

APPENDIX D

IPSWICH EDUCATOR EVALUATION AGREEMENT

10/18/12

1. Purpose of Educator Evaluation

This contract language is locally negotiated and based on M.G.L., c.71, § 38; M.G.L. c.150E and the Educator Evaluation regulations, 603 CMR 35.00 et seq.

The regulatory purposes of evaluation are:

- i. To promote student learning, growth, and achievement by providing Educators with feedback for improvement, enhanced opportunities for professional growth, and clear structures for accountability.
- ii. To provide a record of facts and assessments for personnel decisions.

The Ipswich Public School purposes of evaluation are to support and promote teacher excellence and improvement through collaboration, mentoring, and professional development.

2. Definitions

Artifacts of Professional Practice: Educator developed work products and student work samples that demonstrate the Educator's knowledge and skills with respect to specific performance standards.

Caseload Educator: Educators who teach or counsel individual or small groups of students through consultation with the regular classroom teacher, for example, school nurses, guidance counselors, speech and language pathologists, and some reading specialists and special education teachers.

Classroom Teacher: Educators who teach preK-12 whole classes and teachers of special subjects as such as art, music, library, and physical education. May also include special education teachers and reading specialists who teach whole classes.

Categories of Evidence: Multiple measures of student learning, growth, and achievement; judgments based on observations and artifacts of professional practice; and additional evidence relevant to one or more Standards of Effective Teaching Practice.

Educator(s): Inclusive term that applies to all classroom teachers and caseload educators, unless otherwise noted.

Educator Plan: The growth or improvement actions identified as part of each Educator's evaluation. The type of plan is determined by the Educator's career stage, overall performance

rating, and the rating of impact on student learning, growth, and achievement. There shall be four types of Educator Plans:

Developing Educator Plan shall mean a plan developed by the Educator and the Evaluator for one school year or less for an Educator without Professional Teacher Status (PTS). The Educator shall be evaluated at least annually.

Self-Directed Growth Plan shall mean a plan developed by the Educator for one or two school years for Educators with PTS who are rated proficient or exemplary.

Directed Growth Plan shall mean a plan developed by the Educator and the Evaluator of one school year or less for Educators with PTS who are rated needs improvement. There shall be a summative evaluation at the end of the period determined by the plan, and, if the Educator does not receive a proficient rating, he or she shall be rated unsatisfactory and shall be placed on an improvement plan.

Improvement Plan shall mean a plan developed by the Educator and the Evaluator for a realistic time period sufficient to achieve the goals outlined in the Improvement Plan, but not less than 30 school days within the same school year and no more than one school year, for Educators with PTS who are rated unsatisfactory with goals specific to improving the Educator's unsatisfactory performance. In those cases where an Educator is rated unsatisfactory near the close of a school year, the Educator may voluntarily include activities during the summer preceding the next school year as part of the plan.

ESE: The Massachusetts Department of Elementary and Secondary Education.

Evaluation: The ongoing process of defining goals and identifying, gathering, and using information as part of a process to improve professional performance (the "formative evaluation" and "formative assessment") and to assess total job effectiveness and make personnel decisions (the "summative evaluation").

Evaluator: Any building or district administrator (including the Director of Fine Arts) who is appropriately licensed and designated by the superintendent who has responsibility for observation and evaluation. The superintendent is responsible for ensuring that all Evaluators have training in the principles of supervision and evaluation. Each Educator will have one Evaluator at any one time responsible for determining performance ratings. A list of Evaluators and the Educators to whom they are assigned to evaluate each school year will be included in the opening day material.

Teaching Staff Assigned to More Than One Building: Each Educator who is assigned to more than one building will be evaluated by the appropriate administrator where the individual is assigned most of the time. The principal of each building in which the Educator serves must review and sign the evaluation and may add written comments. In cases where there is no predominate assignment, the superintendent will determine who the Evaluator will be.

Notification: The Educator shall be notified in writing of his/her Evaluator at the outset of each new evaluation cycle. The Evaluator(s) may be changed upon notification in writing to the Educator.

Evaluation Cycle: A process that all educators follow consisting of 1) Goal Setting and alignment with at least one indicator on each of the rubric standards 2) Development and Implementation of a Plan 3) Evidence submission and Reflection 4) Formative Assessment/ Evaluation 5) Summative Evaluation

Experienced Educator: An Educator with Professional Teacher Status (PTS)

Family: Includes students' parents, legal guardians, foster parents, or primary caregivers.

Formative Assessment: An assessment conducted mid-cycle for an Educator on a Developing Educator Plan. The process is used to assess progress towards attaining goals set forth in Educator Plans, performance on standards, or both. This process may take place at any time(s) during the cycle of evaluation, but typically takes place at mid-cycle for an Educator on a 1-year plan.

Formative Evaluation: An evaluation conducted at the end of year one for an Educator on a two-year Self-Directed Growth Plan which is used to arrive at a rating on progress towards attaining the goals set forth in the Educator Plan, performance on Standards and Indicators of Effective Teaching Practice, or both.

Goal: A specific, actionable, and measurable area of improvement as set forth in an Educator's Plan. One goal will be a District Goal based upon the 'Ipswich Strategy for District Improvement' and one goal will be Personal Goal set by the Educator in collaboration with the Evaluator based upon an area of need or interest. The Personal Goal can be connected to the District Goal. All Standards for Effective Teaching Practice must be addressed by the combined goals. Goals may be developed by individual Educators, by the Evaluator, or by a team of Educators, departments, or other groups of Educators who have the same role. Team goals can be developed by grade level or subject area teams.

Measurable: That which can be classified or estimated in relation to a scale, rubric, or standards.

Multiple Measures of Student Learning: Measures shall include a combination of classroom, school, and district assessments, student growth percentiles on state assessments, if state assessments are available, and student ACCESS gain scores. This definition may be revised as required by regulations or agreement of the parties upon issuance of ESE guidance.

Observation: A data gathering process specifically undertaken pursuant to this agreement that includes notes and judgments made during one or more classroom or worksite visits(s) of at least **ten (10)** minutes in duration by the Evaluator and may include examination of artifacts of practice including student work. An observation shall occur in person. All observations will be done openly and with knowledge of the Educator. No photography, no videotaping or audio taping shall be permitted without mutual agreement between the Educator and Evaluator. Classroom or worksite observations conducted pursuant to this article must result in feedback to the Educator using the agreed upon protocols.

Parties: The Ipswich Educators Association and the Ipswich School Committee are the parties to this agreement.

Performance Rating: Describes the Educator’s performance on each performance standard and the overall evaluation. There shall be four performance ratings:

Exemplary: the Educator’s performance consistently and significantly exceeds the requirements of a standard or the overall evaluation. The rating of exemplary on a standard indicates that practice significantly exceeds proficient and could serve as a model of practice on that standard district-wide.

Proficient: the Educator’s performance fully and consistently meets the requirements of a standard, or the overall evaluation.

Needs Improvement: the Educator’s performance on a standard or the overall evaluation is below the requirements of a standard or the overall evaluation but is not considered to be unsatisfactory at this time. Improvement is necessary and expected.

Unsatisfactory: the Educator’s performance on a standard or the overall evaluation has not significantly improved following a rating of needs improvement, or the Educator’s performance is consistently below the requirements of a standard or the overall evaluation and is considered inadequate, or both.

Performance Standards: Locally developed standards and indicators pursuant to M.G.L. c. 71, § 38 and consistent with, and supplemental to, 603 CMR 35.00.

Professional Teacher Status: PTS is the status granted to an Educator pursuant to M.G.L. c. 71, § 41.

Rating of Overall Educator Performance: The Educator’s overall performance rating is based on the Evaluator’s professional judgment and examination of evidence of the Educator’s performance against the four Performance Standards and the Educator’s attainment of goals set forth in the Educator Plan, as follows:

Standard 1: Curriculum, Planning, and Assessment

Standard 2: Teaching All Students

Standard 3: Family and Community Engagement

Standard 4: Professional Culture

Attainment of Goal(s)

Rubric: In rating Educators on Performance Standards for the purpose of formative assessments, formative evaluations, or summative evaluations, a rubric must be used. The rubric is a scoring tool used to judge the Educator’s practice at the four levels of performance. The rubric consists of:

- Standards and Indicators of Effective Teaching Practice, defined in 603.CMR 35.03. These standards and indicators are used in the rubrics incorporated into this evaluation system.
- Descriptors: define the individual elements of each of the indicators under the standards.
- Benchmarks: describe the acceptable demonstration of knowledge, skill, or behavior necessary to achieve that performance rating. For each indicator, there are four benchmarks – one describing performance at each performance rating – Exemplary, Proficient, Needs Improvement and Unsatisfactory.

Summative Evaluation: An evaluation used to arrive at a rating on each standard, an overall rating, and as a basis to make personnel decisions. The summative evaluation includes the Evaluator’s judgments of the Educator’s performance against Performance Standards and the Educator’s attainment of goals set forth in the Educator’s Plan. The summative evaluation rating must be based on evidence from multiple categories of evidence. MCAS growth scores cannot be the sole basis for a summative evaluation rating. To be rated Proficient overall, an Educator shall, at a minimum, have been rated Proficient on the Curriculum, Planning, and Assessment and the Teaching all Students standards for teachers. Evaluations used to determine the Educator’s overall performance rating and the rating on each of the four standards may inform personnel decisions such as reassignments, transfers, PTS, or dismissal pursuant to Massachusetts general laws.

Superintendent: The person employed by the school committee pursuant to M.G.L. c. 71 §59 and §59A. The superintendent is responsible for the implementation of 603 CMR 35.00.

Teacher: An Educator employed in a position requiring a certificate or license as described in 603 CMR 7.04(3)(a, b, and d). Teachers may include, for example, classroom teachers, librarians, guidance counselors, or school nurses.

3. Evidence Used in Evaluation

The following categories of evidence shall be used in evaluating each Educator:

- A. Multiple measures of student learning, growth, and achievement, which may include:
 - i. Measures of student progress on classroom assessments that are aligned with the Massachusetts Curriculum Frameworks or other relevant frameworks and are comparable within grades or subjects in a school.
 - ii. Statewide growth measure(s) where available, including the MCAS Student Growth Percentile and the ACCESS for ELLs

- iii. Measures of student progress and/or achievement toward goals set between the Educator and Evaluator for the school year or some other period of time established in the Educator Plan.
 - iv. For Educators whose primary role is not as a classroom teacher, the appropriate measures of the Educator's contribution to student learning, growth, and achievement shall be locally-bargained. The measures shall be based on the Educator's role and responsibility.
- B. Observations and artifacts of practice, including:
- i. Unannounced observations of practice
 - ii. Announced observations of practice
 - iii. Examination of Educator work products
 - iv. Examination of student work products
 - v. Evidence of progress toward goal(s)
- C. Evidence relevant to one or more Performance Standards, compiled and presented *by the Educator*, including but not limited to:
- i. Evidence of fulfillment of professional responsibilities and growth, such as self-assessments, peer collaboration, professional development linked to goals in the Educator Plan, and contributions to the school community and professional culture.
 - ii. Evidence of active outreach to and engagement with families.

4. Rubrics

The rubrics are a scoring tool used for Educators' goal setting process, the formative assessment, the formative evaluation and the summative evaluation. The rubrics that shall be used are: DESE 2012 Teacher Rubric, DESE 2012 Specialized Instructional Support Personnel Rubric along with the corresponding adaptations for school nurses and school counselors, the MSPA rubric for school psychologists, and the MSLA adaptation rubric for School Librarians. Changes to the rubrics used for evaluation are subject to bargaining and ratification.

5. Evaluation Cycle: Annual Orientation and Training

A. At the start of each school year, the superintendent, principal, or designee shall conduct a meeting for Educators and Evaluators focused substantially on educator evaluation. The superintendent, principal, or designee shall:

- i. Provide an overview of the evaluation process, including goal-setting and the educator plans and any updates made to the evaluation process.
- ii. Provide all Educators with directions for obtaining a copy of the forms used by the district and training in any online educator evaluation system (i.e. TeachPoint). These may be electronically provided.
- iii. The faculty meeting may be digitally recorded to facilitate orientation of Educators hired after the beginning of the school year, provided that an announcement is made at the beginning of the meeting that it is being recorded.
- iv. Provide District and School goals and priorities, as well as professional development opportunities related to those goals and priorities.
- v. All new staff will receive training in the district Educator Evaluation model as part of the teacher induction program.

B. During the school year all evaluators will participate training sessions dedicated to Educator Evaluation to help ensure consistency of practice. Training sessions will occur at the beginning of the year, as well as prior to, during, or concentrated around timeline due dates. The sessions will focus on the following topics:

- a. Norming and reporting (Interpretation of rubrics)
- b. Acceptance of artifacts and evidence

6. Evaluation Cycle: Goal-setting and Development of the Educator Plan

A. Every Educator has an Educator Plan that includes, but is not limited to: one goal related to the Strategy for District Improvement Plan and one personal goal. Each of these goals will be linked to corresponding standards on the rubric. The goals must represent at least one indicator from each of the four standards. The plan also outlines actions the Educator must take to attain the goals.

B. Goals may be developed by individual Educators, by the Evaluator or by teams, departments, or groups of Educators who have similar roles and/or responsibilities.

The Evaluator retains authority over goals to be included in an Educator's Plan.

C. Proposing the goals

- i. Educators must consider goals for grade-level, subject-area, department teams, or other groups of Educators who share responsibility for student learning and results, except as provided in (ii) below. Educators may meet with teams to consider establishing team goals. Evaluators may participate in such meetings.
- ii. For Educators in their first year of practice, the Evaluator or his/her designee will meet with each Educator by October 1st (or within four weeks of the Educator's first day of employment if the Educator begins employment after September 15th) to assist the Educator in completing the self-assessment and drafting the goals, which must include induction and mentoring activities. Suggested goals will be provided for new educators. These are optional.
- iii. Unless the Evaluator indicates that an Educator in his/her second or third years of practice should continue to address induction and mentoring goals pursuant to 603 CMR 7.12, the Educator may propose team goals.
- iv. For Educators with PTS and ratings of proficient or exemplary, the goals may be team goals. In addition, these Educators may include individual goals that address enhancing skills that enable the Educator to share proficient practices with colleagues or develop leadership skills. The creation of goals should be rooted in self-assessment and reflection.
- v. For Educators with PTS and ratings of needs improvement or unsatisfactory, the Goal(s) must address specific standards and indicators identified for improvement. In addition, the goals may address shared grade level or subject area team goals.

D. Educator Plan Development Meetings shall be conducted as follows:

- i. Educators may meet with the Evaluator in teams and/or individually at the end of the previous evaluation cycle or by October 15th of the next academic year to develop their Educator Plan. Educators shall not be expected to meet during the summer hiatus.
- ii. For those Educators new to the school, the meeting with the Evaluator to establish the Educator Plan must occur by October 15th or within six weeks of the start of their assignment in that school.
- iii. The Evaluator shall meet individually with Educators with PTS and ratings of needs improvement or unsatisfactory to develop professional practice goal(s) that must address specific standards and indicators identified for improvement. In addition, the goals may address shared grade level or subject matter goals.

- iv. For Educators with PTS with ratings of Proficient and Exemplary, the professional practice goal(s) may be team goals. In addition, these Educators may include professional practice goals that address enhancing skills that enable the Educator to share proficient practices with colleagues or develop leadership skills.
 - E. The Evaluator completes the Educator Plan and the educator and evaluator sign it by November 1st. The Educator shall sign the Educator Plan within 5 school days of its receipt and may include a written response. The Educator's signature indicates that the Educator received the plan in a timely fashion. The signature does not indicate agreement or disagreement with its contents. The Evaluator retains final authority over the content of the Educator's Plan.
- 7. Evaluation Cycle: Observation of Practice and Examination of Artifacts – Educators without PTS
 - A. In the first three years of practice:
 - i. The Educator shall have at least two (2) announced observations during the school year, one before January 31st and one before May 1st, using the protocol described in section 11B, below.
 - ii. The Educator shall have at least three (3) unannounced observations spaced over the school year.
- 8. Evaluation Cycle: Observation of Practice and Examination of Artifacts – Educators with PTS
 - A. The Educator whose overall rating is proficient or exemplary will have at least two (2) and no more than 4 unannounced observation during the evaluation cycle. For the purposes of relative consistency within a school, these Educators shall have a similar number of such observations.
 - B. The Educator whose overall rating is needs improvement must be observed according to the Directed Growth Plan during the period of the Plan, which will include two (2) announced observations, one before January 31st and one between January 31st and May 1st. The Educator shall have at least three (3) unannounced observations spaced over the school year.
 - C. The Educator whose overall rating is unsatisfactory must be observed according to the Improvement Plan, which must include both unannounced and announced observations. The Educator will have two (2) announced observations, one between January 31st and May 1st. The Educator will have a minimum of four (4) unannounced observations, at

least one per marking period. For Improvement Plans of six months or fewer, there must be no less than one (1) announced and two (2) unannounced observations.

9. Observations

The Evaluator's first observation of the Educator should take place by November 30th, unless the Educator is on a self-directed plan. Observations required by the Educator Plan should be completed by May 1st for non-PTS Educators.

The Evaluator is not required nor expected to review all the indicators in a rubric during an observation. However, every effort will be made to observe for a period of time sufficient to observe as many indicators as possible.

- A. Unannounced Observations: All unannounced observations shall be conducted according to the following:
- i. The Evaluator shall observe the Educator between 10 and 20 minutes.
 - ii. Upon entering the room for purposes of an unannounced observation, the Evaluator will inform verbally or nonverbally the Educator the purpose of the visit is for an unannounced observation.
 - iii. The Educator will be provided with written feedback from the Evaluator within 5 school days of the observation. If either the Educator or the Evaluator requests a meeting to discuss the observation, such a meeting will take place within 5 school days.
 - iv. Any observation or series of observations resulting in one or more standards judged to be unsatisfactory or needs improvement must be followed by at least one announced observation of at least 30 minutes in duration within 20 school days initiated by educator. Before the announced observation, the Educator shall be given a written document that summarizes the issue, the action(s) to be taken to correct it, and a time frame for the subsequent observation to demonstrate the completion of such action(s).
 - v. Any unannounced observation which may result in disciplinary action shall be brought to the attention of the Educator within 48 hours at a post-observation conference where both the Educator and the Evaluator can be present.

B. Announced Observations

All non PTS Educators on Developing Educator Plans and PTS Educators on Directed or Improvement Plans shall have two (2) announced observations conducted according to the following:

- i. The Evaluator shall select the date and time of the lesson or activity to be observed and discuss with the Educator any specific goal(s) for the observation. The observation shall be at least thirty minutes in duration.
- ii. Within 5 school days of the scheduled observation, the Evaluator and Educator shall meet for a pre-observation conference. In lieu of a meeting, the Educator may inform the Evaluator in writing of the nature of the lesson, the student population served, and any other information that will assist the Evaluator to assess the performance.
- iii. The Educator shall provide the Evaluator a draft of the lesson, student conference, IEP plan, or activity. If the actual plan is different, the Educator will provide the Evaluator with a copy prior to the observation.
- iv. The Educator will be notified as soon as possible if the Evaluator will not be able to attend the scheduled observation. The observation will be rescheduled with the Educator as soon as reasonably practical.
- v. The Evaluator shall provide the Educator with written feedback within 5 school days of the observation. For any standard where the Educator's practice was found to be unsatisfactory or needs improvement, the feedback must:
 - Describe the basis for the Evaluator's judgment.
 - Describe actions the Educator should take to improve his/her performance.
 - Identify support and/or resources the Educator may use in his/her improvement.
- vi. Within 5 school days of the receipt of the written feedback, the Evaluator and Educator shall meet for a post-observation conference. This timeframe may be extended due to unavailability on the part of either the Evaluator or the Educator, but shall be rescheduled within 24 hours, if possible.

C. Walkthroughs

Walkthroughs, Learning Walks, Instructional Rounds, and other like procedures by another name (herein called "walkthroughs") are intended to gauge the overall climate, culture, and instruction within a school, program, or department, and entail walking into multiple classrooms, usually for less than five (5) minutes each. Observations from walkthroughs summarize the aggregate climate, culture, and instruction, *rather than comment on individual teachers*, and are used to talk about observed patterns and trends across classrooms. Walkthroughs are not observations for the sake of this

evaluation system. However, Educators will expect to receive feedback verbally regarding any issues or concerns observed.

- 10. Evaluation Cycle: Formative Assessment for Non-PTS Educators or Directed Growth/Improvement Plan**
 - A. A specific purpose for evaluation is to promote student learning, growth, and achievement by providing Educators with feedback for improvement. Evaluators are expected to give targeted constructive feedback to Educators based on their observations of practice, examination of artifacts, and analysis of multiple measures of student learning, growth, and achievement in relation to the Standards and Indicators of Effective Teaching Practice.
 - B. Formative Assessment may be ongoing throughout the evaluation cycle but typically takes place mid-cycle when a Formative Assessment Report is completed. For an Educator on a two-year Self-Directed Growth Plan, the mid-cycle Formative Assessment Report is replaced by the Formative Evaluation Report at the end of year one. See section 13, below.
 - C. The Formative Assessment Report provides written feedback and ratings to the Educator about his/her progress towards attaining the goals set forth in the Educator Plan, performance on Performance Standards and overall, or both
 - D. The Educator shall provide to the Evaluator evidence of family outreach and engagement, fulfillment of professional responsibility and growth. The Educator may provide to the Evaluator additional evidence of the Educator's performances against the four Performance Standards.
 - E. Upon the request of either the Evaluator or the Educator, the Evaluator and the Educator will meet either before or after completion of the Formative Assessment Report.
 - F. The Educator shall sign the Formative Assessment Report within 5 school days of receiving the report. The signature indicates that the Educator received the Formative Assessment Report in a timely fashion. The signature does not indicate agreement or disagreement with its contents.
 - G. The Educator may reply in writing to the Formative Assessment Report within 10 school days of receiving the report. The Educator's reply shall be attached to the report.
- 11. Evaluation Cycle: Formative Evaluation for Two-year Self-Directed Plans Only**

- A. Educators who will remain on two-year Self-Directed Growth Plans receive a Formative Evaluation Report 5 days before the end of the school year in year one of the two-year cycle. Educators whose performance rating requires a change to a Directed or Improvement Plan shall receive a Formative Evaluation Report no later than June 1st. The Educator's performance rating for that year shall be assumed to be the same as the previous summative rating unless evidence demonstrates a significant change in performance, in which case the rating on the performance standards may change, and the Evaluator may place the Educator on a different Educator Plan appropriate to the new rating.
- B. The Formative Evaluation Report provides written feedback and ratings to the Educator about his/her progress towards attaining the goals set forth in the Educator Plan, performance on each performance standard and overall, or both.
- C. Upon the request of either the Evaluator or the Educator, the Evaluator and the Educator will meet before and/or after completion of the Formative Evaluation Report.
- D. The Educator shall sign the Formative Evaluation Report within 5 school days of receiving the report. The signature indicates that the Educator received the Formative Evaluation Report in a timely fashion. The signature does not indicate agreement or disagreement with its contents.
- E. The Educator may reply in writing to the Formative Evaluation Report within 10 school days of receiving the report.
- F. The Evaluator shall meet with the Educator rated needs improvement or unsatisfactory, in any category or overall, to discuss the summative evaluation. The meeting shall occur by June 1st.

12. Evaluation Cycle: Summative Evaluation

- A. The evaluation cycle concludes with a Summative Evaluation Report. For Educators on a one or two-year Educator Plan, the Summative Evaluation Report must be written and provided to the Educator by June 1st or five (5) days before the end of the school year.
- B. The Evaluator determines a rating on each standard and an overall rating based on the Evaluator's professional judgment, an examination of evidence against the Performance Standards, and evidence of the attainment of the Educator Plan goals.
- C. The Evaluator shall determine the summative rating that the Educator receives.

- D. The summative evaluation rating must be based on evidence from multiple categories of evidence.
- E. To be rated proficient overall, the Educator shall, at a minimum, have been rated proficient on the Curriculum, Planning, and Assessment and the Teaching All Students Standards of Effective Teaching Practice.
- F. The Educator may also provide to the Evaluator additional evidence of the Educator's performance against the four Performance Standards. The Educator will provide a reflection on their goals.
- G. The Summative Evaluation Report should recognize areas of strength as well as identify recommendations for professional growth.
- H. The Evaluator shall meet with the Educator rated needs improvement or unsatisfactory, in any category or overall, to discuss the summative evaluation within five (5) school days of June 1st.
- I. The Evaluator shall meet with the Educator rated proficient or exemplary to discuss the summative evaluation, if either the Educator or the Evaluator requests such a meeting. The meeting shall occur by the end of the school year.
- J. Upon mutual agreement, the Educator and the Evaluator may develop the Self-Directed Growth Plan for the following two years during the meeting on the Summative Evaluation Report.
- K. The Educator shall sign the final Summative Evaluation Report within five (5) days of receiving it. The signature indicates that the Educator received the Summative Evaluation Report in a timely fashion. The signature does not indicate agreement or disagreement with its contents.
- L. The Educator shall have the right to respond in writing to the summative evaluation which shall become part of the final Summative Evaluation Report.
- M. A copy of the signed final Summative Evaluation Report shall be filed in the Educator's personnel file.

14. Educator Plans – General

- A. Educator Plans shall be designed to provide Educators with feedback for improvement, professional growth, and leadership and to ensure Educator effectiveness and overall system accountability. The Plan must be aligned to the standards and indicators and be consistent with district and school goals.
- B. The Educator Plan shall include, but is not limited to:

- i. One goal aligned to the Ipswich Strategy for District Improvement and one personal goal.
- ii. Combined, the goals must align to one or more indicators from each of the four standards from the DESE rubric appropriate to the educator's role.
- iii. An outline of actions the Educator must take to attain the goals that include specified professional development and learning activities that the Educator will participate in as a means of obtaining the goals, as well as other support that may be suggested by the Evaluator or provided by the school or district. Examples may include, but are not limited to, coursework, self-study, action research, curriculum development, study groups with peers, and implementing new programs.

C. It is the Educator's responsibility to attain the goals in the Plan and to participate in any trainings and professional development provided through the state, district, or other providers in accordance with the Educator Plan. The District will provide professional development pertaining to the District Strategic Plan at no-cost to the Educator.

D. The Educator can seek professional development related to their goals, as defined in their Action Plan, at the cost of the District upon approval of the Administrator/Evaluator.

16. Educator Plans: Developing Educator Plan

The Developing Educator Plan is for all Educators without PTS. The Educator shall be evaluated annually.

17. Educator Plans: Self-Directed Growth Plan

A. A Two-year Self-Directed Growth Plan is for those Educators with PTS who have an overall rating of proficient or exemplary. A Formative Evaluation Report is completed at the end of year one and a Summative Evaluation Report at the end of year two.

18. Educator Plans: Directed Growth Plan

A. A Directed Growth Plan is for those Educators with PTS whose overall rating is needs improvement.

B. The goals in the Plan must address areas identified as needing improvement as determined by the Evaluator.

C. The Evaluator shall complete a summative evaluation for the Educator at the end of the period determined by the Plan, but at least annually, and in no case later than May 15th.

D. For an Educator on a Directed Growth Plan whose overall summative performance rating is at least proficient, the Evaluator will place the Educator on a Self-Directed Growth Plan for the next Evaluation Cycle.

E. For an Educator on a Directed Growth Plan whose overall summative performance rating is not at least proficient, the Evaluator will rate the Educator as unsatisfactory and will place the Educator on an Improvement Plan for the next Evaluation Cycle.

13. Educator Plans: Improvement Plan

A. An Improvement Plan is for those Educators with PTS whose overall rating is unsatisfactory. The parties agree that in order to provide students with the best instruction, it may be necessary from time to time to place an Educator whose practice has been rated as unsatisfactory on an Improvement Plan of no fewer than 30 school days and no more than one school year. The Evaluator must complete a summative evaluation for the Educator at the end of the period determined by the Evaluator for the Plan. In those cases where an Educator is rated unsatisfactory near the close of a school year, the Educator may voluntarily include activities during the summer preceding the next school year as part of the plan.

B. An Educator on an Improvement Plan shall be assigned an Evaluator (see definitions). The Evaluator is responsible for providing the Educator with guidance and assistance in accessing the resources and professional development outlined in the Improvement Plan.

C. Support Team

An Educator placed on an Improvement Plan as a result of an unsatisfactory overall rating may formally ask his/her Evaluator, in writing, on the form attached to the IEA Agreement as Appendix D 3, for the intervention of a Support Team. The Evaluator, upon receipt of the teacher's written request, will then establish a Support Team, subject to the terms and conditions hereinafter provided:

i. Agreement, Consent, and Cooperation of the Educator with an Unsatisfactory Overall Rating

The ability of the Support Team to fulfill its role will depend on many factors. Obviously, one essential factor is the agreement, consent and cooperation of the Educator with an unsatisfactory overall rating. The designation of the Support Team as hereinafter provided, and its continued functioning, is predicated on such agreement, consent, and cooperation. The Educator with an unsatisfactory overall rating may at any time, by notice in writing to the Evaluator, terminate the continued functioning of the Support Team.

ii. Support Team Members

The Support Team shall consist of the Educator's Evaluator and three colleagues of the Educator, with the Educator selecting one colleague, the Association selecting one colleague, and the Administration selecting one colleague. The colleagues should be Educators in the school of the Educator with an unsatisfactory overall rating, if possible, but in any event must be teachers in the Ipswich school system or the Director of Teaching and Learning.

iii. Submission of Information

The Educator requesting Support Team intervention shall provide the Support Team, or authorize his/her Evaluator to provide the Support Team, with copies of the relevant documentation placing the Educator on an Improvement Plan as a result of an unsatisfactory overall rating, and such other information which the Support Team deems relevant.

iv. Role of Support Team

- a. The Support Team shall review the performance issues and suggest alternatives to address the performance problems, i.e., enlist outside support on the Educator's behalf; participation in professional development activities; course work; third party evaluation; release time opportunities to visit other classrooms; increase in tuition reimbursement opportunities; peer coaching; other growth activities, etc. The aforementioned are set forth as possibilities, not mandates, and are not exhaustive.
 - b. The Support Team may expend up to a total of \$1,000 in implementing its suggestions to address the performance problems. Any expenditure in excess of \$1,000 (total) shall require the advance written approval of the Superintendent.
 - c. Support Team members who are colleagues will receive \$500 stipend each. Support team roles will be defined at the first support team meeting.
 - d. The Support Team shall: work with the Educator; monitor the progress of the teacher; make recommendations with regard to the performance problems and their solutions; and, at the conclusion of an appropriate time period, submit a log of meetings and topics.
- D. The Improvement Plan shall define the problem(s) of practice identified through the observations and evaluation and detail the improvement goals to be met, the activities the Educator must take to improve, and the assistance to be provided to the Educator by the district.

- E. The Improvement Plan process shall include:
- i. Within ten school days of notification to the Educator that the Educator is being placed on an Improvement Plan, the Evaluator shall schedule a meeting with the Educator to discuss the Improvement Plan. The Evaluator will develop the Improvement Plan, which will include the provision of specific assistance to the Educator.
 - ii. The Educator may request that a representative of the Association attend the meeting(s).
 - iii. If the Educator consents, the Association will be informed that an Educator has been placed on an Improvement Plan.
- F. The Improvement Plan shall:
- i. Define a primary improvement goal with secondary concerns directly related to the performance standards that must be improved.
 - ii. Describe the activities and work products the Educator must complete as a means of improving performance.
 - iii. Describe the assistance/resources, be it financial or otherwise, that the district will make available to the Educator.
 - iv. Articulate the measurable outcomes that will be accepted as evidence of improvement.
 - v. Detail the timeline for completion of each component of the Plan, including at a minimum a mid-cycle Formative Assessment Report of the relevant standard(s) and indicator(s).
 - vi. Identify the individuals assigned to assist the Educator, which must include minimally the Evaluator and may include Support Team members.
 - vii. Include the signatures of the Educator and Evaluator.
- G. A copy of the signed Plan shall be provided to the Educator. The Educator's signature indicates that the Educator received the Improvement Plan in a timely fashion. The signature does not indicate agreement or disagreement with its contents.
- H. Decision on the Educator's status at the conclusion of the Improvement Plan:

- i. All determinations below must be made no later than June 1st. One of three decisions must be made at the conclusion of the Improvement Plan:
 - a. If the Evaluator determines that the Educator has improved his/her practice to the level of proficiency, the Educator will be placed on a Self-Directed Growth Plan.
 - b. If the Evaluator determines that the Educator is making substantial progress toward proficiency, the Evaluator shall place the Educator on a Directed Growth Plan.
 - c. If the Evaluator determines that the Educator is not making substantial progress toward proficiency, the Evaluator shall recommend to the superintendent that the Educator be dismissed.
 - d. If the Evaluator determines that the Educator’s practice remains at the level of unsatisfactory, the Evaluator shall recommend to the superintendent that the Educator be dismissed.

14. Timeline For Non PTS Educators or PTS on Improvement or Directed Growth Plans

Month	Evaluation Cycle
August/September	<ul style="list-style-type: none"> • Evaluator Training • Educator Training
October	Evaluator meets with Educators to establish goals (focus on Standards 1 and 2)
November	Evaluator completes first observation of Educator by November 30
January	<ul style="list-style-type: none"> • Educator submits evidence for Standards 3 and 4 • Educator submits evidence for goals • Evaluator completes first Announced Observation by January 31st

February	<ul style="list-style-type: none"> • Evaluator completes mid-cycle Formative Assessment (Step 3) • Educator signs Educator Evaluation Form within five (5) days of receipt • Evaluator holds Formative Assessment meetings
April	<ul style="list-style-type: none"> • Evaluator completes second Announced Observation by April 30th • Educator submits evidence for Standards 3 and 4 • Educator submits evidence of goals
May	<ul style="list-style-type: none"> • Evaluator completes Summative Evaluation Report by May 15th • Educator signs Educator Evaluation Form within five (5) days of receipt
June	<ul style="list-style-type: none"> • Evaluator meets with Educators whose overall Summative Evaluation ratings are Needs Improvement or Unsatisfactory by June 1st • Evaluator meets with Educators whose ratings are Proficient or Exemplary within five (5) days of the end of the school year

Timeline for PTS Educators on Self-Directed Growth Plans

Month	Year 1 of Evaluation Cycle	Year 2 of Evaluation Cycle
August/ September	<ul style="list-style-type: none"> • Evaluator Training • Educator Training 	<ul style="list-style-type: none"> • Evaluator Training • Educator Training
October	<ul style="list-style-type: none"> • Goal setting meetings 	

	<ul style="list-style-type: none"> • Goal submission (Educator Evaluation Form, Step 1) 	
October- May	Unannounced Observations (Educator Evaluation Form, Step 3)	Unannounced Observations (Educator Evaluation Form, Step 2)
May	Educator submission of evidence (Educator Evaluation, Step 2)	Educator submits reflection on goals
June	<ul style="list-style-type: none"> • Evaluator completes Formative Evaluation (Education Evaluation, Step 4) <i>five (5) days before the end of the school year</i> • Educator signs Educator Evaluation Form within five (5) days of receipt 	<ul style="list-style-type: none"> • Evaluator completes Summative Evaluation <i>five (5) days before the end of the school year</i> • Educator signs Educator Evaluation Form within five (5) days of receipt • Summative Evaluation meetings (if requested)

Educators on Plans of Less than One Year

The timeline for Educators on Plans of less than one year will be established in the Educator Plan.

15. Advancement to PTS Status

In order to attain Professional Teacher Status, the Educator should achieve ratings of proficient or exemplary on each Performance Standard and the overall rating. A principal considering making an employment decision that would lead to PTS for any Educator who has not been rated proficient or exemplary on each performance standard and the overall rating on the most recent evaluation shall confer with the superintendent by May 15th. The principal’s decision is subject to review and approval by the superintendent. Educators shall be notified of their status (PTS or Non-PTS) in writing by June 1st.

16. General Provisions

- A. Only building or district administrators (including the Director of Fine Arts) who are appropriately licensed and designated by the superintendent shall have responsibility for observation and evaluation.

- B. Evaluators shall not make negative comments about the Educator's performance, or comments of a negative evaluative nature, in the presence of students, parents, or other staff, except in the unusual circumstance where the Evaluator concludes that she/he must immediately and directly intervene. Nothing in this paragraph is intended to limit an administrator's ability to investigate a complaint or secure assistance to support an Educator.
- C. The superintendent shall ensure that Evaluators have training in supervision and evaluation, including the regulations and Standards and Indicators of Effective Teaching Practice promulgated by ESE (35.03) and the evaluation Standards and Procedures established in this Agreement.
- D. Should there be a disagreement between the Educator and the Evaluator regarding an overall summative performance rating of unsatisfactory, the Educator may meet with the Evaluator's supervisor to discuss the disagreement. Should the Educator request such a meeting, the Evaluator's supervisor must meet with the Educator. The Evaluator may attend any such meeting at the discretion of the superintendent.
- E. The parties agree to maintain a joint labor-management team which shall review the evaluation processes and procedures and recommend adjustments to the parties, as well as discuss other parts of the evaluation process noted as needing further negotiations.
- F. Either the Evaluator or Educator can request an IEA Representative, E-board representative, or Educator Evaluation Committee Representative to be present at the meeting (to take notes or clarify as a neutral party).

17. The Educator Evaluation Committee

- A. Purpose: To maintain the Educator Evaluation Process as a productive way to facilitate best teaching practices in the Ipswich Public Schools
- B. Members: 4 Teachers who are members of the IEA (Winthrop, Doyon, Middle and High School), Superintendent, Administrators (as determined by the Superintendent)
- C. Meetings:
 - The Educator Evaluation Committee will meet within the first two weeks of school opening.
 - The Educator Evaluation Committee will meet with all persons serving as evaluators in the district in August/ September.
 - The Educator Evaluation Committee would provide training in Educator Evaluation for teachers new to the district or without professional status before the end of October.

- The Educator Evaluation Committee would meet bimonthly from November - June.
- The Educator Evaluation Committee would meet once in August prior to the start of the school year if needed.

D. Stipend: As indicated in the contract.

E. Potential tasks of the committee:

- Support the mentor program in training new hires in the Educator Evaluation process (as indicated in the contract)
- Facilitate discussion regarding evidence used by both teachers and administrators
- Support educators regarding the use of Educator Evaluation related technology
- Support educators in the application of district goals to Educator Evaluation
- Train teacher leaders in each building to offer educators support with the Educator Evaluation process
- Support in maintaining consistency between evaluators
- Develop communication materials and training resources.

18. Violations of this article are subject to the grievance and arbitration procedures.

Appendix D1

Evaluation Forms

[Insert evaluation form]

