

**The Profile of a Principal**  
A Summary of the Skills, Abilities, and Personal Characteristics  
Required to Provide High Quality Educational Leadership  
(GECD SB Policy HR-1: Selection of a Principal and Vice-Principal)

*With Additional Comments and Suggestions made by  
Informed Massey Parents Action Council (IMPAC) italicized.*

*Submitted by L. Lee, IMPAC Chair – 8 January 2008 on behalf of IMPAC*

*The top priority is safety for all at Massey.*

*The next priority is optimizing the learning experience for all at Massey.*

**Administration (Ranked 1/8)**

- applies superior organization skills and decision making
- employs effective administrative practices and technology
- manages an effective support team in the school with minimum conflict
- 1-must exhibit excellent leadership skills to students, staff, teachers, and parents*
- 2-must be consistent, firm and fair in discipline*
- 3-must be an effective problem solver*
- 4-must coordinate the efforts of the Vice-Principal, teachers, Guidance Councilors, Department Heads, educational assistants, office staff, and custodians.*
- 5-must allocate judiciously resources to all programs*
- 6-must manage conflicts over limited resources*
- 7-must coordinate teachers' and students' activities*
- 8-must be able to prioritize appropriately and differentiate the big picture from the small picture*

**Communication (Ranked 2/8)**

- speaks, writes and listens effectively
- communicates concisely, persuasively and at various levels of sophistication
- 1-must have excellent listening skills*
- 2-must solicit views and opinions of students, staff, teachers, and parents*
- 3.-must be approachable to students, staff, teachers, and parents*
- 4-must be able to resolve conflicts effectively and efficiently with unhappy or possibly irate students, staff, teachers, and parents*
- 5-must be calm, cool, and collected*

**Ethos (Ranked 3/8)**

- engenders respect, confidence, trust, and loyalty
- works to foster positive relationships with parents and the school community
- appreciates and respects community diversity
- 1-must recognize and be supportive of all Massey students, ranging from students requiring remediation, to students of intellectual*

- exceptionality, 'average' students, to gifted students*
- 2 -must also recognize the academic and non-academic needs of students*
- 3-must recognize the needs of the staff, teachers, and parents*
- 4-must be willing to interact and consult with the Massey School Council, IMPAC Informed Massey Parents Advisory Council*
- 5-must be positive and enthusiastic*

### **Improvement (Ranked 4/8)**

- promotes measurable and sustainable improvement in all areas of responsibility
- motivates high achievement of self and others
- promotes involvement and commitment
- 1-must continuously strive to improve the academic achievements of all Massey students*
- 2-must acknowledge the recommendations of the Massey Improvement Team, by pursuing the aims delineated in the Massey School Improvement Plan*
- 3-must foster methods to improve the EQAO results of all students*
- 4-must be supportive of the development of teachers as well as students*

### **Balance (Ranked 5/8)**

- demonstrates balance within career, and between career and personal life
- develop appropriate priorities for school community
- 1-must show appreciation and respect for students, staff, teachers, and parents, and their efforts and achievements*
- 2-must be supportive of the ~40 sports teams and ~26 clubs at Massey*
- 3-must be willing to demonstrate interest by fostering school spirit by attending selected school functions (We realize the Principal cannot attend all functions.)*

### **Education (Ranked 6/8)**

- demonstrates strong educational values and progressive philosophy of education
- commands respect as an educator and curriculum leader
- creates and sustains a safe and exciting learning environment
- 1-must maintain learning for all students a top priority*
- 2-must keep up with the technological advances and promote their implementation in the school*

### **Vision (Ranked 7/8)**

- anticipates and prepares for change
- encourages professional goals for self and others
- 1-must exhibit leadership, if changes occur, be they Ministry or Board dictated*

### **Knowledge (Ranked 8/8)**

- employs knowledge of all relevant legislation, policies and procedures
- applies current knowledge of curriculum, pedagogy and child development