

Leadership across the Five Aspects of Catholic Schooling



In Highly Effective Catholic schools, leaders lead through the Five Key Aspects of Catholic Schooling

It is across these five aspects that leadership is borne and nurtured. Each aspect describes the setting in which leaders and leadership capabilities are shaped and developed. In short, the five aspects name the **WHAT** of leadership while the capabilities name the **HOW**.

Vision and Mission

Leading the School Vision and Mission

Effective leaders of a Catholic school actively and collaboratively develop and communicate a whole school vision and mission. They influence change through continuously defining, articulating and shaping the future through the lens of Catholic faith and tradition. School leaders actively and collaboratively build a culture that promotes right relationships that give witness to the vision and mission of the school.

Accountability:

- understanding of the role of the Catholic school in the mission of the Church
- engaging the community in the development and enactment of the school's vision and mission
- giving authentic witness to their personal commitment to the school's vision and mission
- enlivening the charism of the school through stewardship of its history and tradition
- ensuring that the vision and mission informs school policies, practices and procedures

1. Catholic School Culture

Leading in Catholic School Culture...

Effective leaders of Catholic school culture emulate the model of Jesus Christ in providing service to others. They shape and enhance the Catholic identity of the school community by effecting a recontextualisation of the Catholic faith. Education in faith reflects the synthesis of culture and faith and promotes and enhances a movement of life to faith, and faith to life.¹

Leaders of Catholic School Culture nurture the spiritual growth and faith formation of each individual and celebrate life and faith by fostering opportunities for prayer, reflection, and liturgical experiences. Effective Catholic school leaders actively promote the common good and work for justice and peace aligned and faithful to Catholic Social Teaching.

Accountability:

- demonstrating commitment and witness to the Catholic faith
- demonstrating faith leadership in the school environment through supporting the enhancement of the Catholic identity of the school
- nurturing faith formation of self and other members of staff
- supporting partnership with the local parish
- promoting justice, peace and ecological conversion informed by Catholic Social Teaching

2. Community Engagement

Leading in Community Engagement...

Effective leaders of community engagement give primacy to the importance of engaging parents and families as co-educators. They engage with the school community and beyond, to build diverse and inclusive partnerships to positively impact on students' growth and learning. Partnership with parish places the ministry of Catholic education within the broader context of Church in which "the Catholic school forms part of the saving mission of the Church, especially for education in the faith."²

Accountability:

- invite, welcome and provide hospitality to all in the true spirit of dialogue
- working with parents as partners to improve engagement in their children's learning
- creating and sustaining partnerships with parish, Catholic education community and the wider community that enhance student learning
- contributing to, supporting and implementing CECV, diocesan and school policies
- promoting strategies that connect families who find difficulty in engaging with the school

¹ Groome, T.H. *Will There Be Faith?: A New Vision for Educating and Growing Disciples*. Harper Collins: New York 2002

² The Congregation for Catholic Education, *The Catholic School* (1977)

3. Leadership and Stewardship

Leading in Leadership and Stewardship...

Effective leaders of leadership and stewardship foster and exemplify collaboration to deliver high quality outcomes for all students through ongoing school improvement. They are supportive of staff members in their role and leadership aspirations and encourage the development of a culture of continuous professional improvement. The leader in the Catholic school recognizes their co-responsibility in governance and attends to accountabilities accordingly. As stewards, Catholic school leaders tend to the resources in the school “in a responsible and accountable manner sharing them in justice and love with all.”³

Accountability:

- engaging in ongoing leadership formation of self and others
- working collaboratively with school leadership to enhance learning
- enhancing the professional performance and standard of all staff
- cooperating with the school’s governing authority to ensure effective governance practices
- exercising appropriate stewardship of resources to meet the learning needs of all staff and students

4. Learning and Teaching

Leading in Learning and Teaching...

Effective leaders of learning and teaching build a professional learning culture aligned to the vision and mission of the Catholic school. They nurture a positive climate of growth, engaging in continuous professional dialogue that builds shared language, knowledge and expectations. Leaders advocate and ensure a focus on improved student outcomes and engagement within a safe and effective learning environment. They develop and implement rich learning and teaching policies and practices that address the diverse needs of all students. A commitment to improved student learning outcomes is facilitated by systematically gathering, and being informed by, multiple sources of evidence.

Accountability:

- leading collaborative and collegial structures to ensure maximized learning for all students and staff
- ensuring the establishment and implementation of an agreed educational philosophy and pedagogy
- promoting, developing, evaluating and implementing a guaranteed and viable, mandated curriculum (including “Awakenings”) in a Catholic school
- ensuring the school wide analysis and use of data to inform learning and teaching practices to achieve high levels of learning for all
- implementing a school wide systematic approach to providing appropriate services and interventions for students with additional learning needs

³UNITED STATES CONFERENCE OF CATHOLIC BISHOPS, *Stewardship A Disciple’s Response: A Pastoral Letter on Stewardship*, USCCB Publishing, Washington D.C. 2002

5. Wellbeing

Leading in Wellbeing...

Effective leaders of wellbeing develop a culture across the school community which highlights the links between student wellbeing and improved learning outcomes. They ensure a safe and effective environment that contributes to positive learning outcomes and the wellbeing of the whole school community. Leaders promote and support positive, respectful relationships between all members of the school community. They collaboratively develop and implement appropriate wellbeing policies and practices to ensure a child safe environment.

Accountability:

- ensuring school wide practices that attend to personal wellbeing of all
- providing a child safe school environment supporting social and emotional learning opportunities for all
- promoting and ensuring consistent, positive behaviour management practices
- building respectful relationships with all members of the school and wider community
- promoting and celebrating the ministry of leadership

It is through development within and across the five leadership capabilities that leaders are able to lead effectively in the Five Key Aspects of Catholic Schooling.