

Superintendent Goals			
		Average	Board Comments
1	List DF Goal 1		
2	List DF Goal 2		
3	List DF Goal 3		
	Overall Average Score for Goals		
OSBA Standards			
1	Visionary District Leadership		
2	Ethics, Legal and Professional Norms		
3	Inclusive and Culturally Responsive District		
4	Instructional Leadership and Improvement		
5	Communications, Community Relations and Advocacy		
6	Effective Organizational Management		
7	Effective Financial Management		
	Overall Average Score - OSBA Standards		

Scale

- n/a No basis for rating
- 1 Ineffective
- 2 Developing
- 3 Effective Performance
- 4 Accomplished Performance

Based on

1. VISIONARY DISTRICT LEADERSHIP

- Leads a collaborative process with the board to design (or reaffirm) the district mission and vision that reflects a core set of values and priorities.
- Leads the diverse stakeholder involvement in the development (or revision) of the district's continuous improvement plan based upon the district's mission and vision.
- Implements the district's continuous improvement plan and communicates its progress.

2. ETHICS, LEGAL AND PROFESSIONAL NORMS

- Ensures ethical decisions and cultivates professional norms and culture including equity, fairness, integrity, transparency, trust, collaboration and perseverance.
- Makes ethical and legal recommendations to the board.
- Models ethical behavior in their own conduct and cultivates ethical behavior in others.
- Implements, maintains and communicates district, state and national policy, laws, rules and regulations to staff, board and other appropriate stakeholders.

3. INCLUSIVE AND CULTURALLY RESPONSIVE DISTRICT CULTURE

- Develops and maintains a supportive, equitable, culturally responsive and inclusive district culture.
- Evaluates, cultivates and advocates for equitable access to safe and nurturing schools, and the opportunities and resources necessary to support the success and well-being of each student.
- Ensures equitable, inclusive and culturally responsive instructional and behavioral support practices among teachers, administrators and staff.
- Ensures instruction throughout the district utilizes culturally responsive practices and all staff are trained. (Moved up from 4)

4. INSTRUCTIONAL LEADERSHIP AND IMPROVEMENT

- Evaluates, designs, fosters and implements coherent systems of curriculum instruction, supports, assessment and instructional leadership.
- Implements coordinated systems of support, including coaching and professional development for staff.

- Manages an appropriate system of assessments, data collection and analysis that supports instructional improvements, equity, student learning and well-being, and instructional leadership.

5. COMMUNICATION, COMMUNITY RELATIONS AND ADVOCACY

- Develops and implements effective and collaborative systems that engage multiple and diverse stakeholder groups.
- Engages and effectively communicates with diverse families, community partners and other constituencies to strengthen student learning.
- Cultivates relationships and partnerships with members of the business, civic and local government in support of their advocacy for district, school and community needs.
- Builds relationships beyond the district and local community and advocates for district needs in local, county, and state policy arenas, while cultivating a respectful partnership with the state board of education to achieve shared goals.

Combined from two bullets in standard 8.

6. EFFECTIVE ORGANIZATIONAL MANAGEMENT

- Implements equitable strategies, processes and systems to recruit, hire, develop and retain high performing personnel who demonstrate a shared commitment to student success.
- Establishes productive relationships with associations while managing labor relations and contracts effectively.
- Creates and maintains organizational structures that maximize the district's capacity to positively impact student learning.
- Creates a comprehensive system of professional development for all staff to continuously improve and increase their leadership capacity.

7. EFFECTIVE FINANCIAL MANAGEMENT

- Develops a proposed budget in accordance with board priorities and district direction.
- Manages the equitable implementation of district resources aligned with the budget adopted by the board.
- Communicates the budget priorities and ensures regular updates on implementation of the budget.