

## **Guidelines for Interpreting and Scoring Benchmarks**

**6.2** *The leader/leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision.*

### **I. What does this benchmark indicate for school performance?**

Benchmark 6.2 is about a leader/leadership team first developing a clear understanding of their vision and mission internally. Then the leader/leadership team creates a plan on how to create understanding in teachers, students, parents, parishioners and the wider community. After creating this understanding in the larger group, the leader/leadership team actively communicates how actions within the school tie back to the mission. In some situations, a written plan guides these communications until the overall community buys in to the vision and mission of the school and actively uses the vision and mission to guide their decision making process. The school leader/leadership team lives the vision and mission and easily relates these to the daily activities in their school. They regularly share how they reach their mission via written and verbal communication with all constituents. They regularly invite the school community to participate in connecting the mission with the school's lived experience and practice, and provide opportunities to do so.

### **II. As a review team member, what evidence do I look for?**

Here are some fundamental guiding questions which will help frame this item:

- Is there evidence that conversations have taken place about the vision and mission with the leader/leadership team?
- Is there evidence that faculty and staff have discussed what the vision and mission really mean, or how they translate to concrete actions?
- Is there evidence that vision and mission statements are posted around the school, in publications, and referred to in meetings?
- Do members of the community recall references to the school's vision and mission at meetings and or public events held at the school?

## **Guidelines for Interpreting and Scoring Benchmarks**

**6.2** *The leader/leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision.*

- Do students display an understanding of the school’s vision and mission in their discussions and work products?
- Do articles or community recognitions of the school include references to the school’s vision and mission?
- Are the school’s vision and mission evident in their procedures and guidelines for co-curricular and extra-curricular activities?
- Do the board’s by-laws reflect the school’s vision and mission?
- Do postings on social media reflect the school’s vision and mission?
- Can visitors to the school quickly understand what the vision and mission of the school are?
- Do surveys of the school community demonstrate a knowledge and adherence to the school’s vision and mission?

### **III. What are the key differences between the levels of the rubric?**

#### **At level 3-Fully Meets Benchmark,**

the leader/leadership team fully understands the vision and mission and uses this knowledge to guide their efforts within the school. The leader/leadership team provides consistent communication to the community about these issues. The leader/leadership team uses their vision and mission to guide decisions, and welcomes and includes the school community in making sure the mission and vision are lived.

#### **At level 4-Exceeds Benchmark,**

the leader/leadership team fully understands the vision and mission. The vision and mission serve as a major factors in decision-making. When communicating with students, staff, parents and community members, the leader/leadership team frequently communicate the vision and relate it to the task at hand or subject of the conversation. A written plan explains how

## **Guidelines for Interpreting and Scoring Benchmarks**

**6.2** *The leader/leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision.*

the leader/leadership team will communicate the vision and mission to all constituencies and engage them in integrating mission and vision into school life. Members of the school community can articulate and affirm what the mission means and how it is lived.

### **At level 2-Partially Meets Benchmark,**

the leader/leadership team recognizes the value of communicating mission and vision, but communication is not clear and/or inconsistent and/or infrequent. No written plan exists for spreading the vision and mission to their constituencies and helping them integrate it into school life. The leader/leadership team uses the vision and mission as a touchstone for some decisions.

### **At level 1-Does Not Meet Benchmark,**

the leader/leadership team does not have an articulate understanding of the vision and mission of the school. The leader/leadership team does not provide leadership on integrating the vision and mission into the daily actions of the school. The decisions made by the leader/leadership team do not intentionally reflect the vision and mission of the school. Virtually no communication is distributed to the school's constituents regarding the school's vision and mission.

## **IV. What are some key suggestions for improvement?**

### **To move from level 1 to level 2,**

- Develop a basic understanding of the vision and mission and begin to connect the vision and mission to decision-making.
- Share with the stakeholders how the vision and mission affects major decisions in areas such as professional development, textbook selection, and other elements of the school's program.
- Engage the stakeholders of the school community such as the school board, pastor, faculty, and parents in discussions regarding the vision and mission for the purpose of common understanding.

### **To move from level 2 to level 3,**

- Develop a clear and articulate understanding of the school's vision and mission by all stakeholders.

## **Guidelines for Interpreting and Scoring Benchmarks**

**6.2** *The leader/leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision.*

- Relate the actions of the leader/leadership team directly to the vision and mission.
- Communicate to all stakeholders how mission and vision connects to their experiences of the school, using multiple available resources.
- Create opportunities for stakeholders such as the school board, faculty, and students to contribute to the vision and mission.

### **To move from level 3 to 4,**

- Integrate the vision and mission into every action and decision of all school programs through the work of all stakeholders. The entire school community recognizes and uses the school's vision and mission as a guidepost for planning and decision-making.

**V. What are key terms for common understanding? (Refer to the Glossary for the terms listed below.)**

Vision  
Mission