

**Rubric for Evaluating North Carolina Superintendents  
Standard 1: Strategic Leadership**

Superintendents create conditions that result in strategically re-imagining the district’s vision, mission, and goals to ensure that every student graduates from high school, globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century. They create a climate of inquiry that challenges the community to continually re-purpose itself by building on the district’s core values and beliefs about the preferred future and then developing a pathway to reach it.

**a. District Strategic Plan:** The district’s identity (its vision, mission, values, beliefs and goals) is derived from the processes used to establish these attributes, and the ways they are embodied in the life of the community.

| Developing   | Proficient   | Accomplished  | Distinguished   | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|--|--|---|---|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Develops and communicates a personal vision of a 21<sup>st</sup> Century school district.</li> <li><input type="checkbox"/> Creates a working relationship with the local board of education that results in a shared vision for the district of the changing world in the 21<sup>st</sup> Century.</li> <li><input type="checkbox"/> Convenes a core group of district leaders to develop a district improvement plan focused on student learning and targeting short-term goals and objectives.</li> <li><input type="checkbox"/> Effectively communicates district improvement plan to principals.</li> <li><input type="checkbox"/> Uses multiple sources of data (e.g., student performance data, data from the North Carolina Teacher Working Conditions Survey) to develop goals and objectives and facilitate needed changes for improvement.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Facilitates the development and implementation of a district strategic plan, aligned to the district’s mission, local priorities and to the mission and goals of the North Carolina State Board of Education.</li> <li><input type="checkbox"/> Participates in consistent, sustained, and open communication with principals about how school policies and practices relate to the district’s mission and vision.</li> </ul> <p>Creates processes and procedures for developing, implementing, and maintaining the district’s strategic plan that:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures the periodic review and update of the district’s vision, mission, and strategic goals.</li> <li><input type="checkbox"/> Drives decisions and reflects the culture of the district.</li> <li><input type="checkbox"/> Establishes clear priorities among the district’s instructional goals and objectives.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that the district’s strategic plan is implemented as intended by its developers.</li> <li><input type="checkbox"/> Develops relationships within and beyond the school community that ensure understanding and appreciation of the district’s vision and that positively affect and are affected by the community context.</li> <li><input type="checkbox"/> Develops effective systems of open and honest communication between and among district leaders, the business community, faith community, parents, and students.</li> <li><input type="checkbox"/> Uses input from all stakeholder groups to determine the effectiveness of strategies used to meet goals and guide revisions to the strategic plan.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Leads in such a way that the district’s strategic plan and implementation processes are referred to by other districts as a model that prompts, supports, or guides similarly integrative and effective planning efforts.</li> <li><input type="checkbox"/> Conscientiously and routinely solicits input from stakeholder groups to determine the effectiveness of the district’s strategic plan and ensures that changes to the plan are made based on such information.</li> <li><input type="checkbox"/> Establishes a rigorous and systematic approach to update or rewrite the district’s vision, mission, values, beliefs, and goals statements on a collaboratively established and well-publicized schedule.</li> </ul> |  |

**b. Leading Change:** The superintendent articulates a vision and implementation strategies for improvements and changes which result in improved achievement for all students.

| <b>Developing</b>  | <b>Proficient</b>   | <b>Accomplished</b>  | <b>Distinguished</b>  | <b>Not Evident/<br/>Not Demonstrated<br/>(Comment Required)</b> |
|--|---|--|---|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Clearly articulates the skills and experiences students will need to live and work in the 21<sup>st</sup> Century.</li> <li><input type="checkbox"/> Identifies potential school and district changes for improving student learning.</li> <li><input type="checkbox"/> Understands the fundamentals and value of program evaluation.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Systematically challenges the status quo and implements change focused on improving student learning of 21<sup>st</sup> Century knowledge and skills.</li> <li><input type="checkbox"/> Routinely and systematically uses rigorous evaluation techniques to determine the efficacy of change efforts on student achievement.</li> <li><input type="checkbox"/> Clearly and regularly communicates to all stakeholders the results of evaluation of change efforts.</li> <li><input type="checkbox"/> Uses the results of evaluation to adapt existing processes and to develop and implement new processes for ensuring student learning.</li> <li><input type="checkbox"/> Is a driving force behind major initiatives that help students acquire 21<sup>st</sup> Century skills.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increases student learning of 21<sup>st</sup> Century knowledge and skills as a result of routine and systematic evaluation clearly indicate.</li> <li><input type="checkbox"/> Uses evaluation results to identify and eliminate programs and initiatives that are ineffective or inefficient.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Institutionalizes the changes that have brought about improvement in student learning.</li> <li><input type="checkbox"/> Serves as a leader or mentor to assist other superintendents in guiding data-driven decision making and change.</li> </ul> |   |

| <b>c. Distributive Leadership:</b> The superintendent creates and utilizes structures that distribute leadership and decision-making throughout the district.   |   |   |  |   |
|---|---|---|--|---|
| <b>Developing</b>   | <b>Proficient</b>   | <b>Accomplished</b>   | <b>Distinguished</b>   | <b>Not Evident/<br/>Not Demonstrated<br/>(Comment Required)</b> |
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Uses input from a variety of stakeholder groups, including parents, district staff members, school board members, and community members to make decisions.</li> <li><input type="checkbox"/> Understands the culture of leadership in the district.</li> <li><input type="checkbox"/> Articulates the rationale of distributed leadership.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implements structures to distribute leadership and decision-making among staff members throughout the district.</li> <li><input type="checkbox"/> Develops capacity of educators to effectively assume leadership roles and holds them accountable for doing so.</li> <li><input type="checkbox"/> Participates in consistent, sustained and open communication with principals, particularly about how policies and practices relate to the district mission and vision.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implements structures to distribute leadership and decision-making in ways that include a wide range of stakeholders including parents and community members.</li> <li><input type="checkbox"/> Creates policies, procedures, and processes that support distributed leadership</li> <li><input type="checkbox"/> Uses distributed leadership to promote effective change throughout the district and to support ongoing improvement of student learning.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Fosters the career development of principals, teachers, and other staff members by placing them in leadership and decision-making roles.</li> <li><input type="checkbox"/> Encourages staff members to accept leadership responsibilities outside the district.</li> <li><input type="checkbox"/> Models what is expected.</li> </ul> |   |

**Suggested Data and Documents:**

- District strategic plan
- School Improvement Plans are implemented, assessed and modified
- Effectively functioning, elected School Improvement Teams
- Superintendent’s performance plan aligned with state and local strategic priorities and objectives
- Staff can articulate the district’s direction and focus
- Student performance data
- Student achievement and testing data

**Standard 2: Instructional Leadership**

Superintendents set high standards for the professional practice of 21st Century instruction and assessment that result in an accountable environment. They create professional learning communities resulting in highly engaging instruction and improved student learning. They set specific achievement targets for schools and students and then ensure the consistent use of research-based instructional strategies in all classrooms to reach the targets.

**a. Focus on Learning and Teaching, Curriculum, Instruction and Assessment:** The superintendent leads the discussion about standards for curriculum, instruction and assessment based on research and best practices in order to establish and achieve high expectations for students.

| Developing  | Proficient   | Accomplished   | Distinguished  | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|---|--|--|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates strong professional beliefs about schools, learning, and teaching that reflect latest research and best practice in preparing students for success in college or in work.</li> <li><input type="checkbox"/> Knows 21<sup>st</sup> Century curricular, instructional, and assessment practices.</li> <li><input type="checkbox"/> Sets high expectations and concrete district goals focused on learning and teaching.</li> <li><input type="checkbox"/> Articulates the practice of superintendent leadership in the context of 21<sup>st</sup> Century knowledge and skills.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Challenges staff to reflect on and define the knowledge, skills, and concepts essential for ensuring that every student graduates from high school prepared for life in the 21<sup>st</sup> Century.</li> <li><input type="checkbox"/> Ensures that there is an appropriate and logical alignment between the district's curriculum, instruction and assessment, and the state accountability program.</li> </ul> <p>Implements 21<sup>st</sup> Century:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Instructional tools and best practices,</li> <li><input type="checkbox"/> Assessment and feedback processes,</li> <li><input type="checkbox"/> Professional development programs on instructional leadership, and</li> <li><input type="checkbox"/> Uses of student assessment data to improve instruction.</li> <li><input type="checkbox"/> Designs scheduling processes that maximize learning time.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Holds all district staff accountable for achieving district learning and teaching goals.</li> <li><input type="checkbox"/> Leverages alignment of curriculum, instruction, and assessment to maximize student learning of 21<sup>st</sup> Century knowledge and skills.</li> <li><input type="checkbox"/> Monitors the effectiveness of curriculum, instruction, and assessment in promoting increased student learning.</li> <li><input type="checkbox"/> Uses the results of monitoring to make adaptations to curriculum, instruction, and assessment.</li> <li><input type="checkbox"/> Ensures that instructional time is valued and protected across the district.</li> <li><input type="checkbox"/> Develops appropriate rewards for and recognition of improved student achievement.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Develops policies and organizational structures to ensure that effective alignment practices are sustained.</li> <li><input type="checkbox"/> Shares with the larger professional community practices and procedures that have resulted in improved student achievement.</li> </ul> |  |

## **DRAFT 1/28/09**

### **Suggested Data and Documents:**

- District strategic plan
- School Improvement Plan
- Professional development plans based on data (e.g., student performance, results of the NC Teacher Working Conditions Survey)
- Student performance goals
- Student performance data
- Use of formative assessment to impact instruction
- District instructional evaluation program

**Standard 3: Cultural Leadership**

Superintendents understand and act on the important role a system’s culture has in the exemplary performance of all schools. They understand the people in the district and community, how they came to their current state, and how to connect with their traditions in order to move them forward to support the district’s efforts to achieve individual and collective goals. While supporting and valuing the history, traditions, and norms of the district and community, a superintendent must be able to “reculture” the district, if needed, to align with the district’s goals of improving student and adult learning and to infuse the work of the adults and students with passion, meaning and purpose.

**a. Focus on Collaborative Work Environment:** The superintendent understands and acts on the understanding of the positive role that a collaborative work environment can play in the district’s culture.

| Developing   | Proficient   | Accomplished   | Distinguished  | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|--|--|--|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Collaborates with central office staff, local school board members and principals.</li> <li><input type="checkbox"/> Solicits advice and guidance of key advisors and mentors.</li> <li><input type="checkbox"/> Uses multiple sources of data to understand the culture of the district.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Designs elements of a collaborative and positive work environment throughout the district.</li> <li><input type="checkbox"/> Routinely and systematically seeks the advice and guidance of teachers, principals, staff, board members, and other stakeholders regarding the strategic direction of the district.</li> <li><input type="checkbox"/> Uses data to create and maintain a positive work environment.</li> <li><input type="checkbox"/> Develops the capacity of principals and other district leaders to establish and maintain collaborative work environments.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Holds principals and other district leaders accountable for establishing and maintaining collaborative work environments.</li> <li><input type="checkbox"/> Monitors improvement of the work environment in individual schools and throughout the district</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Develops a plan to implement policies and procedures that ensure cohesion and cooperation among staff.</li> <li><input type="checkbox"/> Establishes working relationships with professional colleagues, business and industry associates, and policy makers to support the collaborative culture of the district.</li> </ul> |  |

**b. Acknowledges Failures; Celebrates Accomplishments and Rewards:** The superintendent acknowledges failures and celebrates accomplishments of the district in order to define the identity, culture and performance of the district.

| Developing   | Proficient   | Accomplished   | Distinguished  | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|--|--|--|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Recognizes district shortcomings and accomplishments.</li> <li><input type="checkbox"/> Understands the importance of acknowledging concerns and celebrating accomplishments.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Uses established criteria for performance as the fundamental basis for evaluation, reward, and advancement.</li> <li><input type="checkbox"/> When possible, collaborates with principals to establish criteria for evaluating programs and performance.</li> <li><input type="checkbox"/> Uses shortcomings as opportunities to improve.</li> <li><input type="checkbox"/> Utilizes reward and advancement as a way to promote the accomplishments of the district.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Recognizes individual and collective contributions toward attainment of strategic goals.</li> <li><input type="checkbox"/> Implements an increasing number of processes to evaluate district programs and initiatives for the purpose of identifying district successes and failures.</li> <li><input type="checkbox"/> Effectively communicates with stakeholder groups the successes and shortcomings of the district.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Institutionalizes the district's response to success and shortcomings.</li> </ul> |  |

**c. Efficacy and Empowerment:** The superintendent develops a sense of efficacy and empowerment among staff which influences the district's identity, culture and performance.

|  |   |   |   |  |
|--|---|---|---|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Has a sense of professional efficacy and belief in her/his ability to affect positive leadership in the district.</li> <li><input type="checkbox"/> Understands the value of efficacy among district staff in promoting district goals.</li> <li><input type="checkbox"/> Establishes an environment of trust among staff.</li> <li><input type="checkbox"/> Builds efficacy and empowerment among staff.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes an environment of trust among staff, students, parents, and the community at large.</li> <li><input type="checkbox"/> Communicates a belief in the ability of personnel to accomplish substantial outcomes.</li> <li><input type="checkbox"/> Implements strategies that build efficacy and empowerment among principals.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Builds efficacy and empowerment among stakeholder groups to increase capacity to accomplish substantial outcomes.</li> <li><input type="checkbox"/> Monitors the climate of the district to evaluate changes in the sense of efficacy and empowerment of all stakeholder groups.</li> <li><input type="checkbox"/> Uses collective efficacy and empowerment among stakeholder groups to impact student achievement.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Shares with professional organizations and other community groups effective practices related to building collective efficacy and empowerment.</li> <li><input type="checkbox"/> Develops and implements policies and procedures designed to maintain high levels of collective efficacy and empowerment.</li> </ul> |  |
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## **DRAFT 1/28/09**

### **Suggested Data and Documents:**

- Climate Survey Data
- NC Teacher Working Conditions Survey results
- Teacher retention data
- Student performance data
- Awards structures developed by the district and schools
- Community support of the district

**Standard 4: Human Resource Leadership**

Superintendents ensure that the district is a professional learning community with processes and systems in place that result in the recruitment, induction, support, evaluation, development and retention of a high-performing, diverse staff. Superintendents use distributed leadership to support learning and teaching, plan professional development, and engage in district leadership succession planning.

| a. Professional Development/Learning Communities: The superintendent ensures that the district is a professional learning community.   |   |  |   |  |
|--|---|--|---|--|
| Developing   | Proficient  | Accomplished   | Distinguished   | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Implements professional learning communities throughout the district.</li> <li><input type="checkbox"/> Supports ongoing professional development activities throughout the district.</li> <li><input type="checkbox"/> Enlists the support of teachers to implement professional learning communities.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Supports professional learning communities guided by the district’s strategic plan, focused on results, and characterized by collective responsibility for 21<sup>st</sup> Century student learning.</li> <li><input type="checkbox"/> Assures scheduling processes and protocols that provide individual and ongoing collaborative planning time for every teacher.</li> <li><input type="checkbox"/> Models the importance of continued adult learning by engaging in activities to develop professional knowledge and skill.</li> <li><input type="checkbox"/> Provides for professional development that is aligned with 21<sup>st</sup> Century curricular, instructional, and assessment practices; connected to district improvement goals; and differentiated based on staff needs.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Engages district leadership as a professional learning community to advance the district’s strategic plan.</li> <li><input type="checkbox"/> Monitors the efficacy of professional learning communities in promoting district goals.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implements policies and organizational structures that integrate professional development and professional learning communities into the culture of the district and schools.</li> <li><input type="checkbox"/> Establishes structures to ensure sharing and collaboration among professional learning communities throughout the district.</li> </ul> |  |

| b. Recruiting, Hiring, Placing and Mentoring of staff: The superintendent establishes processes and systems in order to ensure a high-quality, high-performing staff.  |  |   |   |  |
|--|--|---|---|--|
| Developing   | Proficient   | Accomplished  | Distinguished   | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
| <p>Identifies district and individual school needs regarding:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Recruiting new staff</li> <li><input type="checkbox"/> Hiring new staff</li> <li><input type="checkbox"/> Placing new staff</li> <li><input type="checkbox"/> Mentoring new staff</li> </ul> | <p><b>... and</b><br/>Creates and implements effective policies and procedures for:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Recruiting and retaining highly qualified and diverse personnel.</li> <li><input type="checkbox"/> Continuously searching for the best placement and utilization of staff to fully develop and benefit from their strengths.</li> <li><input type="checkbox"/> Coaching and mentoring new staff members to support their success.</li> <li><input type="checkbox"/> Identifies strategic positions in the district and has a succession plan for each key position.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> District policies and procedures result in a highly qualified and diverse staff.</li> <li><input type="checkbox"/> Supports other district leaders in the development of effective recruitment and retention strategies.</li> <li><input type="checkbox"/> Builds the capacity of principals and other district leaders to apply policies and adapt procedures to the unique needs of their buildings or instructional contexts.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Makes recruitment, hiring, and placement an ongoing process and conscientiously seeks out highly qualified staff in anticipation of specific vacancies.</li> <li><input type="checkbox"/> Makes recruitment and retention of highly qualified staff an operational priority in the district.</li> </ul> |  |

**c. Teacher and Staff Evaluation:** The superintendent ensures that staff members are evaluated in a fair and equitable manner with the focus on improving performance and, thus, student achievement.

| Developing  | Proficient  | Accomplished   | Distinguished   | Not Evident/<br>Not Demonstrated<br>(Comment Required)      |
|---|---|--|---|---|
| <input type="checkbox"/> Supports and fully implements the North Carolina Educator Evaluation System to assure that all staff members are evaluated fairly and equitably. | <p>... and</p> <input type="checkbox"/> Fosters a culture of continuous growth and development that uses the results of evaluations to improve performance throughout the district. | <p>... and</p> <input type="checkbox"/> Holds principals and other district leaders accountable for the full and complete implementation of the North Carolina Educator Evaluation System. | <p>... and</p> <input type="checkbox"/> Monitors the results of staff evaluations and uses the results to develop district-wide professional development plans. | <input type="checkbox"/> Removes ineffective staff members. |

**Suggested Data and Documents:**

- Student performance data
- District strategic plan
- NC Teacher Working Conditions Survey results
- Number of teachers with National Board Certification and graduate/advanced level licensure
- Teacher, school executive, and staff diversity, recruitment, and retention data
- Record of professional development provided staff and an assessment of the impact of professional development on student learning
- Leadership development plan
- Copies of professional growth plans for school executives
- District plan or policy defining the role of teachers in making or participating in making resource allocation decisions, such as the use of time, budgets and other resources, to meet the individual needs of each student
- District leadership succession plan

**Standard 5: Managerial Leadership**

Superintendents ensure that the district has processes and systems in place for budgeting, staffing, problem solving, communicating expectations, and scheduling that organize the work of the district and give priority to student learning and safety. The superintendent must solicit resources (both operating and capital), monitor their use, and assure the inclusion of all stakeholders in decisions about resources so as to meet the 21<sup>st</sup> Century needs of the district.

**a. School Resources and Budget:** The superintendent establishes budget processes and systems focused on, and resulting in, improved student achievement.

| Developing   | Proficient   | Accomplished  | Distinguished   | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|--|--|---|---|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies and plans for facility needs.</li> <li><input type="checkbox"/> Manages the district budget and resources according to legal and ethical standards.</li> <li><input type="checkbox"/> Uses district resources in ways that are efficient and reflect responsible stewardship of public resources.</li> <li><input type="checkbox"/> Knows and is able to apply sound business practices for budgeting and accounting.</li> <li><input type="checkbox"/> Utilizes collaborative process to determine financial priorities and establish a balanced operational budget for school programs and activities.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Strategically aligns resource allocation to support the district’s vision and strategic plan.</li> <li><input type="checkbox"/> Uses value-added assessment to improve the relevancy and impact of resource allocation and use.</li> <li><input type="checkbox"/> Ensures that necessary resources, including time and personnel, are allocated to achieve the district’s goals for achievement and instruction.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Develops the capacity of principals and other district leaders to design transparent systems to equitably manage human and financial resources.</li> <li><input type="checkbox"/> Holds principals and other district leaders accountable for using resources to meet instructional goals and support teacher needs.</li> <li><input type="checkbox"/> Routinely and conscientiously monitors the use of district resources to ensure fairness and equity.</li> <li><input type="checkbox"/> Leverages district resources to attain their highest and best use to improve student learning.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Effectively communicates the district’s budget and resource allocation in ways that build the understanding and trust of constituents.</li> <li><input type="checkbox"/> Uses the budgetary process to assure that effective programs are maintained and less effective programs are eliminated.</li> <li><input type="checkbox"/> Embeds transparency into the processes that create the district’s financial policies and procedures.</li> </ul> |  |

**b. Conflict Management and Resolution:** The superintendent effectively and efficiently manages the complexity of human interactions so that the focus of the district can be on improved student achievement.

| <b>Developing</b>  | <b>Proficient</b>  | <b>Accomplished</b>  | <b>Distinguished</b>   | <b>Not Evident/<br/>Not Demonstrated<br/>(Comment Required)</b> |
|--|--|--|--|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates awareness of potential problems and/or areas of conflict within the district.</li> <li><input type="checkbox"/> Understands that conflict is a part of shared human endeavor.</li> <li><input type="checkbox"/> Articulates knowledge of strategies for constructively engaging conflict.</li> <li><input type="checkbox"/> Models appropriate behavior.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Creates processes to build consensus, communicate, and resolve conflicts in a fair and democratic way.</li> <li><input type="checkbox"/> Allows others to express views that are contrary to her/his own in ways that are professionally appropriate.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Discusses with staff and implements solutions to address potentially discordant issues.</li> <li><input type="checkbox"/> Develops in principals and other staff the capacity to manage conflict.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Monitors staff response to discussions about solutions to potentially discordant issues to ensure that all interests are heard and respected.</li> <li><input type="checkbox"/> Resolves conflicts to ensure the best interest of students and the district result.</li> </ul> |   |

**c. Systematic Communication:** The superintendent designs and utilizes various forms of formal and informal communication so that the focus of the school can be on improved student achievement.

| <b>Developing</b>  | <b>Proficient</b>  | <b>Accomplished</b>   | <b>Distinguished</b>  | <b>Not Evident/<br/>Not Demonstrated<br/>(Comment Required)</b> |
|--|--|---|---|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates necessary information to relevant district staff members.</li> <li><input type="checkbox"/> Uses a variety of media to communicate to relevant staff and students.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assures that district staff and stakeholder groups receive and exchange information in a timely manner.</li> <li><input type="checkbox"/> Uses a variety of media to communicate with principals and other stakeholder groups.</li> <li><input type="checkbox"/> Develops a system of communication that contributes to realizing district goals.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Uses a variety of media to communicate with all members of the community.</li> <li><input type="checkbox"/> Ensures that all community stakeholders and educators are aware of district goals for instruction and achievement, activities used to reaching these goals, and progress toward achieving these goals.</li> <li><input type="checkbox"/> Develops the capacity among principals and staff to use a variety of media to communicate with all members of their respective communities.</li> <li><input type="checkbox"/> Holds principals and district leaders accountable for implementing the communication system throughout the district that results in a timely and responsible exchange of information.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Anticipates the information needs of the various community stakeholder groups and provides this information in a timely and effective manner.</li> <li><input type="checkbox"/> Institutionalizes routine communication strategies that ensure that all stakeholder groups have the information they need.</li> <li><input type="checkbox"/> Establishes various advisory groups to improve external and internal communication.</li> </ul> |   |

**d. District Expectations for Students and Staff:** The superintendent develops and enforces expectations, structures, rules and procedures for students and staff.

| Developing   | Proficient   | Accomplished  | Distinguished  | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|--|--|---|--|--|
| <input type="checkbox"/> Develops the district and school safety and crisis plans, community emergency response plan, and the district's data security plan in collaboration with appropriate local, state, and federal officials. | <p><b>... and</b><br/>Collaboratively develops and enforces clear expectations, structures, rules and procedures for ensuring:</p> <input type="checkbox"/> Effective and efficient operations including management, business procedures, and scheduling | <p><b>... and</b></p> <input type="checkbox"/> Systematically monitors the implementation of district rules and procedures. | <p><b>... and</b></p> <input type="checkbox"/> Evaluates the impact of district rules and procedures on safety, security, and well being, and uses the results to improve the effectiveness and efficiency of district operations. |  |

**Suggested Data and Documents:**

- District strategic plan
- External reviews and audits (e.g., budget, child nutrition, transportation)
- Copies of district procedures and publications (e.g., student handbooks, discipline policies, safety procedures)
- Communication of safety procedures and behavioral expectations throughout the school community
- NC Teacher Working Conditions Survey results
- District and school safety and crisis plans
- Community Emergency Response Plan

**Standard 6: External Development Leadership**

A superintendent, in concert with the local board of education, designs structures and processes that result in broad community engagement with, support for, and ownership of the district vision. Acknowledging that strong schools build strong communities, the superintendent proactively creates, with school and district staff, opportunities for parents, community members, government leaders, and business representatives to participate with their investments of resources, assistance, and good will.

**a. Parent and Community Involvement and Outreach:** The superintendent designs structures and processes which result in parent and community engagement, support and ownership for the district.

| <b>Developing</b>   | <b>Proficient</b>  | <b>Accomplished</b>   | <b>Distinguished</b>  | <b>Not Evident/<br/>Not Demonstrated<br/>(Comment Required)</b> |
|---|--|---|---|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies groups and potential partners within the community.</li> <li><input type="checkbox"/> Ensures that all parental and community involvement activities honor the cultures and traditions of the local community.</li> <li><input type="checkbox"/> Interacts with parents and community groups that have a critical role in developing support for the school district.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Builds relationships with individuals and groups to support the district’s learning-teaching agenda and its potential for individual school and school district improvement</li> <li><input type="checkbox"/> Builds community understanding of what is required to ensure that every public school student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century.</li> <li><input type="checkbox"/> Creates opportunities for both staff involvement in the community and community involvement in the schools.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assumes leadership roles in important local organizations (e.g., serving on boards of directors, chairing important committees or task forces, leading new community initiatives).</li> <li><input type="checkbox"/> Actively and effectively develops community trust in the school district through speaking engagements, town hall meetings, public forums, media outlets, events, and other approaches.</li> <li><input type="checkbox"/> Seeks out and creates new opportunities for meaningful partnerships or collaborative endeavors.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Uses relationships and partnerships to affect community-wide change that improves both the community and work of the district.</li> <li><input type="checkbox"/> Manages an ever broadening portfolio of partnerships and collaborations that support and help to advance the strategic plan.</li> </ul> |   |

**b. Federal, State and District Mandates:** The superintendent designs protocols and processes in order to comply with federal, state, and district mandates.

| Developing  | Proficient   | Accomplished  | Distinguished  | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|---|--|---|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Defines, understands, and communicates the impact of legal issues affecting public education.</li> <li><input type="checkbox"/> Prepares and recommends district policies in compliance with local, state and federal requirements.</li> <li><input type="checkbox"/> Utilize legal systems to protect the rights of students and staff.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Designs protocols and processes that ensure compliance with federal, state and district mandates.</li> <li><input type="checkbox"/> Facilitates the implementation of state education policy.</li> <li><input type="checkbox"/> Prepares and recommends district policies in compliance with local, state, and federal requirements that improve student learning and district performance.</li> <li><input type="checkbox"/> Applies laws, policies, and procedures fairly, wisely, and considerately.</li> <li><input type="checkbox"/> Utilizes legal systems to improve learning opportunities.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Routinely and consistently assesses the progress of district compliance with local, state, and federal mandates and adjusts as necessary.</li> <li><input type="checkbox"/> Guides the development of district goals and initiatives directed at improving student achievement.</li> <li><input type="checkbox"/> Develops in principals and other district staff the capacity to comply with local, state, and federal mandates.</li> <li><input type="checkbox"/> Holds principals and other staff accountable for compliance with local, state, and federal mandates.</li> </ul> | <p><b>... and</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Interprets federal, state, and district mandates so that they are viewed as opportunities for the district.</li> </ul> |  |

**Suggested Data and Documents:**

- District strategic plan
- Minutes from school board meetings
- Survey results from parents and other community leaders
- Business partnerships and projects involving business partners
- Visible support for district goals and priorities from community leaders, such as educational foundation activities, civic club scholarships, etc.
- Partnership agreements and other documents to support collaborative effort for achieving school district goals and priorities
- Accounts of school and district accomplishment in various forms of public media
- Newsletters and other public engagement documents designed to strengthen connections to the community
- Membership and participation with community organizations
- Community college/university partnerships, collaborative projects, and professional development initiatives
- Student enrollment data for community college and university courses

**Standard 7: Micro-political Leadership**

The superintendent promotes the success of learning and teaching by understanding, responding to, and influencing the larger political, social, economic, legal, ethical, and cultural context. From this knowledge, the superintendent works with the board of education to define mutual expectations, policies, and goals to ensure the academic success of all students.

**Superintendent Micro-political Leadership:** The superintendent develops systems and relationships to leverage staff expertise and influence in order to influence the district’s identity, culture and performance.

| Developing   | Proficient   | Accomplished  | Distinguished   | Not Evident/<br>Not Demonstrated<br>(Comment Required) |
|--|--|---|---|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Defines and understands the internal and external political systems and their impact on the educational organization.</li> <li><input type="checkbox"/> Surveys and understands the political, economic, and social aspects/needs of groups in the community and of the community at large for effective and responsive decision-making.</li> <li><input type="checkbox"/> Maintains a positive working relationship with the school board.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Provides leadership in defining superintendent and board roles and mutual expectations that result in an effective superintendent-board working relationship.</li> <li><input type="checkbox"/> Develops relationships with district and influential community groups that further the district’s goals of positive culture and student performance.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accesses local, state, and national political systems to provide input on critical educational issues.</li> <li><input type="checkbox"/> Develops the capacity of principals and staff to foster relationships with influential school and school-community groups that further the district’s goals of positive culture and student learning.</li> <li><input type="checkbox"/> Systematically develops relationships with increasing numbers of community groups that result in increasing community involvement in the schools and in enhancing teacher and principal effectiveness.</li> </ul> | <p>... and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Influences local, state, and national political systems on critical educational issues.</li> <li><input type="checkbox"/> Establishes through policies and procedures a political environment that is inclusive of diverse groups, viewpoints, and interests.</li> </ul> |  |

**Suggested Data and Documents:**

- Parent, community and staff survey data
- Teacher, School Executive, and Staff retention data
- Ability to confront conflict and build consensus
- Shared decision-making
- Outreach efforts
- School Board policies
- Minutes and reports
- Superintendent’s Performance Goals

**DRAFT 1/28/09**

**Necessary definitions:**

- **Distributed leadership**

□