

Communication

Progress Update

3.0

Leadership Dimension Behaviors That Meet the Standard

3.1 Communicates in ways that reflect careful analysis and the ability to listen

- Meets Standard
- Approaches Standard

- ⇒ Leader's communication is clear and appropriate for each audience and matches media with message.
- ⇒ Leader understands cultural patterns and adjusts his/her communication style accordingly.
- ⇒ Leader attends and responds to subtle nonverbal cues in others.
- ⇒ Leader consistently listens and checks for mutual understanding.
- ⇒ Leader does not avoid difficult issues; he/she deals with them honestly and directly by using low-inference data and providing examples.
- ⇒ Leader actively pursues disconfirming evidence when drawing conclusions.

3.2 Promotes the success of all students through consistently direct communication with students and by understanding and responding to their broader political, socio-economic and cultural contexts

- Meets Standard
- Approaches Standard

- ⇒ Leader interacts with student body on a consistent basis.
- ⇒ Leader models behavior for staff and encourages staff to engage in purposeful solicitation of student ideas regarding successful classroom approaches to teaching and learning.

3.3 Collaborates with staff

- Meets Standard
- Approaches Standard

- ⇒ Leader knows all staff members and publicly acknowledges individual contributions.
- ⇒ Leader models, encourages, and reinforces efficacy in individuals to produce results and persevere even when internal and external difficulties interfere with the achievement of strategic goals.
- ⇒ Leader generates a sense of urgency by aligning the energy of others in pursuit of strategic goals.

Areas for Improvement

Next Steps

Communication

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3.0

Leadership Dimension Behaviors That Meet the Standard

3.4 Collaborates with families and community

Meets Standard

Approaches Standard

- ⇒ Leader establishes interactions with families and community members.
- ⇒ Leader develops clear process for gathering and transmitting information from and to families, with awareness of what families in the community do and do not have access to, in terms of electronic communication.
- ⇒ Leader is able to identify all stakeholders involved in the school.
- ⇒ Leader's presentations to parents and community members are organized and logical, include analysis, and are delivered in an engaging and dynamic style.
- ⇒ Leader provides clear, specific responses to questions.
- ⇒ Leader accords individuals consistent amounts of attention, time, and respect.
- ⇒ Leader demonstrates awareness of the public and political nature of his/her position, and applies explicit process for engaging public in controversial issues.

Areas for Improvement

3.5 Appreciates rituals and routines as enablers of vision

Meets Standard

Approaches Standard

- ⇒ Leader develops consistent patterns of rituals and routines, and understands how they enable the leader's vision and strategic priorities.
- ⇒ Leader understands and honors the organization's existing culture of rituals and routines.
- ⇒ Leader has clearly established boundaries for behaviors that are considered fixed and immovable.

Next Steps

Student Performance

Progress Update

4.0

Leadership Dimension Behaviors That Meet the Standard

4.1 Plans and sets goals for student performance

Meets Standard

Approaches Standard

⇒ Leader sets goals that are within the zone of proximal development for students, teachers, and the organization.

4.2 Recruits and retains qualified staff

Meets Standard

Approaches Standard

⇒ Leader develops and implements plan to attract and retain qualified teachers and staff.

4.3 Ensures continual improvement for students, teachers, and the organization

Meets Standard

Approaches Standard

- ⇒ Leader possesses working knowledge of current curricular initiatives, approaches to content, and differentiated instructional design including the options offered by technology.
- ⇒ Leader understands, articulates, and implements effective instructional strategies and evaluates their effectiveness.
- ⇒ Leader focuses staff meetings on instructional issues.

4.4 Demonstrates understanding of the relationship between assessment, standards, and curriculum

Meets Standard

Approaches Standard

- ⇒ Leader facilitates the analysis and alignment of assessment tools and the curriculum.
- ⇒ Leader aligns school's organizational structure, resources, and instructional priorities to address learning standards and leverage student learning.

4.5 Reports student achievement results transparently

Meets Standard

Approaches Standard

- ⇒ Leader gathers and uses multiple indicators of student success that reveal patterns, trends, and insights.
- ⇒ Leader creates systems to make school data accessible and understood by staff, families, and students.

Areas for Improvement

Next Steps

Student Performance

Leadership Dimension Behaviors That Meet the Standard

4.6 Uses student performance data to make instructional leadership decisions

Meets Standard

Approaches Standard

- ⇒ Leader uses student performance data to guide decisions about instruction.
- ⇒ Leader provides staff with framework for looking at student work to identify instructional next steps for teachers and students.

4.7 Implements a systemic approach for struggling learners and special populations and critically reviews all approaches for effectiveness

Meets Standard

Approaches Standard

- ⇒ Leader monitors intervention strategies for effectiveness and adjusts them to accelerate learning.
- ⇒ Leader includes specialized knowledge and skills into general practice.

4.8 Continually reads and interprets the environment to identify patterns in student performance indicators

Meets Standard

Approaches Standard

- ⇒ Leader uses a multi-dimensional environmental analysis of student performance indicators. Diagnosis is ongoing.

Progress Update

Areas for Improvement

Next Steps
