

## Education Leadership (ISLLC) Standards – Comparison of Old (2007) and New Standards (2015)

2007 Standards	2015 Standards
<p style="text-align: center;"><b>Standard 1: Vision and Mission</b></p> <p><i>An education leader promotes the success of every student by <b>facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders.</b></i></p> <p><b>Functions</b></p> <ul style="list-style-type: none"> <li>A. Collaboratively develop and implement a shared vision and mission</li> <li>B. Collect and use data to identify goals, assess organizational effectiveness, and promote organizational learning</li> <li>C. Create and implement plans to achieve goals</li> <li>D. Promote continuous and sustainable improvement</li> <li>E. Monitor and evaluate progress and revise plans</li> </ul>	<p style="text-align: center;"><b>Standard 1: Vision and Mission</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>ensuring the development, articulation, implementation, and stewardship of a child- centered vision of high quality schooling that is shared by all members of the school community.</b></p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Collaboratively develops, implements, and promotes a shared vision and mission for quality teaching and learning</li> <li>B. Collects and uses data to identify goals, assess organizational effectiveness, and promote organizational learning</li> <li>C. Creates and implements plans to achieve goals</li> <li>D. Promotes continuous and sustainable improvement</li> <li>E. Monitors and evaluates progress and revises plans</li> <li>F. Acts in ways that consistently reflect the school's/district's vision, mission, and values</li> </ul>
<p style="text-align: center;"><b>Standard 2: Instruction, Learning, Culture, Professional Learning</b></p> <p><i>An education leader promotes the success of every student by <b>advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.</b></i></p> <p><b>Functions</b></p> <ul style="list-style-type: none"> <li>A. Nurture and sustain a culture of collaboration, trust, learning, and high expectations</li> <li>B. Create a comprehensive, rigorous, and coherent curricular program</li> <li>C. Create a personalized and motivating learning environment for students</li> <li>D. Supervise instruction</li> <li>E. Develop assessment and accountability systems to monitor student progress</li> <li>F. Develop the instructional and leadership capacity of staff</li> <li>G. Maximize time spent on quality instruction</li> <li>H. Promote the use of the most effective and appropriate technologies to</li> </ul>	<p style="text-align: center;"><b>Standard 2: Instructional Capacity</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>enhancing instructional capacity</b></p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Recruits and hires instructionally effective teachers and other professional staff</li> <li>B. Develops individual and collective knowledge, skills, and dispositions of instructional staff</li> <li>C. Ensures on-going and differentiated professional learning based on knowledge of adult learning and development</li> <li>D. Supports staff with human, financial, and technological resources</li> <li>E. Employs research-anchored and valid systems of supervision and evaluation</li> <li>F. Protects teaching and learning from disruptive forces</li> <li>G. Provides motivational support to teachers and other professional staff</li> </ul>

support teaching and learning

I. Monitor and evaluate the impact of the instructional program

### **Standard 3: Instruction**

An educational leader promotes the academic success and personal well-being of every student by **promoting instruction that maximizes student learning.**

#### ***Functions:***

- A. Maintains a culture of high expectations and challenge
- B. Ensures that instruction is authentic and relevant to students' experiences and futures
- C. Ensures that instruction is anchored on best understandings of child development and effective pedagogy
- D. Ensures student strengths-based approaches to teaching and learning
- E. Ensures the use of effective differentiated pedagogy and student supports to reduce learning gaps
- F. Provides ongoing, salient, informative, and actionable feedback to teachers and other professional staff
- G. Ensures the use of pedagogy that treats students as individuals and promotes constructive sense of self
- H. Ensures the presence of culturally responsive pedagogy that affirms student identities
- I. Monitors instruction and instructional time
- J. Employs technology in the service of teaching and learning

### **Standard 4: Curriculum and Assessment**

An educational leader promotes the academic success and personal well-being of every student by **promoting robust and meaningful curricula and assessment programs.**

#### ***Functions:***

- A. Ensures academic rigorous and well-rounded curricular and assessment programs.
- B. Ensures cultural relevance in curricula and assessments
- C. Direct curricula and assessments to maximize opportunity for student learning
- D. Ensures authentic learning and assessment experiences
- E. Emphasizes assessment systems congruent with understandings of child development and technical standards of measurement

	<p>F. Ensures the use of learning experiences that enhance both enjoyment of and success in learning</p> <p>G. Uses assessment data in ways that are appropriate to their intended uses and within their technical limitations.</p> <p><b>Standard 6: Professional Culture for Teachers and Staff</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>promoting professionally-normed communities for teachers and other professional staff.</b></p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Develops and supports productive and trusting working relationships</li> <li>B. Nurtures a commitment to shared goals</li> <li>C. Provides for collaborative work</li> <li>D. Facilitates shared ownership</li> <li>E. Develops collaborative leadership skills</li> <li>F. Promotes a climate of collective efficacy</li> <li>G. Monitors and nurtures a culture of shared accountability for colleagues, for students, and for the school as a whole</li> </ul>
<p><b>Standard 3: Operations and Management</b></p> <p><i>An education leader promotes the success of every student by <b>ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.</b></i></p> <p><b>Functions</b></p> <ul style="list-style-type: none"> <li>A. Monitor and evaluate the management and operational systems</li> <li>B. Obtain, allocate, align, and efficiently utilize human, fiscal, and technological resources</li> <li>C. Promote and protect the welfare and safety of students and staff</li> <li>D. Develop the capacity for distributed leadership</li> <li>E. Ensure teacher and organizational time is focused to support quality instruction and student learning</li> </ul>	<p><b>Standard 8: Operations and Management</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>ensuring effective and efficient management of the school or district to promote student social and academic learning.</b></p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Develops and demonstrates well-honed interpersonal skills</li> <li>B. Manages student behavior with a focus on learning</li> <li>C. Ensures effective leadership throughout the school or district</li> <li>D. Crafts and connects management operations, policies, and resources to the vision and values of the school</li> <li>E. Monitors and evaluates all aspects of school or district operations for effect and impact</li> <li>F. Ensures the implementation of data systems that provide actionable information</li> </ul>

	<ul style="list-style-type: none"> <li>G. Uses technology at the school or district to improve operations</li> <li>H. Manages organizational politics with an eye on school or district values and mission</li> <li>I. Enables others to understand and support relevant laws and policies</li> <li>J. Acts as a steward of public funds</li> <li>K. Develops and manages relationships with feeder and connecting schools.</li> <li>L. Develops and manages relationships with the district office or the school board</li> <li>M. Acts entrepreneurially in the service of the school or district</li> <li>N. Manages enrollment under conditions of competition</li> </ul>
<p style="text-align: center;"><b>Standard 4: Engaging with Faculty and Community</b></p> <p><i>An education leader promotes the success of every student by <b>collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.</b></i></p> <p><b>Functions</b></p> <ul style="list-style-type: none"> <li>A. Collect and analyze data and information pertinent to the educational environment</li> <li>B. Promote understanding, appreciation, and use of the community’s diverse cultural, social, and intellectual resources</li> <li>C. Build and sustain positive relationships with families and caregivers</li> <li>D. Build and sustain productive relationships with community partners</li> </ul>	<p style="text-align: center;"><b>Standard 7: Communities of Engagement for Families</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>promoting communities of engagement for families and other stakeholders in the school’s community.</b></p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Promotes understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources</li> <li>B. Nurtures a sense of approachability and welcome and sustains positive relationships with families and caregivers</li> <li>C. Builds and sustains productive relationships with community partners in the government, non-profit, and private sectors</li> <li>D. Advocates for policies and resources for the community</li> <li>E. Is present in, understands, and engages with community needs, priorities, and resources</li> <li>F. Communicates regularly and openly with families and stakeholders in the wider community</li> <li>G. Develops partnerships with families to support student learning at home.</li> <li>H. Monitors engagement with families and community.</li> <li>I. Represents the school effectively to parents and the community to manage enrollments and secure support and resources</li> </ul>
<p style="text-align: center;"><b>Standard 5: Ethical Principles and Professional Norms</b></p> <p><i>An education leader promotes the success of every student by <b>acting with integrity, fairness, and in an ethical manner.</b></i></p>	<p style="text-align: center;"><b>Standard 9: Ethical Principles and Professional Norms</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>adhering to ethical principles and professional norms.</b></p>

<p><b>Functions</b></p> <ul style="list-style-type: none"> <li>A. Ensure a system of accountability for every student’s academic and social success</li> <li>B. Model principles of self-awareness, reflective practice, transparency, and ethical behavior</li> <li>C. Safeguard the values of democracy, equity, and diversity</li> <li>D. Consider and evaluate the potential moral and legal consequences of decision making</li> <li>E. Promote social justice and ensure that individual student needs inform all aspects of schooling</li> </ul>	<p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Nurtures the development of schools that place children at the heart of education</li> <li>B. Acts in an open and transparent manner</li> <li>C. Maintains a sense of self-awareness and attends to his or her own learning</li> <li>D. Works to create productive relationships with students, staff, parents, and members of the extended school community</li> <li>E. Maintains a sense of visibility and is approachable to all stakeholders</li> <li>F. Acts as a moral compass for the school or district</li> <li>G. Safeguards the values of democracy, individual liberty, equity, justice, community, and diversity</li> </ul>
<p style="text-align: center;"><b>Standard 6: Responding to the Education Context</b></p> <p><i>An education leader promotes the success of every student by <b>understanding, responding to, and influencing the political, social, economic, legal, and cultural context.</b></i></p> <p><b>Functions</b></p> <ul style="list-style-type: none"> <li>A. Advocate for children, families, and caregivers</li> <li>B. Act to influence local, district, state, and national decisions affecting student learning</li> <li>C. Assess, analyze, and anticipate emerging trends and initiatives in order to adapt leadership strategies</li> </ul>	<p style="text-align: center;"><b>Standard 10: Equity and Cultural Responsiveness</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>ensuring the development of an equitable and culturally responsive school.</b></p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Ensures equity of access to social capital and institutional support</li> <li>B. Fosters and monitors schools as affirming and inclusive places</li> <li>C. Advocates for children, families, and caregivers</li> <li>D. Attacks issues of student marginalization; deficit-based schooling; and limiting assumptions about gender, sexual orientation, race, class, disability, and special status</li> <li>E. Promotes the ability of students to participate in multiple cultural environments</li> <li>F. Promotes and monitors understanding, appreciation, and use of diverse cultural, linguistic, ecological, social, political, and intellectual resources</li> </ul>
	<p style="text-align: center;"><b>Standard 5: Community of Care for Students</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>promoting the development of an inclusive school climate characterized by supportive relationships and a personalized culture of care.</b></p>

	<p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Ensures the formation of a culture defined by trust</li> <li>B. Ensures that each student is known, accepted and valued, respected, and feels a sense of belonging.</li> <li>C. Ensures that students are enmeshed in a safe, secure, emotionally protective, and healthy environment</li> <li>D. Ensures that each student has adequate, relevant, and sustained academic and social support that supports expectations for academic success</li> <li>E. Ensures that each student is an active member of and takes responsibility for the school</li> <li>F. Provides student with academic and social experiences that are congruent with the cultures and languages of the community</li> </ul>
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	<p style="text-align: center;"><b>Standard 11: Continuous School Improvement</b></p> <p>An educational leader promotes the academic success and personal well-being of every student by <b>ensuring the development of a culture of continuous school improvement.</b></p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>A. Anticipates, assesses, analyzes, and discerns the value of emerging trends to shape school or district decision making</li> <li>B. Initiates and manages school and system-wide change</li> <li>C. Enables others to engage productively with improvement processes</li> <li>D. Navigates improvement efforts in the midst of ambiguity and competing demands and interests inside and outside the school and district</li> <li>E. Promotes a culture of evidence-based inquiry and continuous learning linked to processes of planning, decision making, and implementation of improvements</li> <li>F. Maintains a systems perspective and promotes alignment across all dimensions of the school or district</li> <li>G. Promotes a culture of collective direction, shared engagement, and mutual accountability consistent with vision, mission, and values</li> </ul>
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