

B. Organizational Management by:			
Code	Explores	Implements	Designs, Evaluates, Improves
1.B.1	Exploring components of organizational systems	Demonstrating an understanding of organizational systems	Demonstrating ways to evaluate and enhance organizational systems
Q:	<i>What are the organizational systems in your program, school, district? What do you need to do in order to learn about organizational systems relevant to your work? Do the organizational systems work effectively for early childhood and family programs?</i>		
S-A or Goals			
1.B.2	Investigating processes for gathering, analyzing, managing, and using data.	Defining and using processes for gathering, analyzing, managing, and using data to plan and make decisions for program evaluation.	Evaluating and enhancing processes for gathering, analyzing, managing, and using data to plan and make decisions for program evaluation.
Q:	<i>What processes exist for collecting and utilizing data, in your programs and district-wide? Is the process defined and detailed? Does the process meet the needs of teachers, families, and stakeholders?</i>		
S-A or Goals			
1.B.3	Learning about ways of scheduling personal and organizational work, establishing procedures to regulate activities and projects, and ways to delegate.	Planning and scheduling personal and organizational work, establishing procedures to regulate activities and projects, and delegating to others.	Evaluating and enhancing the planning and scheduling of personal and organizational work, procedures to regulate activities and projects; and the process for delegating to others.
Q:	<i>What are your roles and responsibilities as an early childhood administrator? Do you have other roles? How do you schedule and organize your activities and projects? What is your process for delegating to others? How do you determine effectiveness, and how do you enhance the process?</i>		
S-A or Goals			
1.B.4	Investigating ways to analyze need and allocate personnel and material needs.	Demonstrating the ability to analyze need and allocate personnel and material resources.	Evaluating and enhancing the process for analyzing need and allocating personnel and material resources.
Q:	<i>How do you determine personnel needs and material needs? What is your process for allocating personnel and material resources? How do you determine if your process is efficient and effective? How do you make enhancements?</i>		
S-A or Goals			

1.B.5	Beginning to understand budgeting process, including how to determine funding amounts and district processes.	Developing and managing budgets and maintaining accurate fiscal records.	Evaluating and enhancing the ability and process for developing and managing budgets and maintaining accurate fiscal records
Q:	<i>What budget components are you responsible for? What is the district's budget process? How do you access relevant fiscal records or reports? How are fiscal records maintained? How do you develop and manage budgets? What is your process for evaluating and improving budgets?</i>		
S-A or Goals			
1.B.6	Beginning to understand the management of facilities.	Demonstrating an understanding of facilities development, planning, and management.	Demonstrating the ability to develop, plan, evaluate, and manage facilities.
Q:	<i>What is your role in managing facilities? Who is responsible for managing facilities? What are the roles involved in managing facilities? What are relevant district policies and procedures? How do you evaluate facilities? How do you develop, plan, and prepare facilities?</i>		
S-A or Goals			
1.B.7	Understanding that technology can be used as a management tool.	Understanding and using technology as a management tool	Evaluating and enhancing the use of technology as a management tool
Q:	<i>What technology does your district use as a tool for management? How well do these tools work for your programs? What technologies exist that would be beneficial to your programs? How would you implement new technologies?</i>		
S-A or Goals			

Professional Standards for Educational Leaders 2015

Standard 9. Operations and Management

Effective educational leaders manage school operations and resources to promote each student's academic success and well-being.

Effective leaders:

- a) Institute, manage, and monitor operations and administrative systems that promote the mission and vision of the school.
- b) Strategically manage staff resources, assigning and scheduling teachers and staff to roles and responsibilities that optimize their professional capacity to address each student's learning needs.
- c) Seek, acquire, and manage fiscal, physical, and other resources to support curriculum, instruction, and assessment; student learning community; professional capacity and community; and family and community engagement.
- d) Are responsible, ethical, and accountable stewards of the school's monetary and nonmonetary resources, engaging in effective budgeting and accounting practices.
- e) Protect teachers' and other staff members' work and learning from disruption.
- f) Employ technology to improve the quality and efficiency of operations and management.
- g) Develop and maintain data and communication systems to deliver actionable information for classroom and school improvement.

- h) Know, comply with, and help the school community understand local, state, and federal laws, rights, policies, and regulations so as to promote student success.
- i) Develop and manage relationships with feeder and connecting schools for enrollment management and curricular and instructional articulation.
- j) Develop and manage productive relationships with the central office and school board.
- k) Develop and administer systems for fair and equitable management of conflict among students, faculty and staff, leaders, families, and community.
- l) Manage governance processes and internal and external politics toward achieving the school's mission and vision.

Goals, Resources