Professional Standards for Educational Leaders 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.		
PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Develop an educational mission for the school to promote the academic success and well-being of each student.	• Building a Culture of Collaboration • Building a Culture of Coaching	• Professional Learning Communities
B. In collaboration with members of the school and the community and using relevant data, develop and promote a vision for the school on the successful learning and development of each child and on instructional and organizational practices that promote such success.	• Building a Culture of Collaboration • Building a Culture of Coaching • Building a Data-rich Culture • TEAM Standard A: Instructional Leadership for Continuous Improvement	• Planning and Assessing for Learning • Professional Learning Communities • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education
C. Articulate, advocate, and cultivate core values that define the school's culture and stress the imperative of child-centered education; high expectations and student support; equity, inclusiveness, and social justice; openness, caring, and trust; and continuous improvement.	• Building a Culture of Collaboration • TEAM Standard B: Culture for Teaching and Learning	• Planning and Assessing for Learning • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education
D. Strategically develop, implement, and evaluate actions to achieve the vision for the school.	• Building a Culture of Collaboration • Building a Data-rich Culture • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities
E. Review the school's mission and vision and adjust them to changing expectations and opportunities for the school, and changing needs and situations of students.	• Building a Culture of Collaboration • Building a Data-rich Culture • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities

F. Develop shared understanding of and commitment to mission, vision, and core values within the school and the community.	• Building a Culture of Collaboration • Building a Culture of Coaching	• Professional Learning Communities
E. Model and pursue the school's mission, vision, and core values in all aspects of leadership.	• Building Effective Leaders	

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.		
PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Act ethically and professionally in personal conduct, relationships with others, decision-making, stewardship of the school's resources, and all aspects of school leadership.	• TEAM Standard D: Resource Management	
B. Act according to and promote the professional norms of integrity, fairness, transparency, trust, collaboration, perseverance, learning, and continuous improvement.	• Building a Culture of Collaboration • Building a Culture of Coaching	• Professional Learning Communities
C. Place children at the center of education and accept responsibility for each student's academic success and well-being.	• Building a Culture of Collaboration • Building a Culture of Coaching • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and Learning	• Planning and Assessing for Learning • Pedagogical Shifts to Instructional Strategies • Engaging Students • Personalized Learning through Differentiated Instruction • Professional Learning Communities • The Learning Environment • The Role of Technology in Education
D. Safeguard and promote the values of democracy, individual freedom and responsibility, equity, social justice, community, and diversity.		• The Learning Environment

E. Lead with interpersonal and communication skill, social-emotional insight, and understanding of all students' and staff members' backgrounds and cultures.	• Building Effective Leaders	
F. Provide moral direction for the school and promote ethical and professional behavior among faculty and staff.		
G. Provides emotional support to staff teachers and other professional staff	• Building a Culture of Collaboration	

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.

PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Ensure that each student is treated fairly, respectfully, and with an understanding of each student's culture and context	• TEAM Standard B: Culture for Teaching and Learning	• Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment
B. Recognize, respect, and employ each student's strengths, diversity, and culture as assets for teaching and learning.	• TEAM Standard B: Culture for Teaching and Learning	• Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment
C. Ensure that each student has equitable access to effective teachers, learning opportunities, academic and social support, and other resources necessary for success.	• TEAM Standard C: Professional Learning and Growth	
D. Develop student policies and address student misconduct in a positive, fair, and unbiased manner		• The Learning Environment
E. Confront and alter institutional biases of student marginalization, deficit-based schooling, and low expectations associated with race, class, culture and language, gender and sexual orientation, and disability or special status.	• Building a Culture of Collaboration	• Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment

F. Promote the preparation of students to live productively in and contribute to the diverse cultural contexts of a global society		
G. Act with cultural competence and responsiveness in their interactions, decision making, and practice.		
H. Address matters of equity and cultural responsiveness in all aspects of leadership.		

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.

PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Implement coherent systems of curriculum, instruction, and assessment that promote the mission, vision, and core values of the school, embody high expectations for student learning, align with academic standards, and are culturally responsive.	• Building a Culture of Collaboration • Building a Culture of Coaching • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and Learning	• Pedagogical Shifts to Instructional Strategies • Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education
B. Align and focus systems of curriculum, instruction, and assessment within and across grade levels to promote student academic success, love of learning, the identities and habits of learners, and healthy sense of self.	• Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement	• Pedagogical Shifts to Instructional Strategies • Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education

C. Promote instructional practice that is consistent with knowledge of child learning and development, effective pedagogy, and the needs of each student.	• TEAM Standard B: Culture for Teaching and Learning	• Pedagogical Shifts to Instructional Strategies • Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education
D. Ensure instructional practice that is intellectually challenging, authentic to student experiences, recognizes student strengths, and is differentiated and personalized.	• Building a Culture of Collaboration • Building a Culture of Coaching	• Pedagogical Shifts to Instructional Strategies • Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education
E. Promote the effective use of technology in the service of teaching and learning.		• Engaging Students • The Role of Technology in Education
F. Employ valid assessments that are consistent with knowledge of child learning and development and technical standards of measurement.		• Planning and Assessing for Learning • Engaging Students
G. Use assessment data appropriately and within technical limitations to monitor student progress and improve instruction.	• Building a Data-rich Culture • TEAM Standard A: Instructional Leadership for Continuous Improvement	• Professional Learning Communities

Standard 5: Community of Care for 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.		
PSEL Descriptors Effective Leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Build and maintain a safe, caring, and healthy school environment that meets the academic, social, emotional, and physical needs of each student.	• Building a Culture of Collaboration • Building a Culture of Coaching • TEAM Standard B: Culture for Teaching and Learning	• Engaging Students • Personalized Learning Through Differentiated Instruction • Professional Learning Communities • The Learning Environment
B. Create and sustain a school environment in which each student is known, accepted and valued, trusted and respected, cared for, and encouraged to be an active and responsible member of the school community.		• Engaging Students • Personalized Learning through Differentiated Instruction
C. Provide coherent systems of academic and social supports, services, extracurricular activities, and accommodations to meet the range of learning needs of each student.		• Engaging Students • Personalized Learning through Differentiated Instruction
D. Promote adult-student, student-peer, and school-community relationships that value and support academic learning and positive social and emotional development.	• Building a Culture of Collaboration • Building a Culture of Coaching TEAM Standard B: Culture for Teaching and Learning	• Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment
E. Cultivate and reinforce student engagement in school and positive student conduct.	• TEAM Standard B: Culture for Teaching and Learning	• Engaging Students

F. Infuse the school's learning environment with the cultures and languages of the school's community.	• TEAM Standard B: Culture for Teaching and Learning	• The Learning Environment

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.		
PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Recruit, hire, support, develop, and retain effective and caring teachers and other professional staff and form them into an educationally effective faculty.	• TEAM Standard C: Professional Learning and Growth	
B. Plan for and manage staff turnover and succession, providing opportunities for effective induction and mentoring of new personnel.	• TEAM Standard C: Professional Learning and Growth	
C. Develop teachers' and staff members' professional knowledge, skills, and practice through differentiated opportunities for learning and growth, guided by understanding of professional and adult learning and development.	• Building a Culture of Collaboration • Building a Culture of Coaching • Building a Data-rich Culture • TEAM Standard C: Professional Learning and Growth	• Introduction to the TN Academic Standards • Planning and Assessing for Learning • Pedagogical Shifts to Instructional Strategies • Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education
D. Foster continuous improvement of individual and collective instructional capacity to achieve outcomes envisioned for each student.	• Building a Culture of Collaboration • Building a Culture of Coaching • TEAM Standard A: Instructional Leadership for Continuous Improvement	• Professional Learning Communities

E. Deliver actionable feedback about instruction and other professional practice through valid, research-anchored systems of supervision and evaluation to support the development of teachers' and staff members' knowledge, skills, and practice.	• TEAM Standard C: Professional Learning and Growth	
F. Empower and motivate teachers and staff to the highest levels of professional practice and to continuous learning and improvement.	• TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities
G. Develop the capacity, opportunities, and support for teacher leadership and leadership from other members of the school community.	• Building a Culture of Collaboration • Building a Culture of Coaching • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities
H. Promote the personal and professional health, well-being, and work-life balance of faculty and staff		
I. Tend to their own learning and effectiveness through reflection, study, and improvement, maintaining a healthy work-life balance.		
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.		
PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Develop workplace conditions for teachers and other professional staff that promote effective professional development, practice, and student learning.	• Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities

B. Empower and entrust teachers and staff with collective responsibility for meeting the academic, social, emotional, and physical needs of each student, pursuant to the mission, vision, and core values of the school.	• Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities • The Learning Environment
C. Establish and sustain a professional culture of engagement and commitment to shared vision, goals, and objectives pertaining to the education of the whole child; high expectations for professional work; ethical and equitable practice; trust and open communication; collaboration, collective efficacy, and continuous individual and organizational learning and improvement.	• Building a Culture of Coaching • Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities • The Learning Environment
D. Promote mutual accountability among teachers and other professional staff for each student's success and the effectiveness of the school as a whole.	• Building a Culture of Coaching • Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities • Personalized Learning through Differentiated Instruction • The Learning Environment

E. Develop and support open, productive, caring, and trusting working relationships among leaders, faculty, and staff to promote professional capacity and the improvement of practice.	• Building a Culture of Coaching • Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities
F. Design and implement job-embedded and other opportunities for professional learning collaboratively with faculty and staff.	• Building a Culture of Coaching • Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities
G. Provide opportunities for collaborative examination of practice, collegial feedback, and collective learning.	• Building a Culture of Coaching • Building a Culture of Collaboration Building a Data-Rich Culture • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning	• Professional Learning Communities

H. Encourage faculty-initiated improvement of programs and practices.	• Building a Culture of Coaching • Building a Culture of Collaboration • TEAM Standard A: Instructional Leadership for Continuous Improvement • TEAM Standard B: Culture for Teaching and learning • TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities

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.		
PSEL Descriptors Effective leaders:	**INVEST Leadership Resources**	**MOOC Resources to Use with Teachers**
A. Are approachable, accessible, and welcoming to families and members of the community.	• TEAM Standard B: Culture for Teaching and learning • TEAM Standard D: Resource Management	
B. Create and sustain positive, collaborative, and productive relationships with families and the community for the benefit of students.	• TEAM Standard B: Culture for Teaching and learning • TEAM Standard D: Resource Management	
C. Engage in regular and open two-way communication with families and the community about the school, students, needs, problems, and accomplishments.	• TEAM Standard B: Culture for Teaching and learning	

D. Maintain a presence in the community to understand its strengths and needs, develop productive relationships, and engage its resources for the school.	• TEAM Standard B: Culture for Teaching and learning • TEAM Standard D: Resource Management	
E. Create means for the school community to partner with families to support student learning in and out of school.	• TEAM Standard B: Culture for Teaching and learning	
F. Understand, value, and employ the community's cultural, social, intellectual, and political resources to promote student learning and school improvement.	• TEAM Standard B: Culture for Teaching and learning • TEAM Standard D: Resource Management	
G. Develop and provide the school as a resource for families and the community.	• TEAM Standard B: Culture for Teaching and learning	
H. Advocate for the school and district, and for the importance of education and student needs and priorities to families and the community.		
I. Advocate publicly for the needs and priorities of students, families, and the community.		
J. Build and sustain productive partnerships with public and private sectors to promote school improvement and student learning.	• TEAM Standard D: Resource Management	
Standard 9: Operations and Management Effective educational leaders manage school operations and resources to promote each student's academic success and well-being.		
PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Institute, manage, and monitor operations and administrative systems that promote the mission and vision of the school.	• TEAM Standard D: Resource Management	
B. Strategically manage staff resources, assigning and scheduling teachers and staff to roles and responsibilities that optimize their professional capacity to address each student's learning needs.	• TEAM Standard D: Resource Management	

C. Seek, acquire, and manage fiscal, physical, and other resources to support curriculum, instruction, and assessment; student learning community; professional capacity and community; and family and community engagement.	• TEAM Standard D: Resource Management	
D. Are responsible, ethical, and accountable stewards of the school's monetary and nonmonetary resources, engaging in effective budgeting and accounting practices.	• TEAM Standard D: Resource Management	
E Protect teachers' and other staff members' work and learning from disruption.	• TEAM Standard B: Culture for Teaching and Learning	
F. Employ technology to improve the quality and efficiency of operations and management.		
G. Develop and maintain data and communication systems to deliver actionable information for classroom and school improvement.		
H. Know, comply with, and help the school community understand local, state, and federal laws, rights, policies, and regulations so as to promote student success.		
I. Develop and manage relationships with feeder and connecting schools for enrollment management and curricular and instructional articulation.		
J. Develop and manage productive relationships with the central office and school board.		
K. Develop and administer systems for fair and equitable management of conflict among students, faculty and staff, leaders, families, and community.		
L. Manage governance processes and internal and external politics toward achieving the school's mission and vision.		

Standard 10: School Improvement Effective educational leaders act as agents of continuous improvement to promote each student's academic success and well-being.		
PSEL Descriptors Effective leaders:	INVEST Leadership Resources	MOOC Resources to Use with Teachers
A. Seek to make school more effective for each student, teachers and staff, families, and the community.	• Building a Culture of Coaching • Building a Culture of Collaboration • Building a Data-rich Culture • Building Effective Leadership	• Professional Learning Community • Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education
B. Use methods of continuous improvement to achieve the vision, fulfill the mission, and promote the core values of the school.	• Building a Culture of Coaching • TEAM Standard A: Instructional Leadership for Continuous Improvement	• Professional Learning Community
C. Prepare the school and the community for improvement, promoting readiness, an imperative for improvement, instilling mutual commitment and accountability, and developing the knowledge, skills, and motivation to succeed in improvement.	• TEAM Standard A: Instructional Leadership for Continuous Improvement	• Engaging Students • Personalized Learning through Personalized Learning through Differentiated Instruction • The Role of Technology in Education
D. Engage others in an ongoing process of evidence-based inquiry, learning, strategic goal setting, planning, implementation, and evaluation for continuous school and classroom improvement.	• Building a Data-rich Culture • TEAM Standard A: Instructional Leadership for Continuous Improvement	• Professional Learning Communities • Engaging Students • Personalized Learning through Differentiated Instruction • The Learning Environment • The Role of Technology in Education

E. Employ situationally-appropriate strategies for improvement, including transformational and incremental, adaptive approaches and attention to different phases of implementation.		
F. Assess and develop the capacity of staff to assess the value and applicability of emerging educational trends and the findings of research for the school and its improvement.	• TEAM Standard A: Instructional Leadership for Continuous Improvement	• Engaging Students • Personalized Learning through Differentiated Instruction
G. Develop technically appropriate systems of data collection, management, analysis, and use, connecting as needed to the district office and external partners for support in planning, implementation, monitoring, feedback, and evaluation.	• Building a Data-rich Culture	
H. Adopt a systems perspective and promote coherence among improvement efforts and all aspects of school organization, programs, and services.	• TEAM Standard A: Instructional Leadership for Continuous Improvement	
I. Manage uncertainty, risk, competing initiatives, and politics of change with courage and perseverance, providing support and encouragement, and openly communicating the need for, process for, and outcomes of improvement efforts.		
J. Develop and promote leadership among teachers and staff for inquiry, experimentation and innovation, and initiating and implementing improvement.	• TEAM Standard C: Professional Learning and Growth	• Professional Learning Communities