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## MEMORANDUM

**TO:** Members, Utah State Board of Education

**FROM:** Diana Suddreth  
Director, Teaching & Learning

**DATE:** September 8 - 9, 2016

**INFORMATION:** Utah Educational Leadership Standards

### **Background:**

The Utah Effective Leadership Standards were established in 2011 for the purpose of providing a resource for Utah's educational leaders to analyze and prioritize expectations of roles for effective school leadership. New research has been released in response to the changing realities of public education concerning supporting students and teachers through effective leadership. A study group recently completed an analysis of our current standards and their alignment to current research.

### **Board Strategic Plan:**

This item supports the following imperative(s) and strategies in the Board's Strategic Plan:

- Imperatives      Quality Learning and System Values
- Strategies      Accountability and Oversight

### **Anticipated Action:**

It is proposed that the Standards and Assessment Committee review the recommendations from the Leadership Standards Study Group and consider directing staff to begin the process of updating the current Utah Educational Leadership Standards.

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# Utah Educational Leadership Standards



Prepared by the  
Utah State Board of Education

September 8 - 9, 2016

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# Why do Educational Leaders Need New Standards Now?

The Utah Educational Leadership Standards were created and adopted in October, 2011. They were based on empirical research that was current at that time. But the world in which schools operate today is very different from the one of just a few years ago. New knowledge from research and practice shows that educational leaders exert influence on student achievement by creating challenging but also caring and supportive conditions conducive to each student's learning.

*"The 2016 Utah Educational Leadership Standards Study Group recommends updating and revising the Utah Educational Leadership Standards using current research regarding best practices in educational leadership."*



## Favorable Implications

- Emphasize student-centric leadership
- Balance rigor and relationships
- Anticipate change
- Promote equity and cultural responsiveness
- Focus on instructional leadership
- Attention to capacity development and personal growth
- Administrate with moral purpose
- Reflect evidence and experience of practitioners
- Advances 21st Century Education for Utah's students

## Unfavorable Implications

- 'Change' fatigue
- Revision of current standards
- Update observation tool
- Requires professional learning

# Professional Standards for Educational Leaders 2015 (Previously the ISLLC standards)

The following is a summary of the 2015 Professional Standards for Educational Leaders, formerly known as the ISLLC Standards. The National Policy Board for Education Administration approved the refreshed standards on October 22, 2015. The full standards will be published in November.

## Standard 1. Mission, Vision, and Core Values

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.

## Standard 2. Ethics and Professional Norms

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

## Standard 3. Equity and Cultural Responsiveness

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

## Standard 4. Curriculum, Instruction, and Assessment

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.

## Standard 5. Community of Care and Support for Students

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

## Standard 6. Professional Capacity of School Personnel

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

## Standard 7. Professional Community for Teachers and Staff

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

## Standard 8. Meaningful Engagement of Families and Community

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.

## Standard 9. Operations and Management

Effective educational leaders manage school operations and resources to promote *each* student's academic success and well-being.

## Standard 10. School Improvement

Effective educational leaders act as agents of continuous improvement to promote *each* student's academic success and well-being.



# Utah Educational Leadership Standards and Performance Expectations

| <b>1</b><br><b><i>Visionary Leadership</i></b>  | <b>2</b><br><b><i>Teaching &amp; Learning</i></b>  | <b>3</b><br><b><i>Management for Learning</i></b>   | <b>4</b><br><b><i>Community Collaboration</i></b>   | <b>5</b><br><b><i>Ethical Leadership</i></b>  | <b>6</b><br><b><i>System Leadership</i></b>  |
|---|--|---|---|---|--|
| <p>A. Educational leaders establish high and measurable expectations for all students and educators.</p> <p>B. Educational leaders facilitate a process of creating a shared vision, mission, and goals.</p> <p>C. Educational leaders sustain strong organizational commitment to vision, mission and goals aimed at continuous improvement.</p> | <p>A. Educational leaders ensure strong professional cultures that support teaching and learning.</p> <p>B. Educational leaders require all educators to know and use Utah Core Curriculum, and current Utah Effective Teaching Standards.</p> <p>C. Educational leaders implement appropriate systems of assessment and accountability.</p> | <p>A. Educational leaders distribute responsibilities and supervise ongoing management structures and practices to enhance teaching and learning.</p> <p>B. Educational leaders strategically allocate and align human, fiscal, technological, and physical resources.</p> <p>C. Educational leaders protect the well-being and safety of students and staff.</p> | <p>A. Educational leaders collaborate with families and diverse community stakeholders to extend programs, services, and outreach.</p> <p>B. Educational leaders respond and contribute to community interests and needs.</p> <p>C. Educational leaders maximize shared school and community resources to provide essential services for students and families.</p> | <p>A. Educational leaders demonstrate appropriate, ethical, and legal behavior expected by the profession.</p> <p>B. Educational leaders examine personal assumptions, values, beliefs, cultural competencies, and practices in service of a shared vision, mission, and goals for student learning.</p> <p>C. Educational leaders perform the work required for high levels of personal effective leadership performance, including acquiring new capacities needed to fulfill responsibilities.</p> | <p>A. Educational leaders demonstrate active participation in the school's local community.</p> <p>B. Educational leaders contribute to the larger arena of educational policymaking.</p> <p>C. Educational leaders increase the effectiveness of the school community's efforts to improve education.</p> |