

Arizona's Professional Administrative Standards

Standard 1: The administrator facilitates the development, articulation, implementation, and management of an organization's mission

The performance assessment shall measure the extent to which the administrator:

1. Develops a mission statement for the organization
2. Promotes support for and fulfillment of the organization's mission
3. Provides purpose and direction for individuals and groups within the organization
4. Demonstrates a knowledge of educational issues and how they affect students, schools, and the community
5. Facilitates the development of strategic action plans and goals in cooperation with the community
6. Sets priorities in the context of community, student, faculty and staff needs
7. Serves as an articulate spokesperson for the welfare of all students in a diverse community
8. Describes the role of education in a democratic society within an historical context
9. Uses documentation of his or her performance to design and continually adapt a professional development plan
10. Develops, implements, and monitors changes to the organization's mission to improve student achievement

Standard 2: The administrator facilitates the success of all students by understanding, responding to, and influencing the social, cultural, and legal aspects of the community.

The performance assessment shall measure the extent to which the administrator:

1. Develops procedures for defining mutual expectations

2. Develops working relationships and strategies for formulating and implementing organizational policy and funding practices
3. Adjusts policy to state and federal requirements
4. Develops procedures to recognize potential civil and criminal liabilities
5. Develops procedures to provide equal educational opportunities in programs
6. Promotes the importance of understanding and appreciating the diversity in the community
7. Applies strategies addressing international issues that affect teaching and learning
8. Works effectively with policy makers

Standard 3: The administrator implements positive and proactive communication strategies for effective parent and community involvement to improve the learning environment for all students.

The performance assessment shall measure the extent to which the administrator:

1. Articulates organizational purpose and priorities to the community and news media
2. Requests and responds to community feedback
3. Demonstrates consensus building and conflict mediation
4. Formulates and implements plans for internal and external communications
5. Uses communications skills to strengthen community support
6. Develops support for organizational priorities
7. Responds appropriately to the electronic and printed news media

Standard 4: The administrator effectively manages services, programs, operations, and resources.

1. The performance assessment shall measure the extent to which the administrator:

1. Demonstrates a knowledge of and uses a variety of theories and models of organizations and of the principles of organizational development
2. Defines and uses effective processes for gathering, analyzing, and using data for decision making
3. Identifies, frames, and solves problems
4. Identifies priorities and formulates plans of action to meet internal and external expectations
5. Demonstrates project and time management skills
6. Establishes procedures to regulate activities and projects
7. Delegates at appropriate organizational levels
8. Secures, allocates and manages human and material resources
9. Utilizes staff evaluation and staff development systems to improve the performance of staff members
10. Applies adult motivation research to select appropriate models for supervision of the organization
11. Demonstrates understanding of employee benefits and alternative employee benefits packages
12. Identifies the potential legal issues affecting school personnel selection, development, supervision, retention, and dismissal
13. Demonstrates knowledge of student services and programs for which students may be categorically eligible
14. Evaluates and promotes improved organizational morale
15. Demonstrates knowledge of social agencies and services available in the community
16. Promotes a safe and effective learning environment
17. Applies to daily practice the ethical conduct of the profession

Standard 5: The administrator advocates and supports curricular and instructional programs which promote the success of students.

The performance assessment shall measure the extent to which the administrator:

1. Demonstrates knowledge of curriculum design
2. Develops a strategic plan that enhances teaching and learning
3. Plans curriculum which anticipates occupational trends and their educational implications
4. Demonstrates understanding of instructional objectives using theories of cognitive development
5. Demonstrates knowledge of alignment and sequence of curriculum which promotes student achievement
6. Demonstrates knowledge of valid and reliable performance indicators and testing procedures to measure student achievement
7. Demonstrates knowledge of assessment strategies to help students achieve at high levels
8. Utilizes current technologies which support management and instructional functions
9. Exhibits knowledge of an instructional management system that includes research findings on: learning, motivation, instructional strategies, instructional time, and resources to maximize student achievement
10. Demonstrates knowledge of research findings on the use of a variety of instructional strategies that include multicultural sensitivity and various learning styles
11. Implements programs to help students develop as caring and informed citizens
12. Describes and applies legal requirements affecting student supervision