Leadership Governance Superintendent Evaluation Model Crosswalk to the Wyoming Education Leader Standards

To demonstrate alignment to the *Wyoming Education Leader Standards*, a system must 1) demonstrate alignment to a majority of the elements within each standard, 2) be aligned to Standard I (*Clear and Consistent Focus on Maximizing the Learning and Growth of All Students*), and 3) align to **five** of the **six** remaining standards. Based upon this crosswalk, the *Leadership Governance Superintendent Evaluation Model* demonstrated alignment to **six** of the **seven** *Wyoming Education Leader Standards*. Using this criteria, the review team concluded that the *Leadership Governance Superintendent Evaluation Model* **is aligned to the *Wyoming Education Leader Standards***. Please see Table 1 for an overview of the crosswalk and Table 2 for details of the crosswalk between the *Leadership Governance Superintendent Evaluation Model* and the *Wyoming Education Leader Standards*.

Table 1. Crosswalk Overview

Standard	Number of Elements Aligned	Standard Aligned/Not Aligned
Standard 1	8/8	Aligned
Standard 2	3/6	Not Aligned
Standard 3	5/7	Aligned
Standard 4	4/4	Aligned
Standard 5	4/6	Aligned
Standard 6	4/4	Aligned
Standard 7	5/5	Aligned

Table 2. Detailed Leadership Governance Superintendent Evaluation Model Crosswalk to Wyoming Education Leader Standards

Wyoming Education Leader Standards	Leadership Governance Superintendent Evaluation Model
Standard 1 - Clear and consistent focus on maximizing the learning and growth of all students	*Area 1 – General Responsibilities* *Area 5 – Instruction* *Area 8 – Student Services* *Area 12 – Superintendent as Leader*
Key Element A. In collaboration with others and in alignment with district strategic priorities, use appropriate data to establish rigorous, concrete goals in the context of student achievement and instructional programing.	Area 5: Instruction: (1) The Superintendent oversees the establishment of the School Improvement Plan and/or the Educational Goals of the district on an annual basis and over a long-range period. Area 12: Superintendent as Leader: (23) The Superintendent demonstrates the use of data and research to drive decisions and policies.
Key Element B. Ensure the alignment of the assessments to district identified prioritized standards used to track student growth and achievement over time.	Area 5: Instruction: (2) The Superintendent promotes the continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the board's expectations for student achievement.

	Area 5: Instruction: (8) The Superintendent regularly schedules presentations and reports by staff on various assessments of student achievement and instructional programs as requested by the board.
Key Element C. Use multiple data measures appropriately within the technical limitations to monitor students' progress toward learning objectives to improve instruction.	Area 5: Instruction: (2) The Superintendent promotes the continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the board's expectations for student achievement.
Key Element D. Ensure a system of accountability for students' academic success and career readiness.	Area 1: General Responsibilities: (2) Recommends a comprehensive planning process to maintain a district wide focus on student achievement and improved instruction.
Key Element E. Develop and maintain longitudinal data and communication systems to deliver actionable information for district, school, and classroom improvement.	Area 5: Instruction: (1) The Superintendent oversees the establishment of the School Improvement Plan and/or the Educational Goals of the district on an annual basis and over a long- range period.

Area 12: Superintendent as Leader: (23) The Superintendent demonstrates the use of data and research to drive decisions and policies. |

Key Element F. Lead the implementation of a high-quality student support and assessment system.	Area 5: Instruction: (2) The Superintendent promotes the continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the board's expectations for student achievement. Area 8: Student Services: (2) The Superintendent oversees the establishment of programs to provide services to meet the students' social, psychological, emotional, and academic needs.
Key Element G. Ensure high expectations for achievement, growth and equity in opportunities for all students.	Area 8: Student Services: (1) The Superintendent recommends and implements policies to meet the needs of the students attending district schools. Area 12: Superintendent as Leader: (24) The Superintendent promotes strategies and practices that enhance respect for diversity.
Key Element H. Work with staff to evaluate and use data to	Area 5: Instruction: (2) The Superintendent promotes the

improve student achievement.	continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the board's expectations for student achievement. Area 5: Instruction: (8) The Superintendent regularly schedules presentations and reports by staff on various assessments of student achievement and instructional programs as requested by the board.

Standard 2 - Instructional and Assessment Leadership	**Area 5 – Instruction** **Area 6 – Personnel**
Key Element A. Focus on student learning by leading the implementation of a rigorous, relevant and prioritized curriculum and assessment system.	Area 5: Instruction: (2) The Superintendent promotes the continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the board's expectations for student achievement. Area 5: Instruction: (11) The Superintendent recommends and implements policy on curriculum, instruction, and selection of instructional materials and equipment.
Key Element B. Work collaboratively to implement a common instructional framework that: Aligns curriculum with teaching,	*No alignment*

assessment, and learning AND Guides teacher conversation, practice, observation, evaluation, and feedback.	
Key Element C. Recognize a full range of pedagogy and monitor the impact of instruction.	Area 5: Instruction: (8) The Superintendent regularly schedules presentations and reports by staff on various assessments of student achievement and instructional programs as requested by the board. Area 6: Personnel: (8) The Superintendent develops a systematic plan for evaluating the performance of all district personnel.
Key Element D. Ensure that there is differentiation, personalization, intellectual stimulation, collaboration, authenticity, and recognition of student strengths in instructional practice.	*No alignment*
Key Element E. Promote the effective uses of technology to support teaching and learning.	Area 5: Instruction: (5) The Superintendent promotes the use of technology and its uses to enhance the district's curricular and instructional programs.
Key Element F. Ensure the use of formative assessment data to inform instruction.	*No alignment*

Standard 3 - Developing and Supporting a Learning Organization	Area 5 – Instruction Area 6 – Personnel Area 11 – Board Relations Area 12 – Superintendent as Leader
Key Element A. Effectively lead the implementation of a high-quality educator support and evaluation system that advances the professional growth of their staff.	Area 5: Instruction: (9) The Superintendent oversees the staff development programs and budgets of the district subject to the board's approval. Area 6: Personnel: (8) The Superintendent develops a systematic plan for evaluating the performance of all district personnel. Area 12: Superintendent as Leader: (12) The Superintendent evaluates administrators through an annual performance plan.
Key Element B. Have a solid understanding of adult learning and ensure that all adults have the knowledge, skills, and dispositions necessary to promote student success.	Area 5: Instruction: (9) The Superintendent oversees the staff development programs and budgets of the district subject to the board's approval. Area 12: Superintendent as Leader: (26) The Superintendent maintains professional development by reading, course work, conference attendance, participation on professional committees, visiting other districts, and meeting other superintendents.
Key Element C. Create and/or support collaborative learning	*No alignment*

organizations to foster improvements in teacher practices and student learning.	
Key Element D. Guide implementation of improvement initiatives and provide the time and support for these initiatives to achieve desired outcomes.	*No alignment*
Key Element E. Lead the evaluation of new and existing programs as part of a continuous improvement process.	Area 5: Instruction: (1) The Superintendent oversees the establishment of the School Improvement Plan and/or the Educational Goals of the district on an annual basis and over a long-range period. Area 5: Instruction: (2) The Superintendent promotes the continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the board's expectations for student achievement. Area 12: Superintendent as Leader: (23) The Superintendent demonstrates the use of data and research to drive decisions and policies.

Key Element F. Cultivate the ability of teachers and other members of the community to become leaders by providing assistance and leadership opportunities.	Area 6: Personnel: (10) The Superintendent delegates authority to staff members, as appropriate. Area 11: Board Relations: (10) The Superintendent facilitates board development leadership training in a variety of ways. Area 12: Superintendent as Leader: (6) The Superintendent develops leadership by entrusting and sharing.
Key Element G. Facilitate high functioning groups of faculty and staff.	Area 6: Personnel: (4) The Superintendent oversees the assignment, transfer or reassignment of personnel in a way that helps secure the highest efficiency of the staff. Area 6: Personnel: (9) The Superintendent recommends personnel policies necessary and beneficial for the efficient functioning of the school district staff for consideration by the board of trustees.

Standard 4 - Vision, Mission, and Culture	Area 5 – Instruction Area 8 – Student Services Area 12 – Superintendent as Leader
Key Element A. Use relevant data and collaborate with members of the school, district, and community to create and endorse a vision for the achievement of every student.	Area 5: Instruction: (1) The Superintendent oversees the establishment of the School Improvement Plan and/or the Educational Goals of the district on an annual basis and over a long-range period. Area 5: Instruction: (3) The Superintendent conducts a continuous evaluation of the needs of the district utilizing input from staff, students and community as appropriate.
Key Element B. Articulate, advocate, and cultivate core values that define the school's and district's culture.	Area 8: Student Services: (2) The Superintendent oversees the establishment of programs to provide services to meet the student's social, psychological, emotional, and academic needs. Area 12: Superintendent as Leader: (24) The Superintendent promotes strategies and practices that enhance respect for diversity.
Key Element C. Create and maintain a positive climate with a trusting, safe environment that promotes effective student learning and adult practice.	Area 8: Student Services: (3) The Superintendent directs the establishment of policies and procedure to provide a safe and orderly climate for students in district schools and to provide for appropriate control of student when they are on school property or at school sponsored events.

	Area 8: Student Services: (4) The Superintendent develops and implements procedures to deal with health and safety emergencies.
Key Element D. Collaboratively evaluate the mission and vision, modifying them based on changing intentions, opportunities, demands, and positions of students, staff, and community.	Area 5: Instruction: (1) The Superintendent oversees the establishment of the School Improvement Plan and/or the Educational Goals of the district on an annual basis and over a long-range period.
Standard 5 - Efficient and Effective Management	*Area 1 – General Responsibilities* *Area 2 – Policy* *Area 5 – Instruction* *Area 6 – Personnel* *Area 11 – Board Relations* *Area 12 – Superintendent As Leader*
Key Element A. Recruit, hire, support, develop, and retain effective teachers and other professional staff and form them into an effective team.	Area 5: Instruction: (9) The Superintendent oversees the staff development programs and budgets of the district subject to the board's approval. Area 6: Personnel: (1) The Superintendent recommends to the Board the employment or dismissal of all certificated and classified staff.

	Area 6: Personnel: (2) The Superintendent supervises directly and/or through delegation the recruitment, selection, assignment, evaluation, and professional growth opportunities for all district personnel.
	Area 6: Personnel: (8) The Superintendent develops a systematic plan for evaluating the performance of all district personnel.
Key Element B. Facilitate the adaptation and monitoring of operational systems and processes to ensure a high-performing organization that includes clear expectations, structures, rules, and procedures for effective and efficient operations focused	Area 2: Policy: (4) The Superintendent develops rules, regulations and procedures necessary to implement the board's policy.

on high-quality teaching and learning.	Area 6: Personnel: (9) The Superintendent recommends personnel policies necessary and beneficial for the efficient functioning of the school district staff for consideration by the board of trustees. Area 11: Board Relations: (7) The Superintendent provides regulations, instructions, and follow-up for employees in such a way as to oversee the board of trustee's implementation of district policies and takes care of all other administrative duties not specifically covered in board policy.
Key Element C. Limit the number of initiatives and ensure that whatever programs and strategies are implemented in their school/district are supported by the best research available and are aligned to school and district plans.	Area 5: Instruction: (1) The Superintendent oversees the establishment of the School Improvement Plan and/or the Educational Goals of the district on an annual basis and over a long-range period. Area 12: Superintendent as Leader: (23) The Superintendent demonstrates the use of data and research to drive decisions and policies.
Key Element D. Use appropriate strategies to guide their organizations through change (e.g. first- and second-order change strategies).	*No alignment*
Key Element E. Support the learning of all students by appropriating and regulating monetary, human and material supplies, time, equipment, technology, and alliances with school and district goals.	*No alignment*

Key Element F. Ensure the expectation that students, staff, and the school and district operate within the guidelines of federal, state, and local laws, policies, regulations, and statutory requirements.	Area 1: General Responsibilities: (8) The Superintendent represents the district in its dealings with other school systems, conferences, legislative matters, legal matters, institutions, agencies, community organizations, and the public. Area 2: Policy: (5) The Superintendent identifies policy areas which the board should revise, rewrite, or repeal as needs of the district or laws and regulations change.
Standard 6 - Ethics and Professionalism	*Area 1 – General Responsibilities* *Area 11 – Board Relations* *Area 12 – Superintendent as Leader*
Key Element A. Lead with integrity.	Area 12: Superintendent as Leader: (3) The Superintendent maintains high standards of ethics, honesty and integrity in all personal and professional matters. Area 12: Superintendent as Leader: (8) The Superintendent reflects honesty and integrity through communication and relationships. Area 12: Superintendent as Leader: (19) The Superintendent is a person to be trusted.

	Area 12: Superintendent as Leader: (22) The Superintendent demonstrates emotional stability and poise in all situations. Area 12: Superintendent as Leader: (25) The Superintendent demonstrates the ability to work fairly with all groups.
Key Element B. Establish a culture in which ethical behavior is expected and practiced by all faculty, staff, students, and volunteers.	Area 12: Superintendent as Leader: (3) The Superintendent maintains high standards of ethics, honesty and integrity in all personal and professional matters. Area 12: Superintendent as Leader: (4) The Superintendent models education values for students, staff, board, and community. Area 12: Superintendent as Leader: (21) The Superintendent inspires in others the highest professional standards.
Key Element C. Contribute to district and state initiatives.	Area 1: General Responsibilities: (4) Provides educational leadership to the board, staff, students, and community.

	Area 1: General Responsibilities: (8) The Superintendent represents the district in its dealings with other school systems, conferences, legislative matters, legal matters, institutions, agencies, community organizations, and the public. Area 12: Superintendent as Leader: (26) The Superintendent maintains professional development by reading, course work, conference attendance, participation on professional committees, visiting other districts, and meeting other superintendents.
Key Element D. Evaluate the potential ethical, legal, and precedent-setting consequences of decision-making.	Area 11: Board Relations: (5) The Superintendent offers recommendations for board action on agenda items based upon thoughtful study and analysis, serving in an advisory capacity. Area 12: Superintendent as Leader: (15) The Superintendent considers implications and options before making recommendations and/or decisions. Area 12: Superintendent as Leader: (23) The Superintendent demonstrates the use of data and research to drive decisions and policies.

Standard 7 - Communication and Community Engagement	Area 1 - General Responsibilities Area 10 – Community Relations Area 12 – Superintendent as Leader
Key Element A. Advocate and effectively communicate with a range of stakeholders, from students and teachers to parents and members of the larger community, including media, to advance the organization's vision and mission.	Area 1: General Responsibilities: (9) The Superintendent maintains effective relationships with legislative representatives, department of education personnel, and other members of the educational community. Area 10: Community Relations: (1) The Superintendent maintains visibility in the community and informs and interprets school programs and activities to the community and news media. Area 10: Community Relations: (3) The Superintendent establishes and maintains a sound working relationship with the news media, utilizing any public service opportunities for the betterment of education within the school community.
Key Element B. Implement and maintain policies to establish	Area 10: Community Relations: (1) The Superintendent

working relationships with the community and media to garner support and build consensus for school and district goals.	maintains visibility in the community and informs and interprets school programs and activities to the community and news media. Area 10: Community Relations: (3) The Superintendent establishes and maintains a sound working relationship with the news media, utilizing any public service opportunities for the betterment of education within the school community.
Key Element C. Use community engagement efforts to identify and share successes and to address challenges for the benefit of students.	Area 10: Community Relations: (4) The Superintendent is knowledgeable of and sensitive to the various constituencies and demographics within the district.
Key Element D. Are easily approached, available, and inviting to students, staff, and community.	Area 12: Superintendent as Leader: (7) The Superintendent evidences a genuine sense of humor. Area 12: Superintendent as Leader: (8) The Superintendent reflects honesty and integrity through communications and relationships. Area 12: Superintendent as Leader: (19) The Superintendent is a

	person to be trusted.
	Area 12: Superintendent as Leader: (20) The Superintendent inspires loyalty and team effort.
	Area 12: Superintendent as Leader: (22) The Superintendent demonstrates emotional stability and poise in all situations.
Key Element E. Are intentional about considering improvement ideas from outside the school system.	Area 12: Superintendent as Leader: (2) The Superintendent listens well to opposing viewpoints.
	Area 12: Superintendent as Leader: (9) The Superintendent knows how and when to ask for help.
	Area 12: Superintendent as Leader: (25) The Superintendent demonstrates the ability to work fairly with all groups.