

Area of Responsibility	Criterion	Indicator	Reference
<b>Purpose and Direction</b>	The superintendent maintains and communicates at all levels of the organization a purpose and direction for continuous improvement that commit to high expectations for learning as well as shared values and beliefs about teaching and learning.	1.1 The superintendent demonstrates a commitment to a system culture based on shared values and beliefs about teaching and learning and supports challenging, equitable educational programs and learning experiences for all students that include achievement of learning, thinking, and life skills.	<i>Strategic Plan: Purpose and Direction</i>
		1.2 The superintendent ensures that all levels of the system implement a continuous improvement process that provides clear direction for improving conditions that support student learning.	<i>Strategic Plan: Purpose and Direction</i>
<b>Governance and Leadership</b>	The superintendent provides leadership that promotes and supports student performance and system effectiveness.	2.2 The superintendent shall maintain an organizational culture that treats all people including parents, citizens and staff, with respect, dignity and courtesy.	<i>Board Governance Policies: OE-3 Treatment of Stakeholders</i>
		2.3 The superintendent shall assure that the board is fully and adequately informed about matters relating to board work and significant organizational concern.	<i>Board Governance Policies: OE-8 Communicating with the Board</i>
		2.4 The superintendent shall assure that the public is adequately informed about the condition and direction of the district.	<i>Board Governance Policies: OE-9 Communicating with the Public</i>

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Teaching and Learning	The superintendent has established curriculum, instructional design, and assessment practices to guide and ensure teacher effectiveness and student learning across all grades and courses.	3.1 The superintendent ensures that the curriculum provides equitable and challenging learning experiences so that all students have sufficient opportunities to develop learning, thinking, and life skills that lead to success at the next level.	<i>Strategic Plan: Teaching and Learning</i>
		3.2 The superintendent ensures that staff monitors and supports the improvement of instructional practices of teachers to ensure student success.	<i>Strategic Plan: Teaching and Learning</i>
		3.3 The superintendent has established the expectation that the system and all of its schools engage families in meaningful ways in their children’s education and keep them informed of their children’s learning progress.	<i>Strategic Plan: Teaching and Learning</i>
		3.4 The superintendent shall maintain a program of instruction that offers challenging and relevant opportunities for all students to achieve at levels defined in the board’s Results policies.	<i>Board Governance Policies: OE-10 Instructional Program</i>

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<b>Resources and Support Systems</b>	The superintendent ensures that the system has resources and provides services in all schools that support its purpose and direction to ensure success for all students.	4.1 The superintendent shall assure the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the organization to achieve its Results policies.	<i>Board Governance Policies:</i> OE-4 Personnel Administration
		4.2 The superintendent ensures that instructional time, material resources, and fiscal resources are sufficient to support the purpose and direction of the system, individual schools, educational programs, and system operations.	<i>Strategic Plan:</i> Resources and Support Systems
		4.3 The superintendent ensures that the system provides, coordinates, and evaluates the effectiveness of support systems to meet the physical, social, and emotional needs of the student population being served.	<i>Strategic Plan:</i> Resources and Support Systems
		4.4 The superintendent shall develop and maintain a multi-year financial plan that is related directly to the board's Results priorities and Operational Expectations goals, and that avoids long-term fiscal jeopardy to the district.	<i>Board Governance Policies:</i> OE-5 Financial Planning
		4.5 The superintendent shall not: cause or allow any financial activity or condition that materially deviates from the	<i>Board Governance Policies:</i> OE-6 Financial Administration

		budget adopted by the board; cause or allow any fiscal condition that is inconsistent with achieving the board's Results or meeting any Operational Expectations goals; or place the long-term financial health of the district in jeopardy.	
		4.6 The superintendent shall assure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.	<i>Board Governance Policies:</i> OE-7 Asset Protection
		4.7 The superintendent shall establish and consistently enforce discipline policies to maintain safe and effective environments for all students.	<i>Board Governance Policies:</i> OE-11 Discipline
		4.8 The superintendent shall establish and maintain a learning environment that is safe, respectful and conducive to effective learning.	<i>Board Governance Policies:</i> OE-12 Learning Environment / Treatment of Students
		4.9 The superintendent shall assure that physical facilities support the accomplishment of the board's Results policies, are safe and properly maintained.	<i>Board Governance Policies:</i> OE-13 Facilities

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<b>Using Results for Continuous Improvement</b>	The superintendent implements a comprehensive assessment system that generates a range of data about student learning and system effectiveness and uses the results to guide continuous improvement.	5.1 The superintendent ensures that the system engages in a continuous process to determine verifiable improvement in student learning, including readiness for and success at the next level.	<i>Strategic Plan:</i> Using Results for Continuous Improvement
		5.2 The superintendent monitors and communicates comprehensive information about student learning, school performance, and the achievement of system and school improvement goals to stakeholders.	<i>Strategic Plan:</i> Using Results for Continuous Improvement