

## **Guiding Principles**

1. The effective leader collaboratively develops, communicates, and implements a comprehensive vision for assisting all students to achieve proficiency or higher on state standards that is shared and supported by all stakeholders.

2. The effective leader cultivates a central educational mission that is democratic, creative, and focused on maximizing learning for students and staff in all areas: academic, personal, social, and emotional.

3. The effective leader establishes a culture of expectations of high levels of achievement for all students and staff, ~~to raise the achievement levels for all students~~ while striving to eliminate gaps in the achievement among students from diverse cultural, economic and social backgrounds.~~gap~~.

**4. The effective leader manages the school as a system, applying quality management principles and practices that support continuous improvement of the essential elements of a learning organization.**

Or incorporate the systems language throughout rather than adding a 4<sup>th</sup> guiding principle.

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1. The effective leader uses a systems approach to collaboratively develop, communicate, and implement a comprehensive vision that is shared and supported by all stakeholders within the learning organization.
2. The effective leader cultivates a central educational mission that is equitable, democratic, creative, and that maximizes learning for students and staff in all areas: academic, personal, social, and emotional.
3. The effective leader establishes a culture of achievement and continuous improvement for all students and staff to raise the achievement levels for all students within the learning organization, while striving to eliminate the achievement gap.