

## DIVISION ADMINISTRATIVE QUALITY STANDARD

### Background

“The Principal is an accomplished teacher who practices quality leadership in the provision of opportunities for optimum learning and development of all students in the school.” (Alberta Principal Quality Standard).

In the Catholic context a Principal also has a primary role of establishing an environment where the fundamental elements of our faith will permeate the entire school culture and students will develop a knowledge and practice of the Catholic Faith.

It is therefore very important for the Division to establish a framework and criteria for the performance of our school administrators.

### Procedures and Guidelines

1. **Dimension #1 Catholic Education Spiritual Leadership:** The school Principal inspires others to grow in faith through knowledge and action.

Descriptors: The School Principal:

- 1.1 Serves as a role model of Catholic discipleship and values
- 1.2 Provides for opportunities for spiritual growth of the students and school staff
- 1.3 Ensures the physical environment of the school supports and accentuates the mission of Catholic Education.
- 1.4 Demonstrates a knowledge and understanding of a wide range of church teachings
- 1.5 Demonstrates an ease and comfort level in discussing faith with all stakeholders
- 1.6 Demonstrates the ability to establish connections between all school activities and our faith
- 1.7 Through their actions demonstrate a commitment to justice for all
- 1.8 Ensures that all instruction in Religious Education courses adheres to the curriculum established by the Bishop
- 1.9 Is prayerful
- 1.10 Models service
- 1.11 Build community
- 1.12 Strives for excellence in all facets of school operation
- 1.13 Establishes the roles and responsibilities of each staff member



- 1.14 Provides liaison with the home through interview, visitors' days, bulletins and school council
- 1.15 Publishes regular communications to inform parents and community members about relevant school matters and events
- 1.16 Models values, beliefs and attitudes that inspire others

**2. Dimension #2: Fostering Effective Relationships:** The principal builds trust and fosters positive working relationships, on the basis of appropriate values and ethical foundations, within the school community – students, teachers and other staff, parents, school council and others who have an interest in the school.

Descriptors: The School Principal:

- 2.1 Acts with fairness, dignity and integrity
- 2.2 Demonstrates a sensitivity to and genuine caring for others and cultivates a climate of mutual respect
- 2.3 Promotes an inclusive school culture respecting and honouring diversity
- 2.4 Demonstrates responsibility for all students and acts in their best interests
- 2.5 Models and promotes open, inclusive dialogue
- 2.6 Uses effective communication, facilitation, and problem-solving skills
- 2.7 Supports processes for improving relationships and dealing with conflict within the school community
- 2.8 Adheres to professional standards of conduct.

**3. Dimension #3: Embodying Visionary Leadership:** The principal collaboratively involves the school community in creating and sustaining shared school values, vision, mission and goals.

Descriptors: The School Principal:

- 3.1 Communicates and is guided by an educational philosophy based upon sound research, personal experience and reflection
- 3.2 Provides leadership in keeping with the school authority's vision and mission
- 3.3 Meaningfully engages the school community in identifying and addressing areas for school improvement



- 3.4 Ensures that planning, decision-making, and implementation strategies are based on a shared vision and an understanding of the school culture
- 3.5 Facilitates change and promotes innovation consistent with current and future school community needs
- 3.6 Analyzes a wide range of data to determine progress towards achieving school goals.

4. **Dimension #4: Leading a Learning Community:** The principal nurtures and sustains a school culture that values and supports learning

Descriptors: The School Principal:

- 4.1 Promotes and models life-long learning for students, teachers and other staff
- 4.2 Fosters a culture of high expectations for students, teachers and other staff
- 4.3 Promotes and facilitates meaningful professional development for teachers and other staff
- 4.4 Facilitates meaningful parental involvement and ensures they are informed about their child's learning and development

5. **Dimension #5: Providing Instructional Leadership:** The principal ensures that all students have ongoing access to quality teaching and learning opportunities to meet the provincial goals of education.

Descriptors: The School Principal

- 5.1 Demonstrates a sound understanding of current pedagogy and curriculum
- 5.2 Implements strategies for addressing standards of student achievement
- 5.3 Ensures that student assessment and evaluation practices throughout the school are fair, appropriate and balanced
- 5.4 Implements effective supervision and evaluation to ensure that all teachers consistently meet the Alberta Teaching Quality Standard
- 5.5 Ensures that appropriate pedagogy is utilized in response to various dimensions of student diversity
- 5.6 Ensures that students have access to appropriate programming based on their individual learning needs



- 5.7 Recognizes the potential of new and emerging technologies, and enables their meaningful integration in support of teaching and learning
- 5.8 Ensures that teachers and other staff communicate and collaborate with parents and community agencies, where appropriate, to support student learning
- 5.9 Supports the use of community resources to enhance student learning.

6. **Dimension #6: Developing and Facilitating Leadership:** The principal promotes the development of leadership capacity within the school community – students, teachers and other staff, parents, school council for the overall benefit of the school community and education system.

Descriptors: The School Principal

- 6.1 Demonstrates informed decision making through open dialogue and consideration of multiple perspectives
- 6.2 Promotes team building and shared leadership among members of the school community
- 6.3 Facilitates meaningful involvement of the school community, where appropriate, in the school's operation using collaborative and consultative decision-making strategies
- 6.4 Identifies and mentors teachers for future educational leadership roles

7. **Dimension #7: Managing School Operations and Resources:** The principal manages school operations and resources to ensure an safe and caring, and effective learning environment.

Descriptors: The School Principal

- 7.1 Effectively plans, organizes and manages the human, physical and financial resources of the school and identifies the areas of need
- 7.2 Ensures that school operations align with legal frameworks such as: provincial legislation, regulations and policy; as well as school authority policy, directives and initiatives
- 7.3 Utilizes principles of teaching, learning and student development to guide management decisions and the organization of learning



8. **Dimension #8: Understanding and Responding to the Larger Societal Context:** The principal understands and responds appropriately to the political, social, economic, legal and cultural contexts impacting the school.

Descriptors: The School Principal

- 8.1 Advocates for the needs and interests of children and youth
- 8.2 Demonstrates a knowledge of local, national, and global issues and trends related to education
- 8.3 Assesses and responds to the unique and diverse community needs in the context of the school's vision and mission
- 8.4 Advocates for the community's support of the school and the larger education system

Reference: Section 20 School Act, Alberta Education: The Principal Quality Practice Guideline

