**1 Vision + Priorities**

The school community co-creates alongside all stakeholders (students, families, staff, communities, etc.) a campus vision with a relentless commitment to closing the opportunity gap through PL and aligns priorities that support implementation, so that all elements of the vision are operationalized in all school structures and programming.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Clear, well established campus**  **vision** | Vision either does not exist or exists only superficially and is not developed by the school community. | Vision with commitment to  closing the opportunity gap is clearly articulated but may lack stakeholder engagement  beyond leadership team or school staff. | Vision with commitment to closing the opportunity gap through Personalized Learning is clearly articulated but may lack stakeholder engagement beyond the leadership team or school staff. | A vision with a relentless commitment to closing the opportunity gap through  Personalized Learning in order to prepare all students for success in college and other post-secondary endeavors has been co-created with all stakeholders. |
| **Vision +**  **Values**  **Alignment** | Core values either do not exist or are not aligned to the vision. | Core values are clearly articulated and at least moderately aligned to the vision, although the school community may not consistently  demonstrate those values through their actions. | Entire staff knows the school’s vision and works toward it by consistently demonstrating core values. | Vision and core values are in full  alignment and values are  consistently observable in all  stakeholder actions within the school community, allowing the school to move toward its vision. |
| **Execution**  **of Strategy** | Strategy is clearly  articulated and some strategic planning has been completed but not executed consistently or with fidelity. | Strategy drives some school-wide decisions, and/or priorities, and/or culture. | Strategy drives school-wide  decision making, campus  priorities and goals, school culture, and drives changes in practice. | The key priorities of the PL vision are operationalized in all school structures and programming and are continually monitored so that adjustments can be made as necessary. |
| **Change**  **Management** | There is no evidence of an explicit organizational change management strategy that includes the role of innovation or building culture of  innovation. | There is recognition of the need to actively manage the  organizational change process, as well as some recognition of the potential for innovation to play an important role within the change process. | There is an explicit and clearly communicated organizational change process that highlights  continual innovation as a core element. | A comprehensive organizational change management strategy that integrates the role of innovation exists and is managed consistently at all levels of the organization. |

**2 The PL Graduate**

Student achievement is at the center of all work, and the driver of all decisions. Campuses identify what competencies students need to succeed and provide students with the tools and opportunities to be self-directed on their pathway to success.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Portrait of a Graduate** | Campus uses the district indicators for their graduation outcomes. | Campus community has begun work on specifying expanded graduation outcomes. | Campus community has redefined  graduation outcomes, although there is not a clear articulation of the knowledge, skills, and dispositions that support post secondary success, or the redefinition was done without stakeholder input. | Campus community has collaboratively engaged in a redefinition of  graduation outcomes; clearly articulating the knowledge, skills, and dispositions that will support post-secondary success; this portrait of a graduate is shared with all stakeholders. |
| **Learner**  **Profile +**  **Digital**  **Portfolio** | A learner profile and digital portfolio are not used. | A learner profile is used to capture traditional academic measures and possibly includes metrics to  measure an expanded set of  outcomes. A digital portfolio of key artifacts that demonstrate evidence of mastery of expanded outcomes is not used. | A learner profile is used to support  progress monitoring of traditional  academic measures, as well as  additional measures of success aligned to the school’s graduate profile  outcomes. A digital portfolio of evidence of mastery is included as part of the Learner Profile. | Students are aware of, and monitor, their own progress against an expanded set of outcomes with support of campus staff through a comprehensive Learner Profile. Students graduate with a digital portfolio of evidence of mastery of academic and non-academic learning goals. |
| **Students as Self-Directed Learners** | Students spend all of their time in whole group instruction  directed by the teacher. | Students spend the majority of time working in whole group instruction directed by the teacher. | Students spend a significant amount of time engaged in independent work and learning in collaboration with peers. | Students spend a significant amount of time engaged in independent work and learning in collaboration with peers and setting and tracking personal goals. Upon graduation, students are prepared to  continue their educational and  professional journey. |
| **Students as Digital**  **Citizens** | Students are not aware of what digital  citizenship is or means. | Teachers have introduced the idea of digital citizenship, but students are not yet taking actions to  manage their digital identity or  personal data. They may have a  beginning understanding of legal and ethical behavior but may not always follow norms for using and sharing intellectual data. | Students are beginning to take  ownership of their digital identity and personal data and almost always  demonstrate behavior that follows legal and ethical norms for online interactions and sharing intellectual data. | Students recognize the rights,  responsibilities, and opportunities of  living, learning, and working in an  interconnected digital world; they act and model in ways that are safe, legal, and ethical.1 |

1As defined by ISTE. Learn more at www.iste.org/standards/for-students.

**3 Principal/ Leader**

Leaders demonstrate the personal skills, mindsets, and values required to create the structures and systems necessary to support educators in building and maintaining a culture of innovation and learning that supports PL implementation.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Mindset** | Leader follows or meets expectations shared by the district but has not begun to engage in any  self-reflection. | Leader has begun a process of self-reflection to identify strengths and areas for growth dispositionally. They may still feel more comfortable with not disrupting the status quo or not taking risks and/or they are more top-down than collaborative. | Leader is a reflective,  collaborative, and a life-long learner. They are aware of their strengths and areas for growth dispositionally and take time to focus on those things in their leadership. | Leader is a reflective, collaborative, a life-long learner, and always pushing the status quo. They view challenges as opportunities and are comfortable with ambiguity and risk-taking. They are aware of their strengths and areas for growth dispositionally and are able to leverage their strengths and other team members’ strengths. |
| **Values** | Leader’s values are either not articulated or inconsistent, depending on the audience. | Leader advocates for student success, although they may not  provide clarity on what that means or how that can be true for all students. | Leader has clear values that support children, equity, and making an impact in their community. Their values align closely to the school’s vision for success. | The leader is a tireless advocate for the whole child, a champion for equity, and are committed to making a positive impact in their community. They actively engage all stakeholders and empower students in taking an active role in their learning. His/her values are directly aligned to the school’s vision for achieving personalized learning for all. |
| **Distributive Leadership** | Leader tends to make decisions and give instructions. Others are not empowered to act; they fear it may not align with what the leader would do. | Leader engages others in decision making but remains the final decision maker in most cases. Others may feel  empowered to contribute but not to act. | Leader has established teams for decision making and some feel empowered to act in  alignment with the vision.  Feedback is given to team members but is not often  provided to leader. | Clear processes for information sharing and collaborative decision making are in place; people across the staff feel  empowered to act in alignment with a shared vision. 360 feedback practices are in place and the team is supported in experimentation and feel an ownership for campus initiatives and decisions |
| **Systems Manager** | Leader follows district expectations but do not effectively create systems within their campus to implement and manage PL. | Leader has begun to develop systems to implement and  manage PL on their campus, although staff/students feel  significant stress during the  implementation. | Leader has strong systems in place to implement and manage PL on campus, although there are times when additional stress is felt by staff/students. | Leader develops, evaluates, and refines systems to maximize effectiveness and  reduce stress on students/staff by  effectively navigating district context/  requirements. |

**4 Classroom Practices**

Teachers demonstrate mastery in Assessment & Data, Instructional Rigor, Classroom Culture, Student Agency, and Equity in order to enable implementation of high quality PL in the classroom. Note: This essential references and aligns directly to Dallas ISD’s [**Teacher Excellence Initiative (TEI) Teacher Performance Rubric**](https://tei.dallasisd.org/download/7170/), [**PL Coaching + Development Rubric**](http://www.thepltoolbox.com/rubric), and [**coaching progressions**](http://www.thepltoolbox.com/progressions).

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Assessment**  **and Data** | Most teachers analyze and integrate student  performance data to inform instructional decisions at the progressing level of the TEI rubric. 1.2, 1.4, 2.4 | Teachers and school leadership use the PL rubric to support effective Assessment & Data practice, although teachers are still *developing* in phase 1 of  implementation. | Teachers and school leadership use the PL rubric to support effective Assessment & Data practice and coaching progressions to support specific model implementation. Most teachers have moved to phases 2 and 3 through ongoing coaching, PD support, goal setting, and  observations using the coaching progressions or PL rubric look fors. | Use of the PL rubric to support effective  Assessment & Data practice has led to observable mastery of phase 4 objectives for most teachers. Any teachers not meeting those objectives are receiving personalized and ongoing support in moving toward mastery using the coaching progression or PL rubric. |
| **Instructional Rigor** | Most teachers design,  develop, and execute  rigorous lessons at the progressing level of the TEI rubric. 1.1, 1.5, 2.4 | Teachers and school leadership use the PL rubric to support effective instructional practice, although teachers are still  *developing* in phase 1  of implementation. | Teachers and school leadership use the PL rubric to support effective instructional  Practice and coaching progressions to support specific model implementation. Most teachers have moved to phases 2 and 3 through ongoing coaching, PD support, goal setting, and  observations using the coaching progressions or PL rubric look fors. | Use of the PL rubric to support effective instructional practice has led to observable mastery of phase 4 objectives for most  teachers. Any teachers not meeting those objectives are receiving personalized and ongoing support in moving towards mastery using the coaching progression or PL rubric. |
| **Student Agency** | Most teachers empower students to take  ownership of their learning at the progressing level of the TEI rubric. 3.1, 3.2, 3.3 | Teachers and school leadership use the PL rubric to support developing agency in students, although teachers are still  *developing* in phase 1 of  implementation. | Teachers and school leadership use the PL rubric to support developing agency in students and coaching progressions to support specific model implementation. Most teachers have moved to phases 2 and 3 through ongoing coaching, PD support, goal setting, and  observations using the coaching progressions or PL rubric look fors. | Use of the PL rubric to support developing agency in student has led to observable  mastery of phase 4 objectives for most  teachers. Any teachers not meeting those objectives are receiving personalized and ongoing support in moving toward mastery using the coaching progression or PL rubric. |
| **Classroom Culture** | Most teachers build supportive, rigorous, learning  environments at the progressing level of the TEI rubric. 3.1, 3.2 | Teachers and school leadership use the PL rubric to support creating classroom culture, although teachers are still *developing* in phase 1 of  implementation. | Teachers and school leadership use the PL rubric to support creating classroom culture and coaching progressions to support specific model implementation. Most teachers have moved to phases 2 and 3 through ongoing coaching, PD  support, goal setting, and  observations using the coaching progressions or PL rubric look fors. | Use of the PL rubric to support creating  classroom culture has led to observable  mastery of phase 4 objectives for most  teachers. Any teachers not meeting those objectives are receiving personalized and ongoing support in moving toward mastery using the coaching progression or PL rubric. |
| **Equity** | Most teachers interact equitably and respectfully with all students at the progressing level of the TEI rubric. 3.3 | Teachers and school leadership use the PL rubric to support  equitable practice, although  teachers are still *developing* in phase 1 of implementation. | Teachers and school leadership use the PL rubric to support equitable practice and coaching progressions to support specific model implementation. Most teachers have moved to phases 2 and 3 through ongoing coaching, PD support, goal setting, and  observations using the coaching progressions or PL rubric look fors. | Use of the PL rubric to support equitable practice has led to observable mastery of phase 4 objectives for most teachers. Any teachers not meeting those objectives are receiving personalized and ongoing support in moving toward mastery using the coaching progression or PL rubric. |

Access the Teacher Excellence Initiative (TEI) Teacher Performance Rubric at [www.tei.dallasisd.org](http://www.tei.dallasisd.org) .

Access the PL Coaching + Development Rubric at [www.thepltoolbox.com/rubric](http://www.thepltoolbox.com/rubric).

Access coaching progressions at [www.thepltoolbox.com/progressions](http://www.thepltoolbox.com/progressions).

**5 Curriculum + Instruction**

Curriculum and Assessment practices reflect high quality PL in schools.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Curriculum Design** | Campus relies on  district provided  curriculum materials alone and does not modify to meet their local needs. | Slight modifications are made to district materials, although that is the main resource for curriculum design and planning. | Campus supplements the district  provided curriculum materials as  necessary although this is not always reflective of PL needs. | Campus supplements district  curriculum materials and assessments when necessary to best meet the needs of their students. |
| **Performance Based**  **Assessment** | The assessment practices on campus generally lack the design criteria of  authentic assessment. | The campus has identified a variety of common assessment strategies and has effectively paired them to their curriculum (content and  skills/dispositions) in order to build  a balanced body of assessment. | The campus has identified an aligned  authentic assessment strategy and teachers are participating in creating,  administering, and engaging in the  reflective cycle of performance  assessments. | The campus has a robust aligned authentic assessment strategy and teachers routinely engage in  assessment practices that consist of creating, administering, and engaging in the reflective cycle of performance assessment, which may include defense of learning and/or extended investigations (i.e., capstone projects). |
| **Grading** | Campus grading practices follow traditional grading practices and students may not have access to grades on demand. | Campus grading practices follow traditional approaches and students have on-demand access to grades. Grading practices communicate progress in support of student learning. | Grading is done in support of student learning, allowing for students to  progress along their learning pathway. Grading is based on demonstration of mastery. Teachers are supported in  analyzing student work to make grading determinations and to inform  instructional practices in support of  student learning. | Grading practices are fully  mastery-based and allow for flexible pacing. Students participate in grading  practices and the campus leverages the data from its grading practices in order to inform and drive use of and instructional practices aligned to  learning progressions. |
| **Tech**  **Enabling** | Digital Content is  occasionally used but delivered as an “add on” or separate from the off-line content (e.g., game time). | Most teachers use digital content to complement offline instruction and support student practice, but the connections  between online content and in-class coursework are not well established. | Most teachers assign their classes digital content in order to complement offline instruction and curriculum; digital content is an essential, integrated  component of the coursework for  classes. | Teachers curate digital content that is appropriate for targeted subgroups of students based on identified skill gaps and regular offline and online data points. |

**6 Data Driven Instruction**

School campuses demonstrate the culture, assessment practices, analysis, and action planning of Data Driven Instruction 2 in order to increase student achievement.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Data Driven Instruction Systems** | Campus is not aware of, or does not use, Data Driven Instruction to create a data driven culture. | Campus uses Data Driven Instruction to create the  foundation of a data driven culture (50 out of 100 on DDI Rubric/average of 3 on each indicator). | Campus uses Data Driven Instruction to build on the data driven culture (75 out of 100 on DDI Rubric/average of 3 on each indicator) to respond to class data averages. | Campus uses Data Driven Instruction to build on data driven culture to focus on individual  students, vs. responding to class averages (90 out of 100 on DDI  Rubric/mostly 4’s). |
| **Data**  **Meetings** | Data meetings are driven by campus leadership team, occur after district/state assessments, and little to no action is taken in meeting to respond to data. | Data meetings are led by the campus leadership team and occur after common interim  assessments using the Four Steps for Data-Driven Analysis Meeting Protocol. | Data meetings are led by team members while campus leadership is still present and occur more  frequently weekly/biweekly. | Regular, frequent data meetings are in place and students are engaged in reviewing their own data. Data is also reviewed/analyzed as needed in a formative way to drive instructional decision making in a way that is responsive to individual student needs. |
| **Growth Measures** | Campus does not use assessment(s) that measure growth. | Campus administers  assessment(s) that measure growth, but teachers do not use data to inform instruction. | Campus administers assessment(s) that measure growth at least three times a year with analysis and action planning happening at the teacher level. | Campus administers assessment(s) that measure growth at least three times a year with analysis and action planning happening at the teacher and student level. |
| **Student Access** | Students do not have on-demand access to grades and historical assessment data. | Students have access to their own data but may not have  access to the grading system. | Students have access to and use, own data, although it is not used to progress monitor or respond. | Students use data (grades and  historical assessment data) to monitor progress and respond. |

2 Data Driven Instruction as defined in Driven by Data, Paul Bambrick-Santoyo.

Access the DDI rubric at **tiny.cc/ddirubric**.

**7 Collaborative Design**

Schools demonstrate evidence of voluntary participation of all stakeholders, in visioning, planning, and implementation of PL.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Teacher**  **Selection** | Campus uses hiring process as defined by district; teachers are force placed at campus. | Campus uses Not-Ready hiring  application/ process as defined by district and may ask one or two questions about PL to determine if mindset is aligned. | Campus recruits and hires teachers using PL selection criteria, as well as requires prior experiences in PL environment or commitment to PL. | Campus is involved in a grow your own approach and/or has developed their own robust selection process that incorporates key elements of the PL selection criteria as well as additional indicators that are specific to their campus needs/ PL model. |
| **Student Selection**  *As determined by campus type* | | | | |
| **Neighborhood** | Campus accepts  transfers/ waitlist without any intentional process. | Campus has recruitment plan but it is not executed consistently or with fidelity. | Campus uses a continuous recruitment plan that targets a diverse student  population that includes recapturing  students who may have left the district. | Campus is intentionally diverse in their student population and demand exceeds capacity. |
| **Innovation3** | Campus accepts transfers/ waitlist without any intentional process. | Campus has recruitment plan but it is not executed consistently or with fidelity. | Campus uses a continuous recruitment plan that targets a diverse student  population that includes recapturing  students who may have left the district. | Campus is intentionally diverse in their student population and demand exceeds capacity. |
| **Transformation4** | Campus accepts students without any intentional  process. | Campus has recruitment plan but it is not executed consistently or with fidelity. | Campus uses a continuous recruitment plan that targets a diverse student  population that includes recapturing  students who may have left the district. | Campus is intentionally diverse in their student population and demand exceeds capacity. |
| **Parent**  **Participation + Input** | Parents are invited to attend traditional district scheduled parent events (i.e., Fall/Spring parent conferences) | Parent are invited to monthly parent nights, and a limited other number of campus events. | Parents are regularly involved in student education through event participation, access to curriculum, access to student progress (LMS), and regular  communication. | Parents are empowered as key members of the campus community through a culture of  transparent and inclusive participation. They are included in data meetings and are known as crucial team members for support of student. |
| **Community Participation + Support** | Community is not involved in campus vision and support is only superficial. | Community is invited to participate in a limited number of events and only do so when solicited. | Community is regularly engaged in  campus events and feel empowered to reach out and offer ideas for how they would like to support the campus. | Community members understand, feel welcomed, and are involved in weekly events at campus and often seek out opportunities for campus  engagement independently. |

3,4 As defined by Dallas ISD’s Public School Choice Process. Learn more at [www.dallasisd.org/choice](http://www.dallasisd.org/choice).

**8 PL Campus Team**

School campuses identify an integrative/multidisciplinary team that includes representation of all stakeholders to support PL implementation and drive the continuous improvement cycle to ensure that PL continues to evolve and shift as needed.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Modeling the Way** | Leadership has shared ideas about PL with stakeholders but has not yet begun  modeling PL practices on campus. | Leadership actively models  PL practices. | Teachers have seen the teacher strand of the PL continuum and understand the support they will receive and responsibility they will have in the transformation process. | Leadership has engaged all  stakeholders in the decision to pursue a transformation to PL, ensuring that constituents understand why this is being undertaken and the vision for transformation. |
| **Culture of Empowerment** | Decisions about school culture are mostly driven by leadership decisions. | Stakeholders have some role in making decisions that impact the school culture (i.e., what  initiatives to pursue, what  routines and rituals are followed, etc.). | Stakeholders are deeply integrated in all decisions made that impact the school culture and have an active role, voice, and presence in the school community. | The culture of the school is such that all are empowered contributors with an important voice and contribution to the community. |
| **PL**  **Advisory Group** | There is no PL advisory group. | The PL advisory group consists of school leadership only. | The PL advisory group consists of a variety of school leadership and teachers but is not inclusive of or open to all stakeholders. | The PL advisory group is inclusive of all stakeholders and represents the diversity of identity and opinion within the school community. |
| **PL**  **Advisory Process** | Although a PL advisory group may exist, they have no process for action within their school campus. | PL advisory is integrated into school decision making at points throughout the year but may seem to function in parallel to school leadership. | PL advisory plays an integral role in school leadership: driving strategic planning; execution of strategy; as well as change management  processes as needed. | PL advisory is an integral part of school leadership and drives the continuous improvement cycle, ensuring that the PL vision and instructional model are consistently meeting learners’ needs. |

**9 Personalized PD + Supports**

Professional development (PD) is personalized, aligned to school’s PL vision, teacher-driven, and part of a continuous collaborative improvement model that embodies PL practices at the professional level to ensure all teachers are getting the support they need to implement PL in their classroom.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Professional Development** | PD is driven by  requirements and time allocated on district calendar. | PD is aligned to campus  priorities and time is allocated by campus needs, but not necessarily PL. | PD is aligned to PL vision and  priorities but presented in a  not-ready way. | PD consistently exemplifies what PL should look like in the classroom, incorporates PLC structures, peer coaching, and teacher-facilitated PD. |
| **Observation**  **+ Feedback** | Frequency occurs based on definition by TEI effectiveness rating. | All teachers receive  observations because the  mindset is that everyone wants to grow. | Regular observations are  happening using PL rubric/ look fors, although they may be done by administrators only or there may not be a solid feedback  protocol in place. | Teachers and administrators routinely observe each other using PL rubric or another tool specific to PL model; a feedback protocol is in place to support collaborative growth  process. |
| **Learner**  **Profile** | Progress monitoring is done using traditional metrics and is  disconnected from  personal growth  practice. | Teacher profile is created but not consistently updated or viewed other than at the beginning of the year. | Every staff member (admin and teacher) has a learner profile that is aligned with teacher needs and goals and is used to capture feedback by multiple  stakeholders. Teachers use this document to drive their professional growth by setting and monitoring goals. | Every staff member (admin and teacher) has a learner profile that is  consistently used to set and monitor goals, identify relevant PD offerings, and request individual support. This profile includes: evidence aligned to goals; goals aligned to broader school priorities. |
| **Professional Learning**  **Communities**  **(PLCs)** | Time is not allotted for PLCs to happen on a weekly basis. | Time is allotted for weekly PLCs where teachers attend and  participate. | Weekly PLCs incorporate PL practices and classroom  implementation of learning; these are sometimes teacher led. | Teacher-created and lead PLCs are aligned to campus vision and  incorporate protocols for  collaborative growth and innovation. |

**10 Culture of Innovation**

Innovation is explicitly encouraged, celebrated and studied across the campus. All stakeholders are empowered to play an active role in the reflections, decision making, and overall school culture.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Teacher Mindset** | Teachers and staff meet expectations but have not begun to engage in any self-reflection. | Teachers and staff have begun a process of self-reflection to identify strengths and areas for growth dispositionally. They may still feel more comfortable with not disrupting the status quo or not taking risks and/or they are more top-down than collaborative. | Teachers and staff are reflective,  collaborative, and life-long learners. They are aware of their strengths and areas for growth dispositionally and take time to focus on those things in their practice. | Teachers and staff are reflective,  collaborative, and life-long learners, and are always pushing the status quo. They view challenges as opportunities and are  comfortable with ambiguity and risk-taking. They are aware of their strengths and areas for growth dispositionally and are able to leverage their strengths and other team members’ strengths. |
| **Student Voice** | Decisions are made by leadership team.  No student voice. | Sometimes students are involved in campus decisions. | Students occasionally are involved in  campus-wide decisions. | Student input is routinely used in decision making; including student voice in all school structures and process is the norm. |
| **Failure** | Failure is viewed as a negative and leads to corrective/punitive action. | Failure is acknowledged, but no productive support is provided. | Failure is seen as a growth opportunity; feedback/support are provided, and a plan is co-created. | When you fail, it is celebrated, and seen as the next step in iteration; reflection on  learnings is integrated into next steps. |
| **Contribution to Culture** | Across stakeholders there is a shared belief that it is the principal’s job to improve current school conditions.  Culture is driven by leadership decisions. | Teachers take ownership in  improving current conditions.  Stakeholders have some role in making decisions that impact school culture (i.e., what initiatives to pursue, what routines and rituals are followed). | Administration, teachers, and  students share responsibility in  improving current conditions.  Stakeholders are deeply integrated in all decisions made that impact the school culture and have an active role, voice, and presence in the school community. | Culture of the school is such that all are empowered contributors with an important voice and contribution to the community, such that decision making is a shared  process. |
| **Communication** | Conversations about innovation are exciting and optimistic but many times never put into action. | Innovation efforts have a clear, shared sense of purpose across the campus. | Strategies are developed,  documented, and are being  implemented across the campus. These strategies are explicitly linked with measures of effectiveness and impact and are used to drive strategic planning decisions. | Innovation is explicitly encouraged and  celebrated in studies across the campus. All stakeholders feel empowered to design and try new approaches. Attempts and “failures” are routinely shared and openly discussed. They are not only tolerated but are  recognized as a vital part of the innovation  process and are used to drive progress. |

**11 Social Emotional Learning**

Campuses have included aspects of social emotional learning into their definition of student success. These competencies are integrated into the curriculum; deeper and authentic learning opportunities support learners in developing mastery in them.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Understanding the Whole Child** | There is not an  understanding of the whole child; focus is placed solely on  academic achievement. | A recognition is made that academic achievement alone is not enough for the long-term development and success of all children, but decisions are still made solely based on a focus on academic achievement. | The long-term development and success of all children, which includes an academic and  social-emotional focus, is the driver of most campus decision making. | The long-term development and success of all children, which  includes an academic and  social-emotional focus, is the driver of all campus decision making:  instructional; cultural; and  otherwise. |
| **Social**  **Emotional**  **Competences** | Social emotional  competencies have not been identified. | A focus on social emotional competencies is vague or  inconsistent. | Social emotional competencies have been identified, although they may not be integrated into success outcomes for all  students on the campus. | Social emotional competencies are clearly articulated and are  integrated into the success  outcomes for all students on the campus. |
| **Aligned**  **Instructional and**  **Assessment Practices** | There is no evidence of instruction or  assessment practices that incorporate social emotional  competencies. | Social emotional competencies are focused on during specific social emotional activities or  lessons and are not integrated into academic instruction or assessment. | Social emotional competencies are integrated into some instruction but there is no  evidence of those competencies in assessment practices. | Social emotional competencies are integrated across all instructional and assessment practices. |
| **Restorative Practices** | No restorative  practices are in place at the campus. | Some restorative practices are used, but other punitive behavior management systems are also still in place. | Restorative practices are used for behavior management, although they are not used more broadly to build a healthy campus  community. | Restorative practices dictate all behavior management on campus and are used to build a healthy overall campus community, as well as to support individual students. |

**12 Sustainability + Access**

Plans are in place that provide for the long term sustainability of PL on the campus. Within those plans, access for all learners is explicitly provided.

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|  | **Not PL Ready**  *Level 0* | **PL Ready**  *Level 1* | **Consistent Practice**  *Level 2* | **Personalized**  *Level 3* |
| **Succession Planning** | There is no planning done for transitions in leadership. | Transitions in leadership are only  minimally planned for and depend on the outgoing leader to organize the transition and occurs in some cases only. | Transitions in leadership are planned for,  providing overlap for leaders, sharing of strategic plans, school, vision, mission, and values, but durability of these areas relies on the incoming leader to follow; as no ongoing support is provided. | A pipeline of development for incoming teachers and leaders exists; plans for transition are carried out.  Ongoing support and capacity building are provided beyond transition to ensure durability of PL on campus. |
| **District**  **Measures Aligned to PL** | There is no alignment at the district level to PL. | There is reference made to PL in some district-level vision or planning  documents but there are no clear,  executable outcomes aligned to those references. | The district vision and strategic planning incorporate key components of PL. | The district vision Includes a relentless  commitment to closing the achievement gap through Personalized Learning in order to prepare all students for success in college and other post-secondary  endeavors; this has been co-created with all  stakeholders. |
| **Access to Technology and IT**  **Support** | The school does not have staff to handle IT needs. Teachers handle technical issues on their own. | The school has access to IT staff support, but the IT staff member may handle  multiple schools at the district and be onsite rarely. | The school has access to IT staff support, but the IT staff member may be spread across a small number of schools (2-3) and available on site occasionally. | The school has access to a full-time IT staff support person who is located on site. |
| **Devices and Digital Tools** | The school does not own any computers that can be used for personalized learning. | The school owns a limited number of  computers (about 1 per 5 students) or a significant number of devices that could provide limited access to digital content (e.g., iPads). | The school owns enough computers to  support at least a three station rotation or a lab (about 1 per 2-3 students); students can access all digital content using computers. The school has sufficient space to support a classroom or lab model, but not both. | The school owns ~1 computer per student, which will provide for the greatest flexibility possible in model design. The school may still need to purchase  additional hardware, including headsets and laptop carts. The school has sufficient space to support a classroom and a lab model. |
| **District Level Clarity** | The district vision is unclear or misaligned to the  strategic plan, | District vision is clear; however, the strategic plan is either not or only sometimes aligned, communication is not strategic and does not allow for stakeholder engagement or understanding of the vision. | A clear district vision and aligned strategic plan are in place, although there may not be transparent communication with stakeholders such that they can also be fully aligned to the vision and work. | A clear district vision and aligned strategic plan are in place. There is transparent communication of that to all stakeholders, and succession planning for district level roles is used to ensure durability of the vision despite changes in personnel. |
| **Finance and Budget** | Budgeting is done in line with district expectations, although sufficient funding is not invested in alignment to the PL vision. | Some priorities are made to the PL vision aligned budget items, although most things are not adequately funded. | A strong commitment to funding PL vision is made and, when necessary difficult trade-offs are made. | A commitment to support an innovation agenda  receives a sufficiently large and consistent  investment, especially when it requires difficult  trade-offs with other organizational priorities. Specific budget needs are identified with funding sources  stated. Outside funding is identified when necessary. |