Schools are, first of all, environments to promote the learning of students. But in promoting student learning, teachers must work with their colleagues to share strategies, plan joint efforts, and plan for the success of individual students. Schools are, in other words, professional organizations for teachers, with their full potential realized only when teachers regard themselves as members of a professional community. This community is characterized by mutual support and respect, as well as by recognition of the responsibility of all teachers to be constantly seeking ways to improve their practice and to contribute to the life of the school. Inevitably, teachers’ duties extend beyond the doors of their classrooms and include activities related to the entire school or larger district, or both. These activities include such things as school and district curriculum committees or engagement with the parent-teacher organization. With experience, teachers assume leadership roles in these activities.

The elements of component 4d are:

- **Relationships with colleagues**

  *Teachers maintain professional collegial relationships that encourage sharing, planning, and working together toward improved instructional skill and student success.*

- **Involvement in a culture of professional inquiry**

  *Teachers contribute to and participate in a learning community that supports and respects its members’ efforts to improve practice.*

- **Service to the school**

  *Teachers’ efforts move beyond classroom duties by contributing to school initiatives and projects.*

- **Participation in school and district projects**

  *Teachers contribute to and support larger school and district projects designed to improve the professional community.*

**Indicators include:**

- Regular teacher participation with colleagues to share and plan for student success
- Regular teacher participation in professional courses or communities that emphasize improving practice
- Regular teacher participation in school initiatives
- Regular teacher participation in and support of community initiatives
### Unsatisfactory • Level 1

The teacher’s relationships with colleagues are negative or self-serving. The teacher avoids participation in a professional culture of inquiry, resisting opportunities to become involved. The teacher avoids becoming involved in school events or school and district projects.

- The teacher’s relationships with colleagues are characterized by negativity or combativeness.
- The teacher purposefully avoids contributing to activities promoting professional inquiry.
- The teacher avoids involvement in school activities and district and community projects.

### Basic • Level 2

The teacher maintains cordial relationships with colleagues to fulfill duties that the school or district requires. The teacher participates in the school’s culture of professional inquiry when invited to do so. The teacher participates in school events and school and district projects when specifically asked.

- The teacher has cordial relationships with colleagues.
- When invited, the teacher participates in activities related to professional inquiry.
- When asked, the teacher participates in school activities, as well as district and community projects.

### Critical Attributes

- **Possible Examples**
  - The teacher doesn’t share test-taking strategies with his colleagues. He figures that if his students do well, he will look good.
  - The teacher does not attend PLC meetings.
  - The teacher does not attend any school functions after the dismissal bell.
  - The teacher says, “I work from 8:30 to 3:30 and not a minute more. I won’t serve on any district committee unless they get me a substitute to cover my class.”
  - And others...

- **Possible Examples**
  - The teacher is polite but seldom shares any instructional materials with his grade partners.
  - The teacher attends PLC meetings only when reminded by her supervisor.
  - The principal says, “I wish I didn’t have to ask the teacher to ‘volunteer’ every time we need someone to chaperone the dance.”
  - The teacher contributes to the district literacy committee only when requested to do so by the principal.
  - And others...
### PROFICIENT • LEVEL 3

The teacher’s relationships with colleagues are characterized by mutual support and cooperation; the teacher actively participates in a culture of professional inquiry. The teacher volunteers to participate in school events and in school and district projects, making a substantial contribution.

- The teacher has supportive and collaborative relationships with colleagues.
- The teacher regularly participates in activities related to professional inquiry.
- The teacher frequently volunteers to participate in school events and school district and community projects.

### DISTINGUISHED • LEVEL 4

The teacher’s relationships with colleagues are characterized by mutual support and cooperation, with the teacher taking initiative in assuming leadership among the faculty. The teacher takes a leadership role in promoting a culture of professional inquiry. The teacher volunteers to participate in school events and district projects, making a substantial contribution and assuming a leadership role in at least one aspect of school or district life.

- The teacher takes a leadership role in promoting activities related to professional inquiry.
- The teacher regularly contributes to and leads events that positively impact school life.
- The teacher regularly contributes to and leads significant district and community projects.

- The principal remarks that the teacher’s students have been noticeably successful since her teacher team has been focusing on instructional strategies during its meetings.
- The teacher has decided to take some free MIT courses online and to share his learning with colleagues.
- The basketball coach is usually willing to chaperone the ninth-grade dance because she knows all of her players will be there.
- The teacher enthusiastically represents the school during the district social studies review and brings his substantial knowledge of U.S. history to the course writing team.
- And others...