

DuPage Regional Office of Education

Principal Performance Standards and Criteria Job Description

STANDARD #1: Facilitating a Vision of Learning

A principal is an educational leader who promotes the success of all students facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. (Shared Vision)

The principal:

- a. Aligns the educational programs, plans and actions to the district's vision and goals for student learning; communicates to staff and community. (Murphy)
- b. Uses appropriate data to set priorities and establish high, concrete goals in the context of improving student achievement. (Marzano 8, 14, 9)
- c. Promotes new and more effective practices based on research. (Marzano 11, 13, 15)
- d. Articulates and promotes high expectations for teaching and student learning. (Murphy)
- e. Acts as a driving force behind major initiatives. (Marzano 2, 15) (Murphy)

STANDARD #2: School Culture and Instructional Program

A principal is an educational leader who promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development. (Culture of Learning)

The principal:

- a. Provides leadership for establishing a professional learning community that focuses on continuous improvement, (Marzano 5)
- b. Articulates and fosters the desired school culture; (Marzano 17)
- c. Facilitates collaboration with all key stakeholders; (Marzano 10)
- d. Consistently maintains quality interaction with teachers, students, parents and the larger community; (Marzano 17, 18, 21)
- e. Provides direction in the evaluation, design, and implementation of rigorous curriculum, quality instruction, and multiple assessment practices; (Marzano 12, 13) (Murphy)
- f. Inspires and leads staff to continually design more effective teaching and learning experiences for all students; (Marzano 12, 13, 14, 15)
- g. Ensures that staff has necessary professional development opportunities that directly enhance their performance and improve student learning; (Marzano 19) (Murphy)
- h. Evaluates staff and provides ongoing coaching for improvement; (Marzano 14, 20, 21) (Murphy)
- i. Consistently and fairly recognizes and celebrates accomplishments of teachers, staff, and students; (Marzano 1, 3)
- j. Uses current research and theory about effective schools and leadership to develop and revise his/her professional growth plan. (Marzano 7)

STANDARD #3: Management

A principal is an educational leader who promotes the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment. (Management)

The principal:

- a. Designs, manages and monitors operational procedures in an ethical and efficient manner to maximize opportunities for student learning. (Marzano 16)
- b. Complies with state and federal mandates, local board policies and collective bargaining contracts. (Marzano 16)
- c. Ensures the safety and security of staff and students.
- d. Interviews and recommends teachers and staff to support quality instruction. (Marzano 9, 11) (Murphy)
- e. Engages staff in meaningful professional development that supports quality instruction. (Marzano 11, 19) (Murphy)
- f. Protects instructional time from unnecessary distractions and interruptions. (Marzano 6)
- g. Utilizes an effective problem-solving model to address current and potential problems in a timely manner. (Marzano 20)
- h. Supports district and school goals by managing fiscal and physical resources of the school responsibly, efficiently and effectively. (Marzano 19)
- i. Utilizes current technologies to support managerial functions.
- j. Communicates effectively with both internal and external audiences about the operations of the school. (Marzano 4, 17) (Murphy)

STANDARD #4: Collaboration with Families and Communities

A principal is an educational leader who promotes the success of all students by collaborating with families and community members responding to diverse community interests and needs and mobilizing community resources. (Family and Community)

The principal:

- a. Promotes and supports a governance structure for family and community involvement in the school. (Marzano 5) (Murphy)
- b. Establishes with staff a school culture that welcomes and honors parents and seeks ways to engage them in their children's learning. (Marzano 5)
- c. Engages family and community by enhancing shared responsibility for student learning and support of the school. (Marzano 20, 21, 5)
- d. Uses information about family and community concerns, expectations and needs as part of data collection and decision-making. (Marzano 20, 17) (Murphy)
- e. Demonstrates that visibility, involvement, and communication with the larger community are priorities. (Marzano 21) (Murphy)
- f. Models multi-cultural awareness, gender sensitivity, community collaboration, and racial and ethnic appreciation. (Marzano 5)
- g. Facilitates the connections of students and families to the health and social services that are needed to stay focused on learning. (Marzano 17, 19)
- h. Keeps community well informed of school activities. (Marzano 17)

STANDARD #5: Acting with Integrity, Fairness and in an Ethical Manner

A principal is an educational leader who promotes the success of all students by acting with integrity, fairness and in an ethical manner. (Ethics)

The principal:

- a. Demonstrates ethical and professional behavior. (Marzano 9)
- b. Displays values, beliefs and attitudes that inspire others to higher levels of performance. (Marzano 15, 11)
- c. Maintains and protects the rights and confidentiality of others.
- d. Demonstrates appreciation for and sensitivity to diversity in the school community.
- e. Adapts leadership behavior to the needs of the current situation. (Marzano 7, 20)
- f. Is respectful of divergent opinions. (Marzano 4) (Murphy)
- g. Considers the impact of his or her administrative practices on others. (Marzano 20) (Murphy)
- h. Recognizes and respects the legitimate authority of others.
- i. Opens the school to public scrutiny. (Marzano 4, 17) (Murphy)
- j. Fulfills legal and contractual obligations.

STANDARD #6: Political, Social, Economic, Legal and Cultural Context

A principal is an educational leader who promotes the success of all students by understanding the profile of the community and, responding to, and influencing the larger political, social, economic, legal and cultural context. (Societal Context)

The principal:

- a. Collaborates with service providers such as the ROE and special education cooperatives and other decision-makers to improve teaching and learning. (Marzano 19) (Murphy)
- b. Advocates for the welfare of all members of the learning community including ESPs and parents. (Marzano 17) (Murphy)
- c. Respects the varied dynamics of decision-making and designs appropriate strategies to reach desired goals. (Marzano 20) (Murphy)