures fidelity of implementation with state and district curricula and assessments

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Leads student achievement through established, rigorous, and standards-based curricula and assessments</p> <p>Consistently builds capacity with teachers to know and understand essential/powerful learning standards, criteria for success with students, pacing expectations, and overall alignment of high-quality curricula and assessments</p>	<p>Develops, maintains, and monitors a systematic approach for all teachers to review and internalize relevant curriculum and assessments</p> <p>Utilizes leadership teams to ensure teachers have access to and effectively use the curriculum in planning units and daily lessons</p> <p>Supports teachers in the development or internalization of formative assessments that can be used to identify students conceptual or procedural understanding of the content and from which targeted re-teach plans can be developed</p> <p>Establishes calendars with clear checkpoints, embedded corrective instruction, and spiraling for all students</p>	<p>Ensures teachers have access to a standards-aligned, guaranteed, and viable curriculum and scope and sequence</p> <p>Ensures assessments are aligned to the standards, at the expected level of rigor, and allow for students to demonstrate conceptual and procedural understanding of the content</p> <p>Corrective instruction and spiraling are built into teaching and learning</p> <p>Establishes systems to support teachers in managing curriculum and assessment documents</p>	<p>Provides teachers with district-approved curricula and assessments</p> <p>Supports teachers in using and implementing expected curriculum and assessments</p>	Comment Required
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 4.2: Instructional Resources and Professional Development – Facilitates access to instructional resources and professional development

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement																								
	Dis	Acc	Pro	Dev	NI	<table><tr><td></td><td>Dis</td><td>Acc</td><td>Pro</td><td>Dev</td><td>NI</td></tr><tr><td>BOY</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>MOY</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>EOY</td><td></td><td></td><td></td><td></td><td></td></tr></table>		Dis	Acc	Pro	Dev	NI	BOY						MOY						EOY						Coordinates a seamless integration of high-fidelity curricula, instruction, assessments, resources, and professional development components that work in tandem to yield high quality teaching and learning processes	Strategically aligns instructional materials and resources with expected rigor, key ideas, essential questions, and content-rich texts through ongoing teacher discourse, collaboration, and coaching	Ensures instructional materials and resources are intentionally designed with expected rigor, key ideas, essential questions, and content-rich texts	Provides teachers with relevant instructional materials and resources necessary to implement curricula and assessments	Comment Required
	Dis	Acc	Pro	Dev	NI																														
BOY																																			
MOY																																			
EOY																																			
						Designs and operates the curriculum resource system with clarity, coherence, and precision	Consistently connects materials and resources to instructional needs of all students and student groups	Connects materials and resources to needs of specific teachers, students and student groups	Provides some professional development for all teachers to assist with the use of resources																										
							Provides ongoing, content-focused, and job-embedded professional development to hone teachers' knowledge, skills, and responsibilities	Provides high-fidelity, content-focused professional development that is linked to the curricula and assessments and teacher's individual needs																											
Appraiser Comments/ Growth Opportunities																																			

Domain 4: Examples of Artifacts and/or Evidence

- Curricular Materials
- Curriculum Calendars
- TEKS Studies
- Scope and Sequence
- Lesson and Unit Plans
- Formative and Summative Assessments
- Professional Development Plans and Resources
- Education Plans for Identified Students
- Student Achievement and Testing Data
- Leadership Team Decision-Making Processes
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Domain 5: Effective Instruction

Indicator 5.1: High-Performing Instructional Leadership Team – *Creates a high-performing, skilled leadership team*

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Systematically adheres to and models high levels of implementation of written protocols and processes</p> <p>Establishes clear instructional team roles and responsibilities with accountability measures</p> <p>Builds capacity with other campus leaders to lead highly productive meetings and tasks with clear outcomes for staff and student performance</p>	<p>Incorporates written protocols and processes that are consistently used to lead and manage various leadership teams and other instructional functions</p> <p>Builds capacity with others to lead and manage instructional initiatives</p> <p>Uses targeted observation and feedback of the instructional leadership team to develop a defined set of skills</p> <p>Monitors the effectiveness of team outcomes for staff and student performance</p>	<p>Uses written protocols and processes to regularly lead and manage leadership teams</p> <p>Implements these protocols and processes as standard operating procedures</p> <p>Identifies needs and regularly supports the development of leadership team members</p>	<p>Uses some written protocols and processes for broader instructional leadership tasks</p> <p>Involves leadership teams in some instructional leadership responsibilities</p>	Comment Required
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 5.2: Objective-Driven Plans – Supports the development of objective-driven daily lesson plans

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Empowers, challenges, and supports staff in leading and managing planning with respective teams</p> <p>Uses a system of checks and balances that are tied to student achievement results within teams and accountability for quality plans</p>	<p>Develops, maintains, and monitors a systematic approach for all teacher to collaboratively internalize, modify, or create and submit daily lesson plans with clear learning objectives and other essential components</p> <p>Utilizes leadership teams to assess the fidelity and impact of plans on learning and achievement for all students</p> <p>Consistently provides feedback on and monitors the revisions to plans based on evidence of student mastery</p>	<p>Ensures the unpacking of standards and the analysis of curricular resources, including assessments</p> <p>Communicates and monitors the expectation for all teachers to submit daily lesson plans with clear learning objectives and other essential components, including formative assessments with exemplar responses and success criteria for student mastery</p> <p>Regularly monitors the quality of plans and provides feedback</p>	<p>Communicates an expectation for teachers to internalize, modify, or develop daily lesson plans and submit them</p> <p>Monitors teachers' submissions</p>	Comment Required
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 5.3: Effective Classroom Routines and Instructional Strategies – Develops effective routines, instructional strategies, and experiences for all students

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI	<p>Strategically develops model classrooms to showcase effective instructional practices;</p> <p>Leads change efforts through structured practices, observations, and debriefs as teachers develop mastery of effective instructional strategies and practices across classrooms</p>	<p>Actively utilizes leadership teams and high-performing teachers to model high-leverage classroom routines and instructional strategies</p> <p>Provides real-time feedback to teachers as strategies are practices and implemented</p> <p>Consistently observes and coaches teachers to facilitate mastery of research-based, high-leverage instructional practices</p>	<p>Facilitates and supports the implementation of high-leverage instructional strategies, classroom procedures, and routines that are modeled and practiced with fidelity in all classrooms</p> <p>Conducts regular walkthroughs and observations that include feedback using a research-based instructional rubric</p>	<p>Incorporates instructional routines and strategies that are teacher-driven</p> <p>Monitors the effectiveness of practices when teacher and/or student needs arise</p>	Comment Required
BOY										
MOY										
EOY										

Appraiser Comments/ Growth Opportunities

Indicator 5.4: Data-Driven Instruction – Monitors multiple forms of data to guide instructional decisions and maximize performance

Ratings							Distinguished	Accomplished	Proficient	Developing	Needs Improvement
	Dis	Acc	Pro	Dev	NI		Empowers, challenges, and supports staff with comprehensive data management and analyses systems	Leverages all staff to consistently disaggregate multiple sources of student-level data which inform and prioritize student-specific instructional needs	Supports teachers in analyzing multiple sources of data to regularly track and monitor the progress of all students and student groups	Communicates an expectation for teachers to analyze multiple forms of academic data	Comment Required
BOY							Teams make data-driven decisions as a routine practice and individually track their own data	Ensures teachers, students, and strategies are matched to maximize growth	Ensures teachers use data to assess instructional effectiveness, prioritize needs, and determine root causes for mastery and non-mastery	Sometimes reviews other sources of data beyond academics	
MOY							Students take ownership of and act on their data	Implements schedules to facilitate frequent and recurring data meetings with teachers	Focuses teachers on regular analysis of student work		
EOY							Data extends beyond varied academic sources	Ensures data meetings include an analysis of student work to determine procedural and conceptual errors preventing student mastery and the crafting of reteach plans targeted to the point of error(s) shown in student work			
Appraiser Comments/ Growth Opportunities											

Indicator 5.5: Response to Intervention – Leverages resources to respond in a timely manner to all students' needs

Ratings						Distinguished	Accomplished	Proficient	Developing	Needs Improvement	
	Dis	Acc	Pro	Dev	NI	<p>Prioritizes schedules and targets resources to strategically address the instructional needs of students, address growth, and close achievement gaps</p> <p>Systematically involves teams of teachers in tracking learning, growth and achievement for students who need interventions</p> <p>Closing gaps are evident and student achievement increases</p>	<p>Leverages leadership teams to systematically lead and monitor diagnostics and interventions</p>	<p>Ensures student diagnostics and data are used to drive timely, targeted, and data-driven interventions from highly effective teachers and address learning needs</p>	<p>Ensures student diagnostics and data are used to drive timely, targeted, and data-driven interventions from highly effective teachers and address learning needs</p>	<p>Uses limited data to identify students' learning needs</p>	<p>Comment Required</p>
BOY							<p>Ensures student diagnostics and data are used to consistently provide timely, targeted, and data-driven interventions from highly effective teachers and address learning needs</p>	<p>Monitors interventions with a focus on grouping configurations, differentiation, instructional effectiveness, and coordination between teachers</p>	<p>Relies on teachers to provide necessary interventions</p>		
MOY							<p>Ensures flexibility in schedules, student groups, and resources to respond to students with varied learning needs</p>	<p>Implements data monitoring and tracking systems for each teacher and student</p>	<p>Focuses primarily on students with the greatest learning needs</p>		
EOY							<p>Creates and maintains systems at varied levels within the campus to set goals and consistently monitor and track students and their growth with interventions</p>	<p>Uses regular and extended day schedules to regularly provide interventions</p>			
Appraiser Comments/ Growth Opportunities											

Domain 5: Examples of Artifacts and/or Evidence

- Leadership Team Protocols
- Leadership Team Agendas and Minutes
- Leadership Team Roles and Responsibilities
- Use of Research-Based Campus and Instructional Practices
- Effective Classroom Routines
- Use of Objective-Driven Lesson Plans
- Monitoring Processes for Lesson Plans
- Walkthroughs and Observations
- Staff Coaching Processes
- Data Management Systems
- Student Achievement and Testing Data
- Response to Intervention Tracking, Data and Meetings
- Teacher Tracking Systems for Students