Department of Education

# School Leadership Competencies

| Core Competency | Elements of Competency |
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| **Personal Leadership**<br>Fosters a culture of excellence through personal leadership | • Believes all students can achieve at high levels. Articulates a clear vision and goals for high student achievement.<br>• Holds self and others accountable for student learning.<br>• Strategically aligns leadership behaviors with stated values and goals to drive required change. Develops strategic plans with effective solutions. Adapts appropriately to situation, audience, and needs.<br>• Influences others to achieve results. Builds strong relationships based on mutual respect, trust, and empathy.<br>• Communicates clearly and appropriately for the audience and message.<br>• Demonstrates self-awareness and a commitment to ongoing learning. Welcomes and acts on performance feedback.<br>• Demonstrates emotional fortitude and perseveres in the face of obstacles. |
| **Data**<br>Uses data to set high learning goals and increase student achievement | • Demonstrates ability to understand and analyze data from multiple sources.<br>• Uses data to identify student learning trends, set goals, monitor and modify instruction, and increase student achievement.<br>• Develops school culture and practices that rely on data to inform adult learning, professional development, and decision-making. |
| **Curriculum and Instruction**<br>Leverages deep knowledge of curriculum, instruction and assessment to improve student learning | • Develops, implements, and evaluates rigorous curricula to accelerate learning for all students.<br>• Supports teachers in using effective instructional strategies to meet students' diverse learning needs.<br>• Regularly assesses student learning and ensures the provision of specific, timely feedback to teachers and students.<br>• Aligns standards, curricula, instructional strategies, and assessment tools. |
| **Staff and Community**<br>Develops staff, appropriately shares leadership, and builds strong school communities | • Recruits and selects effective teachers.<br>• Improves classroom teaching by setting clear expectations and observing, coaching, and evaluating teachers and staff.<br>• Supports the development of all teachers. Stimulates and retains high performers, mentors early career teachers, challenges low performers to improve, and dismisses poor performers who do not improve.<br>• Builds strong teams, develops leadership capacity among staff, and shares responsibilities appropriately.<br>• Establishes systems that promote learning, collaboration, and communication throughout the school.<br>• Listens effectively to families, students, and the school community. Proactively engages the school community around the school's learning goals. |
| **Resources and Operations**<br>Manages resources and operations to improve student learning | • Develops and implements systems and processes to ensure effective operations that support student learning.<br>• Manages time in relation to student learning priorities. Brings projects to completion.<br>• Allocates and manages budgets and resources effectively in support of learning goals.<br>• Aligns youth development and support services around academic goals. |