

Draft Charter School Leadership Rubric

*Derived from the Red Deer Catholic Regional Schools Catholic Administration Practice Model

September 17, 2012

COMPETENCY ONE: 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:

- a) acts with fairness, dignity and integrity
- b) demonstrates a sensitivity to and genuine caring for others and cultivates a climate of mutual respect
- c) promotes an inclusive school culture respecting and honouring diversity
- d) demonstrates responsibility for all students and acts in their best interests
- e) models and promotes open, inclusive dialogue
- f) uses effective communication, facilitation, and problem-solving skills
- g) supports processes for improving relationships and dealing with conflict within the school community
- h) adheres to professional standards of conduct.

INDICATORS/EVIDENCE: Fostering Effective Relationships

1. Assess student, parent and staff satisfaction and assess school climate
2. Conflict resolution skills within the school community
3. Effective interpersonal communication skills and traits in the school community. Examples – parent, teacher, and student interviews, assemblies, school council, staff meetings)
4. Strategies supporting an inclusive environment (comprehensive health plan, FNMI, examples of integration, pyramids of intervention, counsellor's year plan)
5. Provide opportunities for feedback on your leadership from school staff, senior administration
6. Communication with school community (newsletters, webpage, letters to parents)

<i>EVIDENCE</i>	LEVEL OF PERFORMANCE Fostering Effective Relationships			
	EXEMPLARY	PROFICIENT	ADEQUATE	GROWTH AREA
1. Maintains a positive school climate	Involves the school community in development and implementation of a plan to promote a positive school climate	Works with the school staff to analyze school survey data related to school climate and to develop an effective plan to respond	Analyzes school survey data related to school climate and develops a plan to respond	Makes little use of survey data on positive school climate
2. Demonstrates effective conflict resolution skills	Effectively resolves conflict and demonstrates proactive conflict resolution skills that reduce future incidents	Has skills and strategies to resolve conflict	Has skills and strategies to manage conflict and prevent escalation	Needs to develop skills to effectively respond to conflict
3. Demonstrates strong interpersonal communication skills	Demonstrates a variety of effective interpersonal communication skills and strategies	Demonstrates effective communicating skills when carrying out leadership roles	Has developed a variety of tools and strategies to effectively communicate with the school community	Needs to develop effective communication skills with the school community

<i>EVIDENCE</i>	<i>LEVEL OF PERFORMANCE Fostering Effective Relationships</i>			
	EXCELLENT	PROFICIENT	ADEQUATE	GROWTH AREA
4. Maintains an inclusive school environment (comprehensive health plan, FNMI, examples of integration, pyramids of intervention, counsellor's year plan)	Provides evidence that the school community is an inclusive environment where diversity is valued and celebrated	Has multiple, varied and effective processes and strategies to respond to diversity in the school community	Has process and strategies to effectively respond to diversity in the school community	Needs to develop strategies to address issues of diversity
5. Seeks feedback from school community (school staff, senior administration)	Uses multiple and varied strategies to seek feedback from school community and takes appropriate action to enhance leadership	Solicits feedback on leadership and responds appropriately	Discusses strategies used for seeking feedback from school community to enhance leadership	Needs to develop strategies for school community feedback on leadership
6. Communicates effectively with school community (newsletters, webpage, letters to parents)	Uses multiple, varied and effective communication tools appropriate to school context	Employs communication tools appropriate to the school context	Has effective communication tools within the school context	Needs to develop effective communication tools