



NIAGARA CATHOLIC
DISTRICT SCHOOL BOARD

Principal & Vice-Principal Self Review Tool



reach every student



Ontario

PRINCIPALS AND VICE-PRINCIPALS SELF-REVIEW TOOL

Catholic school principals and vice-principals hold a position of trust and service and they are called to minister to a faith centered community by nurturing the intellectual, spiritual and moral growth of students and staff. The academic and spiritual success of Catholic schools is greatly influenced by the administrative skill, educational expertise and moral integrity of the principal. Indeed, the school leader is second only to the teacher in influencing student outcomes in the school setting.

We must "grasp firmly the challenge of providing a kind of education whose curriculum will be inspired more by reflection than by technique, more by a search for wisdom than by the accumulation of information."

This professional growth instrument incorporates the six pillars of the "Leadership Framework for Catholic Principals and Vice-Principals" and is designed to assist Catholic Principals and Vice-Principals in achieving maximum effectiveness in their schools.

CATHOLIC FAITH, COMMUNITY AND CULTURE

The principal nurtures Catholic faith, community and culture and models a commitment to gospel values.

As no one else, you who are Catholic principals have a unique opportunity to create the character of your school. Your reach extends both into the classroom and into the community. The life, the values, and the feeling of each school derive in large part from your commitment to your staff, to your students, and to the Gospel.

The position of principal is one of trust and service within the Catholic school community and it is essential that channels of communication between home, the parish and the school be clearly established.

School leaders actively and collaboratively, promote, maintain and enhance the Catholic identity of the school. Catholic principals also promote an education in faith, and opportunities for faith development. They will also build in processes for reflection, prayer and liturgical celebrations. Upholding a commitment to social justice and action in the school and wider community is also critical to promoting and enhancing the Catholic identity of a school.

Never 0 / Sometimes 1 / Mostly 2 / Always 3

CATHOLIC FAITH, COMMUNITY AND CULTURE				
Build and sustain a collaborative Catholic professional learning community that promotes a sense of collective responsibility for the worth and dignity of all members of the school community;	0	1	2	3
Participate in liturgies and prayers that nurture Catholic School culture and faith development;	0	1	2	3
Provide pastoral care to persons and situations in need;	0	1	2	3
Promote school programs, policies and procedures that are embedded with the fundamental concepts of human dignity, social justice and environmental stewardship;	0	1	2	3
Establish systematic and comprehensive program links that support school, parish and family life	0	1	2	3
Notes				

Page Score _____ **x 100) 15 =** _____

SETTING DIRECTIONS

The principal builds a shared vision, fosters acceptance of group goals and sets and communicates high performance expectations.

Catholic school principals actively and collaboratively develop and communicate a whole-school vision that is centered on the guidance and improvement of teaching and learning.

It is the responsibility of a Catholic principal to build a culture that supports the school’s vision. Policies and programs must be aligned with this vision. It is important to build a culture that promotes teacher actions and teacher-student relationships that are appropriate to the vision and mission of the school and within this framework, set goals to improve student achievement.

Never 0 / Sometimes 1 / Mostly 2 / Always 3

SETTING DIRECTIONS				
Ensures the vision is clearly articulated, shared, understood and acted upon effectively by all;	0	1	2	3
Works within the school community to translate the vision into agreed objectives and operational plans which promote and sustain school improvement;	0	1	2	3
Demonstrates the vision and values in everyday work and practice;	0	1	2	3
Motivates and works with others to create a vibrant Catholic learning community, shared culture and positive climate;	0	1	2	3
Ensures creativity, innovation and the equitable use of appropriate technologies to achieve excellence;	0	1	2	3
Ensures that strategic planning embraces the diversity, values and experiences of the school and community	0	1	2	3
Notes				

Page Score _____ x 100) 18 = _____

BUILDING RELATIONSHIPS AND DEVELOPING PEOPLE

The principal strives to foster genuine trusting relationships with students, staff, families and communities, guided by a sense of mutual respect.

The principal affirms and empowers others to work in the best interests of all students.

Catholic school principals are in a position of trust and service to the Catholic Community. Effective Catholic principals work alongside staff, students, parents and community members to provide direction, advice and support. It is essential that channels of communication be clearly established. As principal you have the main responsibility for maintaining on-going communication with pastors and parish staff. Catholic School Councils are also an important advisory body and participation and input should be encouraged. Involvement with groups and agencies within the community is vital to the success of any Catholic School Community.

Never 0 / Sometimes 1 / Mostly 2 / Always 3

BUILDING RELATIONSHIPS AND DEVELOPING PEOPLE				
Treats people as Jesus did: fairly, equitably and with dignity and respect to create and maintain a positive school culture;	0	1	2	3
Develops effective strategies for staff induction, professional development, faith formation and performance review;	0	1	2	3
Uses delegation effectively to provide opportunities for staff to self-actualize;	0	1	2	3
Acknowledges and celebrates the achievements of individuals and teams;	0	1	2	3
Encourages colleagues to take intellectual risks;	0	1	2	3
Leads by example, modelling Gospel values especially in service to others;	0	1	2	3
Demonstrates transparent decision making and consistency between words and deeds;	0	1	2	3
Maintains high visibility in the school associated with quality interactions with staff and students;	0	1	2	3
Notes				

Page Score _____ **x 100) 24 =** _____

DEVELOPING THE ORGANIZATION

The principal builds collaborative cultures, structures the organization for success and connects the school to its wider environment.

Catholic school principals accept the responsibility for the school climate and student outcomes. Their role is one of Catholic discipleship and character. Catholic leadership is based on trust, mutuality, authenticity and ethical behaviour. A Catholic school principal models effective partnership and encourages the positive and productive involvement of all school community partners.

Never 0 / Sometimes 1 / Mostly 2 / Always 3

DEVELOPING THE ORGANIZATION				
Builds a collaborative learning culture within the school and actively engages with other schools, parishes and community partners to build effective learning communities;	0	1	2	3
Nurtures and empowers a diverse workforce;	0	1	2	3
Provides equity of access to opportunity and achievement;	0	1	2	3
Supervises staff justly and effectively;	0	1	2	3
Uses performance appraisal to foster professional growth;	0	1	2	3
Challenges thinking and learning of staff to further develop professional practice;	0	1	2	3
Develops a school ethos which promotes shared knowledge and shared responsibility;	0	1	2	3
Builds a harmonious community which works, reflects and prays together;	0	1	2	3
Notes				

Page Score _____ **x 100)24 =** _____

LEADING THE INSTRUCTIONAL PROGRAM

The principal sets high expectations for learning outcomes and monitors and evaluates the effectiveness of instruction.

The principal manages the school effectively so that everyone can focus on teaching and learning.

Catholic School principals are expected to be knowledgeable about required curriculum and must be able to offer guidance and advice to staff in its implementation based on specific beliefs and values. Catholic educators are called to develop a distinctive character through the integration of Faith across the curriculum. It is a principal's responsibility to be aware of curriculum that reflects Catholic values and the expectations of the Catholic Community. A Catholic school principal is committed to raising standards for all and to closing the achievement gap. They are also committed to sustaining a safe, secure and healthy school environment rooted in the Gospel values.

Never 0 / Sometimes 1 / Mostly 2 / Always 3

LEADING THE INSTRUCTIONAL PROGRAM				
Ensures a consistent and continuous school-wide focus on student achievement, using data to monitor progress;	0	1	2	3
Ensures the learning is at the centre of planning and resource management;	0	1	2	3
Develop professional learning communities in collaborative cultures;	0	1	2	3
Participates in the recruitment, hiring and retention of teachers with the interest and capacity to further the school's goals;	0	1	2	3
Provides resources in support of curriculum instruction, differentiated instruction and Catholic graduate expectations;	0	1	2	3
Buffers staff from distractions	0	1	2	3
Implements strategies which secure high standards of behaviour and attendance;	0	1	2	3
Notes				

Page Score _____ **x 100) 21 =** _____

SECURING ACCOUNTABILITY

The principal is responsible for creating conditions for student success and is accountable to students, parents, the community, supervisors and to the board for ensuring that students benefit from a high quality education.

The principal is specifically accountable for the goals set out in the school improvement plan.

Catholic school principals enhance the quality of education available to students indirectly, by creating school conditions such as consensus about the goals of the school, a collaborative professional culture and the opportunities for teachers to develop their instructional skills.

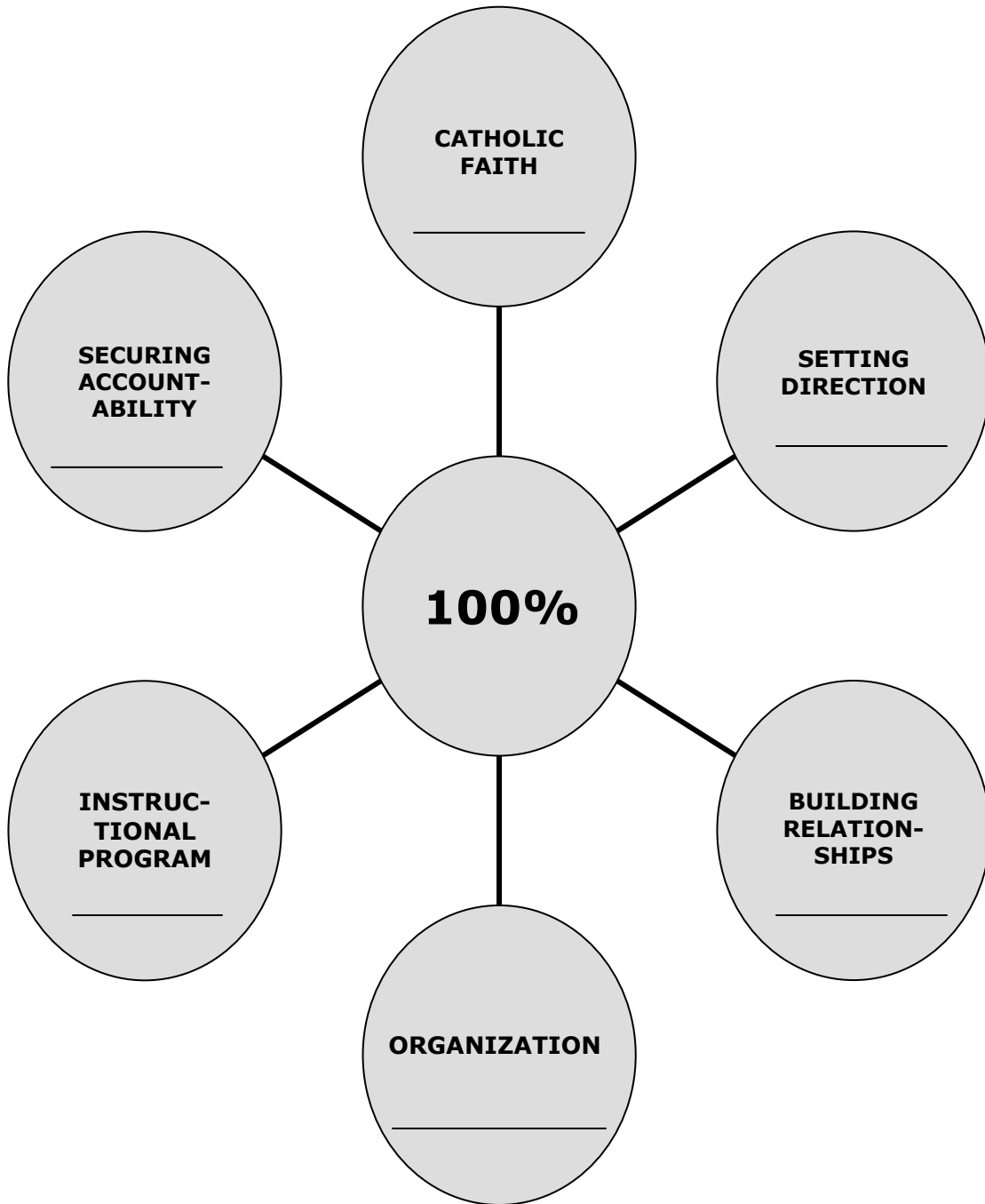
Catholic school principals can also empower students by interacting with them directly, and that ethic of 'care' contributes to student growth and achievement.

Never 0 / Sometimes 1 / Mostly 2 / Always 3

SECURING ACCOUNTABILITY				
Ensures individual staff accountabilities are clearly defined, understood, agreed to and subject to rigorous review and evaluation;	0	1	2	3
Works with the Catholic School Council providing information and support so that the council can participate actively and authentically in its advisory role;	0	1	2	3
Develops and presents a coherent, understandable, accurate and transparent account of the school's performance to a range of audiences (e.g. Catholic School Council, parents, board, supervisors);	0	1	2	3
Reflects on personal contribution to school achievements and takes account of feedback from others;	0	1	2	3
Creates an organizational structure which reflects the school's values and enables the management systems, structures and processes to work effectively in line with legal requirements;	0	1	2	3
Develops and applies appropriate performance management practices to goals and outcomes identified in the school improvement plan;	0	1	2	3
Prays on a regular basis with school community;	0	1	2	3
Notes				

Page Score _____ x 100) 21 = _____

SCORING KEY



ACTION PLAN

CATHOLIC FAITH COMMUNITY AND CULTURE

GOAL

ACTION	INDICATOR OF SUCCESS	TARGET DATE

SETTING DIRECTIONS

GOAL

ACTION	INDICATOR OF SUCCESS	TARGET DATE

BUILDING RELATIONSHIPS AND DEVELOPING PEOPLE

GOAL

ACTION	INDICATOR OF SUCCESS	TARGET DATE

DEVELOPING THE ORGANIZATION

GOAL

ACTION	INDICATOR OF SUCCESS	TARGET DATE

LEADING THE INSTRUCTIONAL PROGRAM

GOAL

ACTION	INDICATOR OF SUCCESS	TARGET DATE

SECURING ACCOUNTABILITY

GOAL

ACTION	INDICATOR OF SUCCESS	TARGET DATE

NEXT STEPS

1 Catholic Faith, Community and Culture:

2 Setting Directions:

3 Building Relationships and Developing People:

4 Developing the Organization:

5 Leading the Instructional Program:

6 Securing Accountability:



JUNE 2010