

## Strand #4: How Effective Teams Work

Implementation Level →	Deep	Proficient	Partial	Minimal
<b>A. Meeting Conditions</b>	All teams meet regularly or more than 45 minutes per week and collaboration systematically includes both horizontal and vertical collaboration.	Most teams meet at least weekly during contract time for a minimum of 45 minutes with appropriate resources and tools (e.g. markers, displays, student data, instructional strategies, etc.).	The meeting conditions for teams are inconsistent, or implemented in a limited fashion.	Little or no evidence of implementation.
<b>B. Collaborative Meetings</b>	All teams are effective in using protocols for collaborative meetings, AND use a systematic recording and communication mechanism to maintain an accurate record of conversations and work done.	Most teams effectively use norms, roles and protocols (i.e., agendas, minutes, decision-making tools, inquiry processes, conflict resolution strategies, etc.).	Teams inconsistently use norms, roles and protocols (i.e., agendas, minutes, decision-making tools, inquiry processes, conflict resolution strategies, etc.), or do so in a limited fashion.	Little or no evidence of implementation.
<b>C. Corollary Questions</b>	The four corollary questions are regularly and systematically reflected in meeting agendas, conversations and dialogue.	All teams know and use the four corollary questions to guide their work.	Teams inconsistently know and/or use the four corollary questions to guide their work, or do so in a limited fashion.	Little or no evidence of implementation.
<b>D. Team Monitoring</b>	All teams regularly use a monitoring tool such as the "Critical Issues for Team Consideration" to systematically monitor teaming practices, and <i>intentionally</i> submit to leadership teams for review and feedback.	Most teams use a monitoring tool such as the "Critical Issues for Team Consideration" to systematically monitor teaming practices.	Teams inconsistently use monitoring tools to guide the work of collaborative teams, or do so in a limited fashion.	Little or no evidence of implementation.
<b>E. Evidence</b>	All teams generate and collect accurate and appropriate evidence of their work, and a systemic process is in place for sharing evidence of student work publicly in an appropriate manner.	Most teams generate and collect accurate and appropriate evidence of their work.	Teams inconsistently generate and/or collect accurate evidence of their work, or do so in a limited fashion.	Little or no evidence of implementation.
<b>F. Focus on Results from Data</b>	All teams focus on results using strategies and structures to facilitate data-driven decisions by: <ul style="list-style-type: none"> <li>• Collecting/Charting Data</li> <li>• Analyzing to Prioritize</li> <li>• Setting SMART Goals</li> <li>• Selecting Strategies</li> <li>• Determining Results Indicators</li> <li>• Monitoring and Evaluating Results.</li> </ul>	Most teams focus on results using strategies and structures to facilitate data-driven decisions by: <ul style="list-style-type: none"> <li>• Collecting/Charting Data</li> <li>• Analyzing to Prioritize</li> <li>• Setting SMART Goals</li> <li>• Selecting Strategies</li> <li>• Determining Results Indicators</li> <li>• Monitoring and Evaluating Results.</li> </ul>	Teams inconsistently focus on results using strategies and structures to facilitate data-driven decisions, or do so in a limited fashion.	Little or no evidence of implementation.
<b>G. Trust / Participation</b>	Teams intentionally monitor and address shifts in trust and participation.	Staff members demonstrate high levels of trust and engaged participation in collaborative meetings.	Staff members inconsistently participate in collaborative meetings, or do so in a limited fashion.	Little or no evidence of implementation.