

## SCHOOL LEADERSHIP COMPETENCIES

Core Competency	Elements of Competency
<p><b>Personal Leadership</b> Fosters a culture of excellence through personal leadership</p>	<ul style="list-style-type: none"> <li>• Believes all students can achieve at high levels. Articulates a clear vision and goals for high student achievement.</li> <li>• Holds self and others accountable for student learning.</li> <li>• 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.</li> <li>• Influences others to achieve results. Builds strong relationships based on mutual respect, trust, and empathy.</li> <li>• Communicates clearly and appropriately for the audience and message.</li> <li>• Demonstrates self-awareness and a commitment to ongoing learning. Welcomes and acts on performance feedback.</li> <li>• Demonstrates emotional fortitude and perseveres in the face of obstacles.</li> </ul>
<p><b>Data</b> Uses data to set high learning goals and increase student achievement</p>	<ul style="list-style-type: none"> <li>• Demonstrates ability to understand and analyze data from multiple sources.</li> <li>• Uses data to identify student learning trends, set goals, monitor and modify instruction, and increase student achievement.</li> <li>• Develops school culture and practices that rely on data to inform adult learning, professional development, and decision-making.</li> </ul>
<p><b>Curriculum and Instruction</b> Leverages deep knowledge of curriculum, instruction and assessment to improve student learning</p>	<ul style="list-style-type: none"> <li>• Develops, implements, and evaluates rigorous curricula to accelerate learning for all students.</li> <li>• Supports teachers in using effective instructional strategies to meet students' diverse learning needs.</li> <li>• Regularly assesses student learning and ensures the provision of specific, timely feedback to teachers and students.</li> <li>• Aligns standards, curricula, instructional strategies, and assessment tools.</li> </ul>
<p><b>Staff and Community</b> Develops staff, appropriately shares leadership, and builds strong school communities</p>	<ul style="list-style-type: none"> <li>• Recruits and selects effective teachers.</li> <li>• Improves classroom teaching by setting clear expectations and observing, coaching, and evaluating teachers and staff.</li> <li>• 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.</li> <li>• Builds strong teams, develops leadership capacity among staff, and shares responsibilities appropriately.</li> <li>• Establishes systems that promote learning, collaboration, and communication throughout the school.</li> <li>• Listens effectively to families, students, and the school community. Proactively engages the school community around the school's learning goals.</li> </ul>
<p><b>Resources and Operations</b> Manages resources and operations to improve student learning</p>	<ul style="list-style-type: none"> <li>• Develops and implements systems and processes to ensure effective operations that support student learning.</li> <li>• Manages time in relation to student learning priorities. Brings projects to completion.</li> <li>• Allocates and manages budgets and resources effectively in support of learning goals.</li> <li>• Aligns youth development and support services around academic goals.</li> </ul>