

## The Developing Principal

### A Visionary Leader at the developing level...

1. Uses a diverse group of stakeholders to collaboratively review, develop, and/or revise the school vision (PSEL 1a,b,d,e; 5f; 7c; 10c)
2. Deliberately and effectively communicates the vision to stakeholders (PSEL 1c,d,f,g; 5f; 8c,h; 9l)
3. Uses multiple sources of data to evaluate the existing vision and plan for continuous improvement (PSEL 1d,e; 4a; 6e; 9a; 10a,b,g)

### An Instructional Leader at the developing level...

4. Facilitates staff discussions to ensure curriculum is comprehensive, rigorous, aligned, engaging and supports continuity across all grades and content areas (PSEL 4a,b; 6d; 9i; 10a,e)
5. Builds teacher capacity with a variety of instructional practices appropriate to the learning content (PSEL 2b; 4b,c,d,e; 6d,e; 10a,f)
6. Observes classroom instruction and provides meaningful and timely feedback to intentionally support individual teacher strengths and areas for growth (PSEL 2b; 4b,d; 6a,e,f; 10c,e,f)
7. Facilitates teacher development and use of formative and summative assessments (PSEL 4a,b,f; 6d)
8. Facilitates teacher analysis of individual student data to improve the instructional process and student growth (PSEL 2c; 3a; 4b,g; 6e; 7g; 9g; 10a,c,e,g,h)
9. Engages teachers to collaboratively design and implement a program of professional learning (PSEL 6a,c,d,f,h; 7a,f,g,h; 10a,e,f,g)

### A Managerial Leader at the developing level...

10. Collaborates with staff to maximize the use of the school facility and grounds to support student learning (PSEL 2a; 5a,c; 8g; 9e; 10h)
11. Collaboratively develops clear routines, procedures, schedules and technology use for staff and students (PSEL 3d,e; 5a,c,e; 9a,e,f,h,j; 10a)
12. Collaborates with staff to recruit, screen and select candidates with a high probability of success (PSEL 6a,b; 9b; 10a)
13. Holds staff accountable and revises expectations, guidelines and procedures as necessary to respect the rights of staff and students (PSEL 2a,d,f; 4a; 7a,c; 9b,h; 10a,f)
14. Uses data and legal and ethical decision-making to develop targeted interventions and supports for addressing personnel issues (PSEL 6a,b,c,h; 9k; 10f)
15. Works with staff to ensure compliance with all personnel records and reporting (PSEL 9h)
16. Collects input from staff to establish priorities that inform the school budget and determine resource allocation that meet statutory and district requirements (PSEL 2a; 5c; 8j; 9a,b,c,d,h)
17. Collects input from staff to establish priorities that inform the use of non-fiscal resources that meet statutory and district requirements (PSEL 2a; 5c; 8j; 9a,b,c,d,h)

### A Relational Leader at the developing level

18. Raises teacher consciousness of the importance of equity in the teaching and learning process as it relates to ethnicity, gender, economic background, etc. (PSEL 1c; 2d,e; 3a,b,c,e,f; 4a; 5b; 7b,d; 10a,c)
19. Develops a network of relationships and pathways both in and out of the school that provide for the welfare of the students (PSEL 2c,e,f; 3a,b,c,d,f,h; 5b; 8e,g,l; 10a)
20. Models and promotes positive and ethical relationships between students and all school personnel (PSEL 2e; 3a,b,d; 5b,d,e)
21. Builds positive and ethical staff relationships and communicates high expectations (PSEL 2a,e,f; 7e; 9j)
22. Leads staff in the development, improvement or refinement a collaborative culture (PSEL 2b,d,e,f; 3g,h; 6h; 7a,b,c,d,e,g; 9k; 10a,d,f)
23. Empowers and provides opportunities for teacher leadership (PSEL 6g; 7b,d,h; 10a,e,j)
24. Engages in an ongoing assessment of the quality of relationships with families (PSEL 2d; 3a,h; 5d,f; 8a,b,c,d,g; 10a)
25. Engages key stakeholders in support of the school program (PSEL 3f; 5d,f; 8a,b,c,d,f,g,j; 10c)

**An Innovative Leader at  
the developing level...**

26. Models and shares the gathering of knowledge, skills and best practices related to improved teaching and learning *(PSEL 4c,e; 6f; 10a,c,f,i)*
27. Contributes actively in professional networks to expand relationships and avenues for new knowledge and understanding *(PSEL 6i; 10g)*
28. Engages in personal reflection on performance strengths and weaknesses and seeks professional development experiences to improve practice *(PSEL 2b; 6i; 10c,g,h)*
29. Actively seeks performance feedback and makes adjustments to improve and refine practice *(PSEL 6i; 10c,g,h)*
30. Deliberately monitors and adjusts time commitment to school priorities *(PSEL 6i)*
31. Responds to challenges and issues by addressing appropriate changes that lead to school improvement and increased student learning *(PSEL 2a; 3g,h; 7f; 8h; 9f; 10d,i)*
32. Anticipates changing circumstances and develops multiple alternate strategies based on new knowledge and understanding *(PSEL 2b; 3f; 7f; 8j; 9f; 10d,e,i)*