### 2.1 Vision, Mission + Action Plan

#### Step 1 >> Read the Performance Descriptions

<table>
<thead>
<tr>
<th>1 INITIATING</th>
<th>3 DEVELOPING</th>
<th>5 PERFORMING</th>
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<tbody>
<tr>
<td>The school has a public vision and mission, but these statements have not been reviewed for many years and no longer reflect the needs of the current student body or the values and contributions of the current staff. The school’s improvement plan does not represent a collective commitment or reflect the expressed values of the school community. State and federal funds for school improvement and professional development often go underutilized or unused. Many major decisions appear to contradict the school’s mission statement, but faculty, students, and parents rarely discuss these inconsistencies. Teaching, assessment, and reporting practices are inconsistent across grade levels, departments, and classrooms.</td>
<td>The school has collaboratively developed a public vision and mission that reflects the contributions and values of diverse stakeholders in the school community, although some staff members and parents remain critical of the school’s new direction. Despite broad-based participation in its development, the action plan tends to reflect the personal interests and desires of a few strong voices. School leaders have discussed the action plan with all staff members and some community leaders. These communication efforts have increased support among parents, the public, and the local media. The principal has presented the school’s action plan to the school board and received general approval of its goals and strategies. Major decisions are increasingly aligned with the school’s vision, mission, and action plan, and instructional practices are being modified to reflect the school’s stated goals and values.</td>
<td>In collaboration with staff, students, parents, community members, and local policy makers, the school has created a bold, student-centered, long-term vision for ongoing school improvement and professional growth. The mission and vision statements express a unified value system that is based on personalizing teaching and learning, promoting common high expectations, cultivating student aspirations and ambitions, and nurturing the holistic development and wellness of every student. The vision and mission statements are clear, understandable, and powerful, and exemplify the shared principles and ideals of the school community. These statements have been formally endorsed by the school board, local policy makers, and business and community leaders. The vision and mission are used to guide all budgetary, staffing, and instructional decisions, and to shape professional development opportunities and annual action plans. The coherence among these parts allows for a singular focus on student learning. The action plan and all relevant documents are publicly available online, and school and community stakeholders are familiar with its major goals and strategies. The school has established a process for allowing stakeholders to continually analyze and contribute to the mission, vision, and action plan.</td>
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#### Step 4 >> Score Your School

Place an X on the scale below to indicate your school’s performance in this dimension.

1 2 3 4 5

NOT ADDRESSED INITIATING DEVELOPING PERFORMING
# Organizational Design

## Step 2 >> Record Performance Strategies

### Sample Strategies

- Invite a broad representation of school and community stakeholders to collectively develop a vision and mission that are ambitious but feasible, and based on proven, research-based strategies.
- Have school leaders and teachers, in collaboration with a school coach or colleagues from other schools, meet for several days during the summer to revise the school’s action plan for the coming year based on an extensive review of quantitative and qualitative data from the previous year.
- Utilize online applications to track progress on action-plan objectives and to enhance transparency, accountability, and communication among staff members involved in implementing the action plan.
- Align supervision, evaluation, professional development, and hiring procedures with the school’s vision, mission, and school-improvement plan.
- Establish trusting relationships with local editors, journalists, and producers, and proactively communicate with the media when either difficult issues or success stories arise.

### Our Strategies in This Dimension

## Step 3 >> Record Performance Evidence

### Sample Evidence

- All students demonstrate consistently high achievement regardless of their gender, cultural background, socioeconomic status, or special needs.
- The community influences and embraces the school’s mission, values, and action plan, as evidenced in surveys of parents and other stakeholders.
- Local media outlets regularly run stories on the school’s improvement work and profile student success stories.
- The school board, state representatives, and business and community leaders are informed about the school and publicly supportive of its goals.

### Our Evidence in This Dimension