

School Four Domains Diagnostic Rubric¹

DOMAIN 1: Leadership for Rapid School Improvement	DOMAIN 2: Talent Management	DOMAIN 3: Instructional Transformation	DOMAIN 4: Culture and Climate Shift
1.1 : Vision, Mission and Values <ul style="list-style-type: none"> <input type="checkbox"/> Vision <input type="checkbox"/> Mission <input type="checkbox"/> Values <input type="checkbox"/> Model the Way <input type="checkbox"/> Alignment <input type="checkbox"/> All Means All 	2.1: Talent Development <ul style="list-style-type: none"> <input type="checkbox"/> Professional Learning <input type="checkbox"/> Peer Learning <input type="checkbox"/> Observation/Feedback <input type="checkbox"/> Monitor <input type="checkbox"/> Developing Others <input type="checkbox"/> Differentiated Staff Support 	3.1 : Vision for Instruction: Content and Collaboration <ul style="list-style-type: none"> <input type="checkbox"/> High Quality Instructional Materials <input type="checkbox"/> Instructional Practices <input type="checkbox"/> Standards <input type="checkbox"/> Lesson Planning and Internalization <input type="checkbox"/> Daily Schedule <input type="checkbox"/> All Means All <input type="checkbox"/> Assessment of Learning 	4.1 : Engaging Learning Environment <ul style="list-style-type: none"> <input type="checkbox"/> Environment <input type="checkbox"/> Engagement <input type="checkbox"/> Roles and Responsibilities
1.2 : Continuous Improvement <ul style="list-style-type: none"> <input type="checkbox"/> Identify and Prioritize <input type="checkbox"/> Plan <input type="checkbox"/> Progress Monitor <input type="checkbox"/> Sustain 	2.2 : Staff Recruitment and Retention <ul style="list-style-type: none"> <input type="checkbox"/> Recruiting <input type="checkbox"/> Interviewing/Hiring <input type="checkbox"/> Onboarding and Mentoring <input type="checkbox"/> Staffing <input type="checkbox"/> Retention 	3.2 : Vision for Instruction: Reinforcement <ul style="list-style-type: none"> <input type="checkbox"/> Communication <input type="checkbox"/> Support <input type="checkbox"/> Implementation Progress 	4.2: Effective Student Supports and Culture <ul style="list-style-type: none"> <input type="checkbox"/> Rituals <input type="checkbox"/> Celebration <input type="checkbox"/> Routines and Procedures <input type="checkbox"/> Community Meeting and Celebrations <input type="checkbox"/> Student Advisory/Crew <input type="checkbox"/> Student Culture Handbook <input type="checkbox"/> Behavior Management <input type="checkbox"/> Restorative Practices <input type="checkbox"/> All Means All
1.3 : Instructional Leadership <ul style="list-style-type: none"> <input type="checkbox"/> Instructional Focus <input type="checkbox"/> Schedule <input type="checkbox"/> Instructional Leadership Team <input type="checkbox"/> Systems and Distributed Leadership <input type="checkbox"/> Enable Others to Act 	2.3 : Evaluation <ul style="list-style-type: none"> <input type="checkbox"/> Transparency <input type="checkbox"/> Evaluation Process <input type="checkbox"/> Improvement Plan <input type="checkbox"/> All Means All 	3.3: Assessment Systems and Data Culture <ul style="list-style-type: none"> <input type="checkbox"/> Assessments and Assessment Cycle <input type="checkbox"/> Data <input type="checkbox"/> Data Driven Instruction <input type="checkbox"/> Structures <input type="checkbox"/> All Means All <input type="checkbox"/> Grading Practices for 6-12 	4.3: Effective Staff Support and Culture <ul style="list-style-type: none"> <input type="checkbox"/> Leader Tone <input type="checkbox"/> Leader/Staff Communication <input type="checkbox"/> Staff/Staff Communication <input type="checkbox"/> Team Culture <input type="checkbox"/> All Means All <input type="checkbox"/> Individual/Staff PD Meetings <input type="checkbox"/> Celebrations/Traditions/Rituals <input type="checkbox"/> Encourage the Heart
1.4 : Influencing for Results <ul style="list-style-type: none"> <input type="checkbox"/> All Means All <input type="checkbox"/> Adaptive Leadership <input type="checkbox"/> Emotional Intelligence <input type="checkbox"/> Communication <input type="checkbox"/> Decision Making <input type="checkbox"/> Challenge The Process 		3.4: Systems of Student Supports for Instruction <ul style="list-style-type: none"> <input type="checkbox"/> Identification <input type="checkbox"/> Supports <input type="checkbox"/> Communication <input type="checkbox"/> Evaluation <input type="checkbox"/> All Means All 	4.4: Family and Stakeholder Engagement <ul style="list-style-type: none"> <input type="checkbox"/> Support <input type="checkbox"/> Communication <input type="checkbox"/> Events <input type="checkbox"/> Environment

*Resources to support the Four Domains Indicators are located in the resource tab of performance management tools

¹ **Note:** The rubric draws from the [Four Domains for Rapid School Improvement](#) from WestEd and has been adapted into the [Colorado Four Domains for Rapid School Improvement](#)

DOMAIN 1: Leadership for Rapid School Improvement

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
<p>1.1: Vision, Mission & Values</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Vision/Mission - No mission or vision exists, or little to no staff know the vision/mission. <input type="checkbox"/> All Means All - Decision making is not informed by consideration of outcomes for all students 	<ul style="list-style-type: none"> <input type="checkbox"/> Vision/Mission - The vision and mission is vague and/or does not set an aspirational goal. Less than half of staff know or believe in the vision/mission. <input type="checkbox"/> Values - Values are inconsistent throughout the building because of a lack of clarity, no normed values, or too many values. Staff do not actively model values or incorporate the values in their classrooms. <input type="checkbox"/> Alignment - Improvement strategies are loosely based on the vision and mission and only used to anchor decision making some of the time. Staff are unclear on their role in the vision, mission, and their importance. <input type="checkbox"/> All Means All - The school’s vision and mission and decision making are occasionally informed by consideration of outcomes for all students. 	<ul style="list-style-type: none"> <input type="checkbox"/> Vision - The school has an overarching shared vision that communicates the ultimate goal. The vision is aspirational, focused on student achievement and the majority of the staff know and believe in the vision. <input type="checkbox"/> Mission - The mission explains how the school will achieve the ultimate goal (the vision). The mission is aspirational, focused on student achievement and the majority of the staff know and believe in the mission. <input type="checkbox"/> Values - The school has a set of 3-5 normed values that staff and students reference consistently in the building. Staff consistently model the values and incorporate the language of the values in the building. <input type="checkbox"/> Model the Way - The principal lives the values of the school through all aspects of the school and teaches others how to model the values of the school. For example, if belonging is a value, the principal models this by greeting every student, staff, and stakeholder when they enter the building every day. <input type="checkbox"/> Alignment - The vision, mission and values are reflected in the decision making and prioritizing, environment and culture. Improvement strategies are aligned to the vision and mission of the school and they are used to anchor decision making (e.g., schedules, staffing, budget) the majority of the time. Staff understand their role in the vision and mission and its importance. <input type="checkbox"/> All Means All - The school’s vision and mission and decision making are consistently informed by consideration of outcomes for all students. 	<p><i>In addition to “Meeting”:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Vision/Mission - The community is involved in the vision and mission setting. All staff know and believe in the vision and mission and understand their role in the work. The school utilizes the vision and mission for marketing and branding. <input type="checkbox"/> Values - Students and staff model the values and use the language of the values consistently. The values are used to hold others accountable and are shared with the community. <input type="checkbox"/> Alignment - The vision and mission are used to drive every aspect of the school and are visible. They use it to inform daily activity. <input type="checkbox"/> All Means All - The school communicates to stakeholders the importance of providing resources to all students.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
1.2: Continuous Improvement	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and Prioritize - The school does not select improvement strategies using data and will not result in raising student achievement. <input type="checkbox"/> Plan - The school does not have goals, benchmarks, and action steps to guide continuous improvement. <input type="checkbox"/> Progress Monitor - School level data is not collected. <input type="checkbox"/> Sustain - If the school has defined Improvement strategies, they are not effective because they aren't communicated to staff. 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and Prioritize - The school selects improvement strategies with little use of data. Improvement strategies lack clarity, are of the wrong magnitude, or do not communicate high expectations to raise student achievement. <input type="checkbox"/> Plan - Goals, benchmarks, and action steps lack clarity and alignment, or they're not measurable and rigorous. <input type="checkbox"/> Progress Monitor - School level data is collected but not effectively analyzed or used for reflection or it's used irregularly. <input type="checkbox"/> Sustain - Improvement strategies have lost momentum because they are not regularly communicated. Staff is unsure of strategies, their importance, or their role within each strategy. 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and Prioritize - The school implements a protocol to diagnose the current state of the school and identifies 2-3 improvement strategies to raise student achievement. <input type="checkbox"/> Plan - The school has a plan to address each improvement strategy by mapping out aspirational goals, benchmarks with leading indicators, and highest leverage action steps with owners. There is alignment between the goals, benchmarks and actions for each improvement strategy. <input type="checkbox"/> Progress Monitor - The school has processes in place to monitor and reflect on data related to goals, benchmarks, and action steps regularly. The team steps back throughout the year to analyze, reflect and plan next steps. <input type="checkbox"/> Sustain - School leadership sustains a focus on the improvement strategies by regularly communicating the progress with staff. Staff understands their role in each improvement strategy and its importance. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify and Prioritize - Other stakeholders (teacher leaders, families, community members) are invited to provide feedback on improvement strategies. <input type="checkbox"/> Plan - The school resets the goal when it is met to raise the bar. <input type="checkbox"/> Progress Monitor - Systems are in place for school leaders to interact with the data related to goals, benchmarks, and action steps daily. <input type="checkbox"/> Sustain - Staff has a deep understanding of improvement strategies, their role, and can name progress within each strategy with great detail.
1.3: Instructional Leadership	<ul style="list-style-type: none"> <input type="checkbox"/> Instructional Focus - The principal is not viewed as the instructional leader OR student learning is not their top priority. <input type="checkbox"/> Schedule - The principal's core responsibilities and tasks fall outside of supporting instruction. 	<ul style="list-style-type: none"> <input type="checkbox"/> Instructional Focus - Some view the principal as the instructional leader but the principal and staff also may not agree that driving student learning is their top priority. <input type="checkbox"/> Schedule - Less than half of the principal's schedule is dedicated to driving the instruction in the building. <input type="checkbox"/> Instructional Leadership Team - The school has an instructional leadership team but their roles lack clarity on how they support a rigorous learning environment or are focused on operations rather than instruction. <input type="checkbox"/> Systems and Distributed Leadership - Some systems exist at the school that protect the principal's time. The principal is the owner of too many non-instructional tasks and priorities. 	<ul style="list-style-type: none"> <input type="checkbox"/> Instructional Focus - The principal is viewed as the instructional leader and they believe that their top priority is driving student learning (i.e. they prioritize coaching, leading PD, leading data meetings, etc.). <input type="checkbox"/> Schedule - More than half of the principal's schedule is dedicated to driving the instruction in the building. <input type="checkbox"/> Instructional Leadership Team - The school has an instructional leadership team that meets regularly to align feedback, plan PD, and engage in walkthroughs to monitor instructional practices to ensure all students meet ambitious learning standards. <input type="checkbox"/> Systems and Distributed Leadership - The principal has set a clear vision for all aspects of the school and effectively supports, coaches, and empowers others to take ownership to allow the principal to focus on instruction. Roles and responsibilities are clearly defined for school leadership and communicated to staff. <input type="checkbox"/> Enable Others to Act - The principal fosters collaboration among all stakeholders by building trusting relationships with them and strengthens others to develop their competence and commitment. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Instructional Focus - The principal takes initiative in growing their own and others' instructional lens. <input type="checkbox"/> Schedule - Almost all of the principal's time is dedicated to driving instruction in the building.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
<p>1.4: Influencing for Results</p>	<ul style="list-style-type: none"> ❑ All Means All Mindset - School leadership doesn't demonstrate that all students can and will achieve and does not model an "all means all" mindset or challenge deficit mindsets and language. ❑ Adaptive Leadership - Leadership doesn't allow buy-in to stop necessary change. ❑ Communication - School leaders' communication is poor and infrequent. They do not engage in difficult conversations which contributes to a lack of trust. ❑ Decision Making - There are not clear processes in place or transparency for making decisions. 	<ul style="list-style-type: none"> ❑ All Means All Mindset - School leadership occasionally models an "all means all" mindset and belief in students. They occasionally challenge deficit mindsets and language. ❑ Adaptive Leadership - Leadership may allow initial buy in to stop necessary change or hesitate to make changes in favor of staff. ❑ Communication - School leaders' communication is limited and lacks clarity. They are willing to engage in difficult conversations but they are often unproductive or the school leader does not follow through. ❑ Decision Making - Decision making is inefficient due to an unclear process which allows for too much or too little input. 	<ul style="list-style-type: none"> ❑ All Means All Mindset - School leadership believes all students can and will achieve and models an "all means all" mindset, regularly challenging deficit mindsets and language. ❑ Adaptive Leadership - Leadership thinks ahead about likely reactions and does not let initial buy in stop necessary change and takes more than one action to build buy in over time. ❑ Emotional Intelligence- The principal utilizes the four domains of emotional intelligence (self-awareness, self-management, social awareness, and relationship management) to lead the school around accomplishing the vision and mission. For example, the principal demonstrates social awareness and relationship management by being aware of challenges with culture in the building and addressing those with staff. ❑ Communication - School leaders provide intentional communication that is clear, concise, and effective. They proactively engage in conversations to build understanding, buy-in, and ownership and do not shy away from difficult conversations. ❑ Decision Making - Decisions are made efficiently and staff understand and agree with the decision making process. Decisions are made using an "all means all" mindset. ❑ Challenge the Process- The principal seeks opportunities for innovative ways to improve the school and is willing to take risks to achieve small wins and use those as learning experiences. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> ❑ All Means All Mindset - All staff actively look to push their own and others' mindsets in an effort of continuous improvement. ❑ Adaptive Leadership - Leadership highlights early, visible wins to build buy in. Effectively uses times of crises to build urgency. ❑ Communication - High stakes conversations happen across all levels of staffing. Staff are empowered to engage in conversations with each other to hold each other accountable and problem solve. ❑ Decision Making - There is a decision making matrix that is transparent and understood by all staff and includes community stakeholders when appropriate. Decisions are reflective of the mission, vision, and core values.

Domain 2: Talent Management

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
2.1: Talent Development	<ul style="list-style-type: none"> <input type="checkbox"/> Professional Learning - Professional learning opportunities are infrequent or feel more like a staff meeting. <input type="checkbox"/> Observation/ Feedback - Feedback is not given or it is provided only through email. <input type="checkbox"/> Differentiated Staff Support - Staff are provided little to no ongoing targeted support. Ineffective practice is rarely and effective practice is also rarely strengthened. 	<ul style="list-style-type: none"> <input type="checkbox"/> Professional Learning - Topics are selected without analyzing data or they're not aligned to the school's improvement strategies. <input type="checkbox"/> Peer Learning - Staff have limited opportunities to learn from each other through peer observation, sharing knowledge and resources. <input type="checkbox"/> Observation/Feedback - Teachers do not receive regular feedback and/or feedback is ineffective and does not include practice. <input type="checkbox"/> Monitor - There is inconsistent follow up on professional learning. <input type="checkbox"/> Developing Others - There is a lack of systems for staff reflection. <input type="checkbox"/> Differentiated Staff Support - Staff are provided with some ongoing and targeted support. Ineffective practice is not consistently addressed or is addressed with varying levels of urgency and effectiveness. Effective practice is inconsistently recognized and strengthened to support growing collective capacity. 	<ul style="list-style-type: none"> <input type="checkbox"/> Professional Learning - High-quality professional learning is offered at least monthly and aligned to improve instruction and management or centered on an improvement strategy. <input type="checkbox"/> Peer Learning - Staff have the opportunity to learn from each other through peer observation and sharing knowledge and resources. <input type="checkbox"/> Observation/Feedback - Teachers regularly receive feedback according to skill and need to develop their teaching practices. Practice is part of the feedback process. <input type="checkbox"/> Monitor - Instructional leadership team track action steps and engage in regular walkthroughs to assess current needs and follow up on professional learning. <input type="checkbox"/> Developing Others - The leader builds capacity of staff to reflect and improve on their own practice. <input type="checkbox"/> Differentiated Staff Support - Staff are provided with ongoing, targeted, and differentiated support. Ineffective practice is addressed with urgency and effectively, while effective and exemplary practice is strengthened, extended, and leveraged to build collective capacity. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Professional Learning - Professional learning is differentiated based on ongoing analysis of student data and teacher needs. <input type="checkbox"/> Peer Learning - Staff actively seek out opportunities to learn from their peers. <input type="checkbox"/> Observation/Feedback - Lead teachers are provided the opportunity to coach their peers. <input type="checkbox"/> Developing Others - Due to constant reflection, staff drive their own growth and development outside of coaching sessions.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
<p>2.2: Staff Recruitment and Retention</p>	<p><input type="checkbox"/> Recruiting/Interviewing/Hiring - The strategy related to staff recruitment, hiring, and retention does not support student growth and achievement.</p>	<p><input type="checkbox"/> Recruiting/Interviewing/Hiring - The school follows a district recruitment, interviewing, and hiring processes and timelines that limits their access to high quality candidates.</p> <p><input type="checkbox"/> Hiring - Once candidates are hired, there is limited or no communication with them until their start date.</p> <p><input type="checkbox"/> Onboarding - New staff are provided limited training on the school's mission, instructional model, and priorities before the year starts or training is ineffective.</p> <p><input type="checkbox"/> Staffing - Staffing assignments are based on seniority or politics.</p> <p><input type="checkbox"/> Retention - The school does not have a specific plan to retain or non-renew staff.</p>	<p><input type="checkbox"/> Recruiting - The school strategically recruits in a variety of ways to promote the school highlighting the school's mission, instructional model, and talent management.</p> <p><input type="checkbox"/> Interviewing/Hiring - Applicants engage in an interview and hiring process, with key stakeholders, that assesses alignment to the school's mission and skill set (i.e demonstration lesson) and ensures access to highly qualified candidates. Once candidates are hired, there are multiple touchpoints to ensure commitment and connection to the school and community.</p> <p><input type="checkbox"/> Onboarding and Mentoring - The school has a process in place to ensure new staff understand the school's mission, instructional model, and priorities before the school year starts. Mentors are intentionally selected to provide new staff with monthly mentoring to promote retention and build capacity.</p> <p><input type="checkbox"/> Staffing - Based on the staffing model and available staff, there is a strategic approach to staffing assignments that matches teacher skills to student needs.</p> <p><input type="checkbox"/> Retention - The school exercises its authority to make the final determination about whether to strategically retain or non-renew teachers based on performance or fit.</p>	<p><i>In addition to "Meeting":</i></p> <p><input type="checkbox"/> Recruiting - Specific new hires are deliberately recruited and selected to fill missing staff capacity and add expertise.</p> <p><input type="checkbox"/> Interviewing/Hiring - Community stakeholders play a role in the interviewing and hiring process. The school ensures multiple opportunities to bring all staff together integrating new staff into the community.</p> <p><input type="checkbox"/> Onboarding and Mentoring - New hires receive monthly mentoring and meet regularly with leadership and other new staff around specific topics.</p> <p><input type="checkbox"/> Retention - The school thinks strategically about how to retain high performing teachers (e.g. access to PD, leadership opportunities, etc).</p>

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
2.3: Evaluation	<ul style="list-style-type: none"> <input type="checkbox"/> Transparency/Evaluation Process - School leaders do not effectively or fully implement a transparent process for supervision and evaluation of teachers. <input type="checkbox"/> Improvement Plan - There is no system in place to implement staff improvement plans when necessary. <input type="checkbox"/> All Means All - Goals and performance expectations do not include consideration of all students 	<ul style="list-style-type: none"> <input type="checkbox"/> Transparency - There is a lack of understanding of the performance expectations, evaluation process, and how student achievement is used in the process. <input type="checkbox"/> Evaluation Process - There is a system in place for evaluation but it does not include meaningful next steps for teachers with support. <input type="checkbox"/> Improvement Plans - Staff that need improvement are not identified quickly and plans to improve their professional skills are ineffective. <input type="checkbox"/> All Means All - Goals and performance expectations inconsistently include consideration of all students 	<ul style="list-style-type: none"> <input type="checkbox"/> Transparency - Staff understand performance expectations, the evaluation process, and how student achievement is used in the process. <input type="checkbox"/> Evaluation Process - Evaluations are consistent, predictable, meaningful and coupled with clear, actionable next steps and professional support (as appropriate). <input type="checkbox"/> Improvement Plans - Staff that are not meeting expectations are placed on an improvement plan that outlines goals and supports them to meet expectations. <input type="checkbox"/> All Means All - Goals and performance expectations include consideration of all students 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Evaluation Process - Teachers regard the evaluation process as an important factor in their professional growth. <input type="checkbox"/> Improvement Plan - Professional supports include key staff outside of the administration team when appropriate.

Domain 3: Instructional Transformation

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
3.1: Vision for Instruction: Content and Collaboration	<ul style="list-style-type: none"> <input type="checkbox"/> High Quality Instructional Materials (HQIM) - The school has not adopted high quality instructional materials that are evidence based and aligned to the standards and college readiness standards. <input type="checkbox"/> Instructional Practices - A consistent set of evidence based instructional practices have not been identified and communicated by school leaders for staff to implement <input type="checkbox"/> Standards - Teachers and schools do not unpack standards and do not align their instruction to the Colorado Academic Standards or Common Core Standards <input type="checkbox"/> Lesson Planning and Internalization - Teachers have limited opportunities to internalize lessons due to a lack of high-quality instructional practices and/or insufficient time built into the schedule. <input type="checkbox"/> Assessment of Learning - Teachers rarely use formative assessments, such as questions, tasks, and other instructional activities, to systematically gather evidence of student learning. 	<ul style="list-style-type: none"> <input type="checkbox"/> High Quality Instructional Materials (HQIM) - The school has adopted and teachers inconsistently use high quality instructional materials that are evidence based and aligned to the standards and college readiness standards, supporting all students to have access to grade level content. <input type="checkbox"/> Instructional Practices - A consistent set of evidence based instructional practices have not been communicated by school leaders or the practices communicated are not evidence based. Practices are not fully understood or implemented by all teachers. <input type="checkbox"/> Standards - Teachers and schools inconsistently unpack the standards and loosely align their instruction to the Colorado Academic Standards or Common Core Standards . <input type="checkbox"/> Lesson Planning and Internalization - Teachers participate in opportunities to internalize high-quality instructional materials by occasionally “doing the work” of a student to build understanding of the content and how to facilitate it (i.e. creating exemplars and anticipating student misconceptions are present, but not yet consistent or deep across classrooms.) <input type="checkbox"/> Daily Schedule - The vision for instruction outlines a daily schedule that does not consistently allow for a sufficient amount of instruction per day. The schedule is not consistently designed to meet student and teacher needs that allows for intervention, teacher planning and collaboration. Also, the daily schedule does not reflect the school’s mission and vision. <input type="checkbox"/> All Means All - Tier 1 instruction lacks rigor and/or scaffolds to support all students or lowers the rigor of the standards. <input type="checkbox"/> Assessment of Learning- Teachers inconsistently use formative assessments, such as questions, tasks, and other instructional activities, to systematically gather evidence of student learning. 	<ul style="list-style-type: none"> <input type="checkbox"/> High Quality Instructional Materials (HQIM) - The school has adopted and teachers use high quality instructional materials that are evidence based and aligned to the standards and college readiness standards, supporting all students to have access to grade level content. <input type="checkbox"/> Instructional Practices - A consistent set of evidence based instructional practices is communicated and calibrated by school leadership. Practices are understood and implemented by all teachers with support. <input type="checkbox"/> Standards - Teachers and schools unpack the standards and align their instruction to the Colorado Academic Standards or Common Core Standards <input type="checkbox"/> Lesson Planning and Internalization - Teachers internalize high-quality instructional materials by “doing the work” of a student to deeply understand the content and how to facilitate it. (e.g., creating exemplars and anticipating student misconceptions). <input type="checkbox"/> Daily Schedule - The vision for instruction outlines a daily schedule that allows for a sufficient amount of instruction per day. The schedule is designed to meet student and teacher needs that allows for intervention, teacher planning and collaboration. Also, the daily schedule should reflect the school’s mission and vision. <input type="checkbox"/> All Means All - Effective planning for best first instruction ensures all students have access to challenging learning experiences, using appropriate scaffolds to allow all students to access grade-level content. <input type="checkbox"/> Assessment of Learning - Teachers use formative assessments, such as questions, tasks, and other instructional activities, to systematically gather evidence of student learning allowing them to monitor progress and adjust instruction. 	<p><i>In addition to “Meeting”:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Standards and High Quality Instructional Materials (HQIM) - Standards and grade level expectations are communicated to families and the use of high quality instructional materials is executed with integrity and any changes are to ensure access to grade level expectations and college readiness standard <input type="checkbox"/> Lesson Planning and Internalization - Horizontal and vertical teams meet regularly to ensure alignment in preparation and execution of lessons. Additionally, High quality feedback is provided on teacher created lesson plans.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
3.2 Vision for Instruction: Reinforcement		<ul style="list-style-type: none"> <input type="checkbox"/> Communication - The school has a vision for instruction but it is not published and/or communicated. Teachers do not clearly understand the purpose of it and how it supports consistency and coherence across the school. <input type="checkbox"/> Support - Leaders do not consistently provide staff with coaching and/or professional learning to support the implementation of the vision for instruction <input type="checkbox"/> Implementation Progress - Leaders do not have a system to track the progress of implementation of the vision for instruction 	<ul style="list-style-type: none"> <input type="checkbox"/> Communication - The school has published and communicated a vision for instruction. Teachers understand its purpose and how it supports consistency and coherence across the school. <input type="checkbox"/> Support - Leaders provide staff with coaching and/or professional learning to support the implementation of the vision for instruction <input type="checkbox"/> Implementation Progress - Leaders continually track the progress and implementation of the vision for instruction and communicate this with staff. 	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation Progress - Leaders consistently use data to assess the implementation of the vision for instruction and use this data to revise it and support staff with the implementation

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
3.3: Assessment Systems and Data Culture	<ul style="list-style-type: none"> <input type="checkbox"/> Assessments - Common assessments are not administered. <input type="checkbox"/> Data - Data is not available for teachers to use. <input type="checkbox"/> Data Driven Instruction - Teachers and coaches do not look at data and student work to inform instruction. <input type="checkbox"/> Structures - There are few to no collaborative structures in place. <input type="checkbox"/> All Means All - The school's monitoring of data does not meaningfully consider outcomes for traditionally underserved students. 	<ul style="list-style-type: none"> <input type="checkbox"/> Assessments and Assessment Cycle - Common assessments are loosely aligned to Colorado Academic Standards or Common Core Standards and occur inconsistently. There is not a plan for teachers to analyze and plan using assessment data. <input type="checkbox"/> Data - Assessment data is not readily available and/or does not allow for analysis at all levels, including subgroup data. <input type="checkbox"/> Data Driven Instruction - Data and student work is analyzed infrequently or done without coaching and support. Addressing gaps in students' learning is inconsistent or not timely. <input type="checkbox"/> Structures - Some structures are in place to support staff collaboration but have minimal impact on teacher practice and student outcomes. <input type="checkbox"/> All Means All - The school's monitoring of data occasionally includes considerations of outcomes for all students 	<ul style="list-style-type: none"> <input type="checkbox"/> Assessments and Assessment Cycle - Common assessments are aligned to Colorado Academic Standards or Common Core Standards, and aligned to the instructional sequence followed by the school. They are readily available to teachers as a means of defining the required level of rigor associated with each standard. <input type="checkbox"/> Data - Assessment data is readily available to teachers and students. Assessment data allows for analysis at all levels, from individual to school, and subgroup data is disaggregated to ensure practices are in place to support all students. <input type="checkbox"/> Data Driven Instruction - Teachers meet with instructional leaders regularly and have a process to plan high leverage lessons with an exemplar and then collect, analyze, and address gaps in student learning during class. They review student data to plan and prepare for instruction. <input type="checkbox"/> Structures - Structures are in place to support staff collaboration to maximize time to improve teacher practice and student outcomes. <input type="checkbox"/> All Means All - The school's monitoring of data consistently includes considerations of outcomes for all students. <input type="checkbox"/> Grading Practices for 6-12: The school has a consistent system in place that utilizes grading practices to ensure grades are accurate, motivational and avoid zeros. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Assessments and Assessment Cycle - Teachers ensure students understand their current performance and work with students to set and internalize goals and next steps. <input type="checkbox"/> Data - Data is appropriately shared with community stakeholders and families use data to support learning at home. <input type="checkbox"/> Data Driven Instruction - Data is collected and analyzed after reteach lessons to monitor effectiveness and student mastery. <input type="checkbox"/> Structures - Highly Effective Structures are in place for staff collaboration resulting in accelerated student learning. <input type="checkbox"/> All Means All - The school is transparent about its shortcomings and challenges in regard to monitoring of data and dialogues with stakeholders about improving systems.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
3.4: Systems of Student Supports for Instruction	<ul style="list-style-type: none"> ❑ Identification - There are no formal and systemic supports to identify and support struggling students. 	<ul style="list-style-type: none"> ❑ Identification - The school has a problem-solving process in place that is unclear, inefficient, or inconsistent in providing necessary supports to close gaps. ❑ Supports - Teachers often confuse remediation and intervention approaches in addressing foundation skill gaps and preventing gaps from widening. The school does not have a consistent structure and schedule in place to provide timely support, and access to grade level instruction is not consistently ensured. ❑ Communication - Communication is inconsistent between teachers when aligning supports due to an unclear or lack of a system. ❑ Evaluation - Effectiveness of programming is infrequently evaluated. ❑ All Means All - The supports available may not be evidence based and may over scaffold or lower expectations for students. 	<ul style="list-style-type: none"> ❑ Identification - The school has a problem-solving process in place, as part of a larger MTSS approach, to identify students for behavior and academic intervention, remediation or acceleration using. The school uses valid data to accelerate growth with clear criteria and protocols. There is a strong connection between tier one, intervention and acceleration. ❑ Supports - Teachers understand the distinct roles of remediation and intervention in addressing significant foundational skill gaps and proactively prevents gaps from widening. School structures and schedules ensure timely, grade-aligned support that maintains students' access to grade-level instruction and expectations. ❑ Communication - There is a system in place to allow for consistent communication between teachers to align supports. ❑ Evaluation - Effectiveness of programming is regularly evaluated and best practices are revisited based on most recent research. ❑ All Means All - The school has a variety of supports available. Supports available are evidence based and help ensure that students can meet expectations. Supports in place does not lower expectations for students but instead ensure they can meet expectations. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> ❑ Identification - The school has a problem-solving process in place to identify students for behavior and academic enrichment ❑ Supports - Outcome data are used to to determine decisions about adjusting supports for remediation, intervention and enrichment. ❑ Communication - The school's intervention policies are clearly communicated to stakeholders. ❑ Evaluation - There is a dedicated team of teachers and leaders that regularly evaluate the programming and codify best practices to be replicated in future years.

Domain 4: Culture and Climate Shift

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
<p>4.1: Engaging Learning Environment</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Engagement - There is not a defined expectation of student engagement. 	<ul style="list-style-type: none"> <input type="checkbox"/> Environment - Some hallways display student work to reflect rigorous learning. Visual resources are available but some are hard to access for students. <input type="checkbox"/> Engagement - Student engagement is defined at the school but it is not consistently addressed or staff are not equipped with strategies to foster that engagement. The classroom tone is sometimes efficient, respectful, and positive. Teachers occasionally highlight and praise students' positive behaviors. 	<ul style="list-style-type: none"> <input type="checkbox"/> Environment - The physical school environment reflects the school's vision and mission. Hallways and classrooms display student work that reflects the rigorous learning environment. Visual resources are clearly visible and easy to access for all students. <input type="checkbox"/> Engagement - The school has clearly defined student engagement during lessons that allows for high levels of student thinking. All staff are equipped with the strategies to foster strong student engagement. The classroom tone is generally efficient, respectful and positive. Teachers consistently highlight and praise students' positive behaviors. <input type="checkbox"/> Roles and Responsibilities - Leadership defines roles and responsibilities and communicates every staff member's role in supporting behavior management, student engagement and mental health using consistent practices. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Environment - Student and community backgrounds are represented throughout the school. <input type="checkbox"/> Engagement - Students are advocates for their own learning and can explain how their actions, and the actions of their peers, teachers, and community, can best support their goals. The class functions as a team, understanding that their actions impact others which eliminates minor misbehaviors.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
4.2: Effective Student Supports and Culture	<ul style="list-style-type: none"> <input type="checkbox"/> Rituals/Celebration - There are no rituals to promote a positive student culture or recognize students. <input type="checkbox"/> Routines and Procedures - There are no routines or procedures for school wide systems. <input type="checkbox"/> Restorative Practices - There are no restorative practices in place. 	<ul style="list-style-type: none"> <input type="checkbox"/> Rituals - Rituals that take place do not effectively promote a positive student culture. <input type="checkbox"/> Celebration - The school recognizes and celebrates students' academic performance infrequently or the school celebrates work that does not meet grade level expectations. <input type="checkbox"/> Routines and Procedures - The school has routines and procedures in place but they are not consistently reinforced or staff rely too heavily on compliance rather than rationale. <input type="checkbox"/> Student Culture Handbook - The school has a handbook that addresses some areas like behavior management and discipline but is not grounded in the mission and vision or does not address positive student supports. <input type="checkbox"/> Behavior Management - Inconsistent behavior management systems take place at the school. <input type="checkbox"/> Restorative Practices - Some restorative practices are used but they are inconsistent. <input type="checkbox"/> All Means All - There are inconsistent practices that ensure all students feel included. 	<ul style="list-style-type: none"> <input type="checkbox"/> Rituals - Positive rituals and routines are used to promote a positive student and staff culture. <input type="checkbox"/> Celebration - The school recognizes and celebrates students' academic performance at least monthly. <input type="checkbox"/> Routines and Procedures - The school has clear routines and procedures for the whole school (i.e. lunch) and classroom specific systems (i.e. paper passing) that maximizes instructional time. <input type="checkbox"/> Community Celebrations and Meetings- The school has a monthly celebration or meeting to highlight students and staff aligned to the school's core values, mission and vision. <input type="checkbox"/> Student Advisory/Crew - The school has a student advisory/crew structure in place to support students' sense of belonging and provide academic and social emotional support. <input type="checkbox"/> Student Culture Handbook - The school ensures that student expectations, the behavior management system, the discipline policy, and positive school supports are well defined in a handbook and grounded in the mission and vision. All families, students, and community members have access to the handbook. <input type="checkbox"/> Behavior Management - Teachers integrate Tier I social-emotional and behavioral supports into the regular classroom environment. Teachers use consistent trauma informed practices classroom to classroom to best support students. <input type="checkbox"/> Restorative Practices - The school has a consistent system for restorative practices that are part of the school culture. <input type="checkbox"/> All Means All -There are systemic practices that ensure all students feel included. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Rituals and Celebration - Community members are invited to and participate in regular rituals and celebrations at the school to recognize students' academic and/or behavioral success. <input type="checkbox"/> Student Culture Handbook - The school ensures that practices in the handbook are evaluated annually and revisions are made when needed. <input type="checkbox"/> All Means All - There are systemic practices that ensure that all families, especially students from different backgrounds, feel included.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
4.3: Effective Staff Supports and Culture	<ul style="list-style-type: none"> <input type="checkbox"/> Leader Tone - Leaders at the school are either overwhelmed, aloof or struggle to inspire and motivate staff. Leaders are mostly negative in their interactions with students and teachers. <input type="checkbox"/> Leader/Staff Communication - Leaders struggle to maintain professional, respectful, or authentic relationships with staff and provide limited communication and support. Staff feel neither consistently empowered nor valued, and their opinions are not regularly acknowledged or considered. <input type="checkbox"/> Staff/Staff Communication - Staff members have little to no connections with colleagues and rarely engage in positive or constructive conversations. Interactions are often disrespectful or disengaged, and there is little to no collaborative environment. <input type="checkbox"/> Team Culture - The staff does not function as a team which leads to frequent disruptions in the school environment. <input type="checkbox"/> All Means All Mindset - Staff do not consistently believe that all students can make at least a year's growth or achieve, and they rarely model an "all means all" approach or challenge deficit mindsets and language. <input type="checkbox"/> Individual/Staff PD Meetings - Norms have not been established for meetings. Staff members do not find the topics relevant and helpful in improving their teaching practices. <input type="checkbox"/> Celebrations/Traditions/Rituals - The staff is rarely recognized for progress and achievements aligned to the school's mission, vision and values. 	<ul style="list-style-type: none"> <input type="checkbox"/> Leader Tone - Leaders at the school are mostly positive, motivational, and engaged. Leaders have limited interactions with staff and students, offer inconsistent autonomy to teachers, and rarely seek feedback or take action on feedback to improve the school. <input type="checkbox"/> Leader/Staff Communication - Leaders maintain professional and respectful relationships with staff, but provide inconsistent support and communication. Staff feel moderately empowered and respected, but the sense of autonomy and care may not be consistent. <input type="checkbox"/> Staff/Staff Communication - Staff members have some connections with colleagues and occasionally engage in open, positive, or constructive conversations. While interactions are generally respectful, they may not consistently foster a fully supportive or collaborative environment. <input type="checkbox"/> Team Culture - The staff occasionally functions as a team, understanding that their actions impact others, which helps eliminate major disruptions in the school environment. <input type="checkbox"/> All Means All Mindset - Staff believe most students can make at least a year's growth and achieve, but may not consistently model an "all means all" approach or challenge deficit mindsets and language. <input type="checkbox"/> Individual/Staff PD Meetings - Some norms have been established for meetings, but staff adherence is inconsistent. Staff members find the topics occasionally relevant and helpful in improving their teaching practices. <input type="checkbox"/> Celebrations/Traditions/Rituals - The staff is occasionally recognized for progress and achievements aligned to the school's mission, vision and values. 	<ul style="list-style-type: none"> <input type="checkbox"/> Leader Tone - Leaders at the school are positive, motivational, and engaged. Leaders frequently interact with staff and students. They empower teachers, respect their contributions, and actively seek feedback that results in action to improve the school environment. <input type="checkbox"/> Leader/Staff Communication - Leaders maintain professional, respectful, and authentic relationships with staff, balancing direct communication with support while valuing staff members' opinions. Staff feel both empowered with autonomy and genuinely cared for as individuals. <input type="checkbox"/> Staff/Staff Communication - Staff members have strong professional and personal connections with colleagues, engaging in open, positive, and constructive conversations. Their interactions are respectful and supportive, fostering a collaborative environment. <input type="checkbox"/> Team Culture - The staff functions as a team, understanding that their actions impact others, which eliminates most disruptions in the school environment. <input type="checkbox"/> All Means All - Staff believe all students can make at least a year's growth, modeling an "all means all" approach while regularly challenging deficit mindsets and language. <input type="checkbox"/> Individual/Staff PD Meetings - Clear norms have been set for meetings and staff engage accordingly. Staff members find the topics relevant and helpful in improving their teaching practices. <input type="checkbox"/> Celebrations/Traditions/Rituals - The staff is consistently recognized for progress and achievements aligned to the school's mission, vision, and values. <input type="checkbox"/> Encourage the Heart - The principal creates a spirit of community by recognizing contributions of all staff and celebrating the school's values. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Leader Tone/Communication - Leaders display high emotional intelligence and navigate a variety of interactions effectively that contribute to the growth and improvement of individuals and the building. <input type="checkbox"/> Leader/Staff Communication - Leaders are keenly aware of their "irreplaceables" and individuals that need coaching out and have timely and consistent conversations with these staff members. <input type="checkbox"/> Team Culture - The staff functions as a highly collaborative team, demonstrating a deep understanding of how their actions impact others and the school, which fosters a positive and disruption-free school environment.

Indicator	Not Yet Met	Approaching	Meeting	Exceeding
4.4: Family and Stakeholder Engagement	<ul style="list-style-type: none"> <input type="checkbox"/> Communication - No systems are in place to communicate with families about instructional programs, opportunities to support student learning at home, and students' progress. <input type="checkbox"/> Events - No opportunities exist for families to engage with the school. 	<ul style="list-style-type: none"> <input type="checkbox"/> Support - Some work is done to support parents, guardians, and community members in understanding how to support students to meet high expectations but it is inconsistent. <input type="checkbox"/> Communication - The school has few communication structures in place to share information to all families and stakeholders and to gather input from them. Communication with families regarding instructional programs, opportunities to support student learning at home, and students' progress are inconsistent. <input type="checkbox"/> Events - The school events are not related to school performance goals. <input type="checkbox"/> Environment - Limited, one-size-fits-all opportunities exist for families to engage with the school. 	<ul style="list-style-type: none"> <input type="checkbox"/> Support - The school strategically includes parents/guardians and community members in cultivating a culture of high expectations for students' learning and their consistent support of students' efforts. <input type="checkbox"/> Communication - The school has communication structures in place to share information to all families and stakeholders and to gather input from them. Staff regularly engage in meaningful communication with all families about students' academic and social progress and how to support students at home using a variety of platforms with translation when necessary. <input type="checkbox"/> Events - The school invites family and community participation in school activities that are related to school performance goals while taking proactive actions to ensure that language barriers and other factors (such as work schedules, transportation) do not reduce the participation of non-speaking families. <input type="checkbox"/> Environment - School leaders create a culture that is welcoming to all families and community members and allows for classroom observations. Some staff in the front office are multilingual speakers or have resources to effectively communicate with all families. 	<p><i>In addition to "Meeting":</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Communication - Staff engage in home visits to solicit feedback from families related to the needs of their students and the school's performance goals. <input type="checkbox"/> Events - Community leaders are part of the planning process for school events. <input type="checkbox"/> Environment - The school is viewed as an integral part of the community and serves as a hub for families to access support and resources.