**Definitions**

**Ineffective School Leader**:

* Lack of awareness, experience
* Inconsistent
* Does not meet standards
* Failure to make appropriate changes
* Ignores supervision until there is a crisis
* Utilizes top-down management
* Poor execution
* Counterproductive
* Non-responsive
* Reactive
* Resistant to change
* Unwilling to engage
* Knows everything (fixed mindset)
* Defiant
* Incompetent
* Isolated
* Unethical
* Lacking in knowledge, skills, dispositions
* Lacking awareness
* Not producing desired effect
* No improvement in professional growth
* Not producing any significant or desired effect in student achievement
* Can’t find the toolbox --Doesn’t know how to use the tools when found; Ignores the toolbox (*Will* vs Skill)

**Developing School Leader**:

* Growing or becoming stronger in craft
* Participate in growth activities
* Showing evidence of student growth
* Minimally competent
* Emerging
* Threshold
* Maintaining effective systems and operations
* Minimum skills necessary to lead
* Willing to learn (growth mindset)
* Ask questions
* Attitude and work ethic
* Collaborate with faculty only (not all stakeholders)
* One supervision style used for all
* Inconsistent results
* Have a toolbox with a few versatile tools and they know how to use the basic tools.

**Accomplished School Leader**:

* Consistent in performance
* Successfully execute plans
* Dependable
* Strategic
* Developing executive function; critical thinking
* Proactive
* Results
* Centers on students and staff
* Effective team approaches
* Use data effectively
* Action oriented
* Visible
* Change agent
* Empowers and equips staff
* Collaborate with all stakeholders
* Differentiate with supervision to meet faculty and staff needs
* Actively extinguishing inequity; Models equitable behavior
* Beginning to contribute to mentorship of aspiring leaders
* Collaborating with colleagues/other leaders
* Consistently effective
* Communicates a vision
* Ethical decision maker
* Capable of demonstrating performance standards
* Many tools in toolbox and can use more than one tool at a time, purposefully.

**Exemplary School Leader**:

* Starting to build others as leaders
* Active mentor/coach
* Active community engagement
* Trend setter
* Strong in team approach
* Ethical
* Strong emotional intelligence
* Strong disposition in modeling humility
* Tech savvy
* Maxwell Level 5—taking a school to another level (continuous improvement)
* Innovative
* Model of professionalism
* Ability to share expertise with others
* Leader among peers
* Values teaching and training
* Significant student growth/achievement of all students
* Seeks continuous growth and development for all in the building
* Continually evaluates and improves all programs
* Develops leadership capacity for all in the building
* Role model for other leaders
* Exceeds expectations
* Highly competent
* Makes deep connections
* Creates and sustains a culture of belonging (family) in the building
* Invent new tools for the toolbox and share their tools

<https://drive.google.com/drive/folders/IV8DJ8sp4o5qqXozDqZ3zyk3go7NFIt5t?usp=sharing>