

**School Building Leader Advanced Certificate**  
**Nine Essential Characteristics and Knowledge/Skills Checklist**  
*(To be Completed by Candidate's School Building Principal)*

**TO THE APPLICANT:** Please provide a stamped envelope to your principal with this form, addressed to:  
 Graduate Admissions, Plattsburgh State University, Kehoe 113, 101 Broad Street, Plattsburgh, NY 12901

Under the Family Educational Rights and Privacy Act of 1974, students are entitled to review their records, including recommendations. However, some admission committees may assign greater significance to those that will remain confidential. You may waive, or decline to waive, your right to review recommendations.

[ ] *I waive my right to review this recommendation.*    [ ] *I DO NOT waive my right to review this recommendation.*

**Applicant's Name (Print):** \_\_\_\_\_  
**Applicant's Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**TO THE SCHOOL BUILDING PRINCIPAL:**

**School Building Principal Name (Print):** \_\_\_\_\_  
**School District:** \_\_\_\_\_

Please use the tables below to rate the School Building Leader Program candidate:

Essential Characteristics	Candidate's Level of Performance		
	Low	Moderate	High
Leaders know and understand what it means and what it takes to be a leader;			
Leaders have a vision for schools that they constantly share and promote;			
Leaders communicate clearly and effectively;			
Leaders collaborate and cooperate with others;			
Leaders persevere and take the long view;			
Leaders support, develop and nurture staff;			
Leaders hold themselves and others responsible and accountable;			
Leaders never stop learning and honing their skills; and			
Leaders have the courage to take informed risks.			

Knowledge and Skills Necessary to Perform the Following Tasks	Candidate's Capacity for Performance		
	Low	Moderate	High
(i) Develop and implement an educational vision, or build and sustain an existing one, for assisting all students to meet State learning standards;			
(ii) Collaboratively identify goals and objectives for achieving the educational vision, seeking and valuing diverse perspectives and alternative points of view, and building understanding through direct and precise questioning;			
(iii) Communicate and work effectively with parents, staff, students, community leaders, and other community members from diverse backgrounds, providing clear, accurate written and spoken information that publicizes the school's goals, expectations, and performance results, and builds support for improving student achievement;			

Knowledge and Skills Necessary to Perform the Following Tasks— <i>continued</i>	Candidate's Capacity for Performance		
	Low	Moderate	High
(iv) Lead comprehensive, long-range planning, informed by multiple data sources, to determine the present state of the school, identify root causes of problems, propose solutions, and validate improvements with regard to all aspects of the school, including but not limited to:			
(a) curriculum development;			
(b) instructional strategies and the integration of technology;			
(c) classroom organization and practices;			
(d) assessment;			
(e) student support services, including the provision of services to students with disabilities;			
(f) professional support and development;			
(g) succession planning;			
(h) student, family, and community relations;			
(i) facilities development; and			
(j) planning with colleges for providing curricula and experiences for college students preparing to become educators that will enhance their learning and the learning of the school's students;			
(v) Effect any needed educational change through ethical decision-making based upon factual analysis, even in the face of opposition;			
(vi) Establish accountability systems for achieving educational goals and objectives;			
vii) Set a standard for ethical behavior by example, encouraging initiative, innovation, collaboration, mutual respect, and a strong work ethic;			
(viii) Develop staff capability for addressing student learning needs by effective supervision and evaluation of teachers, by effective staff assignments, support, and mentoring, and by providing staff with opportunities for continuous professional development;			
(ix) Create the conditions necessary to provide a safe, healthy, and supportive learning environment for all students and staff;			
(x) Establish a school budget and manage school finances and facilities to support achievement of educational goals and objectives;			
(xi) Apply statutes and regulations as required by law, and implement school policies in accordance with law; and			
(xii) Maintain a personal plan for self-improvement and continuous learning.			

School Building Principal Signature: \_\_\_\_\_ Date: \_\_\_\_\_