

RATINGS FOR STANDARD ON LEADERSHIP AND ORGANIZATION

DEFICIENT:

- The principal:
 - is **not** accorded sufficient autonomy and decision-making authority to lead the school in achieving the mission and expectations for student learning; **or**
 - **fails** to provides leadership in the school community; **or**
- The climate of the school is **not** safe, **or** is **not** positive, respectful, and supportive.

LIMITED:

- The principal only marginally:
 - has sufficient autonomy and decision-making authority to lead the school in achieving the mission and expectations for student learning; **or**
 - provides leadership in the school community; **or**
- The climate of the school is only marginally safe, and positive, respectful, and supportive; **or**
- The school has difficulty in adhering to several of the additional bulleted indicators listed below under the **ACCEPTABLE** level.

ACCEPTABLE: The principal has sufficient autonomy and decision-making authority to lead the school in achieving the mission and expectations for student learning and provides leadership in the school community. The climate of the school is safe, and positive, respectful, and supportive, **and**

- The school adheres substantially to the following:
 - The school's organization, student grouping patterns, and schedule promote the school's mission and expectations; **but**
- The school adheres to only to **some** of the following:
 - The school's teachers as well as administrators other than the principal provide leadership essential to the improvement of the school; **and**
 - the school board formally supports the school's mission and expectations; **and**
 - meaningful roles in decision-making are accorded to students, parents, and the school staff; **and**
 - student loads are appropriate; **and**
 - each student has an adult member of the school community to personalize that student's education; **and**
 - the professional staff collaborates within and across departments; **and**
 - all staff promote the well-being of students; **and**
 - student success is regularly acknowledged.

EXEMPLARY: The principal has sufficient autonomy and decision-making authority to lead the school in achieving the mission and expectations for student learning, and provides leadership in the school community and focus on student learning. The climate of the school is safe, and positive, respectful, and supportive. The school's organization, student grouping patterns and schedule are attuned to meeting the school's mission and expectations. The school's teachers as well as administrators other than the principal provide leadership essential to the improvement of the school. The school board formally supports the school's mission and expectations, **and**

- The school adheres to a **majority** of the following:
 - Meaningful roles in decision-making are accorded to students, parents, and school staff; **and**
 - student loads are appropriate; **and**
 - each student has an adult member of the school community to personalize the student's education; **and**
 - the professional staff collaborates within and across departments; **and**
 - all staff promotes the well-being of students; **and**
 - student success is regularly acknowledged.