

# Professional Standards for Educational Leaders

National Policy Board for Educational Administration





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## Introduction

It's the end of another Thursday, and in schools around the country, educational leaders are shutting down their computers and heading home after another full-

The Standards are the result of an extensive process that took an in-depth look at the new education leadership landscape. It involved a thorough review of empirical research (see the Bibliography for a selection of supporting sources) and sought the input of researchers and more than 1,000 school and district leaders through surveys and focus groups to identify gaps among the 2008 Standards, the day-to-day work of education leaders, and leadership demands of the future. The National Association of Element0

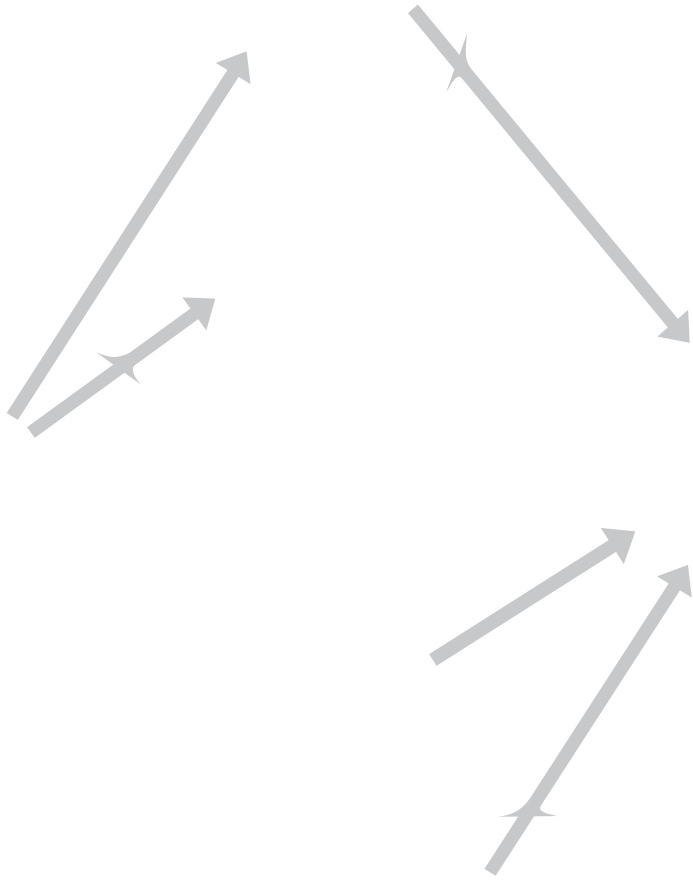
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development opportunities so that educational leaders can continually develop and refine their abilities to excel at their work.

As foundational principles of leadership, the Standards can also inform the work of central

## Organization of the Professional Standards for Educational Leaders

The Professional Standards for Educational Leaders are organized around the domains, qualities, and values of leadership work that research and practice indicate contribute to students' academic success and well-being. Each Standard features a title and a statement that succinctly defines the work of effective educational leaders in that particular realm. A series of elements follow, which elaborate the work that is necessary to meet the Standard. The number of elements for each Standard varies in order to describe salient dimensions of the work involved. It does not imply relative importance of a particular Standard.

# Professional Standards for Educational Leaders

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YLVLRQ DQG FRUH YDOXH RI KLJK TXDOLW\ HGXFDWLRQ D

Effective leaders:

(•HF WLYH HGXFDWLRQDO OHDGHUV DFW HWKLFDOO\ DQ

Effective leaders:

Act ethically and professionally in personal conduct, relationships with others, decision-making, stewardship of the school's resources, and all aspects of school leadership.

Act according to and promote the professional norms of integrity, fairness, transparency, trust, collaboration, perseverance, learning, and continuous improvement.

Place children at the center of education and accept responsibility for each student's academic success.











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Effective leaders:

Recruit, hire, support, develop, and retain effective and caring teachers and other professional staff and form them into an educationally effective faculty.

Plan for and manage

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WHDFKHUV DQG RWKHU SURIHVVLRQDO VWD• WR SURPRWH

Effective leaders:

Develop workplace conditions for teachers and other professional staff that promote effective professional development, practice, and student learning.

Empower and entrust teachers and staff with collective responsibility for meeting the academic, social, emotional, and physical needs of each student, pursuant to the mission, vision, and core values of the school.

Establish and sustain a professional culture of engagement and commitment to shared vision, goals, and objectives pertaining to the education of the whole child; high expectations for professional work; ethical and equitable practice; trust and open communication; collaboration, collective efficacy, and continuous individual and organizational learning and improvement.


Promote mutual accountability among teachers and other professional staff for each student's success and the effectiveness of the school as a whole.

Develop and support open, productive, caring, and trusting working relationships among leaders, faculty, and staff to promote professional capacity and the improvement of practice.

Design and implement job-embedded and other opportunities for professional learning collaboratively with faculty and staff.

Provide opportunities for collaborative examination of practice, collegial feedback, and collective learning.

Encourage faculty-initiated improvement of programs and practices.



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PHDQLQJIXO UHFLSURFDO DQG PXWXDOO\ EHQH4FLDO

Effective leaders:



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Effective leaders:

Institute, manage, and monitor operations and administrative systems that promote the mission and vision of the school.

Strategically manage staff resources, assigning and scheduling teachers and staff to roles



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## List of Contributors

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## Professional Standards for Educational Leaders 2015

6.7.1.5.1 (a) – 6.7.1.5.1 (c) – 6.7.1.5.1 (d) – 6.7.1.5.1 (e)

Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.

6.7.1.5.2 (a) – 6.7.1.5.2 (b) – 6.7.1.5.2 (c) – 6.7.1.5.2 (d)

Effective educational leaders act ethically and according to professional norms to promote each student's academic success and well-being.

6.7.1.5.3 (a) – 6.7.1.5.3 (b) – 6.7.1.5.3 (c) – 6.7.1.5.3 (d)

Effective educational leaders strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.

6.7.1.5.4 (a) – 6.7.1.5.4 (b) – 6.7.1.5.4 (c) – 6.7.1.5.4 (d) – 6.7.1.5.4 (e)

Effective educational leaders develop and support intellectually rigorous and coherent systems of curriculum, instruction, and assessment to promote each student's academic success and well-being.

6.7.1.5.5 (a) – 6.7.1.5.5 (b) – 6.7.1.5.5 (c) – 6.7.1.5.5 (d) – 6.7.1.5.5 (e)

Effective educational leaders cultivate an inclusive, caring, and supportive school community that promotes the academic success and well-being of each student.

6.7.1.5.6 (a) – 6.7.1.5.6 (b) – 6.7.1.5.6 (c) – 6.7.1.5.6 (d) – 6.7.1.5.6 (e)

Effective educational leaders develop the professional capacity and practice of school personnel to promote each student's academic success and well-being.

6.7.1.5.7 (a) – 6.7.1.5.7 (b) – 6.7.1.5.7 (c) – 6.7.1.5.7 (d) – 6.7.1.5.7 (e)

Effective educational leaders foster a professional community of teachers and other professional staff to promote each student's academic success and well-being.

6.7.1.5.8 (a) – 6.7.1.5.8 (b) – 6.7.1.5.8 (c) – 6.7.1.5.8 (d) – 6.7.1.5.8 (e)

Effective educational leaders engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student's academic success and well-being.

6.7.1.5.9 (a) – 6.7.1.5.9 (b) – 6.7.1.5.9 (c) – 6.7.1.5.9 (d) – 6.7.1.5.9 (e)

Effective educational leaders manage school operations and resources to promote each

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