

Blueprint for Maryland's Future:

Expert Review

Team Rubric

Office of Teaching and Learning School Implementation Review Branch

Initial 2023-2024 Version

Domain 2: Student Support

Domain 3: Educator Support

Thomas S. Wootton High School

Introduction and Overview

The Maryland State Department of Education (MSDE) is committed to supporting local education agencies (LEAs) in improving student outcomes through the Blueprint Expert Review Team program. A comprehensive school review process is used to identify promising practices and opportunities for growth in curriculum, instruction, interventions, socio-emotional and mental health services, educator support, and school management to support continuous improvement. School reviews are a collaborative process among LEAs, schools, and MSDE aimed at accelerating student learning to narrow opportunity and achievement gaps and enhancing the professional practice of educators.

All school reviews are facilitated by an Expert Review Team led by MSDE. Expert Review Team members consist of teachers, school leaders, and education experts with experience in accelerating student achievement. Team members participate in extensive training to calibrate the review process to ensure a consistent approach to school reviews. The Expert Review Team analyzes school data, reviews documents submitted by the school, facilitates classroom observations, and conducts focus groups and interviews to identify effective practices and opportunities for growth in a school.

DESIGN AND STRUCTURE OF THE RUBRIC

Evidence collected during the review process is assessed on criteria outlined in the Expert Review Team Rubric. The rubric consists of three domains grounded in effective practices to improve student outcomes.

- **Domain 1:** Curriculum and Instruction - High-quality curriculum, instructional materials, teaching practices, and assessments are implemented to support student learning.
- **Domain 2:** Student Support - Schools use data to identify students and implement a multi-tiered approach to support all student groups.
- **Domain 3:** Educator Support - Educators at all levels are provided with support to improve results and shift instructional practice.

Each domain contains indicators and measures. Indicators specify criteria within the domain that will be reviewed. Measures identify the component that will be rated within the indicator. Each measure can earn one of four ratings:

- **Accomplishing with Continuous Improvement** - evidence reviewed demonstrates that a school fully addressed action(s) while implementing measures and attaining outcomes and demonstrates a commitment to continuous improvement.
- **Accomplishing** - evidence reviewed demonstrates that a school fully addressed action(s) while implementing measures and attaining outcomes.
- **Developing** - a plan and/or process is observed; however, actions towards attaining measures and outcomes have not yet been implemented.

- **Not Evident** - a plan and/or process towards implementing measures or obtaining outcomes was not observed.

In cases where the measure and/or component does not apply, it will be marked as not applicable.

IMPLEMENTATION OF THE RUBRIC

The Expert Review Team Rubric is used by the review team to form a consensus on a rating for each measure based on all collected evidence. Collected evidence includes documents submitted by the school prior to the on-site review; outcomes of classroom observations; answers to focus group questions from teachers, administrators, students, and parents/guardians; and student data. Expert Review Team members and MSDE specialists review, analyze, and triangulate data from collected evidence to assign ratings. MSDE will collaborate with LEAs for any school that earns a rating of Developing or Not Evident for any measure to develop recommendations, a support plan, and a timeline for the school to make progress toward the Accomplishing or Accomplishing with Continuous Improvement rating.

MSDE will continue to refine the rubric based on evidence-based practices, research reviews, and stakeholder feedback to ensure continuous improvement of the Expert Review Team process.

COMMUNITY SCHOOLS AND THE EXPERT REVIEW TEAM

The community school model is designed to promote positive, equitable outcomes by providing students, families, and the community with the health, mental health, academic, and extracurricular support needed to thrive. Community schools serve as hubs that bring families, communities, and partners together. Maryland continues to prioritize community schools through the Blueprint for Maryland's Future. This landmark legislation is designed to improve the quality of education for Maryland students and close achievement gaps. Included in this legislation are Concentration of Poverty grants for schools that serve large populations of students experiencing poverty.

The Expert Review Team will review the extent to which the community schools are fulfilling their requirements based on the Concentration of Poverty Grant. The community school measure, Implementation with Fidelity, focuses on providing resources to address barriers that affect marginalized students and providing wraparound services to students and families. The community schools' indicator is organized by requirements for year 1, year 2, and year 3 and beyond schools.

Domain 2: Student Support - Schools use data to identify students and implement a multi-tiered approach to support all student groups.

INDICATOR 1: Integrated Multi-Tiered System of Supports - A multi-tiered system is implemented that provides universal, targeted, and intensive, evidence-based support to students.

Measure: System of Supports

A continuum of integrated academic, social, emotional, and behavioral supports are implemented for the whole class (Tier 1), small group (Tier 2), and individual students (Tier 3) based on disaggregated student data.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> Screening is not conducted to identify students at risk or in need of additional academic, social, emotional, or behavioral support.	<input type="checkbox"/> Screening is conducted once a year to identify students at risk or in need of additional academic, social, emotional, or behavioral support.	<input type="checkbox"/> Screening is conducted two to three times per year to identify students at risk or in need of additional academic, social, emotional, or behavioral support.	<input type="checkbox"/> Screening is conducted at least four times per year to identify students at risk or in need of additional academic, social, emotional, or behavioral support.
<input type="checkbox"/> The school does not have a continuum of integrated supports that are evidence-based, and culturally and linguistically responsive.	<input type="checkbox"/> The school is in the process of developing a continuum of integrated supports that are evidence-based, and culturally and linguistically responsive.	<input type="checkbox"/> The school consistently provides a continuum of integrated supports that are evidence-based, and culturally and linguistically responsive.	<input type="checkbox"/> The school consistently provides, monitors, and adjusts a continuum of integrated supports that are evidence-based, and culturally and linguistically responsive considering the academic, social, emotional and behavioral needs of students.

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school schedule does not allocate time during the instructional day for students to participate in interventions for academic, social, and behavioral support.	<input type="checkbox"/> The school schedule allocates limited time during the instructional day for students to participate in interventions for academic, social, and behavioral support.	<input type="checkbox"/> The school schedule consistently allocates time during the instructional day for students to participate in interventions for academic, social, and behavioral support.	<input type="checkbox"/> The school schedule consistently allocates time during the instructional day for students to participate in interventions for academic, social, and behavioral support and monitors the interventions for effectiveness.
<input type="checkbox"/> Staff does not receive training and ongoing support in the understanding and implementation of multi-tiered support.	<input type="checkbox"/> Staff receives limited training and ongoing support in the understanding and implementation of multi-tiered support.	<input type="checkbox"/> Staff receives consistent training and ongoing support in the understanding and implementation of multi-tiered support.	<input type="checkbox"/> Staff receives consistent training and ongoing support in evidence-based teaching at each tier to understand, implement, and monitor multi-tiered supports.
<input type="checkbox"/> Progress monitoring is not used to analyze data, assess performance, and evaluate the effectiveness of interventions.	<input type="checkbox"/> Progress monitoring is used inconsistently to analyze data, assess performance, and evaluate the effectiveness of interventions.	<input type="checkbox"/> Progress monitoring is used consistently to analyze data, assess performance, and evaluate the effectiveness of interventions.	<input type="checkbox"/> Progress monitoring is used consistently to analyze data, assess performance, and evaluate the effectiveness of interventions and adjust supports as needed to make instructional changes to improve students' academic progress.
<input type="checkbox"/> The school does not analyze disaggregated (e.g., race, gender, and service group) data to ensure equitable allocation of interventions to students, without specific student groups being disproportionately underrepresented at specific tiers.	<input type="checkbox"/> The school inconsistently analyzes disaggregated (e.g., race, gender, and service group) data to ensure equitable allocation of interventions to students, without specific student groups being disproportionately underrepresented at specific tiers.	<input type="checkbox"/> The school consistently analyzes disaggregated (e.g., race, gender, and service group) data to ensure equitable allocation of interventions to students, without specific student groups being disproportionately underrepresented at specific tiers.	<input type="checkbox"/> The school consistently analyzes disaggregated (e.g., race, gender, and service group) data to ensure equitable allocation of interventions to students, without specific student groups being disproportionately underrepresented at specific tiers addressing disparities through a root cause analysis, cultural competencies, and a critical collaborative inquiry.

Measure: College and Career Readiness (CCR) Support Pathway

Dedicated and individualized support for students not yet meeting CCR standards. * *High School only*

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<p><input type="checkbox"/> Students not meeting CCR standards are not monitored and supported by the school through:</p> <ul style="list-style-type: none"> individualized support plans tailored toward specific student needs; and/or enrollment in an extended curriculum with alternative approaches; and/or other evidence-based strategies to help students meet the CCR standard. 	<p><input type="checkbox"/> Students not meeting CCR standards are inconsistently monitored and supported by the school through:</p> <ul style="list-style-type: none"> individualized support plans tailored toward specific student needs; and/or enrollment in an extended curriculum with alternative approaches; and/or other evidence-based strategies to help students meet the CCR standard. 	<p><input type="checkbox"/> Students not meeting CCR standards are consistently monitored and supported by the school through:</p> <ul style="list-style-type: none"> individualized support plans tailored toward specific student needs; and/or enrollment in an extended curriculum with alternative approaches; and/or other evidence-based strategies to help students meet the CCR standard. 	<p><input type="checkbox"/> Students not meeting CCR standards are consistently monitored and have an effective communication system with families to support students to perform at a higher level through:</p> <ul style="list-style-type: none"> individualized support plans tailored toward specific student needs; and/or enrollment in an extended curriculum with alternative approaches; and/or other evidence-based strategies to help meet the CCR standard.

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<p><input type="checkbox"/> The school is not in the process of creating and utilizing an asset map of internal and external career counseling resources to help students identify key contributors, funding, and other opportunities, as well as, to identify and explore their individual areas of interest and the careers with which they align.</p>	<p><input type="checkbox"/> The school is in the process of creating career counseling resources to help students identify key contributors, funding, and other opportunities, as well as, to identify and explore their individual areas of interest and the careers with which they align.</p>	<p><input type="checkbox"/> The school consistently utilizes college and career counseling resources to help students identify key contributors, funding, and other opportunities, as well as, to identify and explore their individual areas of interest and the careers with which they align.</p>	<p><input type="checkbox"/> The school consistently utilizes college and career counseling to help students identify post-secondary resources such as scholarships, grants, and other opportunities, as well as to identify and explore their individual areas of interest and the careers with which they align, while consistently evaluating and tracking the effectiveness of the services.</p>

Measure: Post CCR Pathways

Students developing an in depth specialization and earn recognized credentials for completion. * *High School only*

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<p><input type="checkbox"/> The school is not in the process of developing a plan that systematically monitors and increases enrollment of historically underserved students into post-CCR Pathways such as:</p> <ul style="list-style-type: none"> • College Preparatory Programs • Early College/Dual Enrollment Programs • Career and Technical Education (CTE) Programs 	<p><input type="checkbox"/> The school is in the process of developing a plan that systematically monitors and increases enrollment of historically underserved students into post-CCR Pathways such as:</p> <ul style="list-style-type: none"> • College Preparatory Programs • Early College/Dual Enrollment Programs • Career and Technical Education (CTE) Programs 	<p><input type="checkbox"/> The school consistently and systematically monitors and increases enrollment of historically underserved students into post-CCR Pathways such as:</p> <ul style="list-style-type: none"> • College Preparatory Programs • Early College/Dual Enrollment Programs • Career and Technical Education (CTE) Programs 	<p><input type="checkbox"/> The school consistently and systematically monitors and increases enrollment of historically underserved students, and has structures in place to retain students in post-CCR Pathways such as:</p> <ul style="list-style-type: none"> • College Preparatory Programs • Early College/Dual Enrollment Programs • Career and Technical Education (CTE) Programs
<p><input type="checkbox"/> The school is not in the process of developing a program of study that works in partnership with post-secondary institutions and considers input from students based on educational interests to offer both dual enrollment and early college programs to meet the CCR standard.</p>	<p><input type="checkbox"/> The school is in the process of developing a program of study that works in partnership with post-secondary institutions and considers input from students based on educational interests to offer both dual enrollment and early college programs to meet the CCR standard.</p>	<p><input type="checkbox"/> The school consistently partners with post-secondary institutions and considers input from students based on educational interests to offer both dual enrollment and early college programs to meet the CCR standard.</p>	<p><input type="checkbox"/> The school consistently partners with post-secondary institutions and considers input from students based on educational interests to offer both dual enrollment and early college programs to meet CCR standard while providing infrastructure and resources to remove barriers.</p>

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of developing a robust set of CTE programs that allow students to earn an industry-recognized credential or complete the high school level of a registered apprenticeship program.	<input type="checkbox"/> The school is in the process of developing a robust set of CTE programs that allow students to earn an industry-recognized credential or complete the high school level of a registered apprenticeship program.	<input type="checkbox"/> The school consistently offers a robust set of CTE programs that allow students to earn an industry-recognized credential or complete the high school level of a registered apprenticeship program.	<input type="checkbox"/> The school consistently offers a robust set of CTE programs that allow students to earn an industry-recognized credential or complete the high school level of a registered apprenticeship program assessing the needs for program modifications.

Measure: Supplemental Tutoring

An evidence based effective strategy to support students toward academic success.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of developing a plan to provide tutoring, embedded in the master schedule, by experienced content specific teachers, or trained partners for students in need of additional help.	<input type="checkbox"/> The school is in the process of developing a plan to provide tutoring, embedded in the master schedule, by experienced content specific teachers, or trained partners in which students need additional help.	<input type="checkbox"/> The school's plan consistently provides tutoring, embedded in the master schedule, by experienced content specific teachers, or trained partners in which students need additional help.	<input type="checkbox"/> The school's plan consistently provides tutoring, embedded in the master schedule, by experienced content specific teachers, or trained partners in which students need additional help and assesses the effectiveness of the tutoring.
<input type="checkbox"/> The school does not utilize evidence-based effective strategies that include transitional supplemental instruction and other supports to increase student outcomes and mitigate learning loss.	<input type="checkbox"/> The school inconsistently utilizes evidence-based effective strategies that include transitional supplemental instruction and other supports to increase student outcomes and mitigate learning loss.	<input type="checkbox"/> The school consistently utilizes evidence-based effective strategies that include transitional supplemental instruction and other supports to increase student outcomes and mitigate learning loss.	<input type="checkbox"/> The school consistently utilizes evidence-based effective strategies that include transitional supplemental instruction and other supports to increase student outcomes and mitigate learning loss while assessing the efficacy of the strategies.
<input type="checkbox"/> The school is not in the process of developing a plan to track student outcomes through a variety of metrics and making improvements at each level (e.g., tutor, school, district).	<input type="checkbox"/> The school is in the process of developing a plan to track student outcomes through a variety of metrics and making improvements at each level (e.g., tutor, school, district).	<input type="checkbox"/> The school consistently tracks student outcomes through a variety of metrics and making improvements at each level (e.g., tutor, school, district).	<input type="checkbox"/> The school consistently tracks student outcomes through a variety of metrics and making improvements at each level (e.g., tutor, school, district) while sharing data with students to promote engagement and personal effort.

Measure: Mental Health Support

The school implements a well structured plan and appoints qualified personnel to ensure the mental well being of students.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school has not developed a well-structured, evidence-based process embedded into the school day, that will be used to identify students in need of mental health support, referral of students to the appropriate services, and that monitors student progress.	<input type="checkbox"/> The school is developing a well-structured, evidence-based process embedded into the school day, that will be used to identify students in need of mental health support, referral of students to the appropriate services, and monitor student progress.	<input type="checkbox"/> The school has a well-structured, evidence-based process embedded into the school day, that is consistently used to identify students in need of mental health support, referral of students to the appropriate services, and that monitors student progress.	<input type="checkbox"/> The school has a well-structured, evidence-based process embedded into the school day, that is consistently used to identify students in need of mental health support, establish a process for referral of students to the appropriate services, and develop partnerships with mental health service providers that support the school in the monitoring of student progress.
<input type="checkbox"/> The school is not in the process of developing opportunities for staff to receive trainings and certifications to implement best practices, which are supportive of student's mental well-being including but not limited to: <ul style="list-style-type: none"> • social-emotional competencies (e.g., self-awareness, social awareness, self-management, relationship skills, and responsible decision making), suicide prevention, child abuse 	<input type="checkbox"/> The school is in the process of developing opportunities for staff to receive trainings and certifications to implement best practices, which are supportive of student's mental well-being including but not limited to: <ul style="list-style-type: none"> • social-emotional competencies (e.g., self-awareness, social awareness, self-management, relationship skills, and responsible decision making), suicide prevention, child abuse 	<input type="checkbox"/> The school consistently provides opportunities for staff to receive trainings and certifications to implement best practices, which are supportive of student's mental well-being including but not limited to: <ul style="list-style-type: none"> • social-emotional competencies (e.g., self-awareness, social awareness, self-management, relationship skills, and responsible decision making), suicide prevention, child abuse 	<input type="checkbox"/> The school consistently provides opportunities for staff to receive trainings and certifications to implement best practices that incorporate targeted trauma-informed strategies to support students experiencing symptoms of trauma , and are supportive of student's mental well-being including but not limited to: <ul style="list-style-type: none"> • social-emotional competencies (e.g., self-awareness, social awareness, self-management, relationship

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<p>reporting, identification of at-risk behaviors, and referral processes.</p> <ul style="list-style-type: none"> certifications such as: Youth Mental Health First Aid (YMHFA) and the Student Mental Health Certificate (SMHC) program. 	<p>reporting, identification of at-risk behaviors, and referral processes.</p> <ul style="list-style-type: none"> certifications such as: Youth Mental Health First Aid (YMHFA) and the Student Mental Health Certificate (SMHC) program. 	<p>reporting, identification of at-risk behaviors, and referral processes.</p> <ul style="list-style-type: none"> certifications such as: Youth Mental Health First Aid (YMHFA) and the Student Mental Health Certificate (SMHC) program. 	<p>skills, and responsible decision making), suicide prevention, child abuse reporting, identification of at-risk behaviors, and referral processes.</p> <ul style="list-style-type: none"> certifications such as: Youth Mental Health First Aid (YMHFA) and the Student Mental Health Certificate (SMHC) program.
<p><input type="checkbox"/> The school is not in the process of analyzing data to develop a monitoring process to determine if additional mental health support is required in collaboration with input from service providers and parent/guardian input.</p>	<p><input type="checkbox"/> The school is in the process of analyzing data to develop a monitoring process to determine if additional mental health support is required in collaboration with service providers parent/guardian input.</p>	<p><input type="checkbox"/> The school utilizes data to consistently monitor processes to determine if additional mental health support is required in collaboration with service providers, parent/guardian input.</p>	<p><input type="checkbox"/> The school consistently utilizes disaggregated data by subgroups to identify any disparities and inform efforts to promote equity while monitoring processes to determine if additional mental health support is required in collaboration with service providers and parent/guardian input.</p>
<p><input type="checkbox"/> The school is not in the process of employing community-based mental health professionals to consistently collaborate with school leaders to guide implementation and decision-making regarding mental health supports for students.</p>	<p><input type="checkbox"/> The school is in the process of employing community-based mental health professionals to consistently collaborate with school leaders to guide implementation and decision-making regarding mental health supports for students.</p>	<p><input type="checkbox"/> A team of school-employed and community-based mental health professionals consistently collaborate with school leaders to guide implementation and decision-making regarding mental health supports for students.</p>	<p><input type="checkbox"/> A team of school-employed and community-based mental health professionals consistently collaborate with school leaders to guide implementation and decision-making and monitor and adjust services regarding mental health supports for individual student needs.</p>

RATING FOR DOMAIN 2, INDICATOR 1

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____

INDICATOR 2: Community Schools: (Only applies to schools receiving a Concentration of Poverty Grant)**Measure: Implementation with Fidelity**

The school provides resources to address barriers that affect marginalized students and provides wraparound services to students and families.

Year 1: Conducting a needs assessment and hiring of a full time community school coordinator and healthcare practitioner.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school has not conducted a needs assessment.	<input type="checkbox"/> The school is planning to conduct a needs assessment.	<input type="checkbox"/> The school is conducting a needs assessment that includes: <ul style="list-style-type: none"> • asset map • partnership inventory • quantitative data analysis • surveys • focus groups and interviews 	<input type="checkbox"/> The school, with input from a variety of stakeholders, is conducting a needs assessment that includes: <ul style="list-style-type: none"> • asset map • partnership inventory • quantitative data analysis • surveys • focus groups and interviews
<input type="checkbox"/> The school is not in the process of hiring a full-time community school coordinator.	<input type="checkbox"/> The school is in the process of hiring a full-time community school coordinator.	<input type="checkbox"/> The school has a full-time community school coordinator who consistently works on the needs assessment.	<input type="checkbox"/> The school has a full-time community school coordinator who consistently works on the needs assessment, is a member of the school's leadership team, and is empowered by the principal to support the community school's mission and vision.

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of attaining coverage from a full-time professional healthcare practitioner(s) practicing within the scope of their license.	<input type="checkbox"/> The school is in the process of attaining coverage from a full-time professional healthcare practitioner(s) practicing within the scope of their license.	<input type="checkbox"/> The school maintains coverage from a full-time professional healthcare practitioner(s), who practices within the scope of their license and provides services to the school community .	<input type="checkbox"/> The school maintains coverage from a full-time professional healthcare practitioner(s), who practices within the scope of their license, provides services, and is involved in the needs assessment process .

RATING FOR DOMAIN 2, INDICATOR 2

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____

Measure: Implementation with Fidelity

The school provides resources to address barriers that affect marginalized students and provides wraparound services to students and families.

Year 2: The community school coordinator manages school staff and the process of analyzing the needs assessment in order to develop the implementation plan.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school has not begun the implementation plan process.	<input type="checkbox"/> The school is working on developing a comprehensive implementation plan.	<input type="checkbox"/> The school is working on developing a comprehensive implementation plan based on data from the needs assessment .	<input type="checkbox"/> The school is working on developing a comprehensive implementation plan based on data from the needs assessment and input from a variety of stakeholders .
<input type="checkbox"/> The school has not analyzed the needs assessment data to identify 3-4 SMART goals to incorporate into the implementation plan.	<input type="checkbox"/> The school is in the process of analyzing the needs assessment data to identify 3-4 SMART goals to incorporate into the implementation plan.	<input type="checkbox"/> The school has analyzed the needs assessment data to identify 3-4 SMART goals to incorporate into the implementation plan.	<input type="checkbox"/> The school has analyzed the needs assessment data, identified 3-4 SMART goals to incorporate into the implementation plan, and is in the process of refining goals based on internal and external stakeholder feedback .

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<p><input type="checkbox"/> The school is not in the process of identifying and establishing key components in its implementation plan. Key components include:</p> <ul style="list-style-type: none"> • wraparound services for each goal • specific strategies • local partners • outcomes and indicators • how the school will monitor the plan • build the steering committee • develop the professional learning plan 	<p><input type="checkbox"/> The school is in the process of identifying and establishing key components in its implementation plan. Key components include:</p> <ul style="list-style-type: none"> • wraparound services for each goal • specific strategies • local partners • outcomes and indicators • how the school will monitor the plan • build the steering committee • develop the professional learning plan 	<p><input type="checkbox"/> The school has identified and established all key components in its implementation plan and aligned them with SMART goals based on the needs assessment. Key components include:</p> <ul style="list-style-type: none"> • wraparound services for each goal • specific strategies • local partners • outcomes and indicators • how the school will monitor the plan • build the steering committee • develop the professional learning plan 	<p><input type="checkbox"/> The school has identified and established all key components in its implementation plan, aligned them with SMART goals based on the needs assessment, and established procedures for the monitoring of goals and evidence-based strategies.</p> <ul style="list-style-type: none"> • Key components include: • wraparound services for each goal • specific strategies • local partners • outcomes and indicators • how the school will monitor the plan • build the steering committee • develop the professional learning plan
<p><input type="checkbox"/> The school is not in the process of hiring a full-time community school coordinator.</p>	<p><input type="checkbox"/> The school is in the process of hiring a full-time community school coordinator.</p>	<p><input type="checkbox"/> The school has a full-time community school coordinator who manages the development of the implementation plan.</p>	<p><input type="checkbox"/> The school has a full-time community school coordinator who manages the development of the implementation plan, is a member of the school's leadership team, involves input from a variety of stakeholders, and is empowered by the principal to support the community school's mission and vision.</p>

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of attaining coverage from a full-time professional healthcare practitioner(s).	<input type="checkbox"/> The school is in the process of attaining coverage from a full-time professional healthcare practitioner(s).	<input type="checkbox"/> The school maintains coverage from a full-time professional healthcare practitioner(s), who practices within the scope of their license, provides services to the school community, tracks the school's health trends, and is involved in the development of the implementation plan.	<input type="checkbox"/> The school maintains coverage from a full-time professional healthcare practitioner(s), who practices within the scope of their license, provides services, tracks the school's health trends, is involved in the development of the implementation plan, and ensures evidence-based strategies related to improving health services for students and families.

RATING FOR DOMAIN 2, INDICATOR 2

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____

Measure: Implementation with Fidelity

The school provides resources to address barriers that affect marginalized students and provides wraparound services to students and families.

Year 3+: The community school coordinator leads school staff, measures, tracks, and adjusts the implementation plan goals, and ensures that wraparound services are provided.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school has a comprehensive implementation plan but does not monitor the implementation plan's goals and/or use data to adjust services based on the needs of the community.	<input type="checkbox"/> The school has a comprehensive implementation plan, but inconsistently monitors the implementation plan's goals and/or inconsistently uses data to adjust services based on the needs of the community.	<input type="checkbox"/> The school has a comprehensive implementation plan, consistently monitors the implementation plan's goals, and consistently uses data to adjust services based on the needs of the community.	<input type="checkbox"/> The school has a comprehensive implementation plan, consistently monitors the implementation plan's goals with an effective and transparent process , and consistently uses data to adjust services based on the needs of stakeholders to ensure alignment and coherence between the school and community .
<input type="checkbox"/> The school is not in the process of implementing a plan to coordinate evidence-based programs and a variety of cross-sector partnerships to provide wraparound services such as: early childhood development, college and career advising, parenting classes, employment opportunities, mental health services, vision and dental services, and food pantries.	<input type="checkbox"/> The school is in the process of implementing a plan to coordinate evidence-based programs and a variety of cross-sector partnerships to provide wraparound services such as: early childhood development, college and career advising, parenting classes, employment opportunities, mental health services, vision and dental services, and food pantries.	<input type="checkbox"/> The school consistently implements a plan to coordinate evidence-based programs and a variety of cross-sector partnerships to provide wraparound services such as: early childhood development, college and career advising, parenting classes, employment opportunities, mental health services, vision and dental services, and food pantries.	<input type="checkbox"/> The school consistently implements a plan to coordinate evidence-based programs and a variety of cross-sector partnerships to provide wraparound services such as: early childhood development, college and career advising, parenting classes, employment opportunities, mental health services, vision and dental services, and food pantries, and uses stakeholder feedback to adjust program and services .

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of delivering a variety of wraparound services to improve outcomes for students and families.	<input type="checkbox"/> The school is in the process of delivering a variety of wraparound services to improve outcomes for students and families.	<input type="checkbox"/> The school consistently delivers a variety of wraparound services to improve outcomes for students and families and measures and tracks the effectiveness of wraparound services and partnerships using a data monitoring system.	<input type="checkbox"/> The school consistently elicits stakeholder feedback to deliver a variety of wraparound services to improve outcomes for students and families and measures and tracks the effectiveness of wraparound services and partnerships using a data monitoring system.
<input type="checkbox"/> The school is not in the process of seeking input from various stakeholders (students, parents, community members, teachers, etc.) to determine the extent to which wraparound services are supporting the diverse community.	<input type="checkbox"/> The school is in the process of seeking input from various stakeholders (students, parents, community members, teachers, etc.) to determine the extent to which wraparound services are supporting the diverse community.	<input type="checkbox"/> The school consistently seeks input from various stakeholders (students, parents, community members, teachers, etc.) to determine the extent to which wraparound services are supporting the diverse community.	<input type="checkbox"/> The school consistently seeks input from various stakeholders (students, parents, community members, teachers, etc.) to determine the extent to which wraparound services are supporting the diverse community and uses input to adjust and modify services .
<input type="checkbox"/> The school is not in the process of hiring a full-time community school coordinator.	<input type="checkbox"/> The school is in the process of hiring a full-time community school coordinator.	<input type="checkbox"/> The school has a full-time community school coordinator who leads the implementation plan and adjusts and refines goals.	<input type="checkbox"/> The school has a full-time community school coordinator who leads the implementation plan, adjust and refines goals, is a member of the school's leadership team, involves input from a variety of stakeholders, and is empowered by the principal to support the community school's mission and vision .

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of attaining coverage from a full-time professional healthcare practitioner(s).	<input type="checkbox"/> The school is in the process of attaining coverage from a full-time professional healthcare practitioner(s).	<input type="checkbox"/> The school maintains coverage from a full-time professional healthcare practitioner(s), who practices within the scope of their license, provides services to the school community, tracks the school's health trends, and is involved in the adjusting and refining of the implementation plan.	<input type="checkbox"/> The school maintains coverage from a full-time professional healthcare practitioner(s), who practices within the scope of their license, provides services, tracks the school's health trends, is involved in the adjusting and refining of the implementation plan, and ensures evidence-based strategies related to improving health services for students and families.

RATING FOR DOMAIN 2, INDICATOR 2

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____

INDICATOR 3: Opportunities and Access - All students are afforded equitable access to school programming and support.

Measure: Progress Monitoring System

The school measures student progress toward graduating on time.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of developing a plan to implement differentiated interventions to support each student identified as being off track for on time graduation.	<input type="checkbox"/> The school is in the process of developing a plan to implement differentiated interventions to support each student identified as being off track for on time graduation.	<input type="checkbox"/> The school consistently utilizes a plan to implement differentiated interventions to support each student identified as being off track for on time graduation.	<input type="checkbox"/> The school consistently utilizes a plan to implement differentiated interventions to support each student identified as being off track for on time graduation and assesses the effectiveness of the interventions .
<input type="checkbox"/> The school does not have a process to track all students after each marking period through data, accumulated credits, semester core course failures, and/or a tracking system that monitors each student's progress toward graduating on time.	<input type="checkbox"/> The school is developing a process to track all students after each marking period through data, accumulated credits, semester core course failures, and/or a tracking system that monitors each student's progress toward graduating on time.	<input type="checkbox"/> The school tracks all students consistently after each marking period through data, accumulated credits, semester core course failures, and/or a tracking system that monitors each student's progress toward graduating on time.	<input type="checkbox"/> The school tracks all students consistently after each marking period through data, accumulated credits, semester core course failures, and/or a tracking system that monitor each student's progress toward graduating on time, develops an individualized plan for each student, and reviews student progress .

Measure: Access to Advanced Coursework

All students have access to credit bearing, advanced, rigorous coursework. **High School only*

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school does not provide services and supports, embedded into the school schedule, to students regardless of whether the student is enrolled in a post-CCR pathway and offers advanced course pathways (Advanced Placement, International Baccalaureate, Gifted and Talented, dual enrollment programs, etc.).	<input type="checkbox"/> The school is in the process of providing services and supports, embedded into the school schedule, to students regardless of whether the student is enrolled in a post-CCR pathway and offers advanced course pathways (Advanced Placement, International Baccalaureate, Gifted and Talented, dual enrollment programs, etc.).	<input type="checkbox"/> The school consistently provides services and supports, embedded into the school schedule, to students regardless of whether the student is enrolled in a post-CCR pathway and offers advanced course pathways (Advanced Placement, International Baccalaureate, Gifted and Talented, dual enrollment programs, etc.).	<input type="checkbox"/> The school consistently provides services and supports, embedded into the school schedule, to students regardless of whether the student is enrolled in a post-CCR pathway and offers advanced course pathways (Advanced Placement, International Baccalaureate, Gifted and Talented, dual enrollment programs, etc.) and assesses their efficacy based on data, including student feedback.
<input type="checkbox"/> The school does not analyze disaggregated data to identify disproportionality within enrollment in advanced courses and does not develop a plan of action to address the disparities and exclusion from advanced coursework.	<input type="checkbox"/> The school is in the process of analyzing disaggregated data to identify disproportionality within enrollment in advanced courses and is in the process of developing a plan of action to address the disparities and exclusion from advanced coursework.	<input type="checkbox"/> The school consistently analyzes disaggregated data to identify disproportionality within enrollment in advanced courses and plan of action is being implemented to address the disparities and exclusion from advanced coursework.	<input type="checkbox"/> The school consistently analyzes disaggregated data to identify disproportionality within enrollment in advanced courses and a plan of action is being implemented to address the disparities and exclusion from advanced coursework which is based on student and teacher input.

Measure: Access to well rounded curriculum

All students have access to courses in art, career and technical education, world language, STEM, or other content areas beyond mathematics, ELA, science, and social studies.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of offering a variety of well-rounded courses for students to enroll in, including advanced classes and elective programs.	<input type="checkbox"/> The school is in the process of offering a variety of well-rounded courses for students to enroll in, including advanced classes and elective programs.	<input type="checkbox"/> The school consistently offers a variety of well-rounded courses for students to enroll in, including advanced classes and elective programs.	<input type="checkbox"/> The school consistently offers a variety of well-rounded courses for students to enroll in, including advanced classes and elective programs, and expand class offerings as need.
<input type="checkbox"/> The school is not in the process of analyzing disaggregated data within well-rounded courses and does not incorporate evidence-based strategies to address the underrepresentation of student groups in well-rounded courses.	<input type="checkbox"/> The school is in the process of analyzing disaggregated data within well-rounded courses and incorporating evidence-based strategies to address the underrepresentation of student groups in well-rounded courses.	<input type="checkbox"/> The school consistently analyzes disaggregated data within well-rounded courses and incorporates evidence-based strategies to address the underrepresentation of student groups.	<input type="checkbox"/> The school consistently analyzes disaggregated data within well-rounded courses and incorporates evidence-based strategies to address the underrepresentation of student groups in well-rounded courses and based on student and teacher feedback.

Measure: Equitable Access to High Quality Teachers

Students with identified needs are assigned to the school's highly effective teachers.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not in the process of analyzing teacher assignments based on student data, informal and formal observations, and in alignment with their certification, resulting in the equitable distribution of experienced and effective teachers.	<input type="checkbox"/> The school is in the process of analyzing teacher assignments based on student data, informal and formal observations, and in alignment with their certification, resulting in the equitable distribution of experienced and effective teachers.	<input type="checkbox"/> Teachers are consistently assigned to teach classes based on student data, informal and formal observations, and in alignment with their certification, resulting in the equitable distribution of experienced and effective teachers.	<input type="checkbox"/> Teachers are consistently assigned to teach classes based on student data, informal and formal observations, and in alignment with their certification, resulting in the equitable distribution of experienced and effective teachers meeting the individualized needs of students .
<input type="checkbox"/> The school is not developing a process to ensure students groups with lower academic performance are taught by experienced and effective teachers.	<input type="checkbox"/> The school is developing a process to ensure students with lower academic performance are taught by experienced and effective teachers.	<input type="checkbox"/> Student groups with lower academic performance are consistently taught by experienced and effective teachers.	<input type="checkbox"/> Student groups with lower academic performance are consistently taught and student progress is monitored by experienced and effective teachers.

RATING FOR DOMAIN 2, INDICATOR 3

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____

Domain 3: Educator Support - Educators at all levels are provided with support to improve student outcomes and shift instructional practice.

INDICATOR 1: Observations and Feedback - Teachers and school leaders engage in a regular cycle of observations and feedback to enhance their professional practice.

Measure: Observation and Feedback

Teachers and leaders are regularly observed and receive actionable feedback from their supervisors designed to support professional growth and improve student outcomes.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> Teachers and school leaders are not in the process of developing a plan to engage in high-quality formal and informal observations throughout the school year established with evidence-based protocols that describe performance expectations.	<input type="checkbox"/> Teachers and school leaders are in the process of developing a plan to engage in high-quality formal and informal observations throughout the school year established with evidence-based protocols that describe performance expectations.	<input type="checkbox"/> Teachers and school leaders consistently engage in high-quality formal and informal observations throughout the school year established with evidence-based protocols that describe performance expectations.	<input type="checkbox"/> Teachers and school leaders consistently engage in high-quality formal and informal observations throughout the school year established with evidence-based protocols that describe performance expectations enhancing classroom-based instruction that may also include opportunities for teacher-to-teacher peer observations and sharing of best practice.

<input type="checkbox"/> District and school leaders do not deliver clear, actionable, feedback that identifies areas for growth, professional development opportunities, and improve teaching and learning so that all teachers and students improve outcomes.	<input type="checkbox"/> District and school leaders inconsistently deliver clear, actionable, feedback that identifies areas for growth, professional development opportunities, and improve teaching and learning so that all teachers and students improve outcomes.	<input type="checkbox"/> District and school leaders consistently deliver clear, actionable, feedback that identifies areas for growth, professional development opportunities, and improve teaching and learning so that all teachers and students improve outcomes.	<input type="checkbox"/> District and school leaders consistently deliver clear, actionable, feedback that identifies areas for growth, professional development opportunities, and improve teaching and learning so that all teachers and students improve outcomes resulting in shared improvements in teacher practice and mastery of goals for groups of students
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RATING FOR DOMAIN 3, INDICATOR 1

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____

Domain 3: Educator Support - Educators at all levels are provided with support to improve student outcomes and shift instructional practice.

INDICATOR 2: Professional Learning - Professional learning opportunities are timely, differentiated based on data, and support improvements in instructional practice.

Measure: Professional Learning

Teachers and leaders engage in a cycle of learning that is job embedded, aligned to research based practices, and grounded in data.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<p><input type="checkbox"/> The school is not in the process of developing a professional learning plan that is job-embedded, research-based, grounded in data, reflects effective practices for adult learners, and aligned to school or district student growth goals. Examples of job-embedded opportunities include:</p> <ul style="list-style-type: none"> • action research • case study/ discussions • coaching/mentoring • critical friends groups • data teams/ assessment 	<p><input type="checkbox"/> The school is in the process of developing a professional learning plan that is job-embedded, research-based, grounded in data, reflects effective practices for adult learners, and aligned to school or district student growth goals. Examples of job- embedded opportunities include:</p> <ul style="list-style-type: none"> • action research • case study/ discussions • coaching/ mentoring • critical friends groups • data teams/ assessment 	<p><input type="checkbox"/> Professional learning is consistently job-embedded, research-based, grounded in data, reflects effective practices for adult learners, and aligned to school or district student growth goals. Examples of job- embedded opportunities include:</p> <ul style="list-style-type: none"> • action research • case study/ discussions • coaching/ mentoring • critical friends groups • data teams/ assessment development 	<p><input type="checkbox"/> Professional learning is consistently job-embedded, research-based, grounded in data, reflects effective practices for adult learners, with an ongoing analysis that improves teacher practice across classrooms and is aligned to school or district student growth goals. Examples of job- embedded opportunities include:</p> <ul style="list-style-type: none"> • action research • case study/ discussions • coaching/ mentoring • critical friends groups • data teams/ assessment

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<p>development</p> <ul style="list-style-type: none"> examining student work implementing individual professional growth/learning plans lesson study teacher portfolios professional learning communities 	<p>development</p> <ul style="list-style-type: none"> examining student work implementing individual professional growth/learning plans lesson study teacher portfolios professional learning communities 	<ul style="list-style-type: none"> examining student work implementing individual professional growth/learning plans lesson study teacher portfolios professional learning communities 	<p>development</p> <ul style="list-style-type: none"> examining student work implementing individual professional growth/learning plans lesson study teacher portfolios professional learning communities
<p><input type="checkbox"/> Professional learning is not monitored using a system to collect and analyze data, measure the effectiveness of the learning experience, and identify supports needed for educators.</p>	<p><input type="checkbox"/> Professional learning is inconsistently monitored using a system to measure the effectiveness of the learning experience, and identify supports needed for educators.</p>	<p><input type="checkbox"/> Professional learning is consistently monitored using a system to measure the effectiveness of the learning experience and supports needed for educators are identified.</p>	<p><input type="checkbox"/> Professional learning is consistently monitored using a system to measure the effectiveness of the learning experience and supports needed for educators are identified using ongoing data collection and analysis of teacher practice across classrooms.</p>
<p><input type="checkbox"/> The school is not in the process of developing a plan to utilize data to modify and inform future professional learning opportunities to better support the needs of the educators.</p>	<p><input type="checkbox"/> The school is in the process of developing a plan to utilize data to modify and inform future professional learning opportunities to better support the needs of the educators.</p>	<p><input type="checkbox"/> The school consistently utilizes data to modify and inform future professional learning opportunities to better support the needs of the educators.</p>	<p><input type="checkbox"/> The school consistently utilizes data to modify and inform future professional learning opportunities to better support the needs of the educators while evaluating and adjusting the use of organizational resources aligning to what individual teachers need to support student mastery.</p>

Measure: Data Support

Teachers and leaders participate in ongoing, job embedded professional learning on how to use data to improve student outcomes.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school does not provide access to disaggregated student data (e.g., race, gender, and service group) in real-time for teachers and leaders.	<input type="checkbox"/> The school has limited access to disaggregated student data (e.g., race, gender, and service group) in real-time for teachers and leaders.	<input type="checkbox"/> Disaggregated student data (e.g., race, gender, and service group) is consistently accessible in real-time for teachers and leaders.	<input type="checkbox"/> Disaggregated student data (e.g., race, gender, and service group) is consistently accessible in real-time for teachers and leaders with tracking of progress to better inform adaptations along the way.
<input type="checkbox"/> The school does not provide training on how to access and analyze disaggregated data to inform instruction and school improvement.	<input type="checkbox"/> The school inconsistently provides training on how to access and analyze disaggregated data to inform instruction and school improvement.	<input type="checkbox"/> The school consistently provides opportunities for training on how to access and analyze disaggregated data to inform instruction and school improvement.	<input type="checkbox"/> The school consistently provides training on how to access and analyze disaggregated data to inform instruction and school improvement and evaluates the effectiveness of the training.
<input type="checkbox"/> The school does not provide time during the school day for teachers and leaders to analyze disaggregated data to inform instruction and school improvement.	<input type="checkbox"/> The school inconsistently provides time during the school day for teachers and leaders to analyze disaggregated data to inform instruction and school improvement.	<input type="checkbox"/> The school consistently provides time during the school day for teachers and leaders to analyze disaggregated data to inform instruction and school improvement.	<input type="checkbox"/> The school consistently provides time during the school day for teachers and leaders to analyze disaggregated data to inform instruction and school improvement while supporting the areas of knowledge and skills educators want to develop.

Measure: Educator Needs

The school day provides teachers with peer collaboration time.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school does not provide time embedded within the school day for teachers to work in teams by subject and grade, review individual student needs, analyze data, and develop plans to continuously improve instruction.	<input type="checkbox"/> The school provides limited time embedded within the school day for teachers to work in teams by subject and grade, review individual student needs, analyze data, and develop plans to continuously improve instruction.	<input type="checkbox"/> The school provides teachers with consistent time embedded within the school day to work in teams by subject and grade, review individual student needs, analyze data, and develop plans to continuously improve instruction.	<input type="checkbox"/> The school provides teachers with consistent time embedded within the school day to work in teams by subject and grade, review individual student needs, analyze data, develop plans to continuously improve instruction, and share best practices to improve classroom instruction.
<input type="checkbox"/> Teachers on the career ladder are not supported during the school day with professional learning and peer collaboration time.	<input type="checkbox"/> Teachers on the career ladder have limited support during the school day with professional learning and peer collaboration time.	<input type="checkbox"/> Teachers on the career ladder are consistently supported during the school day with professional learning and peer collaboration time.	<input type="checkbox"/> Teachers on the career ladder are consistently supported during the school day with professional learning, peer collaboration time, and mentoring by highly qualified teachers.

RATING FOR DOMAIN 3, INDICATOR 2

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____

Domain 3: Educator Support - Educators at all levels are provided with support to improve student outcomes and shift instructional practice.

INDICATOR 3: Career Growth - The Maryland Career Ladder for Educators is implemented as intended.

Measure: Mentoring/Coaching

New teachers (0-3 years) are provided with job-embedded induction and support.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<div><input type="checkbox"/> The school is not in the process of developing a plan to provide new teachers with induction activities such as:</div> <div><ul style="list-style-type: none">mentoringpeer observationassistance with planningdifferentiated professional learning</div>	<div><input type="checkbox"/> The school is in the process of developing a plan to provide new teachers with induction activities such as:</div> <div><ul style="list-style-type: none">mentoringpeer observationassistance with planningdifferentiated professional learning</div>	<div><input type="checkbox"/> The school consistently provides new teachers with induction activities such as:</div> <div><ul style="list-style-type: none">mentoringpeer observationassistance with planningdifferentiated professional learning</div>	<div><input type="checkbox"/> The school consistently provides new teachers with comprehensive induction activities and examines the effectiveness of the activities based on mentor and new teacher feedback activities include:</div> <div><ul style="list-style-type: none">mentoringpeer observationassistance with planningdifferentiated professional learning</div>

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school does not provide highly qualified mentors, demonstrated by evidence of impacting student achievement, to support new teachers.	<input type="checkbox"/> The school is in the process of providing highly qualified mentors, demonstrated by evidence of impacting student achievement, to support new teachers.	<input type="checkbox"/> The school consistently provides highly qualified mentors, demonstrated by evidence of impacting student achievement, to support new teachers.	<input type="checkbox"/> The school consistently provides highly qualified mentors, demonstrated by evidence of impacting student achievement, to support new teachers and ensure new teachers have common planning time with mentors.
<input type="checkbox"/> The school is not in the process of developing a program in which highly qualified mentors/ coaches will observe (informal) and provide actionable feedback to their mentee.	<input type="checkbox"/> The school is in the process of developing a program in which highly qualified mentors/ coaches will observe (informal) and provide actionable feedback to their mentee.	<input type="checkbox"/> Highly qualified mentors/coaches consistently observe (informal) and provide actionable feedback to their mentee.	<input type="checkbox"/> Highly qualified mentors/coaches consistently observe (informal) and provide actionable feedback to their mentee and use a process to assess effectiveness.
<input type="checkbox"/> The school is not in the process of developing a program with evidence-based tools, strategies, and job-embedded professional learning to support new teachers.	<input type="checkbox"/> The school is in the process of developing a program with evidence-based tools, strategies, and job-embedded professional learning to support new teachers.	<input type="checkbox"/> The school consistently provides a program with evidence-based tools, strategies, and job-embedded professional learning to support new teachers.	<input type="checkbox"/> The school consistently provides a program with evidence-based tools, strategies, and job-embedded professional learning to support new teachers with high-quality feedback designed to improve the practice of all educators.

Measure: Career Ladder

A career ladder is implemented to support the growth and advancement of teachers and leaders.

☐ Not applicable

Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
<input type="checkbox"/> The school is not knowledgeable of the LEA's plans to develop a career ladder that supports educators in advancing to the teacher leader and school admin pathways.	<input type="checkbox"/> The school is knowledgeable of the LEA's developed career ladder; however, it is not in the process of creating a plan that supports educators in advancing to the teacher leader and school admin pathways.	<input type="checkbox"/> The school is knowledgeable of the LEA's developed career ladder and is in the process of creating a plan that supports educators in advancing to the teacher leader and school admin pathways.	<input type="checkbox"/> The school is knowledgeable of the LEA's developed career ladder and has a plan that supports educators in advancing to the teacher leader and school admin pathways.
<input type="checkbox"/> The school is not in the process of providing supports, job-embedded professional development, and encouraging the growth and advancement of teachers and leaders.	<input type="checkbox"/> The school is in the process of providing supports, job-embedded professional development, and encouraging the growth and advancement of teachers and leaders.	<input type="checkbox"/> The school consistently provides supports, job-embedded professional development, and encourages the growth and advancement of teachers and leaders.	<input type="checkbox"/> The school consistently provides supports and job-embedded professional development, encourages the growth and advancement of teachers and leaders, and assesses the effectiveness of these supports .
<input type="checkbox"/> The school is not in the process of developing a support program to encourage current teachers to pursue and complete National Board Certification (NBC), including teachers who represent historically underrepresented groups.	<input type="checkbox"/> The school is in the process of developing a support program to encourage current teachers to pursue and complete National Board Certification (NBC), including teachers who represent historically underrepresented groups.	<input type="checkbox"/> The school consistently encourages and supports current teachers to pursue and complete National Board Certification (NBC), including teachers who represent historically underrepresented groups.	<input type="checkbox"/> The school consistently encourages and supports current teachers to pursue and complete National Board Certification (NBC), including teachers who represent historically underrepresented groups, and are strategically placed to meet the individual needs of students who are struggling academically .

RATING FOR DOMAIN 3, INDICATOR 3

Not Applicable	Not Evident	Developing	Accomplishing	Accomplishing with Continuous Improvement
_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____	_____ out of _____