

Alignment of ISLLC Standards for School Leaders
with
Ten Traits of Highly Effective Principals

Standard One: Promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

Standard Two: Promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

Standard Three: Promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

Standard Four: Promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

Standard Five: Promotes the success of all students by acting with integrity, fairness, and in an ethical manner.

Standard Six: Promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

Communicator: The highly effective principal is a communicator—a genuine and open human being with the capacity to listen, empathize, interact, and connect with individual students, parents, and teachers in productive, helping, and healing ways, as well as the ability to teach, present, and motivate people in larger group settings (**Standards One, Two, and Four**).

Educator: The highly effective principal is learning-centered—a self-directed instructional leader with a strong intellect and personal depth of knowledge regarding research-based curriculum, instruction, and learning that motivates and facilitates the intellectual growth and development of self, students, teachers, and parents (**Standard Two**).

Envisioner: The highly effective principal is an envisioner—an individual who is motivated by a sense of calling and purpose, focused on a vision of what schools can be, and guided by a mission that has the best interests of all students at its core (**Standard One**).

Facilitator: The highly effective principal is people-centered—a leader with outstanding human relations skills that include the abilities to build individual relationships with parents, teachers, and students; collaborative teams with teachers and parents; and a school-wide community of leaders (**Standards One and Four**).

Change Master: The highly effective principal is a change-master—a flexible, futuristic, and realistic leader who is able to both motivate and manage change in an organized, positive, and enduring fashion (**Standard Six**).

Culture Builder: The highly effective principal is a culture builder—an individual who communicates (talks) and models (walks) a strong and viable vision based on achievement, expectations, character, personal responsibility, and accountability (**Standards Two and Five**).

Activator: The highly effective principal is an activator—an individual with gumption (e.g., drive, motivation, enthusiasm, energy, spunk, and humor) enough to spare and share with staff, parents, and students. Note: The word *promote* has as one of its definitions: to help bring about. To bring about the success of all students through mobilizing facilitating forces and neutralizing restraining forces requires enthusiasm, energy, and drive (**Standards One through Six**).

Producer: The highly effective principal is a producer—a results-oriented individual with a strong sense of accountability to taxpayers, parents, students, and teachers who translates high expectations into intellectual development and academic achievement for all students (**Standards One through Six**).

Character-BUILDER: The highly effective principal is a character-builder—a role model whose values, beliefs, and ideals are marked by trustworthiness, integrity, authenticity, respect, generosity and humility (**Standard Five**).

Contributor: The highly effective principal is a contributor—a servant-leader, encourager, and enabler whose utmost priority is making a contribution to the success of others (**Standards One through Six**).