Educational Leadership Policy Standards: ISLLC 2008
Citation References by Standard Function

> **KEY:** The empirical reference numbers found below refer to the empirical research citation numbers that may be accessed in the *ISLLC 2008 Empirical Research Database* document. The source (e.g., Craft) reference numbers found below refer to the source (e.g., Craft) research citation numbers that may be accessed in the *ISLLC 2008 Other Sources of Knowledge Research Database* document.

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 all stakeholders.*

Functions:

A. Collaboratively develop and implement a shared vision and mission

Empirical Reference #: 1, 2, 4, 6, 7, 9, 10, 11, 21, 23, 24, 25, 26, 32, 34, 35, 37, 39, 41, 44, 49, 50, 57, 59, 66, 67, 74, 77, 80, 81, 82, and 83. *(32 references)*

Source (e.g. Craft) Reference #: 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. *(23 references)*

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

Empirical Reference #: 1, 2, 4, 6, 9, 23, 24, 32, 34, 35, 37, 44, 49, 50, 57, 59, 74, 80, 81, 82, and 83. *(21 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. *(21 references)*

C. Create and implement plans to achieve goals

Empirical Reference #: 1, 2, 4, 6, 9, 10, 23, 24, 32, 34, 35, 37, 44, 46, 49, 57, 59, 74, 78, 80, 81, 82, and 83. *(23 references)*

Source (e.g. Craft) Reference #: 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. *(23 references)*

D. Promote continuous and sustainable improvement

Empirical Reference #: 1, 2, 4, 6, 9, 23, 24, 27, 32, 34, 35, 37, 44, 49, 57, 59, 74, 80, 81, 82, and 83. *(21 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. *(21 references)*

E. Monitor and evaluate progress and revise plans

Empirical Reference #: 1, 2, 4, 6, 9, 23, 24, 32, 34, 35, 37, 44, 49, 57, 59, 74, 80, 81, 82, and 83. *(20 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 22, 24, 25, 26, 27, 28, 29, 30, 31, and 47. *(21 references)*

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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.*

Functions:

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

Empirical Reference #: 1, 2, 4, 6, 8, 9, 10, 28, 33, 34, 35, 37, 38, 39, 42, 43, 49, 52, 53, 54, 55, 56, 58, 59, 66, 67, 70, 76, 77, 80, 81, 82, and 83. *(33 references)*

Source (e.g. Craft) Reference #: 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, and 46. *(33 references)*

B. Create a comprehensive, rigorous, and coherent curricular program

Empirical Reference #: 1, 2, 4, 6, 7, 9, 10, 20, 33, 34, 35, 37, 46, 49, 52, 58, 59, 68, 72, 73, 78, 79, 80, 81, 82, and 83. *(26 references)*

Source (e.g. Craft) Reference #: 1, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 17, 19, 20, 22, 24, 25, 27, 29, 30, 31, 34, 36, 37, 38, 39, 40, 42, 45, and 46. *(30 references)*

C. Create a personalized and motivating learning environment for students

Empirical Reference #: 1, 2, 4, 5, 6, 7, 9, 10, 13, 33, 34, 35, 37, 41, 45, 49, 50, 52, 59, 64, 69, 72, 76, 79, 80, 81, 82, and 83. *(28 references)*

Source (e.g. Craft) Reference #: 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, and 46. *(29 references)*

D. Supervise instruction

Empirical Reference #: 1, 2, 3, 4, 5, 6, 7, 9, 10, 16, 17, 19, 33, 34, 35, 37, 46, 49, 50, 52, 54, 55, 56, 59, 76, 78, 80, 81, 82, and 83. *(30 references)*

Source (e.g. Craft) Reference #: 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, 41, 42, 43, 45, and 46. *(30 references)*

E. Develop assessment and accountability systems to monitor student progress

Empirical Reference #: 1, 2, 3, 4, 6, 7, 9, 10, 33, 34, 35, 37, 40, 41, 42, 49, 50, 51, 52, 54, 55, 56, 58, 59, 71, 76, 80, 81, 82, and 83. *(30 references)*

Source (e.g. Craft) Reference #: 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, and 46. *(28 references)*

F. Develop the instructional and leadership capacity of staff

Empirical Reference #: 1, 2, 4, 5, 6, 7, 9, 10, 14, 15, 33, 34, 35, 37, 40, 49, 51, 52, 53, 59, 80, 81, 82, and 83. *(24 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 19, 20, 22, 23, 24, 25, 27, 29, 30, 31, 34, 35, 36, 37, 38, 39, 40, 42, 45, and 46. *(30 references)*

Standard 2 (continued): *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.*

G. Maximize time spent on quality instruction

Empirical Reference #: 1, 2, 4, 6, 9, 10, 33, 34, 35, 37, 49, 52, 59, 80, 81, 82, and 83. *(17 references)*

Source (e.g. Craft) Reference #: 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, and 46. *(28 references)*

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

Empirical Reference #: 1, 2, 4, 6, 9, 10, 33, 34, 35, 37, 49, 52, 59, 80, 81, 82, and 83. *(17 references)*

Source (e.g. Craft) Reference #: 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, and 46. *(28 references)*

I. Monitor and evaluate the impact of the instructional program

Empirical Reference #: 1, 2, 4, 6, 9, 34, 35, 37, 49, 59, 80, 81, 82, and 83. *(14 references)*

Source (e.g. Craft) Reference #: 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, and 46. *(28 references)*

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.*

Functions

A. Monitor and evaluate the management and operational systems

Empirical Reference #: 1, 2, 4, 6, 8, 9, 12, 16, 17, 18, 19, 22, 34, 35, 37, 49, 59, 75, 80, 81, 82, and 83. *(22 references)*

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

B. Obtain, allocate, align, and efficiently utilize human, fiscal, and technological resources

Empirical Reference #: 1, 2, 4, 6, 9, 12, 14, 18, 29, 34, 35, 37, 46, 48, 49, 59, 65, 78, 80, 81, 82, and 83. *(22 references)*

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

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

Empirical Reference #: 1, 2, 3, 4, 6, 9, 12, 34, 35, 37, 49, 59, 80, 81, 82, and 83. *(16 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 34, 43, and 44. *(20 references)*

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Standard 3 (continued): *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.*

D. Develop the capacity for distributed leadership

Empirical Reference #: 1, 2, 4, 6, 9, 12, 34, 35, 37, 49, 59, 60, 61, 62, 63, 80, 81, 82, and 83. *(19 references)*

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

E. Ensure teacher and organizational time is focused to support quality instruction and student learning

Empirical Reference #: 1, 2, 4, 6, 9, 12, 15, 34, 35, 37, 49, 59, 80, 81, 82, and 83. *(16 references)*

Source (e.g., Craft) Reference #: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 23, 24, 25, 27, 29, 30, 31, 34, and 35. *(19 references)*

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.*

Functions

A. Collect and analyze data and information pertinent to the educational environment

Empirical Reference #:1, 2, 4, 6, 8, 9, 34, 35, 37, 47, 49, 59, 80, 81, 82, and 83. *(16 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. *(18 references)*

B. Promote understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources

Empirical Reference #: 1, 2, 4, 6, 9, 34, 35, 37, 47, 49, 59, 80, 81, 82, and 83. *(15 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 22, 24, 25, 27, 29, 30, 31, and 34. *(20 references)*

C. Build and sustain positive relationships with families and caregivers

Empirical Reference #: 1, 2, 4, 6, 9, 13, 34, 35, 37, 47, 49, 59, 69, 71, 80, 81, 82, and 83. *(18 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. *(19 references)*

Standard 4 (continued): *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.*

D. Build and sustain productive relationships with community partners

Empirical Reference #: 1, 2, 4, 6, 9, 34, 35, 37, 46, 47, 49, 59, 78, 80, 81, 82, and 83. *(17 references)*

Source (e.g. Craft) Reference #: 4, 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, and 34. *(18 references)*

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

Functions

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

Empirical Reference #: 1, 2, 4, 6, 9, 30, 34, 35, 36, 37, 49, 59, 80, 81, 82, and 83. *(16 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 32, 36, 37, 38, 39, 40, and 42. *(23 references)*

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

Empirical Reference #: 1, 2, 4, 6, 9, 34, 35, 37, 40, 49, 59, 80, 81, 82, and 83. *(15 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 36, 37, 38, 39, 40, and 42. *(22 references)*

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

Empirical Reference #: 1, 2, 4, 6, 9, 34, 35, 37, 49, 59, 80, 81, 82, and 83. *(14 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 21, 22, 24, 25, 27, 29, 30, 31, 36, 37, 38, 39, 40, and 42. *(24 references)*

D. Consider and evaluate the potential moral and legal consequences of decision-making

Empirical Reference #: 1, 2, 4, 6, 9, 31, 34, 35, 37, 49, 59, 80, 81, 82, and 83. *(15 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 32, 36, 37, 38, 39, 40, 42, 43, and 44. *(25 references)*

E. Promote social justice and ensure that individual student needs inform all aspects of schooling

Empirical Reference #: 1, 2, 4, 6, 9, 31, 34, 35, 37, 38, 39, 40, 49, 59, 80, 81, 82, and 83. *(18 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 22, 24, 25, 27, 29, 30, 31, 36, 37, 38, 39, 40, and 42. *(24 references)*

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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.*

Functions

A. Advocate for children, families, and caregivers

Empirical Reference #:1, 2, 4, 6, 9, 34, 35, 37, 49, 59, 74, 80, 81, 82, and 83. *(15 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, and 31. *(16 references)*

B. Act to influence local, district, state, and national decisions affecting student learning

Empirical Reference #: 1, 2, 3, 4, 6, 8, 9, 34, 35, 37, 49, 59, 74, 77, 80, 81, 82, and 83. *(18 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 12, 13, 17, 20, 22, 24, 25, 27, 29, 30, and 31. *(17 references)*

C. Assess, analyze, and anticipate emerging trends and initiatives in order to adapt leadership strategies

Empirical Reference #: 1, 2, 3, 4, 6, 8, 9, 34, 35, 37, 49, 59, 74, 80, 81, 82, and 83. *(17 references)*

Source (e.g. Craft) Reference #: 5, 6, 7, 8, 9, 10, 12, 13, 17, 22, 24, 25, 27, 29, 30, 31, 33, and 41. *(18 references)*