

Central Office Performance Evaluation System (COPES) Job Specific Performance Indicators

Performance Standard 1: Mission, Vision, and Goals

The central office administrator fosters the success of the district by leading the development, articulation, and stewardship of the district's mission, vision, and goals resulting in district improvement

resulting in district improvement.										
Business	C&I	Facilities	Human Resource	Pupil Services	Technology					
				/ Special Education						
Collaboratively develops and sustains a department plan aligned to the district's mission, vision, and goals.	1.1 Collaboratively develops and sustains a department plan aligned to the district's mission, vision, and goals, including, but	Collaboratively develops and sustains a department plan aligned to the district's mission, vision, and goals.	1.1 Collaboratively aligns the Human Resources department with the district's mission, vision, and goals.	1.1 Collaboratively develops and sustains a department plan aligned to the district's mission, vision, and goals.	1.1 Collaboratively develops and sustains a department plan aligned to the district's mission, vision, and goals.					
1.2 Utilizes best practices to take action and make decisions that positively reflect the district's mission, vision, goals, and culture.	not limited to curriculum, instruction, assessment, professional development, and budgeting. 1.2 Utilizes best practices to take action and make	1.2 Utilizes best practices to take action and make decisions that positively reflect the district's mission, vision, goals, and culture.	1.2 Utilizes best practices to take action and make decisions that positively reflect the district's mission, vision, goals, and culture.	1.2 Utilizes best practices to take action and make decisions that positively reflect the district's mission, vision, goals, and culture.	1.2 Utilizes best practices to take action and make decisions that positively reflect the district's mission, vision, goals, and culture.					
1.3 Translates the vision, mission, and goals into day-to-day activities and behaviors and guides and motivates others to take actions that support the mission, vision, and	decisions that positively reflect the district's mission, vision, goals, and culture. 1.3 Translates the vision, mission, and goals into day-to-day activities and	1.3 Translates the vision, mission, and goals into day-to-day activities and behaviors and guides and motivates others to take actions that support the mission, vision, and goals.	Models and supports the district's mission, vision, and goals in day-to-day operations of the Human Resources department. Communicates a clear vision of excellence and	1.3 Translates the vision, mission, and goals into day-to-day activities and behaviors and guides and motivates others to take actions that support the mission, vision, and goals.	1.3 Translates the vision, mission, and goals into day-to-day activities and behaviors and guides and motivates others to take actions that support the mission, vision, and goals.					
goals. 1.4 Communicates a clear vision of excellence and continuous improvement consistent with the mission, vision, and goals of the district.	behaviors and guides and motivates others to take actions that support the mission, vision, and goals. 1.4 Communicates a clear vision of excellence and continuous improvement	1.4 Communicates a clear vision of excellence and continuous improvement consistent with the mission, vision, and goals of the district. 1.5 Provides collaborative	continuous improvement consistent with the mission, vision, and goals of the district. 1.5 Provides collaborative leadership for the design, implementation and	1.4 Communicates a clear vision of excellence and continuous improvement consistent with the mission, vision, and goals of the district. 1.5 Provides collaborative	1.4 Leads the development, communication, and implementation of a shared vision for the comprehensive use of technology, initiating and sustaining technology					
1.5 Provides collaborative leadership for the design, implementation, and revision of effective and efficient processes that protect and maximize district resources. 1.6 Allocates resources consistent with the mission and strategic plan of the district.	consistent with the mission, vision, and goals of the district. 1.5 Provides collaborative leadership that protects and maximizes district curriculum, assessment, and instructional resources aligned to the district's mission, vision, and goals.	leadership for the design, implementation and revision of effective and efficient processes that protect and maximize district resources.	revision of effective and efficient processes that protect and maximize district resources.	leadership for the design, implementation, and revision of effective and efficient processes that protect and maximize district resources.	innovations and change to support a digital-age education for all students. (ISTE 1.1) 1.5 Provides collaborative leadership for the design, implementation, and revision of effective and efficient processes that protect and maximize district resources.					

Performance Standard 2: Planning and Analysis

The central office administrator uses multiple sources of evidence to drive department/school/ district goals to improve organizational or student performance.

THE CEITITAL OIL	The central office administrator uses multiple sources of evidence to drive department/school/ district goals to improve organizational or student performance.								
Busines	SS	C&I	Facilities	Human Resource	Pupil Services	Technology			
					/ Special Education				
2.1 Organizes the collaborative implementatic district's operational strate based on anal from a variety	on of a ational and egic plan lysis of data	2.1 Organizes the collaborative implementation of a district strategic plan based on analysis of data from a variety of sources.	2.1 Organizes the collaborative implementation of a district strategic plan based on analysis of data from a variety of sources. 2.2 Supports the district's	Organizes the collaborative implementation of a district strategic plan based on analysis of data from a variety of sources. Supports the district's	Organizes the collaborative implementation of a district strategic plan based on analysis of data from a variety of sources. Supports the district's	Organizes the collaborative implementation of a district strategic technology plan based on analysis of data from a variety of sources. Leads the design, development,			
2.2 Supports the control vision by identification articulating, and to meet the number stakeholders. 2.3 Uses research	district's 2 tifying, nd planning eeds of all	2.2 Supports the district's vision by identifying, articulating, and planning to meet the needs of all stakeholders.	vision by identifying, articulating, and planning to meet the needs of all stakeholders. 2.3 Uses research-based techniques to analyze and	vision by identifying, articulating, and planning so as to fulfill the Human Resources responsibilities. 2.3 Uses research-based techniques to analyze and	vision by identifying, articulating, and planning to meet the needs of all stakeholders. 2.3 Uses research-based techniques to analyze and	implementation, communication, and evaluation of technology-infused strategic plans (including policies, procedures, and			
techniques to act on data ga district improv measurement	analyze and 2 athered from vement ts.	2.3 Uses research-based techniques to analyze and act on data gathered from district	act on data gathered from district improvement measurements. 2.4 Collaboratively identifies	act on data gathered from district improvement measurements. 2.4 Collaboratively identifies	act on data gathered from district improvement measurements. 2.4 Collaboratively identifies	budget and funding strategies) aligned with the shared vision. (ISTE 1.2) 2.3 Uses research-based			
2.4 Collaborativel needs, and factorities of the that are reflect district's finant 2.5 Analyzes current strategies to needs, and factorities of the that are reflect district's finant 2.5 Analyzes current strategies to needs appropriate definition of the factority of the factor	cilitates determines 2 ne district cted in the ncial plan. ent data and make	improvement measurements. 2.4 Collaboratively identifies needs, determines priorities, and assesses program implementation using research-based practices that result in	needs, determines priorities, and assesses program implementation using researched-based practices that result in increased program effectiveness. 2.5 Analyzes current data and strategies to make	needs, determines priorities, and assesses program implementation using researched-based practices that result in increased program effectiveness. 2.5 Analyzes current data and strategies to make	needs, determines priorities, and assesses program implementation using researched-based practices that result in increased program effectiveness. 2.5 Analyzes current data and strategies to make	techniques to analyze and act on data gathered from district improvement measurements. 2.4 Collaboratively identifies needs, determines priorities, and assesses program implementation using researched-based			
increase improdistrict effectives. 2.6 Develop and inprocess to more progress towathe district's not vision, and gostakeholders.	mplement a 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	increased program effectiveness. 2.5 Analyzes current data and strategies to make appropriate educational decisions to increase student achievement and improve overall	appropriate educational decisions to increase student achievement and improve overall district effectiveness. 2.6 Develops and implements a process to monitor progress toward achieving the	appropriate human resources decisions to improve department and/or district effectiveness. 2.6 Develops and implements processes to monitor human resource practice	appropriate educational decisions to increase student achievement and improve overall district effectiveness. 2.6 Develops and implements processes to monitor progress toward achieving	practices that result in increased program effectiveness. 2.5 Monitors and evaluates the staff to provide timely and accurate feedback to improve professional practices. 2.6 Develops and implements			
2.7 Provides finan feedback to administrators achievement a development 2.8 Maintains a sy internal control	s on goal and school needs. ystem of	district effectiveness. 2.6 Develops and implements a process to monitor progress toward achieving the district's mission, vision, and goals with stakeholders.	district's mission, vision, and goals with stakeholders. 2.7 Provides feedback to administrators on goal achievement and school development needs.	that support the district's mission, vision, and goals. 2.7 Provides feedback to administrators on goal achievement and school development needs.	the district's mission, vision, and goals with stakeholders. 2.7 Provides feedback to administrators on goal achievement and school development needs.	processes to monitor progress toward achieving the district's mission, vision, and goals with stakeholders. 2.7 Provides feedback to administrators on goal achievement and school			
provides for a of public fund	ccountability 2	2.7 Provides feedback to administrators on goal achievement and school development needs.				development needs.			

Performance Standard 3: Human Resources/Instructional Leadership

The central office administrator fosters the success of the district by advocating and sustaining a culture and program conducive to learning and resulting in the professional growth of staff.

Pic	professional growth of staff. Pusings College Facilities Human Poscurso Dunil Convices									Ta alama la ma
	Business	C&I		Facilities		Human Resource	Pupil Services			Technology
3.1	Directs staff to set	3.1 Directs staff to set specific	21 5	rects staff to set specific	2 1	Cata angelfia and shallana	3.1	/ Special Education Directs staff to set specific	2 4	Uliros organizos sussenies
3.1	specific and	1 '		· ·	3.1	Sets specific and challenging	3.1		3.1	Hires, organizes, supervises,
	•	and challenging, but		d challenging, but		goals to improve the human		and challenging, but		evaluates, and retains highly
	challenging, but	attainable goals for higher		tainable goals for higher		resources operational		attainable goals for higher		qualified technology staff to
	attainable goals for	performance that result in		rformance that result in	2 2	effectiveness.		performance that result in		advance and maintain the
	higher performance that result in	improved student learning or operational		proved student learning operational	5.2	Ensures that the district meets all required		improved student learning or operational		technology infrastructure and promote academic and
	operational	effectiveness.	I .	fectiveness.		federal, state and local		effectiveness.		•
	effectiveness of the	3.2 Leads the alignment,		ads the alignment,		standards, statutes,	3.2	Leads the alignment,	22	operational goals. (ISTE 4.3) Directs staff to set specific
	district.	coordination, and		ordination, and		regulations, policies and	3.2	coordination, and	3.2	and challenging, but
3.2	Leads the	delivery of assigned		livery of assigned		procedures.		delivery of assigned		attainable goals for higher
3.2	alignment,	programs such that the	I .	ograms such that the	3.3	Monitors and evaluates		programs such that the		performance that result in
	coordination, and	district meets all required		strict meets all required	٥.5	the staff to provide		district meets all required		improved student learning or
	delivery of assigned	federal, state, and local		deral, state, and local		timely formal and		federal, state, and local		operational effectiveness.
	programs such that	standards, statutes,		andards, statutes,		informal feedback, and		standards, statutes,	3.3	Leads the alignment,
	the district meets	regulations, policies and		gulations, policies and		provides support,		regulations, policies and	0.0	coordination, and delivery
	all required federal,	procedures.	1	ocedures.		resources, and		procedures.		of assigned programs such
	state, and local	3.3 Monitors and evaluates		onitors and evaluates		remediation to improve	3.3	Monitors and evaluates		that the district meets all
	standards, statutes,	the staff to provide		e staff to provide		job performance based		the staff to provide		required federal, state,
	regulations, policies	timely formal and	tim	nely formal and		on documented		timely formal and		and local standards,
	and procedures.	informal feedback, and	inf	ormal feedback, and		deficiencies and		informal feedback, and		statutes, regulations,
3.3	Monitors and	provides support,	pro	ovides support,		proficiencies.		provides support,		policies, and procedures.
	evaluates the staff	resources, and	res	sources, and	3.4	Recognizes and supports		resources, and	3.4	Monitors and evaluates
	to provide timely	remediation to improve	rer	mediation to improve		the achievement of highly		remediation to improve		the staff to provide timely
	formal and informal	job performance based	job	performance based		effective personnel, and		job performance based		formal and informal
	feedback, and	on documented	on	documented		provides them with		on documented		feedback, and provides
	provides support,	deficiencies and	det	ficiencies and		increased opportunities to		deficiencies and		support, resources, and
	resources, and	proficiencies,	pro	oficiencies,		collaborate with staff		proficiencies,		remediation to improve
	remediation to	3.4 Recognizes and supports		cognizes and supports		members in a leadership	3.4	Recognizes and supports		job performance based on
	improve job	the achievement of highly		e achievement of highly		capacity.		the achievement of highly		documented deficiencies
	performance based	effective personnel, and	I .	fective personnel, and	3.5	Makes the appropriate		effective personnel, and		and proficiencies.
	on documented	provides them with		ovides them with		recommendations relative		provides them with	3.5	Makes appropriate
	deficiencies and	increased opportunities to	I .	creased opportunities to		to personnel recruitment,		increased opportunities to		recommendations relative
١	proficiencies,	collaborate with staff	I .	llaborate with staff		retention, promotion,		collaborate with staff		to personnel recruitment,
3.4	Recognizes and	members in a leadership		embers in a leadership		transfer, and dismissal		members in a leadership		retention, promotion,
	supports the	capacity.		pacity.		consistent with	2.5	capacity.		transfer, and dismissal
	achievement of highly	3.5 Makes appropriate		akes appropriate		established policies and	3.5	Makes appropriate		consistent with established
	effective personnel,	recommendations and decisions relative to	I .	commendations relative		procedures to ensure a		recommendations relative		policies and procedures to
	and provides them with increased	personnel recruitment,		personnel recruitment, tention, promotion,		safe and positive working and learning environment.		to personnel recruitment, retention, promotion,		ensure a safe and positive learning environment for
			I .	ensfer, and dismissal	26	Effectively implements		transfer. and dismissal		students.
	opportunities to collaborate with staff	hiring, retention, promotion, transfer, and		nsistent with	٥.٥	available technology to		consistent with	3.6	Provides professional
	members in a	dismissal consistent with		tablished policies and		enhance organizational or		established policies and	3.0	development opportunities
	leadership capacity.	established policies and		ocedures to ensure a		professional growth for staff		procedures to ensure a		for staff members to grow
3.5	Makes appropriate	procedures to ensure a		fe and positive learning		within the scope of the		safe and positive learning		professionally and gain
] 3.5	recommendations	safe and positive learning	I .	vironment for students.		Human Resources		environment for students.		self-confidence in their skills.
	relative to personnel	environment for students.		plements technology to		administrator.	3.6	Implements technology to		zamachec in their skills.
1	recruitment,	C		hance student,			"."	enhance student,		
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retention, promotion, transfer, and dismissal consistent with established policies and procedures to ensure a safe and positive learning environment for students, staff, and community. 3.6 Implements technology to enhance student, organizational, or professional growth. 3.7 Provides professional development opportunities for staff members to grow professionally and gain self-confidence in their skills.	3.6 Implements and uses technology to enhance student, organizational, or professional growth. 3.7 Provides professional development opportunities for staff members to grow professionally. 3.8 Fosters a positive and supportive work environment. 3.9 Provides and participates in staff development opportunities consistent with program evaluation results, improvement plans, and district mission, vision, and goals. 3.10 Strategically leads shortand long-range planning.	organizational, or professional growth. 3.7 Provides professional development opportunities for staff members to grow professionally and gain self-confidence in their skills. 3.8 Fosters a positive and supportive work environment. 3.9 Provides and participates in staff development opportunities consistent with program evaluation results, improvement plans, and district mission, vision, and goals. 3.10 Strategically leads planning for current and future challenges and opportunities.	 3.7 Provides professional development opportunities for staff members to grow professionally and gain self-confidence in their skills. 3.8 Fosters a positive and supportive work environment. 3.9 Provides and participates in relevant staff development opportunities that support the mission, vision and goals of the district 3.10 Strategically leads planning for current and future challenges and opportunities. 	organizational, or professional growth. 3.7 Provides professional development opportunities for staff members to grow professionally and gain self-confidence in their skills. 3.8 Fosters a positive and supportive work environment. 3.9 Provides and participates in staff development opportunities consistent with program evaluation results, improvement plans, and district mission, vision, and goals. 3.10 Strategically leads planning for current and future challenges and opportunities.	 3.7 Fosters a positive and supportive work environment. 3.8 Provides and participates in staff development opportunities consistent with program evaluation results, improvement plans, and district mission, vision, and goals. 3.9 Strategically leads planning for current and future challenges and opportunities.
3.8 Fosters a positive and supportive work environment.					
3.9 Provides and participates in staff development opportunities consistent with program evaluation results, improvement plans, and district mission, vision, and goals. 3.10 Strategically leads planning for current and future challenges and opportunities.					

Performance Standard 4: Organizational Management
The central office administrator fosters the success of the district by supporting, managing, and overseeing the department's organization, operation, and use of

resources for a safe, e	ficient, and effective learning e	nvironment.					
Business	C&I	Facilities	Human Resource	Pupil Services	Technology		
				/ Special Education			
4.1 Demonstrates and communicates a workin knowledge and understanding of the st and federal public education rules and regulations, and district policies and procedures	knowledge and te understanding of the state and federal public education rules and regulations, and district	4.1 Demonstrates and communicates a working knowledge and understanding of the state and federal public education rules and regulations, and district policies and procedures.	4.1 Demonstrates and communicates a working knowledge and understanding of relevant state and federal rules and regulations and district policies and procedures. 4.2 Facilitates the	4.1 Demonstrates and communicates a working knowledge and understanding of the state and federal public education rules and regulations, and district policies and procedures.	4.1 Demonstrates and communicates a working knowledge and understanding of the state and federal public education rules and regulations, and district policies and procedures.		
4.2 Facilitates the implementation of sour research-based theories and techniques to ensu a safe and orderly environment conducive teaching and learning.	research-based theories and techniques to ensure a safe and orderly environment	4.2 Facilitates the implementation of sound, research-based theories, and techniques to ensure a safe and orderly environment conducive to teaching and learning.	implementation of sound, research-based theories and techniques to ensure a safe and orderly environment conducive to teaching and learning. 4.3 Implements sound	4.2 Facilitates the implementation of sound, research-based theories, and techniques to ensure a safe and orderly environment conducive to teaching and learning.	4.2 Facilitates the implementation of sound, research-based theories and techniques to ensure a safe and orderly environment conducive to teaching and learning.		
4.3 Implements sound personnel procedures in recruiting, employing, and retaining highly qualified, effective teachers, administrators, and other personnel based	4.3 Implements sound personnel procedures in recruiting, employing, and retaining highly qualified, effective teachers, administrators, and other personnel based on identified needs.	4.3 Implements sound personnel procedures in recruiting, employing, and retaining highly qualified, effective teachers, administrators, and other personnel based on identified needs.	personnel procedures in recruiting, employing, and retaining highly qualified, effective teachers, administrators, and other personnel based on identified needs. 4.4 Acquires, allocates and	4.3 Implements sound personnel procedures in recruiting, employing, and retaining highly qualified, effective teachers, administrators, and other personnel based	4.3 Implements sound personnel procedures in recruiting, employing, and retaining highly-qualified, effective technology support and other personnel based on identified needs. 4.4 Acquires, allocates and		
on identified needs. 4.4 Acquires, allocates and manages district humar material, and financial resources in compliance with all laws to ensure the effective and equitable support of all of the district's students, schools, and programs.	4.4 Acquires, allocates and manages district human, material, and financial resources in compliance with all laws to ensure the	4.4 Acquires, allocates and manages district human, material, and financial resources in compliance with all laws to ensure the effective and equitable support of all of the district's students, schools, and programs.	manages district human, material, and financial resources in compliance with all laws to ensure the effective and equitable support of all of the district's students, schools, and programs. 4.5 Demonstrates organizational skills to	on identified needs. 4.4 Acquires, allocates and manages district human, material, and financial resources in compliance with all laws to ensure the effective and equitable support of all of the district's students, schools, and programs.	manages district human, material, and financial resources in compliance with all laws to ensure the effective and equitable support of technology. 4.5 Demonstrates organizational skills to achieve department, school, and district goals.		
4.5 Demonstrates organizational skills to achieve department, school, and district goal 4.6 Plans and implements a systematic performance evaluation system of employees that provide timely and constructive feedback.	organizational skills to achieve department, school, and district goals.	 4.5 Demonstrates organizational skills to achieve department, school, and district goals. 4.6 Plans and implements a systematic performance evaluation system of all employees that provides timely and constructive feedback. 	achieve department, school, and district goals. 4.6 Plans and implements a systematic performance evaluation system of all employees that provides timely and constructive feedback. 4.7 Implements strategies for the inclusion of	 4.5 Demonstrates organizational skills to achieve department, school, and district goals. 4.6 Plans and implements a systematic performance evaluation system of all employees that provides timely and constructive feedback. 	4.6 Plans and implements a systematic performance evaluation system of all employees that provides timely and constructive feedback. 4.7 Implements strategies for the inclusion of stakeholders in various		
4.7 Implements strategies for the inclusion of		4.7 Implements strategies for the inclusion of	appropriate stakeholders in various planning	4.7 Implements strategies for the inclusion of	planning processes, shares in management		

stakeholders in various planning processes, shares in management decisions, and delegates duties as applicable. 4.8 Resolves challenges in a timely, consistent, and effective manner. 4.9 Implements and utilizes effective technologies that support management functions. 4.10 Monitors and assesses resource allocation.	4.6 Assists with the implementation of a systematic performance evaluation system of all employees that provides timely and constructive feedback. 4.7 Implements strategies for the inclusion of stakeholders in various planning processes, shares in management decisions, and delegates duties as applicable. 4.8 Addresses challenges within the department in a timely, consistent, and effective manner. 4.9 Implements and utilizes effective technologies that support management functions.	stakeholders in various planning processes, shares in management decisions, and delegates duties as applicable. 4.8 Resolves challenges in a timely, consistent, and effective manner. 4.9 Implements and utilizes effective technologies that support management functions.	processes and management decisions in addition to delegation of duties as applicable. 4.8 Resolves challenges in a timely, consistent, and effective manner. 4.9 Implements and utilizes effective technologies that support management functions.	stakeholders in various planning processes, shares in management decisions, and delegates duties as applicable. 4.8 Resolves challenges in a timely, consistent, and effective manner. 4.9 Implements and utilizes effective technologies that support management functions.	decisions, and delegates duties as applicable. 4.8 Resolves challenges in a timely, consistent, and effective manner. 4.9 Implements and utilizes effective technologies that support management functions. 4.10 Based on a comprehensive technology plan, acquire and leverage resources to advance and sustain a robust technology infrastructure and continually evaluate its effectiveness at supporting learning, teaching, management, and operations. (ISTE 4.5)
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Performance Standard 5: Communication and Community Relationships

The central office administrator fosters the success of the district by communicating and collaborating effectively with stakeholders for continuous improvement of

Business	the district.								
	Business C&I		Human Resource	Pupil Services	Technology				
5.1 Facilitates productive and timely communication to promote a professional culture of mutual respect, trust, and teamwork within the district. 5.2 Communicates and facilitates district initiatives. 5.3 Maintains visibility and accessibility to stakeholders. 5.4 Models professionally appropriate communication skills, interpersonal relations, and conflict resolution. 5.5 Networks with relevant stakeholders to effectively utilize resources and expertise to support the success of the district. 5.6 Shares knowledge of laws regarding individual and group rights and responsibilities. 5.7 Models understanding and promotes the appreciation of diversity in the	5.1 Facilitates productive and timely communication to promote a professional culture of mutual respect, trust, and teamwork within the district. 5.2 Communicates and facilitates district initiatives. 5.3 Maintains visibility and accessibility to stakeholders. 5.4 Models professionally appropriate communication skills, interpersonal relations, and conflict resolution. 5.5 Networks with relevant stakeholders to effectively utilize resources and expertise to support the success of the district. 5.6 Advocates for students and/or staff and acts to influence district decisions affecting student learning. 5.7 Shares knowledge of laws regarding individual and group rights and responsibilities. 5.8 Models understanding and promotes the appreciation of diversity in the district and community.	5.1 Facilitates productive and timely communication to promote a professional culture of mutual respect, trust, and teamwork within the district. 5.2 Communicates and facilitates district initiatives. 5.3 Maintains visibility and accessibility to stakeholders. 5.4 Models professionally appropriate communication skills, interpersonal relations, and conflict resolution. 5.5 Networks with relevant stakeholders to effectively utilize resources and expertise to support the success of the district. 5.6 Advocates for students and/or staff and acts to influence district decisions affecting student learning. 5.7 Shares knowledge of laws regarding individual and group rights and responsibilities. 5.8 Models understanding and promotes the appreciation of diversity in the district and community.	5.1 Facilitates productive and timely communication to promote a professional culture of mutual respect, trust, and teamwork within the district. 5.2 Communicates and facilitates district initiatives. 5.3 Maintains visibility and accessibility to relative stakeholders. 5.4 Models professionally appropriate communication skills, interpersonal relations, and conflict resolution. 5.5 Networks with relevant stakeholders to effectively utilize resources and expertise to support the success of the district. 5.6 Advocates for staff and acts to influence district decisions that support an effective work and learning environment. 5.7 Shares knowledge of laws regarding individual and group rights and responsibilities. 5.8 Models understanding and promotes the	Pupil Services / Special Education 5.1 Facilitates productive and timely communication to promote a professional culture of mutual respect, trust, and teamwork within the district. 5.2 Communicates and facilitates district initiatives. 5.3 Maintains visibility and accessibility to stakeholders. 5.4 Models professionally appropriate communication skills, interpersonal relations, and conflict resolution. 5.5 Networks with relevant stakeholders to effectively utilize resources and expertise to support the success of the district. 5.6 Advocates for students and/or staff and acts to influence district decisions affecting student learning. 5.7 Shares knowledge of laws regarding individual and group rights and responsibilities. 5.8 Models understanding and promotes the	5.1 Facilitates productive and timely communication to promote a professional culture of mutual respect, trust, and teamwork within the district. 5.2 Communicates and facilitates district initiatives. 5.3 Maintains visibility and accessibility to stakeholders. 5.4 Assists district and school leaders to identify, evaluate, and select exemplary digital tools and resources that support learning goals, incorporate research-based instructional design principles, and are compatible with the school technology infrastructure. (ISTE 2.1). 5.5 Advocates for students and/or staff and acts to influence district decisions affecting student learning. 5.6 Shares knowledge of laws regarding individual and group rights and responsibilities. 5.7 Models understanding and promotes the appreciation of diversity in the district and community. 5.8 Establishes partnerships to support the technology infrastructure and provide technology resources for the effective integration of technology to advance district programs and goals. (ISTE 4.4) 5.9 Locates, develops, and disseminates models of local and global learning communities and supports implementation through local infrastructure and policies. (ISTE 2.5) 5.10 Develops and implements programs to educate all stakeholders about the safe, legal, and ethical use of information and technology resources, including district policies and procedures regarding filtering, netiquette, cyberbullying, acceptable use, and fair use guidelines for online resources.				

Performance Standard 6: Professionalism

The central office administrator fosters the success of the district by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

de	development, and contributing to the profession.										
	Business	C&I	Facilities	Human Resource	Pupil Services	Technology					
					/ Special Education						
	Models professional, moral, and ethical standards as well as personal integrity in all interactions. Works in a collegial and	6.1 Models professional, moral, and ethical standards as well as personal integrity in all interactions. 6.2 Works in a collegial and	6.1 Models professional, moral, and ethical standards as well as personal integrity in all interactions. 6.2 Works in a collegial and	Models professional, moral, and ethical standards as well as personal integrity in all interactions. Works in a collegial and	6.1 Models professional, moral, and ethical standards as well as personal integrity in all interactions.	6.1 Models professional, moral, and ethical standards as well as personal integrity in all interactions.					
0.2	collaborative manner with stakeholders to promote and support the mission, vision, and goals of the district.	collaborative manner with stakeholders to promote and support the mission, vision, and goals of the district.	collaborative manner with stakeholders to promote and support the mission, vision, and goals of the district.	collaborative manner with relevant stakeholders to promote and support the mission, vision and goals of the district.	6.2 Works in a collegial and collaborative manner with stakeholders to promote and support the mission, vision, and goals of the district.	6.2 Works in a collegial and collaborative manner with stakeholders to promote and support the mission, vision, and goals of the					
6.3	Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others.	6.3 Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others.	6.3 Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others. 6.4 Takes responsibility for and	Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others. Takes responsibility for and	6.3 Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others.	district. 6.3 Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others.					
	Takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of staff and/or student learning.	6.4 Takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of staff and/or student learning.	participates in a meaningful and continuous process of professional development that results in the enhancement of staff and/or student learning.	participates in a meaningful and continuous process of professional development that results in the enhancement of staff and/or student learning.	6.4 Takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of staff	6.4 Takes responsibility for and participates in a meaningful and continuous process of professional development that results in the					
	Provides leadership on sharing ideas and information with staff and other professionals and fosters an environment that encourages staff do so as well.	6.5 Provides leadership on sharing ideas and information with staff and other professionals and fosters an environment that encourages staff do so as well.	6.5 Provides leadership on sharing ideas and information with staff and other professionals and fosters an environment that encourages staff do so as well.	6.5 Provides leadership on sharing ideas and information with staff and other professionals and fosters an environment that encourages staff do so as well.	and/or student learning. 6.5 Provides leadership on sharing ideas and information with staff and other professionals and fosters an environment that encourages staff do so as	enhancement of staff and/or student learning. 6.5 Provides leadership on sharing ideas and information with staff and other professionals and fosters an environment					
6.6	Maintains a high level of professional knowledge and stays current on new developments and techniques.	6.6 Maintains a high level of professional knowledge and stays current on new developments and techniques.	6.6 Maintains a high level of professional knowledge and stays current on new developments and techniques.	6.6 Maintains a high level of professional knowledge and stays current on new developments and techniques.	well. 6.6 Maintains a high level of professional knowledge and stays current on new developments and	that encourages staff do so as well. 6.6 Maintains a high level of professional knowledge and stays current on new					
6.7	Networks with colleagues to share knowledge about effective practices and to improve and enhance administrative knowledge, skills, and organizational success.	6.7 Networks with colleagues to share knowledge about effective practices and to improve and enhance administrative knowledge, skills, and organizational success.	6.7 Networks with colleagues to share knowledge about effective practices and to improve and enhance administrative knowledge, skills, and organizational success.	6.7 Networks with colleagues to share knowledge about effective practices and to improve and enhance administrative knowledge, skills, and organizational success.	techniques. 6.7 Networks with colleagues to share knowledge about effective practices and to improve and enhance administrative knowledge, skills, and organizational success.	developments and techniques. 6.7 Networks with colleagues to share knowledge about effective practices and to improve and enhance administrative knowledge,					

6.9	opportunities to stay abreast of the latest research on leadership by collaborating with experts in the field.	6.8 Actively seeks opportunities to st abreast of the late research on leader collaborating with in the field. 6.9 Promotes and mod mutual respect, tru professionalism wi	oppor abreas resear by col experts by col experts ls 6.9 Promot, and mutua	ely seeks tunities to stay st of the latest rch on leadership laborating with ts in the field. otes and models al respect, trust, and essionalism with staff.	opportunities to stay abreast of the latest research on leadership by collaborating with experts in the field.	6.8	Actively seeks opportunities to stay abreast of the latest research on leadership by collaborating with experts in the field. Promotes and models mutual respect, trust, and professionalism with staff.	6.8	skills, and organizational success. Actively seeks opportunities to stay abreast of the latest research on leadership by collaborating with experts in the field. Promotes and models mutual respect, trust, and professionalism with staff.
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