



MNPS School Leadership Framework

Domain		Standard	Competency	Key Elements & Behaviors
Instructional Leadership	Equity & Ethics	Clear & Compelling Vision & Mission	Communicate & Inspire a shared vision	<ul style="list-style-type: none"> • Collaboratively create and communicate a clear, compelling vision of high academic achievement and growth • Inspire others to fulfill the vision by gaining buy-in and commitment • Articulate the value of diversity
		Instructional Leadership	Oriented toward achievement, reflection and results	<ul style="list-style-type: none"> • Hold self and others accountable for high academic achievement and growth for all students • Set challenging goals with appropriate, relevant milestones for progress monitoring • Demonstrate persistence and overcomes obstacles to achieve goals • Use data to reflect on shared practices for the sake of collective improvement • Exhibit a commitment to equity and create a sense of urgency to close achievement gaps and prepare all students for college, career, and life • Effectively and equitably assign teachers to classes and roles • Lead educators to develop and execute interventions by maintaining shared accountability, fidelity, and quality intervention outcomes
			Demonstrates instructional expertise	<ul style="list-style-type: none"> • Conduct high quality classroom observations, identify effective instructional strategies and support pedagogy that results in improved student learning • Collaborate with staff to regularly analyze multiple forms of data and make data-driven decisions • Evaluate approved curricular resources for effective school level implementation • Build capacity of educators to provide all students a rigorous curriculum that is culturally relevant and aligned with standards • Maintain a system for monitoring student work for rigor and curricular alignment • Ensure students master grade-level standards by aligning curriculum, instructional strategies, and assessments • Sustain shared accountability for instructional decisions targeting achievement and growth goals

People-centered Management	Distributed Leadership & Capacity Building	Develop, support, and manage people	<ul style="list-style-type: none"> • Provide clear expectations for staff performance and communicate success and needed improvements regularly • Create structures that systematically empower teachers as decision makers • Implement and monitor a rigorous evaluation system and use educator evaluation data to inform, assess, and adjust differentiated professional learning plans and goals • Use multiple methods to evaluate teacher and staff effectiveness and provide timely, targeted, and actionable feedback • Exhibit effective recruitment, interview, and selection skills that lead to quality hiring decisions; hiring practices demonstrate a value of diversity • Provide quality induction, mentorship, and support for new and early career teachers • Collaborate with school teams to induct, support, retain, grow and extend effective educators based on evidence of student and educator outcomes • Identify and support potential teacher-leaders and provide growth opportunities • Empower teachers to use their collective strengths, skills and experiences to own and lead teams, trainings and innovative initiatives • Leverage educator strengths to engage all students in meaningful, culturally aware, and relevant learning opportunities • Build quality feedback loops between stakeholders • Improve self-practice based on multiple sources of feedback including performance evaluation results and self-reflection
	Involve Families & Communities	Builds authentic and reciprocal partnerships	<ul style="list-style-type: none"> • Include a diverse set of educators and stakeholders in school improvement planning and decision-making • Develop structures to actively involve families in the education of their children • Strategically utilize, align, and measure community resources and partners to support the school's mission, vision, and goals • Ensure that the school community communicates regularly with families regarding student progress and needs • Build quality feedback loops between school leadership team and parents and community

Organizational & Systems Management	Culture of Care for Students & Staff	Creates a culture of belonging	<ul style="list-style-type: none"> • Foster a safe and respectful learning environment for all stakeholders • Communicate effectively with all stakeholders • Model and communicate expectations for individual and shared ownership of student, educator, and school success • Resolve conflict positively and directly • Embrace diverse points of view • Develop and sustain a positive staff culture • Develop structures to actively engage student, staff, parent, and community voice • Motivate, inspire, and move other adults toward ownership and action • Recognize and celebrate improved educator and student performance related to school vision and goals • Reflect regularly, accurately assesses own strengths and growth areas, and seek feedback and professional development to improve
	Management	Demonstrates problem solving and strategic management	<ul style="list-style-type: none"> • Collect, analyze, and uses multiple forms of data to make decisions • Identify problems, analyze root causes, and develop effective resolution strategies • Systematically monitor and adjust progress toward established goals and facilitate procedures and practices leading to improvement by utilizing a continuous improvement process • Demonstrate the ability to prioritize appropriately • Collaboratively create and monitor school improvement plans • Create well-defined structures and systems necessary to accomplish school goals • Build buy-in from diverse stakeholders to advance school improvement • Establish, communicate, and enforce a set of standard operating procedures and routines that ensure school safety and are aligned with district, state and federal policy • Perform all budgetary responsibilities with accuracy, transparency, and in the best interest of students and staff