

STANDARD 2 *A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.*

DESCRIPTORS OF PRACTICE	SKILL LEVEL				
2.1 Develops school culture and ensures equity Shapes a culture in which high expectations are the norm for each student as evident in rigorous academic work.	NA	1	2	3	4
Promotes equity, fairness, and respect among all members of the school community.	NA	1	2	3	4
2.2 Guides the instructional program Facilitates the use of a variety of appropriate content-based learning materials and learning strategies that					
<ul style="list-style-type: none"> • recognize students as active learners • value reflection and inquiry • emphasize the quality versus the amount of student application and performance • utilize appropriate and effective technology 	NA	1	2	3	4
2.3 Guides professional growth of staff Guides and supports the long-term professional development of all staff consistent with the ongoing effort to improve the learning of all students relative to the content standards.	NA	1	2	3	4
Provides opportunities for all members of the school community to develop and use skills in collaboration, distributed leadership, and shared responsibility.	NA	1	2	3	4
2.4 Creates and utilizes accountability systems Creates an accountability system grounded in standards-based teaching and learning.	NA	1	2	3	4
Utilizes multiple assessments to evaluate student learning in an ongoing process focused on improving the academic performance of each student.	NA	1	2	3	4

STANDARD 3 *A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.*

DESCRIPTORS OF PRACTICE	SKILL LEVEL				
3.1 Ensures a safe school environment Sustains a safe, efficient, clean, well-maintained, and productive school environment that nurtures student learning and supports the professional growth of teachers and support staff.	NA	1	2	3	4
Utilizes effective and nurturing practices in establishing student behavior management systems.	NA	1	2	3	4
3.2 Creates an infrastructure to support an effective learning environment Establishes school structures and processes that support student learning.	NA	1	2	3	4
3.3 Manages the school as a learning-support system Utilizes effective systems management, organizational development, and problem-solving and decision-making techniques	NA	1	2	3	4
Aligns fiscal, human, and material resources to support the learning of all subgroups of students.	NA	1	2	3	4
Monitors and evaluates the program and staff.	NA	1	2	3	4
3.4 Maintains legal integrity Manages legal and contractual agreements and records in ways that foster a professional work environment and secure privacy and confidentiality for all students and staff.	NA	1	2	3	4

STANDARD 4 <i>A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.</i>							
DESCRIPTORS OF PRACTICE			SKILL LEVEL				
4.1 Collaborates to incorporate the perspective of families and community members			NA	1	2	3	4
Sustains a safe, efficient, clean, well-maintained, and productive school environment that nurtures student learning and supports the professional growth of teachers and support staff.							
Treats diverse community stakeholder groups with fairness and respect.			NA	1	2	3	4
Incorporates information about family and community expectations into school decision-making and activities.			NA	1	2	3	4
4.2 Establishes and manages linkages between the site and the larger community context			NA	1	2	3	4
Strengthens the school through the establishment of community, business, institutional, and civic partnerships.							
Communicates information about the school on a regular and predictable basis through a variety of media.			NA	1	2	3	4
4.3 Engages and coordinates support from agencies outside the school			NA	1	2	3	4
Supports the equitable success of all students and all subgroups of students by mobilizing and leveraging community support services.							

STANDARD 5 <i>A school administrator is an educational leader who promotes the success of all students by modeling a personal code of ethics and developing professional leadership capacity.</i>							
DESCRIPTORS OF PRACTICE			SKILL LEVEL				
5.1 Maintains ethical standards of professionalism			NA	1	2	3	4
Models personal and professional ethics, integrity, justice, and fairness, and expects the same behaviors from others.							
Protects the rights and confidentiality of students and staff.			NA	1	2	3	4
Uses the influence of the office to enhance the education program, not personal gain.			NA	1	2	3	4
5.2 Guides sound courses of action using pertinent, state-of-the-art methods			NA	1	2	3	4
Makes and communicates decisions based upon relevant data and research about effective teaching and learning, leadership, management practices, and equity.							
Demonstrates knowledge of the standards-based curriculum and the ability to integrate and articulate programs throughout the grades.			NA	1	2	3	4
Demonstrates skills in decision-making, problem solving, change management, planning, conflict management, and evaluation.			NA	1	2	3	4
5.3 Models reflective practice and continuous growth			NA	1	2	3	4
Reflects on personal leadership practices and recognizes their impact and influence on the performance of others.							
Engages in professional and personal development.			NA	1	2	3	4
5.4 Sustains professional commitment and effort			NA	1	2	3	4
Encourages and inspires others to higher levels of performance, commitment, and motivation.							
Sustains personal motivation, commitment, energy, and health by balancing professional and personal responsibilities.			NA	1	2	3	4

