Model	Description	Topic	Service area	Source	Website	Year
Characteristics of an effective school board	School boards should maintain characteristics of an effective school board and should perform an annual self-evaluation based on those characteristics.	effective school board	1. Divisional Administration	Center for Public Education	http://www.centerforpubliceducation.org	2014
Deming's Total Quality Management model	Maintain a continuous improvement plan. The Deming model offers 14 key principles for management to follow for significantly improving the effectiveness of a business or organization.	continuous improvement plan	2. Educational service delivery	W. Edwards Deming Institute	https://www.deming.org/theman/theories/fourteenpoints	2015
Synthesis of research regarding cooperative teaching	General education classrooms should be collaborative and inclusive.	cooperative teaching	2. Educational service delivery	University of Kansas	http://www.specialconnections.ku.edu/?q=collaboration/cooperative_teaching	~
The National Association for Gifted Children (NAGC) Programming Standards	Follow National Association for Gifted Children (NAGC) continuum of educational services, classroom resources, and options appropriate to supporting the differences and learning needs of gifted students.	gifted programming standards	2. Educational service delivery	National Association for Gifted Children	http://www.nagc.org.442elmp01.blackmesh.com/sites/default/files/standards/K-12%20programming%20standards.pdf	2010
Mass Customized Learning	Consider a long-term goal of personalized learning for all students.	personalized learning	2. Educational service delivery	Inevitable: Mass Customized Learning by Charles Schwahn and Beatrice McGarvey	http://tie.net/content/customizedLearning/inevitable.htm	2011

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Response to Intervention (RTI)	School divisions should operate consistent, cohesive division-wide Response to Intervention (RTI) processes that address all aspects of the special education program.	Response to Intervention (RTI)	2. Educational service delivery	National Center on Response to Intervention	http://www.RTI4success.org/sites/default/files/RTI_Framework_Integrity_Rubric_08-25-11.pdf	~
School administrator staffing standards	Compare the ratio of students to school administrators in the school division to peer divisions and to best practice staffing ratios to ensure that ratios are in line with effectively supporting schools.	school administrator staffing standards	2. Educational service delivery	AdvancED Educational Practices Reference Guide	https://www.santarosa.k12.fl.us/pdc/lms/files/AdvancED.pdf	2007
Strategies for Creating Effective School Leadership Teams	If school leadership teams (SLT) are used in the division, its needs should be defined and supported as integral to the on-going work at the school.	school leadership teams	2. Educational service delivery	The School of Education at the College of William and Mary	http://education.wm.edu/centers/ttac/documents/packets/strategiesforCreatingEffectiveSchoolLeadershipTeams.pdf	2014

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HR and organizational metrics	Use HR organizational metrics to benchmark the efficiency and effectiveness of HR. Evaluate the ratio of HR staff to employees to industry standards and to the ratio in peer divisions to determine if HR is adequately and efficiently supported in the division.	benchmarking HR effectiveness	3. Human resources	Society of Human Resource Management	http://www.shrm.org	2012
Teacher salary schedules	Implement a compensation strategy that rewards early career gains to teacher effectiveness and to provide financial rewards to retain teachers.	compensation strategy	3. Human resources	American Institutes for Research	www.educationsector.org	2009
Employee handbook	Maintain an effective employee handbook - see American Association of School Personnel Administrators (AASPA).	employee handbook	3. Human resources	American Association of School Personnel Administrators (AASPA)	http://aaspa.org/resources/aaspa-publications/	2012
HR management standards	Job descriptions should be updated regularly and should meet the Society for Human Resources Management (SHRM) recommendations for job description components.	job descriptions	3. Human resources	Society for Human Resources Management (SHRM)	http://www.shrm.org/hrstandards/pages/default.aspx	2012

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International School Business Management Professional Standards and Code of Ethics	Follow payroll standards to ensure that the volume of work does not exceed staffing standards.	payroll standards	3. Human resources	Association of School Business Officials, International (ASBO)	http://www.asbointl.org/asbo/media/documents/Resources/ASBO-Professional-Standards.pdf	2006
Staff development and student achievement	Maintain characteristics of effective professional development, as identified by the Council for School Performance.	professional development	3. Human resources	Council for School Performance	Staff development and student achievement: Making the connection in Georgia schools. Atlanta: School of Policy Studies, Georgia State University.	1998
Custodial costs	Follow industry benchmarks for custodial cost per square foot for public schools.	custodial cost per square foot	4. Facilities	International Facilities Management Association (IFMA)	http://www.ifma.org/	2007
Levels of cleanliness	Maintain a level three standard of cleaning or better.	custodial staff	4. Facilities	Association of Physical Plant Administrators (APPA)	http://appa.org/research/fpi/index.cfm	~
Energy management	Maintain a successful energy management program.	energy management	4. Facilities	Association of School Business Officials (ASBO)	http://nces.ed.gov/pubs2003/2003347.pdf	2003

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LEED certification	All new schools should be designed and built with Leadership in Energy and Environmental Design (LEED) certification as a goal.	energy management	4. Facilities	U.S. Green Building Council	http://www.usgbc.org/LEED	~
Maintenance department operational efficiency	Use maintenance performance measures to evaluate the efficiency of the maintenance department and to identify areas in need of improvement.	maintenance efficiency	4. Facilities	Managing for Results in America's Great City Schools, Council of Great City Schools; The 38th Annual Maintenance and Operations Costs, the American School and University (AS&U).	http://asumag.com/	~
Maintenance staff ratios	Maintain the number of maintenance staff at best practice levels.	maintenance staff	4. Facilities	Florida Center for Community Design and Research	http://www.fccdr.usf.edu	~
Management by walking around (MBWA)	When a manager/supervisor visits with employees face to face to get a sense of how things are going and listen to what they have to say to share ideas and build rapport.	management by walking around (MBWA)	4. Facilities	Fortune magazine	http://fortune.com/2012/08/23/management-by-walking-around-6-tips-to-make-it-work/	2012

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Bus utilization	Compare the division's ratio of buses per 100 students. In a nominal three-tier bell structure an industry benchmark range is 1.0-1.3, with lower results indicative of more efficient systems.	bus efficiency	6. Transportation	Fairfax School Review, pg. 95	http://www.doe.virginia.gov/school_finance/efficiency_reviews/fairfax.pdf	2013
Bus Replacement	Maintain a 15 year bus replacement plan and fund it in the budget.	bus replacement	6. Transportation	National Association of State Directors of Public Transportation Services	http://www.nasdpts.org/Documents/Paper-BusReplacement.pdf	2002
Cost Efficiency Rating	Compare the expenditures per student to the expenditures per student in division peers.	cost efficiency	6. Transportation	Fairfax School Review, pg. 95	http://www.doe.virginia.gov/school_finance/efficiency_reviews/fairfax.pdf	2013
Mechanic efficiency	Use industry standards of one mechanic for 25-30 buses.	mechanic efficiency	6. Transportation	Bedford School Review, pg. 190	http://www.doe.virginia.gov/school_finance/efficiency_reviews/bedford_co.pdf	2014
Essential technology conditions	School divisions should maintain International Society for Technology in Education's (ISTE) essential conditions in order for schools to effectively leverage technology for learning and ensure the success of students, teachers and administrators.	essential technology conditions	7. Technology	International Society for Technology in Education's (ISTE)	http://www.iste.org/	~
Information Technology Infrastructure Library (ITIL)	Use Information Technology Infrastructure Library (ITIL) frameworks and processes to deliver IT services to customers.	infrastructure frameworks	7. Technology	Association of Modern Technologies Professionals	http://www.itinfo.am/eng/information-technology-infrastructure-library-guide/	2015

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State initiatives	Take advantage of state initiatives such as the Virginia Department of Education (VDOE) "E-Learning Backpack" initiative that will provide a state share of funding for the deployment of individual student laptop/tablet computers for each high school student on a phased deployment schedule.	state education initiatives	7. Technology	Virginia Department of Education (VDOE)	http://www.doe.virginia.gov/support/technology/technology_initiatives/e-learning_backpack/index.shtml	2015
LoTI Framework for Assessing Teacher Technical Proficiency	Use LoTI Framework for Assessing Teacher Technical Proficiency.	teacher technical proficiency	7. Technology	International Society for Technology in Education's (ISTE)	http://www.iste.org/	~
Technology budgeting	Budget between four and six percent of the overall budget for technology.	technology budget	7. Technology	Gartner Group	http://www.gartner.com/technology/home.jsp	~
Technology staffing ratios	Use the International Society for Technology in Education (ISTE) benchmarking standards to determine the necessary technology staffing and maintain that level of staffing.	technology staffing	7. Technology	International Society for Technology in Education's (ISTE)	http://www.iste.org/	2008
Technology Standards for Students and Instructional Personnel (TSIP)	Teachers should meet or exceed VDOE Technology Standards for Students and Instructional Personnel (TSIP).	technology standards	7. Technology	Virginia Department of Education (VDOE)	http://www.doe.virginia.gov/support/technology/standards/	1998

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Food service budget	School labor and food expenditures should each be 40 percent of the food service budget. The remaining 20 percent of the budget is to be spent on administration, direct and indirect costs, and equipment.	food service budget	8. Food service	National Food Service Management Institute (NFSMI)	http://www.nfsmi.org/	~
Food service efficiency, meal participation	Use best practice strategies for increasing student participation rates for each school i.e. present a wide and varied assortment of fresh items to encourage participation in the school-provided meal program, surveying students, etc. Regularly assess student meal participation and ensure that participation levels meet or exceed industry standards.	meal participation	8. Food service	Pannell-Martin, School Foodservice Management	Pannell-Martin, School Foodservice Management	2000
Food service efficiency, MPLH	Use meal per labor hour (MPLH) best practice guidelines and the Virginia Department of Education School Nutrition Program (SNP) goals for cafeteria staffing to improve food service productivity.	meal per labor hour (MPLH)	8. Food service	Botetourt School Review, page 188	http://www.doe.virginia.gov/school_finance/efficiency_reviews/botetourt.pdf	2015