

CATEGORY	Achieves Success	
Competency	Leads With Purpose*	
Descriptor	Inspires, influences, and guides to accomplish goals aligned with the district's vision and strategic plan	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Supports a unified focus across all staff on the campus goals	Ensures campus improvement plan goals and actions steps are being implemented in department / grade level work Participates in the creation and review process of the campus improvement plan
	Ensures that staff activities (school-wide, PLCs, etc.) clearly connect and align to defined goals	Ensures professional learning experiences are based around district / campus goals through alignment checks with specific action steps detailed in the district / campus plan Monitors staff for evidence of implementation of practices from learning experiences through walkthroughs, conferences, and student performance outcome results
	Receives coaching and feedback from principal and provides coaching and feedback to staff with the purpose of refining practices associated with implementation of goals	Receives and provides explicit communication (written & verbal) regarding links between the campus / district goals and the work of PD sessions, PLCs, school-wide initiatives, etc. through coaching of department heads / grade level leaders Provides teachers with coaching and feedback based upon classroom walkthroughs and observations

CATEGORY	Achieves Success	
Competency	Drives Continuous Improvement	
Descriptor	Establishes and supports high expectations for short and long term goals aligned to the district's vision	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Reinforces the proactive and continuous improvement of school-wide performance by focusing on needed areas of improvement and enhancing of strengths	Collaborates with teacher leaders to ensure departmental / grade level focus areas are in alignment with the campus / district improvement plan Utilizes and supports systems and practices for analysis and reviewing campus indicator data (student achievement, student behavior, parent involvement, etc.)
	Supports and monitors the work of the staff to ensure the utilization of campus plan	Utilizes campus performance data to create / provide professional learning experiences focused on increasing educator knowledge and improving instructional practices Monitors staff implementation of campus goals, individual teacher goals, and professional learning practices by gathering evidence of implementation through walk-throughs, teacher conferencing sessions, department / grade level PLCs, etc. Reviews student achievement data and teacher walkthroughs to monitor the culture of high expectations and to ensure equitable outcomes
	Supports and implements structures for ongoing monitoring and refinement of campus goals	Monitors and supports established systems to ensure academic growth and wellbeing for all students, including those who require additional support Utilizes coaching from principal to ensuring teachers' individualized instructional goals are both rigorous and aligned with campus goals Supports and reinforces coaching of leadership team on how to devote additional effort to promoting the academic growth and well-being of every student--particularly those who require additional support

CATEGORY	Achieves Success	
Competency	Fosters Innovation	
Descriptor	Participates in generation, experimentation, and implementation of cutting edge, research-based practices that improve student outcomes	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Supports and reinforces a thriving culture of collaboration amongst and between staff	Encourages a culture of collaboration across the entire campus through participation in opportunities such as meetings, professional learning sessions, PLCs, planning, etc. Recommends to principal members of campus design teams, seeks out teacher input in the creation of professional learning sessions, and reinforces the implementation of professional learning into instructional practices
	Supports a culture that allows staff innovation and instruction to improve student learning outcomes through cognitively challenging and differentiated activities	Supports the principal's vision that empowers educators to implement innovative instructional practices that results in increased student learning outcomes Provides resources that are inline with the campus vision for staff to utilize
	Evaluates and challenges (where needed) current campus practices	Utilizes and encourages staff to use the systems that allow for stakeholder evaluation and feedback to inform adjustment of current campus practices
	Models, utilizes, and encourages research-based best practices through campus professional learning	Aligns professional learning to campus / district plans, utilizes adult learning theory in the structure of professional learning sessions, and collects feedback on sessions with the goal of improving future professional learning Encourages and supports implementation of research-based best practices through walkthroughs, conferences, and student performance outcome results

CATEGORY	Achieves Success	
Competency	Demonstrates Expertise*	
Descriptor	Exhibits role-specific expertise that makes a positive impact on the organization	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Develops and grows in learner-centered instructional leadership	Supports and shares a hopeful and inspiring vision for students, staff, and community Facilitates staff meetings that create ownership of student performance outcomes through an ongoing, continuous, and collaborative process Monitors systems of evaluation and makes recommendation to the principal for identified areas of improvement, especially with historically underperforming student groups
	Supports and grows in their ability to efficiently and effectively manage the campus facility and daily operations	Learning the systems of daily campus operations and how to evaluate systems for effectiveness Implements coaching from principal on how to ensure proper management of daily campus operations and makes suggestion to the principal for improvements based upon evaluation and learning
	Learns about the campus budgeting process, how to use the budget and how it aligns to campus priorities	Participates in the development of the campus budget process, how to best align and utilize the campus budget and makes suggestions based upon learning experiences
	Consistently demonstrates timely, effective, high-quality decision making and problem-solving	Demonstrates ability to analyze situations, apply effective resolutions, and utilize reflective practices (self-reflection and after action analysis) to determine effectiveness and possible next steps
	Creates an atmosphere of safety that prioritizes the physical well-being and safety of staff and students	Ensures implementation of campus safety measures, including the campus safety plan and Tier 1 behavioral expectations Staff, student, and parent survey results and feedback are reflective of a school climate where staff and students feel emotionally and physically safe

CATEGORY	Builds Community	
Competency	Promotes Belonging	
Descriptor	Creates an environment where all feel they are cared for, respected, and valued as members of the school community	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Supports a culture of belonging by utilizing and suggesting practices to the principal that affirm, value and respect all members of the school community and their diverse backgrounds and perspectives	Supports and continuously contributes to a culture where all staff are known to one another, encouraged to share their voice, and are provided opportunities to collaborate in discussions and decisions that impact their department / grade level as well as the school as a whole Fosters and continuously contributes to a culture where all students are known by name, strength, and need, and input from families is intentionally sought to partner in their child's education
	Designs and participates in opportunities for staff to connect and develop meaningful relationships with each other, students and families	Makes suggestion of activities and strategies to principal for faculty meetings / professional learning sessions / parent involvement events that include activities designed to encourage relationship building through connection activities between all stakeholders Models the importance of connections activities through participation in activities with stakeholders Encourages and supports stakeholders in their participation in connection activities
	Prioritizes social emotional learning and supports for students	Participates in staff training and development in social emotional learning supports and monitors for implementation of training into daily practices Utilizes training and development in their own interactions with students and stakeholders

CATEGORY	Builds Community	
Competency	Inspires Engagement	
Descriptor	Motivates others to fully engage in the work of the organization through their own dedication, commitment, and hard work	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Develops a relentless pursuit of excellence in self and others	Supports and encourages the principal's vision based upon what is best for students Supports and monitors the development of department / grade level goals and ensures the set goals will stretch staff and holds them accountable for achievement of set goals
	Supports and encourages the development of engagement opportunities for families and community members throughout the school year	Seeks and encourages the perspectives all stakeholders through the development process of engagement opportunities for families and community members

CATEGORY	Builds Community	
Competency	Connects Through Relationships*	
Descriptor	Listens intently, communicates effectively, and incorporates feedback to foster trusting relationships	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Models open dialogue across varying points of view	Encourages and participates in open dialogue across varying points of view in a manner that positively influences and impacts the stakeholders, campus, and community
	Utilizes teacher voice in the decision making process	Encourages staff to share their voice as a part of the decision making process
	Tailors communication strategies to the intended audience	Monitors and provides the principal feedback on the timely communication strategies and tools designed to reach the necessary stakeholders and evaluates the effectiveness of communication method selected
	Specific in providing feedback, praise, and recognition	Listens and observes keenly to identify actions, attitudes, or behaviors to provide feedback with an intent to grow, purpose praise to encourage, and recognition of achievements and coaches others to do the same
	Develops meaningful and positive relationships with stakeholders	Models connecting with stakeholders through genuine conversation and encourages stakeholders to participate in purposefully created connection activities
	Provides intentional and purposeful feedback opportunities from all stakeholders	Utilizes and teaches processes to staff that are designed to collect stakeholder feedback and ensures and encourages stakeholders to use established feedback processes

CATEGORY	Cultivates Growth	
Competency	Leverages Strength	
Descriptor	Utilizes own strengths and the strengths of others to increase effectiveness and create a well rounded team	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Participates in the identification, development and deployment of staff talent to maximize effectiveness of the entire campus	Utilizes the leadership definition to identify and coach potential leaders Provides recommendations and updates to the principal on the growth and development of potential leaders
	Delegates effectively when appropriate to distribute leadership opportunities	Assigns leadership opportunities to campus staff when appropriate while providing coaching and feedback at regular intervals to monitor progress and ensure growth
	Supports leadership team members in the development of their strengths and utilization of campus goal attainment	Supports leadership team members in the identification of their strengths and coaches them in the development and utilization of their identifies strengths in the support of campus goal completion

CATEGORY	Cultivates Growth	
Competency	Empowers Others	
Descriptor	Empowers others to identify and maximize their strengths and passions through personalized learning experiences	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Learns how to create and implement systems to coach and develop teams in order to grow staff through individualized feedback and professional learning	Learns how to coach teams effectively and utilizes learning through practicing how to coach teams of staff members toward the accomplishment of a goal Consistently treats all interactions as a means to coach through goal setting, reflective practices, and refinement opportunities
	Supports and encourages staff to participate in opportunities to showcase and refine strengths	Notifies exemplar staff practices, encourages staff members to lead in a variety of settings based upon their identified strengths, provides feedback designed to encourage growth and development, and encourages their sharing of their growth with others
	Learns how to create and manage balanced teams of campus leaders	Develops understanding of how to create and manage effective teams Supports the growth and development of leadership team members Provides recommendations to principal for future team members based upon their learning and understanding of creating and managing effective teams
	Supports and utilizes collaborative structures and leadership opportunities provided for teachers and staff	Learns about the collaborative structures and how to best support them from their role Supports the use of structures that are designed to build the team talent through coaching and encouraging reflective practices

CATEGORY	Cultivates Growth	
Competency	Develops Self & Others*	
Descriptor	Cultivates a culture of continuous learning by actively seeking and applying feedback to build capacity in self and others	
Assistant Principal Look For Behaviors & Evidence of Impact	Leading Leaders Behavior	Evidence of Impact
	Actively seeks out and contributes to their own leadership development based upon their personal leadership growth goals	Utilizes the CSISD Leadership Definition in the development of their growth goal development Demonstrates self-reflective learning practices as a part of their leadership growth and development
	Identifies staffs' areas of professional growth and encourages their active participation in the growth process	Utilizes their personal leadership growth goals to select, attend, and implement learning from conferences, book studies, webinars, and district created leadership development opportunities Utilizes campus and district resources to send staff to conferences, participate in book studies, webinars, and district created leadership development opportunities that align with the campus goals as well as staffs' personal growth goals
	Provides feedback to staff teams to support individualized growth and improvement	Provides timely feedback to staff team members based upon team dynamics, problem solving, and learns how to management of teams effectively through effective feedback practices
	Staff have opportunities to practice and receive timely feedback on growth areas and evaluation systems from the leadership team and peers	Utilizes coaching from campus principal on how to provide staff individualized feedback and appropriately aligned professional development opportunities