



PROFESSIONAL STANDARDS/INDICATORS FOR CATHOLIC SCHOOL PRINCIPALS

STANDARD 1 Spiritual Leadership

Catholic school principals lead and engage the entire school community in actively infusing Catholic identity into the school's culture, environment, curriculum, program, and policies.

An effective principal in a Catholic school in the Diocese of Wilmington is expected to adhere to the following indicators:

- Supports the teachings, values, and traditions of the Catholic Church and the charism of the school
- Fosters an environment in which the Catholic identity of the school is lived and visible
- Models Catholic identity through behavior and all communications
- Promotes and develops a vibrant and active community of faith through daily prayer, meaningful liturgical celebrations, seasonal devotions, and service experiences
- Ensures a rigorous Catholic religious studies program and integration of Catholic teachings and Scripture throughout the curriculum
- Engages in and provides on-going spiritual formation that meets the requirements for catechetical certification

STANDARD 2 Mission Leadership

Catholic school principals engage all members of the school community in articulating and living the school's mission.

An effective principal in a Catholic school in the Diocese of Wilmington is expected to adhere to the following indicators:

- Ensures that the school's mission reflects the school's Catholic identity, charism, and traditions
- Demonstrates that all school planning and decisions flow from the mission statement
- Communicates, models, and proclaims the school's mission both internally and to the broader community
- Promotes the mission statement by prominent display throughout the school and in a visible area of all classrooms

STANDARD 3 Pastoral/Interpersonal Leadership

Catholic school principals strive to create and maintain a culture of collaboration and trust and an atmosphere of openness and availability to all in the diocesan, parish (if applicable), and school communities.

An effective principal in a Catholic school in the Diocese of Wilmington is expected to adhere to the following indicators:

- Communicates consistently and effectively with the pastor and/or Board (if applicable)
- Partners with the Catholic Schools Office in all pertinent school matters
- Models and fosters mutually respectful relationships based on mission and driven by Gospel values with all members of the school and parish (if applicable) community
- Solicits appropriate input to promote effective decision-making and communication
- Provides a nurturing, affirming, formational environment for the students, demonstrates a genuine interest in the students, and is responsive to student needs
- Demonstrates enthusiasm for education, school pride, a visible presence, and active engagement and positively influences relationships between the school and its communities
- Creates an atmosphere of hospitality, openness, and availability with teachers, students, and families
- Cultivates leadership among faculty, staff, and students
- Provides feedback to faculty/staff that affirms and promotes personal and professional growth and development
- Communicates regularly and respectfully with all stakeholders in a manner consistent with Catholic values

STANDARD 4 Educational Leadership

Catholic school principals inspire and lead the school community toward educational excellence.

An effective principal in a Catholic school in the Diocese of Wilmington is expected to adhere to the following indicators:

- Articulates and promotes high expectations, opportunities, and structure to continually develop more effective teaching to improve student performance
- Demonstrates a clear understanding of the school's curriculum and oversees the scope, sequence, and pacing of the educational program
- Collects, analyzes, and uses varied academic data to make appropriate educational decisions that improve classroom instruction, bolster student achievement, and improve overall school effectiveness
- Serves as an advocate for the welfare of all members of the learning community and considers diversity in developing learning experiences
- Evaluates and provides instructional materials and resources
- Articulates knowledge of current professional and instructional developments in education

- Initiates change based on collaboration and input from stakeholders
- Promotes the use of the most effective and appropriate technologies to support teaching and learning
- Reviews and evaluates teacher lesson plans and assessments regularly and guides teachers in enhancing current curriculum, instructional practices, and assessment methods
- Adheres to the formative, ongoing, and collaborative process of teacher observation with the goal of improving the quality of teaching and student learning
- Uses classroom observations to establish goals for school-wide and individual professional growth
- Provides each educator with an annual summative evaluation reflecting the *Professional Standards for Catholic School Educators*

STANDARD 5 Operational and Visionary Leadership

Catholic school principals demonstrate effective stewardship of school resources in daily operations while undertaking comprehensive planning for the future.

An effective principal in a Catholic school in the Diocese of Wilmington is expected to adhere to the following indicators:

- Operates in accordance with published diocesan policies and local practices
- Develops and maintains:
 - Quality instructional programming resources
 - A clean, attractive, well-maintained, safe, and secure facility
 - An infrastructure to support educational practices
 - Technology to meet administrative and educational needs
- Develops and monitors a realistic and fiscally responsible budget
- Recruits, selects, orients, and retains staff to support quality instruction and Catholic identity
- Articulates the school's vision and goals to all school constituencies
- Takes an active role in marketing and student recruitment and retention
- Seeks outside revenue sources and public funding for the school
- Works collaboratively to establish short- and long-range goals which includes realistic budgeting, marketing, enrollment management, development, and preventative maintenance
- Monitors, evaluates, and revises short- and long-range goals annually to fulfill the school's mission, actualize its vision, and position the school for the future

STANDARD 6 Professional Leadership

Catholic school principals create a culture of respect and set the tone for professionalism; this professionalism is rooted in the school's mission statement, Catholic teachings, and Gospel values.

An effective principal in a Catholic school in the Diocese of Wilmington is expected to adhere to the following indicators:

- Demonstrates a code of ethics aligned with Catholic values
- Applies policies/procedures in a fair and equitable manner
- Exhibits competence in planning, organization, follow-through, time management, and meeting deadlines
- Models a professional appearance and demeanor
- Demonstrates growth by applying and implementing knowledge and skills attained by professional development
- Ensures that educators are engaged in on-going professional development that meets the requirements for catechetical and state certification/licensing
- Establishes and works to accomplish goals for school and professional growth
- Celebrates accomplishments of staff and students