

Central Office Leadership Appraisal System (COLAS)

HITCHCOCK INDEPENDENT SCHOOL DISTRICT • EXECUTIVE & CENTRAL LEADERSHIP
FRAMEWORK

Domain 1: Strategic Vision, Planning & Governance

1.1 Strategic Goal Alignment: Translates board goals and district initiatives into actionable departmental operating plans equipped with clear performance benchmarks.

1.2 Ethics & Policy Compliance: Models standard-setting professional ethics while ensuring total departmental adherence to board policies, TEC statutes, and legal mandates.

Domain 2: Systemic Campus Support & Service Excellence

2.1 Service-Oriented Leadership: Cultivates a high-responsiveness, customer-service orientation to deliver rapid, solution-focused support to campus principals and leaders.

2.2 Leadership Capacity Building: Delivers direct, calibrated coaching and technical support to build sustainable leadership capacity across all district schools.

Domain 3: Departmental Management & Fiscal Stewardship

3.1 Fiscal Stewardship & Resource Efficiency: Manages operational and grant budgets with absolute integrity, strategically maximizing resource allocation and ROI.

3.2 Talent & Performance Management: Recruits, develops, and retains high-performing central office personnel through continuous supervision, timely feedback, and meaningful evaluations.

Domain 4: Data Systems, Communication & Community Trust

4.1 Systemic Data Management: Establishes and oversees robust data collection systems to track district progress, measure outcomes, and guide strategic executive decision-making.

4.2 Strategic Communication & Trust: Communicates key district initiatives transparently and engages community stakeholders to build confidence and alignment.

Domain 5: Operational Performance & Student-Centered Outcomes

5.1 Programmatic Effectiveness: Rigorously evaluates departmental operations and programs against student academic growth and district performance goals.

5.2 District-Wide Initiative Execution: Leads multi-campus implementations with strict fidelity to district timelines, instructional frameworks, and quality standards.

COLAS Rating Rubric Standard Scale

Rating Level	Performance Description
Distinguished	Consistently exceeds district expectations; models executive excellence; systematically builds leadership capacity across the organization.
Accomplished	Frequently exceeds performance standards; executes departmental objectives with high autonomy, strategic vision, and minimal direction.
Proficient	Consistently meets district performance standards; effectively manages department operations, personnel, and campus support structures.
Developing	Demonstrates foundational competency but requires ongoing guidance and refinement to meet district performance standards consistently.
Needs Improvement	Fails to consistently meet administrative standards; requires immediate targeted intervention, coaching, and a formal improvement plan.