

**CONWAY SCHOOL DISTRICT
PROFESSIONAL EVALUATION SYSTEM**

**CONWAY ANNUAL INSTRUCTIONAL
SPECIALIST EVALUATION**

2011

ADOPTED 2000-2001

Revised 2003-2004

Revised 2011

**Acknowledgement of original source for the
Conway School District Professional Evaluation System**

Danielson, Charlotte. Enhancing Professional Practice: A Framework for Teaching, 2nd Edition. Copyright © 1996, 2007 2nd edition, by the Association for Supervision and Curriculum Development (ASCD). Adapted with permission.

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CONWAY SCHOOL DISTRICT PROFESSIONAL EVALUATION SYSTEM

COMMITTEE MEMBERS:

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GOALS OF THE PROFESSIONAL SYSTEM:

The Goals of the Conway District Professional Evaluation System are to:

- Improve instruction
- Encourage reflective practice
- Foster professional dialogue between teacher and supervisor
- Provide a mutually understood set of priorities focused on improvement
- Foster continuous improvement and professional growth
- Provide a mechanism for differentiating performance and awarding compensation
- Provide districtwide needs data for providing staff development

THE CONWAY ANNUAL TEACHER EVALUATION FORM (CATE)

At the core of the Professional Evaluation System is the CATE. (See Appendix A) The CATE Form is based on research about teaching and learning, and represents a credible and widely accepted set of criteria associated with effective teaching. The framework and criteria are consistent with the beliefs of the Conway educational community. The CATE instrument has four categories of criteria or domains, relating to teaching performance. They are:

- Planning and Preparation
- The Classroom Environment
- Instruction
- Professional Responsibilities

Rubrics for each domain are found in Appendix B and/or in Enhancing Professional Practice, A Framework for Teaching (2nd edition) by Charlotte Danielson.

The criteria in the instructional domain are weighted double the value of the other criteria to emphasize the critical importance of this domain.

PROCEDURES FOR THE PROFESSIONAL EVALUATION SYSTEM:

A framework for the evaluation process follows, with details and timelines outlined on the **Conway Professional Evaluation System Grid** for teachers at these four levels. All placements are based on annual decisions.

- **Unsatisfactory**

Demonstrates unsatisfactory performance by achieving less than 43 percent

Makes unsatisfactory improvement on annual goals

At risk of nonrenewal

A teacher can remain unsatisfactory for up to 1 year.

- **Basic**

Demonstrates basic performance by achieving 43-59 percent

Makes significant measurable progress toward the achievement of annual goals

Faculty new to the district will typically be at Basic level

A probationary teacher can remain at the Basic level for up to 3 years.

- **Proficient**

Demonstrates proficient performance by achieving 60-84 percent

Makes significant measurable progress toward the achievement of annual goals

This is the expected level of teacher performance for most teachers

- **Distinguished**

Demonstrates distinguished performance by achieving 85-100 percent

Achieves Annual Goals

Assumes additional responsibilities which will impact the professional development of other staff

CONWAY PROFESSIONAL EVALUATION SYSTEM TIMELINE

DATE	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
JUN 15	GOAL CONFERENCE			
JUN 30				
JUL 15				
JUL 30				
AUG 15				
AUG 30				
SEP 15		GOAL CONFERENCE		
SEP 30				
OCT 15	1 OBSERVATION DONE		GOAL CONFERENCE DONE	
OCT 30				
NOV 15				
NOV 30				
DEC 15	NEW EMPLOYEE BASELINE CATE DONE			
DEC 30				
JAN 15				
JAN 30				
FEB 15				
FEB 28				
MAR 15	ALL OBSERVATIONS DONE			
MAR 30	SUMMATIVE EVAL, CATE INDICATING PLACEMENT DONE			
APR 15	NOTIFICATION OF NON- RENEWAL BY LAW -----			
APR 30				
MAY 15				
MAY 21			SUMMATIVE EVAL, CATE INDICATING PLACEMENT DONE	

CONWAY PROFESSIONAL EVALUATION SYSTEM TIMELINE 6.28.01

	EVALUATION STEPS	DOCUMENTATION	SCHEDULE
UNSATISFACTORY Less than 43 percent	<p>Review goals derived from identified deficiencies</p> <p>Minimum of 2 formal observations with documentation Minimum of 2 informal observations with documentation</p> <p>Summative evaluation</p>	<p>Statement of Goals</p> <p>Appropriate observation forms</p> <p>Teacher self evaluation on CATE; supervisor evaluation on CATE with written documentation/evidence file</p>	<p>Goal conference by June 15 of placement year</p> <p>1 observation by October 15 All observations complete by March 15</p> <p>Summative evaluation with completed and signed CATE indicating placement by March 30</p> <p>Non renewal notification by April 15</p>
BASIC 43 - 59 percent	<p>Establish goals in conference</p> <p>Minimum of 1 formal observation and 2 informal observations with documentation</p> <p>Summative evaluation</p>	<p>Statement of goals</p> <p>Appropriate observation forms</p> <p>Teacher self evaluation on CATE; supervisor evaluation on CATE with written documentation/evidence file</p>	<p>Goal conference by September 15</p> <p>At least 1 observation by October 15. All observations complete by March 15</p> <p>Summative evaluation with completed and signed CATE indicating placement by March 30</p> <p>Non renewal notification by April 15</p>
PROFICIENT 60 - 84 percent	<p>Establish goals in conference</p> <p>Formal and informal observations of classroom and other professional responsibilities as determined in goals conference</p> <p>Summative evaluation</p>	<p>Statement of goals</p> <p>Appropriate forms Other evidence as per agreement</p> <p>Teacher self evaluation on CATE; supervisor evaluation on CATE with written documentation/evidence file</p>	<p>Goal conference by October 15</p> <p>Summative evaluation with completed and signed CATE indicating placement by May 21</p>
DISTINGUISHED 85 - 100 percent	<p>Establish goals in conference</p> <p>Formal and informal observation of classroom and other professional responsibilities as determined in goals conference</p> <p>Summative evaluation</p>	<p>Statement of goals</p> <p>Appropriate forms Other evidence as per agreement</p> <p>Teacher self evaluation on CATE; supervisor evaluation on CATE with written documentation/evidence</p>	<p>Goal conference by October 15</p> <p>Summative evaluation with completed and signed CATE indicating placement by May 21</p>

NOTE: All employees new to the district will receive a completed and signed baseline CATE by December 15

CONWAY PROFESSIONAL EVALUATION SYSTEM OBSERVATION PROCEDURES

All classroom observations of the teaching performance of any teacher shall be conducted openly and with the full knowledge of the teacher. No teacher shall receive adverse comments from any observer in the presence of the pupils.

Each teacher shall be given his/her observation report within 7 days of the observation, and shall have the opportunity to discuss such report with his/her supervisor and/or principal. After such discussions the teacher shall sign the report, but the teacher's signature does not necessarily indicate agreement with its contents. If the teacher disagrees with the evaluation or observation report, he/she may so indicate in writing within one week of receipt of the evaluation or observation report; and upon request, the written statement of disagreement shall be placed in his/her personnel file and attached to the relative documents. At the time of signing, the teacher shall be given a copy of his/her evaluation.

The forms that will be used are the **Conway School District Annual Statement of Goals/Personal Plan**, the **Conway Professional Evaluation System Formal Observation Form**, and the **Conway School District Informal Observation Form** (See Appendix C).

QUESTIONS AND ANSWERS ABOUT THE CONWAY PROFESSIONAL EVALUATION SYSTEM:

- **QUESTION: Is everyone evaluated annually in each category of each component?**

ANSWER: Yes. However, it is expected that teachers and supervisors will focus on specific evaluation evidence related to goals and improvement targets.

- **QUESTION: How are goals determined using CATE?**

ANSWER: The teacher and supervisor complete the CATE prior to the goals conference, and these forms will be used in the goal setting process.

- **QUESTION: Do all goals need to be rooted in CATE?**

ANSWER: Yes.

- **QUESTION: What type of evidence will be collected and by whom?**

ANSWER: The teacher will collect the evidence identified by the supervisor. The evidence will be decided upon at the goal setting conference. . Evidence may include formal or informal observation documentation.

- **QUESTION: Will every teacher be formally observed each year?**

ANSWER: Unsatisfactory teachers will receive a minimum of 2 formal observations and two informal observations with documentation during the year. Basic teachers will receive a minimum of 1 formal and 2 informal observations per year with documentation. For all other teachers, the number and type of evaluations and documentation will be determined at the annual goal setting conference.

- **QUESTION: How will evidence be evaluated and by whom?**

ANSWER: The supervisor will review the evidence with the teacher at the summative evaluation session, and deliver the completed CATE within the Conway Professional Evaluation System Timeline.

- **QUESTION: How is the CATE point total translated into compensation?**

ANSWER: Each teacher will be eligible for compensation based on the CATE point total in accordance with the negotiated contract.

- **QUESTION: Is there an appeal process, and if so how does it work?**

ANSWER: As per Article V-(5-3) of the CEA Agreement, “any evaluation that does not adhere to the procedures set forth in the Professional Evaluation System shall be subject to the grievance procedure with such being the issue. The judgment exercised in the evaluation, if based on accurate information, is not grieveable.” .

ANNUAL STATEMENT OF GOALS/PERSONAL PLAN

SCHOOL YEAR: _____ EXPIRATION DATE: _____ ENDORSEMENTS: _____

EDUCATOR NAME _____ SUPERVISOR _____

GOALS	CATE REFERENCE	TIMELINE	DOCUMENTATION EVIDENCE	DATE OF CHECK	INITIALS

EDUCATOR SIGNATURE _____

SUPERVISOR SIGNATURE _____

DATE _____

DATE _____

CONWAY PROFESSIONAL EVALUATION SYSTEM

FORMAL OBSERVATION FORM

EDUCATOR _____

OBSERVER _____

TEACHING ASSIGNMENT _____

DATE _____

OBSERVATION NUMBER _____

TIME: From _____ to _____

OBSERVATION SUMMARY:

COMMENTS and/or SUGGESTION:

EDUCATOR'S COMMENTS:

SIGNED _____
(Educator)

SIGNED _____
(Supervisor)

DATE _____

DATE _____

(SIGNATURES INDICATE THAT THE OBSERVATION HAS BEEN MADE AND SHARED. THE EDUCATOR'S SIGNATURE DOES NOT NECESSARILY INDICATE AGREEMENT WITH THE OBSERVATION.)

1 COPY TO EDUCATOR

1 COPY TO OBSERVER

1 COPY TO PERSONNEL FILE

CONWAY SCHOOL DISTRICT
PROFESSIONAL EVALUATION SYSTEM
INFORMAL OBSERVATION FORM

EDUCATOR _____

DATE: _____

LOCATION _____

TIME: _____

OBSERVER: _____

OBSERVER SIGNATURE _____ **DATE:** _____

APPENDIX A

CONWAY ANNUAL INSTRUCTIONAL SPECIALIST EVALUATION FORM (CAISE)

Name:

Position:

Date:

PLANNING AND PREPARATION	(0) Unsatisfactory	(1) Basic	(2) Proficient	(3) Distinguished
Component 1a: Demonstrating knowledge of current trends in specialty area and professional development				
Component 1b: Demonstrating knowledge of the school's program and levels of teacher skill in delivering that program				
Component 1c: Establishing goals for the instructional support program appropriate to the setting and the teachers served				
Component 1d: Demonstrating knowledge of resources, both within and beyond the school and district				
Component 1e: Planning the instructional support program, integrated with the overall school program				
Component 1f: Developing a plan to evaluate the instructional support program				

Comments:

Points Earned: _____
Total Possible Points 18

THE ENVIRONMENT	(0) Unsatisfactory	(1) Basic	(2) Proficient	(3) Distinguished
Component 2a: Creating an environment of trust and respect				
Component 2b: Establishing a culture for ongoing instructional improvement				
Component 2c: Establishing clear procedures for teachers to gain access to instructional support				
Component 2d: Establishing and maintaining norms of behavior for professional interactions				
Component 2e: Organizing physical space for workshops or training				

Comments:

Points Earned: _____
Total Possible Points 15

CONWAY ANNUAL INSTRUCTIONAL SPECIALIST EVALUATION FORM

Name: _____

Position: _____

Date: _____

DELIVERY OF SERVICE	(0) Unsatisfactory	(2) Basic	(4) Proficient	(6) Distinguished
Component 3a: Collaborating with teachers in the design of instructional units and lessons				
Component 3b: Engaging teachers in learning new instructional skills				
Component 3c: Sharing expertise with staff				
Component 3d: Locating resources for teachers to support instructional improvement				
Component 3e: Demonstrating flexibility and responsiveness				

Comments: _____

Points Earned: _____
Total Possible points 30

PROFESSIONAL RESPONSIBILITIES	(0) Unsatisfactory	(1) Basic	(2) Proficient	(3) Distinguished
Component 4a: Reflecting on practice				
Component 4b: Preparing and submitting budgets and reports				
Component 4c: Coordinating work with other instructional specialists				
Component 4d: Participating in a professional community				
Component 4e: Engaging in professional development				
Component 4f: Showing professionalism, including integrity and confidentiality				

Comments: _____

Points Earned _____
Total Possible Points 18

CONWAY ANNUAL INSTRUCTIONAL SPECIALISTS EVALUATION FORM (CAISE)

Name:

Position:

Date:

Evaluation Summary *for office use*

Percentage Score: _____

Total possible points (81)

0 to 42 percent	0-34 Unsatisfactory
43 to 59 percent	35-48 Basic
60 to 84 percent	49-68 Proficient
85 to 100 percent	69-81 Distinguished

CONWAY ANNUAL INSTRUCTIONAL SPECIALIST EVALUATION FORM (CAISE)

Name:

Position:

Date:

Signature Page

RATING: _____

Comments:

This evaluation has been discussed with me.

(check one) _____ I agree with its contents.

_____ I disagree with its contents.

Signature of Employee

Date

Signature of Evaluator

Date

APPENDIX B

DOMAIN 1 FOR INSTRUCTIONAL SPECIALISTS: PLANNING AND PREPARATION

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1a: Demonstrating knowledge of current trends in specialty area and professional development	Instructional specialist demonstrates little or no familiarity with specialty area or trends in professional development.	Instructional specialist demonstrates basic familiarity with specialty area and trends in professional development.	Instructional specialist demonstrates thorough knowledge of specialty area and trends in professional development.	Instructional specialist's knowledge of specialty area and trends in professional development is wide and deep; specialist is regarded as an expert by colleagues.
1b: Demonstrating knowledge of the school's program and levels of teacher skill in delivering that program	Instructional specialist demonstrates little or no knowledge of the school's program or of teacher skill in delivering that program.	Instructional specialist demonstrates basic knowledge of the school's program and of teacher skill in delivering that program.	Instructional specialist demonstrates thorough knowledge of the school's program and of teacher skill in delivering that program.	Instructional specialist is deeply familiar with the school's program and works to shape its future direction and actively seeks information as to teacher skill in that program.
1c: Establishing goals for the instructional support program appropriate to the setting and the teachers served	Instructional specialist has no clear goals for the instructional support program, or they are inappropriate to either the situation or the needs of the staff.	Instructional specialist's goals for the instructional support program are rudimentary and are partially suitable to the situation and the needs of the staff.	Instructional specialist's goals for the instructional support program are clear and are suitable to the situation and the needs of the staff.	Instructional specialist's goals for the instructional support program are highly appropriate to the situation and the needs of the staff. They have been developed following consultations with administrators and colleagues.

DOMAIN 1 FOR INSTRUCTIONAL SPECIALISTS: PLANNING AND PREPARATION *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1d: Demonstrating knowledge of resources, both within and beyond the school and district	Instructional specialist demonstrates little or no knowledge of resources available in the school or district for teachers to advance their skills.	Instructional specialist demonstrates basic knowledge of resources available in the school and district for teachers to advance their skills.	Instructional specialist is fully aware of resources available in the school and district and in the larger professional community for teachers to advance their skills.	Instructional specialist actively seeks out new resources from a wide range of sources to enrich teachers' skills in implementing the school's program.
1e: Planning the instructional support program, integrated with the overall school program	Instructional specialist's plan consists of a random collection of unrelated activities, lacking coherence or an overall structure.	Instructional specialist's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.	Instructional specialist's plan is well designed to support teachers in the improvement of their instructional skills.	Instructional specialist's plan is highly coherent, taking into account the competing demands of making presentations and consulting with teachers, and has been developed following consultation with administrators and teachers.
1f: Developing a plan to evaluate the instructional support program	Instructional specialist has no plan to evaluate the program or resists suggestions that such an evaluation is - important.	Instructional specialist has a rudimentary plan to evaluate the instructional support program.	Instructional support specialist's plan to evaluate the program is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.	Instructional specialist's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the program on an ongoing basis.

DOMAIN 2 FOR INSTRUCTIONAL SPECIALISTS: THE ENVIRONMENT

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2a: Creating an environment of trust and respect	Teachers are reluctant to request assistance from the instructional specialist, fearing that such a request will be treated as a sign of deficiency.	Relationships with the instructional specialist are cordial; teachers don't resist initiatives established by the instructional specialist.	Relationships with the instructional specialist are respectful, with some contacts initiated by teachers.	Relationships with the instructional specialist are highly respectful and trusting, with many contacts initiated by teachers.
2b: Establishing a culture for ongoing instructional improvement	Instructional specialist conveys the sense that the work of improving instruction is externally mandated and is not important to school improvement.	Teachers do not resist the offerings of support from the instructional specialist.	Instructional specialist promotes a culture of professional inquiry in which teachers seek assistance in improving their instructional skills.	Instructional specialist has established a culture of professional inquiry in which teachers initiate projects to be undertaken with the support of the specialist.
2c: Establishing clear procedures for teachers to gain access to instructional support	When teachers want to access assistance from the instructional specialist, they are not sure how to go about it.	Some procedures (for example, registering for workshops) are clear to teachers, whereas others (for example, receiving informal support) are not.	Instructional specialist has established clear procedures for teachers to use in gaining access to support.	Procedures for access to instructional support are clear to all teachers and have been developed following consultation with administrators and teachers.

DOMAIN 2 FOR INSTRUCTIONAL SPECIALISTS: THE ENVIRONMENT *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2d: Establishing and maintaining norms of behavior for professional interactions	No norms of professional conduct have been established; teachers are frequently disrespectful in their interactions with one another.	Instructional specialist's efforts to establish norms of professional conduct are partially successful.	Instructional specialist has established clear norms of mutual respect for professional interaction.	Instructional specialist has established clear norms of mutual respect for professional interaction. Teachers ensure that their colleagues adhere to these standards of conduct.
2e: Organizing physical space for workshops or training	Instructional specialist makes poor use of the physical environment, resulting in poor access by some participants, time lost due to poor use of training equipment, or little alignment between the physical arrangement and the workshop activities.	The physical environment does not impede workshop activities.	Instructional specialist makes good use of the physical environment, resulting in engagement of all participants in the workshop activities.	Instructional specialist makes highly effective use of the physical environment, with teachers contributing to the physical arrangement.

DOMAIN 3 FOR INSTRUCTIONAL SPECIALISTS: DELIVERY OF SERVICE

L E V E L O F P E R F O R M A N C E

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3a: Collaborating with teachers in the design of instructional units and lessons	Instructional specialist declines to collaborate with classroom teachers in the design of instructional lessons and units.	Instructional specialist collaborates with classroom teachers in the design of instructional lessons and units when specifically asked to do so.	Instructional specialist initiates collaboration with classroom teachers in the design of instructional lessons and units.	Instructional specialist initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.
3b: Engaging teachers in learning new instructional skills	Teachers decline opportunities to engage in professional learning.	Instructional specialist's efforts to engage teachers in professional learning are partially successful, with some participating.	All teachers are engaged in acquiring new instructional skills.	Teachers are highly engaged in acquiring new instructional skills and take initiative in suggesting new areas for growth.
3c: Sharing expertise with staff	Instructional specialist's model lessons and workshops are of poor quality or are not appropriate to the needs of the teachers being served.	The quality of the instructional specialist's model lessons and workshops is mixed, with some of them being appropriate to the needs of the teachers being served.	The quality of the instructional specialist's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served.	The quality of the instructional specialist's model lessons and workshops is uniformly high and appropriate to the needs of the teachers being served. The instructional specialist conducts extensive follow-up work with teachers.

DOMAIN 3 FOR INSTRUCTIONAL SPECIALISTS: DELIVERY OF SERVICE *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
3d: Locating resources for teachers to support instructional improvement	Instructional specialist fails to locate resources for instructional improvement for teachers, even when specifically requested to do so.	Instructional specialist's efforts to locate resources for instructional improvement for teachers are partially successful, reflecting incomplete knowledge of what is available.	Instructional specialist locates resources for instructional improvement for teachers when asked to do so.	Instructional specialist is highly proactive in locating resources for instructional improvement for teachers, anticipating their needs.
3e: Demonstrating flexibility and responsiveness	Instructional specialist adheres to his plan, in spite of evidence of its inadequacy.	Instructional specialist makes modest changes in the support program when confronted with evidence of the need for change.	Instructional specialist makes revisions to the support program when it is needed.	Instructional specialist is continually seeking ways to improve the support program and makes changes as needed in response to student, parent, or teacher input.

DOMAIN 4 FOR INSTRUCTIONAL SPECIALISTS: PROFESSIONAL RESPONSIBILITIES

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4a: Reflecting on practice	Instructional specialist does not reflect on practice, or the reflections are inaccurate or self-serving.	Instructional specialist's reflection on practice is moderately accurate and objective without citing specific examples and with only global suggestions as to how it might be improved.	Instructional specialist's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Instructional specialist makes some specific suggestions as to how the support program might be improved.	Instructional specialist's reflection is highly accurate and perceptive, citing specific examples. Instructional specialist draws on an extensive repertoire to suggest alternative strategies, accompanied by a prediction of the likely consequences of each.
4b: Preparing and submitting budgets and reports	Instructional specialist does not follow established procedures for preparing budgets and submitting reports. Reports are routinely late.	Instructional specialist's efforts to prepare budgets are partially successful, anticipating most expenditures and following established procedures. Reports are sometimes submitted on time.	Instructional specialist's budgets are complete, anticipating all expenditures and following established procedures. Reports are always submitted on time.	Instructional specialist anticipates and responds to teacher needs when preparing budgets, following established procedures and suggesting improvements to those procedures. Reports are submitted on time.
4c: Coordinating work with other instructional specialists	Instructional specialist makes no effort to collaborate with other instructional specialists within the district.	Instructional specialist responds positively to the efforts of other instructional specialists within the district to collaborate.	Instructional specialist initiates efforts to collaborate with other instructional specialists within the district.	Instructional specialist takes a leadership role in coordinating projects with other instructional specialists within and beyond the district.

DOMAIN 4 FOR INSTRUCTIONAL SPECIALISTS: PROFESSIONAL RESPONSIBILITIES *(continued)*

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4d: Participating in a professional community	Instructional specialist's relationships with colleagues are negative or self-serving, and the specialist avoids being involved in school and district events and projects.	Instructional specialist's relationships with colleagues are cordial, and the specialist participates in school and district events and projects when specifically requested.	Instructional specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Instructional specialist makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.
4e: Engaging in professional development	Instructional specialist does not participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.	Instructional specialist's participation in professional development activities is limited to those that are convenient or are required.	Instructional specialist seeks out opportunities for professional development based on an individual assessment of need.	Instructional specialist actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as participating in state or national conferences for other specialists.
4f: Showing professionalism, including integrity and confidentiality	Instructional specialist displays dishonesty in interactions with colleagues and violates norms of confidentiality.	Instructional specialist is honest in interactions with colleagues and respects norms of confidentiality.	Instructional specialist displays high standards of honesty and integrity in interactions with colleagues and respects norms of confidentiality.	Instructional specialist can be counted on to hold the highest standards of honesty and integrity and takes a leadership role with colleagues in respecting the norms of confidentiality.