



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK

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March 1, 2021

APPR Plan - Variance

Harold Coles, Superintendent
Westchester BOCES
17 Berkley Dr.
Rye Brook, NY 10573

Dear Superintendent Coles:

Congratulations. I am pleased to inform you that your Annual Professional Performance Review (APPR) plan variance application meets the criteria outlined in section 30-3.16 of the Rules of the Board of Regents and has been approved. As a reminder, we are relying on the information you provided in your variance application, including the narrative descriptions, certifications, and assurances that are included in the application. During the approved term of this variance, your LEA will implement the variance along with all other remaining provisions of your approved APPR plan. If any material changes are made to your approved plan and/or the terms of your approved variance, your LEA must submit such material changes to us for approval. Please see the attached notes for further information.

Please be advised that, pursuant to Education Law §3012-d, the Department will be analyzing data supplied by districts, BOCES, and/or schools and may order a corrective action plan if there are unacceptably low correlation results between the Student Performance category and the Teacher Observation or Principal School Visits category, and/or if the teachers' or principals' overall ratings and subcomponent scores show little differentiation across educators and/or the lack of differentiation is not justified by equivalently consistent student achievement results, and/or if schools or districts show a pattern of anomalous results in the Student Performance category and/or the Observation/School Visits category.

The New York State Education Department and I look forward to continuing our work together, with the goal of ensuring that every school has world-class educators in the classroom, every teacher has a world-class school leader to support their professional growth, and every student achieves success.

Thank you again for your hard work.

Sincerely,

Betty A. Rosa
Commissioner

Attachment

NOTE:

Only documents that are incorporated by reference in your APPR variance application have been reviewed and are considered as part of your approved APPR variance application; therefore, any supplemental documents such as memorandums of agreement or understanding that were uploaded with your APPR variance application but are not incorporated by reference have not been reviewed. However, the Department reserves the right to review the uploaded attachments at any time for consistency with your APPR plan and/or to ensure compliance with applicable laws and regulations; and as a result of such review, the Department may reject your APPR plan or variance and/or require corrective action.

Pursuant to section 30-3.16 of the Rules of the Board of Regents, please note that an LEA with an approved variance shall provide to the Department, upon its request, any documentation related to the implementation and efficacy of the approach proposed in the variance, including but not limited to: reports on the correlation in assigned ratings for different measures of the LEA's evaluation system and differentiation among educators within each subcomponent and category of the evaluation system

Your variance is approved for the 2020-21 school year. Because you requested this variance to address issues related to COVID-19, the approval of this variance for any future school years (up to a three school year period) is contingent on the continuation of the current COVID-19 pandemic notwithstanding your request for this variance to apply in future school years. Upon expiration of state-imposed restrictions or emergency measures related to the pandemic, or abatement of the pandemic, it is expected that your variance will no longer be required. As such, SED may withdraw its approval of this variance for any subsequent school years or may require a separate application or other documentation for continuation of the variance in future school years. Upon expiration of the approved term of your variance, you must implement the terms of your current APPR plan as approved by the Commissioner.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 1. General Information - General Information**

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Annual Professional Performance Review Variance (Education Law 3012-d)

For guidance related to the Annual Professional Performance Review variance, see NYSED APPR Guidance.

At its October 2019 meeting, the Board of Regents amended sections 30-3 of the Rules of the Board of Regents to allow LEAs to apply for a variance from Annual Professional Performance Review (APPR) plan requirements to permit them to develop and implement new and innovative approaches to evaluation that meet the specific needs of the LEA, upon a finding by the Commissioner that the new and innovative approach demonstrates how it will ensure differentiated results over time and how the results of the evaluation will be used to provide personalized professional learning opportunities to teachers and principals, while complying with the requirements of Education Law §3012-d.

In instances where a variance is approved, the term(s) described in the approved variance will replace the related sections of the LEA's currently approved APPR plan. However, please note that all other terms as are present in the LEA's currently approved plan will remain in effect and must be implemented without modification.

Once a variance is approved by the Department, it shall be considered part of the LEA's APPR plan during the approved term of the variance. **In any instance in which there is an approved variance and such variance contains information that conflicts with the information provided in the approved Education Law §3012-d APPR plan, the provisions of the approved variance will apply during the approved term of the variance.**

Variance Application Timeline

Variance applications must be approved by the Department by December 1 of a school year to be implemented in that school year.

Submission by November 1 is suggested to allow time for review, revision and approval in order to meet the approval deadline for implementation in the same school year.

Absent a finding by the Commissioner of extraordinary circumstances, a variance application approved after December 1 of a school year will not be implemented until the following school year.

For more information regarding the variance approval deadline, including a possible extension, please contact APPRVariance@nysed.gov.

Variance Assurances**Please check all of the boxes below**

- ☒ Assure that the contents of this form are in compliance with Education Law Section 3012-d.
- ☒ Assure that a detailed version of the LEA's variance is kept on file and that a copy of such variance will be provided to the Department upon request for review of compliance with Education Law Section 3012-d.
- ☒ Assure that this variance will be posted on the LEA's website, in addition to its current full APPR plan, no later than September 10th of each school year, or within 10 days after the plan's approval by the Commissioner, whichever shall occur later.
- ☒ Assure that it is understood that this LEA's variance will be posted in its entirety on the NYSED website* following approval.

Teacher Variance**Please check the appropriate box below.**

- ☒ Assure that any task not included in the following variance request(s) for teachers will be carried out in the manner described in the currently approved APPR plan.

Principal Variance

Education Law §3012-d requires that the principal evaluation system be aligned to the requirements for teacher evaluation. Therefore, when completing a variance request for the evaluation of principals, the processes identified must be aligned to such requirements.

Please check the appropriate box below.

- ☒ Assure that any requested variance for principal evaluation is aligned to the requirements for teacher evaluation provided in Education Law Section 3012-d and that any task not included in the following variance request(s) for principals will be carried out in the manner described in the currently approved APPR plan.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 2. TEACHERS: Required Student Performance - Variance Request**

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Required Student Performance Subcomponent

For guidance on the Required subcomponent of the Student Performance category, see NYSED APPR Guidance.

100% of the Student Performance category if only the Required subcomponent is used or locally determined if the Optional subcomponent is selected.

Education Law §3012-d requires that each teacher have a Student Learning Objective (SLO) consistent with a goal-setting process based on appropriate growth targets. The process must include, at a minimum, the following elements:

A description of the measure(s) of student growth to be used (e.g., the SLO goal setting process; SLO components),

Applicable evidence of student learning (e.g., how growth will be measured through various forms of assessment, evaluation of student performance),

A method for converting student results to a score on a scale from 0-20,

A scale for conversion of the score of 0 to 20 to a HEDI rating.

This requirement

currently approved APPR plan will apply.

must be met through

Variance Request

LEAs may use this variance application to develop an SLO process for a teacher or group of teachers that differs from the process described in the Commissioner's regulations.

Any teachers not covered by this variance request

Please make the appropriate selection below.

- ☐ A variance is not requested for the required student performance subcomponent for teachers.
- ☒ The details of the variance request for the required student performance subcomponent for teachers is described in the subsequent section.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 2. TEACHERS: Required Student Performance - Applicability**

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Applicable Teachers

Please indicate all teachers to whom this required student performance variance request applies.

Core Teachers

Use the table below to list the core teachers this required student performance variance request is applicable to (teachers of other courses should be listed in the subsequent section).

	All Core Teachers	Common Branch	ELA	Math	Science	Social Studies
Courses	<input checked="" type="checkbox"/> All core teachers (K-3; 4-8 ELA, math, science, social studies; high school ELA and Regents courses) [if this option is selected, please do not make selections in subsequent columns]					

Other Teachers
☒ Teachers of other courses included in this required student performance variance request are listed in the table below.

Fill in the following for all other teachers in additional grades/subjects that are included in this required student performance variance request:

Column 1: lowest grade that corresponds to the course

Column 2: highest grade that corresponds to the course

Column 3: subject of the course

Follow the examples below to list other courses.

	(1) lowest grade	(2) highest grade	(3) subject
All Other Courses	K	12	All courses not named above
K-3 Art	K	3	Art
Grades 9-12 English Electives	9	12	English Electives

Click "Add Row" to add additional courses. Only list additional courses if they are included in this required student performance variance request.

Grade From	Grade To	Subject
K	12	All courses not named above

Applicable Areas

A variance may be requested for the following areas of the required student performance subcomponent:

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 2. TEACHERS: Required Student Performance - Applicability

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- A description of the measure(s) of student growth to be used (e.g., the SLO goal setting process; SLO components)
- Applicable evidence of student learning (e.g., how growth will be measured through various forms of assessment, evaluation of student performance)
- A method for converting student results to a score on a scale from 0-20*
- A scale for conversion of the score of 0 to 20 to a HEDI rating*

Please indicate the area(s) of the required student performance subcomponent for which a variance is being requested.

- ☒ Measures of student growth
- ☒ Evidence of student learning
- ☒ HEDI ranges*

*Only select "Conversion to a 20-point score" or "HEDI ranges"

Highly Effective			Effective			Developing		Ineffective												
								1	1	1	9	8	7	6	5	4	3	2	1	0
								2	1	0										
20	19	18	17	16	15	14	13	5	4	4	3	3	2	2	2	1	1	9		
97-	93-	90-	85-	80-	75-			5	9	4	9	4	9	5	1	7	3	-	5	0
100%	96%	92%	89%	84%	79%	67-74%	60-66%	-	-	-	-	-	-	-	-	-	-	-	-	-
								5	5	4	4	3	3	2	2	2	1	1	8	4
								9	4	8	3	8	3	8	4	0	6	%	%	%
								%	%	%	%	%	%	%	%	%	%	%	%	%

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 2. TEACHERS: Required Student Performance - Measures of Student Growth**

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Measures of Student Growth

Describe the measure(s) that will be used to evaluate teachers for the required student performance subcomponent (e.g., the SLO goal setting process; SLO components).

The input model will be used for teachers. Five elements of the 2011 Danielson Rubric have been collaboratively identified as teacher behaviors that contribute to increased student growth. The focus is on research informed best practices which were identified by teachers as essential for student growth. The five elements were chosen because they aligned with the District multi-year professional development plan driven by the two district goals of instructional process and planning and a connected learning environment and were deemed critical for assuring student growth at this point in time. Evidence will be collected on those five elements. While the focus will be on gathering evidence on the behaviors and actions of teachers aligned to research informed practice that leads to student growth, individual learning targets will be set using the data driven instruction model which will identify both exit behaviors and progress toward them using both formative and summative assessments.

Measures Assurance

Please check the box below.

- ☒ Assure that all student growth targets shall measure the change in a student's performance between the baseline and the end of the course.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 2. TEACHERS: Required Student Performance - Evidence of Student Learning**

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Evidence of Student Learning

Please identify any evidence of student learning to be used. A description of how growth will be measured through various forms of assessment should be included in the last section of this variance request.

Type(s) of Evidence☒ Other (add details below)**Other Evidence****Identify evidence of student growth used that is not a State, locally-developed, or third party assessment.**

A note catcher aligned to the 2011 Danielson Rubric will be used to gather evidence of teacher practice that improves student achievement. See discussion of notecatcher below.

Annual Professional Performance Review - Variance, Education Law §3012-dTask 2. TEACHERS: Required Student Performance - HEDI Ranges

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HEDI Ranges

In the table below, please indicate the locally-determined scoring ranges for each of the rating categories.

	Low Value	High Value
Highly Effective	17	20
Effective	13	16
Developing	10	12
Ineffective	0	9

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Task 2. TEACHERS: Required Student Performance - Variance Details, Weighting & Assurances

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Variance Details

Please read the questions below and answer each prompt in a concise manner.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 2. TEACHERS: Required Student Performance - Variance Details, Weighting & Assurances**

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Rationale**Please provide a rationale for this variance request.****> Your rationale should include information regarding the specific, identified needs and/or challenges of the LEA, and how such needs and/or challenges inform development of the required student performance variance request.**

Southern Westchester BOCES has been focused on two important goals which were developed collaboratively through district wide Think Tanks that were tasked with using data to identify gaps in the district and then develop action plans to close those gaps. The first district goal is focused on Instructional Process and Planning. Referred to as "Focus On Learning," all action plan items developed throughout the year are targeted to teacher decision making in planning instruction. Professional development includes crafting standards-informed unit outcomes and lesson objectives, crafting engaging activities aligned to those outcomes/objectives, creating opportunities for guided and independent practice and designing quality formative and summative assessments that inform future planning. This goal focuses on the shared belief that creating a common language and understanding of each element of planning for lessons, implementing the lesson and reflecting on the lesson is essential to the success of each student. Cohorts of principals, teachers and teaching assistants attend a five-day training stretched across the school year.

The second district goal is Connected Learning Environment. This goal focuses the entire faculty and staff on research informed practices that honor each learner and "connect" them to the school. The SWBOCES professional development plan is built around these two goals and extensive learning opportunities exist for all faculty and staff. The input model allows us to continue to measure what is important to our learning community and keep our focus on closing the identified gaps. Data to illustrate growth will be identified by program and/or classroom and will give a broader perspective than the single data point model used in the past.

While the proposed evaluation process would be important in moving us ahead in any year, the COVID response period dictates that this focus is essential. Westchester has been greatly impacted by the pandemic and our programs have had to migrate to remote status on multiple occasions. Currently all programs except CTE are in a hybrid or remote model. Avoiding regression and keeping students on track with IEP and program goals and graduation requirements are a continuous focus.

In previous years, we have used Student Learning Objectives with targets that were developed based on a five-year data review. Targets reflected benchmarks that needed to be achieved in order to assure that a high school student reached exit criteria. Our data indicates that student scores improve based on their time in program. Given the challenges of the current year, contact time with students and student time in classrooms has been impacted. SWBOCES educators are tasked with creating connections for students in an ever-changing environment while identifying the most important learning and ways to engage students in achieving the identified outcomes/objectives. Targets in the input model will be student specific and based on benchmarks and summative assessment goals identified by classroom where students are clustered by learning needs and similar goals. Many will be driven by IEP goals, others will be tied to industry exams. The diversity of a BOCES requires that each program and classroom review exit criteria for both the current year and the program and continuously assess against that criteria. Leaders will meet with their staff to review baseline data, classroom/program outcomes and set both short term and long-term goals based on that review. In the current year the focus will include both avoiding regression and closing gaps that are due to regression as well as moving students toward long term goals. Teachers will receive staff development on the goal setting and monitoring process and the district data team will focus on the identified data points which will inform continued work with students.

The proposed input model method of evaluation keeps us on our path but uses a richer measurement tool. Traditionally, the SLO used one-time assessment results. The variance identifies the practices that have led to improved results in the past, giving leaders and teachers the opportunity to grow their skill sets in the everchanging environment. Focus on principal and teacher practice in changing environments is essential to minimizing regression of learners and continuing on our trajectory. While the Danielson rubric will continue to be used for observations, it will also be used in conversations/meetings outside of the classroom observations in a conference which will lead to the student growth performance score. Evidence will be gathered and a student growth performance score given for the student growth portion of the APPR based on actions and behaviors that lead to student growth. Data conversations will be part of the teacher meeting. The student growth performance score will be calculated on evidence aligned to the following elements:

- 1 b demonstrating knowledge of students (focus on SEL, which is critical during the new school model)
- 1 e designing classroom instruction (aligned to instructional process and planning goal and targeting instruction in the new school model)
- 2 d managing student behavior (including evidence of developing learning behaviors in hybrid and remote instruction models)
- 3 c engaging students in learning (including evidence of developing learning behaviors in hybrid and remote instruction models)
- 4 a reflection on teaching (including gathering of evidence by teachers on the effectiveness of instruction)

These five elements of teacher practice as defined in the 2011 Danielson Rubric have been identified by an advisory team of teachers, chosen because they align with the two district goals. The advisory team believed that teacher behaviors as defined by the standards and illustrated in these elements of the Danielson Rubric will impact student academic growth.

While the district establishes a rating of 3 on the rubric as an aspirational goal, teaching in a remote learning or hybrid environment dictates new learning for all educators even those with extensive experience. The proposed HEDI rating allows for up to two areas of the elements to be gaps for educators where they will be focusing on "Developing" those skills. It also sets the bar by requiring several elements be at the Effective range or

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above. It does not allow for ineffective practice in the overall scoring model. Lack of evidence or evidence that does not meet the criteria of the rubric rating of 1 would result in a score of 0. Each of the five elements is scored individually (0-4) and added together for a possible composite score of 20. Teachers will receive their final score for the student performance category through the assignment of a HEDI score based on the proposed scoring ranges. (H 17-20, E 13-16, D 10-12, I 0-9)

In order to gather ongoing evidence, a notecatcher was developed to provide guidance on the expectations for performance. Evidence will be collected in each of the identified five elements of the Danielson Rubric that are focused on improving student performance. Teachers will be asked to provide evidence of the use of district developed tools for planning and instruction and reflective practice. The district currently has a lesson planning tool with a reflection section. The sheet is used to identify a standards-based objective, instructional process or delivery, identify what students should be able to know and do at the conclusion of the learning segment, instructional steps to be taken, formative and summative assessments to identify if the students are successful with the lesson(s) and a reflection section. Teachers will also be asked to provide evidence of student learning through course specific formative and summative assessment data.

The note catcher has been distributed to teachers with the following reflection questions aligned to each focus element of the rubric.

1 b demonstrating knowledge of students (focus on SEL, which is critical during the new school model)**Reflection Questions:**

- What pre-assessments/resources/tools did you use to build your understanding of your students?
- How have you worked with students and/or families to encourage them to have a voice in sharing their culture, interests and special needs?
- How did this knowledge influence your lesson planning?

1 e designing classroom instruction (aligned to instructional process and planning goal and targeting instruction in the new school model)**Reflection Questions:**

- How do you assess prior knowledge of students and how does it influence your planning?
- How are you determining the most important learning (standard, objective, etc.) in planning for student learning? How do your decision points fit into long term learning goals?
- How are you helping students apply skills in individual lessons to connected long-term learning goals?
- How are you chunking learning and using time? Where have you had to be flexible? How have the learning models this year influenced your use of instructional time?

2 d managing student behavior (including evidence of developing learning behaviors in hybrid and remote instruction models)**Reflection Questions:**

- How are you building classroom community and a shared understanding of expectations for classroom/learning behaviors? What evidence do you have of students being connected to the classroom and the expectations?
- How have the circumstances of this year influenced your approach to student behavior management?
- How do you gather data on student behavior in order to create individual action plans to support students? Are there trends?
- What tools/resources are you using to help students self-manage behavior? How do you differentiate to meet specific student needs?

3c engaging students in learning (including evidence of developing learning behaviors in hybrid and remote instruction models)**Reflection Questions:**

- How do you scaffold instruction to help students reach a learning outcome or objective?
- How are you differentiating for individual student learning?
- Do the independent activities align to the learning objective?
- Are students learning? How do you know? What formative and summative assessments are you using and how does student performance on those assessments influence your next steps?
- How do you monitor and adjust when there is a lack of engagement?
- How are you making decisions regarding time allotted for independent practice and formative and summative assessment?

4a reflection on teaching (including gathering of evidence by teachers on the effectiveness of instruction)**Reflection Questions:**

- How do you identify the strengths and weaknesses of lessons? What data do you use?
- What strategies do you use to build on the strengths or address the weaknesses you have identified? (additional learning, collaborating with other educators, etc.)
- What plan have you created for continued growth based on your reflections? How will you know you are successful?

A film with an explanation of the variance including the philosophy which led to seeking this approach as tied to BOCES goals was shown to all

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 2. TEACHERS: Required Student Performance - Variance Details, Weighting & Assurances**

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instructional staff. The notecatcher and a recording of a conversation between an administrator and a teacher using the notecatcher was shown to all staff. Multiple training sessions with principals are taking place throughout the school year to calibrate use of the tool, quality of feedback, and assignment of scores.

Standards and Procedures

Please provide a description of the standards and procedures that will be used in lieu of those included in the LEA's most recently approved evaluation plan.

> This description should include a specific, detailed explanation of the new and innovative approach that the LEA is seeking to implement as part of its variance request.

> This description should include, but not be limited to, a description of the alternate measures of student growth and/or evidence of student learning that will be used to evaluate educators.

Please see rationale above:

Additionally, as outlined in the Rationale, both the student performance score and the teacher observation score will be calculated using evidence applied to the rubric. Evidence for the teacher observation score will be collected during announced and unannounced observations and evidence will be aligned to all negotiated observable components. Additionally, five elements of the Danielson Teacher rubric identified as being directly tied to student growth will be evaluated through conversations with teachers where they share elements of their practice, aligned to the rubric, which would result in positive student growth. A notecatcher has been developed to assist with the conversation and provide clarity on the expectations. Evidence presented by teachers will vary by program and will include both formative and summative assessments.

A process for data conversations to help teachers set short term and long term goals is in place with support from the district wide data team. Goals are student specific and aligned to summative assessment and program exit criteria goals.

A scoring tool has been developed to be used to identify a score based on evidence gathered in the notecatcher. The scoring tool identifies the five areas of the rubric that will be used to determine the student performance portion of the APPR score for each teacher.

Rigor

Please provide a description of how the LEA will ensure that evaluations are rigorous and enable strong and equitable inferences about the effectiveness of the LEA's educators.

> This description should include how rigor is achieved and maintained, including relevant processes and methodologies.

> This description may include, but is not limited to, how data will be used to draw inferences, including how the derived data informs decisions and guidance for the LEA's educators.

Please see rationale above

Additionally, while the focus of the variance is on the actions of educators that create the conditions for strong student growth, student growth will be monitored. Individual targets will be set for students using IEP goals, benchmarks and exit criteria. The data team will help monitor progress against these goals. Teacher use of data monitoring will be aligned to the five elements where appropriate.

Assuring that the process of gathering evidence of the actions of educators, a schedule has been developed for calibration activities and ongoing conversations both with teachers being evaluated and with principals.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 2. TEACHERS: Required Student Performance - Variance Details, Weighting & Assurances**

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Professional Learning

Please provide a description of how the LEA will use the information collected through the evaluation system, including the assigned effectiveness ratings, to provide personalized professional learning opportunities for educators.

> This description may include, but is not limited to, methodologies and procedures for:

- collecting information about educator effectiveness to inform professional learning,
- specific details regarding both the type(s) and extent of professional learning opportunities anticipated,
- processes for delivery of personalized learning opportunities, and
- use of data to measure the efficacy of such professional learning.

Please see rationale above:

Additionally, our professional development plan continues to focus on our instructional process and planning goal and our connected learning environment goal. This year professional development has shifted to identify the skills needed to continue our work toward those goals in the ever changing school environment including remote and hybrid instruction models. All teachers attended two half days of focused workshops on teaching in a hybrid or remote environment. Early release days and all other professional learning opportunities are aligned with the five areas of the rubric identified as essential in continuing our work toward students meeting benchmarks that will allow them to continue to close gaps and meet graduation exit criteria.

The focus of shared learning includes but is not limited to:

- * a deep examination of the five areas of focus of the Danielson Rubric and identification of evidence that would illustrate all scores from 9-5
- * a film was created based on a "live" observation between a teacher and an administrator and shown to all teachers and principals during a staff development day to model the process and identify evidence that would illustrate research informed practice aligned to the rubrics
- * review and identification of IEP goals, benchmarks and exit criteria and identification and/or development of formative and summative assessments
- * PD on the use of data driven instruction (based on NYSED DDI Network Team model) for each administrator with turn key materials for use in buildings
- * PD for all new administrators on Focus On Learning (Instructional Process and Planning) foundational skills - learning aligned to collection of quality evidence
- * research informed practices which align to each of the elements identified in the note catcher - individual and group meetings with teachers to review the questions in the note catcher and identify quality evidence

Effectiveness of Implementation

Please provide a description of how the LEA will assess the effectiveness of the implementation of the variance.

> This description may include, but is not limited to, processes and procedures for:

- collection and analysis of both short- and long-term data,
- the standard(s) used to measure the effectiveness of implementation, and
- how results will be used to inform future implementation.

Please see rationale above,

Additionally, the district is implementing a Data Driven Instruction Model to help every teacher and principal set individual learning targets. The ultimate indicator of effectiveness of implementation will be continued student growth on the SWBOCES established trajectory which is aligned with high school exit criteria. The goal is to make sure that regression is minimal and that growth is continuous. Evidence will be collected at principal/teacher meetings, aligned to the five identified areas of the rubric that will create the conditions for student growth and scored based on the rubric 1-4 scale. While this approach focuses on the behaviors of teachers in creating conditions for student growth, formative and summative assessments specific to each program/classroom that are used to measure student progress will be included in the evidence discussion and collection process and will be analyzed at the district level to assure the effectiveness of the evaluation model.

Calibration and review of teacher evaluations will take place periodically throughout the year and will be used to plan for professional development and action plan steps that are part of our strategic planning process.

Use of the Optional Student Performance Subcomponent & Weighting

Please indicate if the Optional subcomponent will be used in the process included in this variance request by making the appropriate selection below.

- ☒ The optional subcomponent is not included in this variance; the required subcomponent will comprise 100% of the Student Performance category.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 2. TEACHERS: Required Student Performance - Variance Details, Weighting & Assurances

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Required Student Performance Variance Assurances

Please check the box below as applicable to all teachers included in this required student performance variance request.

- ☒ Assure that each teacher covered by this variance request will have an SLO consistent with the process described in the LEA's approved APPR plan and/or this variance application and in compliance with Education Law Section 3012-d.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 3. TEACHERS: Optional Student Performance - Variance Request

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Variance Request

LEAs may use this variance application to develop an optional second measure for a teacher or group of teachers that differs from the process described in the Commissioner's regulations.

Any teachers not covered by this variance request

Please make the appropriate selection below.

☒ A variance is not requested for the optional student performance subcomponent for teachers.

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Task 4. TEACHERS: Observations - Variance Request

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Variance Request

LEAs may use this variance application to evaluate teacher practice in a manner that differs from the process described in the Commissioner's regulations.

Any teachers not covered by this variance request

Please make the appropriate selection below.

☒ A variance is not requested for the teacher observation category.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 5. TEACHERS: Overall Scoring - Variance Request**

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Category and Overall Ratings

For guidance on APPR scoring, see NYSED APPR Guidance.

Education Law §3012-d requires that each teacher be given a final score for both the Student Performance and Teacher Observation categories, which will be converted to a final category rating based on the HEDI scale, and that these ratings be used to provide an Overall Rating using the prescribed scoring matrix.

These requirements must be met through either the LEA's current APPR plan or this variance. To the extent that the variance does not address a requirement, the currently approved APPR plan will apply.

Variance Request

LEAs may use this variance application to define the HEDI ranges for the Student Performance and/or Teacher Observation category that is different than those included in the Commissioner's regulations.

Any teachers not covered by this variance request

Please make the appropriate selection below.

☒ The details of the variance request for category ratings for teachers is described in the subsequent section.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 5. TEACHERS: Overall Scoring - Applicability

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Applicable Teachers

Please indicate all teachers to whom this category ratings variance request applies.

Core Teachers

Use the table below to list the core teachers this category ratings variance request is applicable to (teachers of other courses should be listed in the subsequent section).

	All Core Teachers	Common Branch	ELA	Math	Science	Social Studies
Courses	<input checked="" type="checkbox"/> All core teachers (K-3; 4-8 ELA, math, science, social studies; high school ELA and Regents courses) [if this option is selected, please do not make selections in subsequent columns]					

Other Teachers

- ☐ Teachers of other courses are not included in this category ratings variance request.
☒ Teachers of other courses included in this category ratings variance request are listed in the table below.

Fill in the following for all other teachers in additional grades/subjects that are included in this teacher observation variance request:

Column 1: lowest grade that corresponds to the course

Column 2: highest grade that corresponds to the course

Column 3: subject of the course

Follow the examples below to list other courses.

	(1) lowest grade	(2) highest grade	(3) subject
All Other Courses	K	12	All courses not named above
K-3 Art	K	3	Art
Grades 9-12 English Electives	9	12	English Electives

Click "Add Row" to add additional courses. Only list additional courses if they are included in this category ratings variance request.

Grade From	Grade To	Subject
K	12	All courses not named above

Applicable Areas

A variance may be requested for the following components::

- Student performance category ranges*
- Teacher observation category ranges**

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 5. TEACHERS: Overall Scoring - Applicability

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Please indicate the area(s) of teacher evaluation ratings for which a variance is being requested.

☒ Student performance category ranges***Only select 'Student performance category ranges' if your variance request involves different values than those included in the table on the left below.****Only select 'Teacher observation'***Student Performance Category**

HEDI ratings must be assigned based on the point distribution below.

	Overall Student Performance Category Score and Rating	
	Minimum	Maximum
H	18	20
E	15	17
D	13	14
I	0	12

Teacher Observation Category

HEDI ratings must be assigned based on locally-determined ranges consistent with the constraints listed below.

	Overall School Visit Category Score and Rating	
	Minimum	Maximum
H	3.5 to 3.75	4.0
E	2.5 to 2.75	3.49 to 3.74
D	1.5 to 1.75	2.49 to 2.74
I	0.00	1.49 to 1.74

Annual Professional Performance Review - Variance, Education Law §3012-dTask 5. TEACHERS: Overall Scoring - Student Performance Category Ranges

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Student Performance Category Ranges*The overall Student Performance category score will be converted into a HEDI rating based on the ranges listed in the tables below.***Please complete the table below to assign student performance category scores from 0 to 20 to HEDI categories.**

	Low Value	High Value
Highly Effective	17	20
Effective	13	16
Developing	10	12
Ineffective	0	9

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 5. TEACHERS: Overall Scoring - Overall Rating, Variance Details & Assurances**

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Variance Details*Please read the questions below and answer each prompt in a concise manner.***Rationale****Please provide a rationale for this variance request.**

> Your rationale should include information regarding the specific, identified needs and/or challenges of the LEA, and how such needs and/or challenges inform development of the category scoring ranges variance request.

Please see Task 2

Rigor**Please provide a description of how the LEA will ensure that evaluations are rigorous and enable strong and equitable inferences about the effectiveness of the LEA's educators.**

> This description should include how rigor is achieved and maintained, including relevant processes and methodologies.

> This description may include, but is not limited to, how data will be used to draw inferences, including how the derived data informs decisions and guidance for the LEA's educators.

Please see section 2

Professional Learning**Please provide a description of how the LEA will use the information collected through the evaluation system, including the assigned effectiveness ratings, to provide personalized professional learning opportunities for educators.**

> This description may include, but is not limited to, methodologies and procedures for:

- collecting information about educator effectiveness to inform professional learning,
- specific details regarding both the type(s) and extent of professional learning opportunities anticipated,
- processes for delivery of personalized learning opportunities, and
- use of data to measure the efficacy of such professional learning.

Please see section 2

Effectiveness of Implementation**Please provide a description of how the LEA will assess the effectiveness of the implementation of the variance.**

> This description may include, but is not limited to, processes and procedures for:

- collection and analysis of both short- and long-term data,
- the standard(s) used to measure the effectiveness of implementation, and
- how results will be used to inform future implementation.

Please see section 2

Category and Overall Rating Assurances

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 5. TEACHERS: Overall Scoring - Overall Rating, Variance Details & Assurances**

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Please check all of the boxes below as applicable to all teachers included in this variance request for category and overall scoring and ratings.

- ☒ Assure that the process by which weights and scoring ranges are assigned to subcomponents and categories is transparent and available to those being rated before the beginning of each school year.
- ☒ Assure that each subcomponent and category score and rating will be calculated pursuant to the LEA's approved APPR plan and/or this variance application and in compliance with Education Law Section 3012-d.
- ☒ Assure that the Overall rating will be calculated pursuant to the requirements specified in Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that it is possible to obtain a zero in each subcomponent.
- ☒ Assure the overall rating determination for a teacher shall be determined according to the evaluation matrix.
- ☒ Assure that a student will not be instructed, for two consecutive school years, by any two teachers of the same subject in the same LEA, each of whom received an Ineffective rating under Education Law Section 3012-d in the year immediately prior to the school year in which the student is placed in the teacher's classroom unless the LEA has a Department-approved waiver from this requirement.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 6. TEACHERS: Additional Requirements - Variance Request**

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Additional Requirements for Teachers

For more information on the additional requirements for teachers, see NYSED APPR Guidance.

Education Law §3012-d requires that a complete APPR plan must include a process for teacher improvement plans, appeals, and evaluator training as determined by the Commissioner. The following minimum requirements under Education Law §3012-d are applicable to teachers:

- A form for development of a Teacher Improvement Plan,
- A timely and expeditious process for resolving educator's appeals of APPR ratings,
- A process for training all evaluators of applicable educators.

These requirements must be met through either the LEA's current APPR plan or this variance. To the extent that the variance does not address a requirement, the currently approved APPR plan will apply.

Variance Request

LEAs may use this variance application to develop a process for Teacher Improvement Plans, appeals and/or training in a manner that differs from the process described in the Commissioner's regulations.

Any teachers not covered by this variance request

Choose the appropriate response below.

- ☒ A variance is not requested for teacher improvement plans, appeals, or training.
- ☐ The details of the variance request applicable to teacher improvement plans, appeals, and/or training is described in the subsequent section.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 7. PRINCIPALS: Required Student Performance - Variance Request**

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Required Student Performance Subcomponent

For guidance on the Required subcomponent of the Student Performance category, see NYSED APPR Guidance.

100% of the Student Performance category if only the Required subcomponent is used or locally determined if the Optional subcomponent is selected.

Education Law §3012-d requires that the principal evaluation system be aligned to the requirements for teacher evaluations, including the required student performance subcomponent. Therefore, the required student performance subcomponent variance request for principals must be aligned to the teacher evaluation requirements.

This requirement

must be met through

currently approved APPR plan will apply.

Variance Request

LEAs may use this variance application to develop a process to demonstrate student growth based on principal practice for a principal or group of principals that differs from the process described in the Commissioner's regulations.

Any principals not covered by this variance request

Choose the appropriate response below.

- ☐ A variance is not requested for the required student performance subcomponent for principals.
- ☒ The details of the variance request for the required student performance subcomponent for principals is described in the subsequent section.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 7. PRINCIPALS: Required Student Performance - Applicability

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Applicable Principals

Please indicate all principals to whom this required student performance variance request applies.

To add configurations for additional principals, click "Add Row".

Grade From	Grade To
K	12

Applicable Areas

A variance may be requested for the following areas of the required student performance subcomponent:

- A description of the measure(s) of student growth to be used (e.g., the SLO goal setting process; SLO components)
- Applicable evidence of student learning (e.g., how growth will be measured through various forms of assessment, evaluation of student performance)
- A method for converting student results to a score on a scale from 0-20*
- A scale for conversion of the score of 0 to 20 to a HEDI rating*

Please indicate the area(s) of the required student performance subcomponent for which a variance is being requested.

- ☒ Measures of student growth
- ☒ Evidence of student learning
- ☒ HEDI ranges*

*Only select 'Conversion to a 20-point score' or 'HEDI ranges' if your variance request involves different values than those included in the table below.

Highly Effective			Effective			Developing		Ineffective															
								1	1	1													
								2	1	0	9	8	7	6	5	4	3	2	1	0			
20	19	18	17	16	15	14	13	5	4	4	3	3	2	2	2	1	1	9					
97-	93-	90-	85-	80-	75-			5	9	4	9	4	9	5	1	7	3		5	0			
100%	96%	92%	89%	84%	79%	67-74%	60-66%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
								5	5	4	4	3	3	2	2	2	1	1	8	4			
								9	4	8	3	8	3	8	4	0	6	2	%	%	%	%	%
								%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 7. PRINCIPALS: Required Student Performance - Measures of Student Growth**

Page Last Modified: 02/22/2021

Measures of Student Growth

Describe the measure(s) that will be used to evaluate principals for the required student performance subcomponent (e.g., goal setting process; demonstration of student growth).

The input model will be used for principals. Five elements of the Multidimensional Rubric have been identified as leader behaviors that contribute to increased student growth. The focus is on research informed best practices which were identified as essential for creating the conditions for continued student growth. The five elements were chosen because they are deemed critical for assuring student growth at this point in time with programs experiencing interruptions and migration to new models due to the pandemic. Evidence will be collected on those five elements using a notecatcher with questions focused on identifying success in leading each element. Additionally, a Data Driven Instruction model is being implemented to help teachers, with the support of principals, identify student, classroom and program learning targets and use both formative and summative data to measure progress. Principals will be asked to provide both evidence of student learning as well as evidence of their leadership in leading this initiative in their building.

Measures Assurance

Please check the box below.

- ☒ Assure that all student growth targets shall measure the change in a student's performance between the baseline and the end of the course.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 7. PRINCIPALS: Required Student Performance - Evidence of Student Learning**

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Evidence of Student Learning

Please identify any evidence of student learning to be used. A description of how growth will be measured through various forms of assessment should be included in the last section of this variance request.

Type(s) of Evidence☒ Other (add details below)**Other Evidence****Identify evidence of student growth used that is not a State, locally-developed, or third party assessment.**

Five elements of the Multidimensional Rubric tied directly to improved student results have been identified. These elements will be used to gather evidence and a score will be given based on the five identified elements. See discussion of notecatcher below.

Annual Professional Performance Review - Variance, Education Law §3012-dTask 7. PRINCIPALS: Required Student Performance - HEDI Ranges

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HEDI Ranges

In the table below, please indicate the locally-determined scoring ranges for each of the rating categories.

	Low Value	High Value
Highly Effective	17	20
Effective	13	16
Developing	10	12
Ineffective	0	9

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 7. PRINCIPALS: Required Student Performance - Variance Details, Weighting & Assurances

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Variance Details

Please read the questions below and answer each prompt in a concise manner.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 7. PRINCIPALS: Required Student Performance - Variance Details, Weighting & Assurances**

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Rationale**Please provide a rationale for this variance request.****> Your rationale should include information regarding the specific, identified needs and/or challenges of the LEA, and how such needs and/or challenges inform development of the required student performance variance request.**

The input model will be used for principals. Five elements of the Multidimensional Rubric have been identified as leader behaviors that contribute to increased student growth. The focus is on research informed best practices which were identified as essential for student growth and success. The five elements were chosen because they were deemed essential for continued success during a time of new models of learning dictated by the pandemic. Evidence will be collected on those five elements. A score of 0 will be given for evidence that does not reach criteria for a score of one or lack of evidence in an element.

Southern Westchester BOCES has been focused on two important goals which were developed collaboratively through district wide Think Tanks that were tasked with using data to identify gaps in the district and then develop action plans to close those gaps. The first district goal is focused on Instructional Process and Planning. Referred to as "Focus On Learning," all action plan items developed throughout the year are targeted to teacher decision making in planning instruction. Professional development includes crafting standards-informed unit outcomes and lesson objectives, crafting engaging activities aligned to those outcomes/objectives, creating opportunities for guided and independent practice and designing quality formative and summative assessments that inform future planning. All principals are required to attend the training and create a project which demonstrates their implementation of the initiative. This goal focuses on the shared belief that creating a common language and understanding of each element of planning for lessons, implementing the lesson and reflecting on the lesson is essential to the success of each student. Cohorts of principals, teachers and teaching assistants attend a five-day training stretched across the school year.

The second district goal is Connected Learning Environment. This goal focuses the entire faculty and staff on research informed practices that honor each learner and "connect" them to the school.

The SWBOCES professional development plan is built around these two goals and extensive learning opportunities exist for all faculty and staff. Principals attend a minimum of ten learning sessions each year focused on developing leadership skills and knowledge bases that will help them successfully lead both goals. The input model allows us to continue to measure what is important to our learning community and keep our focus on closing the identified gaps.

While the proposed evaluation process would be important in moving us ahead in any year, the COVID response period dictates that this focus is essential. Westchester has been greatly impacted by the pandemic and our programs have had to migrate to remote status on multiple occasions. Currently all programs except CTE have been in a hybrid or remote model at some point during the year. Avoiding regression and keeping students on track with IEP and program goals and graduation requirements are a continuous focus.

In previous years, we have used Student Learning Objectives with targets that were developed based on a five-year data review. Targets reflected benchmarks that needed to be achieved in order to assure that a high school student reached exit criteria. Principals received a district wide score based on the group SLO unless they received a NYS growth score. The input model will continue to include monitoring data in alignment with high school exit criteria. Our data indicates that student scores improve based on their time in program. Given the challenges of the current year, contact time with students and student time in classrooms has been impacted. SWBOCES educators are tasked with creating connections for students in an ever-changing environment while identifying the most important learning and ways to engage students in achieving the identified outcomes/objectives. Targets under the proposed variance will be classroom specific. Many will be driven by IEP goals, others will be tied to industry exams. The diversity of a BOCES requires that each program and classroom review exit criteria for both the current year and the program and continuously assess against that criteria. Leaders will meet with their staff to review baseline data, classroom/program outcomes and set both short term and long-term goals based on that review. In the current year the focus will include both avoiding regression and closing gaps that are due to regression as well as moving students toward long term goals. Principals will receive staff development on the target setting and monitoring process and the district data team will focus on the identified data points which will inform continued work with students. Directors, who evaluate principals, will participate in staff development on the target setting and monitoring process for principals.

The input model keeps us on our path but uses a richer measurement tool. Traditionally, the SLO used one-time assessment results. The variance identifies the practices that have led to improved results in the past, giving leaders and teachers the opportunity to grow their skill sets in the ever-changing environment. Focus on principal and teacher practice in changing environments is essential to minimizing regression of learners and continuing on our trajectory. The Multidimensional rubric will continue to be used for school visits and all negotiated observable elements will be scored. The student performance score will be calculated through gathering and aligning evidence to the five elements of the rubric believed to be tied directly to student growth.

A score of 3 on the Multidimensional Rubric is widely accepted as evidence of strong leadership practice. While district leaders have often received a score of 3 or above, leading in a remote learning or hybrid environment dictates new learning for all educators even those with extensive experience. The proposed HEDI rating allows for up to two areas of the elements to be gaps for educators where they will be focusing on "Developing" those skills. It also sets the bar by requiring several elements be at the Effective range or above. It does not allow for ineffective practice in the overall scoring model. Lack of evidence or evidence that does not meet the criteria of the rubric rating of 1 would result in a score of 0. Each of the five

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 7. PRINCIPALS: Required Student Performance - Variance Details, Weighting & Assurances**

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elements is scored individually (0-4) and added together for a possible composite score of 20. The principal will receive their final score for the student performance category through the assignment of a HEDI score based on the proposed scoring ranges. (H 17-20, E 13-16, D 10-12, I 0-9) The school principals at SWBOCES have used a notecatcher for the past several years because we have focused our collection of evidence using the MPPR rubric through the filter of our district goals. The notecatcher has been updated this year to highlight the five elements that have been determined to be tied to research informed leadership that would result in strong student growth. Additional evidence will be collected in alignment with the identified elements and a scoring tool has been developed to generate the second score based on evidence collected, evaluated and scored against the rubric.

Standards and Procedures

Please provide a description of the standards and procedures that will be used in lieu of those included in the LEA's most recently approved evaluation plan.

> This description should include a specific, detailed explanation of the new and innovative approach that the LEA is seeking to implement as part of its variance request.

> This description should include, but not be limited to, a description of the alternate measures of student growth and/or evidence of student learning that will be used to evaluate educators.

Please see Rationale

Additionally, during the pandemic period, SWBOCES is using remote, hybrid and onsite learning during the 2020-2021 school year based on space capacity and student needs. Focusing on research informed best practices in leading individualized instruction is essential to assuring student growth can take place in the variety of models. Leading school-wide learning communities in reimagining the instructional program in a positive school culture is the real work of this unprecedented time. Models for instruction are fluid and likely to change over the coming months and years.

While the proposed evaluation process would be important in moving us ahead in any year, the COVID response period dictates that this focus is essential. Westchester has been greatly impacted by the pandemic and our programs have had to migrate to remote status on multiple occasions. Currently all programs except CTE are in a hybrid or remote model.

Evidence will be collected on specific elements from Domain 2, School Culture and Instructional Program, of the Multi-dimensional Rubric. The elements focus on creating a personalized and motivating learning environment for students, supervising instruction with a focus on expectations for inclusion of best practices, maximizing instructional time, promoting the use of the most effective and appropriate technologies and developing assessment and accountability systems for student learning. School principals will be asked to provide evidence from their practice that demonstrates that they have been focused on these research informed practices and must use both quantitative and qualitative data. Quantitative data, in the form of student performance results, will be identified through the district wide Data Driven Instruction initiative and will include formative and summative assessment results based on student, classroom and program learning outcome goals.

From Domain II, The Multidimensional Rubric

creates a personalized and motivating learning environment for students in which they are involved in meaningful and relevant learning opportunities that they recognize as connected to their experiences, needs and cultures

supervises instruction and makes explicit the expectation that teachers remain current in research based best practices and incorporate them into their work

maximizes time spent on quality instruction by protecting it from interruptions and inefficient scheduling, minimizing interruptions to instructional time

promotes the use of the most effective and appropriate technologies to support teaching and learning and ensures that necessary resources are available

develops assessment and accountability systems to monitor student progress, uncover patterns and trends, and provide a way to contextualize current student strengths and needs inside history that connects changes in teaching and learning to student achievement

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 7. PRINCIPALS: Required Student Performance - Variance Details, Weighting & Assurances**

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Rigor

Please provide a description of how the LEA will ensure that evaluations are rigorous and enable strong and equitable inferences about the effectiveness of the LEA's educators.

> This description should include how rigor is achieved and maintained, including relevant processes and methodologies.

> This description may include, but is not limited to, how data will be used to draw inferences, including how the derived data informs decisions and guidance for the LEA's educators.

Please see Rationale:

Additionally, rigor is embedded in the Multidimensional rubric. Each area of focus clearly defines ineffective practice, exemplary practice and the migration from one to the other. Extensive professional development for principals and their evaluators is planned and includes calibration exercises.

Additional evidence will be collected in the highlighted areas using a notecatcher with reflection questions that will help communicate shared expectation. Collection of formative and summative data that demonstrates continued student progress will be defined according to program and student learning goals.

All principals will participate in ongoing training, done in collaboration with a the district data team, to identify benchmarks, measurement tools and indicators of progress toward learning goals. Directors will meet with principals to support their work in assessing student growth and provide feedback as part of our ongoing feedback/evaluation cycle.

Professional Learning

Please provide a description of how the LEA will use the information collected through the evaluation system, including the assigned effectiveness ratings, to provide personalized professional learning opportunities for educators.

> This description may include, but is not limited to, methodologies and procedures for:

- **collecting information about educator effectiveness to inform professional learning,**
- **specific details regarding both the type(s) and extent of professional learning opportunities anticipated,**
- **processes for delivery of personalized learning opportunities, and**
- **use of data to measure the efficacy of such professional learning.**

Please see Rationale:

Additionally, our professional development plan continues to focus on our instructional process and planning goal and our connected learning environment goal. This year professional development has shifted to identify the skills needed to continue our work toward those goals in the ever changing school environment including remote and hybrid instruction models. Principals attend professional development with staff members to help maximize the learning and focus their collection of evidence of application of learning through professional development in classroom observations. Coaching and support is provided by SWBOCES cabinet members on a regular basis.

Professional development for principals on the important elements of the student performance proposed variance is taking place in 20-21 school year and in the planning stage for subsequent years. These sessions are currently led by a NYSED Network Team trained facilitator. Training is focused on quality evidence collection, Data Driven Instruction models and use of data, Integration of standards based instruction and evaluation techniques that capture research informed aligned practice.

Training films have been developed and ongoing staff development is taking place both with administrators to support them in meeting success, but also with evaluators of principals. Modeling films on good evaluation practices are developed and have been shared across the district. Calibration exercises will take place with the evaluators of principals.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 7. PRINCIPALS: Required Student Performance - Variance Details, Weighting & Assurances**

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Effectiveness of Implementation

Please provide a description of how the LEA will assess the effectiveness of the implementation of the variance.

> This description may include, but is not limited to, processes and procedures for:

- collection and analysis of both short- and long-term data,
- the standard(s) used to measure the effectiveness of implementation, and
- how results will be used to inform future implementation.

Please see Rationale: Additionally, evidence will be collected in a notecatcher, highlighting the five elements in Domain 2 that are designated as being tied to student performance. The form is provided to principals at a fall staff development day focused on their evaluation. Data on student learning continues to be collected throughout the year. The collective goal is to avoid regression of student growth during this unprecedented time and in the subsequent years when migration back to a traditional model is possible.

While this approach focuses on the behaviors of leaders in creating conditions for student growth, formative and summative assessments specific to each program/classroom that are used to measure student progress will be included in the evidence discussion and collection process and will be analyzed at the district level to assure the effectiveness of the evaluation model. Evaluations of principals will be part of a calibration exercise. This review should indicate effectiveness of implementation and drive continued professional development for principals. Evidence of successes and gaps will be used for future planning.

Review of evaluations of principals will be part of a calibration exercise. This review will indicate effectiveness of implementation and drive continued professional development for principals. Evidence of successes and gaps will be used for future planning.

A sample of the reflection questions taken from the notecatcher in Domain Two (the focus of the student performance component) appear below:

What steps did you take to identify key areas of focus for staff development?

How are the circumstances of this year influencing the learning plan for both students and staff? How are you leading to assure a positive learning experience?

What data are you collecting that indicate we are continuing on the district identified trajectory for students to meet graduation exit criteria?

How are you collaboratively identifying evidence that would indicate effective implementation? How can you align this evidence with our approved evaluation rubrics? Specifically, What is your plan for

- Building capacity within your team?
- Identifying the key drivers of successful implementation?
- Identifying how to measure successful implementation?
- Gathering qualitative and quantitative data as evidence of implementation?
- Providing feedback?
- Aligning the work to the Danielson rubric where appropriate?

Use of the Optional Student Performance Subcomponent & Weighting

Please indicate if the Optional subcomponent will be used in the process included in this variance request by making the appropriate selection below.

- ☒ The optional subcomponent is not included in this variance; the required subcomponent will comprise 100% of the Student Performance category.

Required Student Performance Variance Assurances

Please check the box below as applicable to all principals included in this required student performance variance request.

- ☒ Assure that scores and ratings for the required student performance subcomponent will be calculated consistent with the process described in the LEA's approved APPR plan and/or this variance application and in compliance with Education Law Section 3012-d.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 8. PRINCIPALS: Optional Student Performance - Variance Request

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Variance Request

LEAs may use this variance application to develop an optional second measure for a principal or group of principals that differs from the process described in the Commissioner's regulations.

Any principals not covered by this variance request

Please make the appropriate selection below.

☒ A variance is not requested for the optional student performance subcomponent for principals.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 9. PRINCIPALS: School Visits - Variance Request

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Variance Request

LEAs may use this variance application to evaluate principal practice in a manner that differs from the process described in the Commissioner's regulations.

Any principals not covered by this variance request

Please make the appropriate selection below.

☒ A variance is not requested for the principal school visit category.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 10. PRINCIPALS: Overall Scoring - Variance Request

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Variance Request

LEAs may use this variance application to define the HEDI ranges for the Student Performance and/or Principal School Visit category that is different than those included in the Commissioner's regulations.

Any principals not covered by this variance request

Please make the appropriate selection below.

- ☒ The details of the variance request for category ratings for principals is described in the subsequent section.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 10. PRINCIPALS: Overall Scoring - Applicability

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Applicable Principals

Please indicate all principals to whom this category ratings variance request applies.

To add configurations for additional principals, click "Add Row".

Grade From	Grade To
K	12

Applicable Areas

A variance may be requested for the following components:

- Student performance category ranges*
- Principal school visit category ranges**

Please indicate the area(s) of principal evaluation ratings for which a variance is being requested.

☒ Student performance category ranges*

*Only select 'Student performance category ranges' if your variance request involves different values than those included in the table on the left below.

**Only select 'Principal school visit category ranges' if your variance request involves different values than those included in the table on the right below.

Student Performance Category

HEDI ratings must be assigned based on the point distribution below.

	Overall Student Performance Category Score and Rating	
	Minimum	Maximum
H	18	20
E	15	17
D	13	14
I	0	12

Principal School Visit Category

HEDI ratings must be assigned based on locally-determined ranges consistent with the constraints listed below.

	Overall School Visit Category Score and Rating	
	Minimum	Maximum
H	3.5 to 3.75	4.0
E	2.5 to 2.75	3.49 to 3.74
D	1.5 to 1.75	2.49 to 2.74
I	0.00	1.49 to 1.74

Annual Professional Performance Review - Variance, Education Law §3012-dTask 10. PRINCIPALS: Overall Scoring - Student Performance Category Ranges

Page Last Modified: 11/23/2020

Student Performance Category Ranges*The overall Student Performance category score will be converted into a HEDI rating based on the ranges listed in the tables below.***Please complete the table below to assign student performance category scores from 0 to 20 to HEDI categories.**

	Low Value	High Value
Highly Effective	17	20
Effective	13	16
Developing	10	12
Ineffective	0	9

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 10. PRINCIPALS: Overall Scoring - Overall Rating, Variance Details & Assurances**

Page Last Modified: 11/23/2020

Variance Details*Please read the questions below and answer each prompt in a concise manner.***Rationale****Please provide a rationale for this variance request.****> Your rationale should include information regarding the specific, identified needs and/or challenges of the LEA, and how such needs and/or challenges inform development of the category ratings variance request.**

The new models that are part of the 2020-2021 school year have shifted the role of the building leader. Recognizing that the learning curve is steep in creating a fluid model that can move between on site, remote and hybrid environment in the diverse classrooms and programs that serve SWBOCES students, all leaders will be taking on new challenges. The proposed rating honors the opportunity to learn new skills while celebrating areas of strength that transfer well to the new environment.

Rigor**Please provide a description of how the LEA will ensure that evaluations are rigorous and enable strong and equitable inferences about the effectiveness of the LEA's educators.****> This description should include how rigor is achieved and maintained, including relevant processes and methodologies.****> This description may include, but is not limited to, how data will be used to draw inferences, including how the derived data informs decisions and guidance for the LEA's educators.**

A note catcher has been developed to highlight the skills that are needed for success on the identified elements of Standard II of the Multidimensional Rubric. The notecatcher will help stakeholders identify key drivers of success including formative and summative data. Leaders will collectively identify the evidence that best illustrates success in identified elements. Evidence of the principal's leadership in the identified areas may include but is not limited to: formative and summative student learning data, student data systems, meeting notes, communications, professional development materials etc.

Professional Learning**Please provide a description of how the LEA will use the information collected through the evaluation system, including the assigned effectiveness ratings, to provide personalized professional learning opportunities for educators.****> This description may include, but is not limited to, methodologies and procedures for:**

- collecting information about educator effectiveness to inform professional learning,
- specific details regarding both the type(s) and extent of professional learning opportunities anticipated,
- processes for delivery of personalized learning opportunities, and
- use of data to measure the efficacy of such professional learning.

Regular meetings are established with SWBOCES cabinet members and principals to discuss building and department initiatives and evidence that demonstrates success. The identified elements of Domain II will be used as a filter for those collaborative discussions and to inform shared professional development. Gaps noted through the evaluation process will guide additional coaching/learning.

Effectiveness of Implementation**Please provide a description of how the LEA will assess the effectiveness of the implementation of the variance.****> This description may include, but is not limited to, processes and procedures for:**

- collection and analysis of both short- and long-term data,
- the standard(s) used to measure the effectiveness of implementation, and
- how results will be used to inform future implementation.

The most important indicator of effectiveness of implementation is evidence of a lack of regression in student learning.

The multidimensional rubric will define the standard by which success is met. The rubric identifies ineffective practice, exemplary practice and steps in between. The collective data will be reviewed by the senior leadership team to define next steps.

Category and Overall Rating Assurances

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 10. PRINCIPALS: Overall Scoring - Overall Rating, Variance Details & Assurances**

Page Last Modified: 11/23/2020

Please check all of the boxes below as applicable to all principals included in this variance request for category and overall scoring and ratings.

- ☒ Assure that the process by which weights and scoring ranges are assigned to subcomponents and categories is transparent and available to those being rated before the beginning of each school year.
- ☒ Assure that each subcomponent and category score and rating will be calculated pursuant to the LEA's approved APPR plan and/or this variance application and in compliance with Education Law Section 3012-d.
- ☒ Assure that the Overall rating will be calculated pursuant to the requirements specified in Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that it is possible to obtain a zero in each subcomponent.
- ☒ Assure the overall rating determination for a principal shall be determined according to the evaluation matrix.

Annual Professional Performance Review - Variance, Education Law §3012-d

Task 11. PRINCIPALS: Additional Requirements - Variance Request

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Variance Request

LEAs may use this variance application to develop a process for Principal Improvement Plans, appeals and/or training in a manner that differs from the process described in the Commissioner's regulations.

Any principals not covered by this variance request

Choose the appropriate response below.

- ☒ A variance is not requested for principal improvement plans, appeals, or training.
- ☐ The details of the variance request applicable to principal improvement plans, appeals, and/or training is described in the subsequent section.

Annual Professional Performance Review - Variance, Education Law §3012-d**Task 12. Joint Certification of APPR Variance - Applicability and Certification**

Page Last Modified: 02/23/2021

Applicability of Variance**Need for Variance****Please make the appropriate selection below.**

- ☒ The submission of this variance application is prompted by the impact of COVID-19 on the LEA.

Instructional Model

- ☐ The processes identified in this variance application need only apply if an in-person instructional model is implemented.
- ☐ The processes identified in this variance application need only apply if a remote instructional model is implemented.
- ☐ The processes identified in this variance application need only apply if a hybrid instructional model is implemented.
- ☒ The processes identified in this variance application apply regardless of the instructional model implemented.

Variance Duration

An Annual Professional Performance Review Variance under Education Law §3012-d may be approved for up to THREE (3) years.

Please indicate below the school years to which this variance application will apply.

One, two, or three consecutive academic years may be selected.

- ☒ 2020-21
- ☒ 2021-22
- ☒ 2022-23

Upload APPR Variance Certification Form

Please Note: SED Monitoring timestamps each revision and signatures cannot be dated earlier than the last revision. To ensure the accuracy of the timestamp on each task, please submit from Task 12 only.

Please obtain the required signatures, create a PDF file, and upload your joint certification of the APPR Variance using the "Variance Certification Form" found in the 'Documents' menu on the left side of the page.

APPR Variance Signature Pages.pdf

APPR VARIANCE CERTIFICATION FORM: Please download, check the assurances, sign, and upload this form to complete the submission of your LEA's Annual Professional Performance Review (APPR) Variance, Education Law §3012-d application.

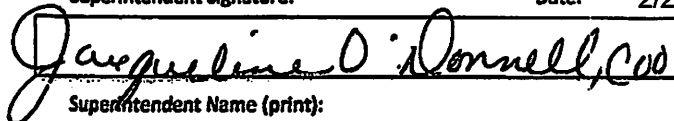
Assurances: Please check the boxes below

- ☒ Assure that all information provided in this variance application is true and accurate as of the date that the variance application is submitted.
- ☒ Assure that once this application is approved by the Department, it shall be considered part of the LEA's approved APPR plan during the effective term of the variance.
- ☒ Assure that, upon a revocation or non-renewal of a variance application at the end of its effective term, the district shall implement its approved evaluation plan in its entirety and without modification, consistent with all requirements of Subpart 30-3.3 of the Rules of the Board of Regents, and absent any terms of the variance.
- ☒ Assure that, where applicable, collective negotiations have been completed on all provisions of this variance application that are subject to collective bargaining.

Signatures, dates

Superintendent Signature:

Date: 2/23/21




Superintendent Name (print):

Jacqueline O'Donnell

Teachers Union President Signature:

Date: 2/23/21



Teachers Union President Name (print):

Melissa Barreto

Administrative Union President Signature:

Date:

Administrative Union President Name (print):

Board of Education President Signature:

Date:

Board of Education President Name (print):

APPR VARIANCE CERTIFICATION FORM: Please download, check the assurances, sign, and upload this form to complete the submission of your LEA's Annual Professional Performance Review (APPR) Variance, Education Law §3012-d application.

Assurances: Please check the boxes below

- ☒ Assure that all information provided in this variance application is true and accurate as of the date that the variance application is submitted.
- ☒ Assure that once this application is approved by the Department, it shall be considered part of the LEA's approved APPR plan during the effective term of the variance.
- ☒ Assure that, upon a revocation or non-renewal of a variance application at the end of its effective term, the district shall implement its approved evaluation plan in its entirety and without modification, consistent with all requirements of Subpart 30-3.3 of the Rules of the Board of Regents, and absent any terms of the variance.
- ☒ Assure that, where applicable, collective negotiations have been completed on all provisions of this variance application that are subject to collective bargaining.

Signatures, dates

Superintendent Signature:

Date:

Jaqueline O'Donnell, COO 2/23/21

Superintendent Name (print):

Jaqueline O'Donnell

Teachers Union President Signature:

Date:

Teachers Union President Name (print):

Administrative Union President Signature:

Date:

Administrative Union President Name (print):

Board of Education President Signature:

Date: 2/23/2021

Catherine A Draper

Board of Education President Name (print):

Catherine Draper

APPR VARIANCE CERTIFICATION FORM: Please download, check the assurances, sign, and upload this form to complete the submission of your LEA's Annual Professional Performance Review (APPR) Variance, Education Law §3012-d application.

Assurances: Please check the boxes below

- ☒ Assure that all information provided in this variance application is true and accurate as of the date that the variance application is submitted.
- ☒ Assure that once this application is approved by the Department, it shall be considered part of the LEA's approved APPR plan during the effective term of the variance.
- ☒ Assure that, upon a revocation or non-renewal of a variance application at the end of its effective term, the district shall implement its approved evaluation plan in its entirety and without modification, consistent with all requirements of Subpart 30-3.3 of the Rules of the Board of Regents, and absent any terms of the variance.
- ☒ Assure that, where applicable, collective negotiations have been completed on all provisions of this variance application that are subject to collective bargaining.

Signatures, dates

Superintendent Signature:

Date: 2/23/21

Jaqueline O'Donnell, COO

Superintendent Name (print):

Jaqueline O'Donnell

Teachers Union President Signature:

Date:

Teachers Union President Name (print):

Administrative Union President Signature:

Date: 2/23/21

Alberta Grant - Johnson

Administrative Union President Name (print):

Alberta Grant - Johnson

Board of Education President Signature:

Date:

Board of Education President Name (print):



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK

Commissioner of Education
President of the University of the State of New York
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Albany, New York 12234

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Fax: (518) 473-4909

August 17, 2018

Revised

Harold Coles, Superintendent
Westchester BOCES
17 Berkley Drive
Rye Brook, NY 10573

Dear Superintendent Coles:

Congratulations. I am pleased to inform you that your Annual Professional Performance Review (APPR) plan meets the criteria outlined in Education Law §3012-d and Subpart 30-3 of the Commissioner's Regulations and has been approved. As a reminder, we are relying on the information you provided on your APPR form, including the certifications and assurances that are part of your approved APPR plan. If any material changes are made to your approved plan, your district/BOCES must submit such material changes to us for approval. Please see the attached notes for further information.

Please be advised that, pursuant to Education Law §3012-d, the Department will be analyzing data supplied by districts, BOCES, and/or schools and may order a corrective action plan if there are unacceptably low correlation results between the Student Performance category and the Teacher Observation or Principal School Visits category, and/or if the teachers' or principals' overall ratings and subcomponent scores show little differentiation across educators and/or the lack of differentiation is not justified by equivalently consistent student achievement results, and/or if schools or districts show a pattern of anomalous results in the Student Performance category and/or the Observation/School Visits category.

The New York State Education Department and I look forward to continuing our work together, with the goal of ensuring that every school has world-class educators in the classroom, every teacher has a world-class principal to support his or her professional growth, and every student achieves college and career readiness.

Thank you again for your hard work.

Sincerely,

MaryEllen Elia
Commissioner

Attachment

NOTE:

Pursuant to sections 30-2.14 and 30-3.17 of the Rules of the Board of Regents, during the 2015-16 through 2018-19 school years, your district/BOCES must calculate transition scores and ratings for teachers and principals that exclude the results of grades 3-8 ELA and math State assessments and any State-provided growth scores. For the 2016-17 through 2018-19 school years, your district/BOCES must establish alternate SLOs for affected teachers and principals who, as a result of the above exclusions, have no remaining measures in the Student Performance Category.

Only documents that are incorporated by reference in your APPR have been reviewed and are considered as part of your APPR; therefore, any supplemental documents such as memorandums of agreement or understanding that were uploaded with your APPR but are not incorporated by reference in your APPR have not been reviewed. However, the Department reserves the right to review the uploaded attachments at any time for consistency with your APPR plan and/or to ensure compliance with applicable laws and regulations; and as a result of such review, the Department may reject your APPR plan and/or require corrective action.

Annual Professional Performance Review - Education Law §3012-d**Task 1. General Information - Tasks 1.1, 1.2**

Page Last Modified: 08/17/2018

Task 1) Disclaimers

For guidance related to Annual Professional Performance Review plans, see NYSED APPR Guidance.

The Department will review the contents of each school district's/BOCES' Annual Professional Performance Review (APPR) plan as submitted using this online form, including required attachments, to determine if the plan rigorously complies with Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents. Department approval does not imply endorsement of specific educational approaches in a district's/BOCES' plan.

The Department reserves the right to request further information from a district/BOCES to monitor compliance with Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents. As such, each district/BOCES is required to keep detailed records on file for each section of the currently implemented APPR plan. Such detailed records must be provided to the Department upon request. The Department reserves the right to disapprove or require modification of a district's/BOCES' plan that does not rigorously adhere to the requirements of Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents.

The Department will not review any attachments other than those required in the online form. Any additional attachments supplied by the school district/BOCES are for informational purposes only for the teachers and principals reviewed under this APPR plan. Statements and/or materials in such additional attachments have not been approved and/or endorsed by the Department. However, the Department considers void any other signed agreements between and among parties in any form that prevent, conflict, or interfere with full implementation of the APPR plan approved by the Department. The Department also reserves the right to request further information from the school district/BOCES, as necessary, as part of its review of this plan.

If the Department reasonably believes through investigation, or otherwise, that statements made in this APPR plan are not true or accurate, it reserves the right to reject this plan at any time and/or to request additional information to determine the truth and/or accuracy of such statements.

1.1) Assurances**Please check all of the boxes below**

- ☒ Assure that the content of this form represents the district's/BOCES' entire APPR plan and that the APPR plan is in compliance with Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that a detailed version of the district's/BOCES' entire APPR plan is kept on file and that a copy of such plan will be provided to the Department upon request for review of compliance with Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that this APPR plan will be posted on the district/BOCES website no later than September 10th of each school year, or within 10 days after the plan's approval by the Commissioner, whichever shall later occur.
- ☒ Assure that it is understood that this district's/BOCES' APPR plan will be posted in its entirety on the NYSED website following approval.

1.2) Submission Status

Is this a first-time submission under Education Law §3012-d or the submission of material changes to an APPR plan approved pursuant to Education Law §3012-d?

Submission of material changes to an APPR plan approved pursuant to Education Law §3012-d

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.1 (Assurances), 2.2 (4-8 ELA/Math)**

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Task 2) Original Required Student Performance Subcomponent

For guidance on the Required subcomponent of the Student Performance category, see NYSED APPR Guidance.

100% of the Student Performance category if only the Required subcomponent is used or at least 50% when used with the Optional subcomponent.

(A) For a teacher whose course ends in a State-created or administered test for which there is a State-provided growth model and at least 50% of a teacher's students are covered under the State-provided growth measure, such teacher shall have a State-provided growth score based on such model.

(B) For a teacher whose course does not end in a State-created or administered test or where less than 50% of the teacher's students are covered by a State-provided growth measure, such teacher shall have a Student Learning Objective (SLO) developed and approved by his/her superintendent or another trained administrator, using a form prescribed by the Commissioner, consistent with the SLO process determined or developed by the Commissioner, that results in a student growth score; provided that, for any teacher whose course ends in a State-created or administered assessment for which there is no State-provided growth model, such assessment must be used as the underlying assessment for such SLO.

2.1) Assurances

Please note: NYS Grades 3-8 ELA/Math Assessments and State-provided growth scores cannot be used for the purposes of providing transition scores and ratings during the 2015-16 through 2018-19 school years, and should be used for advisory purposes only until the 2019-20 school year. Alternate SLOs to be used during the 2016-17 through 2018-19 transition period should be entered in Task 2 (Transition).

Please check the boxes below.

- ☒ Assure that the growth score provided by NYSED will be used, where required.
- ☒ Assure that, starting in the 2019-20 school year, back-up SLOs will be set by the superintendent or another trained administrator for all 4-8 ELA and Math teachers in the event that a State-provided growth score cannot be generated for that teacher.
- ☒ For the 2019-20 school year and thereafter, for any grade/subject that requires a back-up SLO, but for which there are not enough students, not enough scores, or data issues that prevent a teacher-specific SLO from being created, the superintendent or another trained administrator shall develop a school-wide back-up SLO using available State/Regents assessments.
- ☒ Assure that, during the 2015-16 through 2018-19 school years, the results of the NYS Grades 3-8 ELA/Math assessments and State-provided growth scores will continue to be used to calculate an original score and rating for advisory purposes only.

2.2) Grades 4-8 ELA and Math: Assessments (Original)**STATE-PROVIDED MEASURES OF STUDENT GROWTH**

For teachers in grades 4 - 8 Common Branch, ELA, and Math, NYSED will provide a growth score and rating. That rating will incorporate students' academic history compared to similarly academically achieving students and takes into consideration students with disabilities, English language learners, students in poverty, and, in the future, any other student-, classroom-, and school-level characteristics approved by the Board of Regents. While most teachers of 4-8 Common Branch, ELA and Math will have State-provided scores and ratings, some may teach other courses where there is no State-provided growth measure. Teachers with 50 – 100% of students covered by State-provided growth measures will receive a growth score and rating from the State for the full Student Performance category of their evaluation. Teachers with 0 – 49% of students covered by State-provided growth measures must have SLOs for the Student Performance category of their evaluation and one SLO must use the State-provided measure if applicable for any courses. (See APPR Guidance and SLO Guidance for more detail on teachers with State-provided growth measures and SLOs.)

For the 2019-20 school year and thereafter, for those teachers who would typically receive a State-provided growth score, the district/BOCES must also include a back-up SLO in the event that there are not enough students, not enough scores, or data issues that prevent a State-provided growth score from being calculated for that teacher.

Using the drop-down boxes below, please select the assessment(s) that will be used for the back-up SLOs for the grade/subject listed beginning in the 2019-20 school year.

	Grade 4 ELA	Grade 4 Math
State Assessment	Grade 4 ELA	Grade 4 Math

Annual Professional Performance Review - Education Law §3012-d

Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.1 (Assurances), 2.2 (4-8 ELA/Math)

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	Grade 5 ELA	Grade 5 Math
State Assessment	Grade 5 ELA	Grade 5 Math

	Grade 6 ELA	Grade 6 Math
State Assessment	Grade 6 ELA	Grade 6 Math

	Grade 7 ELA	Grade 7 Math
State or Regents Assessment(s)	Grade 7 ELA	Grade 7 Math

	Grade 8 ELA	Grade 8 Math
State or Regents Assessment(s)	Grade 8 ELA	Grade 8 Math

Annual Professional Performance Review - Education Law §3012-d

Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.3 (3 ELA/Math), 2.4 (4/8 SCI)

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2.3) Grade 3 ELA and Math: Assessments (Original)**STUDENT LEARNING OBJECTIVES: Courses Ending with State Assessments or Regents Exams**

For guidance on SLOs, see NYSED SLO Guidance.

SLOs are the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For grade 3 ELA and math; grades 4 and 8 science; high school math, science, and social studies courses associated with Regents exams or, in the future, with other State assessments, the following must be used as the evidence of student learning within the SLO for students taking such assessments:

- State assessments (or Regents or Regent equivalents), *required if one exists*

Using the drop-down boxes below, please select the assessment that will be used for the SLOs for the grade/subject listed.

	Grade 3 ELA	Grade 3 Math
State Assessment	Grade 3 ELA	Grade 3 Math

2.4) Grades 4 and 8 Science: Assessments (Original)**STUDENT LEARNING OBJECTIVES: Courses Ending with State Assessments or Regents Exams**

For guidance on SLOs, see NYSED SLO Guidance.

SLOs are the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For grade 3 ELA and math; grades 4 and 8 science; high school math, science, and social studies courses associated with Regents exams or, in the future, with other State assessments, the following must be used as the evidence of student learning within the SLO for students taking such assessments:

- State assessments (or Regents or Regent equivalents), *required if one exists*

Using the drop-down boxes below, please select the assessment(s) that will be used for the SLOs for the grade/subject listed.

	Grade 4 Science	Grade 8 Science
State or Regents Assessment(s)	Common branch	Grade 8 Science

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.5, 2.6 (High School Courses)**

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2.5) High School Courses Ending in a Regents Exam: Assessments (Original)

Note: Additional high school courses may be included in the "All Other Courses" section of this form (Task 2.10).

STUDENT LEARNING OBJECTIVES: Courses Ending with State Assessments or Regents Exams

For guidance on SLOs, see NYSED SLO Guidance.

SLOs are the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For grade 3 ELA and math; grades 4 and 8 science; high school math, science, and social studies associated with Regents exams or, in the future, with other State assessments, the following must be used as the evidence of student learning within the SLO for students taking such assessments:

- State assessments (or Regents or Regent equivalents), *required if one exists*

Using the drop-down boxes below, please select the assessment(s) that will be used for the SLOs for the grade/subject listed.

	Global 2	US History
Regents Assessment	Global 2 Regents	US History Regents

	Living Environment	Earth Science	Chemistry	Physics
Regents Assessment	Living Environment Regents	Earth Science Regents	Chemistry Regents	Not applicable

	Algebra I	Geometry	Algebra II/Trigonometry
Regents Assessment(s)	Algebra I Regents	Geometry Regents	Algebra II Regents

2.6) High School English Language Arts Courses: Measures and Assessments (Original)

Note: Additional high school English Language Arts courses may be included in the "All Other Courses" section of this form (Task 2.10).

STUDENT LEARNING OBJECTIVES: High School English Language Arts

For guidance on SLOs, see NYSED SLO Guidance.

SLOs shall be used for the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For high school English Language Arts, the following must be used as the evidence of student learning within the SLO:

- The New York State ELA Regents assessment is required in at least one year of high school English Language Arts with a teacher-specific measure in the grade-level ELA course that ends in the ELA Regents assessment.

For grade levels where the Regents exam is not administered:

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.5, 2.6 (High School Courses)**

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- School- or program-wide, group, team, or linked results; or district- or BOCES-wide results with:
- The New York State ELA Regents assessment;
- Any other State assessment(s);
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments; or
- Teacher-specific results with assessment(s) approved for the specific course and grade level that are:
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments.

Using the table below, please select the measure and assessment(s) that will be used for SLOs for the grade/subject listed. Please do not select "All Regents given in the building/district" in addition to individual Regents exams.

	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
9 ELA	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
10 ELA	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
11 ELA	Teacher-specific results	<input checked="" type="checkbox"/> ELA Regents		
12 ELA	District- or BOCES-wide	<input checked="" type="checkbox"/> Grade 3 ELA		

Annual Professional Performance Review - Education Law §3012-d

Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.5, 2.6 (High School Courses)

Page Last Modified: 08/17/2018

	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
	results	<input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Task 2.7 (K-2 ELA/Math)**

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2.7) Grades K-2 ELA and Math: Measures and Assessments (Original)**STUDENT LEARNING OBJECTIVES: Courses without State Assessments or Regents Exams**

For guidance on SLOs, see NYSED SLO Guidance.

SLOs shall be used for the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For grades K-2 ELA/math, district-determined assessments from options below may be used as evidence of student learning within the SLO:

- School- or program-wide, group, team, or linked results; or district- or BOCES-wide results with:
- State assessment(s);
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments; or
- Teacher-specific results with assessment(s) approved for the specific course and grade level that are:
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments.

Using the table below, please select the measure and assessment(s) that will be used for SLOs for the grade/subject listed.

	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
K ELA	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
K Math	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math		

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Task 2. Original Student Performance - Required (Teachers) - Original Task 2.7 (K-2 ELA/Math)

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	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
		<input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
1 ELA	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
1 Math	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
2 ELA	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math		

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Task 2. Original Student Performance - Required (Teachers) - Original Task 2.7 (K-2 ELA/Math)

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	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
		<input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
2 Math	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.8 (6-8 SCI/SS) 2.9 (Global 1)**

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2.8) Grades 6-7 Science and Grades 6-8 Social Studies: Measures and Assessments (Original)**STUDENT LEARNING OBJECTIVES: Courses without State Assessments or Regents Exams**

For guidance on SLOs, see NYSED SLO Guidance.

SLOs shall be used for the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For grades 6-7 science and grades 6-8 social studies, district-determined assessments from options below may be used as evidence of student learning within the SLO:

- School- or program-wide, group, team, or linked results; or district- or BOCES-wide results with:
- State assessment(s);
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments; or
- Teacher-specific results with assessment(s) approved for the specific course and grade level that are:
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments.

Using the table below, please select the measure and assessment(s) that will be used for SLOs for the grade/subject listed.

	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
6 Science	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
7 Science	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math		

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Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.8 (6-8 SCI/SS) 2.9 (Global 1)

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	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
		<input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
6 Social Studies	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
7 Social Studies	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
8 Social Studies	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math		

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.8 (6-8 SCI/SS) 2.9 (Global 1)**

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	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
		<input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		

2.9 Regents Global Studies 1: Measure and Assessment(s) (Original)

Note: Additional high school social studies courses may be included in the "All Other Courses" section of this form (Task 2.10).

STUDENT LEARNING OBJECTIVES: Courses without State Assessments or Regents Exams

For guidance on SLOs, see NYSED SLO Guidance.

SLOs shall be used for the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For Global Studies 1, district-determined assessments from options below may be used as evidence of student learning within the SLO:

- School- or program-wide, group, team, or linked results; or district- or BOCES-wide results with:
- The New York State Global 2 Regents assessment;
- Any other State assessment(s);
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments; or
- Teacher-specific results with assessment(s) approved for the specific course and grade level that are:
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments.

Using the table below, please select the measure and assessment(s) that will be used for SLOs for Global Studies 1.

	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
Global 1	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math		

Annual Professional Performance Review - Education Law §3012-dTask 2. Original Student Performance - Required (Teachers) - Original Tasks 2.8 (6-8 SCI/SS) 2.9 (Global 1)

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	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
		<input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.10 (Other Courses), 2.11-2.14**

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2.10) All Other Courses (Original)**STUDENT LEARNING OBJECTIVES: Courses without State Assessments or Regents Exams**

For guidance on SLOs, see NYSED SLO Guidance.

SLOs shall be used for the required student performance measure for teachers who do not receive a State-provided growth score. (Please note that for teachers with more than one grade and subject, SLOs must cover the courses taught with the largest number of students, combining sections with common assessments, until a majority of students are covered.)

For courses that end in a State or Regents assessment:

- The State or Regents assessment must be used as the evidence of student learning within the SLO for students taking such assessments.

For other grades/subjects, district-determined assessments from options below may be used as evidence of student learning within the SLO:

- School- or program-wide, group, team, or linked results; or district- or BOCES-wide results with:
- State assessment(s);
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments; or
- Teacher-specific results with assessment(s) approved for the specific course and grade level that are:
- District-determined assessments from the list of State-approved 3rd party assessments; or
- State-approved district, regional or BOCES-developed assessments.

Fill in the following, as applicable, for all other teachers in additional grades/subjects that have SLOs (you may combine into one course listing any groups of teachers for whom the measure and assessment(s) are the same including, for example, "All courses not named above"):

Column 1: lowest grade that corresponds to the course**Column 2: highest grade that corresponds to the course****Column 3: subject of the course****Column 4: measure used****Columns 5-6: assessment(s) used**

Follow the examples below to list other courses.

	(1) lowest grade	(2) highest grade	(3) subject	(4) measure	(5-6) assessment(s)
All Other Courses	K	12	All courses not named above	District- or BOCES-wide results	ELA Regents, Algebra I Regents
K-3 Art	K	3	Art	Teacher-specific results	Questar III BOCES
Grades 9-12 English Electives	9	12	English Electives	School- or program-wide, group, team, or linked results	All Regents given in building/district

To add additional courses, click "Add Row".

Grade From	Grade To	Subject	Measure	State or Regents Assessment(s)	Locally-developed Course-Specific Assessment(s)	Third Party Assessment(s)
K	12	All courses not named above	District- or BOCES-wide	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA		

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Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.10 (Other Courses), 2.11-2.14

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Grade From	Grade To	Subject	Measure	State or Regents Assessment(s)	Locally-developed Course-Specific Assessment(s)	Third Party Assessment(s)
			results	<input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
3	12	Special Education	Teacher-specific results	<input checked="" type="checkbox"/> NYSAA		

2.11) HEDI Scoring Bands

Highly Effective			Effective			Developing		Ineffective												
20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
97-100%	93-96%	90-92%	85-89%	80-84%	75-79%	67-74%	60-66%	55-59%	49-54%	44-48%	39-43%	34-38%	29-33%	25-28%	21-24%	17-20%	13-16%	9-12%	5-8%	0-4%

2.12) Teachers with More Than One Growth Measure (Original)

For more information on teachers with more than one growth measure, please see NYSED APPR Guidance and NYSED SLO Guidance.

If educators have more than one State-provided growth score and rating, those scores and ratings will be combined into one 0-20 score and HEDI rating for the Required Student Performance subcomponent provided by the Department. (Examples: Common branch teacher with State-provided growth measures for both ELA and Math in grade 4; middle school math teacher with both 7th and 8th grade math courses.)

If educators have more than one SLO (or a State-provided growth measure and an SLO), the measures will each earn a score from 0-20 points which districts/BOCES must weight proportionately based on the number of students in each SLO (or in the State-provided growth measure and the SLO).

2.13) Assurances

For guidance on SLOs and the development of back-up SLOs, please see NYSED APPR Guidance and SLO Guidance.

Annual Professional Performance Review - Education Law §3012-d**Task 2. Original Student Performance - Required (Teachers) - Original Tasks 2.10 (Other Courses), 2.11-2.14**

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Please check the boxes below.

- ☒ Assure that the teacher has an SLO or a back-up SLO, where applicable, consistent with the goal setting process developed by the Commissioner that results in a student growth score.
- ☒ Assure that all growth targets represent a minimum of one year of expected growth, as determined by the superintendent or another trained administrator. Such targets, as determined by the superintendent or another trained administrator, may only take the following characteristics into account: poverty, students with disabilities, English language learner status and prior academic history.
- ☒ Assure that all growth targets are approved by the superintendent or another trained administrator.
- ☒ Assure that any disagreement between parties regarding the content of the SLO, including the growth target, will be resolved by the superintendent or another trained administrator.
- ☒ Assure that if a teacher's SLO is based on a small n size population and the district/BOCES chooses not to use the HEDI scoring bands listed in task 2.11, then the teacher's 0-20 score and HEDI rating will be determined using the HEDI scoring bands specified by the Department in APPR Guidance.
- ☒ Assure that processes are in place for the superintendent to monitor SLOs.
- ☒ Assure that the final Student Performance category rating for each teacher will be determined using the weights and growth parameters specified in Subpart 30-3 of the Rules of the Board of Regents and the approved APPR plan.

2.14) Use of the Optional Subcomponent and Student Performance Category Weighting

- If the Optional subcomponent is not used, the Required subcomponent will comprise 100% of the Student Performance category.
- If the Optional subcomponent is used, the Required subcomponent must comprise at least 50% of the Student Performance category.

Please indicate if the Optional subcomponent will be used by making the appropriate selection below.

NO, the Optional subcomponent WILL NOT be used; the Required subcomponent will comprise 100% of the Student Performance category.

Annual Professional Performance Review - Education Law §3012-d**Task 2. Transition Student Performance - Required (Teachers) - Task 2 Alternate SLOs**

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Task 2) Required Student Performance Subcomponent (Transition Period, 2016-17 through 2018-19)*The measures indicated in this section only apply during the 2016-17 through 2018-19 school years.*

For guidance on the Required subcomponent of the Student Performance category or guidance on the use of alternate SLOs during the transition period, see NYSED APPR Guidance.

During the 2016-17 through 2018-19 school years, pursuant to the requirements of §30-3.17 of the Rules of the Board of Regents, grades 3-8 NYS ELA/math assessments and any State-provided growth scores may only be used for advisory purposes and may not be used for the purpose of calculating transition scores and ratings.

If grades 3-8 ELA/math State assessments and any State-provided growth scores are the entirety of the Student Performance category, districts/BOCES must also develop an alternate SLO based on assessments that are not grade 3-8 ELA/math State assessments and/or on State-provided growth scores for the Required subcomponent of the Student Performance category during the transition to higher standards through new State assessments aligned to revised learning standards and a revised State-approved growth model.

2.2-2.10) Alternate SLOs (Transition Period, 2016-17 through 2018-19)

Using the table below, please first select a measure and assessment(s) that will be used for the alternate SLO during the 2016-17 through 2018-19 school years, then indicate the applicable courses. If all other courses listed in Original Task 2.10 are using Alternate SLOs, and such Alternate SLOs will be based on the same measures and assessments, please select "Other Courses as listed in Original Task 2.10" in the Applicable Course(s) column.

Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)	Applicable Course(s)
District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA			<input checked="" type="checkbox"/> 3 ELA <input checked="" type="checkbox"/> 3 Math <input checked="" type="checkbox"/> 4 ELA <input checked="" type="checkbox"/> 4 Math <input checked="" type="checkbox"/> 5 ELA <input checked="" type="checkbox"/> 5 Math <input checked="" type="checkbox"/> 6 ELA <input checked="" type="checkbox"/> 6 Math <input checked="" type="checkbox"/> 7 ELA <input checked="" type="checkbox"/> 7 Math <input checked="" type="checkbox"/> 8 ELA <input checked="" type="checkbox"/> 8 Math

2.10) Alternate SLOs: All Other Courses (Transition Period, 2016-17 through 2018-19)

If the option, "Other Courses as listed in Original Task 2.10" does not apply, please leave that box unchecked in the table above and use the table below to add courses.

You may combine into one course listing any groups of teachers for whom the measure and assessment(s) are the same including, for example, "All courses not named above."

For other courses indicate the following:

Column 1: lowest grade that corresponds to the course

Column 2: highest grade that corresponds to the course

Column 3: subject of the course

Column 4: measure used

Columns 5-6: assessment(s) used

Annual Professional Performance Review - Education Law §3012-d**Task 2. Transition Student Performance - Required (Teachers) - Task 2 Alternate SLOs**

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Follow the examples below to list other courses.

	(1) lowest grade	(2) highest grade	(3) subject	(4) measure	(5-6) assessment(s)
All Other Courses	K	12	All courses not named above	District- or BOCES-wide results	ELA Regents, Algebra I Regents
K-3 Art	K	3	Art	Teacher-specific results	QeSTAR III BOCES
Grades 9-12 English Electives	9	12	English Electives	School- or program-wide, group, team, or linked results	All Regents given in building/district

Please note: NYS Grades 3-8 ELA/Math Assessments and State-provided growth scores may only be used for advisory purposes during the transition period and cannot be used for calculating transition scores and ratings during the 2015-16 through 2018-19 school years. If such assessments are selected for the original SLO and there are not remaining measures in the Student Performance category for an educator, an alternate SLO must be included for that educator here.

Grade From	Grade To	Subject	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
K	12	All courses not named above	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		

2.11) HEDI Scoring Bands

Highly Effective			Effective			Developing		Ineffective												
20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
97-100%	93-96%	90-92%	85-89%	80-84%	75-79%	67-74%	60-66%	55-59%	49-54%	44-48%	39-43%	34-38%	29-33%	25-28%	21-24%	17-20%	13-16%	9-12%	5-8%	0-4%

2.12) Teachers with More Than One Growth Measure (Transition)

For more information on teachers with more than one growth measure, please see NYSED APPR Guidance and NYSED SLO Guidance.

If educators have more than one alternate SLO, the measures will each earn a score from 0-20 points which districts/BOCES must weight proportionately based on the number of students in each SLO.

Annual Professional Performance Review - Education Law §3012-d**Task 3.1. Optional Subcomponent Use (Teachers) - Task 3.1 (Subcomponent Use and Weighting)**

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Task 3) Optional Student Performance Subcomponent

For guidance on the Optional subcomponent of the Student Performance measure, see NYSED APPR Guidance.

Up to 50% of Student Performance category, if selected.

Such second measure shall apply in a consistent manner, to the extent practicable, across all classrooms in the same grade/subject in the district/BOCES and be either:

(A) a second State-provided growth score on a State-created or administered test, provided that the State-provided growth measure is different than that used in the Required subcomponent, or

(B) a growth score based on a State-designed supplemental assessment, calculated using a State-provided or approved growth model.

3.1) Use of the Optional Subcomponent of the Student Performance Category

Please indicate if the Optional subcomponent will be used by making the appropriate selection below.

NO, the Optional subcomponent WILL NOT be used in the Student Performance category for any teacher.

Annual Professional Performance Review - Education Law §3012-d**Task 4. Teacher Observation Category - Tasks 4.1-4.6**

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For guidance on the Teacher Observation category, see NYSED APPR Guidance.

4.1) Teacher Practice Rubric

Select a teacher practice rubric from the menu of State-approved rubrics to assess performance based on the observable NYS Teaching Standards.

Rubric Name	If more than one rubric is utilized, please indicate the group(s) of teachers each rubric applies to.
Danielson's Framework for Teaching (2011 Revised Edition)	(No Response)

4.2) Assurances

Please check all of the boxes below.

- ☒ Assure that all observable NYS Teaching Standards/Domains of the selected practice rubric are assessed at least once a year across the total number of annual observations.
- ☒ Assure that the process for assigning points for the Teacher Observation category will be in compliance with the locally-determined subcomponent weights and overall Observation category score and rating based on the constraints prescribed by the Commissioner in Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that the same rubric(s) is used for all classroom teachers in a grade/subject across the district/BOCES, provided that districts/BOCES may locally determine whether to use different rubrics for teachers who teach different grades and/or subjects during the school year as indicated in Task 4.1 above.
- ☒ Assure that the same rubric(s) is used for all observations of a classroom teacher across the observation types in a given school year.

4.3) Process for Weighting Rubric Domains/Subcomponents

For guidance on the Teacher Observation category, see NYSED APPR Guidance.

Please describe the process for weighting the observable domains/subcomponents of the chosen practice rubric (e.g., All observable components will be weighted equally and averaged).

Observable subcomponents in Domains One and Four will be equally weighted and all observable subcomponents in Domains Two and Three will be equally weighted. Each domain will be weighted as follows:
Domain 1 - 20%, Domain 2 - 35%, Domain 3 - 35%, Domain 4-10%

4.4) Calculating Observation Ratings**Assurances**

Please check each of the boxes below.

- ☒ Assure that each set of observations (by supervisor/other trained administrator, independent, or peer) will be completed using the selected practice rubric, producing an overall score between 1 and 4. The overall weighted observation score will then be converted into a HEDI rating using the ranges indicated below.
- ☒ Assure that once all observations are complete, the different types of observations will be combined using a weighted average consistent with the weights specified in task 4.5 below, producing an overall Observation category score between 0 and 4. In the event that a teacher earns a score of 1 on all rated components of the practice rubric across all observations, a score of 0 will be assigned.

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Please also check each of the following boxes.

- ☒ Assure that if the district is granted an annual Rural/Single Building District Independent Evaluator Hardship Waiver by the Department, the terms of such waiver shall apply for the school year during which the waiver is effective; and, that in any school year for which there is an approved waiver, the second observation(s) shall be conducted by one or more evaluators selected and trained by the district, who are different than the evaluator(s) who conducted the observation(s) required to be performed by the principal/supervisor or other trained administrator. See Section 30-3.4(d)(2)(i)(b)(1) of the Rules of the Board of Regents.
- ☒ Assure that if the district/BOCES is granted an annual Undue Burden Independent Evaluator Hardship Waiver by the Department, the terms of such waiver shall apply for the school year during which the waiver is effective; and, that in any school year for which there is an approved waiver and such waiver contains information that conflicts with the information provided in Task 4 of the district's/BOCES' approved §3012-d APPR plan, the provisions of the approved waiver will apply. See Section 30-3.4(d)(2)(i)(b)(2) of the Rules of the Board of Regents.

Teacher Observation Scoring Bands

	Overall Observation Category Score and Rating	
	Minimum	Maximum
H	3.5 to 3.75	4.0
E	2.5 to 2.75	3.49 to 3.74
D	1.5 to 1.75	2.49 to 2.74
I	0	1.49 to 1.74

HEDI Ranges

Using the dropdown menus below, please indicate the locally-determined rubric scoring ranges based on the constraints prescribed by the Commissioner in Subpart 30-3 of the Rules of the Board of Regents for each of the rating categories.

	Minimum Rubric Score	Maximum Rubric Score
Highly Effective:	3.50	4.00

	Minimum Rubric Score	Maximum Rubric Score
Effective:	2.50	3.49

	Minimum Rubric Score	Maximum Rubric Score
Developing:	1.50	2.49

	Minimum Rubric Score	Maximum Rubric Score
Ineffective:	0.00	1.49

4.5) Teacher Observation Subcomponent Weighting**Required Subcomponents:**

- Observations by Principal(s) or Other Trained Administrators: At least 80% of the Teacher Observation category score

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- Observations by Impartial Independent Trained Evaluator(s)*: At least 10%, but no more than 20%, of the Teacher Observation category score

Optional Subcomponent:

- Observations by Trained Peer Observer(s): No more than 10% of the Teacher Observation category score when selected

Please be sure the total of the weights indicated equals 100%.

** If the district is granted an annual Rural/Single Building District Independent Evaluator Hardship Waiver by the Department, this subcomponent will be satisfied through the use of one or more evaluators selected and trained by the district, who are different than the evaluator(s) who conducted the observation(s) required to be performed by the principal/supervisor or other trained administrator.*

Please indicate the weight of each observation type and be sure the total of the weights indicated equals 100%.

Required - Principal/ Administrator	Required - Independent Evaluator(s)	Optional - Peer Observer(s)	Grades and subjects for which Peer Observers will be used
90%	10%	N/A	(No Response)

4.6) Assurances

Please check all of the boxes below.

- ☒ Assure that independent evaluator(s) are not employed in the same school building, as defined by BEDS code, as the teacher(s) they are evaluating.
- ☒ Assure that, if observations are being conducted by trained peer observer(s), these teacher(s) received an overall rating of Effective or Highly Effective in the previous school year.
- ☒ Assure that the following elements will not be used in calculating a teacher's Observation category score and rating: evidence of student development and performance derived from lesson plans, other artifacts of teacher practice, and student portfolios, except for student portfolios measured by a State-approved rubric where permitted by the Department; use of an instrument for parent or student feedback; and/or use of professional goal-setting as evidence of teacher effectiveness. Consistent with Subpart 30-3 of the Rules of the Board of Regents, assure that points shall not be allocated based on any artifacts, unless such artifact constitutes evidence of an otherwise observable rubric subcomponent.
- ☒ Assure that the length of all observations for teachers will be conducted pursuant to the locally-determined durations.
- ☒ Assure that independent evaluator(s) will be trained and selected by the district/BOCES.
- ☒ Assure that peer observer(s), as applicable, will be trained and selected by the district/BOCES.
- ☒ Assure that at least one of the required observations will be unannounced.

4.7) Number and Method of Observations

Indicate the minimum number of unannounced and announced observations for each type of observer, as well as the method of observation, in the tables below.

Tenured Teachers

	Required - Principal/ Administrator: Minimum observations	Required - Principal/ Administrator: Observation method	Required - Independent Evaluator(s): Minimum observations	Required - Independent Evaluator(s): Observation method	Optional - Peer Observer(s): Minimum observations	Optional - Peer Observer(s): Observation method
Unannounced	0	N/A	1	In person	0	N/A
Announced	1	In person	0	N/A	0	N/A

Probationary Teachers

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	Required - Principal/ Administrator: Minimum observations	Required - Principal/ Administrator: Observation method	Required - Independent Evaluator(s): Minimum observations	Required - Independent Evaluator(s): Observation method	Optional - Peer Observer(s): Minimum observations	Optional - Peer Observer(s): Observation method
Unannounced	1	In person	1	In person	0	N/A
Announced	1	In person	0	N/A	0	N/A

Annual Professional Performance Review - Education Law §3012-d**Task 5. Overall Scoring (Teachers) - Tasks 5.1-5.3**

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For guidance on APPR scoring, see NYSED APPR Guidance.

5.1) Scoring Ranges**Student Performance Category**

HEDI ratings must be assigned based on the point distribution below.

Overall Student Performance Category Score and Rating		
	Minimum	Maximum
H	18	20
E	15	17
D	13	14
I	0	12

Teacher Observation

HEDI ratings must be assigned based on locally-determined ranges consistent with the constraints listed below.

Overall Observation Category Category Score and Rating		
	Minimum	Maximum
H	3.5 to 3.75	4.0
E	2.5 to 2.75	3.49 to 3.74
D	1.5 to 1.75	2.49 to 2.74
I	0	1.49 to 1.74

5.2) Scoring Matrix for the Overall Rating

		Teacher Observation Category			
		Highly Effective (H)	Effective (E)	Developing (D)	Ineffective (I)
Student Performance Category	Highly Effective (H)	H	H	E	D
	Effective (E)	H	E	E	D
	Developing (D)	E	E	D	I
	Ineffective (I)	D*	D*	I	I

* If a teacher is rated Ineffective on the Student Performance category, and a State-designed supplemental assessment was included as an Optional subcomponent of the Student Performance category, the teacher can be rated no higher than Ineffective overall (see Education Law §3012-d (5)(a) and (7)).

5.3) Assurances**Please check all of the boxes below.**

- ☒ Assure that each subcomponent and category score and rating and the Overall rating will be calculated pursuant to the requirements specified in Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that it is possible to obtain a zero in each subcomponent.
- ☒ Assure the overall rating determination for a teacher shall be determined according to the evaluation matrix.
- ☒ Assure that a student will not be instructed, for two consecutive school years, by any two teachers of the same subject in the same school district, each of whom received an Ineffective rating under Education Law §3012-d in the year immediately prior to the school year in which the student is placed in the teacher's classroom unless the district has a Department-approved waiver from this requirement.

Annual Professional Performance Review - Education Law §3012-d**Task 6. Additional Requirements (Teachers) - Tasks 6.1-6.9**

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For more information on the additional requirements for teachers, see NYSED APPR Guidance.

6.1) Assurances: Teacher Improvement Plans**Please check each of the boxes below.**

- ☒ Assure that the district/BOCES will formulate and commence implementation of a Teacher Improvement Plan (TIP) for all teachers who receive a Developing or Ineffective rating by October 1 following the school year for which such teacher's performance is being measured or as soon as practicable thereafter.
- ☒ Assure that TIP plans developed and implemented by the superintendent or his/her designee, in the exercise of their pedagogical judgment, and subject to collective bargaining to the extent required under article 14 of the Civil Service Law, shall include: identification of needed areas of improvement, a timeline for achieving improvement, the manner in which the improvement will be assessed, and, where appropriate, differentiated activities to support a teacher's improvement in those areas.

6.2) Attachment: Teacher Improvement Plan Forms

All TIP plans developed and implemented by the superintendent or his/her designee, in the exercise of his/her pedagogical judgment, must include:

- 1) identification of needed areas of improvement;
- 2) a timeline for achieving improvement;
- 3) the manner in which the improvement will be assessed; and, where appropriate,
- 4) differentiated activities to support a teacher's improvement in those areas.

As a required attachment to this APPR plan, upload the TIP forms that are used in the school district/BOCES.

SW BOCES TEACHER TIP 3revised012-d 061516.docx

6.3) Assurance: Appeals**Please check the box below.**

- ☒ Assure the district/BOCES has collectively bargained appeal procedures that are consistent with the regulations and that they provide for the timely and expeditious resolution of an appeal.

6.4) Appeals

Pursuant to Education Law §3012-d, a teacher may only challenge the following in an appeal to their district/BOCES:

- (1) the substance of the annual professional performance review; which shall include the following:
 - (i) in the instance of a teacher rated Ineffective on the Student Performance category, but rated Highly Effective on the Observation category based on an anomaly, as determined locally;
- (2) the school district's/BOCES' adherence to the standards and methodologies required for such reviews, pursuant to Education Law §3012-d;
- (3) the adherence to the regulations of the Commissioner and compliance with any applicable locally negotiated procedures, as required under Education Law 3012-d and Subpart 30-3 of the Rules of the Board of Regents; and
- (4) the school district's/BOCES' issuance and/or implementation of the terms of the teacher improvement plan, as required under Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents.

Annual Professional Performance Review - Education Law §3012-d**Task 6. Additional Requirements (Teachers) - Tasks 6.1-6.9**

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Describe the procedure for ensuring that appeals of annual performance evaluations will be handled in a timely and expeditious way.

Southern Westchester BOCES Appeals Process for Teachers**Revised October 7, 2016**Who May Appeal

Appeals of annual professional performance reviews are limited to those that rate a teacher as Ineffective or Developing only.

What May Be Challenged in an Appeal?

Appeal procedures limit the scope of appeals under Education Law §3012-d to the following grounds: (1) the substance of the annual professional performance review; which shall include the instance of a teacher rated Ineffective on the Student Performance Category but rated Highly Effective on the Observation/ based on an anomaly as determined locally.

(2) The Southern Westchester BOCES adherence to the standards and methodologies required for such reviews, pursuant to Education Law §3012-d and Subpart 30-3 of Regents rules.

(3) The Southern Westchester BOCES adherence to the Commissioner's regulations, as applicable to such reviews and compliance with any applicable locally negotiated procedures, as required under Education Law §3012-d; and

(4) The Southern Westchester BOCES issuance and/or implementation of the terms of the teacher improvement plan under Education Law §3012-d.

Level One

Any teacher who receives an overall ineffective or developing rating on his/her APPR shall be entitled to appeal their annual APPR rating. The first step of the appeals process is a meeting with the Director. The teacher should request a meeting with the Director within ten (10) school days of receiving their rating. The teacher may submit paper documentation during the meeting. The Director has five (5) school days beginning the schoolday after the meeting with the teacher to review the documentation and render a written decision to the teacher and Chief Operating Officer/Deputy Superintendent or Designee.

Level Two

Following the receipt of the Director's response to the appeal, the teacher may file a request to move to level two within (10) school days. The appeal must be brought in writing, specifying the area(s) of concern, but limited to those matters that may be appealed as prescribed in Section 3012-d of the Education Law. Further, a teacher who is placed on a Teacher Improvement Plan ("TIP") shall have a corresponding right to appeal concerns regarding the TIP in accordance with the requirements set forth in Section 3012-d of the Education Law. The appeal shall be submitted to the Chief Operating Officer/Deputy Superintendent or Designee.

The Chief Operating Officer/Deputy Superintendent or Designee will convene a review panel within seven school days. The panel will consist of two (2) Union representatives designated by the BTA who have received mutually agreed upon Lead Evaluator Training and two (2) BOCES representatives designated by the Chief Operating Officer/Deputy Superintendent or Designee who have received Lead Evaluator Training.

The panel shall have ten (10) school days after the committee is established to conduct a paper review and render an advisory written recommendation to the Chief Operating Officer/Deputy Superintendent or Designee. The panel may meet with the teacher and/or evaluators to clarify documentation he/she submitted. The panel discussions will be kept confidential.

The Chief Operating Officer/Deputy Superintendent or Designee shall review the record and the panel's recommendation within seven (7) school days from the date the panel issued their recommendation and render a decision. Whether appeal is denied, sustained or modified, such decision will set forth the reasons and factual basis for each determination on each of the specific grounds raised in the appeal.

If the appeal is sustained, the Chief Operating Officer/Deputy Superintendent or Designee may set aside or modify a rating or improvement plan or order a new evaluation or improvement plan if procedures have been violated. The written decision will be provided to the teacher and the BTA president.

Level 3

a. Within seven (7) school days of receipt of the Level 2 determination, if a teacher is not satisfied with such determination, the teacher must submit his/her written appeal to the Chief Operating Officer/Deputy District Superintendent or designee.

b. Upon receipt of a teacher request for further appeal, the Chief Operating Officer/Deputy District Superintendent or designee will contact the arbitrator who will be selected on a rotating basis from a mutually agreed upon list. Based upon rotation from those willing to accept the assignment and meet the time-frames of this procedure, the mutually agreed upon arbitrator must be selected within seven (7) school days of receipt of the Level 2 request. The name rotation procedure will be as followed:

Arbitrator (name) will be called in rotating alphabetical order.

c. The arbitrator shall make a final and binding decision upon the appeal of the APPR evaluations, which shall be based solely upon the record developed on the initial appeal to the Chief Operating Officer/Deputy District Superintendent or designee, and the written arguments of the parties with respect to that record. The arbitrator may request to meet or speak with impacted parties for additional information. The decision process will be

Annual Professional Performance Review - Education Law §3012-d**Task 6. Additional Requirements (Teachers) - Tasks 6.1-6.9**

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timely and expeditious in accordance with Education Law 3012-d.

d. Whether the appeal is denied, sustained, or modified; such decision will set forth the reasons and factual basis for each determination on each of the specific grounds raised in the appeal. If the appeal is sustained, the arbitrator may set aside or modify a rating or improvement plan or order a new evaluation or improvement plan if procedures have been violated. The arbitrator shall provide a written copy of the decision to the Chief Operating Officer/Deputy District Superintendent or designee.

f. The costs of arbitration shall be borne equally by the BOCES and the BOCES Teachers Association

g. The procedure set forth herein shall constitute the sole and exclusive means for initiating, reviewing and resolving any and all challenges, disputes or appeals related to an APPR and/or TIP. A teacher may not resort to any other contractual grievance procedure or arbitration of any kind for the resolution of challenges and appeals related to an APPR and/or improvement plan.

h. The provisions set forth above shall not alter the statutory rights of probationary and tenured teachers, or the obligations of the BOCES, as set forth in Section 3013 of the Education Law, with respect to the abolition of positions.

6.5) Assurance: Evaluators

Please check the box below.

- ☒ The district/BOCES assures that all evaluators will be properly trained and lead evaluators will be certified on the below elements prior to completing a teacher's evaluation. Note: independent observers and peer observers need only be trained on elements 1, 2, and 4 below.

6.6) Training of Lead Evaluators, Evaluators, Independent Observers, and Peer Observers and Certification of Lead Evaluators

The process for training evaluators, including impartial and independent observers and peer observers, and certifying and re-certifying lead evaluators must include:

- 1) the process for training lead evaluators and evaluators, including impartial independent observers and peer observers;
- 2) the process for the certification and re-certification of lead evaluators;
- 3) the process for ensuring inter-rater reliability; and
- 4) the nature (content) and the duration (how many hours, days) of such training.

Annual Professional Performance Review - Education Law §3012-d**Task 6. Additional Requirements (Teachers) - Tasks 6.1-6.9**

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Describe the process for training evaluators, including impartial and independent observers and peer observers, and certifying and re-certifying lead evaluators.

SWBOCES Lead Evaluators and Evaluators participate in the SWBOCES Lead Evaluator initial training, with a minimal commitment of three days of training, which focused on the following components of Regents Rules 30-30.10:

- (1) The New York State Teaching Standards, and their related elements and performance indicators and the Leadership Standards and their related functions, as applicable
- (2) Evidence-based observation techniques that are grounded in research
- (3) Application and use of the student growth percentile model and any other growth model approved by the Department as defined in section 30-3.2
- (4) Application and use of the State-approved teacher rubric(s) selected by the district/BOCES for use in evaluations, including training on the effective application of such rubrics to observe a teacher's practice
- (5) Application and use of any assessment tools that the school district/BOCES utilizes to evaluate its classroom teachers
- (6) Application and use of any locally selected measures of student growth used in the Optional subcomponent of the Student Performance category used by the district/BOCES to evaluate its teachers
- (7) Use of the Statewide Instructional Reporting System
- (8) The scoring methodology utilized by the Department and/or the district/BOCES to evaluate a teacher under this Subpart, including the weightings of each subcomponent within a category; how overall scores/ratings are generated for each subcomponent and category and application and use of the evaluation matrix(es) prescribed by the Commissioner for the four designated rating categories used for the teacher's overall rating and their category ratings
- (9) Specific considerations in evaluating teachers of English language learners and students with disabilities

All Independent Evaluators receive training in elements 1, 2 and 4 above and are recommended to the Board of Education for certification.

Independent Evaluators attend the three day foundational training and yearly day long follow on trainings .

Additionally, SWBOCES Lead Evaluators participate in annual training offered through SWBOCES which includes webinars, administrator meetings and full day training (minimum training of one day with additional days added as appropriate based on inter-rater reliability feedback) focused on a process to maintain inter-rater reliability. The Board of Education certifies new Lead Evaluators and recertifies Lead Evaluators periodically.

6.7) Assurances: Teacher Evaluation**Please check all of the boxes below.**

- ☒ Assure that the district/BOCES shall compute and provide to the teacher their score and rating for the Student Performance category, if available, and for the Teacher Observation category for the teacher's Annual Professional Performance Review, in writing, no later than the last school day of the school year for which the teacher is being measured, but in no case later than September 1 of the school year next following the school year for which the teacher's performance is being measured.
- ☒ Assure that the evaluation system will be used as a significant factor for employment decisions.
- ☒ Assure that teachers will receive timely and constructive feedback as part of the evaluation process.
- ☒ Assure that the following prohibited elements listed in Education Law §3012-d(6) are not being used as part of any teacher's evaluation: evidence of student development and performance derived from lesson plans, other artifacts of teacher practice, and student portfolios, except for student portfolios measured by a State-approved rubric where permitted by the Department; use of an instrument for parent or student feedback; use of professional goal-setting as evidence of teacher effectiveness; any district or regionally-developed assessment that has not been approved by the Department; and any growth or achievement target that does not meet the minimum standards as set forth in regulations of the Commissioner. Consistent with Subpart 30-3 of the Rules of the Board of Regents, assure that points shall not be allocated based on any artifacts, unless such artifact constitutes evidence of an otherwise observable rubric subcomponent.
- ☒ Assure that, during the 2015-16 through 2018-19 school years, the district/BOCES shall compute and provide teachers whose Student Performance Category measures are based, in whole or in part, on the grades 3-8 ELA/math State assessments and/or State-provided growth scores with their APPR transition scores and ratings as soon as practicable, but in no case later than September 1 of the school year next following the school year for which the teacher's performance is being measured.
- ☒ Assure that, during the 2015-16 through 2018-19 school years, the district/BOCES shall provide such teachers with their original composite rating by September 1 of the school year next following the school year for which the teacher's performance is being measured, or as soon as practicable thereafter.

Annual Professional Performance Review - Education Law §3012-d**Task 6. Additional Requirements (Teachers) - Tasks 6.1-6.9**

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6.8) Assurances: Assessments**Please check all of the boxes below.**

- ☒ Assure that, where applicable, if students take more than one version of the Regents assessment for a particular content area, then the district/BOCES will use the higher of the two scores to determine whether a student has met his/her growth target.
- ☒ Assure that the amount of time devoted to traditional standardized assessments that are not specifically required by state or federal law for each classroom or program within a grade level does not exceed, in the aggregate, one percent of the minimum required annual instructional hours for the grade.
- ☒ Assure that individuals with vested interest in the outcome of their assessments are not involved, to the extent practicable, in the administration and scoring of those assessments.
- ☒ Assure that, where there is more than one version of a Regents assessment for a content area, that the district/BOCES will only administer both assessments within the timeframes prescribed by the Commissioner. Where only one version of a Regents assessment for a content area is administered in a particular school year, assure that only that assessment will be used as the underlying evidence for an SLO.

6.9) Assurances: Data**Please check all of the boxes below.**

- ☒ Assure that SED will receive accurate teacher and student data, including enrollment and attendance data, and any other student, teacher, school, course, and teacher/student linkage data necessary to comply with regulations, in a format and timeline prescribed by the Commissioner.
- ☒ Assure that the district/BOCES provides an opportunity for every classroom teacher to verify the subjects and/or student rosters assigned to them.
- ☒ Assure scores and ratings for all teachers will be reported to NYSED for each category, as well as the overall rating, as per NYSED requirements.
- ☒ Assure that enrolled students in accordance with teacher of record policies are included and may not be excluded.
- ☒ Assure that procedures for ensuring data accuracy and integrity are being utilized.

Annual Professional Performance Review - Education Law §3012-d**Task 7. Original Student Performance - Required (Principals) - Original Task 7.1 (State-Provided Growth Measures)**

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Task 7) Original Required Student Performance Subcomponent

For guidance on the Required subcomponent of the Student Performance category, see NYSED APPR Guidance.

100% of Student Performance category if only the Required subcomponent is used or at least 50% when used with Optional subcomponent

(A) For a principal of a building which includes grades 4-8 ELA, math and/or high school courses with State or Regents assessments (or principals of programs with any of these assessments) who have at least 30% of his/her students covered under a State-provided growth measure, such principal shall have a State-provided growth score based on such model.

(B) For a principal where less than 30% of his/her students are covered under the State-provided growth measure, such principal shall have a Student Learning Objective (SLO), consistent with the SLO process determined or developed by the Commissioner, that results in a student growth score; provided that, for any principal whose building or program includes courses that end in a State-created or administered assessment for which there is no State-provided growth model, such assessment must be used as the underlying assessment for such SLO.

7.1) State-Provided Measures of Student Growth (Original)

Please list the grade configurations of the school(s)/program(s) in your district/BOCES where it is expected that 30-100% of a principal's students are taking assessments for which there is a State growth model (e.g., K-5, K-6, 6-8, 6-12, 9-12, etc.).

For principals where less than 30% of their students are covered under a State-provided growth measure, please use Task 7.2.

For the 2015-16 through 2018-19 school years, principals of buildings or programs that include all of grades 9-12 who receive State-provided growth scores based on Regents assessments set back-up SLOs based on Regents assessments.

For the 2019-20 school year and thereafter, for those principals who would typically receive a State-provided growth score, the district/BOCES must also include a back-up SLO in the event that there are not enough students, not enough scores, or data issues that prevent a State-provided growth score from being calculated for that principal. Principals of buildings or programs that include all of grades 9-12 who receive State-provided growth scores based on Regents assessments should continue to set back-up SLOs based on Regents assessments in the 2019-20 school year and thereafter.

Please list the grade configurations of the schools or principals where State-provided growth measures will apply beginning in the 2019-20 school year (please list, e.g., K-5, K-6, 6-8, 6-12, 7-12, 9-12). For each configuration, also indicate assessment(s) used for back-up SLOs.

For each grade configuration indicate the following:

Column 1: lowest grade that corresponds to the building or program

Column 2: highest grade that corresponds to the building or program

Column 3: assessment(s) used

Follow the examples below.

	(1) lowest grade	(2) highest grade	(3) assessment(s)
Grades K-6 Building	K	6	NYS Grade 4 ELA, NYS Grade 5 ELA, NYS Grade 6 ELA, NYS Grade 4 Math, NYS Grade 5 Math, NYS Grade 6 Math
Grades 7-12 Building	7	12	Grade 7 ELA, Grade 7 Math, Grade 8 ELA, Grade 8 Math, All applicable Regents assessments which are used to generate the principal's State-provided growth score

Annual Professional Performance Review - Education Law §3012-d**Task 7. Original Student Performance - Required (Principals) - Original Task 7.1 (State-Provided Growth Measures)**

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Using the table below, please select the assessment(s) that will be used for the back-up SLOs beginning in the 2019-20 school year for each grade configuration listed. The SLO will be based on the largest grades/courses in the principal's school building, using State or Regents assessments as the underlying evidence for such SLOs where they exist.

Grade From	Grade To	State or Regents Assessment(s)
K	6	<input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math
7	12	<input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> All applicable Regents assessments which are used to generate the principal's State-provided growth score

7.1) Assurances

Please check the boxes below.

- ☒ Assure that the growth score provided by NYSED will be used, where required.
- ☒ Assure that, for principals of buildings that do not include all of grades 9-12, starting in the 2019-20 school year, back-up SLOs will be set by the superintendent or another trained administrator in the event that a State-provided growth score cannot be generated for that principal and that principals of buildings that include all of grades 9-12 will have back-up SLOs set by the superintendent or another trained administrator in all school years.
- ☒ Assure that, during the 2015-16 through 2018-19 school years, the results of the NYS Grades 3-8 ELA/Math assessments and State-provided growth scores will continue to be used to calculate an original score and rating for advisory purposes only.

Annual Professional Performance Review - Education Law §3012-d**Task 7. Original Student Performance - Required (Principals) - Original Tasks 7.2 (SLOs), 7.3-7.6**

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7.2) Student Learning Objectives (Original)

For guidance on SLOs, see NYSED SLO Guidance.

SLOs must be used for principals in buildings or programs in which fewer than 30% of students take Grades 4-8 ELA, math, and/or high school courses with State or Regents assessments. SLOs will be developed using the following rules:

- If any grade/course in the building has a State-provided growth measure AND the principal must have SLOs because fewer than 30% of students in the building are covered, then the SLOs must begin first with the SGResults.
- Additional SLOs must then be set based on grades/subjects with State assessments for which there is no State-provided growth measure, where applicable.
- If additional SLOs are necessary, principals must begin with the grade(s)/courses(s) that have the largest number of students using school- or district-wide student results from one of the following assessment options:
 - State or Regents assessments;
 - State-approved 3rdparty assessment; or
 - State-approveddistrict, regionally, or BOCES-developedcourse-specificassessment.

For each grade configuration indicate the following:

Column 1: lowest grade that corresponds to the building or program

Column 2: highest grade that corresponds to the building or program

Column 3: measure used

Column 4: assessment(s) used

Follow the examples below.

	(1) lowest grade	(2) highest grade	(3) measure	(4) assessment(s)
Grades K-2 Building	K	2	District- or BOCES-wide results	ELARegents, Algebra IRegents, Living EnvironmentRegents, Global 2Regents, US HistoryRegents
Grades 11-12 Building	11	12	Principal-specificresults	ELARegents, US HistoryRegents

Using the table below, please select the measure and assessment(s) that will be used for the SLOs for each grade configuration listed. During the 2016-17 through 2018-19 school years, SLOs that use grade 3-8 ELA/math State assessments as their underlying assessments must be excluded from the calculation of transition scores and ratings.

Grade From	Grade To	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
K	6	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA		

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Grade From	Grade To	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
			<input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
7	12	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
9	12	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA <input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
K	6	Principal-specific results	<input checked="" type="checkbox"/> Grade 3 ELA <input checked="" type="checkbox"/> Grade 4 ELA <input checked="" type="checkbox"/> Grade 5 ELA <input checked="" type="checkbox"/> Grade 6 ELA		

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Grade From	Grade To	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
			<input checked="" type="checkbox"/> Grade 3 Math <input checked="" type="checkbox"/> Grade 4 Math <input checked="" type="checkbox"/> Grade 5 Math <input checked="" type="checkbox"/> Grade 6 Math		
7	12	Principal-specific results	<input checked="" type="checkbox"/> Grade 7 ELA <input checked="" type="checkbox"/> Grade 8 ELA <input checked="" type="checkbox"/> Grade 7 Math <input checked="" type="checkbox"/> Grade 8 Math <input checked="" type="checkbox"/> All Regents given in building/district		

7.3) HEDI Scoring Bands

Highly Effective			Effective			Developing		Ineffective												
20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
97-100%	93-96%	90-92%	85-89%	80-84%	75-79%	67-74%	60-66%	55-59%	49-54%	44-48%	39-43%	34-38%	29-33%	25-28%	21-24%	17-20%	13-16%	9-12%	5-8%	0-4%

7.4) Principals with More Than One Growth Measure (Original)

For more information on principals with more than one growth measure, please see NYSED APPR Guidance and SLO Guidance.

If educators have more than one State-provided growth score and rating, those scores and ratings will be combined into one score and HEDI rating for the Required Student Performance subcomponent provided by the Department. (Examples: Principals of K-8 schools with growth measures for ELA and math grades 4-8.)

If educators have more than one SLO (or a State-provided growth measure and an SLO), the measures will each earn a score from 0-20 points which districts/BOCES must weight proportionately based on the number of students in each SLO (or in the State-provided growth measure and the SLO).

7.5) Assurances

Annual Professional Performance Review - Education Law §3012-d**Task 7. Original Student Performance - Required (Principals) - Original Tasks 7.2 (SLOs), 7.3-7.6**

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Please check all of the boxes below.

- ☒ Assure that the principal has an SLO or a back-up SLO, where applicable, consistent with the goal setting process developed by the Commissioner that results in a student growth score.
- ☒ Assure that all growth targets represent a minimum of one year of expected growth, as determined by the superintendent or another trained administrator. Such targets, as determined by the superintendent or another trained administrator, may only take the following characteristics into account: poverty, students with disabilities, English language learners status and prior academic history.
- ☒ Assure that all growth targets are approved by the superintendent or another trained administrator.
- ☒ Assure that any disagreement between parties regarding the content of the SLO, including the growth target, will be resolved by the superintendent or another trained administrator.
- ☒ Assure that if a principal's SLO is based on a small n size population and the district/BOCES chooses not to use the HEDI scoring bands listed in task 7.3, then the principal's 0-20 score and HEDI rating will be determined using the HEDI scoring bands specified by the Department in APPR Guidance.
- ☒ Assure that processes are in place for the superintendent to monitor SLOs.
- ☒ Assure that the final Student Performance category rating for each principal will be determined using the weights and growth parameters specified in Subpart 30-3 of the Rules of the Board of Regents and the approved APPR plan.

7.6) Student Performance Subcomponent Weighting

- If the Optional subcomponent is not used, the Required subcomponent will comprise 100% of the Student Performance category.
- If the Optional subcomponent is used, the Required subcomponent must comprise at least 50% of the Student Performance category.

Please indicate if the Optional subcomponent will be used by making the appropriate selection below.

NO, the Optional subcomponent WILL NOT be used; the Required subcomponent will comprise 100% of the Student Performance category.

Annual Professional Performance Review - Education Law §3012-d**Task 7. Transition Student Performance - Required (Principals) - Task 7 Alternate SLOs**

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Task 7) Required Student Performance Subcomponent (Transition Period, 2016-17 through 2018-19)*The measures indicated in this section only apply during the 2016-17 through 2018-19 school years.*

For guidance on the Required subcomponent of the Student Performance category, see NYSED APPR Guidance and guidance on the use of alternate SLOs during the transition period.

During the 2016-17 through 2018-19 school years, pursuant to the requirements of §30-3.17 of the Rules of the Board of Regents, if excluding grade 3-8 ELA/math State assessments and any State-provided growth scores results in no remaining student performance measures, districts/BOCES must develop alternate SLOs based on assessments that are not grade 3-8 ELA/math State assessments for the Required subcomponent of the Student Performance Category during the transition to higher standards through new State assessments aligned to revised learning standards and a revised State-approved growth model.

7.1-7.2) Alternate SLOs (Transition Period, 2016-17 through 2018-19)

Please list the grade configurations of the schools or principals where alternate SLOs will apply. For each configuration, also indicate the measure and assessment(s) used for the alternate SLO.

For each grade configuration indicate the following:

Column 1: lowest grade that corresponds to the building or program

Column 2: highest grade that corresponds to the building or program

Column 3: measure used

Column 4: assessment(s) used

Follow the examples below.

	(1) lowest grade	(2) highest grade	(3) measure	(4) assessment(s)
Grades K-2 Building	K	2	District- or BOCES-wide results	ELA Regents, Algebra I Regents, Living Environment Regents, Global 2 Regents, US History Regents
Grades 11-12 Building	11	12	Principal-specific results	ELA Regents, US History Regents

Using the table below, please select the assessment(s) that will be used for the alternate SLOs during the 2016-17 through 2018-19 school years for each grade configuration listed. In all other school years, the SLO will be based on the largest grades/courses in the principal's school building, using State or Regents assessments as the underlying evidence for such SLOs where they exist.

Grade From	Grade To	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
K	6	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science		

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Task 7. Transition Student Performance - Required (Principals) - Task 7 Alternate SLOs

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Grade From	Grade To	Measure	State or Regents Assessment(s)	Locally-Developed Course-Specific Assessment(s)	Third Party Assessment(s)
			<input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
7	12	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		
9	12	District- or BOCES-wide results	<input checked="" type="checkbox"/> Grade 4 Science <input checked="" type="checkbox"/> Grade 8 Science <input checked="" type="checkbox"/> All Regents given in building/district <input checked="" type="checkbox"/> NYSAA		

7.3) HEDI Scoring Bands

Highly Effective			Effective			Developing		Ineffective												
20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
97-100%	93-96%	90-92%	85-89%	80-84%	75-79%	67-74%	60-66%	55-59%	49-54%	44-48%	39-43%	34-38%	29-33%	25-28%	21-24%	17-20%	13-16%	9-12%	5-8%	0-4%

7.4) Principals with More than One Growth Measure (Transition)

For more information on principals with more than one growth measure, please see NYSED APPR Guidance and SLO Guidance.

If educators have more than one alternate SLO, the measures will each earn a score from 0-20 points which districts/BOCES must weight proportionately based on the number of students in each SLO.

Annual Professional Performance Review - Education Law §3012-d**Task 8.1. Optional Subcomponent Use (Principals) - Task 8.1 (Subcomponent Use and Weighting)**

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Task 8) Optional Student Performance Subcomponent

For guidance on the Optional subcomponent of the Student Performance category, see NYSED APPR Guidance.

Up to 50% of Student Performance category, if selected.

Such second measure shall apply in a consistent manner, to the extent practicable, across all buildings with the same grade configuration or program in the district/BOCES and be either:

(A) a second State-provided growth score on a State-created or administered test, provided that a different measure is used than that for the Required subcomponent in the Student Performance category, or

(B) a growth score based on a State-designed supplemental assessment, calculated using a State-provided or approved growth model.

8.1) Use of the Optional Subcomponent for Student Performance Measures

Please indicate if the Optional subcomponent will be used by making the appropriate selection below.

NO, the Optional subcomponent WILL NOT be used in the Student Performance category for any principal.

Annual Professional Performance Review - Education Law §3012-d**Task 9. Principal School Visit Category - Tasks 9.1-9.6**

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For guidance on the Principal School Visit category, see NYSED APPR Guidance.

9.1) Principal Practice Rubric

Select a principal practice rubric from the menu of State-approved rubrics to assess performance based on ISLLC 2008 Standards.

Rubric Name	If more than one rubric is utilized, please indicate the group(s) of principals each rubric applies to.
Multidimensional Principal Performance Rubric	(No Response)

9.2) Assurances

Please check all of the boxes below.

- ☒ Assure that all observable ISLLC 2008 Leadership Standards/Domains of the selected practice rubric are assessed at least once a year across the total number of annual school visits.
- ☒ Assure that the process for assigning points for the Principal School Visit category will be in compliance with the locally-determined subcomponent weights and overall School Visit category score and rating based on the constraints prescribed by the Commissioner in Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that the same rubric(s) is used for all principals in the same or similar programs or grade configurations across the district/BOCES, provided that districts/BOCES may locally determine whether to use different rubrics for a principal assigned to different grade level configurations or building types as indicated in Task 9.1 above.
- ☒ Assure that the same rubric(s) is used for all school visits for a principal across the school visit types in a given school year.

9.3) Process for Weighting Rubric Domains/Subcomponents

For guidance on the Principal School Visit category, see NYSED APPR Guidance.

Please describe the process for weighting the observable domains/subcomponents of the chosen practice rubric (e.g., All observable components will be weighted equally and averaged).

All observable components will be weighted and averaged based on the following:

Domain 1-16% weighting, Domain 2,-26% weighting, Domain 3 -26% weighting, Domain 4- 16% weighting, Domain 6 - 16% weighting

9.4) Calculating School Visit Ratings**Assurances**

Please check each of the boxes below.

- ☒ Assure that each set of school visits (by supervisor/other trained administrator, independent, or peer) will be completed using the selected practice rubric, producing an overall score between 1 and 4. The overall weighted school visit score will be converted into a HEDI rating using the ranges indicated below.
- ☒ Assure that once all school visits are complete, the different types of school visits will be combined using a weighted average consistent with the weights specified in task 9.5 below, producing an overall School Visit category score between 0 and 4. In the event that a principal earns a score of 1 on all rated components of the practice rubric across all observations, a score of 0 will be assigned.

Please also check each of the following boxes.

- ☒ Assure that if the district is granted an annual Rural/Single Building District Independent Evaluator Hardship Waiver by the Department, the terms of such waiver shall apply for the school year during which the waiver is effective; and, that in any school year for which there is an approved waiver, the second school visit(s) shall be conducted by one or more evaluators selected and trained by the district, who are different than the evaluator(s) who conducted the school visit(s) required to be performed by the Superintendent/supervisor or his/her designee. See Section 30-3.5(d)(1)(ii)(a) of the Rules of the Board of Regents.
- ☒ Assure that if the district/BOCES is granted an annual Undue Burden Independent Evaluator Hardship Waiver by the Department, the terms of such waiver shall apply for the school year during which the waiver is effective and, that in any school year for which there is an approved waiver and such waiver contains information that conflicts with the information provided in Task 9 of the district's/BOCES' approved §3012-d APPR plan, the provisions of the approved waiver will apply. See Section 30-3.5(d)(1)(ii)(b) of the Rules of the Board of Regents.

Annual Professional Performance Review - Education Law §3012-d

Task 9. Principal School Visit Category - Tasks 9.1-9.6

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Principal School Visit Scoring Bands

	Overall School Visit Category Score and Rating	
	Minimum	Maximum
H	3.5 to 3.75	4.0
E	2.5 to 2.75	3.49 to 3.74
D	1.5 to 1.75	2.49 to 2.74
I	0	1.49 to 1.74

HEDI Ranges

Using the dropdown menus below, please indicate the locally-determined rubric scoring ranges based on the constraints prescribed by the Commissioner in Subpart 30-3 of the Rules of the Board of Regents for each of the rating categories.

	Minimum Rubric Score	Maximum Rubric Score
Highly Effective:	3.50	4.00

	Minimum Rubric Score	Maximum Rubric Score
Effective:	2.50	3.49

	Minimum Rubric Score	Maximum Rubric Score
Developing:	1.50	2.49

	Minimum Rubric Score	Maximum Rubric Score
Ineffective:	0.00	1.49

9.5) Principal School Visit Subcomponent Weighting

Required Subcomponents:

- School Visits by Supervisor(s) or other Trained Administrator(s): At least 80% of the Principal School Visit category score
- School Visits by Impartial Independent Trained Evaluator(s)*: At least 10%, but no more than 20%, of the Principal School Visit category score

Optional Subcomponent:

- School Visits by Trained Peer Observer(s): No more than 10% of the Principal School Visit category score when selected

* If the district is granted an annual Rural/Single Building District Independent Evaluator Hardship Waiver by the Department, this subcomponent will be satisfied through the use of one or more evaluators selected and trained by the district, who are different than the evaluator(s) who conducted the school visit(s) required to be performed by the Superintendent/supervisor or their designee.

Please indicate the weight of each school visit type and be sure the total of the weights indicated equals 100%.

Annual Professional Performance Review - Education Law §3012-d**Task 9. Principal School Visit Category - Tasks 9.1-9.6**

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Required - Supervisor/ Administrator	Required - Independent Evaluator(s)	Optional - Peer Observer(s)	Grade configurations for which Peer Observers will be used
90%	10%	N/A	(No Response)

9.6) Assurances**Please check all of the boxes below.**

- ☒ Assure that independent evaluator(s) are not employed in the same school building, as defined by BEDS code, as the principal(s) they are evaluating.
- ☒ Assure that, if school visits are being conducted by trained peer observer(s), these principal(s) received an overall rating of Effective or Highly Effective in the previous school year.
- ☒ Assure that the following elements will not be used in calculating a principal's school visit category score and rating: evidence of student development and performance derived from lesson plans, other artifacts of principal practice, and student portfolios, except for student portfolios measured by a State-approved rubric where permitted by the Department; use of an instrument for parent or student feedback; and/or use of professional goal-setting as evidence of principal effectiveness. Consistent with Subpart 30-3 of the Rules of the Board of Regents, assure that points shall not be allocated based on any artifacts, unless such artifact constitutes evidence of an otherwise observable rubric subcomponent.
- ☒ Assure that the length of all school visits for principals will be conducted pursuant to the locally-determined durations.
- ☒ Assure that independent evaluator(s) will be trained and selected by the district/BOCES.
- ☒ Assure that peer observer(s), as applicable, will be trained and selected by the district/BOCES.
- ☒ Assure that at least one of the required school visits will be unannounced.
- ☒ Assure that school visits will not be conducted via video.

9.7) Number of School Visits

Indicate the minimum number of unannounced and announced school visits for each type of observer in the tables below.

Tenured Principals

	Required - Supervisor/ Administrator: Minimum school visits	Required - Independent Evaluator(s): Minimum school visits	Optional - Peer Observer(s): Minimum school visits
Unannounced	0	1	0
Announced	1	0	0

Probationary Principals

	Required - Supervisor/ Administrator: Minimum school visits	Required - Independent Evaluator(s): Minimum school visits	Optional - Peer Observer(s): Minimum school visits
Unannounced	0	1	0
Announced	1	0	0

Annual Professional Performance Review - Education Law §3012-d**Task 10. Overall Scoring (Principals) - Tasks 10.1-10.3**

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For guidance on APPR scoring, see NYSED APPR Guidance.

10.1) Scoring Ranges**Student Performance Category**

HEDI ratings must be assigned based on the point distribution below.

Overall Student Performance Category Score and Rating		
	Minimum	Maximum
H	18	20
E	15	17
D	13	14
I	0	12

Principal School Visit Category

HEDI ratings must be assigned based on locally-determined ranges consistent with the constraints listed below.

Overall School Visit Category Score and Rating		
	Minimum	Maximum
H	3.5 to 3.75	4.0
E	2.5 to 2.75	3.49 to 3.74
D	1.5 to 1.75	2.49 to 2.74
I	0	1.49 to 1.74

10.2) Scoring Matrix for the Overall Rating

		Principal School Visit Category			
		Highly Effective (H)	Effective (E)	Developing (D)	Ineffective (I)
Student Performance Category	Highly Effective (H)	H	H	E	D
	Effective (E)	H	E	E	D
	Developing (D)	E	E	D	I
	Ineffective (I)	D*	D*	I	I

* If a principal is rated Ineffective on the Student Performance category, and a State-designed supplemental assessment was included as an Optional subcomponent of the Student Performance category, the principal can be rated no higher than Ineffective overall (see Education Law §3012-d (5)(a) and (7)).

10.3) Assurances**Please check all of the boxes below.**

- ☒ Assure that each subcomponent and category score and rating and the Overall rating will be calculated pursuant to the requirements specified in Subpart 30-3 of the Rules of the Board of Regents.
- ☒ Assure that it is possible to obtain a zero in each subcomponent.
- ☒ Assure the overall rating determination for a principal shall be determined according to the evaluation matrix.

Annual Professional Performance Review - Education Law §3012-d**Task 11. Additional Requirements (Principals) - Tasks 11.1-11.9**

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For guidance on additional requirements for principals, see NYSED APPR Guidance.

11.1) Assurances: Improvement Plans**Please check each of the boxes below.**

- ☒ Assure that the district/BOCES will formulate and commence implementation of a Principal Improvement Plan (PIP) for all principals who receive a Developing or Ineffective rating by October 1 following the school year for which such principal's performance is being measured or as soon as practicable thereafter.
- ☒ Assure that PIP plans developed and implemented by the superintendent or his/her designee, in the exercise of their pedagogical judgment, and subject to collective bargaining to the extent required under article 14 of the Civil Service Law, shall include: identification of needed areas of improvement, a timeline for achieving improvement, the manner in which the improvement will be assessed, and, where appropriate, differentiated activities to support a principal's improvement in those areas.

11.2) Attachment: Principal Improvement Plan Forms

All PIP plans developed and implemented by the superintendent or his/her designee, in the exercise of his/her pedagogical judgment, must include:

- 1) identification of needed areas of improvement;
- 2) a timeline for achieving improvement;
- 3) the manner in which the improvement will be assessed; and, where appropriate,
- 4) differentiated activities to support a principal's improvement in those areas.

As a required attachment to this APPR plan, upload the PIP forms that are used in the school district/BOCES.

SWBOCES November PIP.docx

11.3) Assurance: Appeals**Please check the box below.**

- ☒ Assure the district/BOCES has collectively bargained appeal procedures that are consistent with the regulations and that they provide for the timely and expeditious resolution of an appeal.

11.4) Appeals

Pursuant to Education Law §3012-d, a principal may only challenge the following in an appeal to their district/BOCES:

- (1) the substance of the annual professional performance review; which shall include the following:
 - (i) in the instance of a principal rated Ineffective on the student performance category, but rated Highly Effective on the school visit category based on an anomaly, as determined locally;
- (2) the school district's/BOCES' adherence to the standards and methodologies required for such reviews, pursuant to Education Law §3012-d;
- (3) the adherence to the regulations of the Commissioner and compliance with any applicable locally negotiated procedures, as required under Education Law 3012-d and Subpart 30-3 of the Rules of the Board of Regents; and
- (4) the school district's/BOCES' issuance and/or implementation of the terms of the principal improvement plan, as required under Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents.

Annual Professional Performance Review - Education Law §3012-d**Task 11. Additional Requirements (Principals) - Tasks 11.1-11.9**

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Describe the procedure for ensuring that appeals of annual performance evaluations will be handled in a timely and expeditious way.

Southern Westchester BOCES Appeals Process for Principals**Updated October 7, 2016**Who May Appeal

Appeals of annual professional performance reviews are limited to those that rate a principal as Ineffective or Developing only.

What May Be Challenged in an Appeal

Appeal procedures limit the scope of appeals under Education Law §3012-d to the following grounds: (1) the substance of the annual professional performance review; which shall include the instance of a principal rated Ineffective or developing on the Student Performance Category but rated Highly Effective on the school visit based on an anomaly as determined locally.

(2) The Southern Westchester BOCES adherence to the standards and methodologies required for such reviews, pursuant to Education Law §3012-d and Subpart 30-3 of Regents Rules.

(3) The Southern Westchester BOCES adherence to the Commissioner's regulations, as applicable to such reviews and compliance with any applicable locally negotiated procedures, as required under Education Law §3012-d; and

(4) The Southern Westchester BOCES issuance and/or implementation of the terms of the principal improvement plan under Education Law §3012-d.

Level One

Any principal who receives an overall ineffective or developing rating on his/her APPR shall be entitled to appeal their annual APPR rating. The first step of the appeals process is a meeting with the Assistant Superintendent. The principal should request a meeting with the Assistant Superintendent within ten (10) school days of receiving their rating. The principal may submit paper documentation during the meeting. The Assistant Superintendent has five (5) school days beginning the day after the meeting with the principal to review the documentation and render a written decision to the principal and Chief Operating Officer/Deputy Superintendent or Designee.

Level Two

Following the receipt of the Assistant Superintendent's response to the appeal, the principal may request to move to level two within ten (10) school days. The appeal must be brought in writing, specifying the area(s) of concern, but limited to those matters that may be appealed as prescribed in Section 3012-d of the Education Law. Further, a principal who is placed on a Principal Improvement Plan ("PIP") shall have a corresponding right to appeal concerns regarding the PIP in accordance with the requirements set forth in Section 3012-d of the Education Law. The appeal will be timely and expeditious in accordance with Education Law 3012-d. The appeal shall be submitted to the Chief Operating Officer/Deputy Superintendent or Designee.

The Chief Operating Officer/Deputy Superintendent or Designee will convene a review panel within seven school days. The panel will consist of two (2) Union representatives designated by the BASA who have received mutually agreed upon Lead Evaluator Training and two (2) BOCES representatives designated by the Chief Operating Officer/Deputy Superintendent or Designee who have received Lead Evaluator Training. The panel shall have ten (10) school days after the committee is established to conduct a paper review and render an advisory written recommendation to the Chief Operating Officer/Deputy Superintendent or Designee. The panel may meet with the principal and/or the evaluators to clarify documentation he/she submitted. The panel discussions will be kept confidential.

The Chief Operating Officer/Deputy Superintendent or Designee shall review the record and the panel's recommendation within seven (7) school days from the date the panel issued their recommendation and render a decision. Whether appeal is denied, sustained or modified, such decision will set forth the reasons and factual basis for each determination on each of the specific grounds raised in the appeal.

If the appeal is sustained, the Chief Operating Officer/Deputy Superintendent or Designee may set aside or modify a rating or improvement plan or order a new evaluation or improvement plan if procedures have been violated. The written decision will be provided to the principal and the BASA president.

Level Three

a. Within seven (7) school days of receipt of the Level 2 determination, if a principal is not satisfied with such determination, the principal must submit his/her written appeal to the Chief Operating Officer/Deputy District Superintendent or designee.

b. Upon receipt of a principal request for further appeal, the Chief Operating Officer/Deputy District Superintendent or designee will contact the arbitrator who will be selected on a rotating basis from a mutually agreed upon list. Based upon rotation from those willing to accept the assignment and meet the time-frames of this procedure, the mutually agreed upon arbitrator must be selected within seven (7) school days of receipt of the Level 2 request. The name rotation procedure will be as followed:

Arbitrator (name) will be called in rotating alphabetical order.

c. The arbitrator shall make a final and binding decision upon the appeal of the APPR evaluations, which shall be based solely upon the record

Annual Professional Performance Review - Education Law §3012-d**Task 11. Additional Requirements (Principals) - Tasks 11.1-11.9**

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developed on the initial appeal to the Chief Operating Officer/Deputy District Superintendent or designee, and the written arguments of the parties with respect to that record. The arbitrator may request to meet or speak with impacted parties for additional information.

d. Whether the appeal is denied, sustained, or modified; such decision will set forth the reasons and factual basis for each determination on each of the specific grounds raised in the appeal. If the appeal is sustained, the arbitrator may set aside or modify a rating or improvement plan or order a new evaluation or improvement plan if procedures have been violated. The arbitrator shall provide a written copy of the decision to the Chief Operating Officer/Deputy District Superintendent or designee. The decision process will be timely and expeditious in accordance with Education Law 3012-d.

f. The costs of arbitration shall be borne equally by the BOCES and the BOCES Principals' Association (BASA).

g. The procedure set forth herein shall constitute the sole and exclusive means for initiating, reviewing and resolving any and all challenges, disputes or appeals related to an APPR and/or PIP. A principal may not resort to any other contractual grievance procedure or arbitration of any kind for the resolution of challenges and appeals related to an APPR and/or improvement plan.

h. The provisions set forth above shall not alter the statutory rights of probationary and tenured principals, or the obligations of the BOCES, as set forth in Section 3013 of the Education Law, with respect to the abolition of positions.

11.5) Assurance: Evaluators**Please check the box below.**

- ☒ The district/BOCES assures that all evaluators will be properly trained and lead evaluators will be certified on the below elements prior to completing a principal's evaluation. Note: independent observers and peer observers need only be trained on elements 1, 2, and 4 below.

11.6) Training of Lead Evaluators, Evaluators, Independent Observers, and Peer Observers and Certification of Lead Evaluators

The process for training evaluators, including impartial and independent observers and peer observers, and certifying and re-certifying lead evaluators must include:

- 1) the process for training lead evaluators and evaluators, including impartial independent observers and peer observers;
- 2) the process for the certification and re-certification of lead evaluators;
- 3) the process for ensuring inter-rater reliability; and
- 4) the nature (content) and the duration (how many hours, days) of such training.

Describe the process for training evaluators, including impartial and independent observers and peer observers, and certifying and re-certifying lead evaluators.

SWBOCES Lead Evaluators and Principal Evaluators participate in the SWBOCES Lead Evaluator initial training, with a minimal commitment of three days of training, which focused on the following components of Regents Rules 30-3.10:

- (1) The New York State Teaching Standards, and their related elements and performance indicators and the Leadership Standards and their related functions, as applicable
- (2) Evidence-based observation techniques that are grounded in research
- (3) Application and use of the student growth percentile model and any other growth model approved by the Department as defined in section 30-3.2
- (4) Application and use of the State-approved principal rubric(s) selected by the district/BOCES for use in evaluations, including training on the effective application of such rubrics to observe a principal's practice
- (5) Application and use of any assessment tools that the school district/BOCES utilizes to evaluate its principals.
- (6) Application and use of any locally selected measures of student growth used in the Optional subcomponent of the Student Performance category used by the district/BOCES to evaluate its principals.
- (7) Use of the Statewide Instructional Reporting System
- (8) The scoring methodology utilized by the Department and/or the district/BOCES to evaluate a principal under this Subpart, including the weightings of each subcomponent within a category; how overall scores/ratings are generated for each subcomponent and category and application and use of the evaluation matrix(es) prescribed by the Commissioner for the four designated rating categories used for the teacher's overall rating and their category ratings
- (9) Specific considerations in evaluating principals of English language learners and students with disabilities

All Independent Evaluators receive training in elements 1, 2 and 4 above and are recommended to the Board of Education for certification. Additionally, all SWBOCES Lead and Principal Evaluators participate in annual training offered through SWBOCES which includes webinars, administrator meetings and full day training focused on a process to maintain inter-rater reliability. The Board of Education certifies new Lead Evaluators and recertifies Lead Evaluators periodically.

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11.7) Assurances: Principal Evaluation**Please check all of the boxes below.**

- ☒ Assure that the district/BOCES shall compute and provide to the principal their score and rating for the Student Performance category, if available, and for the Principal School Visit category for the principal's Annual Professional Performance Review, in writing, no later than the last school day of the school year for which the principal is being measured, but in no case later than September 1 of the school year next following the school year for which the principal's performance is being measured.
- ☒ Assure that the evaluation system will be used as a significant factor for employment decisions.
- ☒ Assure that principals will receive timely and constructive feedback as part of the evaluation process.
- ☒ Assure that the following prohibited elements listed in Education Law §3012-d(6) are not being used as part of any principal's evaluation: evidence of student development and performance derived from lesson plans, other artifacts of principal practice, and student portfolios, except for student portfolios measured by a State-approved rubric where permitted by the department; use of an instrument for parent or student feedback; use of professional goal-setting as evidence of principal effectiveness; any district or regionally-developed assessment that has not been approved by the department; and any growth or achievement target that does not meet the minimum standards as set forth in regulations of the Commissioner. Consistent with Subpart 30-3 of the Rules of the Board of Regents, assure that points shall not be allocated based on any artifacts, unless such artifact constitutes evidence of an otherwise observable rubric subcomponent.
- ☒ Assure that, during the 2015-16 through 2018-19 school years, the district/BOCES shall compute and provide principals whose Student Performance Category measures are based, in whole or in part, on the grades 3-8 ELA/math State assessments and/or State-provided growth scores with their APPR transition scores and ratings as soon as practicable, but in no case later than September 1 of the school year next following the school year for which the principal's performance is being measured.
- ☒ Assure that, during the 2015-16 through 2018-19 school years, the district/BOCES shall provide such principals with their original composite rating by September 1 of the school year next following the school year for which the principal's performance is being measured, or as soon as practicable thereafter.

11.8) Assurances: Assessments**Please check all of the boxes below.**

- ☒ Assure that, where applicable, if students take more than one version of the Regents assessment for a particular content area, then the district/BOCES will use the higher of the two scores to determine whether a student has met his/her growth target.
- ☒ Assure that the amount of time devoted to traditional standardized assessments that are not specifically required by state or federal law for each classroom or program within a grade level does not exceed, in the aggregate, one percent of the minimum required annual instructional hours for the grade.
- ☒ Assure that individuals with vested interest in the outcome of their assessments are not involved, to the extent practicable, in the administration and scoring of those assessments.
- ☒ Assure that, where there is more than one version of a Regents assessment for a content area, that the district/BOCES will only administer both assessments within the timeframes prescribed by the Commissioner. Where only one version of a Regents assessment for a content area is administered in a particular school year, assure that only that assessment will be used as the underlying evidence for an SLO.

11.9) Assurances Data**Please check all of the boxes below.**

- ☒ Assure that SED will receive accurate teacher and student data, including enrollment and attendance data, and any other student, teacher, school, course, and teacher/student linkage data necessary to comply with regulations, in a format and timeline prescribed by the Commissioner.
- ☒ Assure that the district/BOCES provides an opportunity for every classroom teacher to verify the subjects and/or student rosters assigned to them.
- ☒ Assure scores and ratings for all principals will be reported to NYSED for each category, as well as the overall rating, as per NYSED requirements.
- ☒ Assure that enrolled students in accordance with policies for student assignment to schools and may not be excluded.
- ☒ Assure that procedures for ensuring data accuracy and integrity are being utilized.

Annual Professional Performance Review - Education Law §3012-d

Task 12. Joint Certification of APPR Plan - Upload Certification Form

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Task 12) Upload APPR District Certification Form

Please Note: SED Monitoring timestamps each revision and signatures cannot be dated earlier than the last revision. To ensure the accuracy of the timestamp on each task, please submit from Task 12 only.

Please obtain the required signatures, create a PDF file, and upload your joint certification of the APPR Plan using the "District Certification Form" found in the "Documents" menu on the left side of the page.

District Certification Form.pdf

APPR Certification Form 11 10 16.pdf

SW BOCES TEACHER
IMPROVEMENT PLAN:
Revised August 11, 2016

I. INTRODUCTION

The Teacher Improvement Plan (TIP) is a component of the Annual Professional Performance Review (APPR) requirements of the Regulations of the Commissioner of Education.

In this Plan, “Teacher” refers to any “class room teacher” as defined in the Regulations of the Commissioner. A TIP may be initiated 1) for a teacher receiving **an Annual Professional Performance Review rating of “developing” or “ineffective”**; 2) as the result of an observation with evidence that would fall into the developing or ineffective categories in multiple areas; or 3) at any time at the request of a teacher. The purpose of this process is to assist the teacher to identify, improve and consistently apply the APPR criteria in her/his work.

II. PHASES OF A TIP

A. Awareness Phase

1. Administrator communicates concern to teacher or teacher communicates area in need of assistance to administrator.
2. Teacher and administrator meet to attempt to resolve the concern
This contact is an opportunity to express the concern, get the teacher or administrator’s response, set up an observation or other form of data collection, or give suggestions. (Danielson & McGreal, p. 122)
3. This phase may not apply if a TIP is initiated as the result of the receipt of a rating of developing or ineffective.

B. Teacher Improvement Plan

1. If the concern is not resolved during the Awareness Phase or if a teacher receives a rating of “developing” or “ineffective”, a TIP will be initiated by the administrator. Once a TIP is initiated, the administrator works together with the teacher to develop the TIP.

III. IMPLEMENTATION OF A TIP

A. Timing of a TIP

1. Pursuant to Education Law Section 3012-d, a teacher who has received a rating on their Annual Professional Performance Review of “developing” or “ineffective” will be placed on the TIP which must be developed by October 1st

of the school year following the school year in which the educator's performance was rated Ineffective or Developing or as soon as practicable thereafter.

2. In a case of a teacher who is placed on a TIP other than a result of a rating of "developing" or "ineffective", the TIP may be commenced at any time during the school year.
3. The length of the TIP will generally be for the duration of the school year as stated in the TIP except that for a probationary teacher the TIP shall be for three (3) to five (5) months in duration, as determined by the BOCES. The length of the TIP for a tenured teacher shall be no less than five (5) months in duration, as determined by the BOCES. In no event should a TIP go beyond the end of the school year.

B. General Requirements of a TIP

1. The purpose of a TIP is the improvement of teaching practice. The issuance of a TIP is not a disciplinary action.
2. The TIP shall be developed in consultation with the teacher. The Union President shall be informed of the BOCES's intent to issue a TIP to a teacher. Whenever a teacher is placed on a TIP, and with the agreement of the teacher, the Union President shall be provided with a copy of the TIP.
3. A TIP shall clearly specify the following:
 - a. The area(s) in need of improvement
 - b. The performance goals, expectations, benchmarks, standards and timeliness the teacher must meet in order to achieve an effective rating.
 - c. How improvement will be measured and monitored, and provide for periodic reviews of progress and goal achievements.
 - d. The anticipated frequency and duration of the meetings of the teacher, administrator and, if one is assigned, mentor.
 - e. The appropriate differentiated professional development opportunities, materials, resources and supports the BOCES will make available to assist the teacher, including, where appropriate, the assignment of a mentor teacher.
4. A TIP shall be written on the form annexed in the Appendix.

5. After the TIP is in place, the teacher, administrator and, (if one has been Assigned) mentor, as well as a Union representative, if requested by the teacher, shall meet according to the schedule set forth in the TIP to assess the effectiveness and appropriateness of the TIP. Any such meeting shall also be for the purpose of assisting the teacher to achieve the goals set forth in the TIP. Based upon the outcome of such assessment(s), the TIP may be modified accordingly.

C. Costs of the TIP: All costs associated with the actions required by the BOCES, including but not limited to, tuition, fees, books and travel shall be borne by the BOCES in their entirety.

Teacher Improvement Plan (TIP)

Teacher: _____

Academic Year: _____

Assignment: _____

Location: _____

Supervising

BTA Administrator: _____

Representative: _____

1. Areas in Need of Improvement – A clear description of the specific behavior(s) which are in need of improvement.
2. Statement and Timeline of the Goals – A statement reflecting how the specific behavior will change (how it will look) in order to be deemed acceptable. This will include a description of types of data to be used.
3. Evidence of Progress – The teachers, administrator, and union representative will mutually agree upon artifacts or visible indicators of progress (linked to the APPR rubric selected).
4. Action Plan – The teacher, administrator, and union representative will jointly list differentiated activities and strategies to address the area in need of improvement. Lack of evidence in progression toward meeting identified goals will result in additional observations. There will be ongoing documented meetings and scheduled observations using the attached Meeting Log Form.

5. Resources – The teacher, administrator, and union representative will jointly list resources, available direct materials, training, workshops, etc. to help improve the teacher’s practice. Any mandated resources identified to remediation will be at BOCES expense.

6. Timeline – The teacher, administrator, and union representative will discuss and a timeline for improvement shall be set forth for the process and a date(s) for the follow-up evaluation(s). The teacher will present documentation and evidence of improvement in the designated area at this time. Additional observations/meetings will take place as needed.

The Teacher Improvement Plan and all records of subsequent observations and meetings will become part of the teacher’s record. The teacher should maintain copies of all documentation.

Teacher’s Signature:

_____ Date: _____

Administrator’s Signature:

_____ Date: _____

BTA Representative Signature:

_____ Date: _____

Meeting Log Form
Teacher Improvement Plan

Log all meetings here. It is understood additional meetings may be necessary. The administrator, teacher, or union representative may request additional meetings. If necessary, a more detailed meeting summary(s) will accompany this form and be given to the principal or teacher in memo form.

A copy of the meeting log will be provided to the principal or teacher following each documented meeting. The original will be retained by administration and filed in the teacher's personnel file.

Date	Meeting Summary	Print Name and Positions of Attendees	Signature of All Attendees

SW BOCES Principal
IMPROVEMENT PLAN:
Revised August 11, 2016

I. INTRODUCTION

The Principal Plan (PIP) is a component of the Annual Professional Performance Review (APPR) requirements of the Regents Rules, subpart 30-3.11.

A PIP may be initiated 1) for a principal receiving **an Annual Professional Performance Review rating of “developing” or “ineffective”**; 2) as the result of a school visit with evidence that would fall into the developing or ineffective categories in multiple areas; or 3) at any time at the request of the principal. The purpose of this process is to assist the principal to identify, improve and consistently apply the APPR criteria in her/his work.

II. PHASES OF A PIP

A. Awareness Phase

1. Director communicates concern to principal or principal communicates area in need of assistance to the director.
2. Principal and Director meet to attempt to resolve the concern
This contact is an opportunity to express the concern, get the principal or director’s response, set up a school visit or other form of data collection, or give suggestions. (Danielson & McGreal, p. 122)
3. This phase may not apply if a PIP is initiated as the result of the receipt of a rating of developing or ineffective.

B. Principal Improvement Plan

1. If the concern is not resolved during the Awareness Phase or if a principal receives a rating of “developing” or “ineffective”, a PIP will be initiated by the administrator. Once a PIP is initiated, the principal works together with the director to develop the PIP.

III. IMPLEMENTATION OF A PIP

A. Timing of a PIP

1. Pursuant to Education Law Section 3012-d, a principal who has received a rating on their Annual Professional Performance Review of “developing” or “ineffective” will be placed on the PIP which must be developed by October 1st of the school year next following the school year in which the educator’s

performance was rated Ineffective or Developing or as soon as practicable thereafter.

2. In a case of a principal who is placed on a PIP other than a result of a rating of “developing” or “ineffective”, the PIP may be commenced at any time during the school year.
3. The length of the PIP will generally be for the duration of the school year as stated in the PIP except that for a probationary principal the PIP shall be for three (3) to five (5) months in duration, as determined by the BOCES. The length of the PIP for a tenured principal shall be no less than five (5) months in duration, as determined by the BOCES. In no event should a PIP go beyond the end of the school year.

B. General Requirements of a PIP

1. The purpose of a PIP is the improvement of leadership practice. The issuance of a PIP is not a disciplinary action.
2. The PIP shall be developed in consultation with the principal. The Union President shall be informed of the BOCES's intent to issue a PIP to an administrator. Whenever an administrator is placed on a PIP, and with the agreement the administrator, the Union President shall be provided with a copy of the PIP.
3. A PIP shall clearly specify the following:
 - a. The area(s) in need of improvement
 - b. The performance goals, expectations, benchmarks, standards and timeliness the administrator must meet in order to achieve an effective rating.
 - c. How improvement will be measured and monitored, and provide for periodic reviews of progress and goal achievements.
 - d. The anticipated frequency and duration of the meetings of the director, administrator and, if one is assigned, mentor.
 - e. The appropriate differentiated professional development opportunities, materials, resources and supports the BOCES will make available to assist the principal, including, where appropriate, the assignment of a mentor principal.

4. A PIP shall be written on the form annexed in the Appendix.
5. After the PIP is in place, the director, administrator and, (if one has been assigned) mentor, as well as a Union representative, if requested by the principal, shall meet according to the schedule set forth in the PIP to assess the effectiveness and appropriateness of the PIP. Any such meeting shall also be for the purpose of assisting the principal to achieve the goals set forth in the PIP. Based upon the outcome of such assessment(s), the PIP may be modified accordingly.

C. Costs of the PIP: All costs associated with the actions required by the BOCES, including but not limited to, tuition, fees, books and travel shall be borne by the BOCES in their entirety.

SOUTHERN WESTCHSESTER BOCES
PRINCIPAL IMPROVEMENT PLAN (PIP)

Principal: _____

Location/Program(s): _____

Date of PIP Conference: _____ PIP Implementation School Year _____

1. Areas in Need of Improvement

Refer to the specific domains and describe the specific behavior(s) which are in need of improvement.

2. Improvement Goals/Outcomes

Provide expected outcomes for change. Determine how the expected outcome will be assessed.

3. Corrective/Differentiated Strategies

Provide methods and activities by which improvement can be achieved.

4. Support/Resources

Provide description of support and resources to include district's responsibilities.

5. Timeline

Provide a timeline for improvement.

6. Evidence of Progress to Support Goal Achievement

Describe artifacts or visible indicators of progress linked to the APPR rubric.

Principals' Signature: _____ Date: _____

Director's Signature: _____ Date: _____

Association Rep. Signature: _____ Date: _____

DISTRICT CERTIFICATION FORM: Please download this form, sign and upload to APPR form

By signing this document, the school district or BOCES certifies that this document constitutes the district's or BOCES' complete Annual Professional Performance Review (APPR) Plan, that all provisions of the APPR that are subject to collective negotiations have been resolved pursuant to the provisions of Article 14 of the Civil Service Law and that such APPR Plan complies with the requirements of Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents and has been adopted by the governing body of the school district or BOCES. By signing this document, the collective bargaining agent(s) of the school district or BOCES, where applicable, certify that this document constitutes the district's or BOCES' complete APPR Plan, that collective negotiations have been completed on all provisions of the APPR that are subject to collective bargaining, and that such APPR Plan complies with the requirements of Education Law §3012-d and Subpart 30-3 of the Rules of the Board of Regents and has been adopted by the governing body of the school district or BOCES.

The school district or BOCES and its collective bargaining agent(s), where applicable, also certify that upon information and belief, all statements made herein are true and accurate and that any applicable collective bargaining agreements for teachers and principals are consistent with and/or have been amended and/or modified or otherwise resolved to the extent required by Article 14 of the Civil Service Law, as necessary to require that all classroom teachers and building principals will be evaluated using a comprehensive annual evaluation system that rigorously adheres to Education Law §3012-d as implemented by Subpart 30-3 of the Rules of the Board of Regents.

The school district or BOCES and its collective bargaining agent(s), where applicable, also certify that this APPR Plan is the district's or BOCES' complete APPR Plan and that such plan will be fully implemented by the school district or BOCES; that there are no collective bargaining agreements, memoranda of understanding, or any other agreements in any form that prevent, conflict, or interfere with full implementation of the APPR Plan; and that no material changes will be made to the Plan through collective bargaining or otherwise except with the approval of the Commissioner in accordance with Subpart 30-3 of the Rules of the Board of Regents.

The district/BOCES and its collective bargaining agent(s), where applicable, also certify that during the 2015-16 through 2018-19 school years, transition scores and ratings will be calculated for teachers and principals that exclude the results of grades 3-8 English Language Arts (ELA) and math State assessments and any State-provided growth scores; that the district/BOCES will continue to provide teachers and principals with original APPR scores and ratings calculated based on the measures in their approved APPR plan without any modifications, substitutions, or replacements pursuant to §30-3.17 of the Rules of the Board of Regents; and that original APPR scores and ratings will be provided for advisory purposes only, and will have no impact on employment decisions, including tenure determinations, or teacher and principal improvement plans.

The school district and its collective bargaining agent(s), where applicable, also acknowledge that if approval of this APPR Plan is rejected or rescinded for any reason, any State aid increases received as a result of the Commissioner's approval of this APPR Plan may be withheld or forfeited by the State pursuant to Education Law §3012-d(11), as added by Chapter 56 of the Laws of 2015.

The school district or BOCES and its collective bargaining agent(s), where applicable, also make the following specific certifications with respect to their APPR Plan:

- Assure that, during the 2015-16 through 2018-19 school years, the overall transition rating will be used as a significant factor in employment decisions, including tenure determinations and teacher and principal improvement plans;
- Assure that, during the 2015-16 through 2018-19 school years, the district or BOCES will continue to provide teachers and principals with original APPR scores and ratings calculated based on the measures described in this APPR plan without any modifications, substitutions, or replacements pursuant to §30-3.17 of the Rules of the Board of Regents;
- Assure that, during the 2015-16 through 2018-19 school years, original APPR scores and ratings will not be used as the basis for employment decisions and will only be used for advisory purposes;
- Assure that beginning in the 2019-2020 school year, the original overall APPR score pursuant to the district or BOCES approved APPR plan shall be used as the basis for employment decisions, including tenure determinations and teacher and principal improvement plans;
- Assure that, during the 2015-16 through 2018-19 school years, the district or BOCES, shall provide teachers and principals whose Student Performance Category measures are based, in whole or in part, on the grades 3-8 ELA/math State assessments and/or State-provided growth scores with their APPR transition scores and ratings calculated pursuant to §30-3.17 of the Rules of the Board of Regents as soon as practicable, but in no case later than September 1 of the school year next following the school year for which the teacher's performance is being measured.
- Assure that, during the 2015-16 through 2018-19 school years, the district/BOCES shall provide such teachers and principals with their original composite APPR rating by September 1 of the school year next following the school year for which the teacher's performance is being measured, or as soon as practicable thereafter.
- Assure that, during the 2015-16 through 2018-19 school years, the district/BOCES shall continue to provide teachers and principals whose Student Performance Category measures are not based on the grades 3-8 ELA/math State assessments or State-provided growth scores with their score and rating on the Student Performance category, if

available, and for the Teacher Observation category or Principal School Visit Category of their annual professional performance reviews, in writing, no later than the last day of the school year for which the teacher or principal is being measured, but in no case later than September 1 of the school year next following the school year for which the teacher's or principal's performance is measured, and that the entire APPR will be completed for each teacher or principal as soon as practicable, but in no case later than September 1 of the school year next following the school year for which the classroom teacher or building principal's performance is being measured

- Assure that beginning in the 2019-20 school year, the entire APPR will be completed for each teacher or principal as soon as practicable, but in no case later than September 1 of the school year next following the school year for which the classroom teacher or building principal's performance is being measured;
- Assure that beginning in the 2019-20 school year, the district or BOCES shall compute and provide to the teacher/principal his or her score and rating on the Student Performance category, if available, and for the Teacher Observation category or Principal School Visit Category of a teacher's or principal's annual professional performance review, in writing, no later than the last day of the school year for which the teacher or principal is being measured, but in no case later than September 1 of the school year next following the school year for which the teacher's or principal's performance is measured;
- Assure that the APPR Plan will be filed in the district office and made available to the public on the district's or BOCES' website no later than September 10th of each school year, or within 10 days after the plan's approval by the Commissioner, whichever shall later occur;
- Assure that accurate teacher and student data will be provided to the Commissioner in a format and timeline prescribed by the Commissioner;
- Assure that, during the 2015-16 through 2018-19 school year, the district or BOCES will continue to report both the original and transition individual category and subcomponent scores and the overall original and transition ratings to the State for each classroom teacher and building principal in a manner prescribed by the Commissioner;
- Certify that the district provides an opportunity for every classroom teacher and building principal to verify the subjects and/or student rosters assigned to them;
- Assure that teachers and principals will receive timely and constructive feedback as part of the evaluation process;
- Assure that any training course for lead evaluator certification addresses each of the requirements in the regulations, including specific considerations in evaluating teachers and principals of English language learners and students with disabilities;
- Assure that, during the 2015-16 through 2018-19 school years, any educators who receive a Developing or Ineffective rating as their overall transition rating will receive a Teacher Improvement Plan or Principal Improvement Plan, in accordance with all applicable statutes and regulations, by October 1 in the school year following the school year in which such teacher's or principal's performance is being measured or as soon as practicable thereafter.
- Assure that, beginning in the 2019-2020 school year, any educator who receives a Developing or Ineffective rating on their original overall rating pursuant to this APPR plan will receive a Teacher Improvement Plan or Principal Improvement Plan, in accordance with all applicable statutes and regulations, by October 1 in the school year following the school year for which such teacher's or principal's performance is being measured or as soon as practicable thereafter;
- Assure that such improvement plan shall be developed by the superintendent or his/her designee in the exercise of their pedagogical judgment, and shall be subject to collective bargaining to the extent required under Article 14 of the Civil Service Law;
- Assure that all evaluators and lead evaluators, including independent evaluators and peer evaluators, as applicable, will be properly trained and that lead evaluators will be certified and recertified as necessary in accordance with all applicable statutes and regulations;
- Assure that the district or BOCES has collectively bargained appeal procedures that are consistent with the statute and regulations and that they provide for the timely and expeditious resolution of an appeal to the district/BOCES;
- Assure that, for teachers, all observable NYS Teaching Standards/Domains of the selected practice rubric are assessed at least once a year across the total number of annual observations and, for principals, all observable ISLLC 2008 Leadership Standards/Domains of the selected practice rubric are assessed at least once a year across the total number of annual school visits;
- Assure that it is possible for a teacher or principal to obtain each point in the scoring ranges, including 0, for each subcomponent and that the district and BOCES shall ensure that the process by which weights and scoring ranges are assigned to subcomponents and categories is transparent and available to those being rated before the beginning of each school year;
- Assure that if a second measure for the Student Performance category is locally selected, then the same locally selected measures of student growth across all classrooms in the same grade/subject in the district/BOCES must be used in a consistent manner to the extent practicable;
- Assure that all growth targets represent a minimum of one year of expected growth, as determined by the superintendent or another trained administrator;
- Assure that any material changes to this APPR Plan will be submitted to the Commissioner for approval by March 1 of each school year, on a form prescribed by the Commissioner, to the Commissioner for approval;
- Assure that the alternate SLOs described in Tasks 2 and 7 of this APPR plan will be used as the basis for certain teachers' and principals' transition APPR scores and ratings, where applicable and consistent with §30-3.17 of the Rules

- of the Board Regents, during the 2016-17 through 2018-19 school years only;
- Assure that, beginning in the 2019-20 school year, no transition scores and ratings will be generated and the district or BOCES' original APPR Plan will apply to all classroom teachers and building principals as defined in the statute, regulations, and SED guidance without any modifications, substitutions, or replacements as a result of the requirements of §30-3.17 of the Rules of the Board of Regents;
 - Assure that the district or BOCES will provide the Department with any information necessary to conduct annual monitoring pursuant to Subpart 30-3 of the regulations;
 - Assure that the amount of time devoted to traditional standardized assessments that are not specifically required by State or Federal law for each classroom or program of the grade does not exceed, in the aggregate, one percent of the minimum in required annual instructional hours for such classroom or program of the grade; and
 - Assure that the amount of time devoted to test preparation under standardized testing conditions for each grade does not exceed, in the aggregate, two percent of the minimum required annual instructional hours for such grade. Time devoted to teacher administered classroom quizzes or exams, portfolio reviews, or performance assessments shall not be counted towards the limits established by this subdivision. In addition, formative and diagnostic assessments shall not be counted towards the limits established by this subdivision and nothing in this subdivision shall be construed to supersede the requirements of a section 504 plan of a qualified student with a disability or Federal law relating to English language learners or the individualized education program of a student with a disability.

Signatures, dates

Superintendent Signature:

Date:

Jaqueline O'Donnell, COC 8/17/18

Superintendent Name (print):

Jaqueline O'Donnell, COC

Teachers Union President Signature:

Date:

M. Barreto 8/17/18

Teachers Union President Name (print):

Melissa Barreto

Administrative Union President Signature:

Date:

James Matera 8/17/18

Administrative Union President Name (print):

James MATERA

Board of Education President Signature:

Date:

Catherine A. Draper 8/17/18

Board of Education President Name (print):

Catherine A. Draper