ISLLC 2008: WEBSITES TO SUPPORT MASTERY*

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Abstract

The authors present here the most comprehensive and applicable list of websites useful to both education leadership faculty and graduate students who are either practicing school leaders or those aspiring for the principalship. The websites are based on the Interstate School Leaders Licensure Consortium (ISLLC) Standards recently developed by the Council of Chief State School Officers (CCSSO) in collaboration with the National Policy Board on Educational Administration (NPBEA) to help strengthen preparation programs in school leadership.

1 Introduction

The following websites have been selected to provide resources for graduate students and practitioners who are developing mastery of the specific ISLLC 2008 standards (Council of Chief State School Officers, 2008). This list has been carefully edited and is therefore not extensive. An earlier version of supporting websites by Follo and Lonze (2004) was based on the previous, longer version of ISLLC standards and many of the websites published in that list are no longer available. The websites are briefly annotated to facilitate making quick, easy selections and connections to the resources. An electronic version of the annotated list is available at www.oakland.edu/edleadership

1http://ijelp.expressacademic.org
2http://www.oakland.edu/edleadership

NOTE: This module has been peer-reviewed, accepted, and sanctioned by the National Council of Professors of Educational Administration (NCPEA) as a significant contribution to the scholarship and practice of education administration. In addition to publication in the Connexions Content Commons, this module is published in the International Journal of Educational Leadership Preparation, Volume 4, Number 1.

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General information supporting and explaining ISLLC 2008 standards and administrative issues is available at these sites:

Center on Education Policy-National independent advocate for public education and more effective public schools:
http://www.cep-dc.org/3

Council of Chief State School Officers-ISLLC 2008 standards for educational leadership policy:
http://www.ccsso.org/4

Learning Point, formerly NCREL-School improvement, teacher quality, data for school improvement primer, technology literacy, research and professional development:
www.learningpt.org5

Mid-continent Research for Education and Learning-Resource center offering practical, research-based solutions and resources:
www.mcrel.org6

International Journal of Educational Leadership Preparation:
www.ijelp.org7

National Council of Professors of Educational Administration:
www.ncpea.net8

National Policy Board of Educational Administration:
www.npbea.org9

PTA-Parent involvement strategies and resources:
www.pta.org10

Public Education Network-Resources and strategies for engaging the public in public education:
http://www.publiceducation.org11

SEDL-Private, non-profit, research, development and dissemination institute dedicated to improving teaching and learning:
http://www.sedl.org12

US Department of Education-No Child Left Behind overview, methods and resources:
http://www.ed.gov/nclb/landing.jhtml13

2 The following websites may be used to support the mastery of the ISLLC 2008 standards:

3 Standard I: An education leader promotes the success of every student by facilitating the development, articulation, implementation and stewardship of a vision of learning that is shared and supported by all stakeholders.

3.1 A. Collaboratively develop and implement a shared vision and mission.

Instructions, materials, key points, resources for developing a strategic plan
www.managementhelp.org/fp_progs/sp_mod/str_plan.htm14

3http://www.cep-dc.org/
4http://www.ccsso.org/
5http://www.learningpt.org/
6http://www.mcrel.org/
7http://ijelp.expressacademic.org
8http://www.ncpea.net/
9http://www.npbea.org/
10http://www.pta.org/
11http://www.publiceducation.org/
12http://www.sedl.org/
13http://www.ed.gov/nclb/landing.jhtml
14http://www.managementhelp.org/fp_progs/sp_mod/str_plan.htm
Strategic Planning Process: Steps in Developing a strategic plan
www.gse.harvard.edu/hfrp/pubs/onlinepubs/rrb/strategic.html

Minnesota Charter School Handbook-Vision and Mission

Planning for Strategic Planning
http://www.naesp.org/ContentLoad.do?contentId=1544

3.2 B. Collect and use data to identify goals, assess organizational effectiveness, and promote organizational learning.

Data use: School Improvement through Data Driven Decision Making
www.ncrel.org/datause/

Asking the Right Questions: A School Change Toolkit
www.ncrel.org/toolkit/systems/index.asp

Educational Systems Theory
http://education.indiana.edu/~frick/siggs.html

Best practice case studies from school districts regarding data-driven decision making.
http://3d2know.cosn.org/best_practices.html

3.3 C. Create and implement plans to achieve goals.

Chicago Public Schools
www.edplan.cps.k12.il.us/strategies_5.html

Developing a Strategic Plan: The Community Tool Box
www.planware.org/strategicplan.htm

Strategic Planning Tools Modules
http://www.nsba.org/sbottoolkit/spt.html

Good to Great: Eight Strategic Planning Steps to making Sense of the Future
http://www.nais.org/About/article.cfm?ItemNumber=144807&sn.ItemNumber=4181&tn.ItemNumber=142453

3.4 D. Promote continuous and sustainable improvement.

University of Minnesota Office of Service and Continuous Improvement
http://www1.umn.edu/osci/

The Seven Principles of Sustainable Leadership
http://www2.bc.edu/~hargrean/docs/seven_principles.pdf

Paradigm Shifts in Quality Improvement in Education: Three Waves for the Future
http://www.ied.edu.hk/apcelsq/new/files/cheng0106.doc

http://cnx.org/content/m19564/1.5/
Center for Comprehensive School Reform; research-based school improvement strategies and assistance
http://www.centerforcsri.org/29

3.5 E. Monitor and evaluate progress and revise plans.

Strategic Planning Manual
http://www.oie.eku.edu/SPManual/strategicplanning/30

Leadership through Collaborative Strategic Planning: One School’s Journey
http://www.academicleadership.org/empirical_research/Leadership_through_Collaborative_Strategic_Planning_One_School_s_Journey.shtml

Strategic Planning and Organizational Development component of Project ACHIEVE
http://www.projectachieve.info/aboutprojectachieve/strategicplanning.html

Massachusetts Dept. of Education Office of Strategic Planning, Research & Evaluation- Framework for Leadership and Action
http://www.doe.mass.edu/research/plan.html32

4 Standard 2: An education leader promotes the success of every student by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

4.1 A. Nurture and sustain a culture of collaboration, trust, learning and high expectations

U.S. Dept of Education-Doing What Works Library of resources for effective teaching practices

Professional Development and School Cultures
www.nsdc.org/library/publications/jsd/peterson233.cfm34

ASCD Resources on school culture and climate
http://www.ascd.org/portal/site/ascd/menuitem.2cb0677d690fac0cbf3fdd62108a0c/35

Best Practice Briefs: Characteristics of Effective Elementary Schools in Poverty Areas
http://outreach.msu.edu/bpbriefs/issues/brief29.pdf36

4.2 B. Create a comprehensive, rigorous and coherent curricular program

NCATE –National Council for Accreditation of Teacher Education
http://www.ncate.org/public/standards.asp37

Compilation of K-12 Curriculum Content Standards
www.mcrel.org/standards-benchmarks/38

ASCD Resources on Standards
http://www.ascd.org/portal/site/ascd/menuitem.2cb0677d690fac0cbf3fdd62108a0c/39

Contemporary Issues on Curriculum Development
http://www.nsdc.org/library/publications/jsd/fitzharris203.cfm40

http://cnx.org/content/m19564/1.5/
4.3 C. Create a personalized and motivating learning environment for students.

**Learning Theories—A Primer Exercise**
http://academics.rmu.edu/~tomei/ed711psy/llngtheo.htm

**Learning Theory**
http://www.towson.edu/admin/finance/ots/ciat/CIATInstructional.asp

**Astin's Theory of Student Involvement**
www.cat.ilstu.edu/additional/tips/astin.php

**Motivation to Learn: An Overview**
http://chiron.valdosta.edu/whuitt/col/motivation/motivate.html

4.4 D. Supervise instruction

**Keys to Learning**
http://www.mcrel.org/keystolearning/

**National Comprehensive Center for Teacher Quality**
http://www.ncctq.org/

**Overview of effective supervision of instruction**

**Instructional Leadership: Supervision that makes a difference**
http://www.jstor.org/view/00405841/ap050137/05a00050/0

4.5 E. Develop assessment and accountability systems to monitor student progress

**Theories of Change: Making Programs Accountable and Making Sense of Program Accountability**
www.sedl.org/pubs/catalog/items/poll7exec.html

**Education for Social Change: From Theory to Practice**
www.louisville.edu/journal/workplace/issue5p2/singerpezone.html

**Using assessment strategies to inform student learning**
www.aare.edu.au/02pap/iza02378.htm

**Effective School Practices Module: Promoting collaboration and monitoring students' academic achievement**
http://iris.peabody.vanderbilt.edu/esp/chalkcycle.htm

4.6 F. Develop the instructional and leadership capacity of staff

**Improving Student Learning Symposium**
http://www.brookes.ac.uk/services/ocsld/is/
Leadership Teacher
http://www.leadershipteacher.org/56

Redefining the Teacher as Leader

Institute for Educational Leadership- Leadership Competencies Framework
http://www.iel.org/resources.html#tools58

4.7 G. Maximize time spent on quality instruction

Learning, Teaching, Course Design and Assessment Information
www.brookes.ac.uk/services/oscd/2_learnch/2_learnt.html59

Lezotte’s Correlates of Effective Schools-First and Second Generations
http://www.effective schools.com/freestuff.asp60

Time use flows from school culture-NSCD

Making Every Moment Count: Maximizing Quality Instructional Time

4.8 H. Promote the use of the most effective and appropriate technologies to support teaching and learning

Ten Principles of Effective Teaching
www.pattan.k12.pa.us/Instruction/default.htm63

Effective Instructional Strategies Search Tool
http://www.pattan.k12.pa.us/teachlead/EffectiveInstructionToolKitSearch.aspx64

Implementing the Seven Principles of Instruction: Technology as Lever
www.tltgroup.org/programs/seven.html65

Connecting Student Learning and Technology
www.sedl.org/pubs/tec26/flash.htm66

4.9 I. Monitor and evaluate the impact of the instructional program

Center for Data Driven Reform in Education
http://www.pattan.k12.pa.us/teachlead/CenterForDataDrivenReformInEducation(CDDRE).aspx67

Journal of Extension-Evaluating Curriculum
www.joe.org/joe/1994october/iw4.htm68

Assessment Strategies
http://www.discover.tased.edu.au/sose/asstrat.htm69

http://cnx.org/content/m19564/1.5/
Using Assessment Strategies to Inform Student Learning
http://www.aare.edu.au/02pap/iza02378.htm

5 Standard 3: An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.

5.1 A. Monitor and evaluate the management and operational systems

TQM and Organizational Change and Development
http://www.improve.org/tqm.html

Review of a school district's operational features
http://www.window.state.tx.us/tspr/christoval/ch04b.htm

Numerous resources and links regarding all aspects of human resources management.
http://www.hr.com

AASA Center for System Leadership-Systems Thinking Resources
http://www.aasa.org/leadership/content.cfm?ItemNumber=6261&snItemNumber=6290

5.2 B. Obtain, allocate, align and efficiently utilize human, fiscal and technological resources

Data-Driven Decision Making
http://3d2know.cosn.org

Technology in Education Resource Center
http://www.rtec.org

COSN: Advancing K-12 Technology Leadership
http://www.cosn.org

Technology Information Center for Administrative Leadership
http://www.portical.org

5.3 C. Promote and protect the welfare and safety of students and staff

School safety, security and violence prevention resource
http://www.keepschoolsafe.org

Increasing School Safety through Juvenile Accountability Programs

Extensive list of school safety topics and links
http://www.spotsylvania.k12.va.us/safe_security/

AASA-Healthy School Environments
http://www.aasa.org/focus/content.cfm?ItemNumber=1526

http://cnx.org/content/m19564/1.5/
5.4 D. Develop the capacity for distributed leadership

Society for Resource Management
http://www.shrm.org/hrresources/83

Human Resources, Training, and Labor Relations Managers and Specialists
http://www.bls.gov/oco/ocos021.htm84

A New View: Distributed Leadership. An analytical frame to understand school leadership activity
http://www.uknow.gse.harvard.edu/leadership/leadership002a.html85

5.5 E. Ensure teacher and organizational time is focused to support quality instruction and learning

Center on Education Policy provides resources for creating more effective public schools
http://www.cep-dc.org/86

What Works in Schools—Research-based action steps to enhance student achievement
http://www.ascd.org/portal/site/ascd/menuitem.ab6c027537543e9d0987af19e3108a0c/87

Time and Learning Bibliography

What do we know about time, instruction and student learning?
http://www.centerforpubliceducation.org/site/c.kjJX5MPIwE/b.2087069/k.B37B/QA_What_do_we_know_about_time_instruction_and_student_learning.htm

6 Standard 4: An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.

6.1 A. Collect and analyze data and information pertinent to the educational environment

News and links from the National Association of Elementary School Principals
http://www.naesp.org/ContentLoad.do?contentId=89

Current topics from the National Association of Secondary School Principals

Current issues and commentary from the American Association of School Administrators
http://www.aasa.org/91

News and issues from the National School Boards Association
http://www.nsba.org/site/index.asp92

6.2 B. Promote understanding, appreciation, and use of the community’s diverse cultural, social, and intellectual resources

Eileen Kugler—Keynotes and training in diversity
http://www.embracediverseschools.com/sample.htm94
National Association for Multicultural Education—news and links to services and resources
http://www.nameorg.org/95

Modules for community and family involvement with schools
http://www.sedl.org/learning/96

National Title One and School Reform Project of the Center for Law and Education
http://www.cleweb.org/issues/title1.htm97

6.3 C. Build and sustain positive relationships with families and caregivers

Parents: Involvement Gets Results
http://www.schoolsuccessinfo.org/index51ad.html?mode=web98

National Parent Teacher Association—school and community resources
http://www.pta.org/99

Effective practices regarding parent training and parent involvement
http://www.nationalpirc.org/100

National Coalition for Parent Involvement in Education
http://www.ncpie.org/101

6.4 D. Build and sustain productive relationships with community partners

Marketing Solutions for Education
http://www.paperbasket.com/102

Non-Profit Marketing overview

Problem based learning scenario on community relations
http://www.umsl.edu/~mprea/Instructionalmaterials/PBL-BA/Standard4PBL-BA/ScenarioComSchRelations.html104

National Standards for Family-School Partnerships: A New Way of Leading
http://www.pta.org/local_leadership_subprogram_1196790219218.html105

7 Standard 5: An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner.

7.1 A. Ensure a system of accountability for every student's academic and social success

American School Board Journal
http://www.asbj.com/106

US Department of Education-Promoting educational excellence for all Americans
http://www.ed.gov/nclb/landing.jhtml107

National School Boards Association-School Governance
http://www.nshba.org/site/page_nestedcats.asp?TRACKID=-&CID=60&DID=192108

95http://www.nameorg.org/
96http://www.sedl.org/learning/
97http://www.cleweb.org/issues/title1.htm
98http://www.schoolsuccessinfo.org/index51ad.html?mode=web
99http://www.pta.org/
100http://www.nationalpirc.org/
101http://www.ncpie.org/
102http://www.paperbasket.com/
104http://www.umsl.edu/~mprea/Instructionalmaterials/PBL-BA/Standard4PBL-BA/ScenarioComSchRelations.html
105http://www.pta.org/local_leadership_subprogram_1196790219218.html
106http://www.asbj.com/
107http://www.ed.gov/nclb/landing.jhtml
108http://www.nshba.org/site/page_nestedcats.asp?TRACKID=-&CID=60&DID=192
Public Accountability for Student Success—Standards for Education Accountability Systems

7.2 B. Model principles of self-awareness, reflective practice, transparency and ethical behavior

Papers on the philosophy of education
http://www.bu.edu/wcp/MainEduc.htm\(^{110}\)

American Society for Ethics in Education
http://www.edethics.org/\(^{111}\)

Case studies—Center for the Study of Ethics
http://www.uwsc.edu/ethics/curriculum/education/\(^{112}\)

Code of ethics of the education profession

7.3 C. Safeguard the values of democracy, equity and diversity

Center for Research on Education, Diversity and Excellence
http://crede.berkeley.edu/\(^{114}\)

Exploring Constitutional Conflicts
http://www.law.umkc.edu/faculty/projects/ftrials/conlaw/sephbutequal.htm\(^{115}\)

U.S. Equal Employment Opportunity Commission—Equal opportunity resources/issues
http://www.eeoc.gov/\(^{116}\)

Diversity Appraisal and Diversity Resource Directory
http://depts.washington.edu/divinit/resources.php\(^{117}\)

7.4 D. Consider and evaluate the potential moral and legal consequences of decision-making

American Bar Association—Division for Public Education
http://www.abanet.org/publiced/youth/home.html\(^{118}\)

School Law Essential Links
http://www.schoollaw.com/html/links.php\(^{3}\)\(^{119}\)

School Boards—Decision-making and legal basis for local school board powers
http://education.stateuniversity.com/pages/2391/School-Boards.html\(^{120}\)

Thinking Ethically: A Framework for Moral Decision Making
http://www.scu.edu/ethics/publications/iie/v7n1/thinking.html\(^{121}\)

7.5 E. Promote social justice and ensure that individual student needs inform all aspects of schooling

Public Education Leadership Project—Harvard Graduate School of Education
http://www.hbs.edu/pelp/\(^{122}\)

\(^{110}\)http://www.bu.edu/wcp/MainEduc.htm
\(^{111}\)http://www.edethics.org/
\(^{112}\)http://www.uwsc.edu/ethics/curriculum/education/
\(^{114}\)http://crede.berkeley.edu/
\(^{115}\)http://www.law.umkc.edu/faculty/projects/ftrials/conlaw/sephbutequal.htm
\(^{116}\)http://www.eeoc.gov/
\(^{117}\)http://cnx.org/content/m19564/1.5/index.html
\(^{118}\)http://www.abanet.org/publiced/youth/home.html
\(^{120}\)http://education.stateuniversity.com/pages/2391/School-Boards.html
\(^{121}\)http://www.scu.edu/ethics/publications/iie/v7n1/thinking.html
\(^{122}\)http://www.hbs.edu/pelp/
8 Standard 6: An education leader promotes the success of every student by understanding, responding to, and influencing the political, social, economic, legal and cultural context

8.1 A. Advocate for children, families, and caregivers

Research and resources in family involvement
http://www.nationalpirc.org/resources/research-resources.html

The Connection Collection: School-Family-Community Publications Database
http://www.sedl.org/connections/resources/bibsearch.html

America’s Promise Alliance
http://www.americaspromise.org/APA.aspx

Voices for America’s Children-Helping Extended Families: State Approaches to Supporting Kinship Caregivers
http://www.voicesforamericaschildren.org/Template.cfm?Section=Child_Safety1&CONTENTID=4648&TEMPLATE=/ContentManagement/ContentDisplay.cfm

8.2 B. Act to influence local, district, state and national decisions affecting student learning

Links to elected officials, legislation and media contacts
http://www.capwiz.com/unitedway/home/

Coalition for Public Schools
http://www.coalition4publicschools.org/

Dynamics of Alliances
http://www.mcrel.org/topics/SchoolImprovement/products/32/

Soundout—promoting student voice in school-Who Makes Decisions in Schools?
http://www.soundout.org/howdecisions.html

8.3 C. Assess, analyze, and anticipate emerging trends and initiatives in order to adapt leadership strategies

Multiple resources on educational law
http://www.law.cornell.edu/wex/index.php/Education

Using data to inform key decisions
http://www.aasa.org/publications/saarticledetail.cfm?ItemNumber=2777

124 http://www.supremecourtus.gov/
125 http://www.tolerance.org/teach/index.jsp
126 http://www.nationalpirc.org/resources/research-resources.html
127 http://www.sedl.org/connections/resources/bibsearch.html
128 http://www.americaspromise.org/APA.aspx
129 http://www.voicesforamericaschildren.org/Template.cfm?Section=Child_Safety1&CONTENTID=4648&TEMPLATE=/ContentManagement/ContentDisplay.cfm
130 http://www.capwiz.com/unitedway/home/
131 http://www.coalition4publicschools.org/
132 http://www.mcrel.org/topics/SchoolImprovement/products/32/
133 http://www.soundout.org/howdecisions.html
134 http://www.law.cornell.edu/wex/index.php/Education
135 http://www.aasa.org/publications/saarticledetail.cfm?ItemNumber=2777

http://cnx.org/content/m19564/1.5/
Methods for designing, gathering and applying data to inform decision making
http://www.uknow.gse.harvard.edu/decisions/index.html\(^{136}\)

The Future of Education: A Structured Response to Uncertainty
http://www.mcrel.org/futureofschooling/Home/tabid/2427/Default.aspx\(^{137}\)

9 References
