

## School Improvement Audit 2 Protocol

### Ensure Effective District and School Leadership

Evaluate how effectively the school or district has been in addressing each of the school improvement issues listed in the rubric. In whichever column you select, check the lower or higher number, depending on the degree of progress you feel has been achieved.

What Is My School or District's Progress?	Practices in Need of Improvement		Effective Practices		Exemplary Practices	
	1	2	3	4	5	6
My school or district has:						
1. a superintendent, principals, and a school board that communicate the will and relentless determination needed to ensure the success of all students.						
2. demonstrated relentless determination through a clear vision of excellence in policies, newsletters, press releases, news stories, and other forms of communication.*						
3. publicized student performance of all required subgroups, even if the information reflects low school or subgroup performance.*						
4. a timeline of measurable achievement goals that reflect the vision of all students achieving proficiency.*						
5. regularly monitored progress toward the established goals and publicly reported results.*						
6. established accountability measures to ensure that every principal and classroom teacher is evaluated on the basis of student achievement progress toward goal attainment.*						
7. accountability measures that include sanctions for poor performance.						
8. emphasized the importance of using data in all school decision making.						
9. established policies that prioritize and direct additional funding to the lower performing students and schools.*						
10. used student achievement data to identify ineffective, struggling, and outstanding teachers.						
11. ensured that schools with high percentages of impoverished students have experienced, well-trained, and stable faculty.*						
12. supported and provided targeted professional development for staff members.						

13. building principals who reflect the school district's vision that all students achieve proficiency and success.						
14. provided time for teacher collaboration and support for the development and maintenance of professional learning communities.*						
15. systemic efforts in place to monitor, evaluate, and sustain student achievement progress.*						
16. established an atmosphere of "no excuses."						
17. focused improvement efforts on three or four goals and monitored progress.						

\*Recommended items for abbreviated audit investigation.