COMPETENCIES AND SKILLS REQUIRED FOR CERTIFICATION IN EDUCATIONAL LEADERSHIP IN FLORIDA, Fourth Edition 2012

Florida Department of Education
http://www.fldoe.org/asp/fele/default.asp

Subtest #1:
Leadership for Student Learning

Subtest #1: Leadership for Student Learning

1   **Knowledge of effective facilitation of positive achievement results aligned with student learning goals and state accountability measures**

    1.   Analyze and determine appropriate school learning goals using State Board of Education adopted educational standards and district adopted curriculum.

    2.   Identify and analyze areas of greatest need for improvement based on state accountability measures.

    3.   Evaluate student learning results based on student performance and growth on assessments.

    4.   Identify methods of providing meaningful feedback to improve instructional planning and delivery.

2   **Knowledge of effective prioritization of student learning through leadership actions that build and support a learning organization focused on student success and continuous improvement**

    1.   Identify and select appropriate strategies that assure faculty and staff will work as a learning organization focused on continuous improvement of student learning.

    2.   Analyze and determine appropriate strategies that enhance a school's climate and support student engagement in learning.

    3.   Evaluate and apply effective strategies that create high expectations for student learning gains.

    4.   Identify and discriminate among effective strategies that engage faculty and staff in order to improve academic performance and close achievement gaps among student subgroups.

3   **Knowledge of effective development and implementation of an instructional framework that aligns school curriculum with state standards, effective instructional strategies, student learning needs, and assessments**

    1.   Identify appropriate evaluation and monitoring strategies that assure the Florida Educator Accomplished Practices are implemented through effective instruction.

    2.   Analyze and assess teaching practices based on observation and monitored outcomes in order to improve a teacher's instructional planning and performance.

    3.   Evaluate and select rigorous and culturally relevant instructional methods for implementing State Board of Education adopted educational standards and district adopted curricula.

4. Identify effective and appropriate implementation of formative and interim assessments aligned with State Board of Education adopted educational standards and district adopted curricula.

4   Knowledge of effective structuring and monitoring of a school environment that improves learning for all student populations

1. Identify appropriate strategies for maintaining a respectful and inclusive student-centered learning environment that seeks to provide equitable opportunities for all students.

2. Select effective strategies that create a school culture focused on building a foundation for life in a diverse democratic society and global economy.

3. Analyze and select practices that value diversity as an asset in the development and implementation of procedures and practices that motivate all students and improve student learning.

4. Identify effective and recurring monitoring and feedback processes that support continuous student learning growth and school improvement.

5. Identify appropriate and effective professional learning opportunities and strategies that engage faculty in recognizing and understanding diversity and developmental issues in order to close achievement gaps.

Subtest #2:
Organizational Development

Subtest #2: Organizational Development

1   **Knowledge of effective recruitment and induction practices to develop a high-performing, diverse faculty and staff**

     1.   Analyze and assess processes and methods of recruiting and employing a diverse faculty with the instructional proficiencies needed for the school population being served.

     2.   Identify and analyze strategies to induct new faculty members into a school's culture.

2   **Knowledge of effective practices for the development and retention of high-performing, diverse faculty and staff**

     1.   Identify and evaluate professional learning that focuses on student performance as it relates to a school's goals and objectives.

     2.   Identify appropriate allocations of resources necessary to engage faculty in ongoing, effective individual and collaborative professional learning.

     3.   Determine appropriate processes and methods for evaluating, monitoring, and providing timely feedback to faculty regarding the effectiveness of their instruction.

     4.   Identify and evaluate instructional effectiveness of faculty utilizing classroom observations and student assessment outcomes.

     5.   Determine appropriate strategies for professional learning that prepare faculty to create and deliver rigorous, differentiated, and culturally relevant instruction.

     6.   Identify and select appropriate strategies for communicating and providing corrective feedback to faculty in situations where remediation, disciplinary, or personnel actions are applicable.

3   **Knowledge of effective practices that cultivate, support, and develop leaders within the organization**

     1.   Identify appropriate methods of developing potential and emerging leaders.

     2.   Identify and evaluate strategies for delegating tasks.

     3.   Differentiate among strategies for succession management in key positions.

     4.   Identify and assess teacher-leadership functions focused on improving instructional effectiveness and student learning.

4 **Knowledge of personal and professional behavior consistent with quality practices in education and community leadership**

1. Identify appropriate behavior as outlined in the Code of Ethics of the Education Profession in Florida and the Principles of Professional Conduct for the Education Profession in Florida, pursuant to Rules 6B-1.001 and 6B-1.006, F.A.C.

2. Identify examples of resilient behaviors that maintain focus on the school vision and react constructively to barriers.

3. Determine and evaluate appropriate professional learning opportunities that enhance leadership practices and align with school needs.

4. Identify processes that create and support sustainable and collaborative relationships.

Subtest #3:
Systems Leadership

Subtest #3: Systems Leadership

1   **Knowledge of effective decision-making processes that are based on research, best practices, and leadership theory to support the mission, vision, and improvement priorities of schools**

     1.   Analyze and prioritize decisions and actions that minimize the impact of negative situations on the quality of student learning and teacher performance.

     2.   Analyze and evaluate decisions for effectiveness (e.g., intended and actual outcomes, equity, implementation of follow-up actions, revisions).

     3.   Identify effective strategies that empower others through the distribution of leadership roles when appropriate.

     4.   Select appropriate steps in a change process that effectively facilitate implementation of new policies or procedures.

2   **Knowledge of effective organizational theory, research, and management practices related to school operations that maximize a safe and effective learning environment**

     1.   Analyze and evaluate strategies for organizing time, tasks, technologies, and projects effectively with clear goals, objectives, and plans.

     2.   Identify appropriate roles, responsibilities, and practices that assure effective discipline and promote a safe learning environment.

     3.   Identify and evaluate appropriate actions that assure the health, safety, and welfare of all persons on campus.

     4.   Assess and analyze effective strategies for managing schedules and delegating responsibilities in order to promote collegial efforts in school improvement and faculty development.

3   **Knowledge of effective utilization of resources and fiscal management practices that maximize a safe and effective learning environment**

     1.   Identify and assess methods of maximizing the use of federal, state, and local fiscal resources (e.g., school budget, grant funding) for instructional priorities.

     2.   Identify appropriate procedures to manage school fiscal resources (e.g. fundraisers, extracurricular, athletics) and property consistent with state guidelines and accounting practices.

     3.   Identify the foundational concepts for the formula factors used in computing the Florida Education Finance Program allocations.

4. Identify funding sources available to a school beyond Florida Education Finance Program allocations.

4   Knowledge of school legal practices and applications that assure a safe and effective learning environment

1. Determine whether appropriate educational and/or physical accommodations were made or provided, under state and/or federal guidelines, for students by school and district staff.

2. Identify state and/or federal guidelines and procedures for maintaining a safe learning environment for the well being of all students.

3. Identify legal requirements that ensure compliance with federal and state law as related to the constitutional and statutory rights of students, staff, and parents.

5   Knowledge of effective communication practices that accomplish school and system-wide goals by building and maintaining collaborative relationships with stakeholders

1. Analyze data and communicate, in writing, appropriate information to stakeholders.

2. Analyze data and communicate, in writing, strategies for creating opportunities within a school that engage stakeholders.

3. Analyze data and communicate, in writing, strategies that increase motivation and improve morale while promoting collegial efforts.