

**Revised ISLLC Standards and Domain Listings**  
**NPBEA Standards Revision Steering Committee**  
**8/10/07**

**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 the community.*

A. Develop and embed a shared vision and mission.

<sup>1</sup>Empirical Ref#: 1, 2, 4, 6, 7, 9, 10, 11, 21, 23, 24, 25, 26, 32, 39, 41,44, 49, 50, 57, 66, 67, 74, 77, 80, 81, 82, 83.

<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, 47

B. Use data to identify goals, assess organizational effectiveness, and promote organizational learning

Empirical Ref#: 1, 2, 4, 6, 9, 23, 24, 32, 44, 49, 50, 57, 74, 80, 81, 82, 83.

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

C. Create plans to achieve goals

Empirical Ref#: 1, 2, 4, 6, 9, 10, 23, 24, 32, 44, 46, 49, 57, 74, 78, 80, 81, 82, 83.

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, 47.

D. Implement plans to achieve goals

Empirical Ref#:1, 2, 4, 6, 9, 23, 24, 27, 32, 44, 49, 57, 74, 80, 81, 82, 83.

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, 47.

E. Monitor and evaluate progress and revise plans

Empirical Ref#: 1, 2, 4, 6, 9, 23, 24, 32, 44, 49, 57, 74, 80, 81, 82, 83.

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, 47.

F. Promote continuous and sustainable improvement

Empirical Ref#: 1, 2, 4, 6, 9, 23, 24, 32, 44, 49, 57, 74, 80, 81, 82, 83.

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

<sup>2</sup> Source (e.g., Craft) Ref#= Refers to research citation numbers found in “Other Sources of Knowledge” 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, 47.

**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.*

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

Empirical Ref#: 1, 2, 4, 6, 8, 9, 28, 33, 38, 39, 42, 43, 49, 52, 53, 54, 55, 56, 58, 66, 67, 70, 76, 77, 80, 81, 82, 83.

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.

B. Create a rigorous and aligned curricular program.

Empirical Ref#: 1, 2, 4, 6, 7, 9, 20, 33, 46, 49, 52, 58, 68, 72, 73, 78, 79, 80, 81, 82, 83.

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.

C. Create a personalized and motivating learning environment for students

Empirical Ref#: 1, 2, 4, 5, 6, 7, 9, 13, 33, 41, 45, 49, 50, 52, 64, 72, 76, 79, 80, 81, 82, 83.

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.

D. Supervise and evaluate instruction.

Empirical Ref#: 1, 2, 3, 4, 6, 7, 9, 16, 17, 19, 33, 46, 49, 50, 52, 54, 55, 56, 76, 78, 80, 81, 82, 83.

Source (e.g. Craft) Ref#: 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.

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

Empirical Ref#: 1, 2, 3, 4, 6, 7, 9, 33, 40, 41, 42, 49, 50, 51, 52, 54, 55, 56, 58, 71, 76, 80, 81, 82, 83.

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.

F. Develop the instructional capacity of staff

Empirical Ref#: 1, 2, 4, 5, 6, 7, 9, 14, 15, 33, 40, 49, 51, 53, 80, 81, 82, 83.

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, 38, 39, 40, 42, 45.

G. Maximize time spent on quality instruction

Empirical Ref#: 1, 2, 4, 6, 9, 33, 49, 81, 82, 83.

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.

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

Empirical Ref#: 1, 2, 4, 6, 9, 33, 49, 80, 81, 82, 83.

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.

**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.*

- A. Manage, monitor, and evaluate operational systems

Empirical Ref#: 1, 2, 4, 6, 8, 9, 12, 16, 17, 18, 19, 22, 49, 75, 80, 81, 82, 83.

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

- B. Obtain, allocate, and align human, fiscal, and technological resources

Empirical Ref#: 1, 2, 4, 6, 9, 12, 14, 18, 29, 46, 48, 49, 65, 78, 80, 81, 82, 83.

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

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

Empirical Ref#: 1, 2, 3, 4, 6, 9, 12, 49, 80, 81, 82, 83.

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

- D. Develop leadership capacity in the school community and promote productive patterns of leadership distribution

Empirical Ref#: 1, 2, 4, 6, 9, 12, 49, 60, 62, 63, 80, 81, 82, 83.

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

- E. Protect teacher and organizational time and focus to support quality instruction

Empirical Ref#: 1, 2, 4, 6, 9, 12, 15, 49, 80, 81, 82, 83.

Source (e.g., Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 23, 24, 25, 27, 29, 30, 31, 34, 35.

**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.*

A. Analyze the educational environment

Empirical Ref#: 1, 2, 4, 6, 8, 9, 47, 49, 80, 81, 82, 83.

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

B. Promote among staff, students, families, and other key constituencies an understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources.

Empirical Ref#: 1, 2, 4, 6, 9, 47, 49, 80, 81, 82, 83.

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

C. Build and sustain positive connections to families

Empirical Ref#: 1, 2, 4, 6, 9, 13, 47, 49, 69, 71, 80, 81, 82, 83.

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

D. Build and sustain productive connections to community partners

Empirical Ref#: 1, 2, 4, 6, 9, 46, 47, 78, 80, 81, 82, 83.

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

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

A. Ensure accountability for every student's academic and social success

Empirical Ref#: 1, 2, 4, 6, 9, 30, 36, 49, 80, 81, 82, 83.

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

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

Empirical Ref#: 1, 2, 4, 6, 9, 40, 49, 80, 81, 82, 83.

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

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

Empirical Ref#: 1, 2, 4, 6, 9, 49, 80, 81, 82, 83.

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

D. Evaluate moral consequences of decision-making

Empirical Ref#: 1, 2, 4, 6, 9, 31, 49, 80, 81, 82, 83.

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

- E. Ensure that social justice and individual student learning inform all aspects of schooling

Empirical Ref#: 1, 2, 4, 6, 9, 38, 39, 40, 49, 80, 81, 82, 83.

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

**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.*

- A. Advocate for children and families

Empirical Ref#: 1, 2, 4, 6, 9, 49, 74, 80, 81, 82, 83.

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

- B. Influence local, district, state, and national decisions affecting student learning

Empirical Ref#: 1, 2, 3, 4, 6, 9, 49, 74, 77, 80, 81, 82, 83.

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

- C. Anticipate and influence trends, initiatives, and pressures from outside the organization

Empirical Ref#: 1, 2, 3, 4, 6, 8, 9, 49, 74, 80, 81, 82, 83.

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

- D. Assess and analyze emerging trends in order to adapt leadership strategies and priorities in a democratic society

Empirical Ref#: 1, 2, 4, 6, 8, 9, 49, 74, 80, 81, 82, 83.

Source (e.g. Craft) Ref#: 5, 6, 7, 8, 9, 10, 12, 13, 17, 20, 24, 25, 27, 29, 30, 31, 33, 41.