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|  | **Exploring** | **Emerging** | **Maturing** | **Excelling** | **Identify Current Stage** | **To Get to The Next Stage…** |
| **Collaboration** | * Characterized by interest in CS strategy as way to engage others in removing barriers and improving conditions for learning. Open to sharing leadership Interested in increasing parental and community engagement.
 | Characterized by increased efforts to engage parents and community in planning, implementation and oversight of academic and non-academic programs. Beginning to involve partners and parents in decision-making. | * Characterized by the regular involvement of and shared leadership with a wide range of stakeholders. Transparent agreements and mutual accountability underpin the ongoing development of partnerships.
 | * Characterized by permanent engagement across community, collaborative mode of community and program development and policymaking.
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| **Coherence** | * Characterized by a recognition that effective management of needed programs and services exceeds capacity of existing staffing and structures. Recognized need for program integration. Planning process engages stakeholders.
 | * Characterized by efforts to develop effective coordination and system of monitoring and accountability for programs and services. Development of new resources for staffing, communication patterns and management.
 | * Characterized by the integration of CS structure/processes/

programs into “normal” operations of the school. CSC role is clearly understood, and leadership is reliably shared. Effective, consistent management is a hallmark of this stage. | * Characterized by policy shifts to make CS a permanent approach to school reform, service delivery, community-based education and civic engagement.
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| **Commitment** | * Characterized an interest in building the CS for the long term, with policy changes, systems, resources and engagement geared toward permanency.
 | * Characterized by systematic, multi-year efforts to collect data, build focus on results, seek resources and build support.
 | * Characterized by growing realization that CS can provide coordination and targeting for numerous student/family/community goals. Policy and funding decisions begin to reflect your CS’s successes.
 | * Characterized by permanent political commitment, designated funding, private and community support, alignment of related initiatives, using CS as a coordinating strategy.
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