

Titles—Standards:

- 1) Instructional Leadership and Accountability**
- 2) Systems Leadership**
- 3) Decision Making**
- 4) Communication and Collaboration**
- 5) Human Resource Development**
- 6) Professional and Personal Ethical Behaviors**
- 7) Diversity**

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Guiding Principles

1. The effective leader collaboratively develops, communicates, and implements a comprehensive vision that is shared and supported by all stakeholders.
2. The effective leader cultivates a central educational mission that is democratic, creative, and focused on maximizing learning for students and staff in all areas: academic, personal, social, and emotional.
3. The effective leader establishes a culture of achievement for all students and staff to raise the achievement levels for all students while striving to eliminate the achievement gap.

Instructional Leadership and Accountability

The effective leader prioritizes teaching and learning as the primary focus of the organization.

The effective leader:

- Works collaboratively to develop and implement an instructional framework that aligns curriculum with state standards, best instructional practices, student learning and assessments.
- Systematically observes, evaluates and provides constructive feedback and support to optimize teacher performance and student learning.
- Actively engages all participants in the continuous improvement process.
- Models and promotes the use of assessments and other data to align and improve a rigorous and culturally relevant curriculum.
- Builds capacity of school professionals to employ culturally relevant strategies that promote student learning and staff performance.
- Monitors the implementation of high quality, differentiated instruction to improve student learning.
- Utilizes technology for data analysis and accountability to increase student learning.
- Utilizes Rule 6A-5.065 F.A.C., the Educator Accomplished Practices (FEAPs) to promote a common language and to establish high expectations for the quality of instruction and professional responsibility.

Systems Leadership

The effective leader draws upon the diversity, interdependence and interconnectivity of all systems within the organization to maximize student learning and create a safe, inclusive and equitable learning environment.

The effective leader:

- Identifies and prioritizes system needs and employs effective project, resource, fiscal, and time management techniques to best meet those needs.
- Utilizes change management processes to optimize efficiency throughout the educational community.
- Implements appropriate crisis management strategies to reach desired outcomes.

Decision Making

The effective leader develops and applies a successful, transparent and collaborative system for decision making.

The effective leader:

- Places top priority on teaching and learning.
- Seeks to anticipate and prevent problems.
- Solicits and considers input from stakeholders.
- Ensures that decisions are based on relevant, accurate and timely information leading to fair and equitable outcomes.
- Identifies and implements timely and effective problem resolution measures.

- Communicates, explains, and reflects on decisions, intended outcomes, actual outcomes, and follow-up actions.
- Utilizes technology to improve the efficiency of the decision making process.

Communication and Collaboration

The effective leader utilizes appropriate oral, written, and electronic communication and collaboration skills to build and maintain relationships and accomplish system goals.

The effective leader:

- Engages in effective communication between and among students, staff, district, families and community partners.
- Actively listens and analyzes input and feedback in a collaborative decision-making process.
- Utilizes appropriate technologies for communication and collaboration.

Human Resource Development

The effective leader recruits, hires, develops, and retains high performing, diverse personnel.

The effective leader:

- Participates in the development of professional growth plans based on observation, collaborative reflection and student learning data.
- Actively identifies and cultivates emerging leaders.
- Develops, promotes and actively participates in job-embedded differentiated professional development including the use of technology to nurture a high performing team (§1012.98 F.S., School Community

Professional Development Act).

- Identifies staff in need of improvement, develops appropriate intervention strategies and provides support to improve performance.

Professional and Personal Ethical Behaviors

The effective leader demonstrates and promotes integrity, fairness, equity and social justice through modeling emotional intelligence, cultural competence, and legal compliance by adhering to the Code of Ethics and the Principles of Professional Conduct of the Education Profession of Florida, pursuant to Rules 6B-1.001 and 6B-1.006, F.A.C., to fulfill the expected obligations to the students, the public and the education profession.

Diversity

The effective leader recognizes and values differences among staff and students and creates a school environment that maintains high expectations for every student and that capitalizes upon diversity to improve student learning.

The effective leader:

- Creates school structures that promote positive learning experiences for students and staff from diverse backgrounds.
- Advocates for equity and social justice.
- Models and promotes cultural competence.
- Implements practices and policies that employ diversity as a learning tool for all students.
- Empowers all students to succeed by promoting and maintaining a multicultural school environment that is nurturing, validating and inclusive.