Notes

Appendix J

Interstate School Leaders Licensure Consortium (ISLLC) Standards

Notes

Interstate School Leader Licensure Consortium (ISLLC) Standards

Standard 1

A school administrator is an educational leader who promotes the success of all students by **facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.**

Standard 2

A school administrator is an educational leader who promotes the success of all students by **advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.**

Standard 3

A school administrator is an educational leader who promotes the success of all students by **ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.**

Standard 4

A school administrator is an educational leader who promotes the success of all students by **collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

Standard 5

A school administrator is an educational leader who promotes the success of all students by **acting with integrity, fairness, and in an ethical manner.**

Standard 6

A school administrator is an educational leader who promotes the success of all students by **understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

ISLLC Standards and Innovation Configuration Crosswalk

IC Standard	ISLLC Standard
Learning Communities (principal)	
1.1: Prepares teachers for skillful collaboration.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
1.2: Creates an organizational structure that supports collegial learning.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
1.3: Understands & implements an incentive system that ensures collaborative work.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
1.4: Creates & maintains a learning community to support teacher & student learning.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
1.5: Participates with other administrators in one or more learning communities.	6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
Leadership: (principal)	
2.1: Promotes a school culture that supports ongoing team learning & improvement.	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
2.2: Creates a school culture that supports continuous improvement.	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
2.3: creates experiences for teachers to serve as instructional leaders within the school.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
2.4: Involves the faculty in planning & implementing high quality professional learning for the school.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
2.5: Models continuous improvement & professional learning.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.

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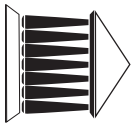
Leadership (continued)	
2.6: Articulates the intended results of school- based development.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.
2.7: Advocates for high-quality school-based professional learning.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
2.8: Participates in professional learning to become a more effective instructional leader.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
Resources: (Principal)	
3.1: Allocates resources to support job-embedded professional development in the school.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
3.2: Focuses resources on a small number of high-priority goals.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
3.3: Allocates resources to provide for continuous improvement of school staff.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.
3.4: Allocates resources so technology supports student learning.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.



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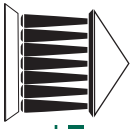
Data-Driven: (Principal)	
4.1: Analyzes with the faculty disaggregated student data to determine school improvement/ professional develop goals.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
4.2: Analyzes a variety of disaggregated data to identify school improvement/professional development goals.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
4.3: Engages teachers, parents, and community members in data-driven decision making.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.
4.4: Analyzes relevant staff data to design teacher professional development.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
4.5: Collects, uses, & disseminates data that monitor the accomplishment of school-wide goals.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
Evaluation: (Principal)	
5.1: Develops a comprehensive plan for conducting ongoing evaluation of staff development programs.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
5.2: Evaluates school-based staff development programs using a variety of data.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.



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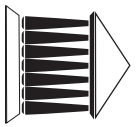
Evaluation (continued)	
5.3: Designs formative & summative evaluations of school-based professional development.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.
Research-based: (Principal)	
6.1: Reads & interprets educational research.	6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
6.2: Develops staff & community capacity to analyze research that supports school-wide instructional decisions.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
6.3: Uses educational research when adopting staff development/ school improvement approaches.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
6.4: Involves faculty & the community in analyzing research to make informed instructional decisions.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.
Design: (Principal)	
7.1: Ensures that staff development designs align with expected outcomes.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
7.2: Provides long-term, in-depth, sustained staff development efforts.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.



Notes

Design (continued)	
7.3: Establishes expectations for implementation of new classroom practices.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
7.4: Promotes technology as a staff development tool	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
Learning: (Principal)	
8.1: Applies knowledge about the change process when planning & implementing school- based professional learning.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
8.2: Ensures that school-based staff development develops teachers' deep understanding.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
8.3: Provides professional development experiences appropriate to career stages.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth.
8.4: Considers staff feelings & concerns when designing staff development experiences.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.
Collaboration: (Principal)	
9.1: Builds a school culture that is characterized by trust.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

Notes

Collaboration (continued)	
9.2: Builds a school culture that is characterized by collective responsibility for student learning.	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
9.3: Assists teachers in learning how to work successfully with colleagues.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
9.4: Models the use of effective collaboration skills when working with faculty.	5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
9.5: Assists team members in learning effective conflict management skills.	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
9.6: Uses effective conflict management skills with staff and colleagues.	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
9.7: Encourages & provides technology to support collegial interactions	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

Equity: (Principal)	
10.1: Communicates high expectations for self and for all teachers and students.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.
10.2: Works with staff to understand the impact of attitudes on instruction and to modify classroom practices.	3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
10.3: Establishes a school environment that is emotionally and physically safe for teachers and students.	5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.
10.4: Demonstrates respect and appreciation for students and families and for their cultural background.	2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
Quality Teaching: (Principal)	
11.1: Promotes educators deep understanding of content knowledge and the use of research-based instructional strategies as a high priority in the school.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
11.2: Promotes the use of a variety of classroom assessments as a high priority in the school.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

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Quality Teaching (continued)	
11.3: Creates work schedules that support professional learning & collaboration about quality teaching.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
11.4: Promotes a culture of innovation that continuously improves quality teaching.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 5. A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
Family Involvement: (Principal)	
12.1: Develops partnerships among teachers, families, and community stakeholders.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
12.2: Implements strategies to increase family involvement.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

Family Involvement (continued)	
12.3: Uses technology to increase family involvement.	1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. 2: A school administrator is an educational leader who promotes the success of all Students by advocating, nurturing, & sustaining a school culture & instructional program conducive to student learning & staff professional growth. 3. A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. 4. A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources. 6. A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

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