Archdiocese of Hartford, Office of Catholic Schools



Teacher Summative Performance Appraisal

"... the life of faith needs to be the driving force behind every activity in the school, so that the Church's mission may be served effectively, and the young people may discover the joy of entering into Christ's "being for others" (Spe Salvi, 28).

School name:	School year:
Teacher's name:	Subject area:

Standards of Teacher Performance

I. School Mission & Faith Community:

Teachers understand and apply essential skills, central concepts and integrate Catholic social teachings and Gospel values in their subject matter and interactions with students and school community.

II. Classroom Environment and Student Engagement:

Teachers promote student engagement, independence and interdependence in learning by facilitating a positive learning community.

III. Planning and Preparation for Active Learning:

Teachers plan instruction in order to engage students in rigorous and relevant learning and to promote their curiosity about the world at large.

IV. Instruction for Active Learning:

Teachers implement instruction in order to engage students in rigorous and relevant learning and to promote their curiosity about the world at large.

V. Assessment for Learning:

Teachers use multiple measures to analyze student performance and to inform subsequent planning and instruction.

VI. Professional Responsibilities and Teacher Leadership:

Teachers actively support all established goals, maximize support for student learning by developing professional skills, demonstrating professionalism, collaborating with others, and exhibiting leadership.



A. School Mission & Faith Community

	4 3		2	1	
	Highly Effective	Effective	Improvement	Does Not	
			Necessary	Meet Standards	
a. Culture	Consistently shows great	Communicates respectfully	Tries to be sensitive to	Is insensitive to the culture	
	sensitivity and respect for	with parents and is sensitive	the culture and beliefs of	and beliefs of students'	
	diverse family and community	to different families' culture	students' families but	families.	
	culture, and values; practices	and values.	sometimes has difficulty.		
	inclusion.			Г	
b. Belief	Continually demonstrates to	Conveys to parents a genuine	Tells parents that he or	Does not communicate to	
	parents an in-depth knowledge	interest and belief in each	she cares about their	parents knowledge of	
	of their child and a strong	child's ability to reach	children and wants the	individual children or	
	belief he or she will meet or	standards.	best for them.	concern about their future	
	exceed standards.	Staridar d3.	best for them.	concern about their ratare	
				l I	
c. Gospel Values	Consistently models Gospel	Makes visible efforts to	Strives to actualize	Actions and deeds do not	
cospe. racs	values in the classroom, school	incorporate Gospel values in	Gospel values in the	provide evidence of lived	
	community, and in	the classroom, school	classroom; little	Gospel values.	
	communication with	community, and in	evidence in	Cosper ranges.	
	parents/guardians.	communication with	communication		
	parents/guaraturis.	parents/guardians.	communication		
			П	Ī	
d. Oral & Written	Consistently ensures parents	Promptly informs parents of	Lets parents know about	Seldom and ineffectively	
Communication	hear positive news about their	behavior and learning	problems their children	communicates to parents	
	children, and immediately	problems in a respectful	are having but rarely	concerns or positive news	
	communicates concerns in a	manner, and also updates	mentions positive news;	about their children;	
	respectful manner; makes	parents on good news; makes	slow to welcome	parents feel unwelcome ir	
	parents feel welcome any time.	parents feel welcome.	parents.	the classroom.	
	parents reer welcome any time.	parents reer welcome.		the classicom.	
e. Interpersonal	Consistently maintains open	Frequently maintains open	Inconsistently	Rarely communicates with	
Relationships	lines of communication with	lines of communication with	communicates with	school community; seldon	
nciationsps	school community; shows	school community; shows	school community;	respects and appreciates	
	respect and appreciation for	respect and appreciation for	seldom respects and	gifts and talents of staff	
	gifts and talents of each staff	gifts and talents of most staff	appreciates gifts and	members.	
	member.	members.	talents of staff members.	members.	
		П		l	
f. Moral Virtues	Ensures students understand	Directs students to	Urges students to reflect	Students are not given the	
Development	truths, justice, and	understand truths, justice,	on their actions and try	opportunity to reflect on	
Detelopment	temperance; leads by example	and temperance; teaches	to live a moral life with	their actions, nor are they	
	in teaching moral virtues that	moral virtues that encourage	Christian values.	directed to make moral	
	encourage respect and	respect and responsibility for	Cinistian values.	choices and live a virtuous	
	responsibility for living	living Christian values.		life.	
	Christian values.	IIVIIIg CIIIIstiaii Valuesi	П	inc.	
g. Mission & Faith	Consistently works to	Frequently works to	Rarely works to	Never works to accomplish	
Community	accomplish the school's	accomplish the school's	accomplish the school's	the school's mission of	
Community	mission of Catholic education	mission of Catholic education	mission of Catholic	Catholic education in	
	in all aspects of school life;	in some aspects of school life;	education in aspects of	aspects of school life;	
	daily promotes & fosters a	promotes & fosters a faith	school life; occasionally	makes no effort to	
	faith community.	community.	promotes & fosters a	promote or foster a faith	
	Taitii Community.	community.	faith community.	•	
			raith community.	community.	
h. Catholic	Successfully fosters a	Often attempts to foster a	Coordinates service	Does not reach out to	
	commitment to acts of service	commitment to acts of			
Intellectual			projects with students;	community; no evidence of	
Traditions	and integrates Catholic	service and occasionally	rarely engages	principles of Catholic	
	intellectual traditions into the	integrates Gospel values into	personally in service	intellectual traditions in th	
	culture of the classroom.	the classroom.	activities.	classroom.	



B. Classroom Environment and Student Engagement

	Highly Effective	Effective	Improvement	Does Not
	3 ,		Necessary	Meet Standards
a. Expectations	Is direct, specific, & consistent	Communicates and enforces	Announces and posts	Comes up with ad hoc rules
-	in communicating and	high standards for student	classroom rules and	and punishments as events
	consistently enforcing high	behavior.	punishments.	unfold during the year.
	behavior expectations to			
	maximize learning.			
			<u> </u>	
b. Relationships	Shows warmth, caring, respect,	Is fair and respectful toward	Is fair and respectful	Is sometimes unfair and
	and fairness for all students;	students and builds positive	toward most students	disrespectful to the class;
	builds strong relationships.	relationships.	and builds positive	shows favoritism.
			relationships with some.	П
c. Respect	Earns all students' respect and	Commands respect and	Earns respect of some	Is not respected by students;
•	creates a climate in which	refuses to tolerate disruption.	students but there are	the classroom is frequently
	disruption of learning is	•	regular disruptions in the	chaotic.
	nonexistent.		classroom.	
	L	L		
d. Social-	Successfully develops positive	Fosters positive interactions	Often lectures students	Publicly berates students, or
Emotional	interactions among students	among students and teaches	on the need for good	blames them for their poor
	and promotes self-discipline	useful social skills.	behavior, and/or makes	behavior.
	and pride in students.		an example of poor	
	П		behavior.	П
e. Responsibility	Successfully develops students'	Develops students' self-	Tries to get students to	Is unsuccessful in fostering
c. nesponsionity	self-initiative, self-efficacy, and	efficacy and teaches them to	be responsible for their	self-discipline in students;
	sense of responsibility.	take responsibility for their	actions, but many	they are dependent on the
	. ,	own actions.	students lack self-	teacher to behave.
			discipline.	
	Ц	Ш		L
f. Proactive	Highly effective discipline	Has a repertoire of discipline	Has a limited disciplinary	Constantly struggles to get
Discipline	repertoire; holds students'	strategies; can capture and	repertoire and students	students' attention;
	attention and addresses misbehavior in a manner that	maintain students' attention.	are frequently not	unsuccessful at spotting and
	preserves the dignity of the		paying attention; sometimes little things	preventing discipline problems from escalating.
	child.		escalate into big	problems from escalating.
			problems.	
g. Routines	Maximizes academic learning	Establishes academic	Sometimes loses	Loses instructional time due
	through routines, lesson	instructional routines and	instructional time due to	to confusion, interruptions,
	momentum, and smooth	smooth transitions.	lack of clarity,	lack of established routines.
	transitions with no loss of instructional time.		interruptions, inefficient	
	instructional time.	П	transitions & routines.	П
h. Motivation	Motivates students using a	Uses educational nest	Uses extrinsic rewards in	Relies on external rewards to
	highly effective system of	practices to encourage,	an attempt to motivate,	gain student favor.
	educational best practices &	motivate, and reinforce	get students to	
	evidence of passion for	student cooperation.	cooperate and comply.	
	content.			
		L		
Overall rating: Tot	al /2 Average –			

Overall rating: Total___



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Teacher Summative Performance Appraisal

C. Planning and Preparation for Active Learning

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	Highly Effective	Effective	Improvement	Does Not
			Necessary	Meet Standards
a. Knowledge	Is expert in subject area(s) and	Knows subject matter well	Is somewhat familiar with	Lacks familiarity with subject
	is very knowledgeable of best	and has a good grasp of best	subject(s) and has a few	matter and few ideas on
	practices and how students	practices and how students	ideas of ways students	how to teach it and how
	learn.	learn.	develop and learn.	students learn.
		Ш	L	
b. Standards	Has a well-honed plan for the	Plans the year so students	Has done some thinking	Plans lesson by lesson and
	year that is tightly aligned with	will meet ADH standards and	about how to cover high	has little familiarity with ADH
	ADH standards, planned	be ready for planned	standards and plan for	standards and use of tests.
	assessments and objectives.	assessments.	assessments.	
	Duamana dia mastis	Diana farmativa and unit	La comeiste mathematica ma	No ovidence of planted
c. Assessments	Prepares diagnostic, formative, and summative	Plans formative and unit	Inconsistently plans assessments before	No evidence of planned assessment before
	assessments to monitor and	assessments to measure student learning.	instruction proceeds.	instruction proceeds.
	measure student learning.	student learning.	instruction proceeds.	instruction proceeds.
d. Anticipation	Anticipates students'	Anticipates misconceptions	Identifies one or two ways	Proceeds without
	misconceptions and	that students might have;	that students might	considering misconceptions
	confusions and develops	limited plans/strategies to	become confused with	students might have about
	multiple strategies to	address them.	the content but doesn't	the material.
	overcome them.		address with strategies.	
e. Lessons	Designs each unit/lesson with	Designs units/lessons	Designs units/lessons with	Designs units/lessons aimed
	clear, measurable goals closely	focused on measurable	some consideration of	primarily at entertaining
	aligned with standards and	outcomes aligned with unit	long-term goals;	students or covering
	unit objectives and outcomes.	goals and objectives.	inconsistent evidence of	textbook chapters; limited evidence of long-term,
			alignment to standards and objectives.	standards-based planning
f. Engagement	Designs highly relevant lessons	Designs lessons that are	Plans lessons that will	Plans lessons with very little
	that will motivate students	relevant, motivating, and	catch some students'	likelihood of motivating or
	and engage them in active	likely to engage students in	interest and perhaps get a	involving students.
	learning.	active learning.	discussion going.	
g. Differentiation	Designs lessons that break	Designs lessons that target	Designs lessons with little	Plans lessons with no
	down complex tasks and address students' learning	some learning needs, styles,	thought as to how to	evidence of differentiation.
		and interests.	accommodate special	
	needs, styles, and interests.		needs or learning styles of students.	
h. Physical Space	Adjusts physical space to	Organizes classroom	Organizes furniture and	Holds to a conventional
	maximize student learning and	furniture, to support unit and	materials to support the	furniture arrangement, hard-
	match learning objectives;	lesson goals; environment	lesson, with only a few	to-access materials, and/or
	reflects positive learning	consistent with Catholic	decorative displays and	few wall displays.
	environment consistent with	identity.	few opportunities for	
	Catholic identity.		collaboration.	П
Overall rating: Tot				Ш

Overall rating: Total____/8



D. Instruction for Active Learning

	_	instruction for Active Le	_	_
	4	3	2	1
Highly Effective		Effective	Improvement	Does Not
			Necessary	Meet Standards
a. Mindset	Exudes high expectations,	Encourages students with	Tells students that the	Gives up on some students
	determination, and belief to all	positive affirmations;	subject matter is	as hopeless.
	students that they will master	believes in the potential of	important and they need	
	the material.	each student.	to work hard.	
b. Goals	Shows students exactly what's	Gives students a clear sense	Conveys to students the	Begins lessons without giving
	expected by posting essential	of purpose by posting the	main learning objectives	students a sense of where
	questions, goals, rubrics, and	unit's and the lesson's goals.	of each lesson.	instruction is headed.
	exemplars of proficient work			_
	L		L	L
c. Connections	Always grabs students'	Activates students' prior	Is sometimes successful in	Rarely hooks students'
	interest and prompts them to	knowledge and hooks their	making the subject	interest or makes
	make connections to prior	interest in each unit and	interesting and relating it	connections.
	knowledge, experience, and	lesson.	to things students already	
	readings.		know.	_
	<u> </u>	<u> </u>		L
d. Clarity	Always presents material	Uses clear explanations,	Sometimes uses language	Often presents material in a
	clearly and explicitly, with	appropriate language, and	and explanations that are	confusing way, and/or uses
	well-chosen examples and	good examples to present	confusing or	language that is
	vivid and appropriate	material.	inappropriate.	inappropriate.
	language.	П	П	Г
e. Knowledge &	Orchestrates highly effective	Orchestrates effective	Uses a limited range of	Uses only one or two
Application of	strategies, materials, and	strategies, materials, and	classroom strategies,	teaching strategies and types
Effective	groupings to involve and	classroom groupings to	materials, and groupings	of materials and fails to
Strategies	motivate students; students	foster student learning;	with mixed success;	reach most students; moves
oti ategies	consistently summarize what	students often summarizes	inconsistently asks	on at the end of each lesson
	they learned and apply to real-	what they learned and apply	students to apply	without closure of
	life situations.	it in a different context.	knowledge	application.
f. Engagement	All students are highly	Engages students actively to	Attempts to get students	Mostly lectures to passive
	involved in focused work in	think about, discuss, and use	actively involved but	students or has them plod
	which they are active learners,	the ideas and skills being	some students are	through textbooks and
	problem-solvers, and critical	taught.	disengaged; delivery is	worksheets.
	thinkers.	3 2 3	mostly lecture.	
			,	
g. Differentiation	Successfully reaches all	Differentiates and scaffolds	Attempts to	Fails to differentiate
=	students by skillfully	instruction to accommodate	accommodate students	instruction for students with
	differentiating and scaffolding.	most students' learning	with learning deficits	learning deficits and/or need
		needs.	and/or acceleration, but	for acceleration.
			with mixed success.	_
h. Flexibility	Deftly adapts lessons and units	Is flexible about modifying	Sometimes doesn't take	Is rigid and inflexible with
	to utilize teachable moments	lessons to take advantage of	advantage of teachable	lesson plans and rarely takes
	and correct	teachable moments.	moments.	advantage of teachable
	misunderstandings.	<u></u>	_	moments.
Overall rating: Tot	al/8 Average =			



E. Assessment for Learning

		4	3	2	1
		Highly Effective	Effective	Improvement	Does Not
				Necessary	Meet Standards
a.	Criteria	Posts and reviews the criteria	Posts clear criteria for	Tells students some of the	Expects students to know
		for proficient work including	proficiency, including rubrics	qualities that their	(or figure out) what it takes
		rubrics and exemplars; student	and exemplars of student	finished work should	to get good grades.
		work is reflective of set	work.	exhibit.	
		criteria.		п	_
b.	Pre-	Gives students a well-	Diagnoses students'	Does a pre-learning	Begins instruction without
IJ.	assessment &	constructed diagnostic or pre-	knowledge and skills up	strategy/exercise before	assessing or diagnosing
	Diagnosis	assessment up front, and uses	front and makes small	beginning a unit; data is	students' skills and
	Diagnosis	the information to fine-tune	adjustments based on the	not used to drive	knowledge.
		instruction.	data.	instruction.	Knowicage.
c.	Formative	Consistently uses a variety of	Frequently checks for	Limited methods to check	Uses ineffective methods
	Assessment	effective methods to check for	understanding and gives	for understanding during	("Is everyone with me?") to
		understanding; immediately	students helpful information	instruction.	check for understanding.
		unscrambles confusion and	if they seem confused.		
		clarifies.		_	_
		Ц			
d.	Independent	Assigns purposeful, relevant	Assigns appropriate	Assigns homework	Assigns homework but is
	Practice/	Homework; holds students	homework, holds students	routinely, keeps track of	resigned to the fact that
	Homework	accountable; utilizes results to	accountable for turning it in,	compliance, but rarely	many students won't turn
		drive and inform instruction.	and gives feedback.	follows up.	it in, and doesn't follow up.
		L	Ш		L
e.	Interims	Works with colleagues to use	Uses data from interim	Looks over students' tests	Gives tests and moves on
		interim assessment data, fine	assessments to adjust	to see if there is anything	without analyzing them
		tune teaching, re-teach, and	teaching, re-teach, and	that needs to be re-	and following up with
	help struggling students before		follow up with failing	taught.	students.
		failure.	students.		_
_					
f.	Support	Relentlessly follows up with	Takes responsibility for	Seldom offers students	Tells students that if they
		struggling students with	students who are not	who fail tests some	fail a test, that's it; the
		personal attention to reach	succeeding and gives them	additional time to study	class has to move on to
		proficiency; ensures that	extra help; provides	and doesn't refer students	cover the curriculum; often
		students who need specialized	opportunities for students to	promptly for special help.	fails to refer students for
		diagnosis receive appropriate	demonstrate knowledge of		special services and/or refers students who do not
		services immediately.	objectives; when necessary refers students for		need them.
					need them.
σ	Reflection	Works with colleagues within a	specialized diagnosis. Reflects on the effectiveness	At the end of a teaching	Does not draw lessons for
g.	Reflection	PLC to reflect on what worked	of lessons and units and	unit or semester, thinks	the future when teaching is
		and what didn't and	continuously works to	about what might have	unsuccessful.
		continuously improves	improve them.	been done better.	unsuccessiui.
		instruction.	ווויףו טעב נוופווו.	been done better.	
				П	Г
_	erall rating: Tot	al/7			



F. Professional Responsibilities and Teacher Leadership

	4	3	2	1
	Highly Effective	Effective	Improvement	Does Not
			Necessary	Meet Standards
a. Language	In professional contexts,	Uses correct grammar,	Periodically makes errors	Frequently makes errors in
	speaks and writes correctly	syntax, usage, and spelling in	in grammar, syntax, usage	grammar, syntax, usage,
	and eloquently.	professional contexts.	and/or spelling in	and/or spelling in
			professional contexts.	professional contexts.
	Ш			
b. Time	Carries out assignments	Is punctual and reliable with	Occasionally skips	Frequently skips
Management	conscientiously and punctually,	paperwork, duties, and	assignments, is late,	assignments, is late, makes
	keeps meticulous records, and	assignments; keeps accurate	makes errors in records,	errors in records, and/or
	is never late.	records.	and/or misses paperwork	misses paperwork deadlines.
			deadlines.	
c. Professionalism	Presents as a consummate	Demonstrates professional	Occasionally acts and/or	Frequently acts and/or
	professional and always	demeanor and maintains	dresses in an	dresses in an unprofessional
	observes appropriate	appropriate boundaries.	unprofessional manner	manner and violates
	professional standards of		and/or violates	boundaries.
	behavior and appearance.		boundaries.	
d todayana	La invenia blue abbient benena	La addicat and above beaut	C	A state in our attrice the
d. Judgment	Is invariably ethical, honest,	Is ethical and above-board,	Sometimes uses	Acts in an ethically
	and above-board, uses impeccable judgment, and	uses good judgment, and maintains confidentiality	questionable judgment, is less than completely	questionable manner, uses poor judgment, and/or
	respects confidentiality.	with student records.	honest, and/or discloses	discloses student
	respects confidentiality.	with student records.	student information.	information.
e. Active	Is an important member of	Shares responsibility for	When asked, will serve on	Declines invitations to serve
Engagement	teacher teams and committees	department and school-wide	a committee and attend	on committees and attend
	and frequently volunteers for	activities and takes part in	an afterschool activity.	afterschool activities.
	after-school activities; present	after-school activities.		
	at school functions.	Ш		
f. Leadership	Frequently contributes	Is a positive team player and	When asked, occasionally	Rarely if ever contributes
	valuable ideas and expertise	contributes ideas, expertise,	suggests an idea aimed at	ideas that might help
	and instills in others a desire to	and time to the overall	improving the school.	improve the school.
	improve student achievement.	mission of the school.		
g. Collaboration/	Meets regularly with	Collaborates with colleagues	Meets occasionally with	Meets infrequently with
Learning	colleagues to plan units, share	to plan units, share teaching	colleagues to share	colleagues, and
Communities	best practices, and analyze	practices, and look at	practices about teaching	conversations lack
	interim assessments.	student work.	and students; minimal	educational substance.
			contribution.	
h. Growth	Actively reaches out for new	Seeks out effective teaching	Can occasionally be	Is not open to ideas for
	ideas and engages in reflective	ideas from colleagues,	persuaded to try out new	improving teaching and
	practice to figure out what	workshops, and other	classroom practices; can	learning; Is very defensive
	works best; actively seeks out	sources and implements	be somewhat defensive	about criticism and resistant
	and is receptive to viewpoints of others.	them well; responds constructively to suggestions	but does listen to feedback and suggestions.	to changing classroom
	or others.	and criticism.	reedback and suggestions.	practice.
i. Progress	Successfully reached and/or	Completed most stated	Completed half of stated	Completed 1 or none of the
Toward Goals	surpassed all stated goals.	goals; will continue to work	goals; will carry over	stated goals; conference
. 5	sa. passea an statea gouis.	toward remaining goal.	remaining goals.	required to discuss causes
				and plan.
Overall rating: Total	al/9	\	<u> </u>	· —



Appraisal Performance Summary

Teacher's name:	School year:	
School:	Subject area:	
OVERALL RATINGS ON INDIVIDUAL DOMAINS:		
(4) Highly Effective (3) Effective (2) Improvement N	lecessary (1) Does Not Meet Standar	d
Below, record averages from each rubric section.		
A. SCHOOL MISSION &FAITH COMMUNITY: Teachers understand and apply essential skills, centr social teachings and Gospel values in their subject m and school community.	•	Average:
B. CLASSROOM ENVIRONMENT AND STUDENT ENGAGE Teachers promote student engagement, independent by facilitating a positive learning community.		Average:
C. PLANNING AND PREPARATION FOR ACTIVE LEARNING Teachers plan instruction in order to engage stude and to promote their curiosity about the world at lar	ents in rigorous and relevant learning	Average:
D. INSTRUCTION FOR ACTIVE LEARNING: Teachers implement instruction in order to engage learning and to promote their curiosity about the wo		Average:
E. ASSESSMENT FOR LEARNING: Teachers use multiple measures to analyze stusted subsequent planning and instruction.	udent performance and to inform	Average:
F. PROFESSIONAL RESPONSIBILITIES AND TEACHER LEAD Teachers actively support all established goals, maxideveloping professional skills, demonstrating profess	mize support for student learning by	Average:

PERFORMANCE RATING SCALE

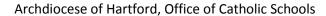
and exhibiting leadership.

Highly Effective: Distinguished teacher who consistently and significantly exceeds proficiency on standards of performance; goals provide evidence of professional growth.

Effective: Proficient teacher who demonstrates competence and proficiency on standards of performance; demonstrates desire to stretch and grow professionally.

Needs Improvement: Teacher who has not made adequate growth toward demonstrating competence on performance standards; skills need to be developed to reach proficiency; goals should reflect areas for specific growth.

Does Not Meet Standard: Teacher does not demonstrate competence on or growth toward achieving performance standards.





Overall comments by principal:	
Overall comments by teacher:	
Recommended area(s) for growth and goal setting: •	
•	
Principal's signature:	Date:
*Teacher's signature:	Date:
*The teacher's signature indicates that he or she has seen and discuss with the report.	

"Only the brave should teach. Only those who love the young should teach. Teaching is a vocation. It is as sacred as priesthood, as innate a desire, as inescapable as the genius which compels a great artist. If he has not the concern for humanity, the love of living creatures, the vision of the priest and the artist, he must not teach." ~Pearl S. Buck



Professional Development Needs-Assessment Grid

Spreadsheet of Rubric Scores for *Professional Development* Purposes

Teacher	School Mission & Faith Community	Classroom Management	Planning and Preparation for Learning	Delivery of Instruction	Monitoring, Assessment, & Follow-up	Professional Responsibilities	Total
Totals							



Professional Development Needs-Assessment Grid

Sample Spreadsheet:

Spreadsheet of Rubric Scores of a 12-Member Staff for PD Purposes

	The state of the s						
	4. Paming & Proposition	H. Classoom Manger	C. Dolings of Instruction	D. Assembent, Abaniaria	E. Parman Commun.	F. Arufeshinal Ashon	Simula
Cynthia	3	3	3	î	3	3	16
Henry	3.	4	3	3	3	3	19
Belinda	3	3	3	2	3	3	17
Marcia	4	4	4	4	4	4	24
Charles	3	3	3	2	3	4	18
Raymond	3	3	3	1.	3	4	17
Sandy	3	3	3	2	3	3	17
Mark	4	4	4	4	4	4	24
Placida	3	3	3	2	3	3	17
Anne	3	3	3	1	3	3	16
Richard	2	3.	2	1	2	1	11
Totals	34	36	34	23	34	35	

PD Rubric Source: Dr. Kim Marshall, 2009