



Visionary Leadership: Self-Assessment and Reflection Continuum

V.1	The effective 21st Century school leader utilizes data to make informed decisions and works with the shared leadership team to develop a purposeful plan for sustainable growth		
	<i>(ISLLC-1B,1C,1D,1E, 2I, 4A, 6C)</i>		
v.1a	Analyze and communicate to all stakeholders the link between the data and the developed school goals		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Use data in conversations with parents about student performance and programing	Use data to monitor the outcomes of school improvement plans and guide the continuous school improvement process and shares results with all stakeholders	Engage and utilize stakeholder input as well as use data to develop a comprehensive vision in transformation of the educational environment
	Analyze and communicate data to stakeholders	Regularly monitor, evaluate, and revise the vision, mission, and implementation plans	Systematically collect, analyze, and use data regarding the school's progress toward attaining strategic goals and objectives
v.1b	Share leadership with others to build capacity and collective ownership within the school environment		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Build parent and community partnerships and facilitate ways to support learning	Build leadership capacity in teachers, students, parents, and community members	Share leadership with others to build capacity and collective ownership within the school environment
	Use communication skills with integrity to build trust among stakeholders	Create opportunities for staff to demonstrate leadership skills by allowing them to assume leadership and decision-making roles	
v.1c	Ensure the strategic plan utilizes clearly articulated objectives and strategies		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Build capacity to examine student data and make sense of it	Use data to move beyond problem identification to problem solving then create strategies to deal with academic concerns	Engage staff in implementation of research based strategies for Curriculum, Instruction, and Assessment
v.1d	Monitor and evaluate program effectiveness		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Use data to monitor the outcomes of school improvement plans and guide the continuous	Use formative assessments of student progress at regular intervals throughout the year	Improve classroom teaching by setting clear expectations by monitoring, observing,



	school improvement process		coaching, and evaluating faculty and staff
			Enrich curricula to accelerate learning for all students through differentiation
v.1e	Conduct needs assessments for professional development		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Create a tool to collect data on the needs of the staff, students, and community	Obtain needed resources to support the needs of all stakeholders	Make provision for professional development, financial management, and technology use and integration into the curricular and administrative management activities consistent with the articulated vision
	Use effective staff development and improvement strategies		
v.1f	Use innovative systems in the implementation of change		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Build and model a collaborative culture that promotes and supports the change process	Restructure the facility design, optimizes human resources, and build a culture to implement 21 st Century skills and strategies	Use the change process to maximize the use of human, fiscal, and technological resources promoting high student achievement through a safe, risk-free learning environment
v.2	The effective 21st Century school leader aligns the curriculum, instruction, and assessment practices to the school's vision and mission (ISLLC-1A, 2B)		
v.2a	Inspire teachers to use rigorous innovative research based classroom practices		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Provide a safe and healthy environment for collaboration	Build and model a collaborative culture that both promotes and supports a risk free environment	Engage staff in implementation of research based strategies for Curriculum, Instruction, and Assessment
v.2b	Create and communicate a vision focused on the elements of curriculum, instruction and assessment that makes higher achievement possible and a focused mission to improve student achievement		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Use stakeholders to help develop the vision of the school	Communicate regularly and routinely with members of the school faculty, student and parent groups, local civic and business leaders,	Articulate the vision of the school with student and parent groups, local civic, business leaders, and other appropriate community members,



		and other appropriate community members	soliciting input and involving them in refining and implementing the vision
	Recognize and celebrate the contributions of school community members to the continuing progress toward the vision		Model the core beliefs of the vision in public. Use the vision to garner resources from the community to support the shared vision
	Assure that progress toward the vision and mission is communicated to all stakeholders		
V.3	The effective 21st Century school leader inspires and communicates a shared vision to support collaborative leadership		
	(ISLLC-1A, 2F, 3D)		
v.3a	Develop model of shared leadership in which others assume responsibilities that have traditionally been assigned to the administrator		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Build leadership capacity in teachers, students, parents, and community members	Build parent and community partnerships and facilitates ways to support leadership	Build and model a collaborative culture that promotes and supports leadership opportunities for all stakeholders
	Provide a safe and healthy environment for collaboration	Utilize skills and practice the use of strong leadership in the school environment	
V.4	The effective 21st Century school leader creates, promotes, and sustains a dynamic, digital-age learning culture		
	(ISLLC-2H, 6C)		
v.4a	Model and provide necessary support to ensure the use of digital age tools to enrich the instructional learning for all students		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Reflect on current practices and interventions to determine opportunities to increase student engagement with digital tools	Relate what the "Essential Conditions" are and use them to evaluate classrooms or school readiness for implementation of the 21st century skills from a digital	Articulate the value of the NETS-A as a vehicle for a shift in teaching, leading, and advocating a digital learning environment
	Identify and reflect on how the Essential Conditions are necessary to the effective implementation of digital tools	Identify opportunities for technology-rich enhancements to increase student engagement	Use innovative technology tools and resources reflecting learning across various mediums and locations to include: <ul style="list-style-type: none"> • Video Teleconference (VTC) • Virtual Labs • Virtual Classes • Online Classes • Independent Study
	Know and understand the National		Teach administrators how to use the digital



	Educational Technology standards		tools and resources to include: <ul style="list-style-type: none"> • Tablets • MP3 players • SMART technologies • Productivity Software (DoDEA Approved Standard Software) • Web Based Tools
	Know and understand digital citizenship		
v.4b	Lead purposeful change to maximize the achievement of learning goals and communicate through appropriate technology and media-rich resources		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Reflect on current practices and interventions to determine opportunities to increase student engagement with digital tools	Determine mechanisms to meet the challenges of a digital age learning environment regarding ethics, safety, and citizenship	Model and provide opportunities for students and staff to use digital age tools to enrich the instructional learning for all students
	Model digital tools to support teaching, learning, and leading	Model and promote the frequent and effective use of technology for learning	Lead purposeful change to maximize the achievement of learning goals and communicate through appropriate technology and media-rich resources
V.5	The effective 21st Century school leader creates a risk taking school climate and culture (ISLLC-2A, 2C)		
v.5a	Apply knowledge and understanding of school culture		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Design school culture that is rich in collaboration and supportive of new innovations	Demonstrate belief in and commitment to a safe and supportive learning environment	Create a learning environment within the school and community while maximizing real-world learning opportunities
		Embrace a collaborative, innovative and creative environment for all stakeholders	
v.5b	Demonstrate belief in and commitment to a safe and supportive learning environment		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Design an environment that extends opportunities and fosters innovative thinking	Design and apply strategies which support open opportunities for students, parents, and staff	Implement a school-wide learning environment that supports teaching and learning of 21 st Century skill outcomes (Wagner’s Seven Survival Skills)



	Use the change process to maximize the use of human, fiscal, and technological resources promoting high student achievement through a safe, risk-free learning environment		
v.5c	Promote and encourage innovation and creativity in teacher practice		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Create an environment where teachers can explore new and innovative learning opportunities	Encourage and support staff members in the use of innovative learning opportunities	Empower teachers and students to optimize purposeful and intentional use of facilities, and technology to support project/problem-based, interdisciplinary, cooperative learning, creativity and innovative learning
v.5d	Interpret disappointments in ways that help school staff to see them as a learning opportunity		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Lead staff to evaluate and discover different ways to revise to create a solution	Use data to create a solution which turns disappointment into success	Lead staff in collective inquiry and learning to resolve issue to turn a negative into a positive situation
		Encourage staff to take risks by reflecting and refining practices	
v.5e	Celebrate success and recognize accomplishments		
	Emerging The administrator will:	Implementing The administrator will:	Sustaining The administrator will:
	Establish informal sharing of success and acknowledgment of accomplishments	Provide opportunities for staff and students to share learning experiences with other staff	Develop a consistent formal structure to share learning success and accomplishments via social media that is easily accessed by all stakeholders
	Create opportunities for staff and students to share success and accomplishments in all areas		