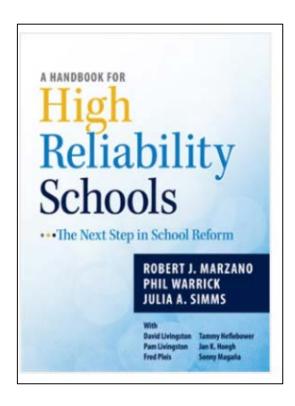
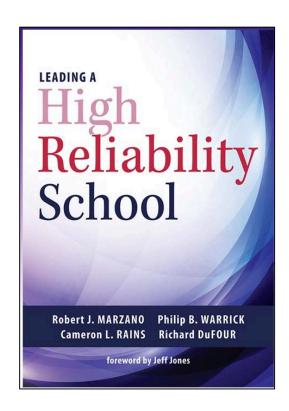
Leading HRS Level 2 (Effective Teaching in Every Classroom)





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HRS Le	vel 2 Leadership and	d Strategic Planning	Matrix
Leading Indicator: (Where is your school currently on the leadership scale? Based on the leadership accountability scale.	Strategic initiatives (to implement the leading indicators) This could be a couple of initiatives and should represent what is done specifically that can be monitored.	Lagging Indicators (data/artifacts prove the leading indicator is in place and healthy) When appropriate include data and artifacts.	Quick Data Monitoring (who will monitor, what will they monitor, how often will they monitor?
2.1 Developing to Applying	Collaboratively Develop model of instruction snapshot document, Element specific documents, and Instructional planning guide.	All staff have instructional model snapshot document hard copy. Walkthrough data indicate 90 % of staff using instructional model elements 90% of the time.	
2.1 Applying to Sustaining	Established School- Wide Instructional Model	Artifacts: Every teacher has hard copy snapshot document. Copies of instructional model are hanging in multiple areas within the school. Data: Walkthrough data indicates 90% of staff are using instructional model practices 90% of the time.	Administrative team will review % of use data quarterly.

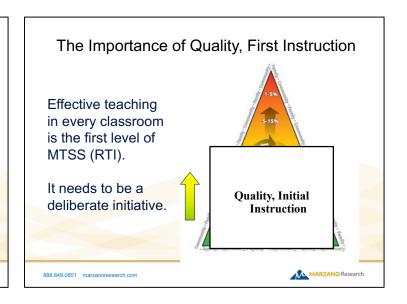
Leading Indicator 2.1: The school communicates a clear vision of how instruction should be addressed in the school.

Sustaining	Applying	Developing	Beginning	Not Attempting
The school continually cultivates information through quick data sources to monitor the extent to which the schoolwide language or model of instruction is consistently used, and it takes proper actions to intervene when quick data indicate a potential problem.	The school has implemented a schoolwide language or model of instruction, and it can produce lagging indicators to show the desired effects of these actions.	The school has implemented a schoolwide language or model of instruction.	The school is in the beginning, yet incomplete, stages of implementing a schoolwide language or model of instruction.	The school has not attempted to implement a schoolwide language or model of instruction.

What is an instructional model?

- Establishes a common language of instructional practices school-wide.
- Clearly defines instructional actions that a school commits to using to help students learn.
- Identifies instructional actions and strategies in terms of teacher behaviors to help students learn.
- Can also focus on desired learner behaviors based on specific instructional practices.





THE NEW ART AND SCIENCE OF TEACHING

CONTENT	Direct Instruction Lessons 2. Noticing When Students Are Not Engaged and Reacting Content 2. Processing Content 3. Recording and Representing Content 3. Recording and Deepening Lessons 4. Structured Practice Sessions 5. Structured Practice Sessions 6. Maintaining and Deepening Lessons 7. Demonstrating Intensity and Enthusiasm 8. Presenting Unusual Information 7. Examining Errors in Reasoning 7. Examining Errors in Reasoning 7. Engaging Students in Cognitively Complex Tasks 7. Engaging Students in Cognitively Complex Tasks 7. Engaging Students in Cognitively Complex Tasks 7. Everlewing 7. Reviewing Content 7. Reviewing Students on Information 8. Using Verbal and Nonverbal Behaviors that Indicate Affection for Students 8. Using Verbal and Nonverbal Behaviors that Indicate Affection for Students 8. Using Verbal and Nonverbal Behaviors that Indicate Affection for Students 8. Using Verbal and Nonverbal Behaviors that Indicate Affection for Students 9. Surctured Practice Sessions 9. Using Physical Movement 9. Increasing Physical Movement 9. Increasing Physical Movement 9. Using Precedures 9. Using Physical Layout of the Classroom 9. Using Physical Layout 9. Using Physical Layout 9. Using Physical Layout 9. Using
FEEDBACK COI	Providing and Communicating Clear Learning Goals 1. Providing Scales and Rubrics 2. Tracking Student Progress 3. Celebrating Success Assessment 4. Informal Assessments of the Whole Class 5. Formal Assessments of Individual Students 7. Formal Assessments of Individual Students 8. Recording and Deepening Lessons 9. Structured Practice Sessions 10. Examining Similarities and Differences 11. Examining Similarities and Differences 12. Engaging Students in Cognitively Complex 1 13. Providing Resources and Guidance 14. Generating and Defending Claims 14. Generating and Defending Claims 15. Ferwiewing 16. Highlighting Critical Information 17. Reviewing Content 18. Revising Knowledge 19. Reflecting on Learning 20. Purposeful Homework 21. Elaborating students to Interact

Instructional Model Document Examples

GRAFTON INSTRUCTIONAL MODEL CONTEXT Providing and Communicating Clear Direct Instruction Engagement Noticing When Students are Not Engaged and Reacting (E23) Learning Goals • Providing Scales and Rubrics (E1) Recording and Representing Content (E8) Summaries Graphic organizers Academic notebooks Pictorial notes and pictographs Clearly articulating learning goals Monitoring individual/class Creating scales or rubrics for engagement Re-engaging individual student(s) Brain break learning goals Tracking Student Progress (E2) Practicing and Deepening Lessons • Examining Similarities and Differences Increasing Response Rates (E24) • Wait time (pre and post o Formative scores are used to help teachers and students monitor (E10) progress Using different types of assessments to collect formative Sentence Stems questioning) Venn diagrams T charts Question sequencing Elaborative interrogation (probing) Paired responseChoral response scores Sorting, matching, and categorizing Charting student and/or class Similes and metaphors progress • Celebrating Success (E3) Visual analogies Maintaining a Lively Pace (E26) o Hooks Using Strategies That Appear in All Types of o Instructional segments • Previewing (E15) o Final status celebration Knowledge gain celebration Pace modulation Appropriate Specific Feedback Bell ringer Brief teacher summaries Rules and Procedures Establishing Rules and Procedures (E33) o Post/teach/reteach rules and Informal Assessments (E4) Word splashesPre-assessments o Confidence Rating Techniques (fist procedures o Generating rules and procedures Reflecting on Learning (E19) Exit slips to five, thumbs up) with students Acknowledge Adherence to the Rules and Response Boards Formal Assessments (E5) KWL chart Selected response and short constructed response items Reflective journals Organizing Students to Interact (E22) Procedures (E36) Verbal/nonverbal affirmation Think pair share Pair-check Student demonstrations o Phone calls, emails and notes to Student generated assessment parents Token economy Group using pre-assessment information Inside-outside circle Understanding Students' Backgrounds and Cooperative learning Interests (E39) o One on one teacher student Peer response groups conferences Informal class interviews o Surveys/Questionnaires Instructional Model based on Marzano's New Art and Science of Teaching

MISD Model of Instruction

	SHOULD OCCUR	MIGHT OCCUR	NEVER OCCUR
PLANNING What will I do to Engage students?	Standards driven Learning & Language Objectives tied to the standards Assessments – formative & summative Differentiation Determination of evidence of mastery Planned higher-order questions Anticipating misconceptions	Pre-assessment Evidence of Schlechty Design Qualities Teacher reflection and tracking of student learning	Tasks not aligned to cognitive level of Learning Objective Independent Practitioners on a team Tasks not aligned to cognitive level of the learning objective Independent Practitioners on a team
INSTRUCTION What will I do to communicate High Expectations for ALL students?	Communication of Learning & Language Objective Accommodations Students showing their thinking Student discourse Small-group instruction Chunking of content Formative Assessment	Technology Collaborative structures Conferring Real-world connections Goal setting w/students Students monitoring progress Teacher modeling Instructional Feedback Opportunities for extension	All teacher talk
CLASSROOM CULTURE & ENVIRONMENT What will I do to establish Teacher/Student Relationships? What will I do to	Clear routines & procedures Off-task behavior dealt with seamlessly Positive Behavior Supports	Modeling/practicing of expectations Celebrations of student success	Lack of safety – psychologically or physically from either teacher or peers
reinforce, recognize, and acknowledge Adherence to Rules and Procedures?			



Wahoo Instructional Model



FEEDBACK

Providing and Communicating Clear Learning Goals

- Providing Scales and Rubrics (E1)
- Tracking Student Progress (E2)
- Celebrating Success (E3)

Using Assessments

- Using Informal Assessments of the Whole Class (E4)
- <u>Using Formal Assessments of</u>
 <u>Individual Students (E5)</u>

CONTENT

Conducting Direct Instruction Lessons

- Chunking Content (E6)
- Processing Content (E7)
- Recording and Representing Content
 (E8)

Conducting Practicing and Deepening Lessons

- Using Structured Practice Sessions (E9)
- Examining Similarities and Differences (E10)
- Examining Errors in Reasoning (E11)

Conducting Knowledge Application Lessons

 Generating and Defending Claims (E14)

Using Strategies That Appear in All Types of Lessons

- Previewing Strategies (E15)
- · Highlighting Critical Information

CONTEXT

Using Engagement Strategies

- Noticing and Reacting When Students Are Not Engaged (E23)
- Increasing Response Rates (E24)

MARZANO Resources

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Wahoo Instructional Model

Marzano Essential Elements

ELEMENT 6 -

Chunking Content NASOT pgs. 30-31

Conducting Direct Instruction Lessons

"This category involves strategies teachers use specifically to help students learn the information and skills that are the focus of instruction." NASOT pg. 29

<u>Direct Instruction</u> – essential when teachers present new content to students (students understand which parts are important and how the parts fit together).

Chunking Content

- Presenting content in digestible bites is a strategic instructional process

Resources:

Insert Resources

KEY STRATEGIES

Using Preassessment Data to Plan for Chunks

-based on students' initial understanding of new content, the teacher presents new content in larger or smaller chunks

Presenting Content in Small, Sequentially Related Sets

the teacher chunks content into small, digestible bites for students. When presenting
declarative knowledge (the chunks comprise concepts & details that naturally go together).
 When presenting procedural knowledge (the chunks comprise steps in a process that go
together).

Allowing for Processing Time Between Chunks

•the teacher has students work together to process chunks of information

WHAT TO EXPECT

Students

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·actively engage in processing content between chunks

•can explain why the teacher stops at specific points during a presentation of new content •appear to understand the content in each chunk **ANO** Resources



Charlotte High School Framework for Instruction

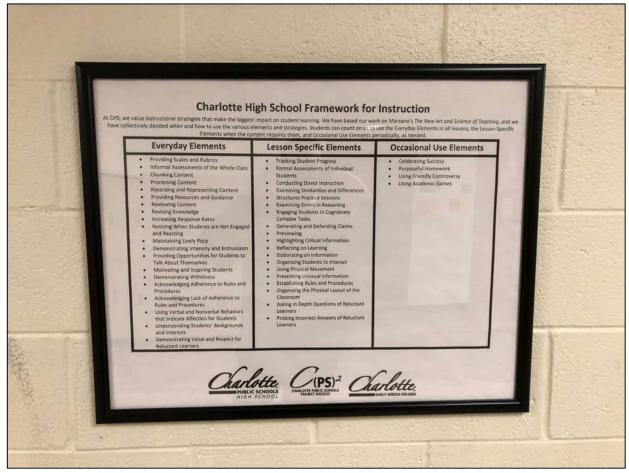
At CHS, we value instructional strategies that make the biggest impact on student learning. We have based our work on Marzano's The New Art and Science of Teaching, and we have collectively decided when and how to use the various elements and strategies. Students can count on us to use the Everyday Elements in all lessons, the Lesson Specific Elements when the content requires them, and Occasional Use Elements periodically, as needed.

Everyday Elements Lesson Specific Elements Occasional Use Elements Providing Scales and Rubrics Tracking Student Progress Celebrating Success Informal Assessments of the Whole Class Formal Assessments of Individual Purposeful Homework Chunking Content Students Using Friendly Controversy **Processing Content** Conducting Direct Instruction Using Academic Games **Examining Similarities and Differences** Recording and Representing Content Providing Resources and Guidance Structures Practice Sessions Reviewing Content Examining Errors in Reasoning Revising Knowledge Engaging Students in Cognitively Complex Increasing Response Rates Tasks Noticing When Students are Not Engaged Generating and Defending Claims and Reacting Previewing Maintaining Lively Pace Highlighting Critical Information Demonstrating Intensity and Enthusiasm Reflecting on Learning Providing Opportunities for Students to Elaborating on Information Talk About Themselves Organizing Students to Interact Motivating and Inspiring Students Using Physical Movement **Demonstrating Withitness** Presenting Unusual Information Acknowledging Adherence to Rules and Establishing Rules and Procedures Procedures Organizing the Physical Layout of the Acknowledging Lack of Adherence to Classroom Rules and Procedures Asking in Depth Questions of Reluctant Using Verbal and Nonverbal Behaviors Learners that Indicate Affection for Students Probing Incorrect Answers of Reluctant Understanding Students' Backgrounds Learners and Interests Demonstrating Value and Respect for Reluctant Learners









Leading Indicator 2.2: Support is provided to teachers to continually enhance their pedagogical skills through reflection and professional growth plans.

Sustaining	Applying	Developing	Beginning	Not Attempting
The school continually cultivates information through quick data sources to monitor the extent to which all teachers establish growth goals for pedagogical skills and track their individual progress, and it takes proper actions to intervene when quick data indicate a potential problem.	The school has protocols and practices in place to ensure that all teachers establish growth goals for pedagogical skills and track their individual progress, and it can produce lagging indicators to show the desired effects of these actions.	The school has protocols and practices in place to ensure that all teachers establish growth goals for pedagogical skills and track their individual progress.	The school is in the beginning, yet incomplete, stages of drafting protocols and practices to ensure that all teachers establish growth goals for pedagogical skills and track their individual progress.	The school has not attempted to ensure that all teachers establish growth goals for pedagogical skills and track their individual progress.

	Caldwell Profess	sional G	rowth Plan	
Nama			- Indian	
Name_			*	
Goal:				
This school .	year, I will prov	ide in	itentional extension have met an essent	
opportunitie	es for students 1	who V	have met an essent	hal
standard in	n order to help	them	to reach mastery	
			#	
	Distinguished (4)			
	Distinguished (4)			
	Accomplished (3)			
	Proficient (2)			
	Developing (1)		7 47 10 10	
	Improvement Needed	1 (0)	19479160	
*		T		
My initial s	score: 2		My final score:	801
			wy mai score.	
Teacher and Student Evi		Teacher	and Student Evidence:	
· Differentiated	Science		A 10 -	
Stations				
· Stations picked out for				
different H	carning styles			
Heterogeneous groups				
Rotorch	baschan bill			
hereach at	teacher table			

· Flex Days - small group at teacher table, differentiated

	Ca	aldwell Professional	Growth Plan	SIII	
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Strategies	Date: 0-8-18	Date:	Date:	Date:	
employed in order to	· QI Pre-		8 8		
progress towards/	Assessment				
maintain my goal	(essential				
	standards)		8		
1	determined		-	w °	
	who needed	7 3			
	extension			*	
	opportunities Instead of	,	1.00	List Particular Plan	
	cycling through			27.7.7/9	
	science stations				*
	extenders		and Their		
	worked on		125 120	15 1225	
	self-guided		Lab Ved		
	menu or				
	project				
	Monitoring		100		
	through CFAsi	٠			

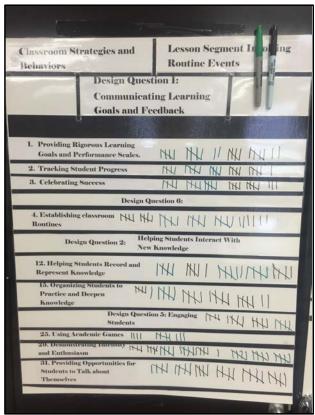
Strategy Reflection Log Use this worksheet to select a strategy, set a goal, and reflect on your use of that strategy. Element: Strategy: How did it go? Date

Marzano Compendium of Instructional Strategies © 2016 Marzano Research marzanoresearch.com/compendium

Leading Indicator 2.3: Predominant instructional practices throughout the school are know and monitored.

Sustaining	Applying	Developing	Beginning	Not Attempting
The school continually cultivates information through quick data sources to monitor the predominant schoolwide instructional practices, and it takes proper actions to intervene when quick data indicate a potential problem.	The school has protocols and practices in place to monitor the predominant schoolwide instructional strategies, and it can produce lagging indicators to show the desired effects of these actions.	The school has protocols and practices in place to monitor the predominant schoolwide instructional strategies.	The school is in the beginning, yet incomplete, stages of drafting protocols and practices to monitor the predominant schoolwide instructional strategies.	The school has not attempted to monitor the predominant schoolwide instructional strategies.





Leading Indicator 2.4 Teachers are provided with clear, ongoing feedback of their pedagogical strengths and weaknesses that are based on multiple sources of data and are consistent with student achievement data.

Sustaining	Applying	Developing	Beginning	Not Attempting
The school continually cultivates information through quick data sources to monitor the collection of specific evaluation data for each teacher regarding pedagogical strengths and weaknesses and that these data are gathered from multiple sources, and it takes proper actions to intervene when quick data indicate a potential problem.	The school has protocols and practices in place to ensure that specific evaluation data are collected for each teacher regarding pedagogical strengths and weaknesses and that these data are gathered from multiple sources, and it can produce lagging indicators to show the desired effects of these actions.	The school has protocols and practices in place to ensure that specific evaluation data are collected for each teacher regarding pedagogical strengths and weaknesses and that these data are gathered from multiple sources.	The school is in the beginning, yet incomplete, stages of drafting protocols and practices to ensure that specific evaluation data are collected for each teacher regarding pedagogical strengths and weaknesses and that these data are gathered from multiple sources.	The school has not attempted to ensure that specific evaluation data are collected for each teacher regarding pedagogical strengths and weaknesses and that these data are gathered from multiple sources.

Lagging Indicator Examples:

- Highly specific rubrics are in place to provide teachers accurate feedback on their pedagogical strengths and weaknesses.
- Teacher feedback and evaluation data is based on multiple sources of information including, but not limited to: direct observation, teacher self-report and analysis of teacher performance as captured on video.
- The school leader has a schedule indicating frequent observations and feedback to teachers.

Quick Data Examples:

- When asked, teachers can describe their most recent teacher evaluation data.
- Teachers can identify multiple times when they have been evaluated.
- · When asked, evaluators can explain the variety of strategies they use for teacher evaluation.

Responder Schedule = Relative To Situation

- School with 1 administrator....
 - -2 days each month have a lead teacher be in the office for 2 periods while you evaluate
- School with 2 administrators....
 - Pick an afternoon or morning each week when each person serves as the responder so the other knows they are free for evaluations.

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Consider A Video Evaluation Option

- Have teachers video 10 to 15 minutes of their class and turn it in as a substitute for a classroom walkthrough.
- This is basically the same as an announced, formal visit because they know it will go to you.
- Let the teacher choose what to video....aka...show me your best.

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Leading Indicator 2.5: Teachers are provided with job-embedded professional development that is directly related to their instructional growth goals.

Sustaining	Applying	Developing	Beginning	Not Attempting
The school continually cultivates information through quick data sources to monitor job-embedded professional development directly related to teachers' instructional growth goals, and it takes proper actions to intervene when quick data indicate a potential problem.	The school has protocols and practices in place to ensure that job-embedded professional development directly related to teachers' instructional growth goals is provided, and it can produce lagging indicators to show the desired effects of these actions.	The school has protocols and practices in place to ensure that job-embedded professional development directly related to teachers' instructional growth goals is provided.	The school is in the beginning, yet incomplete, stages of drafting protocols and practices to ensure that job-embedded professional development directly related to teachers' instructional growth goals is provided.	The school has not attempted to ensure that job-embedded professional development directly related to teachers' instructional growth goals is provided.

Methods of Job-Embedded PD

- Instructional Coaching
- Team teaching sessions
- Lesson study
- Virtual PD options
- Teacher Led PD sessions
- Gallery walks of best practices
- Video reflection (self-observation)

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Growth Plan Checkpoint #1

leacher l	Na	me Date
Teaching	Ele	ement
Have you	im	plemented the teaching element in your growth plan?
	0	Not yet
	0	Reading Up/Researching
	0	Applied something new
	0	Part of practice
Explain:		
	0	If 'Not yet', what can we do to help?
	0	If you are "Reading Up/Researching", what resources are you looking at and what is your expected implementation date?
	0	If you "Have applied something new", what did you try and how did it go?
	0	If it is "Part of practice, what are you doing and how often do you implement it?
		***\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
		***We would love to come and see it in actionwhat day of the week/what time would work best?

Growth Plan Checkpoint #2 Teacher Name _____ Date ____ Teaching Element _____ At what stage are you NOW at with the teaching element in your growth plan? o I can't even remember what it is... o Reading Up/Researching o Applied something new o Part of practice Mastered and working on something new o If you are "Reading Up/Researching" list sites/books/blogs that is giving you good information to implement? o If you "Have applied something new", what did you try and how did it go? o If it is "Part of practice, what are you doing and how often do you implement it? o If you "MASTERED and chose a new Focus Element" tell us what it is! Without continual growth and progress, such words as improvement, achievement, and success have no meaning. - Benjamin Franklin

Leading Indicator 2.6 Teachers have opportunities to observe and discuss effective teaching.

Sustaining	Applying	Developing	Beginning	Not Attempting
The school continually cultivates information through quick data sources to monitor teachers' opportunities to observe and discuss effective teaching virtually or in person, and it takes proper actions to intervene when quick data indicate a potential problem.	The school has protocols and practices in place to ensure that teachers have opportunities to observe and discuss effective teaching virtually or in person, and it can produce lagging indicators to show the desired effects of these actions.	The school has protocols and practices in place to ensure that teachers have opportunities to observe and discuss effective teaching virtually or in person.	The school is in the beginning, yet incomplete, stages of drafting protocols and practices to ensure that teachers have opportunities to observe and discuss effective teaching virtually or in person.	The school has not attempted to ensure that teachers have opportunities to observe and discuss effective teaching virtually or in person.

Marzano Model For Instructional Rounds

- Teams of teachers (3 to 5 on the team) led by a lead teacher; observe instructional practice of other teachers.
- Spend 10 to 15 minutes in a classroom.
- Rounds are better <u>without administrators</u> participating in the rounds themselves.
- Rounds are NOT evaluations of the teachers being observed.
- Primary focus is for teachers to observe classroom practice and gain ideas for possible implementation in their own classroom.

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During a rounds session

- Observers record perceptions during and/or immediately after leaving the observed teacher's classroom.
- Focus on three basic questions:
 - -What did you see that reaffirms something you do?
 - –What did you see that you would like to know more about?
 - –What did you see that you would like to add to your own practice?

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Key Aspects for Instructional Rounds

I. Responsibilities:

Principal:

Encourage teachers to participate.

Help provide resources that allow teachers to participate.

Determine the staff to be trained as rounds leaders.

Suggest staff to be considered as model teachers.

Introduce the concept and purpose to staff.

Remind the staff that rounds are not evaluative.

Rounds Leaders:

Coordinate the date and time for rounds to occur.

Schedule a room with privacy for the rounds debriefing session.

Maintain a positive and reflective climate during rounds.

Remind the group that rounds are for self-learning, not evaluation of the teachers being observed.

Facilitate the debriefing session as soon as possible following rounds.

Coordinate follow-up communication to observed teachers.

II. Process:

Rounds leaders schedule and communicate rounds dates and times for all involved.

Rounds leader reminds rounds participants of the purpose.

Team goes on rounds to designated classrooms (10 to 15 min. each).

Team reconvenes for debriefing session.

Leader facilitates debriefing: Encourage an open flow of conversation but insure that all rounds participants get an opportunity to speak. Immediately redirect or end any evaluative type comments.

Leader maintains a time frame for discussion to insure all classrooms visited are debriefed.

Focus/Debrief Questions:

What did you see that reaffirms something you already do?

What did you see that you would like to know more about?

What did you see that you would like to put into your own practice?

INSTRUCTIONAL ROUNDS

Date
Teacher Being Observed
What did you observe that reaffirms something you are doing now?
Strategies you would like to know more about?
Strategies you will try in your own practice now:

Notes Page