



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



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



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



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

Positive Engagement

Builds relationships

- 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

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

Exhibits professionalism

- Reflects on actions/decisions and seeks development and feedback for growth
- Possesses self-awareness around emotions, behaviors, and mindset
- Transitions skillfully between different leadership styles to respond to context, individuals, and challenges
- Maintains work-life balance and promotes a sense of well-being to address professional responsibilities

Student-centered Excellence

Demonstrates expertise

- 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

Establishes shared vision

- Engages staff, students, and community in creation of shared vision, which is clear, specific, and operational

Implements plan

- 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

Expects results

- 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

Joint Empowerment

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

Promotes collaboration

- Values the capacity of all to contribute and engage in decisions that impact their work
- Encourages development of collective, organizational norms and structures that promote community of collaboration and distributed leadership

Inspires 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

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

Adaptive Innovation

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
- Receptive 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

Acknowledges outcomes

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