Positive Engagement
Welcomes staff, students, parents, and community as honored members at the district table

Builds relationships
Builds positive, trusting relationships through frequent interactions which demonstrate care and interest in the well-being of all stakeholders

Communicates effectively
Maintains open lines of two-way communication with staff, students, parents, and community to receive input and provide information for engagement with district vision

Models ethics
Exemplifies the values and priorities of the district through consistent actions and service to stakeholders

Exhibits professionalism
Exhibits awareness and reflection to manage emotions and engage in continuous personal growth

Student-centered Excellence
Holds vision and expectations for success for all students and all staff

Demonstrates expertise
Possesses up-to-date knowledge and skills to perform organizational role at a high level of competence

Establishes shared vision
Develops and communicates a clear vision for the future with deep buy-in from all stakeholders

Implements plan
Works with all stakeholders to implement vision by establishing goals, monitoring progress, and providing resources

Expects results
Pursues exceptional results for all students by holding self and others accountable and driving for continuous improvement

Joint Empowerment
Develops and empowers individuals and teams for effective action

Builds capacity
Provides opportunities for growth to ensure all staff build capacity to support district goals

Promotes collaboration
Designs organizational structures to promote collaboration and teamwork for distributed leadership throughout the district

Inspires action
Motivates others to take responsible risks and perform at their highest level to support district vision and goals

Develops leaders
Identifies, develops, and places future leaders through rigorous processes and strategic leadership assignments

Adaptive Innovation
Maintains district at the forefront of educational service providers

Scans Environment
Analyzes and applies understanding of internal organization and external environment to assess and respond to the district’s future advancement

Champions solutions
Challenges the status quo by collaboratively exploring new and better ways of doing things

Manages change
Demonstrates courage, initiative, and perseverance in bringing about meaningful change to support the shared vision

Acknowledges outcomes
Creates a positive environment for growth by celebrating success and learning from failure
**Exhibits professionalism**
- Demonstrates concern, respect, and understanding for the needs of others
- Fosters hospitality -- sense of belonging to the same team
- Builds relationships and rapport that nurture growth and invite stakeholders to collective action
- Frequent availability, contact, and visibility with stakeholders
- Possesses self-development and feedback for growth
- Reflects on actions/decisions and seeks feedback for growth
- Possesses expertise and continuous desire to learn and ask questions in order to better serve students
- Encourages and partners with all stakeholders in pursuing excellence and success
- Engages staff, students, and community in creation of shared vision, which is clear, specific, and operational
- Collaboratively establishes realistic and measurable short- and mid-term goals aligned to vision and mission
- Engages team in monitoring progress through use of data
- Follows through to achieve goals through organization, prioritization, and time management
- Anticipates challenges and plans for them, utilizing effective problem-solving models as appropriate
- Maintains focus on vision and goals when involved in decision making about strategies and programs
- Procures and manages resources necessary to accomplish plan
- Establishes high, concrete goals and expectations for all stakeholders through words and actions
- Designs systems and structures to support environment for optimal results
- Exhibits strong commitment to fairness and equitable access, opportunities, and resources for success
- Meets demands for external accountability

**Communicates effectively**
- Maintains open lines of clear, effective, and engaging communication with and among stakeholders
- Effectively synthesizes and presents information in a way that advocates and connects the district and community

**Models ethics**
- Establishes trust by acting in ways that consistently reflect high standards of honesty, fairness, and confidentiality
- Demonstrates service orientation
- Maintains orderly environments for the physical and emotional safety of all stakeholders

**Builds relationships**
- Maintains work-life balance and promotes a sense of well-being to address professional responsibilities
- Establishes trust by acting in ways that consistently reflect high standards of honesty, fairness, and confidentiality
- Demonstrates service orientation
- Maintains orderly environments for the physical and emotional safety of all stakeholders

**Builds capacity**
- Ensures opportunities to develop strengths, build capacity, and address identified needs of all individuals
- Supports growth through mentoring and coaching by providing specific, constructive, and actionable feedback

**Establishes shared vision**
- Engages staff, students, and community in creation of shared vision, which is clear, specific, and operational
- Collaboratively establishes realistic and measurable short- and mid-term goals aligned to vision and mission
- Engages team in monitoring progress through use of data
- Follows through to achieve goals through organization, prioritization, and time management
- Anticipates challenges and plans for them, utilizing effective problem-solving models as appropriate
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- Meets demands for external accountability

**Implements plan**
- Establishes shared vision
- Engages staff, students, and community in creation of shared vision, which is clear, specific, and operational
- Collaboratively establishes realistic and measurable short- and mid-term goals aligned to vision and mission
- Engages team in monitoring progress through use of data
- Follows through to achieve goals through organization, prioritization, and time management
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- Meets demands for external accountability

**Scans Environment**
- Exhibits understanding of dense and complex connections between organizational elements and external environment
- Demonstrates foresight by engaging the organization in likely futures and scenario planning to identify concerns and opportunities for improvement

**Champions solutions**
- Demonstrates intellectual curiosity and actively challenges the status quo
- Receives to new ideas/perspectives from diverse stakeholders
- Supports staff to try new practices and engage in risk-taking, aligned to vision and goals
- Engages organization with current research

**Manages change**
- Demonstrates courage, initiative, and perseverance in bringing about meaningful change
- Resilient amid challenging circumstances
- Anticipates and manages conflict in a constructive manner

**Develops leaders**
- Utilizes rigorous processes to identify, hire, place, and retain skilled staff
- Focuses on identifying the strengths in all staff and matching staff to roles that grow capacity
- Develops future leaders through fair allocation of strategic assignments and delegated leadership responsibilities

**Endorses action**
- Inspires others to accomplish things that might seem beyond their grasp
- Motivates staff to assume responsibility for achieving campus/district vision for all students

**Adaptive Innovation**
- Demonstrates understanding of dense and complex connections between organizational elements and external environment
- Demonstrates foresight by engaging the organization in likely futures and scenario planning to identify concerns and opportunities for improvement
- Exhibits understanding of dense and complex connections between organizational elements and external environment
- Demonstrates foresight by engaging the organization in likely futures and scenario planning to identify concerns and opportunities for improvement

- Creates a positive environment by recognizing and celebrating individual and team effort and success
- Acknowledges failure as opportunity to learn and improve