

Proficiency Alignment Matrix

ASC CAPES	ELM 7850 SCHOOL & FAMILY & COMMUNITY RELATIONS	ELM 7840 INSTRUCTIONAL LEADERSHIP	ELM 7810 EDUCATIONAL LEADERSHIP	ELM 7820 SCHOOL LAW & ETHICS	ELM 7830 MANAGEMENT OF HUMAN RESOURCES	ELM 7870 SCHOOL FINANCE & PLANT OPERATIONS	ELM 7860 ASSESSMENT & ACCOUNTABILITY	ELM 7990 RESEARCH SEMINAR & SUPERVISED FIELD EXPERIENCE
1: DEVELOPMENT & IMPLEMENTATION OF A SHARED VISION Education leaders facilitate the development and implementation of a shared vision of learning and growth of all students.		X	X					X
2: INSTRUCTIONAL LEADERSHIP Education leaders shape a collaborative culture of teaching and learning informed by professional standards and focused on student and professional growth.		X						X
3: MANAGEMENT AND LEARNING ENVIRONMENT Education leaders manage the organization to cultivate a safe and productive learning and working environment.					X	X		X
4: FAMILY AND COMMUNITY ENGAGEMENT Education leaders collaborate with families and other stakeholders to address diverse student and community interests and mobilize community resources.	X							X
5: ETHICS AND INTEGRITY Education leaders make decisions, model, and behave in ways that demonstrate professionalism, ethics, integrity, justice, and equity and hold staff to the same standard.	X	X	X	X	X	X	X	X
6: EXTERNAL CONTEXT AND POLICY Education leaders influence political, social, economic, legal and cultural contexts affecting education to improve education policies and practices.	X	X		X	X			X