

**Superintendent of Schools (093)
Request for Waiver of Planned Program
Portfolio Requirements and Scoring Rubric**

A Demonstration of Competency in the National Educational Leadership Preparation (NELP) Standards for District Level Leaders

The candidate understands and demonstrates the dispositions and ability to promote the success and well-being of each student, teacher, and leader by applying the following knowledge and skills:

Standard One: Mission, Vision, and Core Values

(1) A shared mission and vision; (2) a set of core values; and (3) continuous and sustainable district and school improvement.

Applicant Demonstrates:

Element 1.1 – the ability to develop a data-informed mission and vision for the school district focused on the academic success and overall well-being of students, families, and personnel.

Element 1.2 – the ability to promote core democratic values that define the district’s culture and stress the imperative of an equity driven, child-centered approach as evidenced by high expectations and support for all students, inclusiveness, social justice, openness, caring, respect and trust.

Element 1.3 – the ability to analyze, plan for, and promote continuous, sustainable, and evidence-based school and district improvement.

As Evidenced by the Following Portfolio Artifacts:

- Professional evaluation(s) of the applicant’s competencies in elements 1.1 – 1.3.
- Written documentation evidencing analysis, planning, presentations, and/or communications by the applicant that demonstrate the applicant’s central role in the development and/or continuing efforts as outlined in elements 1.1 – 1.3.
- Written documentation of the applicant’s participation in the processes outlined in elements 1.1 – 1.3 through meeting minutes, committee membership lists, etc.

Standard One Total Points: 6

For Each Element:

Score	Description
0	Artifact(s) are missing OR Artifacts cannot be linked to the applicant
1	Artifact (s) are insufficient to assess competency OR Artifact(s) demonstrate only partial competency
2	Artifact(s) sufficiently demonstrate competency

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The candidate understands and demonstrates the dispositions and ability to promote the success and well-being of each student, teacher, and leader by applying the following knowledge and skills:

Standard Two: Ethics and Professionalism

(1) Professional norms; (2) ethical behavior; and (3) responsibility.

Applicant Demonstrates:

Elements 2.1 (Enacting norms) – the ability to enact the professional norms of integrity, fairness, transparency, trust, collaboration, perseverance, learning, and continuous improvement in their actions, decision-making, and relationships with others.

Element 2.2 (Modeling behavior) -- the ability to model ethical behavior in their personal conduct, relationships with others, decision-making, and stewardship of the district’s resources.

Element 2.3 (Taking Responsibility) – the ability to ensure that unethical and unprofessional actions are addressed promptly and appropriately throughout the organization.

Element 2.4 (Promoting Values) – the ability to promote essential educational values of democracy, community, individual freedom and responsibility, equity, social justice, and diversity.

As Evidenced by the Following Portfolio Artifacts:

- Professional evaluation(s) of the applicant’s competencies in elements 2.1 – 2.4.
- Written documentation by the applicant, an evaluator, other administrator, colleague, board member or parent detailing a professional experience where element 2.1 – 2.4 was required and demonstrated by the applicant.
- Materials created by the applicant as part of the applicant’s professional role that demonstrate competencies in elements 2.1 – 2.4, such as district communications, policy development, Board of Education or community presentations, etc.

Standard Two Total Points: 8

For Each Element:

Score	Description
0	Artifact(s) are missing OR Artifacts cannot be linked to the applicant
1	Artifact(s) are insufficient to assess competency OR artifact demonstrates only partial competency
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The candidate understands and demonstrates the dispositions and ability to promote the success and well-being of each student, teacher, and leader by applying the following knowledge and skills:

Standard Three: Equity and Cultural Leadership

(1) Equitable treatment; (2) equitable access; (3) culturally and individually responsive practice; and (4) a healthy district culture.

Applicant Demonstrates:

Element 3.1 (Equitable Treatment) – the ability to ensure that each stakeholder is treated fairly, respectfully, and with an understanding of various cultures and contexts.

Element 3.2 (Equitable Access) – the ability to ensure that each student has equitable access to resources and support such as effective teachers, learning opportunities, academic, social and behavioral supports.

Element 3.3 (Culturally and Individually Responsive Practice) – the ability to support the development of culturally responsive practices among teachers and staff so they are able to recognize, confront and alter institutional biases, student marginalization, deficit-based structures and practices, and low expectations associated with race, class, culture, language, gender, sexual orientation, disability or special status.

Element 3.4 (District Culture) – the ability to build and maintain an inclusive, respectful, responsive, safe, caring, and healthy district culture that provides comprehensive, coherent systems of academic and social supports, discipline, services, extracurricular activities, and accommodations to meet the full range of needs of each student.

As Evidenced by the Following Portfolio Artifacts:

- Professional evaluation(s) of the applicant’s competencies in elements 3.1 – 3.4.
- Written documentation by the applicant, an evaluator, other administrator, colleague, board member or parent detailing a professional experience where element 3.1 – 3.4 was required and demonstrated by the applicant.
- Materials created by the applicant as part of the applicant’s professional role that demonstrate competencies in elements 3.1 – 3.4, such as district action plans, district memos or communications, policy development, development and planning of professional development, Board of Education or community presentations, etc.

Standard Three Total Points: 8

For Each Element:

Score	Description
0	Artifact(s) are missing OR Artifacts cannot be linked to the applicant
1	Artifact(s) are insufficient to assess competency OR artifact demonstrates only partial competency
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The candidate understands and demonstrates the dispositions and ability to promote the success and well-being of each student, teacher, and leader by applying the following knowledge and skills:

Standard Four: Instructional Leadership

(1) Systems of learning and instruction; (2) instructional capacity; (3) professional development of principals; and (4) principal effectiveness.

Applicant Demonstrates:

Element 4.1 (Systems Of Learning and Instruction) – the ability to analyze and manage district-wide use of coherent and technologically appropriate systems of curriculum, instruction, assessment, student services, and instructional resources that embody high expectations for student learning and align with academic standards across grade levels.

Element 4.2 (Instructional Capacity) – the ability to plan for the support of principals and other school leaders to develop the individual and collective instructional capacity of teachers and other staff members.

Element 4.3 (Professional Development Of Principals) – the ability to develop, implement, evaluate and promote systems of support, mentoring, coaching, and professional development for individual principals to help them grow as instructional leaders.

Element 4.4 (Principal Effectiveness) – the ability to analyze and use research-anchored systems of principal supervision, evaluation, and feedback to improve individual and collective principal practice.

As Evidenced by the Following Portfolio Artifacts:

- Professional evaluation(s) of the applicant’s competencies in elements 4.1 – 4.4.
- Written documentation by the applicant, an evaluator, other administrator, colleague, board member or parent detailing a professional experience where element 4.1 – 4.4 was required and demonstrated by the applicant.
- Materials created by the applicant as part of the applicant’s professional role that demonstrate competencies in elements 4.1 – 4.2, such as (a) district action plans, (b) program evaluations, (c) curriculum/ assessment analysis, (c) development and effective implementation of a district

Standard Four Total Points: 8

For Each Element:

Score	Description
0	Artifact(s) are missing OR cannot be linked to the applicant
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instructional initiative, (d) procurement and effective implementation of instructional resources, etc.

- Materials created by the applicant as part of the applicant’s professional role that demonstrate competencies in elements 4.3 – 4.4, development or implementation of a research-based system of support, supervision and evaluation of principals.

Standard Five: Community and External Leadership

(1) Community engagement; (2) productive partnerships; (3) two-way communication; and (4) representation.

Applicant Demonstrates:

Element 5.1 (Community Engagement) – the ability to engage families, community, public, private, and non-profit sectors in meaningful ways.

Element 5.2 (Partnerships) – the ability to develop and sustain productive partnerships with communities and public, private, and non-profit sectors.

Element 5.3 (Two-Way Communication) – the ability to maintain ongoing, two-way communication with families and the community to develop an understanding of the diverse interests, needs, and resources of the district community in the service of student development and educational improvement.

Element 5.4 (Representation) – the ability to represent the district and engage various stakeholders in building an appreciation of the overall context in which decisions are made in the service of student learning and development.

As Evidenced by the Following Portfolio Artifacts:

- Leadership evaluation(s) of the applicant’s competencies in elements 5.1 – 5.4.
- Written documentation by the applicant, an evaluator, other administrator, colleague, board member or parent detailing a professional experience where element 5.1 – 5.4 was required and demonstrated by the applicant.

Standard Five Total Points: 8

For Each Element:

Score	Description
0	Artifact(s) are missing OR cannot be linked to the applicant
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- Materials created by the applicant as part of the applicant’s professional role that demonstrate competencies in elements 5.1 – 5.4, such as district communications, district committee membership lists, policy development, Board of Education or community presentations where student-centered decision making and stakeholder engagement are evident.

Standard Six: Management of People, Data, and Processes

(1) District systems; (2) resources; (3) human resources; and (4) policies and procedures.

Applicant Demonstrates:

Element 6.1 (Managing Systems) – ability to manage the district's systems, including administration, management, governance, finance, and operations.

Element 6.2 (Resources) – ability to seek, acquire, and manage fiscal resources, physical resources, technological resources, data, and other resources to support student learning, collective professional ability and community, and family engagement.

Element 6.3 (Human Resources) – the ability to manage individual and collective ability and capacity at the school and district levels through systems of recruitment, hiring, induction, development, supervision, evaluation, retention, advancement and effective leadership development and succession.

Element 6.4 (Policies And Procedures) – the ability to promote effective policies and procedures that protect the welfare and safety of students and staff across the district.

As Evidenced by the Following Portfolio Artifacts:

- Leadership evaluation(s) of the applicant’s competencies in elements 6.1 – 6.4
- Written documentation by the applicant, an evaluator, other administrator, colleague, board member or parent detailing a professional experience where element 6.1 – 6.4 was required and demonstrated by the applicant.
- Materials created by the applicant as part of the applicant’s professional role that demonstrate competencies in elements 6.1 – 6.2, such as (a) resource planning, contracting, purchasing documents; (b) Board of Education Subcommittee management and communication documents; (c) communications to Board members; (d) district budget preparation documents;

Standard Six Total Points: 8

For Each Element:

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- (e) Board of Education budget presentations; (f) facilities management, planning, contracting, purchasing documents.
- Materials created by the applicant within their professional role that demonstrate competencies in elements 6.3, such as (a) development or implementation of human resources policies, (b) collective bargaining documents, (c) evidence of recruitment and retention efforts, (d) evidence of development or implementation of supervision and evaluation systems, (e) evidence of promoting talent development and succession planning to build district capacity.
- Materials created by the applicant within their professional role that demonstrate competencies in elements 6.4, such as communications, memos, and policy/procedure documents related to health and safety initiatives

Standard Seven: Policy, Governance and Advocacy

(1) Understand and foster Board relations; (2) understand and manage effective systems for district governance; (3) understand and ensure compliance with policy, laws, rules and regulations; (4) understand and respond to local, state and national decisions; and (5) advocate for the needs and priorities of the district.

Applicant Demonstrates:

Element 7.1 (BOARD RELATIONS) – demonstrate the ability to foster a respectful and responsive relationship with the District’s Board of Education.

Element 7.2 (DISTRICT GOVERNANCE) – demonstrate the ability to manage effective systems for district governance.

Element 7.3 (LEGAL) – demonstrate the ability to ensure compliance with applicable policy, laws, rules, and regulations.

Element 7.4 (POLICY ENGAGEMENT) – demonstrate the ability to appropriately respond to local, state, and national policy.

Element 7.5 (ADVOCACY) – demonstrate the ability to successfully advocate for the needs and priorities of the district.

Standard Seven Total Points: 10

For Each Element:

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As Evidenced by the Following Portfolio Artifacts:

- Leadership evaluation(s) of the applicant's competencies in elements 7.1 – 7.5.
- Written documentation by the applicant, an evaluator, other administrator, colleague, board member or parent detailing a professional experience where element 7.1 – 7.5 was required and demonstrated by the applicant.
- Materials created by the applicant as part of the applicant's professional role that demonstrate competencies in elements 7.1 – 7.5, such as communications, memos, written analysis, presentations, etc.
- Evidence of the applicant's participation in the processes outlined in elements 7.1 – 7.5 through meeting minutes, committee membership lists, etc.

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Standard	Element	Possible Points Each Element	Total Points for Standard	Weight	Sub total
1. Mission, Vision, and Core Values	1.1 shared mission and vision	2	6		
	1.2 set of core values	2			
	1.3 continuous district improvement	2			
2. Ethics and Professionalism	2.1 professional norms	2	8		
	2.2 model ethical behavior	2			
	2.3 take responsibility	2			
	2.4 promote values	2			
3. Equity and Cultural Leadership	3.1 equitable treatment	2	8		
	3.2 equitable access	2			
	3.3 responsive practice	2			
	3.4 healthy district culture	2			
4. Instructional Leadership	4.1 systems of instruction	2	8		
	4.2 instructional capacity	2			
	4.3 PD of principals	2			
	4.4 principal effectiveness	2			
5. Community and External Leadership	5.1 community engagement	2	8		
	5.2 partnerships	2			
	5.3 two-way communication	2			
	5.4 representation	2			
6. Management of People, Data, and Processes	6.1 managing systems	2	8		
	6.2 resources	2			
	6.3 human resources	2			
	6.4 policies and procedures	2			
7. Policy, Governance & Advocacy	7.1 board relations	2	8		
	7.2 district governance	2			
	7.3 legal	2			

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	7.4 policy engagement	2			
	7.5 advocacy	2			
Portfolio Total Score					