

The Transformational Principal

A Visionary Leader at the transformational level...

1. Inspires stakeholders to focus on how each person can actively participate in developing a shared vision (PSEL 1a,b,d,e; 5f; 7c; 10c)
2. Uses multiple methods to effectively communicate the school vision to all external and internal groups (PSEL 1c,d,f,g; 5f; 8c,h; 9l)
3. Establishes a systematic and ongoing cycle of continuous improvement that includes data collection, analysis, planning, and evaluation (PSEL 1d,e; 4a; 6e; 9a; 10a,b,g)

An Instructional Leader at the transformational level...

4. Ensures staff regularly collaborates to continuously monitor and adjust the vertical and horizontal alignment of the curriculum to improve student learning (PSEL 4a,b; 6d; 9i; 10a,e)
5. Facilitates opportunities for collaboration and modeling of instructional practices appropriate to the learning content (PSEL 2b; 4b,c,d,e; 6d,e; 10a,f)
6. Develops a systemic process for the continuous improvement of all teachers' instructional practice (PSEL 2b; 4b,d; 6a,e,f; 10c,e,f)
7. Develops a systemic, collaborative process for the development and use of formative and summative assessments (PSEL 4a,b,f; 6d)
8. Develops a systemic data teaming process for the analysis of student level data to improve the instructional process and student growth (PSEL 2c; 3a; 4b,g; 6e; 7g; 9g; 10a,c,e,g,h)
9. Develops a cycle for continuous, focused collaborative professional learning and growth (PSEL 6a,c,d,f,h; 7a,f,g,h; 10a,e,f,g)

A Managerial Leader at the transformational level...

10. Inspires stakeholders to continuously improve an environment that is safe and supports student learning (PSEL 2a; 5a,c; 8g; 9e; 10h)
11. Collaborates with community, family, and student representatives to monitor and adjust routines, procedures, schedules and technology use to ensure a positive, safe, healthy, orderly and equitable learning environment (PSEL 3d,e; 5a,c,e; 9a,e,f,h,j; 10a)
12. Refines and improves the collaborative process for recruiting, screening and selecting candidates (PSEL 6a,b; 9b; 10a)
13. Empowers staff to continuously hold each other accountable to the highest professional expectations including respecting the rights of staff and students (PSEL 2a,d,f; 4a; 7a,c; 9b,h; 10a,f)
14. Maintains a legal and ethical system of interventions and supports for resolving personnel issues (PSEL 6a,b,c,h; 9k; 10f)
15. Monitors and revises systems to ensure compliance with all records and reports (PSEL 9h)
16. Develops and implements a system to continuously address school goals and priorities through the effective allocation of fiscal resources that meet district and statutory requirements (PSEL 2a; 5c; 8j; 9a,b,c,d,h)
17. Develops and implements a system to continuously address school goals and priorities through the effective allocation of non-fiscal resources that meet district and statutory requirements (PSEL 2a; 5c; 8j; 9a,b,c,d,h)

A Relational Leader at the transformational level

18. Collaboratively establishes a system responsive to student demographics for ensuring equity in the teaching and learning process (PSEL 1c; 2d,e; 3a,b,c,e,f; 4a; 5b; 7b,d; 10a,c)
19. Collaboratively integrates in and out of school strategies and resources to provide for the welfare of students (PSEL 2c,e,f; 3a,b,c,d,f,h; 5b; 8e,g,l; 10a)
20. Ensures positive relationships are an integral part of the culture of the school (PSEL 2e; 3a,b,d; 5b,d,e)
21. Creates ethical, collaborative relationships that promote open dialogue and respect for multiple perspectives (PSEL 2a,e,f; 7e; 9j)
22. Maintains a collaborative culture where support and respect among staff are the norm (PSEL 2b,d,e,f; 3g,h; 6h; 7a,b,c,d,e,g; 9k; 10a,d,f)
23. Develops and sustains a collaborative team culture that effectively integrates teacher leadership (PSEL 6g; 7b,d,h; 10a,e,j)
24. Ensures sustained and transparent relationships with families (PSEL 2d; 3a,h; 5d,f; 8a,b,c,d,g; 10a)
25. Collaborates with stakeholders to continuously monitor and adjust support for the school program (PSEL 3f; 5d,f; 8a,b,c,d,f,g,j; 10c)

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

26. Leads a systematic process for selection and delivery of professional development experiences to support continuous improvement of teaching and learning *(PSEL 4c,e; 6f; 10a,c,f,i)*
27. Assumes leadership positions in professional networks to help others gather new knowledge and understanding *(PSEL 6i; 10g)*
28. Models reflective practice and engages in an intentional professional development program to continuously improve performance *(PSEL 2b; 6i; 10c,g,h)*
29. Utilizes an intentional feedback system to continuously improve and refine performance *(PSEL 6i; 10c,g,h)*
30. Intentionally devotes a high percentage of time to school priorities *(PSEL 6i)*
31. Establishes a culture of inquiry in which members of the staff and community openly and respectfully discuss important beliefs about teaching and learning *(PSEL 2a; 3g,h; 7f; 8h; 9f; 10d,i)*
32. Creates a culture of innovation that continuously examines strategies for change and improvement *(PSEL 2b; 3f; 7f; 8j; 9f; 10d,e,i)*