

Strand #2: How Effective Building-Level Leadership Teams Work

Implementation Level	Deep	Proficient	Partial	Minimal
A. Shared Leadership	All staff are leading and sharing all roles, and the school has created a long term plan for training and positioning staff for leadership roles.	The leadership team facilitates and <u>employs</u> practices of shared leadership with delineation of roles, processes and responsibilities (district leaders, principal leaders, teacher leaders).	The leadership team facilitates practices of shared leadership inconsistently and/or in a limited fashion.	Little or no evidence of implementation.
B. Meeting Conditions	The focus of regular meetings are proactive and responsive to specific building and student needs.	The leadership team meets regularly and effectively to provide direction for implementation.	The meeting conditions are inconsistent, or implemented in a limited fashion.	Little or no evidence of implementation.
C. Communication	The leadership team collects and analyzes feedback data to improve school practices, and are transparent in sharing their processes and decisions.	The leadership team effectively communicates using norms, roles, and protocols (i.e., agenda, minutes, decision-making tools, inquiry processes, conflict resolution strategies).	The leadership team uses norms and protocols inconsistently and/or in a limited fashion.	Little or no evidence of implementation.
D. Progress Monitoring	The leadership team consistently monitors the progress of collaborative team/school goals, evaluates and provides feedback and organizes appropriate professional development.	The leadership team reviews and provides progress monitoring of collaborative team goals and school goals.	The leadership team reviews and progress monitors team /school goals inconsistently and/or in a limited fashion.	Little or no evidence of implementation.
E. Feedback to Teams	The leadership team has developed a systematic process for reviewing meeting records/artifacts, and provides descriptive feedback to collaborative teams.	The leadership team regularly reviews and acknowledges collaborative team meeting records and provides feedback to the teams to ensure fidelity of PLC implementation.	The leadership team reviews and acknowledges collaborative team meeting records and gives feedback to the teams to ensure fidelity of PLC implementation inconsistently and/or in a limited fashion.	Little or no evidence of implementation.
F. Support	The leadership team identifies the support needed for collaborative teams based upon regular feedback/review and progress monitoring.	The leadership team provides the necessary supports for effective collaboration and communication processes (i.e., time, high-quality professional development, team structures, etc.).	The leadership team inconsistently provides support for collaboration and communication processes (i.e., time, high-quality professional development, team structures, etc.), or does so in a limited fashion.	Little or no evidence of implementation.