# Itinerant Special Education Teachers

GROUP
3d

# IMPACT

DISTRICT OF COLUMBIA
PUBLIC SCHOOLS

The District of Columbia Public Schools Effectiveness Assessment System for School-Based Personnel

2021
2022

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# PUTTING GROWTH FIRST

DCPS has seen continuous improvement in student achievement because of the extraordinary passion, skill, joy, and talent teachers, school leaders, and staff bring to work each day. DCPS employees help make schools welcoming environments and support students' intellectual, social-emotional, and physical needs — all of which are critical to student success. To both build on past success and accelerate efforts to close the achievement gap, we must continue to concentrate our work on ensuring all students feel loved, challenged, and prepared to positively influence society and thrive in life.

IMPACT reflects our belief that everyone in our system plays a critical role in improving student outcomes. With an outstanding teacher in every classroom and excellent staff members throughout our schools, our students will graduate prepared for success. IMPACT supports professional growth by:

1. **Clarifying Expectations** — IMPACT outlines clear performance expectations and provides a common language of success for all school-based employees.

2. **Providing Frequent and Meaningful Feedback** — Quality feedback is a key element in improving one's practice. Regular feedback opportunities support reflection and action planning toward excellence.

The success of our students hinges on the work you do every day. Your professional growth is critical to DCPS' mission and is cultivated through a clear vision of excellence paired with meaningful and aligned feedback opportunities.

> "I'm so lucky to have started my teaching career in DCPS and to have developed my craft under IMPACT. The feedback I have received from observers over the years has made me a better teacher and in turn has helped my students learn more in a joyful classroom. Teaching in DCPS isn't like teaching anywhere else. Having a framework like IMPACT — the inspiring Essential Practices, the professional development opportunities, the continual focus on growth and collaboration with leadership — shows how much DCPS values its teachers and values learning. I'm very thankful to be a part of it."
>
> *— Teacher, Eastern Senior High School*

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# GROUP 3d: OVERVIEW

## Who is in Group 3d?

Group 3d consists of all itinerant special education teachers, including teachers of the visually impaired.

## What are the IMPACT components for members of Group 3d?

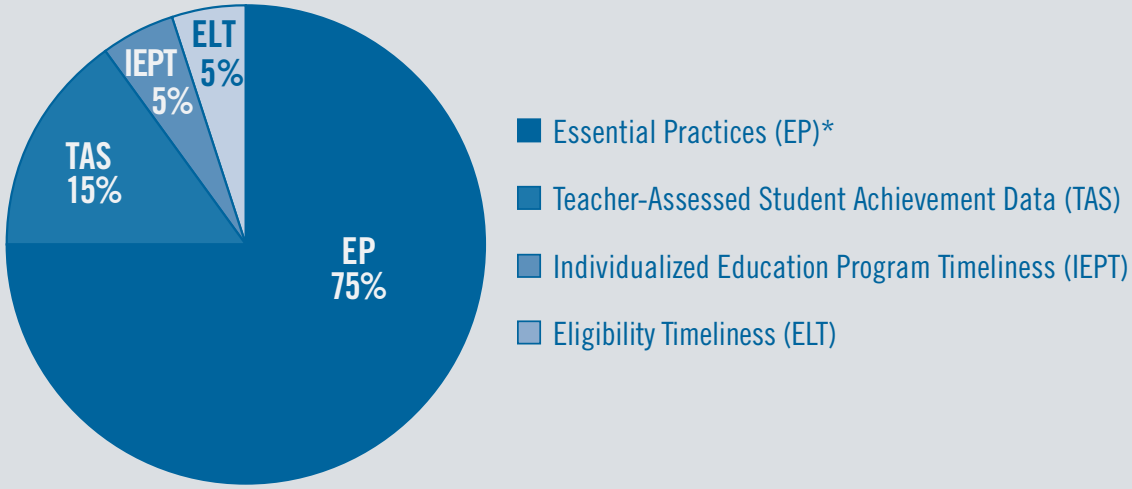
There are five IMPACT components for members of Group 3d. Each is explained in greater detail in the following sections of this guidebook.

- **Essential Practices (EP)** — These are a measure of your instructional expertise. This component makes up 75% of your IMPACT score.
- **Teacher-Assessed Student Achievement Data (TAS)** — This is a measure of your students' learning over the course of the year, as evidenced by rigorous assessments other than the PARCC. This component makes up 15% of your IMPACT score.
- **Individualized Education Program Timeliness (IEPT)** — This is a measure of the extent to which you complete your assigned Individualized Education Programs within the timeframe and in accordance with the rules established by the DCPS Central Office. This component makes up 5% of your IMPACT score.
- **Eligibility Timeliness (ELT)** — This is a measure of the extent to which you complete the special education eligibility process for your assigned students within the timeframe and in accordance with the rules established by the DCPS Central Office. This component makes up 5% of your IMPACT score.
- **Core Professionalism (CP)** — This is a measure of four basic professional requirements for all school-based personnel. This component is scored differently from the others, which is why it is not represented in the pie chart. For more information, please see the Core Professionalism section of this guidebook.

### Where can I find this year's IMPACT Cycle dates?

IMPACT Cycle dates can be found in the ***IMPACT Annual Reference Guide.***

## IMPACT COMPONENTS FOR GROUP 3d




**The Essential Practices (EP) component will expand to replace components of the pie that cannot be scored.*

# EP ESSENTIAL PRACTICES

## What are the DCPS Essential Practices?

The DCPS Essential Practices define effective instruction and outline the key actions we believe lead to increased student achievement. There are five DCPS Essential Practices (which include nine elements):

**EP1: Cultivate a responsive learning community**

- Element 1.A – Supportive Community
- Element 1.B – Student Engagement

**EP2: Challenge students with rigorous content**

- Element 2.A – Rigorous Content

**EP3: Lead a well-planned, purposeful learning experience**

- Element 3.A – Skillful Design
- Element 3.B – Skillful Facilitation

**EP4: Maximize student ownership of learning**

- Element 4.A – Cognitive Work
- Element 4.B – Higher-Level Understanding

**EP5: Respond to evidence of student learning**

- Element 5.A – Evidence of Learning
- Element 5.B – Supports and Extensions

## Why do we need the DCPS Essential Practices?

The DCPS Essential Practices are vital to the work of increasing student achievement in two fundamental ways. First, they provide a common language for effective instruction, which enables us to align IMPACT and professional support. Second, they provide clear expectations for teachers and illustrate what success looks like in DCPS classrooms.

## Who developed the DCPS Essential Practices?

Teachers, administrators, instructional staff from the DCPS Central Office, and many others participated in the development of the DCPS Essential Practices. As part of that process, numerous sources were consulted, including:

- Achieve the Core's *Instructional Practice Guides*
- Carol Dweck's *Mindset*
- Charlotte Danielson's *Framework for Teaching*
- Common Core State Standards
- College Career and Civic Life C3 Framework for Social Studies State Standards
- Common Career Technical Core Standards
- DCPS's *Teaching and Learning Framework*
- Doug Lemov's *Teach Like a Champion*
- Elizabeth Green's *Building a Better Teacher*
- Grant Wiggins & Jay McTighe's *Understanding by Design*
- Insight Education Group's *Core Framework*
- Next Generation Science Standards
- Research for Better Teaching's *Skillful Teacher*
- Robert Marzano's *Classroom Instruction that Works*
- Sharroky Hollie's *Culturally and Linguistically Responsive Teaching and Learning*
- Teach For America's *Teaching as Leadership Framework*
- Teaching Tolerance's *Anti-Bias Framework*
- TNTP's *Fixing Classroom Observations*
- TNTP's *Core Teaching Rubric*
- WIDA English Development Standards
- World-Readiness Standards for Learning Languages

## How will I be scored on the DCPS Essential Practices rubric?

For each formal IMPACT observation, your evaluator(s) will assess which level (4, 3, 2, 1) provides the best description of the instructional practice observed for each element of the rubric. Element scores will then be averaged together, as applicable, to form an overall score for each Essential Practice. The five Essential Practice scores are averaged to create the overall observation score. To view an example of how the Essential Practices are scored, see the sample score chart on the next page.

When observing combined model (simulcast) and virtual instruction, evaluators may select "Not Scored," instead of a score for certain elements if they are not able to gather the necessary evidence to provide a score due to the limitations of technology. If an evaluator selects "Not Scored" for an element, the other element of that Essential Practice standard will count as the teacher's score for that standard.

## Who conducts IMPACT observations?

IMPACT observations are conducted by administrators. During these observations, your practice is assessed according to the Essential Practices rubric.

## How many IMPACT observations will I receive?

You will receive either one or two observations in school year 2021–22.* Expert level teachers will be automatically opted out of a second observation if they receive a 3.0 or higher in Cycle 1.

## If I am an Expert Teacher and qualify for reduced IMPACT observations, may I request to receive an additional observation?

Yes. After Cycle 1 ends, the IMPACT team will notify all Expert Teachers who received a score of 3.0 or higher in Cycle 1 via email that they will not receive a second observation. At that point, they may log into the IMPACT database (http://impactdcps.dc.gov) to indicate that they would like to receive an additional observation. Teachers who receive a score of less than 3.0 in Cycle 1 will automatically receive another observation.

SAMPLE SCORE CHART

### DCPS ESSENTIAL PRACTICES (EP)

| ESSENTIAL PRACTICE | ELEMENT | ELEMENT SCORE | ESSENTIAL PRACTICE SCORE |
|---|---|---|---|
| **1.** Cultivate a responsive learning community | 1.A Supportive Community | 3.0 | 3.5 |
| | 1.B Student Engagement | 4.0 | |
| **2.** Challenge students with rigorous content | 2.A Rigorous Content | 3.0 | 3.0 |
| **3.** Lead a well-planned, purposeful learning experience | 3.A Skillful Design | 2.0 | 3.0 |
| | 3.B Skillful Facilitation | 4.0 | |
| **4.** Maximize student ownership of learning | 4.A Cognitive Work | 3.0 | 3.0 |
| | 4.B Higher-Level Understanding | 3.0 | |
| **5.** Respond to evidence of student learning | 5.A Evidence of Learning | 2.0 | 2.5 |
| | 5.B Supports and Extensions | 3.0 | |
| **OVERALL SCORE** | | | 3.0 |

IMPACT Cycle dates are listed in the ***IMPACT Annual Reference Guide.***

### LIFT STAGES

Teacher → Established Teacher → Advanced Teacher → Distinguished Teacher → Expert Teacher

**Teachers shared across schools will receive this number of observations at each school.*

## How long will each formal IMPACT observation last?

All formal in-person observations will be at least 30 minutes long. Virtual observations will often be 30 minutes long as well, but given that virtual learning experiences may be shorter than typical in-person lessons, they can be as short as 15 minutes long. If necessary an observer may observe multiple virtual lessons to view at least 15 minutes of instruction.

## Will my formal IMPACT observation be in-person or virtual?

Your formal IMPACT observation may be either in-person or virtual.

## Will I receive an informal observation?

You will receive an informal observation prior to your first formal observation of the year. This observation will be at least 15 minutes long, and you will receive written feedback from your observer, which can be viewed in the IMPACT database. You may or may not receive scores or have a conference with your observer after your informal observation. Only scores associated with formal observations are included in calculations for your final IMPACT score.

## Will IMPACT observations be announced or unannounced?

IMPACT observations are unannounced.*

## May I provide my administrator with additional information about my class?

Yes. You may provide your administrators with additional context about the observed lesson or your class through your IMPACT dashboard by visiting http://impactdcps.dc.gov.

## How will I receive feedback from my IMPACT observation?

Within 15 calendar days following the IMPACT observation, your administrator(s) will meet with you to share feedback.

If an administrator makes at least two attempts to schedule a conference with you within 15 calendar days following the observation, and you are unable to meet or are unresponsive, the observation will be valid without the conference occurring within the 15 days. Valid attempt methods include, but are not limited to, phone calls, text messages, emails, notes in your school inbox, and/or in-person conversations.

You will also receive written comments in an Essential Practices report, which can be viewed in the IMPACT database. You can log into your IMPACT dashboard by visiting http://impactdcps.dc.gov.

**Administrators may announce IMPACT observations at their discretion.*

## If I have additional questions about the DCPS Essential Practices, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

# ESSENTIAL PRACTICES
*Specialized Instruction*

## ESSENTIAL PRACTICE 1 CULTIVATE A RESPONSIVE LEARNING COMMUNITY

### 1.A Supportive Community

**LEVEL 4**

All students are valued members of a welcoming and responsive learning community.* **Students are authentically welcoming and responsive to one another.**

For example, the students:
- Demonstrate interest in the thoughts, opinions, and well-being of each other
- Provide peers with meaningful and specific feedback/praise
- Productively collaborate across difference (e.g., cultural, racial, linguistic, dis/ability, and/or gender)
- Welcome peers, help each other, and/or show interest in each other consistent with their developmental levels
- Encourage one another to follow classroom behavioral norms

*See also examples from Level 3*

**LEVEL 3**

All students are valued members of a **welcoming and responsive** learning community.*

For example, the teacher:
- Demonstrates interest in the thoughts, opinions, and well-being of all students
- Fosters student thinking about and planning for long-term goals
- Equitably provides students with meaningful and specific feedback/praise
- Demonstrates an equitable commitment to all students' ability to be successful
- Effectively uses positive reinforcement
- Defines, posts, (re)teaches, and/or models positive classroom expectations and routines
- Develops and reinforces students' self-advocacy skills (e.g., speaking up, finding support when needed, making decisions)
- Is responsive to students' non-verbal expressions (e.g., smiling, clapping, snapping)
- Uses appropriate strategies and has systems in place to manage behaviors that are manifestations of a student's disability
- Demonstrates responsiveness by providing private explanations for why students are being moved or having clothes changed, as needed

**LEVEL 2**

The teacher is **respectful** of students; students **generally comply** with the teacher's directions.*

For example, the teacher:
- Acknowledges students generally, but does not display specific concern for students' thoughts, opinions, and/or feelings

For example, most students:
- Follow instructions, but sometimes reluctantly

**LEVEL 1**

The expectation of Level 2 practice is not met.

For example, the teacher:
- Does not demonstrate respectfulness
- Does not include an individual student or a subgroup of students in the learning experience when appropriate to do so

**Observers should consider the point in the school year when assessing this standard. For example, the teacher may be in the early stages of building classroom community at the beginning of a semester or when orienting new students to the classroom. Therefore, evaluators might credit teacher prompting or other proactive community building actions as evidence of a welcoming and responsive learning community.*

## ESSENTIAL PRACTICE 1 CULTIVATE A RESPONSIVE LEARNING COMMUNITY

### 1.B Student Engagement

**LEVEL 4**

All students are engaged throughout the learning experience OR almost all students are engaged throughout the learning experience and the teacher responds to disengagement by inviting students back in to the learning experience. **Students demonstrate deep investment in the learning experience.***

For example, the students:
- Persevere when they struggle with challenging content or activities
- Demonstrate interest in, commitment to, or excitement about what they are learning and doing
- Ask content-related questions using total communication tools and strategies (e.g., PECS, signs, sign language, symbols, objects, icons and other visual images, eye gazing, blinking, head nodding, voice output devices, assistive technology, or other), as appropriate
- Display eagerness to participate in classroom activities using verbal or non-verbal means such as visual attention, blinking, head nodding, smiling, pointing, touching, or other methods consistent with their developmental levels
- Self-advocate for support and/or accommodations
- Demonstrate positive attitudes toward learning and willingness to do the work without frequent redirection

*See also examples from Level 3*

**LEVEL 3**

**All** students are engaged throughout the learning experience OR **almost all** students are engaged throughout the learning experience and the teacher **responds to disengagement** by inviting students back in to the learning experience.

For example, the teacher:
- Responds to disengagement by inviting students back in a positive way
- Successfully utilizes strategies such as proximity, non-verbal cues, or reflection exercises that support students' reengagement with content
- Recognizes when students need space and/or time to successfully refocus
- Redirects behavior in an effective and positive way
- Offers students social stories reflective of classroom expectations and/or provides sensory manipulatives and visual models to redirect attention to the learning
- Provides multiple ways for students to demonstrate engagement, persistence, and self-regulation
- Uses available technology, including assistive technology, (e.g., GoTalk® boards, buttons, or other) to promote engagement
- Uses successive approximation, including rewarding or affirming incremental progress toward goals, to promote engagement
- Promotes student investment by using visuals, positive behavior charts, tokens, and/or other appropriate strategies

For example, engaged students:
- Complete tasks and/or remain focused on learning consistent with their developmental levels (e.g., participate during seminars or whole-class discussions, complete small group or station work, remain immersed in a text, task, or activity)
- Actively seek and use tools to self-soothe and satisfy sensory needs without disrupting the learning experience

**LEVEL 2**

**Almost all** students are engaged throughout the learning experience; the teacher **does not respond** to student disengagement.

For example, the teacher:
- Does not attempt to invite disengaged students back in to the learning experience
- Ignores students who are disengaged for an inappropriate amount of time

**LEVEL 1**

The expectation of Level 2 practice is not met.

For example, the teacher:
- Responds negatively to student disengagement

For example, most students:
- Demonstrate disengagement throughout the learning experience and are not invited to return

**Observers should consider that student demonstrations of authentic welcoming, responsiveness, and deep investment in the learning experience may present differently based on student profiles, including health challenges, category, and severity of disability. Some students may exhibit these behaviors only with explicit teaching, prompting, and/or support from the teacher. Therefore, evaluators might credit teacher prompting or other explicit skill-building as evidence of students' responsiveness and investment in the learning experience.*

# ESSENTIAL PRACTICES
*Specialized Instruction*

## ESSENTIAL PRACTICE 1 — CULTIVATE A RESPONSIVE LEARNING COMMUNITY

### English Language Arts Content-Specific Examples

**Leap Module Examples**

LEAP modules support teachers in developing students' abilities to contribute to a responsive learning community.

K–5 LEAP modules feature the following core instructional practices:
- Flexibly move students in and out of groups as their instructional needs change
- Plan opportunities to leverage collaborative conversations as a structure supporting evidence-based writing
- Cultivate a literacy rich environment that promotes a love of reading and writing

Grade 6–12 LEAP modules feature the following core instructional practices:
- Employ targeted strategies to support students in comprehending the text
- Design and implement lessons that develop students' ability to develop clear and coherent writing in which development, organization, and style are appropriate to task, purpose, and audiences
- Use academic discourse structures to support students in analyzing the text, clarifying, and challenging ideas persuasively
- Support students in exploring writers' use of varied syntax to create effect

### Mathematics Content-Specific Examples

**Leap Module Examples**

LEAP modules support teachers in developing students' abilities to contribute to a responsive learning community.

K–8 LEAP modules feature the following core instructional practices:
- Engage students in purposeful sharing of mathematical ideas, reasoning, and approaches, using varied representations in small-group and classroom discussions
- Allocate sufficient wait time so that more students can formulate and offer responses
- Praise students for their efforts in making sense of mathematical ideas and perseverance in reasoning through problems

Grade 9–12 LEAP modules feature the following core instructional practices:
- Engage students in purposeful sharing of mathematical ideas, reasoning, and approaches, using varied representations in small-group and classroom discussions
- Select and sequence student approaches and solution strategies for whole-class analysis and discussion
- Help students realize that confusion and errors are natural parts of learning by facilitating discussions on mistakes, misconceptions, and struggles

### Social Studies Content-Specific Examples

**Leap Module Examples**

LEAP modules support teachers in developing students' abilities to contribute to a responsive learning community.

LEAP modules feature the following core instructional practices:
- Use the question-formation technique to promote students' crafting their own questions that help to spark and sustain inquiry
- Effectively plan the use of discourse protocols in order for students to analyze their evidence and develop/explain claims with peers
- Develop protocols that foster student engagement through self-awareness and self-management

### Science Content-Specific Examples

**Leap Module Examples**

LEAP modules support teachers in developing students' abilities to contribute to a responsive learning community.

LEAP modules feature the following core instructional practices:
- Use academic discourse to support students in asking questions
- Use academic discourse structures to support students in analyzing texts, clarifying claims, and critiquing peers' arguments
- Plan a variety of collaborative conversation structures that align to the intended learning outcome and that strategically support students in building on others' ideas and expressing their own clearly and persuasively

## ESSENTIAL PRACTICE 2 CHALLENGE STUDENTS WITH RIGOROUS CONTENT

### 2.A Rigorous Content

**LEVEL 4**

The learning experience is both aligned to academic standards (as defined by the Common Core State Standards or other appropriate content standards) and challenging for students. **The learning experience fosters students' intellectual curiosity about the content.**

For example, the teacher:
- Supplements curricular materials or makes instructional choices that build students' interest in the content
- Makes meaningful connections between the content and other content areas/academic disciplines and/or students' lives
- Has students grapple with compelling questions and ideas
- Demonstrates deep commitment to the discipline and/or enthusiasm about the content
- Integrates life, work, and/or social skills content with academic content, as appropriate

*See also examples from Level 3*

**LEVEL 3**

The learning experience is both **aligned** to academic standards (as defined by the Common Core State Standards or other appropriate content standards) and **challenging** for students.

For example, aligned content is derived from:
- Common Core State Standards; Next Generation Science Standards; College, Career, and Civic Life (C3) Framework; WIDA; ACTFL; CCTC; or other relevant standards
- DCPS or DCPS-endorsed curriculum (e.g., STAR)
- DCPS Cornerstone assignments or projects
- DCPS digital instructional resources (e.g., Lexia®, iReady®, ST Math®, Discovery Education Techbook®, other blended learning activities)
- DCPS-endorsed social and life skills curricula

AND

For example, the learning experience is challenging such that it:
- Focuses on content and skill(s) students need to successfully meet or exceed grade-level standards
- Is reflective of high expectations, including rigorous IEP goals, for students' learning
- Features content worthy of students' time and effort

**LEVEL 2**

The learning experience is **aligned** to content standards (as defined by the Common Core State Standards or other appropriate content standards) but is **not sufficiently challenging** for students.

For example, aligned content is derived from:
- Common Core State Standards; Next Generation Science Standards; College, Career, and Civic Life (C3) Framework; WIDA; ACTFL; CCTC; or other relevant standards
- DCPS or DCPS-endorsed curriculum (e.g., STAR)
- DCPS Cornerstone assignments or projects
- DCPS digital instructional resources (e.g., Lexia®, iReady®, ST Math®, Discovery Education Techbook®, other blended learning activities)
- DCPS-endorsed social and life skills curricula

BUT

For example, the learning experience is not sufficiently challenging such that it:
- Features content that is unlikely to move students significantly toward grade-level standards
- Is not reflective of sufficiently high expectations for students' learning

**LEVEL 1**

The expectation of Level 2 practice is not met.

For example, the learning experience is:
- Neither challenging for students nor aligned to appropriate content standards
- Developmentally inappropriate for students' age and/or grade level

## ESSENTIAL PRACTICE 2 CHALLENGE STUDENTS WITH RIGOROUS CONTENT

### English Language Arts Content-Specific Examples

| Essential Practice Examples | This practice aligns with Instructional Practice Guide (IPG) Core Action 1: Focus each lesson on a high-quality text (or multiple texts). | Leap Module Examples | LEAP modules unpack the complexity of the Common Core State Standards by focusing on their specific strands (Reading, Writing, Speaking and Listening, and Language). |
|---|---|---|---|
| For example, ELA content:<br>• Features reading, writing, and speaking about literary or informational text(s) of appropriate complexity and that build content knowledge<br>• Focuses on key attributes of a writing genre (i.e., opinion/argument, informative/explanatory, or narrative writing) | | K–5 LEAP modules feature the following core instructional practices:<br>• Plan questions and prompts for small group literacy that reflect the rigor defined in the Common Core State Standards<br>• Plan text dependent questions and prompts designed to increase student understanding of the inferential meaning of a text<br>• Leverage the read aloud to model fluency and build content knowledge | |
| For example, grade 1–2 ELA content:<br>• Provides opportunities for students to practice emerging phonics skills with text<br>• Features shared reading, writing, speaking, and research opportunities<br>• Addresses foundational skills and connects acquisition of these skills to making meaning from text | | Grade 6–12 LEAP modules feature the following core instructional practices:<br>• Use curricular texts to support students in selecting the most relevant evidence to develop the topic<br>• Design and implement lessons that develop students' ability to develop clear and coherent writing in which development, organization, and style are appropriate to task, purposes, and audiences<br>• Cohesively embed grammar instruction to ensure students demonstrate command of standard English in both speaking and writing | |
| For example, grade 3–12 ELA content:<br>• Provides opportunities for students to cite specific textual evidence when writing or speaking to draw conclusions from text<br>• Includes research projects based on focused, text-relevant questions | | | |

### Social Studies Content-Specific Examples

| Essential Practice Examples | This practice aligns with the DC Social Studies Standards and with the C3 Framework, especially Dimension 2: Applying Disciplinary Tools and Concepts. | Leap Module Examples | LEAP modules unpack the complexity of the C3 Framework and Common Core State Standards as it relates to each course's curricular content. |
|---|---|---|---|
| For example, social studies content:<br>• Features reading, writing, and speaking about complex text of varying formats (e.g., historical and contemporary documents, maps, images, political cartoons, video clips, objects, and charts)<br>• Explores compelling and supporting questions through inquiry, research, and writing<br>• Integrates social studies skills (e.g., gathering and evaluating sources) while promoting a depth of understanding of content in these areas of focus (grades):<br>▪ U.S. History (1, 2, 4, 5, 8, and 11)<br>▪ World History (7, 9, and 10)<br>▪ Government (1, 2, and 12)<br>▪ D.C. History (3 and 12)<br>▪ Geography (3 and 6) | | LEAP modules feature the following core instructional practices:<br>• Develop keen awareness of the big ideas, content knowledge, and skills students will gain during the unit of study<br>• Foster students' capacities to recognize patterns of causation that occur throughout history<br>• Support students to deeply analyze how problems manifest on local, regional, and global levels while assessing causes and challenges in addressing these problems | |

## ESSENTIAL PRACTICE 2 — CHALLENGE STUDENTS WITH RIGOROUS CONTENT

### Mathematics Content-Specific Examples

**Essential Practice Examples**

This practice aligns with Instructional Practice Guide (IPG) Core Action 1: Ensure the work of the lesson reflects the Shifts required by the Common Core State Standards for Mathematics.

For example, mathematics content:

- Extends previous learning by making connections with mathematics content, methods, and models from previous grades
- Intentionally targets the aspect(s) of rigor (conceptual understanding, procedural skill and fluency, application) called for by the standard(s) being addressed
- Focuses on and promotes a depth of understanding of content in these domains (grades):
  - Numbers and operations in base 10 (1–5)
  - Numbers and operations – Fractions (3–5)
  - The number system (6–8)
  - Number and quantity (HS)
  - Measurement and data (1–HS)
  - Geometry (1–HS)
  - Statistics and probability (6–HS)
  - Operations and algebraic thinking (1–5)
  - Expressions and equations (6–8)
  - Ratios and proportional relationships (6–7)
  - Functions (8–HS)
  - Algebra (HS)
  - Modeling (HS)

**Leap Module Examples**

LEAP modules support teachers in identifying appropriate goals aligned to the Common Core State Standards, the Eureka curriculum, and students' individual progress and learning trajectories.

K–8 LEAP modules feature the following core instructional practices:

- Establish clear goals that articulate the mathematics students are learning as a result of instruction in a lesson, over a series of lessons, or throughout a unit
- Identify how goals fit within a mathematics learning progression and connect to the major standards for the course
- Focus students' attention on the structure of essential features of mathematical ideas that appear, regardless of their representation

Grade 9–12 LEAP modules feature the following core instructional practices:

- Establish clear goals that articulate the mathematics students are learning as a result of instruction in a lesson, over a series of lessons, or throughout a unit
- Identify how goals fit within a mathematics learning progression and connect to the major standards for the course

### Science Content-Specific Examples

**Essential Practice Examples**

This practice aligns with the Next Generation Science Standards (NGSS) performance expectations and the three dimensions upon which the expectations are built.

For example, science content:

- Features Science & Engineering Practices: behaviors scientists and engineers engage in as they work (e.g., formulating a question, building a model)
- Features Crosscutting Concepts: concepts that apply to all domains of science (e.g., cause and effect, energy and matter)
- Focuses on and promotes a depth of understanding of content in these Disciplinary Core Ideas:
  - Physical Sciences: Matter, Forces, Energy, Waves
  - Life Sciences: Structures & Processes, Ecosystems, Heredity, Biological Evolution
  - Earth & Space Sciences: Earth's Place in the Universe, Earth's Systems, Earth & Human Activity
  - Engineering, Technology & Applications of Science: Engineering Design, Links Among Engineering, Technology, Science & Society

**Leap Module Examples**

LEAP modules unpack the complexity of the NGSS by focusing on their specific dimensions (i.e., Science and Engineering Practices, Crosscutting Concepts, and Disciplinary Core Ideas) and elements, such as engineering and the nature of science.

LEAP modules feature the following core instructional practices:

- Lead instruction that intentionally addresses disciplinary core ideas, science and engineering practices, and crosscutting concepts
- Support students in analyzing major global challenges using engineering design tools (i.e., criteria and constraints)
- Use history of science case studies to develop deeper understanding of the nature of science

WORD WALL

## ESSENTIAL PRACTICE 3 — LEAD A WELL-PLANNED, PURPOSEFUL LEARNING EXPERIENCE

### 3.A Skillful Design

**LEVEL 4**

The learning experience is well-planned such that all tasks and activities are connected to one another and effectively promote student understanding. **The learning experience is designed to maximize time for students to grapple with content.**

For example, the teacher:
- Makes instructional moves that promote student-centered learning such as opportunities for inquiry or seminar discussion
- Prioritizes student talk and work time
- Structures the learning experience to be efficient and minimizes non-instructional time
- Utilizes minimally intrusive prompts and supports to promote student independence in completing daily routines and transitions (e.g., visual schedules, "first, then" boards, checklists, student choice), as appropriate

*See also examples from Level 3*

**LEVEL 3**

The learning experience is **well-planned** such that all tasks and activities are **connected** to one another and **effectively** promote student understanding.

For example, the learning experience:
- Includes tasks and activities that are connected and build upon one another
- Includes tasks and activities that move students toward grade-level expectations
- Features adapted curricular materials, as appropriate
- Avoids curricular and/or instructional barriers to learning (e.g.., lesson delivery format, physical environment, need for adaptive equipment)
- Takes place in a setting that promotes focus on learning and minimizes distractions
- Provides skill-based instruction in a variety of settings (e.g., Natural Environment Teaching) and contexts to promote transferability of skills

**LEVEL 2**

The learning experience is **not sufficiently organized OR** includes tasks or activities that are **not entirely effective** at promoting student understanding.

For example, the learning experience:
- Includes some tasks and activities that are disconnected or do not build upon one another
- Includes tasks and activities that do not move students toward grade-level expectations
- Includes tasks and activities too long or too short in duration

**LEVEL 1**

The expectation of Level 2 practice is not met.

For example, the learning experience:
- Is not organized
- Does not reflect strategic planning

## ESSENTIAL PRACTICE 3 LEAD A WELL-PLANNED, PURPOSEFUL LEARNING EXPERIENCE

### 3.B Skillful Facilitation

**LEVEL 4**

The learning experience is **clear*** and **all** students are able to access the content.

For example, the learning experience is clear because the teacher:

- Explains content accurately and coherently
- Uses Tier 1, 2, and 3 academic vocabulary precisely and with intentionality
- Guides students toward identification of key points
- Uses available technology, including assistive technology, effectively to support content delivery and student practice
- Connects the intended learning to prior and/or background knowledge
- Employs tangible and visual tools to help students make language connections and encourages verbal language development

For example, the learning experience is accessible for all students because the teacher:

- Differentiates instructional delivery and/or materials according to student needs (e.g., uses strategies such as flexible grouping, leveled texts, leveled questions)
- Presents content in multiple ways (e.g., explanations, visual representations, concrete examples)
- Uses visual supports such as Boardmaker®, photos, and other visual aids to clearly explain content
- Offers a variety of options for students to interact with content
- Offers opportunities for exploration with concrete materials
- Effectively uses special education best practices such as Discrete Trial Instruction, Direct Instruction, Natural Environment Training, Prompting and Fading, Shaping, Reinforcement, Task Analysis/Chaining, and/or Explicit Instruction of a skill set
- Breaks down larger tasks and explanations into component parts
- Delivers content at a pace consistent with students' cognitive and/or linguistic processing
- Uses prompting techniques (e.g., simultaneous, time delay, least intrusive, most-to-least, graduated guidance), fading, and reinforcement systems that match the complexity and nature of the target skill
- Uses vocabulary consistent with students' capacities for receptive and expressive language
- Provides appropriate wait time for student responses
- Explicitly teaches strategies for answering more challenging questions (e.g., modeling "think-alouds," word banks, anchor charts)
- Includes accommodations and/or modifications appropriate to students' developmental levels

**LEVEL 3**

The learning experience is **clear*** and **almost all** students are able to access the content.

For example, the learning experience is clear because the teacher:

- Explains content accurately and coherently
- Uses Tier 1, 2, and 3 academic vocabulary precisely and with intentionality
- Guides students toward identification of key points
- Uses available technology, including assistive technology, effectively to support content delivery and student practice
- Connects the intended learning to prior and/or background knowledge
- Employs tangible and visual tools to help students make language connections and encourages verbal language development

For example, the learning experience is accessible for almost all students because the teacher:

- Differentiates instructional delivery and/or materials according to student needs (e.g., uses strategies such as flexible grouping, leveled texts, leveled questions)
- Presents content in multiple ways (e.g., explanations, visual representations, concrete examples)
- Uses visual supports such as Boardmaker®, photos, and other visual aids to clearly explain content
- Offers a variety of options for students to interact with content
- Offers opportunities for exploration with concrete materials
- Effectively uses special education best practices such as Discrete Trial Instruction, Direct Instruction, Natural Environment Training, Prompting and Fading, Shaping, Reinforcement, Task Analysis/Chaining, and/or Explicit Instruction of a skill set
- Breaks down larger tasks and explanations into component parts
- Delivers content at a pace consistent with students' cognitive and/or linguistic processing
- Uses prompting techniques (e.g., simultaneous, time delay, least intrusive, most-to-least, graduated guidance), fading, and reinforcement systems that match the complexity and nature of the target skill
- Uses vocabulary consistent with students' capacities for receptive and expressive language
- Provides appropriate wait time for student responses
- Explicitly teaches strategies for answering more challenging questions (e.g. modeling "think-alouds," word banks, anchor charts)
- Includes accommodations and/or modifications appropriate to students' developmental levels

**LEVEL 2**

The learning experience is **not sufficiently clear*** for students.

For example, the learning experience is not sufficiently clear because the teacher:

- Provides explanations that are not entirely effective in building student understanding of content
- Gives definitions that are not completely clear or precise or sometimes does not use appropriate Tier 1, 2, and 3 vocabulary
- Inconsistently guides students towards identification of key points
- Uses technology that does not fully support content delivery and student practice

**LEVEL 1**

The expectation of Level 2 practice is not met.

For example, the learning experience:

- Is mostly not coherent or not clear
- Promotes students' acquisition of inaccurate content or results in significant student misunderstanding
- Is inaccessible for most students

**In certain instructional situations such as an inquiry lesson, a teacher might intentionally offer a task or question that is unclear for students. In such circumstances, evaluators should assess clarity by considering whether this approach promotes greater student understanding of the content.*

## ESSENTIAL PRACTICE 3 — LEAD A WELL-PLANNED, PURPOSEFUL LEARNING EXPERIENCE

### English Language Arts Content-Specific Examples

**Essential Practice Examples**

This practice aligns with Instructional Practice Guide (IPG) Core Action 2: Employ questions and tasks, both oral and written, that are text-specific.

For example, the learning experience includes tasks and activities that:
- Attend to a text's word choice, syntax, structure, concepts, ideas, and/or details
- Feature a variety of reading opportunities (whole group, small group, paired, or independent)
- Focus on developing and strengthening writing through planning, drafting, revising, editing, rewriting, or trying a new approach
- Reflect the teacher's use of data to form fluid guided reading groups, as appropriate

For example, grade 1–2 learning experiences include tasks and activities that:
- Provide opportunities for students to recognize and read age-appropriate vocabulary, including regularly and irregularly spelled words
- Feature collaborative conversations about grade-appropriate topics and texts
- Require students to identify the meaning of words and phrases in text

For example, grade 3–12 learning experiences include tasks and activities that:
- Embed implicit and explicit Tier 2 and Tier 3 vocabulary instruction
- Feature text-based discussion opportunities where students can build upon each other's ideas and express their own ideas clearly and persuasively
- Require students to use evidence from text to support their interpretations by referring back to the words, phrases, and sentences of the text
- Embed reading interventions, as necessary

**Leap Module Examples**

In addition to the planning and application time provided in every module, some LEAP modules focus on research-based practices for structuring instruction or developing specific strategies for making content clear and accessible to all students.

K–5 LEAP modules feature the following core instructional practices:
- Plan explicit and interactive phonics lessons that require encoding and decoding of newly-acquired phonics skills (K–2)
- Plan targeted opportunities for students to apply grade-level word analysis skills while encoding and decoding words (3–5)
- Design rigorous and differentiated independent learning activities that reflect varied proficiency levels
- Leverage the read aloud as an opportunity to study models of Common Core State Standards-aligned genres to investigate author's craft

Grade 6–12 LEAP modules feature the following core instructional practices:
- Plan high-quality questions that are both divergent and high-level in order to facilitate deep discussion of text(s)
- Plan for and provide high-quality instruction of tier two academic vocabulary and provide multiple opportunities for student to engage with vocabulary over time, both explicitly and implicitly
- Use intended student learning outcomes identified in the curriculum and lesson-planning protocol to develop aligned assessments and daily instructional plans

### Social Studies Content-Specific Examples

**Essential Practice Examples**

This practice aligns with the C3 Framework, especially Dimension 1: Developing Questions and Planning Inquiries.

For example, the learning experience includes tasks and activities that:
- Enable students to develop compelling and supporting questions
- Require students to use evidence from sources to support their interpretations
- Focus on developing and strengthening writing through planning, drafting, revising, editing, rewriting, or trying a new approach
- Activate students' prior knowledge and establish relevant connections between students' lives and the content
- Create and nurture collaborative civic spaces for students to engage in dialogue (e.g., Paideia seminars)
- Foster students taking informed action in classrooms, schools, and the community
- Require students to use evidence from text to support their interpretations by referring back to the words, phrases, and sentences of sources

**Leap Module Examples**

In addition to the planning and application time provided in every module, some LEAP modules focus on specific research-based practices for planning social studies learning experiences.

LEAP modules feature the following core instructional practices:
- Plan C3-aligned units that include lessons using the 5E instructional model
- Ensure C3-aligned learning experiences are consistent with the 5E instructional model
- Ensure units of instruction include opening lessons that effectively frame the coming inquiry arc

## ESSENTIAL PRACTICE 3 LEAD A WELL-PLANNED, PURPOSEFUL LEARNING EXPERIENCE

### Mathematics Content-Specific Examples

| Essential Practice Examples | This practice aligns with Instructional Practice Guide (IPG) Core Action 2: Employ instructional practices that allow all students to learn the content of the lesson. | Leap Module Examples | LEAP modules incorporate NCTM's Eight Effective Teaching Practices in order to support teachers in designing and implementing learning experiences that enable all students to grapple with and master complex mathematical skills and concepts. |
|---|---|---|---|
| For example, the learning experience:<br>• Includes explanations, representations, and/or examples to make the content of the lesson explicit<br>• Includes opportunities for students to share, discuss, and justify their mathematical reasoning through discourse<br>• Supports and promotes variation in solution methods to strengthen students' understanding of the content and mathematical structures | | K–8 LEAP modules feature the following core instructional practices:<br>• Ensure progress towards mathematical goals by making explicit connections to student approaches and reasoning<br>• Use the mathematical goals to guide lesson planning and reflection and make in-the-moment decisions during instruction<br>• Ask intentional questions that make the mathematics more visible and accessible for student examination and discussion | |
| For example, grade 1–5 learning experiences include tasks and activities that:<br>• Develop students' number sense and fluency with basic operations<br>• Build foundational algebraic thinking skills<br>• Develop students' conceptual understanding of foundational mathematics concepts<br>• Orient students to understanding and manipulating data<br>• Have students apply understanding of geometric properties<br>• Familiarize students with the structural elements of equations | | Grade 9–12 LEAP modules feature the following core instructional practices:<br>• Use the mathematics goals to guide lesson planning and reflection and to make in-the-moment decisions during instruction<br>• Introduce forms of representation that can be useful to students in demonstrating their understanding<br>• Ask intentional questions that make the mathematics more visible and accessible for student examination and discussion | |
| For example, grade 6–12 learning experiences include tasks and activities that:<br>• Have students apply previous understandings of basic operations to increasingly complex mathematical scenarios<br>• Require solving real-world problems using, or by developing, expressions, equations, or functions<br>• Generate sophisticated inferences about and from data<br>• Feature the integration of algebraic and geometric concepts<br>• Have students manipulate both irrational and rational numbers<br>• Leverage mathematical reasoning to build statistical models and evaluate probability | | | |

### Science Content-Specific Examples

| Essential Practice Examples | This practice aligns with the Implications of the Vision of the Framework and the Guide to Implementing the Next Generation Science Standards (NGSS). | Leap Module Examples | In addition to the planning and application time provided in every seminar, some LEAP modules focus on specific research-based practices for structuring science learning or develop specific strategies for making science content clear and accessible to all students. |
|---|---|---|---|
| For example, the learning experience includes tasks and activities that:<br>• Enable students to make sense of scientific phenomena or to design solutions to problems using specific elements of the three dimensions of the NGSS (Science & Engineering Practices, Crosscutting Concepts, and Disciplinary Core Ideas)<br>• Are structured around students conducting investigations, solving problems, and engaging in discussions with teacher guidance<br>• Feature students discussing open-ended questions that focus on evidence and claims<br>• Support students in constructing and using scientific models to describe, explain, predict, or control natural phenomena<br>• Encourage students to create journals, reports, posters, or presentations that explain conclusions<br>• Have students read high-quality texts from multiple sources (science-related magazines, journal articles, and web-based resources) | | LEAP modules feature the following core instructional practices:<br>• Sequence instruction centered on course-specific anchoring phenomena<br>• Plan NGSS-aligned lessons using the 5E learning cycle and instructional model<br>• Use decision guides to support students in making strategic use of digital media in presentations | |
| For example, the teacher:<br>• Supports students in accessing facts and terminology, as needed, while they develop explanations and design solutions supported by evidence-based arguments and reasoning<br>• Encourages the connection of discrete concepts to unifying organizational structures<br>• Provides accessibility supports so that all students can engage in sophisticated science and engineering practices | | | |

## ESSENTIAL PRACTICE 4 — MAXIMIZE STUDENT OWNERSHIP OF LEARNING

| | 4.A Cognitive Work | 4.B Higher-Level Understanding |
|---|---|---|
| LEVEL 4 | Students spend the **majority** of the learning experience engaged in meaningful cognitive work, including explaining their thinking with appropriate evidence, applying their understanding of content to complex tasks, or both.* | **All or almost all** students demonstrate movement toward higher-level understanding as a result of their participation in the learning experience.* |
| | For example, the students:<br>• Do the majority of the thinking and speaking about content<br>• Use most of their time to productively grapple with content<br>• Are responsible for most of the cognitive work<br>*See also examples from Level 3* | For example, all or almost all students:<br>• Respond to higher-level questions and solve complex problems<br>• Respond to lower-level questions to develop higher-level comprehension<br>• Use rubrics and/or exemplars to accurately evaluate their own and others' work<br>• Produce work indicative of significant progress toward ambitious learning goals<br>• Use total communication tools and strategies (e.g., PECS, signs, sign language, symbols, objects, icons and other visual images, eye gazing, blinking, head nodding, voice output devices, assistive technology, or other) to demonstrate understanding verbally and/or non-verbally consistent with their developmental levels |
| LEVEL 3 | Students spend a **significant** portion of the learning experience engaged in **meaningful cognitive work,** including explaining their thinking with appropriate evidence, applying their understanding of content to complex tasks, or both.* | **Most** students demonstrate movement toward higher-level understanding as a result of their participation in the learning experience.* |
| | For example, the learning experience:<br>• Features opportunities for students to do cognitive work such as complex problem solving, group work, independent work, think time, and/or sharing of ideas that is aligned to the rigor of the intended learning<br>• Encourages students to use self-directed learning strategies (e.g., picture-based graphic organizers, visual sequence boards, activity schedules) consistent with their developmental levels<br>• Appropriately shifts responsibility to students and offers opportunities for independent work | For example, most students:<br>• Respond to higher-level questions and solve complex problems<br>• Respond to lower-level questions to develop higher-level comprehension<br>• Use rubrics and/or exemplars to accurately evaluate their own and others' work<br>• Produce work indicative of significant progress toward ambitious learning goals<br>• Use total communication tools and strategies (e.g., PECS, signs, sign language, symbols, objects, icons and other visual images, eye gazing, blinking, head nodding, voice output devices, assistive technology, or other) to demonstrate understanding verbally and/or non-verbally consistent with their developmental levels |
| LEVEL 2 | Students spend a **significant portion** of the learning experience engaged in work that is **not entirely meaningful** because either there is more teacher-directed instruction than appropriate or student work consists of rote tasks misaligned to the rigor of the intended learning. | **Some** students demonstrate movement toward higher-level understanding as a result of their participation in the learning experience.* |
| | For example, the learning experience:<br>• Includes too few opportunities for students to productively grapple with content<br>• Includes too few opportunities for students to justify their responses<br>• Does not require students to think deeply about the content | For example, some students:<br>• Respond to higher-level questions and solve complex problems<br>• Respond to lower-level questions to develop higher-level comprehension<br>• Use rubrics and/or exemplars to accurately evaluate their own and others' work<br>• Produce work indicative of significant progress toward ambitious learning goals<br>• Use total communication tools and strategies (e.g., PECS, signs, sign language, symbols, objects, icons and other visual images, eye gazing, blinking, head nodding, voice output devices, assistive technology, or other) to demonstrate understanding verbally and/or non-verbally consistent with their developmental levels |
| LEVEL 1 | The expectation of Level 2 practice is not met. | The expectation of Level 2 practice is not met. |
| | For example, the learning experience:<br>• Is predominantly teacher-directed/lecture<br>• Does not include opportunities for students to explain their thinking with appropriate evidence or apply their understanding of content to complex tasks | For example, few or no students:<br>• Demonstrate progress toward higher-level understanding |

**Observers should consider that student demonstrations of cognitive work and higher-level understanding may present differently based on student profiles and severity of disability. Student responses may be verbal or non-verbal consistent with their developmental levels.*

## ESSENTIAL PRACTICE 4 MAXIMIZE STUDENT OWNERSHIP OF LEARNING

### English Language Arts Content-Specific Examples

| Essential Practice Examples | This practice aligns with Instructional Practice Guide (IPG) Core Action 3: Provide all students with opportunities to engage in the work of the lesson. | Leap Module Examples | LEAP modules support teachers in engaging their students in a rigorous and student-centered balanced literacy approach. |
|---|---|---|---|
| For example, students:<br>• Demonstrate independence (e.g., comprehend and evaluate complex texts without scaffolding; construct effective arguments, and build on the ideas of others)<br>• Build strong content knowledge (e.g., read purposefully to gain both general knowledge and discipline-specific expertise)<br>• Respond to the varying demands of audience, task, purpose, and discipline (e.g., consider how connotations of words affect meaning; provide differentiated evidence aligned to the discipline)<br>• Comprehend as well as critique (e.g., question an author's or speaker's assumptions and premises)<br>• Value evidence (e.g., cite specific and relevant evidence when offering an oral or written interpretation of a text)<br>• Use technology and digital media strategically and capably (e.g., understand the strengths and limitations of technical tools and select those best suited to learning goals)<br>• Come to understand other perspectives and cultures (e.g., actively seek to understand ideas as presented and evaluate other points of view critically and constructively) | | K–5 LEAP modules feature the following core instructional practices:<br>• Read text sets deeply to uncover areas of complexity worthy of instruction<br>• Use targeted prompts to coach students as they engage in reading and writing<br>• Provide opportunities for students to integrate content into authentic student writing<br>• Plan opportunities to leverage student work as an instructional tool supporting evidence-based writing | |
| For example, grade 1–2 students:<br>• Ask and answer questions about key details in a text<br>• Identify the main topic and key details in a grade-appropriate text<br>• Participate in shared reading or writing projects<br><br>For example, grade 3–12 students:<br>• Provide text-based evidence when supporting oral or written responses<br>• Conduct research to build and present knowledge<br>• Use Tier 2 and Tier 3 vocabulary, language conventions, decoding skills and comprehension strategies to read, write, and speak about text<br>• Produce clear and coherent writing in which the development, organization, and style are appropriate to task, purpose, and audience | | Grade 6–12 LEAP modules feature the following core instructional practices:<br>• Ask text-dependent questions that prompt students to analyze the development of theme over the course of a text<br>• Use exemplary student work to support students in developing claims and counterclaims<br>• Use exemplary student work to support students in writing a narrative that engages the reader, establishes context and point of view, introduces a narrator and/or characters, and organizes a logical sequence of events<br>• Support students' analysis and evaluation of a speaker's point of view, reasoning, and use of evidence | |

### Social Studies Content-Specific Examples

| Essential Practice Examples | This practice aligns with the C3 Framework, especially Dimension 3: Evaluating Sources and Using Evidence and Dimension 4: Communicating Conclusions and Taking Informed Action. | Leap Module Examples | LEAP modules support teachers in engaging their students in inquiry-centered learning experiences that promote student ownership of learning. |
|---|---|---|---|
| For example, students:<br>• Construct compelling and supporting questions to guide their inquiry<br>• Gather credible, relevant information from a wide variety of sources to build knowledge in an inquiry<br>• Evaluate the credibility of sources by considering their origin, authority, structure, context, and corroborative value<br>• Analyze evidence that supports a claim and determine the strengths and limitations of claims and counterclaims<br>• Construct and present arguments and explanations in a variety of ways (e.g., essays, debates, speeches, paideia seminars, reports, digital platforms)<br>• Critique the credibility of arguments and the structure of explanations<br>• Analyze how specific civic problems can manifest on the local, regional, and global level<br>• Assess their individual and collective capacities to take action and address problems on the local, regional, and global level | | LEAP modules feature the following core instructional practices:<br>• Provide students with opportunities to employ evidence from sources and artifacts to explain concepts to themselves and their peers<br>• Prompt students to explain evidence gathered from historical sources which they have sourced, contextualized and corroborated with other sources<br>• Prepare students to present information, findings, and arguments in a clear, organized, and coherent manner | |

## ESSENTIAL PRACTICE 4 — MAXIMIZE STUDENT OWNERSHIP OF LEARNING

### Mathematics Content-Specific Examples

| Essential Practice Examples | This practice aligns with the Standards for Mathematical Practice and Instructional Practice Guide (IPG) 3: Provide all students with opportunities to exhibit mathematical practices while engaging with the content of the lesson. | Leap Module Examples | LEAP modules support teachers in planning and implementing instruction that engages students in meaningful cognitive work and that moves them towards higher-level understanding of complex mathematical concepts. |
|---|---|---|---|

For example, students:
- Make sense of problems and persevere in solving them (e.g., analyze givens, constraints, relationships, and goals and change course if necessary in order to solve complex problems)
- Reason abstractly and quantitatively (e.g., both decontextualize problems by representing them symbolically and contextualize problems by attending to the meaning of symbols)
- Construct viable mathematical arguments (e.g., make logical conjectures, justify conclusions, and respond to the arguments of others)
- Model with mathematics (e.g., apply mathematics to solve real-world problems)
- Use appropriate tools strategically (e.g., use technological tools to explore and deepen understanding of concepts)
- Attend to precision (e.g., provide carefully formulated explanations, examine claims, and make explicit use of definitions)
- Look for and make sense of mathematical structure (e.g., discern patterns)
- Look for and express regularity in repeated reasoning (e.g., notice if calculations are repeated and look both for general methods and for problem-solving efficiencies)

K–8 LEAP modules feature the following core instructional practices:
- Support students in exploring tasks without taking over student thinking
- Allocate substantial instructional time for students to use, discuss, and make connections among representations
- Engage students in purposeful sharing of mathematical ideas, reasoning, and approaches in written responses

Grade 9–12 LEAP modules feature the following core instructional practices:
- Pose tasks on a regular basis that require a high level of cognitive demand
- Support students in exploring tasks without taking over student thinking
- Encourage the use of different representations, including words, diagrams/graphs, algebraic representations, and tables, that support students in explaining their thinking and reasoning as well as making connections among representations

### Science Content-Specific Examples

| Essential Practice Examples | This practice aligns with the Next Generation Science Standards (NGSS) Science and Engineering Practices. | Leap Module Examples | LEAP modules support teachers in engaging their students in the Science and Engineering Practices as a primary mode of instruction. |
|---|---|---|---|

For example, students:
- Ask questions and define problems (e.g., ask questions that arise from careful observation of phenomena, models, or unexpected results to clarify and/or see additional information)
- Develop and use models (e.g., use and/or develop a model to predict and/or describe phenomena)
- Plan and carry out investigations (e.g., identify independent and dependent variables and controls, what tools are needed to do the gathering, how measurements will be recorded, and what data is needed to support a claim)
- Analyze and interpret data (e.g., construct, analyze, and/or interpret graphical displays of data and/or large data sets to identify linear and non-linear relationships)
- Use mathematics and computational thinking (e.g., use mathematical representation to describe and/or support scientific conclusions and design solutions)
- Construct explanations (for science) and design solutions (for engineering) (e.g., optimizing performance of a design by prioritizing criteria, making tradeoffs, testing, revising, and re-testing)
- Engage in argument from evidence (e.g., compare and critique two arguments on the same topic and analyze whether they emphasize similar or different evidence and/or interpretation of facts)
- Obtain, evaluate, and communicate information (e.g., evaluate data, hypotheses, and/or conclusions in scientific and technical texts in light of competing information or accounts)

LEAP modules feature the following core instructional practices:
- Structure investigative tasks with appropriate levels of independence (i.e., level of inquiry), support, and challenge
- Use curricular and scientific texts to support students in gathering and evaluating evidence to craft precise claims
- Challenge students to develop and use scientific models to explain natural and designed systems

8 9 10

## ESSENTIAL PRACTICE 5 RESPOND TO EVIDENCE OF STUDENT LEARNING

### 5.A Evidence of Learning

**LEVEL 4**

The teacher consistently gathers evidence about the depth of understanding for a range of students in order to gauge their learning progress. **Students understand how what they are learning and doing fits into a larger learning progression and/or unit of study.***

For example, the students:
- Are aware of the learning goals and/or essential questions of the unit and can explain them in their own words
- Can explain how the content and/or skill they are working on will set them up for success using visual supports or assistive technology, as needed and as appropriate
- Reflect on their learning progress

*See also examples from Level 3*

**LEVEL 3**

The teacher **consistently** gathers evidence about the depth of understanding for a range of students in order to gauge their learning progress.*

For example, the teacher:
- Collects evidence frequently enough that sufficient information is available to inform instructional decision making, but not so often that learning progress is impeded
- Checks with all or a representative sample of students (e.g., volunteers and non-volunteers, students with varying levels of proficiency, whole class)
- Monitors student progress toward the objective during individual or group work by asking questions, listening, using technology, and observing student work products (e.g., student writing, white boards)
- Collects verbal and/or non-verbal evidence of student understanding using appropriate strategies (e.g., signs, sign language, symbols, objects, icons and other visual images, eye gazing, blinking, head nodding, GoTalk® boards, touch screens, voice output devices, or other), as applicable
- Tracks progress (e.g., probe data, trial-by-trial data, frequency data, permanent product data, anecdotal observations) toward content-based objectives as well as students' IEP goals

**LEVEL 2**

The teacher **inconsistently** gathers evidence about the depth of understanding for a range of students in order to gauge their learning progress.*

For example, the teacher:
- Generally collects evidence, but does not have sufficient information to inform instructional decision making
- Uses strategies that gather evidence of student understanding, but these strategies are sometimes not effective or necessary
- Checks with samples of students, but the samples are not representative (e.g., predominantly volunteers or the same students)
- Monitors some student progress toward the objective during individual or group work, but misses key evidence

**LEVEL 1**

The expectation of Level 2 practice is not met.

For example, the teacher:
- Rarely or never checks for student understanding
- Inappropriately calls only on the same subset of students

**Observers should consider that student demonstrations of understanding may present differently based on student profiles and severity of disability. Evidence of student learning may be verbal or non-verbal consistent with their developmental levels.*

## ESSENTIAL PRACTICE 5 RESPOND TO EVIDENCE OF STUDENT LEARNING

### 5.B Supports and Extensions

**LEVEL 4**

The teacher consistently **tailors** effective supports and extensions to **individual student responses.***

For example, the teacher:
- Actively listens in order to modify or individualize instruction in real time based on student responses
- Accurately summarizes students' thinking without paraphrasing partially incorrect responses as correct
- Follows students' thought processes to uncover and respond to mis/understanding(s)
- Guides students in analysis of their own work and/or the work of their peers
- Uses students' own words and ideas when providing supports and extensions
- Tailors accommodations and modifications to individual students' emergent needs
- Guides students to correct answers by providing cues, prompts, corrective feedback, or concrete examples

*See also examples from Level 3*

**LEVEL 3**

The teacher **consistently** responds to evidence of student understanding by providing effective supports, extensions, or both.*

For example, the teacher:
- Provides appropriate scaffolds (e.g., assists students in identifying errors, deconstructs concepts into smaller components, offers cues to redirect student thinking) or re-teaches as necessary without reducing the overall rigor of the content
- Provides opportunities for students to extend their understanding by providing additional supporting evidence for a claim or through application to additional contexts
- Embeds tools, resources, and scaffolds (e.g., visual schedules, agendas, charts, cues, prompts, timers, graphic organizers) within opportunities for practice to develop both executive functioning skills and content knowledge
- Adds or removes appropriate prompts and supports, as needed
- Differentiates the number of opportunities for and amount of time spent on practice based on students' individual learning needs and developmental levels
- Offers additional accommodations and modifications, as needed

**LEVEL 2**

The teacher **inconsistently** responds to evidence of student understanding by providing effective supports, extensions, or both.*

For example, the teacher:
- Provides some effective supports or extensions, but others are not useful
- Provides some scaffolds that unnecessarily reduce the rigor of the content
- Misses key opportunities to support and/or extend learning
- Provides supports and/or extensions to a subset of students, but not to all those who would benefit

**LEVEL 1**

The expectation of Level 2 practice is not met.

For example, the teacher:
- Rarely or never provides supports or extensions

**In certain instructional situations such as an inquiry lesson, a teacher might not offer an immediate intervention as students grapple with content. In such circumstances, evaluators should assess degree of support by considering whether this approach promotes greater understanding of the content.*

## ESSENTIAL PRACTICE 5 RESPOND TO EVIDENCE OF STUDENT LEARNING

### English Language Arts Content-Specific Examples

**Leap Module Examples**

LEAP modules address multiple ways teachers can monitor and assess a student's literacy proficiency.

K–5 LEAP modules feature the following core instructional practices:
- Collect and use data from students' word analysis strengths and areas of growth to drive instruction (3–5)
- Collect and analyze data using running records to plan responsive small group instruction
- Conference with students to provide ongoing and targeted feedback so students can improve their writing

Grade 6–12 LEAP modules feature the following core instructional practices:
- Establish structures to provide effective feedback to students as they develop and strengthen writing (as needed) by revising, editing, rewriting, or trying a new approach
- Establish systems and structures of monitoring collaborative conversations and for sharing explicit feedback with students to strengthen their point of view, reasoning, use evidence, and/or rhetoric
- Provide a variety of scaffolds to support students' use of academic language and textual evidence during collaborative conversations

### Mathematics Content-Specific Examples

**Leap Module Examples**

LEAP modules address multiple ways teachers can monitor and assess a student's proficiency with mathematics standards and practices.

K–8 LEAP modules feature the following core instructional practices:
- Elicit and gather evidence of student understanding at strategic points during the lesson
- Make in-the-moment decisions on how to respond to students with questions and prompts that probe, scaffold, and extend learning
- Design ways to elicit and assess students' abilities to use representations to meaningfully solve problems
- Anticipate what students might struggle with during a lesson and be prepared to support them productively through the struggle

Grade 9–12 LEAP modules feature the following core instructional practices:
- Regularly monitor student progress towards the learning goal and provide scaffolds and extensions when appropriate
- Elicit and gather evidence of student understanding during strategic points in the instruction
- Ask students to explain and justify their solutions — placing value on the explanation and reasoning and the solution
- Design ways to elicit and assess students' abilities to use representations to meaningfully solve problems

### Social Studies Content-Specific Examples

**Leap Module Examples**

LEAP modules address multiple ways teachers can monitor and assess student understanding of social studies concepts and skills.

LEAP modules feature the following core instructional practice:
- Evaluate student progress toward mastery of DCPS social studies curriculum power standards

### Science Content-Specific Examples

**Leap Module Examples**

LEAP modules address multiple ways teachers can monitor and assess student understanding of scientific concepts and skills.

LEAP modules feature the following core instructional practices:
- Measure student progress toward mastery of NGSS
- Incorporate student evaluation of their learning in the formative and summative assessment processes

# TAS TEACHER-ASSESSED STUDENT ACHIEVEMENT DATA

## What is Teacher-Assessed Student Achievement Data?

TAS is a measure of your students' learning over the course of the year, as evidenced by rigorous assessments other than PARCC.

## What assessments can I use?

Assessments must be rigorous, aligned to the Common Core State Standards or other appropriate content standards, and approved by your school administration. Please see the TAS guidance document for resources on commonly used assessments, and assessments that cannot be used for TAS.

## Why is this one of my IMPACT components?

We believe that a teacher's most important responsibility is to ensure that her/his students learn and grow. Accordingly, we believe that teachers should be held accountable for the achievement of their students.

In addition, we recognize that the PARCC assessments capture some but not all aspects of your students' learning over the course of one year. TAS is an opportunity for you to identify and celebrate the learning not reflected on the state standardized test by incorporating it into your own instructional goals and IMPACT evaluation.

## How will this process work?

In the fall, assessments and student learning targets will be selected to evaluate your students' achievement throughout the school year. If setting multiple goals with separate assessments, weights will be assigned to each goal. School leaders must approve all assessments, targets, and weights selected for TAS goals.

In the spring, achievement data for all assessments will be presented to administrators who, after verifying the data, will assign scores for each goal based upon the rubric.

Please note that shared teachers at two schools will receive scores at each of them. These scores will then be averaged together to determine your final score for this component.

IMPACT Cycle dates are listed in the ***IMPACT Annual Reference Guide.***

## If I have additional questions about TAS, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

# TAS TEACHER-ASSESSED STUDENT ACHIEVEMENT DATA

| TAS 1 TEACHER-ASSESSED STUDENT ACHIEVEMENT DATA | |
|---|---|
| **LEVEL 4 (HIGHEST)** | **LEVEL 3** |
| Student scores on teacher assessments indicate, on average, **exceptional** learning, such as at least 1.25 years of growth*; each assessment used is **approved** by the administration; and scores reported are **validated** by the administration. | Student scores on teacher assessments indicate, on average, **significant** learning, such as at least 1 year of growth*; each assessment used is **approved** by the administration; and scores reported are **validated** by the administration. |

**Suggested years of growth are listed here as general guidance. Standardized assessments and skills-based rubrics used for TAS may measure reading levels, rubric levels, etc. Teachers should refer to the vendor scoring guidance, if applicable, for each assessment they have chosen to determine how many levels equate to a year of growth or more.*

Note:

1. If a teacher uses more than one assessment, each will be scored individually. The scores will then be averaged together, taking into account the weights that administrators and teachers assigned to each assessment when setting TAS goals at the beginning of the year.

| LEVEL 2 | LEVEL 1 (LOWEST) |
| --- | --- |
| Student scores on teacher assessments indicate, on average, **some** learning, such as at least 0.75 years of growth*; each assessment used is **approved** by the administration; and scores reported are **validated** by the administration. | Student scores on teacher assessments indicate, on average, **little** learning, such as less than 0.75 years of growth*; assessments used are not **approved** by the administration; or scores reported are not **validated** by the administration. |

# IEPT INDIVIDUALIZED EDUCATION PROGRAM TIMELINESS

## What is IEP Timeliness?

This is a measure of the extent to which you complete your assigned Individualized Education Programs within the timeframe and in accordance with the rules established by DCPS.

## Why is this one of my IMPACT components?

Timely renewal of IEPs is critical to ensuring that our students receive all the services they need. Furthermore, it is required by federal law.

## How will my IEP Timeliness be calculated?

In the spring, you will have the opportunity to confirm the IEPs for which you served as case manager. Your IEP Timeliness score will be calculated at the end of the school year according to the rubric at the end of this section. You will receive an overall score of 4 (highest) to 1 (lowest).

*Please note that, because this component is scored only once per year, we have not included a sample score chart as we have for the components that are scored multiple times per year.*

IMPACT Cycle dates are listed in the ***IMPACT Annual Reference Guide.***

## If I have additional questions about IEP Timeliness, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

Andy Le

Michael DeAngelis

Bel Perez Gabilondo

# IEPT INDIVIDUALIZED EDUCATION PROGRAM TIMELINESS

| | LEVEL 4 (HIGHEST) | LEVEL 3 |
|---|---|---|
| IEPT 1 | INDIVIDUALIZED EDUCATION PROGRAM TIMELINESS | |
| | Case manager completes **100%** of assigned Individualized Education Programs within the timeframe and in accordance with the rules established by DCPS. | Case manager completes **95–99%** of assigned Individualized Education Programs within the timeframe and in accordance with the rules established by DCPS. |

Simona Monnatti

Michael DeAngelis

| LEVEL 2 | LEVEL 1 (LOWEST) |
| --- | --- |
| Case manager completes **90–94%** of assigned Individualized Education Programs within the timeframe and in accordance with the rules established by DCPS. | Case manager completes **less than 90%** of assigned Individualized Education Programs within the timeframe and in accordance with the rules established by DCPS. |

Michael DeAngelis

Bel Perez Gabilondo

# ELT ELIGIBILITY TIMELINESS

## What is Eligibility Timeliness?

This is a measure of the extent to which you complete the special education eligibility process for your assigned students within the timeframe and in accordance with the rules established by DCPS.

## Why is this one of my IMPACT components?

Timely completion of the special education eligibility process is critical to ensuring that our students receive all the services they need.

## How will my Eligibility Timeliness be calculated?

In the spring, you will have the opportunity to confirm the students for whom you completed the special education eligibility process. Your Eligibility Timeliness score will be calculated at the end of the school year according to the rubric at the end of this section. You will receive an overall score of 4 (highest) or 1 (lowest).

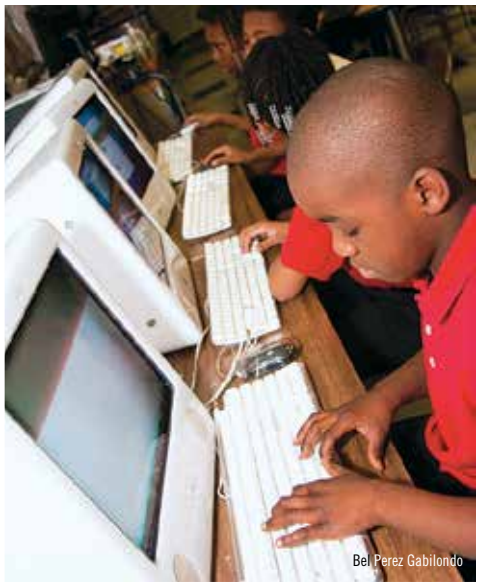
*Please note that, because this component is scored only once per year, we have not included a sample score chart as we have for the components that are scored multiple times per year.*

IMPACT Cycle dates are listed in the ***IMPACT Annual Reference Guide.***

## If I have additional questions about Eligibility Timeliness, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

Michael DeAngelis



Bel Perez Gabilondo

Brian Tropiano

# ELT ELIGIBILITY TIMELINESS

| | LEVEL 4 (HIGHEST) | LEVEL 3 |
|---|---|---|
| ELT 1 | ELIGIBILITY TIMELINESS | |
| | Special education teacher completes the special education eligibility process for **100%** of her/his assigned students within the timeframe and in accordance with the rules established by DCPS. | |

Andy Le

| LEVEL 2 | LEVEL 1 (LOWEST) |
| --- | --- |
| | Special education teacher completes the special education eligibility process for **less than 100%** of her/his assigned students within the timeframe and in accordance with the rules established by DCPS. |

Meghan Gay

# CP CORE PROFESSIONALISM

## What is Core Professionalism?

This component measures four basic tenets of professionalism: 1) having no unexcused absences; 2) having no unexcused late arrivals; 3) following the policies and procedures of your school (or program) and the school system; and 4) interacting with colleagues, students, families, and community members in a respectful manner.

## How will my Core Professionalism be assessed?

Your administrator will assess you two times during the year according to the rubric at the conclusion of this section.

At the end of each cycle, you can view your final Core Professionalism rating in the IMPACT database (http://impactdcps.dc.gov). While a conference to discuss your Core Professionalism rating is not required, you are encouraged to reach out to your administrator with any questions or concerns.

## How will my Core Professionalism be rated?

Unlike the other rubrics in IMPACT, there are only three levels for Core Professionalism: Meets Standard, Slightly Below Standard, and Significantly Below Standard.

If you receive a Core Professionalism rating of Meets Standard in Cycle 1 and Cycle 3 (and you receive no ratings of Slightly Below Standard or Significantly Below Standard), your overall rating for this component will be Meets Standard and you will see no change in your final IMPACT score.

If you receive a rating of Slightly Below Standard on any standard of the Core Professionalism rubric during a cycle (and you receive no ratings of Significantly Below Standard), you will receive an overall rating of Slightly Below Standard for that cycle, and ten points will be deducted from your final IMPACT score. This is the case in the sample rating chart below.

If you receive a rating of Significantly Below Standard on any standard of the Core Professionalism rubric during a cycle, you will receive an overall rating of Significantly Below Standard for that cycle, and twenty points will be deducted from your final IMPACT score.

If you receive Core Professionalism deductions in each of the two cycles, the deductions will be combined and applied to your final IMPACT score (e.g., a 10 point deduction in Cycle 1 and a 20 point deduction in Cycle 3 will result in a 30 point deduction from your final IMPACT score). A maximum of 40 points can be deducted per year through CP.

Please note that, if you are shared between two schools, the lower of your two Core Professionalism ratings for each cycle will be used for your final IMPACT score.

For more information about the scoring process, please see the Putting It All Together section of this guidebook.

SAMPLE RATING CHART

### CORE PROFESSIONALISM (CP)

| CORE PROFESSIONALISM (CP) | CYCLE 1 | CYCLE 3 | OVERALL |
|---|---|---|---|
| **CP 1:** Attendance | MEETS STANDARD | MEETS STANDARD | |
| **CP 2:** On-Time Arrival | SLIGHTLY BELOW STANDARD | MEETS STANDARD | |
| **CP 3:** Policies and Procedures | MEETS STANDARD | MEETS STANDARD | |
| **CP 4:** Respect | MEETS STANDARD | MEETS STANDARD | |
| CP DEDUCTION | -10 | NO DEDUCTION | -10 |

IMPACT Cycle dates are listed in the ***IMPACT Annual Reference Guide.***

**If I have additional questions about Core Professionalism, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

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# CP CORE PROFESSIONALISM

| | MEETS STANDARD | SLIGHTLY BELOW STANDARD |
|---|---|---|
| **CP 1** | **ATTENDANCE** | |
| | Individual has **no** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement). | Individual has **1** unexcused absence (an absence that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement). |
| **CP 2** | **ON-TIME ARRIVAL** | |
| | Individual has **no** unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement). | Individual has **1** unexcused late arrival (a late arrival that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement). |
| **CP 3** | **POLICIES AND PROCEDURES** | |
| | Individual **always** follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire). | **With rare exception,** individual follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire). |
| **CP 4** | **RESPECT** | |
| | Individual **always** interacts with students, colleagues, parents/guardians, and community members in a respectful manner. | **With rare exception,** individual interacts with students, colleagues, parents/guardians, and community members in a respectful manner. |

## SIGNIFICANTLY BELOW STANDARD

Individual has **2 or more** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **2 or more** unexcused late arrivals (late arrivals that are in violation of procedures set forthby local school policy and by the relevant collective bargaining agreement).

Individual **demonstrates a pattern** of failing to follow DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire) OR individual has committed a **single egregious act** in violation of DCPS and/or local school policies and procedures as determined by the school leader.

Individual **demonstrates a pattern** of failing to interact with students, colleagues, parents/guardians, or community members in a respectful manner OR individual has committed a **single egregious act** of disrespect as determined by the school leader.

# PUTTING IT ALL TOGETHER

## What does this section explain?

This section is designed to help you understand how all of the components of your assessment will come together to form an overall IMPACT score and rating.

### Step 1

We begin by identifying your overall score for each component of your assessment. Recall that, for all components other than Core Professionalism, the score will always range from 4.0 (highest) to 1.0 (lowest).

### Step 2

We then multiply each component score by its percentage from the pie chart at the beginning of this guidebook. This creates weighted scores for each component. The chart below provides an example.

**SAMPLE SCORE**

| COMPONENT | COMPONENT SCORE | PIE CHART PERCENTAGE | WEIGHTED SCORE |
|---|---|---|---|
| Essential Practices (EP) | 3.7 | x 75 | = 277.5 |
| Teacher-Assessed Student Achievement Data (TAS) | 4.0 | x 15 | = 60.0 |
| Individualized Education Program Timeliness (IEPT) | 3.0 | x 5 | = 15.0 |
| Eligibility Timeliness (ELT) | 4.0 | x 5 | = 20.0 |
| Core Professionalism (CP) | Meets Standard | N/A | No Change |
| **TOTAL** | | | **373** |

### Step 3

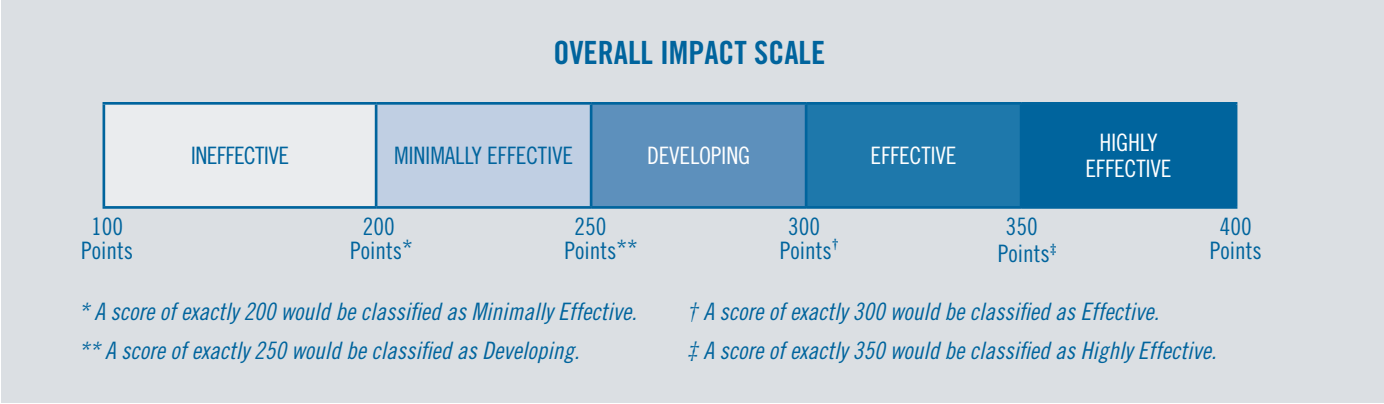
We then add the weighted scores to arrive at a total score. The total score will always be between 100 and 400.

### Step 4

We then adjust your total score based on your rating for Core Professionalism. If your rating for this component is Meets Standard for both cycles, then your total score remains unchanged. If not, then 10 points are subtracted from your total score for each cycle in which your rating is Slightly Below Standard, and 20 points are subtracted for each cycle in which your rating is Significantly Below Standard. In the example above, the individual's rating for all cycles is Meets Standard, so no points have been subtracted.

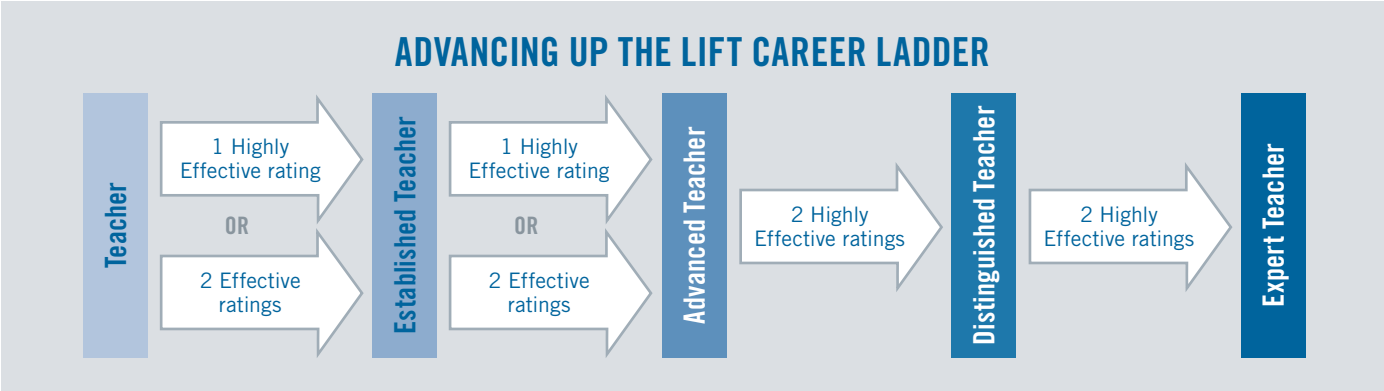
## Step 5

Finally, we take your adjusted score and use the scale below to arrive at your final IMPACT rating.




## Step 6

Your final IMPACT rating will determine your advancement up the Leadership Initiative for Teachers (LIFT) ladder as shown below. Once you've entered a particular stage, you will remain there until you earn the requisite consecutive Effective and/or Highly Effective ratings to progress to the next stage. You cannot move backwards along the ladder; you can only advance. Refer to the LIFT guidebook on the DCPS website for additional detail.




Note: If you are not employed by DCPS for the entire year (for example, because you joined the school system partway through the year), or if, while employed by DCPS, you have an absence which causes you to miss one or more of your assessments, DCPS may at its discretion make adjustments to the IMPACT system to ensure that you receive a final IMPACT score for the year. These adjustments may include, among other things, changing deadlines, changing the number of assessments, and changing the type of assessment. Also, if unexpected circumstances interfere with the completion of one or more of your assessments, DCPS may nevertheless issue a final IMPACT score and consequences based on the remaining assessments. Finally, DCPS reserves the right to make any additional modifications to the IMPACT system during the school year. DCPS will provide notice of any such modifications prior to their implementation. (For the purposes above, "assessments" refers to observations, conferences, holistic reviews, data, and other means of measuring performance.)

## What do these ratings mean?

**Highly Effective:** This rating signifies outstanding performance. As teachers earn Highly Effective ratings, they are eligible to advance to the next Leadership Initiative For Teachers (LIFT) career stage, giving them access to a variety of leadership opportunities, as well as increased recognition. Members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) are eligible for additional compensation as outlined in the IMPACT*plus* section of this guidebook. All individuals rated as Highly Effective will progress normally on their pay scales.

**Effective:** This rating signifies solid performance. These individuals will progress normally on their pay scales. As teachers earn Effective ratings, they are eligible to advance to the next LIFT career stage (up to the Advanced Teacher stage), albeit at a slower pace than teachers who earn Highly Effective ratings. Members of the Washington Teachers' Union (WTU) may be eligible for additional compensation as outlined in the IMPACT*plus* section of this guidebook.

**Developing:** This rating signifies performance that is below expectations. If after three years, an individual, regardless of union affiliation or position change, does not move beyond the Developing rating, he or she will be subject to separation.

**Minimally Effective:** This rating signifies performance that is significantly below expectations. A WTU or CSO member who earns a Minimally Effective rating will be held at his or her current salary step and will not advance on the LIFT ladder until he or she earns a rating of Effective or Highly Effective. If an individual, regardless of union affiliation or position change, receives two consecutive Minimally Effective ratings, he or she will be subject to separation.

**Ineffective:** This rating signifies unacceptable performance. Individuals, regardless of union affiliation or position change, who receive this rating for one year will be subject to separation.

Note: When an individual transitions to a different IMPACT group, the prior year(s) IMPACT rating(s) will be linked to any subsequent IMPACT ratings for separation determinations.

### If I have a concern about my rating, whom should I contact?

If you ever have a concern, contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

## If I earn a Minimally Effective rating and then a Developing rating, will I have one more year to improve?

Yes, you will have one additional year to improve your performance to Effective or Highly Effective. However, if you receive a third consecutive rating that is below expectations (i.e., Ineffective, Minimally Effective, or Developing), you will be subject to separation regardless of union affiliation or position change.

## If I earn a Developing rating and then a Minimally Effective rating, will I have one more year to improve?

No. In this case, your performance will have declined from below expectations (Developing) to significantly below expectations (Minimally Effective). As a result, you will be subject to separation regardless of union affiliation or position change.

## What can I do if I disagree with my final rating?

If you receive a final IMPACT rating of Ineffective, Minimally Effective, or Developing and you would like to appeal your rating, you may file a formal appeal to the Chancellor. A three-member panel comprised of senior leaders in DCPS will convene to review all appeals and provide a recommendation to the Chancellor who will make a final decision. More information regarding the Chancellor's Appeals Process will be shared with eligible employees.

Note: Employees may have other appeals options available through their union's collective bargaining agreement and are encouraged to contact their union representative for more information.

# IMPACT*plus* — WTU

## What is IMPACT*plus*?

IMPACT*plus* is a performance-based compensation system for members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) who are evaluated under IMPACT.

## Who is eligible for IMPACT*plus*?

Any WTU member who earns an IMPACT rating of Highly Effective is eligible for an annual bonus. Teachers in Groups 1–7 at high-poverty schools are eligible for base salary increases upon reaching the Advanced, Distinguished, or Expert LIFT stages.

## How do I know if I am a WTU member?

Teachers, instructional coaches, counselors, school librarians, and others are part of the WTU. If you are not sure about your status, you may contact Human Resources at 202-442-4090 or the WTU at 202-293-8600.

## How will I know if I received a Highly Effective rating?

To access this information, log into the IMPACT database at impactdcps.dc.gov. If you need assistance logging in, you may contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

## Do I need to be a full union member to be eligible for IMPACT*plus*?

No. You only need agency fee status to be eligible for IMPACT*plus*. To learn more about this status, you may contact the WTU at 202-293-8600.

## How does it work?

For teachers, IMPACT*plus* has two parts: an annual bonus and an increase in base salary.

## PART 1: ANNUAL BONUS

### How does the annual bonus work?

The chart below describes the bonus structure.

| YOUR IMPACT RATING | YOUR SCHOOL'S POVERTY LEVEL | YOUR BONUS | YOUR ADD-ON IF YOU ARE IN ONE OF THE COMPREHENSIVE SUPPORT AND IMPROVEMENT, TYPE 1 (CS1) SCHOOLS | YOUR TOTAL POSSIBLE ANNUAL BONUS |
|---|---|---|---|---|
| Highly Effective | High-Poverty | $10,000 | Additional $10,000 | $20,000 |
| | Low-Poverty | $2,000 | n/a | $2,000 |

### How do I know my school's poverty level?

Each school's poverty level is listed on the LIFT/IMPACT*plus* page on Canvas. If you work at more than one school, we will use the average of your schools' free and reduced-price lunch rates.

### What are the Comprehensive Support and Improvement, type 1 (CS1) schools?

OSSE determines the Comprehensive School designations based on a school's School Transparency and Reporting (STAR) Framework score. The schools that score in the bottom 5% in the city on the STAR Framework as compared to their peers are designated as Comprehensive Support and Improvement, type 1 (CS1) schools, and this designation lasts for 3 years. For more information on CS1 schools, please visit OSSE's website at osse.dc.gov/investmentinschools.

### Why do teachers in high-poverty and Comprehensive Support and Improvement, type 1 (CS1) schools receive higher bonuses?

One of the goals of IMPACT*plus* is to help our highest-need schools attract and retain outstanding staff members. This is why we are offering higher bonuses to the individuals who serve in these schools.

### How do I know if I work in one of the Comprehensive Support and Improvement, type 1 (CS1) schools?

If you are not sure, please ask your administrator or refer to the LIFT/IMPACT*plus* page on Canvas. You may also contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

### If I *retire* at the end of the school year, will I be eligible for the bonus?

Yes.

### Will the bonus count toward my pension calculation?

No.

### If I *resign* at the end of the school year, will I be eligible for the bonus?

No. In addition to recognizing and rewarding excellent staff members, IMPACT*plus* aims to retain them. Thus, to be eligible for the bonus, you must be employed by DCPS, or be a new entrant to the retirement system, at the time of the bonus distribution.

### If I am separated from the school system for disciplinary reasons, will I be eligible for the bonus?

No.

### If I am employed by DCPS for only part of the school year, will I receive the full bonus?

No. Assuming you are employed by DCPS (or are a new retiree) at the time of the bonus distribution, your bonus will be prorated according to the number of full months you worked during the school year in which you earned the Highly Effective rating.

### If I am on leave at the time of bonus distribution, will I be eligible for the bonus?

Teachers on FMLA leave at the time of bonus distribution will receive the bonus at that time. If you are on a different kind of leave, please consult the LIFT/IMPACT*plus* page on Canvas or contact the IMPACT team for additional information about bonus eligibility at 202-719-6553 or impact.dcps@k12.dc.gov.

### Are there any conditions attached to accepting this bonus?

Yes. After accepting the bonus, you will no longer have access to the "extra year," early retirement, or buyout options if you are excessed at any time in the future and cannot find a placement at another school.

### Am I required to accept the bonus?

No. If you would prefer not to give up the "extra year," early retirement, or buyout options related to excessing, you may forgo the bonus.

### How will I communicate with DCPS whether I want to accept the bonus?

Once final IMPACT ratings are available, the IMPACT team will notify you via email if you are eligible for an IMPACT*plus* bonus. You will submit your acceptance decision by logging into the IMPACT database at impactdcps.dc.gov. DCPS will provide more details at that time.

### When will I receive my bonus?

Upon confirmation that you have returned to DCPS the following school year or retired, DCPS will disburse all bonuses in the following academic year.

### Will the bonus be subject to taxes?

Yes.

### If I have additional questions about the annual bonus, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

## PART 2: INCREASE IN BASE SALARY

### How does the increase in base salary work?

Base salary increases for teachers align with the Leadership Initiative For Teachers (LIFT)* career ladder.

| YOUR SCHOOL'S POVERTY LEVEL | YOUR LIFT STAGE | YOUR SERVICE CREDIT |
|---|---|---|
| High-Poverty | Advanced | 2 Years |
| | Distinguished | 5 Years† |
| | Expert | 5 Years† |

*† In addition to the five-year service credit, teachers at the Distinguished Teacher stage will move to the master's degree salary band if not already there, and teachers at the Expert Teacher stage will move to the PhD salary band if not already there.*

### ADVANCED TEACHER STAGE

At the Advanced Teacher stage, teachers in high-poverty schools will be eligible for an increase in their base salaries in the form of a service credit. Advanced Teachers will be granted a two-year service credit, meaning that they will be paid as if they had two additional years in the system.

### DISTINGUISHED TEACHER STAGE

At the Distinguished Teacher stage, teachers in high-poverty schools will be eligible for an increase in their base salaries. The base salary increase will take two forms. First, teachers will move to the master's degree salary band if they are not already there. Second, they will be granted a five-year service credit, meaning that they will be paid as if they had five additional years in the system.

### EXPERT TEACHER STAGE

At the Expert Teacher stage, teachers in high-poverty schools will be eligible for an increase in their base salaries. The base salary increase will take two forms. First, teachers will move to the PhD salary band if they are not already there. Second, they will be granted a five-year service credit.

**The Leadership Initiative For Teachers (LIFT) is explained in full in a separate guidebook that is posted on the DCPS website.*

## How will my compensation increase over time through LIFT?

All Effective and Highly Effective teachers will continue to earn the annual step increases outlined in the Washington Teachers' Union contract. However, at the Advanced, Distinguished, and Expert Teacher LIFT stages, teachers will earn significantly larger base salary increases, as outlined on the previous page.

## Will the service credit count for retirement eligibility?

No. Your retirement eligibility will still depend on the actual number of years you have worked in the school system.

## For how many years do I need to teach in a high-poverty school in order to qualify for the base salary increase?

You must be teaching in a high-poverty school during the year in which you qualify for a service credit and during the following school year.

## Are there any conditions attached to accepting the increase in base salary?

Yes. After accepting the increase, you will no longer have access to the "extra year," early retirement, or buyout options if you are excessed at any time in the future and cannot find a placement at another school.

## Am I required to accept the increase in base salary?

No. If you would prefer not to give up the "extra year," early retirement, or buyout options related to excessing, you may forgo the increase in base salary.

## If I reach the Expert stage at a low-poverty school, am I permanently ineligible for the base salary increase?

No. A teacher who reached the Expert Teacher stage at a low-poverty school will become eligible if he or she moves to a high-poverty school, earns two consecutive Highly Effective ratings, and teaches in a high-poverty school for an additional year. In this circumstance, the teacher will be awarded the base salary increase at the start of the third consecutive year in a high-poverty setting.

This policy applies only to teachers who entered the Expert Teacher LIFT stage immediately before or after teaching in a low-poverty school, and who were previously ineligible for the service credits and education level promotion associated with this stage. Please note that teachers may not retroactively receive credits associated with the Advanced or Distinguished stages, or service credits for which they were previously eligible but declined.

## If I have additional questions about the increase in base salary, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

# IMPACT*plus* — CSO

## What is IMPACT*plus*?

IMPACT*plus* is a performance-based compensation system for members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) who are evaluated under IMPACT.

## Who is eligible for IMPACT*plus*?

All CSO members who earn a final IMPACT rating of Highly Effective are eligible for performance-based compensation under IMPACT*plus*.

## How do I know if I am a CSO member?

The CSO represents school-based administrators and certain related service providers; a list of CSO positions may be found in the CSO contract. If you are not sure about your status, you may contact Human Resources at 202-442-4090 or the CSO at 202-526-4700.

## How will I know if I received a Highly Effective rating?

To access this information, log into the IMPACT database at impactdcps.dc.gov. If you need assistance logging in, you may contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

## Do I need to be a full union member to be eligible for IMPACT*plus*?

No. You only need agency fee status to be eligible for IMPACT*plus*. To learn more about your status, you may contact the CSO at 202-526-4700.

## How does the annual bonus work?

The chart below describes the bonus structure.

| YOUR IMPACT RATING | YOUR SCHOOL'S POVERTY LEVEL | YOUR BONUS | YOUR ADD-ON IF YOU ARE IN ONE OF THE COMPREHENSIVE SUPPORT AND IMPROVEMENT, TYPE 1 (CS1) SCHOOLS | YOUR TOTAL POSSIBLE ANNUAL BONUS |
|---|---|---|---|---|
| Highly Effective | High-Poverty | $1,500 | $500 | $2,000 |
| | Low-Poverty | $1,000 | n/a | $1,000 |

## How do I know my school's poverty level?

Each school's poverty level is listed on the LIFT/IMPACT*plus* page on Canvas If you work at more than one school, we will use the average of your schools' free and reduced-price lunch rates.

## What are the Comprehensive Support and Improvement, type 1 (CS1) schools?

OSSE determines the Comprehensive School designations based on a school's School Transparency and Reporting (STAR) Framework score. The schools that score in the bottom 5% in the city on the STAR Framework as compared to their peers are designated as Comprehensive Support and Improvement, type 1 (CS1) schools, and this designation lasts for 3 years. For more information on CS1 schools, please visit OSSE's website at osse.dc.gov/investmentinschools.

## Why do CSO members in high-poverty and Comprehensive Support and Improvement, type 1 (CS1) schools receive higher bonuses?

One of the goals of IMPACT*plus* is to help our highest-need schools attract and retain outstanding staff members. This is why we are offering higher bonuses to the individuals who serve in these schools.

### How do I know if I work in one of the Comprehensive Support and Improvement, type 1 (CS1) schools?

If you are not sure, please ask your administrator or refer to the LIFT/IMPACT*plus* page on Canvas. You may also contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

### If I *retire* at the end of the school year, will I be eligible for the bonus?

Yes.

### Will the bonus count toward my pension calculation?

No.

### If I *resign* at the end of the school year, will I be eligible for the bonus?

No. In addition to recognizing and rewarding excellent staff members, IMPACT*plus* aims to retain them. Thus, to be eligible for the bonus, you must be employed by DCPS, or be a new entrant to the retirement system, at the time of the bonus distribution.

### If I am separated from the school system for disciplinary reasons, will I be eligible for the bonus?

No.

### If I am employed by DCPS for only part of the school year, will I receive the full bonus?

No. Assuming you are employed by DCPS (or are a new retiree) at the time of the bonus distribution, your bonus will be prorated according to the number of full months you worked during the school year in which you earned the Highly Effective rating.

### If I am on leave at the time of bonus distribution, will I be eligible for the bonus?

Teachers on FMLA leave at the time of bonus distribution will receive the bonus at that time. If you are on a different kind of leave, please consult the LIFT/IMPACT*plus* page on Canvas or contact the IMPACT team for additional information about bonus eligibility at 202-719-6553 or impact.dcps@k12.dc.gov.

### When will I receive my bonus?

Upon confirmation that you have returned to DCPS the following school year or retired, DCPS will disburse all bonuses in the following academic year.

### Will the bonus be subject to taxes?

Yes.

### If I have additional questions about the annual bonus, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impact.dcps@k12.dc.gov.

# CONCLUDING MESSAGE

This system is called "IMPACT" because you, the adults serving in our schools, have the ability to make a dramatic, positive impact on our students' lives. In fact, DCPS is on the rise because great educators and staff like you support our students in and outside the classroom. The vibrant, dedicated, and diverse adults in our schools drive our achievements, including a rising enrollment rate, improved student achievement, and increased student satisfaction.

While the goals we set for our students and ourselves are bold, they represent what we can and must do, together, to ensure that our students receive a first-rate education that will open a world of possibilities for them.

Through our collective commitment to excellence and equity, our school leaders, teachers, staff, parents, community partners, and students, we will keep DCPS rising!

# NOTES

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