

Posting and Assurances: National Heritage Academies' (NHA) Teacher Evaluation Tool

Per MCL 380.1249: A school district, intermediate school district, or public school academy shall post on its public website specific information about the evaluation tool(s) used for its performance evaluation system for teachers.

The contents of this document are compliant with the law laid forth, specifically pertaining to National Heritage Academies' (NHA) Teacher Evaluation Tool that has been approved by the district as the result of a review process implemented with fidelity.

Research Base for the Evaluation Framework, Instrument, and Process [Section 1249(3)(a)]

NHA's locally developed teacher evaluation tool and observation protocol uses components from Doug Lemov, Robert J. Marzano, and Charlotte Danielson, internationally recognized experts in teacher effectiveness and teacher evaluation design.

Identification and Qualifications of the Author(s) [Section 1249(3)(b)]

Doug Lemov

Doug Lemov is the author of the international best seller *Teach Like a Champion* and *Teach Like a Champion 2.0* - books that offer effective teaching techniques to help teachers become champions in the classroom. He is also the Managing Director of Uncommon Schools, a non-profit charter public school company that manages more than 40 urban charter schools located in the northeastern United States. Additionally, he is the coauthor of *Practice Perfect* and *Reading Reconsidered: A Practical Guide to Rigorous Literacy Instruction*. His work has established a set of techniques and a shared vocabulary for educators across the world.

Robert J. Marzano

Robert J. Marzano, PhD, is a cofounder of Marzano Research in Colorado. A leading researcher in education, he is a speaker, trainer, and author of more than 40 books and 200 articles on topics such as instruction, assessment writing, implementing standards, cognition, effective leadership, and school intervention. His books include *The Art and Science of Teaching* and *Effective Supervision*. His practical translations of the most current research and theory into classroom strategies are internationally known and widely practiced by both teachers and administrators.

Charlotte Danielson

Charlotte Danielson is a recognized expert and educational consultant in the areas of teacher quality and evaluation, curriculum planning, performance assessment, and professional development. She developed and trained extensively in the areas of teacher observation and assessments. Her work focuses on the use of the framework and a clear description of practice to promote professional conversations and learning. She advises state Departments of Education and National Ministries, both in the United States and overseas.

Evidence of Reliability, Validity, and Efficacy [Section 1249(3)(c)]

NHA hired a company specializing in education research to evaluate our evaluation/observation tool. Their findings show an overall interrater reliability of 0.84, indicating strong overall reliability and that the evaluation/observation tool is measuring the overall effectiveness of teachers.

NHA Teacher Evaluation Framework and Rubric [Section 1249(3)(d)]

The NHA evaluation for K-8 school teachers has six competencies: (1) Classroom Culture, (2) Planning, (3) Teaching, (4) Assessing, (5) Positive Impact on Student Learning, and (6) Professional Accountabilities. The first four competencies are collectively referred to as the Classroom Framework. The NHA teacher evaluation used at NHA high schools includes one additional competency—Student Perception. Positive Impact on Student Learning accounts for 20% of the evaluation as required by law. Below is an overview of all of the competencies and their associated indicators:

Competencies		Indicators
CLASSROOM FRAMEWORK	Classroom Culture	<ul style="list-style-type: none"> • Building Positive Relationships • Physical Environment • Routines and Procedures • Student Behavior and Moral Focus
	Planning	<ul style="list-style-type: none"> • Identify and Analyze the Complexity of Standards • Instructional Alignment • Pacing • Differentiated Planning
	Teaching	<ul style="list-style-type: none"> • Instructional Rigor • Cognitive Engagement • Use of Time • Personalized Instruction
	Assessing	<ul style="list-style-type: none"> • Implementing Assessment Strategy • Analyze Data • Actionable Feedback
Positive Impact on Student Learning		<ul style="list-style-type: none"> • Positive Impact on Student Learning
Student Perception*		<ul style="list-style-type: none"> • Student Perception
Professional Accountabilities		<ul style="list-style-type: none"> • Dependability • Core Values • Communication • Teamwork

**only included on evaluations for NHA high school teachers.*

A detailed teacher evaluation rubric is included in the appendix.

Description of Process for Conducting Classroom Observations, Collecting Evidence, Conducting Evaluation Conferences, Developing Performance Ratings, and Developing Performance Improvement Plans [Section 1249(3)(e)]

NHA Classroom Observation Process

Administrators will conduct at least two full lesson observations per year. The first full lesson observation is considered a mid-year progress report for all teachers. NHA requires all full lesson observations to be at least 30 minutes in duration, one of which must be scheduled, while the other one may be scheduled or unscheduled. In addition, teachers can be observed on any area within the Classroom Framework daily.

NHA utilizes an internal online tool, the Interactive Framework, to aid in the use of the Classroom Framework as a blueprint to grow teachers. Teachers are observed by their assigned administrator on the Classroom Framework and rated based on the evidence the administrator collects. Some areas in which administrators observe teachers are classroom culture, lesson preparation, student engagement, instructional practice, and implementation of NHA’s assessment strategy. Teachers receive results of observations via email following the observation and best practice is that the post-observation conference happens during the next scheduled one-on-one (O3) meeting, typically within a week or two after the observation.

Collecting Evidence

Evidence of teacher effectiveness is gathered throughout the year using the following methods:

- Lesson plan review
- Student assessment data review
- Ongoing classroom observations
- Feedback from parents, students, colleagues, and other key stakeholders
- Professional development goal setting and progress monitoring (including professional development plans)
- One-on-one (O3) coaching conversations around continual improvement
- Full lesson observations (at least two per school year)
- Performance calibrations

Developing Performance Ratings

NHA teachers are evaluated annually by their assigned administrator using the NHA teacher evaluation rubric. Rubrics have criterion-referenced progression of performance expectations from Ineffective to Exemplary. Evaluators provide a rating in each of the indicators using the following scale:

Ineffective Below expected performance level	Developing Approaching expected performance level	Effective Meets expected performance level	Exemplary Model to other staff and shares knowledge
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The overall evaluation rating is converted to the required 3-point scale below prior to being reported to the Michigan Department of Education:

NHA Scale	MDE Scale
Ineffective	Needing Support
Developing	Developing
Effective	Effective
Exemplary	

Conducting Evaluation Conferences

Once all ratings are determined, the administrator provides the teacher with the evaluation in writing and meets with them to review it and engage in conversation around clear expectations for performance and continuous development. Information from the evaluation contributes to decisions regarding promotion, compensation, goal setting, professional development, and employment.

Developing Performance Improvement Plans

During the evaluation conference, the administrator collaboratively develops a minimum of two specific performance goals with the teacher that will enhance their effectiveness for

the next school year. If the teacher is rated as needing support or developing on the end of year evaluation, an individualized development plan that includes specific goals and training will be developed to assist the teacher to improve their effectiveness.

Description of Plan for Providing Evaluators and Observers with Training [Section 1249(3)(f)]

New NHA evaluators receive training on how to use the evaluation tool. The training is designed, developed, and facilitated by individuals with expertise in this area. All evaluators are retrained every three years to ensure they remain knowledgeable about evaluation processes and best practices. The training includes:

- A clear and consistent set of evaluation criteria to assess teacher performance.
- Clear expectations on what evaluators should look for.
- How to conduct classroom observations, collect data, and analyze results.
- Calibration exercises.
- Ongoing support for evaluators.

NHA TEACHER EVALUATION RUBRIC

MICHIGAN VERSION

Classroom Culture		Teacher leads a self-managing classroom by building positive relationships, maintaining physical space, sustaining classroom routines and procedures, and holding students accountable to behavioral expectations.			
Indicators	Ineffective	Developing	Effective	Exemplary	
<p>Building Positive Relationships: Teacher builds relationships with and among students based on mutual respect, trust, and appreciation to create a safe environment for all.</p>	<p>A) Teacher does not attempt to build relationships or attempts at building relationships are not successful at relationally engaging students.</p>	<p>B) Teacher develops and teaches expectations for respectful interactions among students. C) Teacher demonstrates care and respect in interactions with all students.</p>	<p>D) Teacher and student interactions are intentionally planned and are focused on creating personal connections. E) Students demonstrate care and respect for the teacher and one another.</p>	<p>F) Students collaborate and engage in positive, supportive relationships with one another.</p>	
<p>Physical Environment: Teacher optimizes the physical space of the classroom for student learning by maintaining a clutter free and print-rich environment, providing access to materials, as well as arranging space for movement and collaboration.</p>	<p>A) Teacher does not maintain physical space in a way that optimizes student learning.</p>	<p>B) Teacher maintains a clutter free environment. C) Teacher purposefully arranges the learning space. D) Teacher arranges materials for students to access.</p>	<p>E) Teacher arranges the learning space in a way that optimizes movement, collaboration (student-student, teacher-student) and presentation. F) Teacher creates a print-rich environment that comprises a majority of authentic student or teacher created materials along with real life materials (maps, newspaper, etc.).</p>	<p>G) Students utilize materials and furniture arrangement to further their learning. H) Students self-manage and contribute to maintaining the cleanliness and order of the classroom.</p>	
<p>Routines and Procedures: Teacher establishes, models, and practices effective classroom routines and procedures that allow students to move seamlessly throughout the day without disruption of learning.</p>	<p>A) Teacher has not effectively taught classroom routines and procedures.</p>	<p>B) Teacher has established basic classroom routines and procedures.</p>	<p>C) Teacher maximizes instructional time by effectively upholding classroom routines and procedures.</p>	<p>D) Students are motivated to meet expectations and follow routines and procedures without prompting.</p>	
<p>Student Behavior and Moral Focus: Teacher establishes, models, and practices high behavioral expectations for all students including implicit and explicit teaching of Moral Focus virtues in order to create a self-managed classroom.</p>	<p>A) Teacher does not clearly establish behavioral expectations.</p>	<p>B) Teacher establishes, models, and practices behavioral expectations. C) Teachers explicitly teaches Moral Focus virtues through lessons and activities.</p>	<p>D) Teacher effectively anticipates and responds to student behavior. When appropriate, teacher references Moral Focus virtues. E) Teacher uses positive and proactive strategies to increase student motivation, engagement, and positive behavior. F) Students are able to identify and define the monthly Moral Focus virtues, including examples of behaviors that exemplify them.</p>	<p>G) Students are respectful of one another and self-correct off-task or disruptive behavior. H) Students exemplifies Moral Focus virtues in their behavior.</p>	

INEFFECTIVE: Below expected performance level **DEVELOPING:** Approaching expected performance level
EFFECTIVE: Meets expected performance level **EXEMPLARY:** Model to other staff and shares knowledge

UPDATED—July 2024

Planning		Teacher plans for instruction by identifying and analyzing standards to be taught throughout the year, aligning instructional resources and activities to those standards, and preplanning differentiated opportunities to meet individual learning needs.			
Indicators	Ineffective	Developing	Effective	Exemplary	
<p>Identify and Analyze the Complexity of Standards: Prior to instruction, teacher identifies standards to be assessed and analyzes their complexity to understand the appropriate level of rigor.</p>	<p>A) Teacher does not identify the standards to be taught and assessed.</p> <p>B) Teacher does not analyze standards to determine meaning, level of rigor, and connection to curricular resources.</p>	<p>C) Teacher identifies the standards to be taught and assessed.</p> <p>D) Teacher analyzes existing assessments and understands how each assessment item measures key vocabulary, skills, and/or performance of the standards.</p>	<p>E) Teacher understands and can articulate the scope and sequence of standards to be taught throughout the year.</p> <p>F) Teacher understands the complexity of standards and the various levels of rigor within each standard.</p>	<p>G) Teacher indicates misconceptions students may have related to each standard.</p> <p>H) Teacher understands and intentionally applies their knowledge of the vertical alignment of standards from grade to grade.</p>	
<p>Instructional Alignment: Teacher identifies weekly student learning objectives and aligns curricular resources, engagement strategies, key questions, activities, and assessments to maximize student learning.</p>	<p>A) Teacher's instructional planning lacks clarity of alignment between lesson purpose, activities, instructional organization, and assessment.</p>	<p>B) Teacher bases instructional planning on existing curricular resources without thoroughly processing their alignment to learning objectives.</p>	<p>C) Teacher's instructional planning demonstrates an intentional alignment of standards, weekly learning goals, curricular resources, activities, and assessments.</p>	<p>D) Teacher is adept at responding to the pacing needs of students and demonstrates flexibility in decision making regarding learning objectives, while maintaining instructional alignment.</p>	
<p>Pacing: Teacher adheres to a year-long plan and assures all content standards are taught by effectively pacing units and weekly lessons.</p>	<p>A) Teacher's instructional planning does not reflect understanding and knowledge of the grade level content standards or consideration of the instructional time needed for each standard throughout the year.</p>	<p>B) Teacher relies on scope and sequence provided in curricular resources to plan delivery of content standards.</p>	<p>C) Teacher effectively plans unit and weekly lessons based on knowledge and understanding of grade level content standards and the time available to ensure students' progress towards mastery.</p>	<p>D) Teacher flexibly paces instruction based on monitoring of individual student progress towards mastery of the grade level content standards.</p>	
<p>Differentiated Planning: Teacher intentionally aligns and adjusts instruction based on lesson objectives and assessment results to individual, small group, and whole group learning needs.</p>	<p>A) Teacher's instructional planning does not demonstrate accommodation of differentiated student learning needs.</p>	<p>B) Teacher accesses and uses curricular resources to provide correctives, practice, and extensions based on assessed individual, small group, or whole class learning needs.</p>	<p>C) Teacher effectively plans scaffolded building blocks to lead students from their current assessed level of learning to the achievement of individual learning goals.</p>	<p>D) Teacher tracks student learning, provides organized and flexible student grouping, and continuously revises individual learning goals.</p>	

NHA TEACHER EVALUATION RUBRIC

MICHIGAN VERSION

Teaching		Teacher delivers content at a level of rigor that challenges students, cognitively engages them, intentionally uses all time for learning, and personalizes instruction.			
Indicators	Ineffective	Developing	Effective	Exemplary	
Instructional Rigor: Teacher communicates measurable learning goals and delivers content that is challenging to each student and gives them opportunities to engage in higher order thinking processes, so that they may interact with the content in a deep and meaningful way.	A) Teacher does not communicate the lesson objective for the students. B) Teacher questioning and assignments reflect a lack of rigor (i.e., basic recall of knowledge, single word responses, etc.).	C) Teacher incorporates the use of academic vocabulary. D) Teacher clearly communicates (verbally or in writing) lesson objectives for students. E) Teacher questioning and assignments reflect an attempt at rigor; however, opportunities for students to engage with content using higher order thinking processes are missed.	F) Students are able to articulate the learning objective and how activities align. G) Teacher identifies for students critical information in the lesson and links it to previously learned content. H) Teacher scaffolds content in the right amount and complexity for student processing.	I) Teacher requires students to engage in elaborated communication (written or verbal) and/or to process new information and draw inferences from the new content. J) Students connect lessons, content, and content application with other disciplines, real-world experiences and/or abstract concepts.	
Cognitive Engagement: Teacher uses effective instructional strategies to cognitively engage students; creating student ownership for their learning.	A) Teacher does not effectively use instructional strategies to cognitively engage students.	B) Teacher provides complex, cognitive learning opportunities in an attempt to engage all students.	C) Teacher assures students give continuous, engaged attention to complex, cognitive learning opportunities.	D) Students self-regulate their learning and remain engaged and focused on the learning tasks.	
Use of Time: Teacher demonstrates urgency for learning by pacing lesson delivery and activities in a way that maximizes the use of time and creates a balance between instruction and opportunities for student processing.	A) Teacher does not pace activities or lessons in a way that maximizes learning.	B) Teacher uses time adequately to deliver lesson content, however, students lack the appropriate amount of time to process their learning and do not remain engaged.	C) Teacher intentionally uses all time for learning through an effective balance of content delivery and activities such that students are able to process their learning through opportunities to think, speak, and write for the entire lesson.	D) Students demonstrate an urgency and sustained energy for learning throughout the lesson.	
Personalized Instruction: Teacher uses preplanned corrections and extensions in a whole group, small group and individualized setting, to address deficit, grade level or advanced learning needs.	A) Teacher does not preplan or provide opportunities for corrections and extensions.	B) Teacher provides supporting activities to accommodate student needs for corrections and extensions.	C) Teacher assures that all preplanned extensions or correction opportunities include explicit instruction, the appropriate level of challenge, active engagement, and feedback.	D) Teacher provides for each student's needs as instruction flows between whole group, small group, and individual support. E) Teacher makes adjustments to instruction during the lesson to meet the needs of students.	

Assessing		Teacher implements assessment strategy to understand student learning needs, provide actionable feedback and guide instructional decisions			
Indicators	Ineffective	Developing	Effective	Exemplary	
<p>Implementing Assessment Strategy: Teacher implements an intentional assessment strategy, administering common assessments (when applicable) and determining appropriate formative and summative assessments for other instructional content to gauge student mastery.</p>	<p>A) Teacher lacks understanding of the role of diagnostic, formative, and summative assessments.</p> <p>B) Teacher inconsistently administers common assessments.</p> <p>C) Teacher created assessments do not target key content standards.</p>	<p>D) Teacher uses a variety of formal and informal assessments to collect evidence of students' knowledge and skill.</p> <p>E) Teacher administers common assessments when applicable.</p>	<p>F) Teacher indicates when and how they will formatively assess each standard prior to the end of instruction assessment.</p> <p>G) Teacher uses or designs purposeful and rigorous formative and summative assessments.</p>	<p>H) Teacher works with other teachers to develop assessments and analyze assessment results.</p> <p>I) Teacher distinguishes assessment opportunities to match the full range of student needs and abilities.</p>	
<p>Analyze Data: Teacher analyzes assessment data in order to understand the effectiveness of instruction and to respond to student needs from a classroom, small group, and individual perspective.</p>	<p>A) Teacher does not effectively analyze assessment data to determine the effectiveness of instruction and make adjustments when necessary.</p>	<p>B) Teacher examines assessment data to understand students' progress towards mastery of standards.</p>	<p>C) Teacher understands where to make adjustments to instruction in order to meet the needs of each student.</p>	<p>D) Teacher analyzes assessment data results to identify common misconceptions and learning deficits and to establish flexible student groups.</p>	
<p>Actionable Feedback: Teacher provides specific, actionable feedback to students on a regular basis in order for students to monitor and adjust their learning.</p>	<p>A) Teacher may provide feedback to students, but it lacks details about what students did well and where they need to improve.</p> <p>B) Teacher provides feedback inconsistently or in an untimely manner.</p>	<p>C) Teacher provides ongoing and timely feedback, telling students what they did well and where they need to improve.</p>	<p>D) Teacher provides feedback that is specific to each student and provides action steps for students to take to accomplish learning goals.</p> <p>E) Teacher provides resources and support to students to track their own learning progress.</p>	<p>F) Students develop their own self-improvement plans based on feedback and the tracking of their own learning progress.</p>	

Positive Impact on Student Learning				
Indicators	Ineffective	Developing	Effective	Exemplary
<p>Positive Impact on Student Learning Has a positive impact on student learning as measured by multiple student academic growth measures applicable to their position.</p>	<p>A) Teacher does not achieve expected results on student academic growth measures.</p> <p>B) Does not make satisfactory progress toward student growth goals.</p> <p>C) Teacher does not know or understand state test expectations or requirements.</p>	<p>D) Teacher achieves inconsistent expected academic growth measures.</p> <p>E) Teacher is making progress toward student growth.</p> <p>F) Teacher is working towards having a solid understanding of student growth expectations/requirements.</p>	<p>G) Teacher achieves expected performance on student academic growth measures.</p> <p>H) Teacher makes satisfactory progress toward student growth goals.</p> <p>I) Teacher has a solid understanding of student growth expectations/requirements.</p>	<p>J) Teacher exceeds expected performance on student academic growth measures .</p> <p>K) Teacher exceeds student growth goals.</p> <p>L) Has a solid understanding of student growth expectations/requirements and uses data to make informed instructional decisions.</p>

Student Perception*				
Indicators	Ineffective	Developing	Effective	Exemplary
<p>STUDENT PERCEPTION: Students positively rate teacher in the areas of instructional delivery, classroom culture, relationship building, coaching, and academic expertise as measured by a student perception survey.</p>	<p>A) Teacher does not achieve expected student perception scores as measured by the student perception survey.</p>	<p>B) Teacher is progressing toward achieving expected student perception scores as measured by the student perception survey.</p>	<p>C) Teacher achieves expected student perception scores as measured by the student perception survey.</p>	<p>D) Teacher exceeds expected student perception scores as measured by the student perception survey.</p>

**only applicable to high school teachers*

Professional Accountabilities		Teacher embodies expectations of professional accountabilities through dependability, core values, communication, and teamwork.				
Indicators	Ineffective	Developing	Effective	Exemplary		
<p>Dependability: Teacher can be relied upon to complete duties and responsibilities in a timely manner; consistently shows initiative and a desire to handle crucial duties effectively; maintains an acceptable attendance record; can be counted on when a task needs to be completed immediately.</p>	<ul style="list-style-type: none"> ·Teacher has an unacceptable attendance record. ·Teacher cannot be counted on by stakeholders or teammates to deliver on job requirements. ·Teacher does not exhibit a “sees a need, fills a need” behavior. 	<ul style="list-style-type: none"> ·Teacher has an inconsistent attendance record. ·Teacher inconsistently follows through on job requirements. ·Teacher does not consistently exhibit a “sees a need, fills a need” behavior. 	<ul style="list-style-type: none"> ·Teacher has a consistent attendance record. ·Teacher fulfills all aspects of their job requirements with limited supervision. ·Teacher consistently exhibits a “sees a need, fills a need” behavior. 	<ul style="list-style-type: none"> ·Teacher takes initiative by demonstrating a “sees a need, fills a need” behavior. ·Teacher positively influences others to exceed their job responsibilities. ·Teacher delivers quality work within tight timelines or constraints. 		
<p>Core Values: Teacher demonstrates a commitment to NHA’s core values: 1) Take ownership for the success of our students; 2) Do the right thing always; 3) Behave with care; 4) Make our schools the best choice for parents and students; and 5) Act with discipline to sustain our academic success and financial viability to guide their intentions, actions and character.</p>	<ul style="list-style-type: none"> ·Teacher does not make decisions that were founded in NHA’s core values. ·Teacher’s behavior and/or words do not align to NHA’s core values. 	<ul style="list-style-type: none"> ·Teacher’s behavior is at times at odds with NHA’s core values. ·Teacher speaks to core values, but actions do not always align to NHA’s core value expectations. 	<ul style="list-style-type: none"> ·Teacher consistently makes decisions found in NHA’s core values. ·Teacher’s communications and actions reflect a clear understanding and belief of NHA’s core values at all times. 	<ul style="list-style-type: none"> ·Teacher serves as a model for how NHA’s core values should be lived out. ·Teacher acts as a cheerleader for others to embrace NHA’s core values. 		
<p>Communication: Teacher communicates clearly and appropriately with staff, parents and leaders; listens well and allows others to share ideas and opinions without interrupting; involves the right people at the right time to address important issues.</p>	<ul style="list-style-type: none"> ·Teacher’s communication does not employ the appropriate medium, message, tone, or timing. ·Teacher does not communicate information that will impact staff, parents, and leaders. ·Teacher does not listen to the point of view of others. 	<ul style="list-style-type: none"> ·Teacher’s attempts at communication do not always employ the appropriate medium, message, tone, or timing. ·Teacher does not always communicate information that will impact staff, parents and leaders. ·At times, teacher does not listen well or allow others to share ideas or viewpoints. 	<ul style="list-style-type: none"> ·Teacher communicates clearly and appropriately utilizing the appropriate medium, message, tone and timing. ·Teacher communicates information to staff, parents, and leaders that impacts them. 	<ul style="list-style-type: none"> ·Teacher strategically communicates to ensure clarity and consistency of messaging. ·Teacher seeks to develop strong team performance through communication. ·Teacher proactively engages all stakeholders. 		
<p>Teamwork: Teacher works collaboratively to contribute to the overall success of the team; develops a positive workplace culture by treating co-workers with respect and dignity while supporting team decisions even when he/she may not agree.</p>	<ul style="list-style-type: none"> ·Teacher exhibits a negative influence in the workplace as reported by stakeholders. ·Teacher undermines the effectiveness of others. ·Teacher seeks to work in isolation. ·Teacher does not positively contribute to the success of the team or school. 	<ul style="list-style-type: none"> ·Teacher occasionally supports team members by providing good ideas and work product that contributes to the overall success of the team. ·Teacher seeks the input from others in the spirit of growth. ·Teacher does not consistently create a positive impact in the workplace. 	<ul style="list-style-type: none"> ·Teacher holds teammates accountable for team decisions. ·Teacher acts in best interest of the team’s overall objectives. ·Teacher actively seeks input in the spirit of growth. 	<ul style="list-style-type: none"> ·Teacher collaborates with co-workers and leaders to support school-wide improvement. ·Teacher provides informal leadership through words, actions, and work product. 		