

LEADERSHIP RUBRIC

Leadership Domain: Instructional Leadership

Not Meeting Expectations _____	Progressing _____	Proficient _____	Exemplary _____
The leader does not focus their attention on learning and instruction	The leader is aware of the learning and instruction occurring in the school and has put structures in place to promote a learning focus	- AND - The leader actively engages in and leads activities that increase student learning and improve instruction	- AND - The leader is able to provide evidence of improved student learning and improved instruction and clearly draws the connection to effective leadership practices

Evidence:

_____ Learning Improvement Plan _____ Staff Leadership Activities _____ Professional Development Plan	_____ Student Achievement Data _____ Instructional Walkthroughs _____ Teacher Evaluation Records
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Leadership Domain: Communications and Public Engagement

Not Meeting Expectations _____	Progressing _____	Proficient _____	Exemplary _____
<p>The leader does not communicate regularly and clearly with the stakeholders, fails to respond to stakeholders in a timely manner and is dismissive of stakeholder's concerns</p>	<p>The leader has developed and implemented a variety of effective practices to inform the stakeholders</p>	<p style="text-align: center;">- AND -</p> <p>The leader has gathered stakeholder input and used the information to assist in decision-making</p>	<p style="text-align: center;">- AND -</p> <p>The leader is able to provide evidence of a variety of different tools and strategies used to achieve high levels of appreciation, support and involvement in decision-making on the part of stakeholders</p>

Evidence:

<p>_____ School Community Council Agendas</p> <p>_____ School Website</p> <p>_____ Partnership Agreements</p>	<p>_____ Communications Material</p> <p>_____ Stakeholder Surveys</p> <p>_____ Media Coverage</p>
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Leadership Domain: School Culture and Climate

Not Meeting Expectations _____	Progressing _____	Proficient _____	Exemplary _____
<p>The leader does not demonstrate an awareness and understanding of the elements of an effective school culture and climate</p>	<p>The leader has employed strategies to informally and formally assess the culture and climate of the school and has begun to implement strategies to impact school culture and climate</p>	<p style="text-align: center;">- AND -</p> <p>The leader has developed and implemented a set of coherent strategies that positively impact school climate and culture</p>	<p style="text-align: center;">- AND -</p> <p>The leader can identify the connection between the various strategies and the positive climate and culture that has developed within the school and can identify refined strategies that have the potential to positively impact school culture and climate</p>

Evidence:

_____ Student Discipline Data

_____ Collaborative Decision Making

_____ Shared Leadership

_____ Stakeholder Surveys

_____ Celebrating Success

_____ Student Code of Conduct

Leadership Domain: Organizational Management

Not Meeting Expectations _____	Progressing _____	Proficient _____	Exemplary _____
<p>The leader does not employ effective planning practices to manage the activities of the school and fails to adhere to approved administrative procedures</p>	<p>The leader has established routines and structures to manage the organizational demands of the school</p>	<p style="text-align: center;">- AND -</p> <p>The leader has established routines and structures that maximizes time spent on instructional leadership and direct involvement in the teaching and learning process</p>	<p style="text-align: center;">- AND -</p> <p>The leader monitors organizational practices and identifies improvements to create efficiencies and has contingency plans developed to manage times when intense and unforeseen organizational management demands emerge</p>

Evidence: _____ Student Accident Data
 _____ School Handbook
 _____ Staff Meeting Minutes

_____ School Planning Structures
 _____ School Budget Documents
 _____ Directives/Memos

Leadership Domain: Professionalism

Not Meeting Expectations _____	Progressing _____	Proficient _____	Exemplary _____
<p>The leader does not fulfill professional duties with honesty and integrity and does not act in a trustworthy and responsible manner</p>	<p>The leader acts with a moral purpose to positively impact the lives of students</p>	<p style="text-align: center;">- AND -</p> <p>The leader displays highly ethical conduct, sound professional judgment and a desire to grow professionally while being viewed as a valued role model for students, staff and other stakeholders</p>	<p style="text-align: center;">- AND -</p> <p>The leader accepts the responsibility of serving a prominent leadership role beyond the school level</p>

Evidence: _____ Professional Growth Plan
 _____ Leadership Activities
 _____ Personal Communications

_____ Professional Development Activities
 _____ Stakeholder Surveys

Leadership Domain: Strategic Leadership

Not Meeting Expectations _____	Progressing _____	Proficient _____	Exemplary _____
<p>The leader does not have a clear sense of the school's needs and can not articulate a clear vision for the school</p>	<p>The leader has identified a vision, mission, values, beliefs and goals for the school and incorporated strategies to achieve the goals in the school's learning improvement plan</p>	<p style="text-align: center;">- AND -</p> <p>The leader develops collaborative processes to collect and analyze data to determine progress towards the goal and makes revisions to the learning improvement plan if required</p>	<p style="text-align: center;">- AND -</p> <p>The leader insures the mission, vision, values, beliefs and goals are imbedded in the life of the school and collaborates with stakeholders to maintain the relevance of the learning improvement plan</p>

Evidence: _____ Learning Improvement Plan
 _____ Strategic Planning Sessions
 _____ School Mission and Vision

_____ Student Achievement Data
 _____ Collaborative Planning

Updated: September 30, 2011