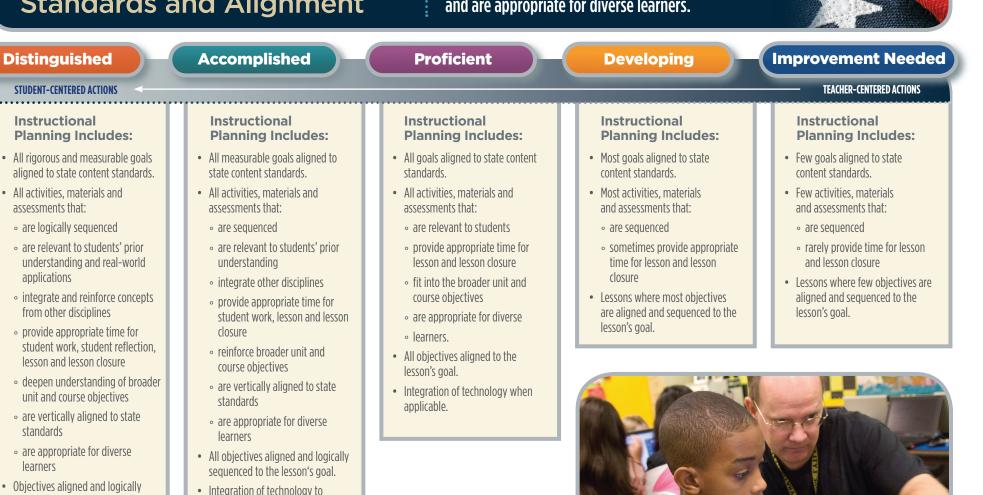
# **PLANNING** DIMENSION 1.1 Standards and Alignment

enhance mastery of goal(s).

The teacher designs clear, well-organized, sequential lessons that reflect best practice, align with standards and are appropriate for diverse learners.



- Objectives aligned and logically sequenced to the lesson's goal, providing relevant and enriching extensions of the lesson
- Integration of technology to enhance mastery of goal(s).

Sources of Evidence:

Pre-Conference, Formal Observation, Classroom

### **Standards Basis:** 1A, 1B, 3A, 3B, <u>3C</u>

# **PLANNING** DIMENSION 1.2 Data and Assessment

The teacher uses formal and informal methods to measure student progress, then manages and analyzes student data to inform instruction.



#### Distinguished

Accomplished

#### Proficient

#### Developing

### Improvement Needed

**TEACHER-CENTERED ACTIONS** 

#### STUDENT-CENTERED ACTIONS

#### Instructional Planning Includes:

- Formal and informal assessments to monitor progress of all students, shares appropriate diagnostic, formative and summative assessment data with students to engage them in self-assessment, build awareness of their own strengths and weaknesses and track their own progress.
- Substantive, specific and timely feedback to students, families and school personnel on the growth of students in relation to classroom and campus goals and engages with colleagues to adapt schoolwide instructional strategies and goals to meet student needs while maintaining confidentially.
- Analysis of student data connected to specific instructional strategies and use of results to reflect on his or her teaching and to monitor teaching strategies and behaviors in relation to student success.

#### Instructional Planning Includes:

- Formal and informal assessments to monitor progress of all students and incorporate appropriate diagnostic, formative and summative assessments data into lesson plans.
- Substantive, specific and timely feedback to students, families and other school personnel on the growth of students in relation to classroom and campus goals, while maintaining student confidentiality.
- Analysis of student data connected to specific instructional strategies and use of results to reflect on his or her teaching and to monitor teaching strategies and behaviors in relation to student success.

#### Instructional Planning Includes:

- Formal and informal assessments to monitor progress of all students.
- Consistent feedback to students, families and other school personnel while maintaining confidentiality.
- Analysis of student data connected to specific instructional strategies.

#### Instructional Planning Includes:

- Formal and informal assessments to monitor progress of most students.
- Timely feedback to students and families.
- Utilization of multiple sources of student data.

### Instructional

#### Instructional Planning Includes:

- Few formal and informal assessments to monitor student progress.
- Few opportunities for timely feedback to students or families.
- Utilization of few sources of student data.



# **PLANNING** DIMENSION 1.3 **Knowledge of Students**

Opportunities for students to

patterns, habits and needs.

utilize their individual learning

Through knowledge of students and proven practices, the teacher ensures high levels of learning, social-emotional development and achievement for all students.

Distinguished	Accomplished	Proficient	Developing	Improvement Needed
STUDENT-CENTERED ACTIONS				TEACHER-CENTERED ACTIONS
Instructional Planning Includes:	Instructional Planning Includes:	Instructional Planning Includes:	Instructional Planning Includes:	Instructional Planning Includes:
<ul> <li>All lessons that connect to students' prior knowledge, experiences, interests and future learning expectations across content areas.</li> <li>Guidance for students to apply their strengths, background knowledge, life experiences and skills to enhance each other's learning.</li> </ul>	<ul> <li>All lessons that connect to students' prior knowledge, experiences and future learning expectations.</li> <li>Guidance for students to apply their strengths, background knowledge, life experiences and skills to enhance their own learning.</li> </ul>	<ul> <li>All lessons that connect to students' prior knowledge and experiences.</li> <li>Adjustments to address strengths and gaps in background knowledge, life experiences and skills of all students.</li> </ul>	<ul> <li>Most lessons that connect to students' prior knowledge and experiences.</li> <li>Adjustments to address strengths and gaps in background knowledge, life experiences and skills of most students.</li> </ul>	<ul> <li>Few lessons that connect to students' prior knowledge and experiences.</li> <li>Adjustments to address strengths and gaps in background knowledge, life experiences and skills of few students.</li> </ul>



• Opportunities for students to

utilize their individual learning

patterns, habits and needs to achieve high levels of academic and social-emotional success.

### Standards Basis: 1A, 1B, 1C, 2A, 2B, 2C

#### PLANNING DIMENSION 1.4 The teacher plans engaging, flexible lessons that encourage higher-order thinking, persistence **Activities** and achievement. Accomplished Proficient Developing **Improvement Needed** Distinguished **TEACHER-CENTERED ACTIONS** STUDENT-CENTERED ACTIONS Instructional Instructional Instructional Instructional Instructional **Planning Includes: Planning Includes: Planning Includes: Planning Includes: Planning Includes:** • Opportunities for students to Questions that encourage all Questions that encourage all Questions that promote limited, • Encourages little to no complex, students to engage in complex, predictable or rote responses and generate guestions that lead students to engage in complex, higher-order thinking. higher-order thinking and encourage some complex, higherto further inquiry and promote higher-order thinking. Instructional groups based on the problem solving. order thinking. complex, higher-order thinking, Instructional groups based on the needs of a few students. problem solving and real-world Instructional groups based on Instructional groups based on the needs of all students. Lack of student understanding application the needs of all students and needs of most students. All students understanding of their individual roles within maintains both group and Instructional groups based on Most students understanding their individual roles within instructional groups. individual accountability. the needs of all students, and their individual roles within instructional groups. Activities, resources, technology allows for students to take All students understanding instructional groups. Activities, resources, technology and/or instructional materials ownership of group and individual their individual roles within Activities, resources, technology misaligned to instructional and instructional materials that accountability. instructional groups and and/or instructional materials that are all aligned to instructional purposes. The ability for all students to set facilitates opportunities for are mostly aligned to instructional purposes. goals, reflect on, evaluate and student input on goals and purposes. hold each other accountable outcomes of activities. within instructional groups. Activities, resources, technology and instructional materials that Activities, resources, technology are all aligned to instructional and instructional materials that are all aligned to instructional purposes, are varied and appropriate to ability levels of purposes, are varied and



appropriate to ability levels of

students and actively engage them in ownership of their

learning.

students.

Standards Basis: 1B, 1C, 1D, 1E

#### **INSTRUCTION DIMENSION 2.1** The teacher supports all learners in their pursuit of high levels of academic **Achieving Expectations** and social-emotional success. Proficient **Improvement Needed** Distinguished Accomplished Developing **TEACHER-CENTERED ACTIONS** STUDENT-CENTERED ACTIONS **The Teacher The Teacher The Teacher The Teacher The Teacher** Provides opportunities for Provides opportunities for students Sets academic expectations that Sets academic expectations that • Sets expectations that challenge few students. students to establish high to establish high academic and challenge all students. challenge most students. academic and social-emotional social-emotional expectations for • Persists with the lesson until Concludes the lesson even Persists with the lesson until expectations for themselves. themselves. there is evidence that most there is evidence that some though there is evidence that few Persists with the lesson until there students demonstrate mastery of students demonstrate mastery of students demonstrate mastery of Persists with the lesson until there is evidence that all students is evidence that most students the objective. the objective. the objective. demonstrate mastery of the

 Provides opportunities for students to self-monitor and self-correct mistakes

objective.

- Systematically enables students to set goals for themselves and monitor their progress over time.
- demonstrate mastery of the obiective.
- Anticipates student mistakes and encourages students to avoid common learning pitfalls.
- Establishes systems where students take initiative of their own learning and self-monitor.
- Addresses student mistakes and follows through to ensure student mastery.
- Provides students opportunities to take initiative of their own learning.
- Sometimes addresses student mistakes.
- Sometimes provides opportunities for students to take initiative of their own learning.
- Allows student mistakes to go unaddressed or confronts student errors in a way that discourages further effort.
- Rarely provides opportunities for students to take initiative of their own learning.



### Standards Basis: 1B, 1D, 1E, 2A, 2C, 3B, 4A, 4D, 5B

# **INSTRUCTION** DIMENSION 2.2 Content Knowledge and Expertise

the state standards.

The teacher uses content and pedagogical expertise to design and execute lessons aligned with state standards, related content and student needs.

				and the second
Distinguished	Accomplished	Proficient	Developing	Improvement Needed
STUDENT-CENTERED ACTIONS				TEACHER-CENTERED ACTIONS
<ul> <li>The Teacher</li> <li>Displays extensive content knowledge of all the subjects she or he teaches and closely related subjects.</li> <li>Integrates learning objectives with other disciplines, content areas and real-world experience.</li> <li>Consistently anticipates possible student misunderstandings and proactively develops teaching techniques to mitigate concerns.</li> <li>Consistently provides opportunities for students to use different types of thinking (e.g., analytical, practical, creative and research-based).</li> <li>Sequences instruction that allows students to understand how the lesson fits within the structure of</li> </ul>	<ul> <li>The Teacher</li> <li>Conveys a depth of content knowledge that allows for differentiated explanations.</li> <li>Integrates learning objectives with other disciplines and real- world experiences.</li> <li>Anticipates possible student misunderstandings and proactively develops teaching techniques to mitigate concerns.</li> <li>Regularly provides opportunities for students to use different types of thinking (e.g., analytical, practical, creative and research- based).</li> <li>Sequences instruction that allows students to understand how the lesson fits within the structure of the discipline and</li> </ul>	<ul> <li>The Teacher</li> <li>Conveys accurate content knowledge in multiple contexts.</li> <li>Integrates learning objectives with other disciplines.</li> <li>Anticipates possible student misunderstandings.</li> <li>Provides opportunities for students to use different types of thinking (e.g., analytical, practical, creative and research-based).</li> <li>Accurately reflects how the lesson fits within the structure of the discipline and the state standards.</li> </ul>	<ul> <li>The Teacher</li> <li>Conveys accurate content knowledge.</li> <li>Sometimes integrates learning objectives with other disciplines.</li> <li>Sometimes anticipates possible student misunderstandings.</li> <li>Sometimes provides opportunities for students to use different types of thinking (e.g., analytical, practical, creative and research-based).</li> </ul>	<ul> <li>The Teacher</li> <li>Conveys inaccurate content knowledge that leads to student confusion.</li> <li>Rarely integrates learning objectives with other disciplines.</li> <li>Does not anticipate possible student misunderstandings.</li> <li>Provides few opportunities for students to use different types of thinking (e.g., analytical, practical, creative and research-based).</li> </ul>



the discipline, the state standards,

related content and within real-

world scenarios.

### Standards Basis: 1A, 1C, 1E, 1F, 2C, 3A, 3B, 3C

# **INSTRUCTION** DIMENSION 2.3 Communication

The teacher clearly and accurately communicates to support persistence, deeper learning and effective effort.

#### Distinguished

Accomplished

### Proficient

### Developing

#### STUDENT-CENTERED ACTIONS

#### **The Teacher**

- Establishes classroom practices that encourage all students to communicate safely and effectively using a variety of tools and methods with the teacher and their peers.
- Uses possible student misunderstandings at strategic points in lessons to highlight misconceptions and inspire exploration and discovery.
- Provides explanations that are clear and coherent and uses verbal and written communication that is clear and correct.
- Asks questions at the creative, evaluative and/or analysis levels that require a deeper learning and broader understanding of the objective of the lesson.
- Skillfully balances wait time, questioning techniques and integration of student responses to support student-directed learning.
- Skillfully provokes and guides discussion to pique curiosity and inspire student-led learning of meaningful and challenging content.

#### The Teacher

- Establishes classroom practices that encourage all students to communicate effectively, including the use of visual tools and technology, with the teacher and their peers.
- Anticipates possible student misunderstandings and proactively develops techniques to address obstacles to learning.
- Provides explanations that are clear and coherent and uses verbal and written communication that is clear and correct.
- Asks questions at the creative, evaluative and/or analysis levels that focus on the objective of the lesson and provoke thought and discussion.
- Skillfully uses probing questions to clarify, elaborate and extend learning.
- Provides wait time when questioning students.

### The Teacher

- Establishes classroom practices that provide opportunities for most students to communicate effectively with the teacher and their peers.
- Recognizes student misunderstandings and responds with an array of teaching techniques to clarify concepts.
- Provides explanations that are clear and uses verbal and written communication that is clear and correct.
- Asks remember, understand and apply level questions that focus on the objective of the lesson and provoke discussion.
- Uses probing questions to clarify and elaborate learning.

#### The Teacher

- Leads lessons with some opportunity for dialogue, clarification or elaboration.
- Recognizes student misunderstandings but has a limited ability to respond.
- Uses verbal and written communication that is generally clear with minor errors of grammar.
- Asks remember and understand level questions that focus on the objective of the lesson but do little to amplify discussion.

### **Improvement Needed**

#### TEACHER-CENTERED ACTIONS

#### **The Teacher**

- Directs lessons with little opportunity for dialogue, clarification or elaboration.
- Is sometimes unaware of or unresponsive to student misunderstandings.
- Uses verbal communication that is characterized by inaccurate grammar; written communication that has inaccurate spelling, grammar, punctuation or structure.
- Rarely asks questions, or asks questions that do not amplify discussion or align to the objective of the lesson.



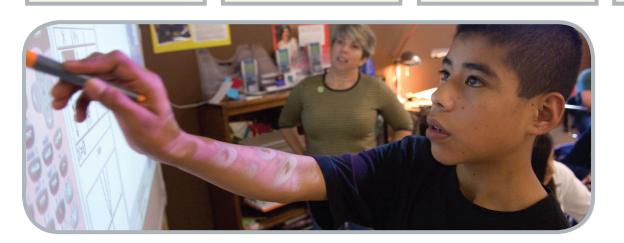
### Standards Basis: 1D, 1E, 2A, 3A, 4D

# **INSTRUCTION** DIMENSION 2.4 Differentiation

The teacher differentiates instruction, aligning methods and techniques to diverse student needs.

#### Proficient **Improvement Needed** Distinguished Accomplished Developing TEACHER-CENTERED ACTIONS STUDENT-CENTERED ACTIONS The Teacher **The Teacher** The Teacher The Teacher The Teacher Adapts lessons with a wide Adapts lessons to address Adapts lessons to address Adapts lessons to address some Provides one-size-fits-all individual needs of all students. individual needs of all students. student needs. lessons without meaningful variety of instructional strategies to address individual needs of all differentiation. Regularly monitors the guality Regularly monitors the guality Sometimes monitors the quality students. of student participation and of student participation and of student participation and Rarely monitors the quality Consistently monitors the quality of student participation and performance. performance. performance. of student participation and performance. Provides differentiated Sometimes provides Regularly provides differentiated performance. instructional methods and content differentiated instructional Rarely provides differentiated instructional methods and Always provides differentiated to ensure students have the content to ensure students have methods and content. instructional methods and instructional methods and content opportunity to master what is the opportunity to master what is content Sometimes recognizes when to ensure students have the being taught. being taught. students become confused Does not recognize when students opportunity to master what is become confused or disengaged, Proactively minimizes student Recognizes when students or disengaged and minimally being taught. confusion or disengagement by become confused or disengaged responds to student learning or or does not respond appropriately Consistently prevents student addressing learning and/or social/ and responds to student learning social/emotional needs. to student learning or social/

or social/emotional needs.



emotional needs of all students.

confusion or disengagement by

addressing learning and/or social/ emotional needs of all students.

### Standards Basis: 1C, 1F, 2A, 2B, 2C, 3C, 4A, 5A, 5C, 5D

emotional needs.

# **INSTRUCTION** DIMENSION 2.5 Monitor and Adjust

The teacher formally and informally collects, analyzes and uses student progress data and makes needed lesson adjustments.



#### Sources of Evidence: Pre-Conference, Formal Observation

Standards Basis: Monitor and Adjust 1D, 1F, 2B, 2C, 3B, 4D, 5C, 5D

<b>LEARNING</b> Classroom E	er organizes essible and assroom.			
Distinguished STUDENT-CENTERED ACTIONS	Accomplished	Proficient	Developing	Improvement Needed
<ul> <li>Establishes and uses effective routines, transitions and procedures that primarily rely on student leadership and responsibility.</li> <li>Students take primary leadership and responsibility for managing student groups, supplies, and/or equipment.</li> <li>The classroom is safe and thoughtfully designed to engage, challenge and inspire students to participate in high-level learning beyond the learning objectives.</li> </ul>	<ul> <li>Establishes and uses effective routines, transitions and procedures that she or he implements effortlessly.</li> <li>Students take some responsibility for managing student groups, supplies and/or equipment.</li> <li>The classroom is safe, inviting and organized to support learning objectives and is accessible to all students.</li> </ul>	<ul> <li>All procedures, routines and transitions are clear and efficient.</li> <li>Students actively participate in groups, manage supplies and equipment with very limited teacher direction.</li> <li>The classroom is safe and organized to support learning objectives and is accessible to most students.</li> </ul>	<ul> <li>Most procedures, routines and transitions provide clear direction but others are unclear and inefficient.</li> <li>Students depend on the teacher to direct them in managing student groups, supplies and/or equipment.</li> <li>The classroom is safe and accessible to most students, but is disorganized and cluttered.</li> </ul>	<ul> <li>Few procedures and routines guide student behavior and maximize learning. Transitions are characterized by confusion and inefficiency.</li> <li>Students often do not understand what is expected of them.</li> <li>The classroom is unsafe, disorganized and uncomfortable.</li> <li>Some students are not able to access materials.</li> </ul>



# **LEARNING ENVIRONMENT** DIMENSION 3.2

## **Managing Student Behavior**

The teacher establishes, communicates and maintains clear expectations for student behavior.

Distinguished	Accomplished	Proficient	Developing	Improvement Needed
STUDENT-CENTERED ACTIONS				TEACHER-CENTERED ACTIONS
<ul> <li>Consistently monitors behavior subtly, reinforces positive behaviors appropriately and intercepts misbehavior fluidly.</li> <li>Students and the teacher create, adopt and maintain classroom behavior standards.</li> </ul>	<ul> <li>Consistently encourages and monitors student behavior subtly and responds to misbehavior swiftly.</li> <li>Most students know, understand and respect classroom behavior standards.</li> </ul>	<ul> <li>Consistently implements the campus and/or classroom behavior system proficiently.</li> <li>Most students meet expected classroom behavior standards.</li> </ul>	<ul> <li>Inconsistently implements the campus and/or classroom behavior system.</li> <li>Student failure to meet expected classroom behavior standards interrupts learning.</li> </ul>	<ul> <li>Rarely or unfairly enforces campus or classroom behavior standards.</li> <li>Student behavior impedes learning in the classroom.</li> </ul>



### Standards Basis: 4A, 4B, 4C, 4D

# **LEARNING ENVIRONMENT** DIMENSION 3.3

# **Classroom Culture**

The teacher leads a mutually respectful and collaborative class of actively engaged learners.

Distinguished	Accomplished	Proficient	Developing	Improvement Needed
STUDENT-CENTERED ACTIONS				TEACHER-CENTERED ACTIONS
<ul> <li>Consistently engages all students with relevant, meaningful learning based on their interests and abilities to create a positive rapport amongst students.</li> <li>Students collaborate positively and encourage each other's efforts and achievements.</li> </ul>	<ul> <li>Engages all students with relevant, meaningful learning, sometimes adjusting lessons based on student interests and abilities.</li> <li>Students collaborate positively with each other and the teacher.</li> </ul>	<ul> <li>Engages all students in relevant, meaningful learning.</li> <li>Students work respectfully individually and in groups.</li> </ul>	<ul> <li>Establishes a learning environment where most students are engaged in the curriculum.</li> <li>Students are sometimes disrespectful of each other.</li> </ul>	<ul> <li>Establishes a learning environment where few students are engaged in the curriculum.</li> <li>Students are disrespectful of each other and of the teacher.</li> </ul>



Standards Basis: 1E, 1F, 3B, 4C, 4D, 5A, 5B, 5D

### **PROFESSIONAL PRACTICES AND RESPONSIBILITIES** DIMENSION 4.1

## **Professional Demeanor and Ethics**

The teacher meets district expectations for attendance, professional appearance, decorum, procedural, ethical, legal and statutory responsibilities.

Distinguished	Accomplished	Proficient	Developing	Improvement Needed
STUDENT-CENTERED ACTIONS				TEACHER-CENTERED ACTIONS
<ul> <li>Behaves in accordance with the Code of Ethics and Standard Practices for Texas Educators.</li> <li>Models all professional standards (e.g., attendance, professional appearance and behaviors) across the campus and district for educators and students.</li> <li>Advocates for the needs of all students in the classroom and campus</li> </ul>	<ul> <li>Behaves in accordance with the Code of Ethics and Standard Practices for Texas Educators.</li> <li>Models all professional standards (e.g., attendance, professional appearance and behaviors) within the classroom.</li> <li>Advocates for the needs of all students in the classroom.</li> </ul>	<ul> <li>Behaves in accordance with the Code of Ethics and Standard Practices for Texas Educators.</li> <li>Meets all professional standards (e.g., attendance, professional appearance and behaviors).</li> <li>Advocates for the needs of students in the classroom.</li> </ul>	<ul> <li>Behaves in accordance with the Code of Ethics and Standard Practices for Texas Educators.</li> <li>Meets most professional standards (e.g., attendance, professional appearance and behaviors).</li> </ul>	<ul> <li>Fails to meet the Code of Ethics and Standard Practices for Texas Educators.</li> <li>Meets few professional standards (e.g., attendance, professional appearance and behaviors) or violates legal requirements.</li> </ul>



#### **PROFESSIONAL PRACTICES AND RESPONSIBILITIES** DIMENSION 4.2 The teacher reflects on his/her practice. **Goal Setting** Distinguished Accomplished Proficient Developing **Improvement Needed** TEACHER-CENTERED ACTIONS STUDENT-CENTERED ACTIONS • Sets short- and long-term • Sets short-term goals based on Consistently sets, modifies and Sets some short- and long-term • Sets low or ambiguous goals meets short- and long-term professional goals based on selfprofessional goals based on self-assessment. unrelated to student needs or self-assessment, reflection and self-assessment. professional goals based on assessment, reflection, peer and Meets most professional goals supervisor feedback, contemporary supervisor feedback. self-assessment, reflection, Meets few professional goals and resulting in some visible changes peer and supervisor feedback. research and analysis of student Meets all professional goals in practice. persists in instructional practices contemporary research and learning. resulting in improvement that remain substantially analysis of student learning. Meets all professional goals in practice and student unimproved over time. • Implements substantial changes resulting in improvement in practice performance.



and student performance.

in practice resulting in significant

improvement in student

performance.

Standards Basis: 5D, 6A, 6B

### PROFESSIONAL PRACTICES AND RESPONSIBILITIES DIMENSION 4.3

level team leadership, committee

beyond the campus.

membership or other opportunities

## **Professional Development**

and district improvement plans

communities, grade- or subjectlevel team leadership, committee leadership or other opportunities

through professional learning

beyond the campus.

The teacher enhances the professional community.





### PROFESSIONAL PRACTICES AND RESPONSIBILITIES DIMENSION 4.4

families, and other community

members.

## School Community Involvement

The teacher demonstrates leadership with students, colleagues, and community members in the school, district and community through effective communication and outreach.

Distinguished	Accomplished	Proficient	Developing	Improvement Needed
STUDENT-CENTERED ACTIONS				TEACHER-CENTERED ACTIONS
<ul> <li>Systematically contacts parents/ guardians regarding students' academic and social/emotional growth through various methods.</li> <li>Initiates collaborative efforts that enhance student learning and growth.</li> <li>Leads students, colleagues, families and community members toward reaching the mission,</li> </ul>	<ul> <li>Systematically contacts parents/ guardians regarding students' academic and social/emotional growth through various methods.</li> <li>Joins colleagues in collaborative efforts that enhance student learning and welfare.</li> <li>Clearly communicates the mission, vision and goals of the school to students, colleagues, parents and</li> </ul>	<ul> <li>Contacts parents/guardians regularly regarding students' academic and social/emotional growth.</li> <li>Actively participates in all school outreach activities</li> <li>Communicates the mission, vision and goals of the school to students, colleagues, parents and families.</li> </ul>	<ul> <li>Contacts parents/guardians in accordance with campus policy.</li> <li>Attends most required school outreach activities.</li> <li>Communicates school goals to students, parents and families.</li> </ul>	<ul> <li>Contacts parents generally about disciplinary matters.</li> <li>Attends few required school outreach activities.</li> </ul>



vision and goals of the school.

# **RUBRIC WORD BANK**

# with example qualifiers that are interchangeably used:

DIMENSION EXAMPLE:	Distinguished	Accomplished	Proficient	Developing	Improvement Needed
	STUDENT-CENTERED ACTIONS				TEACHER-CENTERED ACTIONS
LEARNING ENVIRONMENT CLASSROOM CULTURE	ALL	ALL	ALL	MOST	FEW
LEARNING ENVIRONMENT MANAGING STUDENT BEHAVIOR	CONSISTENTLY	CONSISTENTLY	CONSISTENTLY	INCONSISTENTLY	RARELY
INSTRUCTION ACHIEVING EXPECTATIONS	ALL	MOST	MOST	SOME	FEW
INSTRUCTION CONTENT KNOWLEDGE AND EXPERTISE	CONSISTENTLY	REGULARLY	DOES (ACTION)	SOMETIMES	FEW
INSTRUCTION DIFFERENTIATION	ALWAYS	REGULARLY	DOES (ACTION)	SOMETIMES	DOES NOT (ACTION)

TEXAS Teacher Evaluation and Support System (T-TESS) Appraiser Training Handbook