

# Evaluation Rubric

## Instructional Specialist

### 1: Domain 1: Planning and Preparation

#### 1a: Demonstrating knowledge of current trends in specialty area and professional development

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist's knowledge of specialty area and trends in professional development is wide and deep; specialist is regarded as an expert by colleagues.	Instructional specialist demonstrates thorough knowledge of specialty area and trends in professional development.	Instructional specialist demonstrates basic familiarity with specialty area and trends in professional development.	Instructional specialist demonstrates little or no familiarity with specialty area or trends in professional development.

#### 1b: Demonstrating knowledge of the school's program and levels of teacher skill in delivering that program

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	Instructional specialist demonstrates thorough knowledge of the school's program and 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 little or no knowledge of the school's program or of teacher skill in delivering that program.

#### 1c: Establishing goals for the instructional support program appropriate to the setting and the teachers served

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	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 rudimentary and are partially suitable to the situation and the needs of the staff.	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.

#### 1d: Demonstrating knowledge of resources, both within and beyond the school and district

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist actively seeks out new resources from a wide range of sources to enrich teachers' skills in implementing the school's program.	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 demonstrates basic knowledge of resources available in the school and district for teachers to advance their skills.	Instructional specialist demonstrates little or no knowledge of resources available in the school or district for teachers to advance their skills.

**1e: Planning the instructional support program, integrated with the overall school program**

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	Instructional specialist's plan is well designed to support teachers in the improvement of their instructional skills.	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 consists of a random collection of unrelated activities, lacking coherence or an overall structure.

**1f: Developing a plan to evaluate the instructional support program**

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	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 has a rudimentary 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.

**2: Domain 2: The Environment****2a: Creating an environment of trust and respect**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Relationships with the instructional specialist are highly respectful and trusting, with many contacts initiated by teachers.	Relationships with the instructional specialist are respectful, with some contacts initiated by teachers.	Relationships with the instructional specialist are cordial; teachers don't resist initiatives established by the instructional specialist.	Teachers are reluctant to request assistance from the instructional specialist, fearing that such a request will be treated as a sign of deficiency.

**2b: Establishing a culture for ongoing instructional improvement**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist has established a culture of professional inquiry in which teachers initiate projects to be undertaken with the support of the specialist.	Instructional specialist promotes a culture of professional inquiry in which teachers seek assistance in improving their instructional skills.	Teachers do not resist the offerings of support from the instructional specialist.	Instructional specialist conveys the sense that the work of improving instruction is externally mandated and is not important to school improvement.

**2c: Establishing clear procedures for teachers to gain access to instructional support**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Procedures for access to instructional support are clear to all teachers and have been developed following consultation with administrators and teachers.	Instructional specialist has established clear procedures for teachers to use in gaining access to support.	Some procedures (for example, registering for workshops) are clear to teachers, whereas others (for example, receiving informal support) are not.	When teachers want to access assistance from the instructional specialist, they are not sure how to go about it.

**2d: Establishing and maintaining norms of behavior for professional interactions**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist has established clear norms of mutual respect for professional interaction. Teachers ensure that their colleagues adhere to these standards of conduct.	Instructional specialist has established clear norms of mutual respect for professional interaction.	Instructional specialist's efforts to establish norms of professional conduct are partially successful.	No norms of professional conduct have been established; teachers are frequently disrespectful in their interactions with one another.

**2e: Organizing physical space for workshops or training**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist makes highly effective use of the physical environment, with teachers contributing to the physical arrangement.	Instructional specialist makes good use of the physical environment, resulting in engagement of all participants in the workshop activities.	The physical environment does not impede workshop activities.	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.

**3: Domain 3: Instruction / Delivery of Service****3a: Collaborating with teachers in the design of instructional units and lessons**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist initiates collaboration with classroom teachers in the design of instructional lessons and units, locating additional resources from sources outside the school.	Instructional specialist initiates collaboration 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 declines to collaborate with classroom teachers in the design of instructional lessons and units.

**3b: Engaging teachers in learning new instructional skills**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Teachers are highly engaged in acquiring new instructional skills and take initiative in suggesting new areas for growth.	All teachers are engaged in acquiring new instructional skills.	Instructional specialist's efforts to engage teachers in professional learning are partially successful, with some participating.	Teachers decline opportunities to engage in professional learning.

**3c: Sharing expertise with staff**

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	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 mixed, with some of them being appropriate to the needs of the teachers being served.	Instructional specialist's model lessons and workshops are of poor quality or are not appropriate to the needs of the teachers being served.

**3d: Locating resources for teachers to support instructional improvement**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist is highly proactive in locating resources for instructional improvement for teachers, anticipating their needs.	Instructional specialist locates resources for instructional improvement for teachers when asked 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 fails to locate resources for instructional improvement for teachers, even when specifically requested to do so.

**3e: Demonstrating flexibility and responsiveness**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist is continually seeking ways to improve the support program and makes changes as needed in response to student, parent, or teacher input.	Instructional specialist makes revisions to the support program when it is needed.	Instructional specialist makes modest changes in the support program when confronted with evidence of the need for change.	Instructional specialist adheres to his plan, in spite of evidence of its inadequacy.

**4: Domain 4: Professional Responsibilities****4a: Reflecting on practice**

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	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 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 does not reflect on practice, or the reflections are inaccurate or self-serving.

**4b: Preparing and submitting budgets and reports**

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	Instructional specialist's budgets are complete, anticipating all expenditures and following established procedures. Reports are always submitted on time.	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 does not follow established procedures for preparing budgets and submitting reports. Reports are routinely late.

**4c: Coordinating work with other instructional specialists**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist takes a leadership role in coordinating projects with other instructional specialists within and beyond the district.	Instructional specialist initiates efforts 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 makes no effort to collaborate with other instructional specialists within the district.

**4d: Participating in a professional community**

Excellent	Proficient	Needs Improvement	Unsatisfactory
Instructional specialist makes a substantial contribution to school and district events and projects and assumes a leadership role with colleagues.	Instructional specialist participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Instructional specialist's relationships with colleagues are cordial, and the specialist participates in school and district events and projects when specifically requested.	Instructional specialist's relationships with colleagues are negative or self-serving, and the specialist avoids being involved in school and district events and projects.

**4e: Engaging in professional development**

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	Instructional specialist seeks out opportunities for professional development based on an individual assessment of need.	Instructional specialist's participation in professional development activities is limited to those that are convenient or are required.	Instructional specialist does not participate in professional development activities, even when such activities are clearly needed for the enhancement of skills.

**4f: Showing professionalism, including integrity and confidentiality**

Excellent	Proficient	Needs Improvement	Unsatisfactory
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.	Instructional specialist displays high standards of honesty and integrity in interactions with colleagues and respects norms of confidentiality.	Instructional specialist is honest in interactions with colleagues and respects norms of confidentiality.	Instructional specialist displays dishonesty in interactions with colleagues and violates norms of confidentiality.