

EDLD 6630: Adaptive Personnel Practices Learning Outcomes

This course prepares school district, non-profit, and public institution leaders to address personnel policies, practices, and processes included in the strategic planning for personnel; recruitment, screening, selection, hiring, and placement; professional and career development; performance evaluation, feedback, and improvement; compensation and benefits; collective bargaining; employee conduct; and employee rights and needs. These areas are studied under the theories and principles of inclusion, diversity, equity, fairness, protection of human rights, and creation of a learning and growth focused organizational culture. Specific learning outcomes include:

- 1) Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for a supportive and inclusive district culture (NELP District-Level Standard Component 3.1).
- 2) Program completers understand and can demonstrate the capacity to collaboratively evaluate, design, and cultivate coherent systems of support, coaching, and professional development for educators, educational professionals, and school and district leaders, including themselves, that promote reflection, digital literacy, distributed leadership, data literacy, equity, improvement, and student success (NELP District-Level Standard Component 4.2).
- 3) Program completers understand and demonstrate the capacity to understand, engage, and effectively collaborate and communicate with, through oral, written, and digital means, diverse families, community members, partners, and other constituencies to benefit learners, schools, and the district as a whole (NELP District-Level Standard Component 5.2).
- 4) Program completers understand and demonstrate the capacity to develop, implement, and evaluate coordinated, data-informed systems for hiring, retaining, supervising, and developing school and district staff in order to support the district's collective instructional and leadership capacity (NELP District-Level Standard Component 6.3).

Below are additional details for each learning outcome/standard component, which can be used as ideas within a PLA portfolio, as taken from the NELP document: <https://www.npbea.org/wp-content/uploads/2018/11/NELP-DISTRICT-Standards.pdf>

NELP Standard Component 3.1 Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for a supportive and inclusive district culture.

Content Knowledge

Program provides evidence of candidate knowledge of:

- Research on inclusive district cultures
- Dimensions of positive and inclusive district culture (i.e., fair, safe, healthy, caring, responsive, inclusive, and respectful)
- Processes for evaluating district culture
- Processes for fostering cultural change
- Strategies for advocacy

Educational Leadership Skills

Program provides evidence that candidates demonstrate skills required to:

- Evaluate district culture
 - Use research and evidence to design and cultivate a supportive and inclusive district culture
 - Advocate for a supportive and inclusive district culture
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NELP Standard Component 4.2 Program completers understand and can demonstrate the capacity to collaboratively evaluate, design, and cultivate systems of support, coaching, and professional development for educators, educational professionals, and school and district leaders, including themselves, that promote reflection, digital literacy, distributed leadership, data literacy, equity, improvement, and student success.

Content Knowledge

Program provides evidence of candidate knowledge of:

- Research on instructional leadership at the school and district level
- Research-based approaches on using data to design, implement, and evaluate professional development for teachers and other educational professionals that promotes reflection, digital literacy, distributed leadership, data literacy, equity, improvement, and student success
- Research-based approaches to leadership development focused on improving instructional practice (i.e., leadership evaluation, coaching, development of professional learning communities, etc.)
- Approaches and strategies for supporting district and school collaboration

Educational Leadership Skills

Program provides evidence that candidates demonstrate skills required to:

- Use research and data to evaluate the coordination, coherence, and relevance of the district's systems of support, coaching, and professional development for educators, educational professionals, and leaders
- Use research to propose designs and implementation strategies for cultivating systems of support and professional development that promote reflection, digital literacy, distributed leadership, data literacy, equity, improvement, and student success

NELP Standard Component 5.2 Program completers understand and demonstrate the capacity to understand, engage, and effectively collaborate and communicate with, through oral, written, and digital means, diverse families, community members, partners, and other constituencies to benefit learners, schools, and the district as a whole.

Content Knowledge

Program provides evidence of candidate knowledge of:

- Research on student, family, and community diversity
- Research on how community members, partners, and other constituencies effectively engage in and support district and school improvement and student success
- Effective practice for communicating through oral, written, and digital means
- Strategies for understanding and engaging district constituents
- Governance and decision-making processes that support family-school communications and engagement

Educational Leadership Skills

Program provides evidence that candidates demonstrate skills required to:

- Develop systems and processes designed to support district personnel's understanding of diverse families, community members, partners, and other constituencies
 - Collaborate with diverse community members, partners, and other constituencies
 - Foster regular, two-way communication with community members, partners, and other constituencies
 - Develop communication for oral, written, and digital distribution targeted to a diverse stakeholder community
 - Engage community members, partners, and other constituents in district efforts
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NELP Standard Component 6.3 Program completers understand and demonstrate the capacity to develop, implement, and evaluate coordinated, data-informed systems for hiring, retaining, supervising, and developing school and district staff in order to support the district's collective instructional and leadership capacity.

Content Knowledge

Program provides evidence of candidate knowledge of:

- Research-based practices for recruiting, hiring, supporting, supervising, developing, and retaining school and district staff
 - Strategies for engaging school and district staff in the recruitment and selection process
 - Strategic data-informed staffing based on student, school, and district needs
 - Research on and strategies for developing a collaborative professional culture designed to support improvement, retention, learning, and well-being
 - Strategies for cultivating leadership among school and district staff
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Educational Leadership Skills

Program provides evidence that candidates demonstrate skills required to:

- Use data to evaluate district human resources needs
 - Use research and data to develop a district-level system for hiring, retention, development, and supervision of school/district personnel
 - Evaluate candidates' materials for instructional and leadership positions
 - Implement systems of leadership supervision, evaluation, feedback, and support
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