

## *Rubric Four: New Leaders for New Schools*

### Learning and Teaching

- Curriculum aligned to both state and college-readiness standards
- Consistent and quality classroom practices, routines, and teaching strategies
- Utilization of diverse student-level data to drive instructional improvement
- Individual and common planning for effective instruction
- Pyramid of academic interventions

### Aligned Staff

- Recruitment, selection, and placement of aligned staff
- Consistent feedback and professional learning to drive instructional improvement
- Monitoring and management of staff performance
- High-performing instructional leadership team

### Culture

- Adults and students champion school vision and mission
- Adults demonstrate personal responsibility for the success of every student
- Adults and students live a school code of conduct aligned to the school's vision, mission, and values
- Adults insist on and support students in having high aspirations for themselves
- Families are engaged in supporting their child's/youth's learning, conduct, and college/career planning

### Operations and Systems

- Tracking of clear and focused school goals and strategy adjustment based on progress
- Time use aligned to school-wide goals
- Budget, external partnerships, and facilities aligned to strategic plan
- Stakeholder communication and school system relationship managed to ensure a focus on learning

### Personal Leadership

- Belief-based, Goal-driven Leadership: Leader consistently demonstrates belief in the potential of every student to achieve at high levels
- Culturally Competent Leadership: Leader develops deep understanding of their urban context and actively moves the expectations of others in order to ensure high academic achievement for every student
- Interpersonal Skills, Facilitative Leadership: Leader builds relationships and facilitates active communities of adults and students dedicated to reaching school goals
- Adaptive Leadership: Leader drives and manages the organizational change process to increase student achievement
- Resilient Leadership: Leader demonstrates self-awareness, ongoing learning, and resiliency in the service of continuous improvement