

**Educational Leadership Policy Standards: ISLLC 2008**  
**as adopted by the National Policy Board for Educational Administration**  
**(NPBEA)**  
**December 12, 2007**

**Standard 1:** *An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders*

**Functions:**

- A. Collaboratively develop and implement a shared vision and mission.  
<sup>1</sup>Empirical Ref#: 1, 2, 4, 6, 7, 9, 10, 11, 21, 23, 24, 25, 26, 32, 34, 35, 37, 39, 41, 44, 49, 50, 57, 59, 66, 67, 74, 77, 80, 81, 82, and 83. (32 reference)  
  
<sup>2</sup>Source (e.g. Craft) Ref#: 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. (23 references)
- B. Collect and use data to identify goals, assess organizational effectiveness, and promote organizational learning  
Empirical Ref#: 1, 2, 4, 6, 9, 23, 24, 32, 34, 35, 37, 44, 49, 50, 57, 59, 74, 80, 81, 82, and 83. (21 references)  
  
Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. (21 references)
- C. Create and implement plans to achieve goals  
Empirical Ref#: 1, 2, 4, 6, 9, 10, 23, 24, 32, 34, 35, 37, 44, 46, 49, 57, 59, 74, 78, 80, 81, 82, and 83. (23 references)  
  
Source (e.g. Craft) Ref#: 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. (23 references)
- D. Promote continuous and sustainable improvement  
Empirical Ref#: 1, 2, 4, 6, 9, 23, 24, 27, 32, 34, 35, 37, 44, 49, 57, 59, 74, 80, 81, 82, and 83. (21 references)  
  
Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. (21 references)
- E. Monitor and evaluate progress and revise plans  
Empirical Ref#: 1, 2, 4, 6, 9, 23, 24, 32, 34, 35, 37, 44, 49, 57, 59, 74, 80, 81, 82, and 83. (20 references)

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<sup>1</sup> EmpiricalRef# = Refers to *Empirical* research citation number found in “Master Template for Empirical Studies” document.

<sup>2</sup> Source (e.g., Craft) Ref#= Refers to *Source* (e.g., *Craft*) research citation number found in “Other Sources of Knowledge-Master” document.

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. (21 references)

**Standard 2:** *An education leader promotes the success of every student by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional growth.*

**Functions:**

**A. Nurture and sustain a culture of collaboration, trust, learning, and high expectations**

Empirical Ref#: 1, 2, 4, 6, 8, 9, 10, 28, 33, 34, 35, 37, 38, 39, 42, 43, 49, 52, 53, 54, 55, 56, 58, 59, 66, 67, 70, 76, 77, 80, 81, 82, and 83. (33 references)

Source (e.g. Craft) Ref#: 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 43, 44, 45, and 46. (33 references)

**B. Create a comprehensive, rigorous, and coherent curricular program**

Empirical Ref#: 1, 2, 4, 6, 7, 9, 10, 20, 33, 34, 35, 37, 46, 49, 52, 58, 59, 68, 72, 73, 78, 79, 80, 81, 82, and 83. (26 references)

Source (e.g. Craft) Ref#: 1, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 45, and 46. (30 references)

**C. Create a personalized and motivating learning environment for students**

Empirical Ref#: 1, 2, 4, 5, 6, 7, 9, 10, 13, 33, 34, 35, 37, 41, 45, 49, 50, 52, 59, 64, 69, 72, 76, 79, 80, 81, 82, and 83. (28 references)

Source (e.g. Craft) Ref#: 1, 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 45, and 46. (29 references)

**D. Supervise instruction**

Empirical Ref#: 1, 2, 3, 4, 5, 6, 7, 9, 10, 16, 17, 19, 33, 34, 35, 37, 46, 49, 50, 52, 54, 55, 56, 59, 76, 78, 80, 81, 82, and 83. (30 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 41, 42, 43, 45, and 46. (30 references)

**E. Develop assessment and accountability systems to monitor student progress.**

Empirical Ref#: 1, 2, 3, 4, 6, 7, 9, 10, 33, 34, 35, 37, 40, 41, 42, 49, 50, 51, 52, 54, 55, 56, 58, 59, 71, 76, 80, 81, 82, and 83. (30 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 45, and 46. (28 references)

**F. Develop the instructional and leadership capacity of staff**

Empirical Ref#: 1, 2, 4, 5, 6, 7, 9, 10, 14, 15, 33, 34, 35, 37, 40, 49, 51, 52, 53, 59, 80, 81, 82, and 83. (24 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 23, 24, 25, 27, 29, 30, 31, 34, 35, 36, 37, 38, 39, 40, 42, 45, and 46. (30 references)

**G. Maximize time spent on quality instruction**

Empirical Ref#: 1, 2, 4, 6, 9, 10, 33, 34, 35, 37, 49, 52, 59, 80, 81, 82, and 83. (17 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 45, and 46. (28 references)

**H. Promote the use of the most effective and appropriate technologies to support teaching and learning**

Empirical Ref#: 1, 2, 4, 6, 9, 10, 33, 34, 35, 37, 49, 52, 59, 80, 81, 82, and 83. (17 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 45, and 46. (28 references)

**I. Monitor and evaluate the impact of the instructional program**

Empirical Ref#: 1, 2, 4, 6, 9, 34, 35, 37, 49, 59, 80, 81, 82, and 83. (14 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 45, and 46. (28 references)

**Standard 3:** *An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.*

**Functions**

**A. Monitor and evaluate the management and operational systems**

Empirical Ref#: 1, 2, 4, 6, 8, 9, 12, 16, 17, 18, 19, 22, 34, 35, 37, 49, 59, 75, 80, 81, 82, and 83. (22 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. (17 references)

**B. Obtain, allocate, align, and efficiently utilize human, fiscal, and technological resources**

Empirical Ref#: 1, 2, 4, 6, 9, 12, 14, 18, 29, 34, 35, 37, 46, 48, 49, 59, 65, 78, 80, 81, 82, and 83. (22 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. (17 references)

**C. Promote and protect the welfare and safety of students and staff**

Empirical Ref#: 1, 2, 3, 4, 6, 9, 12, 34, 35, 37, 49, 59, 80, 81, 82, and 83. (16 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 34, 43, and 44. (20 references)

D. Develop the capacity for distributed leadership

Empirical Ref#: 1, 2, 4, 6, 9, 12, 34, 35, 37, 49, 59, 60, 61, 62, 63, 80, 81, 82, and 83. (19 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. (17 references)

E. Ensure teacher and organizational time is focused to support quality instruction and student learning

Empirical Ref#: 1, 2, 4, 6, 9, 12, 15, 34, 35, 37, 49, 59, 80, 81, 82, and 83. (16 references)

CraftKnowledgeRef#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 23, 24, 25, 27, 29, 30, 31, 34, and 35. (19 references)

**Standard 4:** *An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.*

**Functions**

A. Collect and analyze data and information pertinent to the educational environment

Empirical Ref#: 1, 2, 4, 6, 8, 9, 34, 35, 37, 47, 49, 59, 80, 81, 82, and 83. (16 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. (18 references)

B. Promote understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources

Empirical Ref#: 1, 2, 4, 6, 9, 34, 35, 37, 47, 49, 59, 80, 81, 82, and 83. (15 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 22, 24, 25, 27, 29, 30, 31, and 34. (20 references)

C. Build and sustain positive relationships with families and caregivers

Empirical Ref#: 1, 2, 4, 6, 9, 13, 34, 35, 37, 47, 49, 59, 69, 71, 80, 81, 82, and 83. (18 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. (19 references)

D. Build and sustain productive relationships with community partners

Empirical Ref#: 1, 2, 4, 6, 9, 34, 35, 37, 46, 47, 49, 59, 78, 80, 81, 82, and 83. (17 references)

Source (e.g. Craft) Ref#: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. (18 references)

**Standard 5:** *An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner.*

**Functions**

- A. Ensure a system of accountability for every student’s academic and social success  
Empirical Ref#: 1, 2, 4, 6, 9, 30, 34, 35, 36, 37, 49, 59, 80, 81, 82, and 83. (16 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 32, 36, 37, 38, 39, 40, and 42. (23 references)

- B. Model principles of self-awareness, reflective practice, transparency, and ethical behavior

Empirical Ref#: 1, 2, 4, 6, 9, 34, 35, 37, 40, 49, 59, 80, 81, 82, and 83. (15 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 36, 37, 38, 39, 40, and 42. (22 references)

- C. Safeguard the values of democracy, equity, and diversity

Empirical Ref#: 1, 2, 4, 6, 9, 34, 35, 37, 49, 59, 80, 81, 82, and 83. (14 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 21, 22, 24, 25, 27, 29, 30, 31, 36, 37, 38, 39, 40, and 42. (24 references)

- D. Consider and evaluate the potential moral and legal consequences of decision-making

Empirical Ref#: 1, 2, 4, 6, 9, 31, 34, 35, 37, 49, 59, 80, 81, 82, and 83. (15 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 32, 36, 37, 38, 39, 40, 42, 43, and 44. (25 references)

- E. Promote social justice and ensure that individual student needs inform all aspects of schooling

Empirical Ref#: 1, 2, 4, 6, 9, 31, 34, 35, 37, 38, 39, 40, 49, 59, 80, 81, 82, and 83. (18 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 22, 24, 25, 27, 29, 30, 31, 36, 37, 38, 39, 40, and 42. (24 references)

**Standard 6:** *An education leader promotes the success of every student by understanding, responding to, and influencing the political, social, economic, legal, and cultural context.*

**Functions**

- A. Advocate for children, families, and caregivers

Empirical Ref#: 1, 2, 4, 6, 9, 34, 35, 37, 49, 59, 74, 80, 81, 82, and 83. (15 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, and 31. (16 references)

**B. Act to influence local, district, state, and national decisions affecting student learning**

Empirical Ref#: 1, 2, 3, 4, 6, 8, 9, 34, 35, 37, 49, 59, 74, 77, 80, 81, 82, and 83. (18 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 20, 22, 24, 25, 27, 29, 30, and 31. (17 references)

**C. Assess, analyze, and anticipate emerging trends and initiatives in order to adapt leadership strategies**

Empirical Ref#: 1, 2, 3, 4, 6, 8, 9, 34, 35, 37, 49, 59, 74, 80, 81, 82, and 83. (17 references)

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 33, and 41. (18 references)