Rubrics for Two Priority Areas: Leadership Approach & Student Engagement

Supported by Career & Technical Education (CTE)

The rubrics on leadership and engagement, found on pages one and two of this document, present a growth continuum using the following descriptors:

- **Maintaining** – Relying on traditional, past practices.
- **Exploring** – Beginning to question, experiment, and consider new possibilities.
- **Advancing** – Implementing structured improvements and refining approaches.
- **Innovating** – Creating, experimenting, and applying new, transformative ideas.
- **Envisioning** – Designing long-term, sustainable solutions that shape the future.

Priority Area	Maintaining	Exploring	Advancing	Innovating	Envisioning
Leadership Approach	Follows traditional leadership rooted in a hierarchical, authority-based structure that centralizes decision-making, restricts collaboration, and reinforces long-established practices.	Questions leadership structures and considers collaborative decision-making approaches while experimenting with team-based leadership models and distributed leadership opportunities.	Implements shared leadership strategies that encourage collaboration, trust, and accountability across teams, fostering a culture of continuous improvement.	Creates dynamic leadership networks where individuals at all levels are empowered to lead, take initiative, and drive positive change across the organization.	Cultivates shared leadership supported by a collaborative, trust-based culture that integrates diverse perspectives, fosters innovation, and inspires continuous growth to shape the emerging future.
Career and Technical Education (CTE)Leadership Application	Maintains a traditional approach to CTE leadership, where program decisions are primarily made by administrators with limited input from industry partners, teachers, or students.	Begins incorporating CTE advisory boards or industry partners into conversations about workforce readiness. Explores initial CTE partnerships with local businesses, inviting industry representatives to share insights into workforce needs. Begins integrating career-readiness discussions into leadership meetings.	Expands engagement with CTE stakeholders, including employers, trade unions, and postsecondary institutions, to co-design career pathways. Advances CTE collaboration by forming active advisory boards, embedding career pathways within instructional design, and aligning CTE programs with labor market demands.	Establishes industry-led mentorship programs, career academies, and student-run enterprises to enhance CTE leadership opportunities. Innovates by co-creating CTE curriculum with industry partners, offering structured work-based learning experiences, and implementing leadership pathways for students in technical fields.	Develops regional workforce pipelines that align K-12 education with industry needs, offering dual enrollment, apprenticeships, and work-based learning embedded in the curriculum. Envisions a fully integrated CTE system where education, workforce development, and economic planning are seamlessly connected. Establishes CTE centers of excellence, regional training hubs, and scalable models for apprenticeship and credentialing programs.

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Priority Area	Maintaining	Exploring	Advancing	Innovating	Envisioning
Student Engagement	Positions students as passive receivers of information who have limited choice about how, what, and when they learn and demonstrate little interest in content, concepts, and skills being presented.	Provides structured opportunities for students to engage in limited decision-making, allowing for guided self-directed activities, introductory collaboration, and occasional reflective practices.	Actively involves students in meaningful learning through structured exploration, collaborative projects, problem-solving activities, and discussions that encourage critical thinking.	Supports students in leading their learning experiences by applying skills to authentic contexts, engaging in problem-based projects, working with mentors, and demonstrating understanding through innovative presentations.	Empowers students to be active participants who engage in self-reflection, demonstrate intrinsic motivations, build emotional resilience, collaborate effectively, and connect learning to real-world experiences with insight and enthusiasm.
Career and Technical Education (CTE) Student Engagement Application	Offers students minimal exposure to career pathways, and CTE options are presented as electives without direct industry connections.	Explores CTE engagement by introducing career exploration activities, such as guest speakers, industry visits, and career-interest surveys.	Advances CTE student engagement by implementing hands-on career simulations, structured internships, job shadowing, industry-aligned certifications, and project-based learning tied to career pathways.	Provides opportunities for students to engage in industry-aligned projects, earn certifications, develop portfolios, and participate in competitions that test their skills in authentic settings.	Empowers students to take the lead in career-related initiatives, such as organizing events, developing entrepreneurial ventures, or implementing solutions that address industry/community challenges.
Examples in Industry Sectors	• **Healthcare**: Memorizing medical terminology without application. • **IT & Computer Science**: Learning coding syntax without creating projects. • **Construction & Trades**: Reading about safety procedures without hands-on training. • **Teaching & Education**: Studying educational theories without practical application	• **Healthcare**: Practicing basic clinical skills in a classroom setting. • **IT & Computer Science**: Completing guided coding exercises with limited real-world use. • **Construction & Trades**: Using tools in a controlled, simulated environment. • **Teaching & Education**: Observing classrooms and assisting with basic tasks but not leading lessons.	• **Healthcare**: Conducting hands-on simulations, participating in health science competitions, and shadowing professionals in hospitals or clinics. • **IT & Computer Science**: Designing functional applications, websites, or simple automation projects to solve real problems. • **Construction & Trades**: Constructing small-scale structures, working with industry-grade materials, and participating in skill-building competitions. • **Teaching & Education**: Creating lesson plans, tutoring younger students, and leading instructional activities under teacher supervision.	• **Healthcare**: Assisting in clinical settings under supervision, working with health-related technology, and leading community health education initiatives. • **IT & Computer Science**: Developing real-world coding projects, competing in contests, and working on cybersecurity or AI applications. • **Construction & Trades**: Completing real construction or maintenance projects for the school or local community. • **Teaching & Education**: Co-teaching with a mentor teacher, leading small group instruction, or designing learning materials for younger students.	• **Healthcare**: Leading peer education on health topics, assisting with public health initiatives, or implementing a school-wide wellness program. • **IT & Computer Science**: Interning with a tech company, contributing to open-source projects, or designing a digital solution for a community need. • **Construction & Trades**: Leading a school-based project and mentoring younger students in trade skills. • **Teaching & Education**: Leading peer mentorship programs, designing and facilitating research projects/ prof. learning for students.