

LEAD CATHOLIC.



ARCHDIOCESAN
CORE COMPETENCIES
of the Catholic School Principal



ARCHDIOCESE
OF
SAINT PAUL &
MINNEAPOLIS



ROADMAP *for*
EXCELLENCE
in Catholic Education



The Archdiocesan Core Competencies of the Catholic School Principal articulate the qualities of an excellent Catholic school principal in the Archdiocese of Saint Paul and Minneapolis. The Competencies are organized in three key areas: Catholic school culture, academic excellence, and organizational leadership. They provide a shared language of Catholic school leadership aligned to the Archdiocesan Principles of Excellence in Catholic Education that are embraced across our diverse system of K-12 Catholic schools.



Defining Student Excellence in Catholic Schools

PRINCIPLES OF EXCELLENCE	OUTCOMES OF STUDENT EXCELLENCE
Academic Achievement and Integration	Students demonstrate a mastery of the academic curriculum. They understand the unity of all subjects and see all knowledge in relationship with reason and the Catholic faith. By rigorously developing their intellectual gifts, students have a love for learning, look upon the created world with wonder and awe, and increase the intellectual tenor of society.
Virtue Formation	Students live a life of intellectual and moral virtue. As mature Christian leaders, they order their freedom responsibly to become who God has made them to be.
Apostolic Discernment	Students discern God's calling for them to serve Him in a particular vocation that builds up the Body of Christ and contributes to the good of society through holy families, the priesthood, religious life, meaningful work, and good citizenship.
Spiritual Life	Students have a mature spiritual life based upon a personal relationship with Jesus Christ in the sacramental and liturgical life of His Church. With a strong faith that continues to grow, students find in God the ultimate meaning and purposes of their lives.

Defining Institutional Excellence of Catholic Schools

PRINCIPLES OF EXCELLENCE	OUTCOMES OF INSTITUTIONAL EXCELLENCE
United with the Catholic Church	As a ministry of the Catholic Church, schools are united with their parishes and the Archdiocese. The institutional bonds of communion with the local Church are tangible. Schools provide a credible witness to the teachings of Jesus Christ and His Church.
Effective Governance and Leadership	Schools have effective governance and leadership structures that are grounded in the principles of solidarity and subsidiarity. From hiring practices and discipline policies to financial management and enrollment, leadership intentionally integrates the Gospel into the entire life of the school.
Partnership Engagement	From parents and volunteers to parishioners and foundations, all stakeholders in Catholic education understand their contribution to advancing excellence in schools and are engaged in fulfilling their roles.
Financial Sustainability	Schools work to ensure their long-term viability and financial stability by investing in their personnel, demonstrating good stewardship of resources, and inviting others to support the mission of the school.
Access	Catholic schools work towards enrolling all families who want to be a part of the mission of Catholic education. The school has identified all barriers—from finances and transportation, to special needs and cultural differences—and is making progress in addressing them.

1. CATHOLIC CULTURE

“Christ is the foundation of the whole educational enterprise in a Catholic school” (Congregation for Catholic Education, 1977). An excellent Catholic education is designed to partner with parents as primary educators and guide all students to a deep and lasting relationship with Christ through His Church so that they might “Go therefore and make disciples” (Mt 28:19, RSV). The Catholic school principal is committed to ensuring opportunities for faculty, staff, and students to encounter Jesus Christ and the beauty of the Catholic Faith.

Witness

- 1.1 Displays a passion for the evangelizing and educational mission of the Catholic Church
- 1.2 Pursues a life of grace and relationship with Jesus Christ through a commitment to daily personal prayer, regular reception of the Sacraments, and active participation in the life of the Catholic Church
- 1.3 Demonstrates integrity and provides a Credible Witness of the Catholic Faith

Mission and Vision

- 1.4 Fosters a clear mission and vision for the school consistent with the teachings of the Catholic Church and the Archdiocesan Principles of Excellence in Catholic Education
- 1.5 Utilizes the school’s mission and vision as the compass to inform reflective practice, goal-setting, and decision-making
- 1.6 Cultivates a school culture of authentic discipleship in which students, families, faculty, and staff are encouraged to discover how they can grow and use their gifts and talents to be witnesses of the Gospel in the world

Formation

- 1.7 Provides opportunities to support parents in their role as the primary educators of their children
- 1.8 Encourages the life of grace and relationship with Jesus Christ through daily prayer, regular opportunities for reception of the Sacraments, and participation in the liturgical life of the Church
- 1.9 Ensures that high-quality formative experiences are offered on a regular basis to nurture the ongoing spiritual formation of students, faculty, and staff
- 1.10 Ensures that opportunities to participate in apostolic service are encouraged and offered on a regular basis and that the apostolic service opportunities are grounded in the Spiritual and Corporal Works of Mercy
- 1.11 Participates regularly in high-quality opportunities for ongoing personal formation in the Catholic Faith and best-practice for catechesis

From the first moment that a student sets foot in a Catholic school, he or she ought to have the impression of entering a new environment, one **illuminated by the light of faith.**

2. ACADEMIC EXCELLENCE

“Be transformed by the renewal of your mind” (Rom 12:2, RSV). Rigorous academics and extensive study in core subjects prepare students for high school, college, and professional work are hallmarks of an excellent Catholic education. Confident that the universe is intelligible, that there is an ordered truth of things, and that “faith and reason are like two wings on which the human spirit rises,” a Catholic school principal sustains a high-quality learning environment animated by a love for the truth found in all academic disciplines (Fides et Ratio, 1).

Learning Environment

- 2.1 Nurtures a culture of trust and a rigorous, high-expectations learning environment rooted in the Catholic intellectual tradition and the Principles of Excellence in Catholic Education
- 2.2 Maintains a safe learning environment consistent with the policies and procedures of the Archdiocese that govern Catholic education
- 2.3 Establishes clear and consistent expectations for behavior that promote growth in Christian virtue and the Catholic understanding of the dignity of the human person

Curriculum, Instruction and Assessment

- 2.4 Advances excellence according to the Archdiocesan Principles of Excellence in Catholic Education
- 2.5 Makes mission-driven and data-informed decisions regarding student learning and achievement that promote a culture of continuous improvement
- 2.6 Ensures effective use of easily accessible assessment and accountability systems that enable students, faculty, and parents to monitor student progress, uncover patterns and trends, and contextualize student achievement and future projections
- 2.7 Facilitates developmentally appropriate integration of technology within the curriculum

Faculty and Students

- 2.8 Accounts for the diverse learning needs of students and inspires students' potential
- 2.9 Integrates social-emotional learning into school-wide teaching and learning practices
- 2.10 Utilizes effective strategies for teaching and communicating with students and families from diverse cultural backgrounds
- 2.11 Implements and develops high-quality professional development for faculty and staff rooted in educational best practice and the Catholic intellectual tradition that helps them to grow as educators, disciples, and catechists
- 2.12 Supervises, evaluates, and motivates faculty and staff to ensure a culture of Catholic educational excellence consistent with the Archdiocesan Principles of Excellence and Archdiocesan Competencies



Be transformed by the **renewal of your mind.**



3. ORGANIZATIONAL LEADERSHIP

“The Catholic school participates in the evangelizing mission of the Church and is the privileged environment in which Christian education is carried out” (Congregation for Catholic Education, 1997). Catholic schools are unique treasures. Students and members of the educational community experience a divinely inspired synthesis where faith, knowledge, culture, and life are brought into harmony. It is morally imperative that Catholic schools are strengthened for current and future generations. Therefore, Catholic school principals must be prepared to demonstrate executive leadership skills and think strategically to ensure the Catholic school's ongoing vitality.

Communications and Relationships

- 3.1 Highly visible and active in the day-to-day operations of the school
- 3.2 Provides energetic, contemplative, and results-focused leadership
- 3.3 Self-motivated, able to accept feedback, and grow as a result
- 3.4 Demonstrates exemplary oral and written communication skills
- 3.5 Communicates effectively to a diversity of audiences (e.g. students, faculty and staff, external stakeholders)
- 3.6 Maintains professional relationships with key school stakeholders (e.g. pastor or canonical administrator, faculty and staff, students and families, parish and finance councils, the Archdiocese, and the local community)
- 3.7 Implements effective communication strategies to ensure that all stakeholders are informed about school matters and engaged in the life of the school
- 3.8 Utilizes and understands effective conflict resolution and problem solving strategies

Planning and Financial Management

- 3.9 Prepares and monitors an achievable and realistic annual school budget in cooperation with the governing body of the school to ensure sound operation with diverse funding sources that support the financial stability of the school
- 3.10 Coordinates with a variety of external resources to access available public funds
- 3.11 Implements and regularly reviews an enrollment management and development plan to ensure long-term school stability and growth

Organizational Development

- 3.12 Collaborates with the pastor or canonical administrator and school advisory council to provide an infrastructure of programs, policies, and services that ensures the operational vitality of the school
- 3.13 Develops and utilizes the leadership capacity of all stakeholders to assume a variety of formal and informal leadership roles in the school
- 3.14 Oversees the development and implementation of a five-year strategic plan that involves representatives of all stakeholder groups and the wider school community consistent with the Archdiocesan Principles of Excellence
- 3.15 Recruits, retains, supervises, and evaluates a high-quality faculty and staff that demonstrate a commitment to Catholic education, the Archdiocesan Principles of Excellence, and the development of the whole child



MINIMUM PROFESSIONAL STANDARDS of the Catholic School Principal

1. A practicing Catholic in good standing with the Catholic Church who is able to provide a Credible Witness of the Catholic faith
2. A deep commitment to the mission of Catholic schools
3. A master's degree in Catholic school leadership or its equivalent (or in progress)
4. Three years teaching or administrative experience in Catholic schools (preferred)
5. Completion of the Certificate in Catholic School Leadership from the Institute for Catholic School Leadership at the Seminaries of Saint Paul (preferred)



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Everything that the Catholic educator
does in a school takes place
within the structure of an
educational community, made up
of the contacts and the collaboration
among all of the various groups—
students, parents, teachers, directors,
non-teaching staff—that together are
responsible for making the school an
instrument for integral formation.

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CONGREGATION FOR CATHOLIC EDUCATION

