



Applicant Name: \_\_\_\_\_

**Instructional Leadership**

- 0 1 2 3 4 5 **Instructional Leadership:** Promotes a positive learning culture, provides an effective instructional program, and applies best practices to student learning, especially in the area of reading and other foundational skills.
- 0 1 2 3 4 5 **Managing the Learning Environment:** Manages the organization, operations, facilities and resources in ways that maximize the use of resources in an instructional organization and promotes a safe, efficient, legal, and effective learning environment.
- 0 1 2 3 4 5 **Learning, Accountability, and Assessment:** Monitors the success of all students in the learning environment, aligns the curriculum, instruction, and assessment processes to promote effective student performance, and uses a variety of benchmarks, learning expectations, and feedback measures to ensure accountability for all participants engaged in the educational process.

**Operational Leadership**

- 0 1 2 3 4 5 **Communication:** Expresses ideas clearly and correctly, orally, in writing, and in multi-media presentations for different audiences – students, teachers, colleagues, parents, community members, and others.
- 0 1 2 3 4 5 **Decision-Making Strategies:** Plans effectively, uses critical thinking and problem solving techniques, and collects and analyzes data for continuous school improvement.
- 0 1 2 3 4 5 **Technology:** Plans and implements the integration of technological and electronic tools in teaching, learning, management, research, and communication responsibilities.
- 0 1 2 3 4 5 **Human Resources Development:** Recruits, selects, nurtures, and, where appropriate, retains effective personnel, develops mentor and partnership programs, and designs and implements comprehensive professional growth plans for all staff – paid and volunteer.
- 0 1 2 3 4 5 **Ethical Leadership:** Acts with integrity, fairness, and honesty in an ethical manner.
- 0 1 2 3 4 5 **Change:** Is reflective and fulfills responsibilities for change agent and situational awareness and the pacing of various change initiatives – when to push, when to support, when to back off and encourage others to push.

**Global Leadership**

- 0 1 2 3 4 5 **Vision:** Has a personal vision for the school/district and the knowledge, skills, and dispositions to develop, articulate, and implement a shared vision that is supported by the larger organization and the school community.
- 0 1 2 3 4 5 **Community and Stakeholder Partnerships:** Collaborates with families, business, and community members, responds to diverse community interests and needs, works effectively with the larger organization, and mobilizes community resources.
- 0 1 2 3 4 5 **Diversity:** Understands, responds to, and influences the personal, political, social, economic, legal, and cultural relationships in the classroom, the school, and the local community.

What are the applicant's strengths or limitations? \_\_\_\_\_  
\_\_\_\_\_

Would you re-employ this individual for a position in your organization?  Yes  No

Remarks: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature of Reference

\_\_\_\_\_  
Date