

COURAGEOUS JOURNEY STANDARDS ALIGNMENT 2007 Update

Points of Learning in “The Courageous Journey” MASA Voluntary Certification Program		Alignment				
		ISLLC Standards	Balanced Leadership 7 Positive Correlates - McREL	ETS Job Domains	TSSA Standards	WestEd Findings
A.	<i>Leadership: Where It Starts; how it grows</i> Vision, Values, Beliefs Guiding Principles Emotional Intelligence & Self Assessment Ethics, Integrity & Authenticity Personal Growth and Learning Developing, Mentoring, and Coaching Others Distributed (including teacher) Leadership Learning Leadership Servant Leadership	1, 5	Change agent Flexibility Ideals/beliefs Intellectual stimulation Optimizer Superintendent Correlate: Goal Setting Process	2, 7	1, 3	Vision High Quality Professional Development Communication
B.	<i>Can't Manage? Can't Lead!</i> Locating, Aligning, and Leveraging Organizational Resources Human Resources: Negotiations, Collective Bargaining, Hiring, Induction, Supervision, Corrective Action, Evaluation Due Process & Dismissal Finances, Facilities & Operations Safety & Crisis Management Technology Applications	3	Change agent Flexibility Optimizer Superintendent Correlate: Resource Alignment	2, 5	3, 4	Roles & Structures High Quality Professional Development
C.	<i>Relationships & Communication: Getting Real</i> Culture and Climate Board of Education Students & Parents Leadership Team, Faculty & Staff Stakeholders, Community Leaders & Senior Citizens	1, 4	Flexibility Ideals/beliefs Optimizer Superintendent Correlate: Relations with the Schools Board Alignment	1, 2, 4	3, 4	Vision Communication Roles & Structures

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D.	<i>Why We Do What We Do: Data-informed Planning & Decision Making</i> Measurable goals and outcomes Systematic collection and analysis of Input, process, & outcome data Monitoring climate and culture Evaluation & Accountability Continuous Improvement Focused on Quality Indicators Reflective Practice Technology Integration	1, 3, 4	Change agent Knowledge of curriculum, instruction and assessment Intellectual stimulation Monitors/evaluates Superintendent Correlate: Monitoring & Evaluation	3, 6	5	Data-driven Decision Making
E.	<i>Organizational Development: Forging a Dynamic Learning System</i> Systems Thinking and Systemic Systemic Change processes Professional Growth and Development Group Development & Group Processes Learning Organization – Shaping a Culture for Learning Collaboration Conflict Resolution Organizational Health Change & Transition	2, 4	Change agent Flexibility Ideals/beliefs Intellectual stimulation Optimizer Superintendent Correlate: Board Alignment Resource Alignment	2, 7, 8	2	High Quality Professional Development Roles & Structures Data-driven Decision Making
F.	<i>Champion for Teaching and Learning: If Not Us, Then Who?</i> Shared Vision, Beliefs & Mission Guaranteed, Viable, and engaging Curriculum Aligned Curriculum, Instruction & Assessment Technology Integration Research, Standards & Best Practices Continuous Improvement in Pedagogy & Student Achievement	2	Ideals/beliefs Intellectual stimulation Knowledge of curriculum, instruction and assessment Monitors/evaluates	3, 4, 5, 6	2, 5	High Quality Professional Development Roles & Structures Data-driven Decision Making

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	<p><i>Champion for Teaching and Learning: If Not Us, Then Who? (Continued)</i></p> <p>Professional Learning Communities Reflective Teaching and Leadership Feedback to Students and Parents</p>		<p>Superintendent Correlate: Goals for Student Achievement and District Instructional Program</p>			
G.	<p><i>Politics Everywhere...Influencing Everything!</i></p> <p>Regulations: Local, State & Federal Political Dynamics: Local, State & Federal Policy and Legislation Issues of the Marketplace Board Policies & Administrative Guidelines Environment Scanning, Information Gathering and Futuring Relationships, Responsibility and Resource Roles Diversity and Engagement</p>	4, 6	<p>Change agent</p> <p>Flexibility</p> <p>Ideals/beliefs</p> <p>Optimizer</p> <p>Superintendent Correlate: Relations with schools (and others)</p>	4, 8, 9	6	<p>Vision</p> <p>Communication</p> <p>Data-driven Decision Making</p> <p>High Quality Professional Development</p>