

ATTACHMENT D

CDE PERFORMANCE BASED PRINCIPAL LICENSURE STANDARDS

The following shall serve as standards for the development of Principal and Administrator professional educational programs and as a standard for the ongoing professional development of these educators.

CDE	Associated w/ ELCC-NCATE	Standard One: Foundations for Leadership The principal shall behave ethically and be knowledgeable about how to create and environment that encourages and develops responsibility, ethics, and citizenship, in self and others, and set the direction for a school community committed to and focused on learning. The principal shall be able to:
1.1	4.0	Endorse the role of the school within the community and in upholding the fundamental principles and perpetuation of our democratic republic.
1.2	1.0 – 6.0	Sustain and promote the conviction that education is the fundamental right of all students.
1.3	1.0 – 6.0	Accept personal and professional accountability for the educational processes of the school.
1.4	1.0 – 1.6	Consistently identify student achievement as the primary objective of the school.
1.5	1.0 – 2.0	Set high standards for the instruction of all students and for their academic achievement.
1.6	2.0	Recognize that the state’s model content standards represent the level of knowledge, skills, values, and abilities expected of all Colorado students.
1.7	5.0	Exemplify a personal and professional commitment to ethical conduct and respect for others and their rights.
1.8	2.0	Invest in continuing self-education and collaboration with peers and others in the field, to assure that professional expertise is maintained to the highest level and that there is continuing awareness of the latest information about child development, learning research, and applicable models of instruction.

CDE	Associated w/ ELCC-NCATE	Standard Two: Contextual Understanding The principal shall acknowledge, and address in planning, the internal and external factors affecting the school and the learning process. The principal shall be able to:
2.1	6.0	Implement the requirements established for education by federal and state law, state rule and regulation, and local policy.
2.2	6.0	Convey respect for the roles of elected officials and administration.
2.3	6.0	Identify and include in planning the social, economic, and political factors which affect the educational process.
2.4	4.0, 6.0	Recognize and address the challenges and strengths, including but not limited to those brought by students from a variety of backgrounds, cultures, communities, ethnicities, economic levels, current life situations and conditions, and varying degrees of linguistic skills.

CDE	Associated w/ ELCC-NCATE	Standard Three: Planning and Organizing Contextual Understanding The Principal is knowledgeable about the elements of planning; plan implementation; and organizational change, and time management. The principal shall be able to:
3.1	2.0	Develop a plan for the school, with stakeholder involvement which established a unifying statement of purpose with regard to meeting required standards for students, and which identifies: 3.1.1 Instructional objectives, 3.1.2 Assignments of Responsibility, 3.1.3 Timelines, 3.1.4 Methods of Evaluation, 3.1.5 And which provides for the appropriate allocation of resources.
3.2	2.0	Implement, monitor, and assess the progress of the plan, at regular intervals, and provide for modification, as necessary.
3.3	3.0, 5.0	Establish and adhere to timely, efficient, effective, and ethical administrative practices.

CDE	ELCC-NCATE	<p>Standard Four: Content Knowledge Instruction The principal is knowledgeable about all requisite Colorado model content standards and knows and is able to demonstrate effective instruction and assessment methodologies and strategies. The principal shall be able to:</p>
4.1	2.0	Assist staff in establishing an effective schedule of instruction and an organized approach to providing students with required knowledge, skills, abilities, and understanding.
4.2	2.0	Supervise and support instruction, and assure that adequate and appropriate educational materials are available for the effective instruction of all students in the school.
4.3	2.0	Provide direction to teachers, with regard to the Colorado Model Content Standards.
4.4	2.0	<p>Provide direction to teachers regarding the appropriate uses of technology in the classroom, including, but not limited to the reinforcement of instructional objectives; use as a resource for information; and in the management of student data. The principal shall:</p> <ul style="list-style-type: none"> a. Communicate to staff about district technology policies, including matters of confidentiality, as related to the release and use of student records, and about appropriate student use of technology. b. Be able to demonstrate a variety of ways to integrate technology as a tool, into a data-driven, standards-based individualized instruction, in support of student achievement. c. Inform teachers about how to incorporate technology in the tracking of academic progress and in instructional record-keeping. d. Utilize technology in managing and communicating information and data to a variety of stakeholders.

CDE	Associated w/ ELCC-NCATE	Standard Five: Individualization of Instruction The principal is knowledgeable about instruction, especially as related to the Colorado Model Content Standards and closing the achievement gap. The principal shall be able to:
5.1	6.0	Exhibit vigilance with regard to the school's legal obligations and students' educational rights, including but not limited to, those requirements which affect special needs students.
5.2	2.0	Demonstrate the design and delivery of instruction, as based on individual student needs, so that each student can meet or exceed the Standards.
5.3	2.0	Present teachers with a variety of teaching strategies which can assure students the ability to think critically, analyze structure and solve problems, invent, memorize, and recall.
5.4	2.0	Provide teachers with a wide range of instructional methods and individual education techniques, which match the intellectual, emotional, physical, social levels and learning styles of all students in each classroom-including those with physical and medical conditions, or educational disabilities; or those whose medication may have an effect on learning and behavior; or those who are identified or recognized as gifted.
5.5	2.0	Inform teachers about assessments which provide proof of each student's academic progress.
5.6	2.0	Maintain adequate and appropriate data regarding each student's academic progress; analyze and evaluate that data; and communicate the results to instructional staff for use in planning for individualized student instruction.
5.7	2.0	Identify a variety of strategies and strongly advocate that teachers consistently provide students with examples of how the concepts, skills, and abilities being learned relate to the world or work and other aspects of everyday life.

CDE	Associated w/ ELCC-NCATE	Standard Six: Management and Evaluation of Instruction The principal is knowledgeable about the appraisal of instructors, as related to student learning. The principal shall be able to:
6.1	2.0	Articulate clear performance objectives.
6.2	2.0	Observe and record the quality and effectiveness of classroom teaching and assessment and work with teachers to improve instruction.
6.3	2.0	Incorporate the requirements of Colorado Law, relative to all the Colorado Model Content Standards and CSAP results, into the design of fair and consistently-applied performance evaluation requirements and procedures.
6.4	2.0	Maintain accurate records of formal evaluation observations, relevant student assessment data, and other pertinent information.
6.5	2.0	Regularly review teacher's competence, with particular focus on academic program delivery.
6.6	2.0	Provide mentoring and staff development in support of the instructional program, and the Colorado Model Content Standards, for all school staff and volunteers.
6.7	2.0	If necessary, resolve conflicts among, and refocus staff on, instructional objectives.

CDE	Associated w/ ELCC-NCATE	Standard Seven: Supervision of Personnel The principal is knowledgeable about National, State and Local District personnel policies. The principal shall be able to:
7.1	1.0, 2.0	Display and enforce professional standards in all personnel decisions.
7.2	2.0	Establish personnel recruitment and retention strategies based on the instructional plan for the school.
7.3	5.0	Implement, inform about, and adhere to ethical and fair hiring and personnel practices.
7.4	1.0	Provide clear communication of expectations.
7.5	2.0	Provide constructive performance appraisals, linked to student achievement.
7.6	2.0, 5.0	Provide a documented justifiable basis for taking a personnel action.
7.7	5.0, 2.0	Counsel out of the professions those whose continued presence in teaching does not serve in the best interest of the students.
7.8	1.0	Provide encouragement to those interested in entering the field of education.

CDE	Associated w/ ELCC-NCATE	Standard Eight: Supervision of Student Conduct The principal is knowledgeable about the design of a positive learning environment focused on student achievement and characterized by appropriate and acceptable instruction standards of student conduct and effective behavior management strategies. The principal shall be able to:
8.1	1.0, 5.0	Establish, with appropriate stakeholder involvement, a school and classroom code of acceptable conduct indicative of school law and district policy.
8.2	1.0, 3.0	Communicate the code and disciplinary procedures to staff, students, and parents and assist teachers in fair, appropriate, and consistent implementation.
8.3	6.0, 3.0	Implement legal protections for students about appropriate and allowable suspension and expulsion policies and procedures.
8.4	4.0	Identify and develop positive relationships with community support services which can assist students and their families when there is a concern which cannot be addressed with the resources available to the school.

CDE	Associated w/ ELCC-NCATE	Standard Nine: Resources The principal is knowledgeable about the principles and practices for the fiscal management of schools or school districts. A principal should be an ethical business manager, responsible for the fiscal health of the school and entrepreneurial about locating non-state revenue sources to provide enhancements to the instructional process. A principal shall be able to:
9.1	6.0	Manage and maintain a balanced school site budget in accordance with the principles of business management and the standards of good accounting practice.
9.2	6.0	Demonstrate knowledge of school district policies regarding methods of acquiring additional funding, technical, or other forms of assistance, for specific purposes, in support of student instruction and achievement, and the ability to use a variety of strategies for attracting external funds and resources.

CDE	Associated w/ ELCC-NCATE	Standard Ten: School Safety and Maintenance The principal shall be knowledgeable about how to assure a safe learning environment in a secure and well-maintained facility. The principal shall be able to:
10.1	6.0	Acknowledge the school's legal responsibilities to students on their way to and from school and with regard to transportation.
10.2	3.0	Be vigilant about school security and establish measures to evaluate and assure student and staff safety and anticipate potentially dangerous situations.
10.3	3.0	Implement safety procedures and precautions within the school and on school property.
10.4	6.0	Maintain a close working relationship with local law enforcement.
10.5	3.0	Take a proactive approach to emergency situations and be prepared to provide stress and crisis management and conflict resolution before, during, and after such situations, as required.
10.6	3.0, 6.0	Understand the contribution of an attractive, inviting, and engaging school environment to an effective instructional program and implement supporting policies and actions.
10.7	3.0	Operate within district policies regarding general building maintenance, repairs, and improvements.

CDE	Associated w/ ELCC-NCATE	Standard Eleven: Parent and Community Involvement The principal shall be knowledgeable about effective communication, decision-making, and interpersonal problem-solving and conflict-resolution strategies. The principal shall be able to:
11.1	1.0, 3.0	Speak, write, and communicate successfully in a variety of settings.
11.2	1.0, 3.0	Communicate about school policies, data regarding student achievement expectations, and other pertinent information to parents and other interested members of the school community and general public.
11.3	4.0	Develop, maintain and encourage partnerships with, and involvement and volunteer opportunities for parents and the local school community, including, but not limited to: <ul style="list-style-type: none"> a. The support of student achievement b. Accountability c. Family Literacy d. School-site decision-making, and e. Contextual and service learning.

