Designing and Implementing an Educator Evaluation System

Educator evaluation has emerged as a major focus at the federal and state levels. New state evaluation laws represent a sudden and major overhaul of traditional educator evaluation systems that tend to be based on scant evidence of actual effectiveness, produce inflated ratings, and provide teachers with little useful feedback.

The Best Practices Center works with states, districts and schools to design and implement educator evaluation systems that use multiple measures of performance including student achievement growth. These educator evaluation systems meet the requirements of new federal and state laws, reflect best practices, and:

- Use multiple measures of educator effectiveness;
- Incorporate student growth as a significant measure of effectiveness;
- Are based on a research-based teacher classroom observation rubric that correlates with student achievement growth;
- Allow for online certification and recertification of evaluators;
- Provide inter-rater reliability tools and resources online;
- Support detailed post-conference planning to translate evaluation results into professional growth opportunities;
- Provide evaluators and evaluatees with access to hundreds of hours of video of effective teaching with evidence and scoring; and

- Provide access to training modules on each indicator of the observational rubric to support individualized professional development for teachers.

Sample Indicator from the Observation Rubric

<table>
<thead>
<tr>
<th>Significantly Above Expectations (5)</th>
<th>At Expectations (3)</th>
<th>Significantly Below Expectations (1)</th>
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</thead>
<tbody>
<tr>
<td>Academic Feedback</td>
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<tr>
<td>Oral and written feedback is consistently academically focused, frequent, and high quality. Feedback is frequently given during guided practice and homework review. The teacher circulates to prompt student thinking, assess each student's progress, and provide individual feedback. Feedback from students is regularly used to monitor and adjust instruction. Teacher engages students in giving specific and high-quality feedback to one another.</td>
<td>Oral and written feedback is mostly academically focused, frequent, and mostly high quality. Feedback is sometimes given during guided practice and homework review. The teacher circulates during instructional activities to support engagement and monitor student work. Feedback from students is sometimes used to monitor and adjust instruction.</td>
<td>The quality and timeliness of feedback is inconsistent. Feedback is rarely given during guided practice and homework review. The teacher circulates during instructional activities, but monitors mostly behavior. Feedback from students is rarely used to monitor or adjust instruction.</td>
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BPC IN ACTION

With a network of experienced trainers, the BPC provides direct training for evaluators. For instance, when the State of Tennessee selected the National Institute for Excellence in Teaching (NIET) classroom observation rubric as the basis for its new statewide teacher evaluation system, NIET provided timely and direct training to 5,000 evaluators during more than 100 trainings over summer 2011, as well as trained state staff to deliver ongoing support throughout the year. The map below shows the Tennessee districts that have already dramatically transformed their evaluation system through the BPC.
About the NIET Best Practices Center

With over a decade of on-the-ground expertise, the National Institute for Excellence in Teaching (NIET) supports states, districts and schools in attracting, developing, supporting and retaining high-quality human capital in order to raise achievement levels for all students. Equipped with a diverse staff from education and business—combined with a broad coalition of school practitioners—NIET is a 501(c)(3) nonprofit organization that pursues this mission through two signature initiatives: TAP: The System for Teacher and Student Advancement and the newly created NIET Best Practices Center (BPC).

Based on the knowledge and capability gained from TAP, combined with the growing demand for proven reforms in teacher and principal effectiveness, NIET created the Best Practices Center to meet the need for powerful technical assistance and support. With proven results and leadership in educator quality and reform, the Best Practices Center provides schools, districts and states with Service, Support and Solutions—including direct training and innovative tools and online resources.

For more information, visit www.niet.org, email info@nietbestpractices.org, or call 310-570-4860.