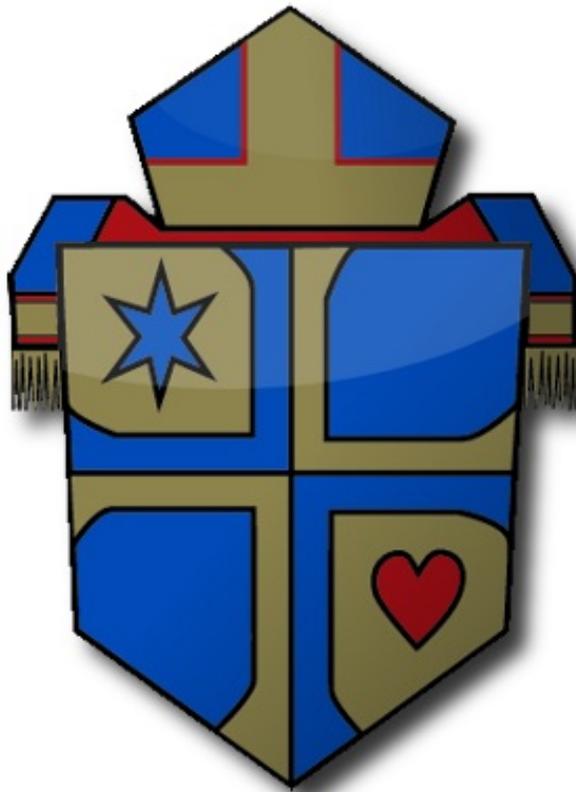


**SELECTION PROCESS
FOR
CATHOLIC SCHOOL PRINCIPALS**



DIOCESE OF SALINA

INTRODUCTION

Each of the Catholic schools of the Diocese of Salina has an elected School Council, representative of the school community, which has one of its responsibilities to be involved in the search process for a competent school administrator. Although the Pastor bears the responsibility of hiring the school administrator, he relies heavily upon the recommendation of the local School Council in making a final decision.

This set of guidelines is intended to be of assistance to the Search Committee in carrying out its role in this regard. Adjustments or adaptations may be made to meet the needs of the local situation. However, it is important to keep in mind these basic requirements which must be met:

1. The candidate is to be an active member of the Catholic Church with a strong faith commitment.
2. The candidate is to have a Master's Degree in Education Administration or a Master's Degree in another field with the necessary additional graduate credits to qualify for certification by the Kansas State Board of Education.
3. The candidate is to have a minimum of three (3) years teaching experience on the level of administrative responsibility.
4. It is preferable that the candidate also have experience in school administration, but this is not a requirement if he/she is otherwise qualified.

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PRIOR TO THE SEARCH

When the local Pastor or Pastor Designate has accepted an administrator's resignation or the administrator does not accept a new contract or the Pastor plans not to offer the administrator a contract, the Pastor contacts the Diocesan Superintendent of Schools immediately so that the search process can begin.

As soon as possible, a meeting of the full School Council is scheduled to discuss the following:

1. What qualifications beyond Kansas Certification requirements in elementary or secondary administration do we require? i.e. educational experience, recency of course work, etc.
2. What personal qualities do we seek in our administrator?
3. Does the present diocesan job description for a principal accurately reflect our needs and expectations? If necessary, make changes with the approval of the council.
4. Do we have a good description of our present program?
5. What financial package are we prepared to offer (i.e. minimum salary, maximum salary, fringe benefits)? The entire Council with the approval of the Pastor should decide the parameters of the financial package which will be offered to the candidates. The maximum should be known by the Search Committee. If there is a candidate who is asking for more than the minimum and the Search committee sees the candidate as the one it believes to be potentially most effective, the Search Committee must return for further direction on salary.
6. Who will serve on the Search Committee?
7. Who will be chairperson of the Search Committee?
8. What is the projected time-line for the search process?
9. What is a reasonable budget to support the search process?

SEARCH COMMITTEE

I. COMPOSITION

- A. **Superintendent of Schools:** The Superintendent of Schools will interview the final candidates.
- B. **Regional or Local Council of Education Members:** Members of the local Council of Education are to be involved. The Council may make a decision to have the council serve as a committee of the whole, or they may decide to form a smaller search committee of the council.
- C. **Pastor:** In the case of parish School Councils, the Pastor should be involved. Where there are regional Councils at least one priest preferably the Pastor Designate, should serve on the committee.
- D. **Teachers:** A representative of the faculty should be on the search committee. This person should be chosen by the faculty. The Council should utilize the faculty representative as a source of information and should ask for major strengths and weaknesses seen and their impressions concerning the candidate. This person has no vote on the final decision.
- E. **Parents:** A member of the parent organization may be asked to be on the search committee at the discretion of the council. This person should be chosen by the council. The council should utilize the parent representative as a source of information and should ask for major strengths and weaknesses seen and their impressions concerning the candidate. This person has no vote on the final decision.
- F. **Parish Religious Education Coordinator:** In the parish situation, the Council may wish to include the religious education coordinator on the search committee. The Council may wish to include the religious education coordinator on the search committee. The council should utilize the religious education coordinator representative as a source of information and should ask for major strengths and weaknesses seen and their impressions concerning the candidate. This person has a no vote on the final decision.
- G. **Chairperson of Search Committee:** the Council President is usually the person to serve as chairperson; however, he or she may wish to delegate this to another member of the Council.
- H. **Secretary:** One of the members of the search committee should serve as secretary with the responsibility for the clerical work involved.
- I. **Present Administrator:** The present administrator does not serve on the committee. This person will usually be asked to be available to the candidates who wish to visit the school, to discuss the program, and to give the candidates pertinent school materials to study.

II. RESPONSIBILITIES

A. Review materials and forms to be used.

1. Diocesan professional application form (optional)
2. Role description for administrator
3. Diocesan job description for administrator.
4. Questions to be used for the interview: A list of questions has been included in this packet. The Search committee is encouraged to review these questions and add some if they see the need. The committee may also decide to assign certain questions to each member in order to be certain that no important area is neglected during the interview.
5. Form letters: Councils are encouraged to use the sample form letters provided in this manual:
 - a. Letter sent to prospective candidate with the following enclosures: the professional application form, role of description and job description.
 - b. Letter sent to all applicants to indicate that the screening process is over and the applicant will not be interviewed.
 - c. Letter to be sent to those who have been interviewed to indicate that the interviews have been completed and a decision reached.

B. Advertise

A sample advertisement is included in this packet. The search committee should approve the composition of the advertisement as well as its circulation.

C. Choose a Person to Receive Applications

Determine which member of the search committee will receive candidates applications and credentials.

D. Maintain files of Applicant

Individual file folders should be made for each potential candidate: as his/her materials arrive, they should be inserted in the file. The file is to be forwarded to the Superintendent of Schools, if the candidate is referred to the Superintendent for an interview.

TIME-LINE

The entire Council should develop a projected time-line. The following questions will help determine the time-line:

1. When will the position be advertised?
2. How much time will be provided for applicants to respond? (A minimum of three weeks is recommended.)
3. When will the search committee come together to review all applications?
4. When will interviews be scheduled?
5. When will a decision be made?

THE APPLICATION

An application is complete only when the following materials have been received:

1. Diocesan Professional Application Form
2. Official Transcript of Grades/Credits
3. Three recent letters of recommendation

SCREENING AND REVIEW OF APPLICATIONS

I. Review of Applications and Credentials

The entire Search Committee meets to review the applications and credentials and to determine any additional information which is needed. Each member of the Search Committee should take the time at the meeting to review all of the materials for each applicant. The form for screening applications will be helpful in the meeting. It must be decided who will pursue the additional information and what procedure should be used to gain it (i.e. telephone call to present employer, etc).

II. Letters of Recommendation

Letters of Recommendation should be read carefully.

Persons who wrote the letters should be called if:

- a. there are any questions or any need for clarification or elaboration
- b. there is no letter of recommendation from the present employer
- c. the committee perceives the need to gain additional information to supplement any apparently good recommendation.

III. Selection of Candidates for Interview:

A decision is made by the Search Committee in regard to those candidates to be interviewed, as well as the time and location of such interview.

IV. Number of Candidates to be Interviewed

There is no magic number regarding the number of candidates to be interviewed. This obviously depends on the quality of the applicants.

THE INTERVIEW

I. Location:

Usually interviews will be in an area in the school or a location with easy access to the school. The room should be comfortable but arranged for a formal interview to be conducted around a table.

II. Number:

It is recommended that candidates be interviewed on the same day or on two consecutive days. This will provide the Search Committee with a better picture of how each candidate is perceived in relation to the others, as well as who well the individuals will meet the expectations of the position. Depending on the schedule of the Search Committee it is possible to plan four interviews in one day.

III. Length:

The interview will usually last for less than one hour. It is recommended that the Search Committee devote about thirty minutes to questions and allow the candidate about fifteen minutes to ask questions of them.

IV. Do's and Don'ts:

A list of do's and don'ts is included in this packet to be used as a checklist for those involved in the interview process.

POST-INTERVIEW PROCESS

I. After each interview:

Allow time for the Search Committee to list the apparent strengths and weaknesses of each candidate.

- A. Each member of the Search Committee completes the form indicating 'pros' and 'cons' in regard to each candidate's potential.
- B. The Candidate Assessment Form should be completed by each member of the Search Committee after each interview. It will be used to assist in determining the most suitable candidate only after the field has been narrowed to two or three finalists.

II. After All Interviews:

- A. Discuss the strengths and weaknesses of each candidate as perceived by the members of the Search Committee.
- B. Each member of the Search Committee should then indicate their choice of candidate for the position and the reasons supporting that choice.
- C. Contact the Superintendent of Schools and arrange for interview of finalists.
- D. If there is no consensus within the Search Committee in regard to the choice of candidate to fill the position, the Search Committee may:
 - 1. Decide to schedule a follow-up interview with one or more candidates; or
 - 2. Decide to advertise the position again and begin the search process again.

THE CONTRACT

I. The Process

- A. The Search Committee makes its recommendation of the candidate to the entire Council of Education.
- B. The Council of Education votes on the recommendation of the Search Committee.
- C. The Recommendation of the Council is made to the pastor(s) for final approval.
- D. Upon approval by the pastor(s) the candidate is called immediately in regard to the decision made.

II. Contract Form:

- A. The Diocesan Contract I its quadruple form is to be used.
- B. This quadruple-copy contract should be prepared immediately and forwarded to the candidate.
- C. The candidate should be given maximum of two weeks to sign the contract and return it in its entirety to the Pastor or Pastor Designate.
- D. The Pastor or Pastor Designate signs the contract after it is returned by the candidate. It is then forwarded to the Diocesan Superintendent of Schools to be signed. One copy is kept on file by the Superintendent; the remaining copies are returned to the Pastor, the original of which is to be sent to the new administrator.

ADVERTISEMENT

PRINCIPAL (K-6, K-8, 9-12) Religious and Academic Leader committed to Catholics school education ____ students and ____ staff. Kansas certification required. contact (Name of Person , phone and/or address) for application information. Equal Opportunity Employer.

Additional Examples:

FRIENDS SEMINARY is seeking HEAD OF LOWER SCHOOL: Grades K-4. Min 5 yrs. exp as elementary School Teacher and/or Administrator. EOE. Send cover letter & resumes to: Richard Eldridge, Principal; FRIENDS SEMINARY; 222 East 16th St., NY, NY 10003 (or) Fax (212) 979-5118

FOR 1998-1999 SCHOOL YEAR – PRINCIPAL: ELEMENTARY & SECONDARY: DIOCESE OF EVANSVILLE, IN. Must be a practicing Roman Catholic and hold or be eligible for an Indiana School Administrator License; For application, please contact: Phyllis Beshears, Director of Schools, Catholic School Office, Diocese of Evansville, P.O. Box 4169, Evansville, IN 47724-0169, 812 424-5536.

PRINCIPAL GRADES 1-8: St. Francis Seraph School, located north of downtown Cincinnati, is accepting applications for the position of principal. Projected enrollment for the 1998-99 school year is 150, grades 1-8. There are 10 full-time and eight part-time professional staff members. Applicants must be practicing Roman Catholics, have a master's degree, provide evidence of three years of successful teaching and/or school administrative experience, hold or meet the requirements for an Ohio principal's certificate. Salary is negotiable but commensurate with education, experience and school enrollment. Applicant should send resume including three written letters of recommendation and three character references, on or before February 9, 1998 to: Search Committee Chairperson, St. Francis Seraph Church, 1615 Vine St., Cincinnati, Ohio 45210.

MIDDLE SCHOOL HEAD GRADES 5-8: Stone Ridge School of the Sacred Heart, a Catholic, college preparatory school for 735 girls in grades preK-12 seeks a strong, Catholic leader to head the Middle School of 228 girls. Candidates should have successful teaching and administrative experience preferably in an independent or parochial school. They should be persons of energy, integrity, vision, and leadership with strong communication and interpersonal skills. Master's degree preferred. No phone calls please, send resume and salary requirements by November 28, 1997 to: Sr. Anne Dyer, RSJ; Headmistress; 9101 Rockville Pike; Bethesda, MD 20814; Fax: (301) 657-4393; E-mail: sr@stoneridge.org; <http://www.stoneridge.org>

SCHOOL ADMINISTRATOR Holy Family School, a ministry of the Catholic parishes of Grand Junction, Colorado, is seeking a full-time administrator. Holy Family School is a K-8 school with 400 students and is committed to quality and excellence in developing the whole child in a faith environment. The qualified applicants needs to have current administrative certification. Strong interpersonal, financial, and leadership skills are essential. Five years administrative experience preferred. Must be a faith-filled and practicing Catholic. Salary/benefits commensurate with experience. Deadline: March 31, 1998. Send resume to Holy Family School Search, T. Bloom, 861 Grand, Grand Junction, CO 81501. Inquiries: Fr John@aol.com.

PRINCIPAL Immaculate Heart of Mary Catholic School; Immaculate Heart of Mary Catholic School, grades K-8, is seeking a principal to begin July 1, 1998. Qualifications: Demonstrated commitment to the development of Christian spirit and a Catholic community of faith within the school environment. Master's degree in educational administration and supervision with experience in administration and teaching. Active member of the Catholic church. Preference given to candidates who have ability to communicate and work collaboratively with an excellent staff. Competitive salary and benefits commensurate with credentials and experience. Submit a letter of interest, resume, three letters of reference and university credentials to: Reverend Fred Wendel, 2855 Briarcliff Road, Atlanta, GA. 30329 by April 1, 1998.

“The Marketplace” section of Education Week, a nationally circulated weekly educational newspaper: 6935 Arlington Road, Suit 100; Bethesda, MD 20814 (301) 280-3100 Fax (301) 280-3250 JOBS@EPE.ORG

Other Advertising avenues to pursue are: Parish Bulletins, Local Newspapers, Diocesan Newspapers, College/Universities, Diocesan Offices of Education and NCEA

NCEA Address: Elementary (or Secondary) Department / National Catholic Educational Association / 1077 30th Street NW, Suite 100 / Washington, DC 20007-3852

Kansas teaching jobs website to list the job description. www.kansasteachingjobs.com

SAMPLE LETTER TO PROSPECTIVE CANDIATE

Date

Full Address

Dear

Thank you for contacting us in regard to the position of principal for _____ School.

Enclosed you will find the role/job description of a principal in our school, together with an application form.

Please complete the enclosed application, and send it, together with your transcript of college credits and three letters of recommendation directly to me (or if to another, indicate the party and address to whom it is to be sent).

We hope to make a decision about possible interviews by _____. It is important for us to have your completed application, transcript of credits and three letters of recommendation prior to ____ in order to vie you the necessary consideration.

Please feel free to call me if you have any questions.

Looking forward to hearing from you, I am

Very sincerely,

Council President

Address

Phone:

En

**SAMPLE TO ALL APPLICANTS FOLLOWING SCREENING
PROCESS**

Date

Full Address

Dear

Members of our search committee have screened the applications that have been received from the position of _____.

Interviews have been arranged with the candidates they feel will best fit the needs of _____ School.

I am writing to inform you that you are not one of the final candidates to be interviewed.

Thank you very much for your application. We wish you the very best in your future endeavors.

Sincerely,

Council President

**SAMPLE RESPONSE TO THOSE WHO HAVE APPLIED OR HAVE
BEEN INTERVIEWED**

Date

Full Address

Dear

We have completed our hiring process for the position of principal for which you applied. We have hired a person whom we believe will best meet the needs of the school at this time.

Thank you very much for your application. We wish you the very best in your future endeavors.

Sincerely,

Council President

IDEAS FOR QUESTIONS WHEN INTERVIEWING PROSPECTIVE ADMINISTRATORS

1. Description of your present assignment. Type of school, size, personnel, programs, parish involvement.
2. Have you worked with Councils or Boards of Education. What was your involvement?
3. What is your relationship with the Church today? Involvement in the Church? If none, how would you see yourself involved? How have you kept abreast of reasons for changes since Vatican II?
4. Are you familiar with the document, "TO TEACH AS JESUS DID?" Have you used the book "GIVING FORM TO THE VISION" which helps to evaluate your school in light of "TO TEACH AS JESUS DID?" Are you familiar with the document, "SHARING THE LIGHT OF FAITH" (NCD)?
5. How do you deal with conflict? i.e. teacher-teacher, teacher-parent; parent-administrator.
6. How do you normally handle student problems?
7. How do you see the Catholic school in relationship to the total parish? total community?
8. How do you see your role in relationship to parents? What is your idea of home-school communication?
9. What is your idea of a good Public Relations Program?
10. What is your understanding of Social Justice Education?
11. How would you offer moral leadership in the area of justice?
12. How do you view teacher supervision and evaluation?
13. What evaluation techniques might you use in evaluating teacher performance?
14. How do you view in-service for teachers? How do you plan for it?
15. How do you go about changing people or programs?
16. What is your understanding of building a faith community? What do you see as the greatest obstacles to building a faith community? How would you go about strengthening the Christian educational community?
17. What is the unique contribution you can make to Catholic School education?

18. What do you see as your greatest strength? What area do you see where you need to improve the most?
19. What steps do you take in making and implementing a decision?
20. How would you describe and rate your organizational ability?
21. When and in what manner would you delegate authority?
22. What is your viewpoint on discipline?
23. Can you tell us about the methods you might use to maintain and strengthen communications with the various members of the school community?
24. What background do you have in curriculum development?
25. In what way have you been involved in instructional changes within a school?
26. What long range changes do you presently envision in education?
27. What goals do you have for your future?
28. Do you have plans for continuing your religious and academic education? How? Where?
29. Do you have any questions about the job description? (Be sure the candidate knows exact responsibilities for which they are being considered)
30. If chosen, when can you become available to assume the position?

SOME TIPS FOR INTERVIEWING

DO

1. Be well prepared for each interview.
2. Make the candidate comfortable.
3. Standardize the interview for all candidates.
4. Focus on specifics.
5. Stay on target.
6. Inform candidate of expectations in the position.
7. Allow adequate time toward the end of interview for candidate to ask questions.
8. Answer questions completely and objectively.
9. Listen carefully.
10. Have a standard explanation of the post-interview procedure.
11. Treat candidate as you would want to be treated.
12. Independently rate the candidate immediately after interview.
13. Inform in writing all candidates of the council's decision.

DON'T

1. Talk too much.
2. Prolong the interview unnecessarily.
3. Rate a candidate low in an area in which you consider yourself strong.
4. Make a decision regarding candidate's acceptability early in the interview.
5. Use questions which can be answered yes or no.
6. Use loaded questions.
7. Be interviewed by the candidate.
8. Be too negative or too positive about candidate's chance for the position.
9. Answer questions for which you have no definite answer.

SCREENING APPLICATIONS

Steps: Reach each application carefully; Study credentials/transcripts; Reach each reference carefully.

Name _____ Age _____ Religion _____ Yrs. of Teaching _____ Levels _____ Yrs. of Administration _____ Concerns/Questions _____ Over-all Impression _____

PROCESS AFTER INTERVIEW

Candidate Name

Pros

Cons

SOME DIOCESAN OFFICE OF EDUCATION ADDRESSES

COLORADO

Diocese of Colorado Springs

Superintendent of Schools
29 W. Kiowa, 980903-1403

Arch-Diocese of Denver

Superintendent of Schools
1300 S. Steele Street, 80210

Diocese of Pueblo

Superintendent of Schools
1001 N. Grand Avenue, 81003-2915

IOWA

Diocese of Davenport

Superintendent of Schools
2706 N. Gaines Street, 52804-1998

Diocese of Des Moines

Superintendent of Schools
P.O. box 1816, 50306-1816

Arch-Diocese of Dubuque

Superintendent of Schools
P.O. Box 479, 52004-0479

Diocese of Sioux City

Superintendent of Schools
P.O. Box 3379, 51102-3379

KANSAS

Diocese of Dodge City

Superintendent of Schools
P.O. Box 137, 67801-0137

Arch-Diocese of Kansas City

Superintendent of Schools
12615 Parallel Parkway, 66109-3718

Diocese of Salina

Superintendent of Schools
P.O. Box 980, 67402-0980

Diocese of Wichita

Superintendent of Schools
424 N. Broadway, 67202-2310

MISSOURI

Diocese of Jefferson City	Superintendent of Schools P.O. Box 417, 65102-0417
Diocese of Kansas City/ St. Joseph	Superintendent of Schools P.O. Box 419037, KC, MO 64141-6037
Arch-Diocese of St. Louis	Superintendent of Schools 4140 Lindell Blvd., 63108-2914
Diocese of Springfield/Cape Girardeau	Superintendent of Schools 601 South Jefferson, Springfield, 65806-3107

NEBRASKA

Diocese of Grand Island	Superintendent of Schools P.O. Box 996, 68802-0996
Diocese of Lincoln	Superintendent of Schools P.O. Box 80328, 68501-0328
Arch-Diocese of Omaha	Superintendent of Schools P.O. Box 4130, 68104-0130

OKLAHOMA

Arch-Diocese of Oklahoma	Superintendent of Schools P.O. Box 32180, 73123-0380
Diocese of Tulsa	Superintendent of Schools P.O. Box 2009, 74101-2009

TEXAS

Diocese of Amarillo	Superintendent of Schools P.O. Box 5644, 79117-5644
Diocese of Austin	Superintendent of Schools 1625 Rutherford Lane, Bldg. D, 78754-5105
Diocese of Beaumont	Superintendent of Schools P.O. Box 3948, 77704-3948
Diocese of Brownsville	Superintendent of Schools

	P.O. Box 547, 78516-0547
Diocese of Corpus Christi	Superintendent of Schools 3036 Saratoga Blvd., 78415
Diocese of Dallas	Superintendent of Schools P.O. Box 190507, 75219-0507
Diocese of El Paso	Superintendent of Schools 499 St. Matthews, 79907-4214
Diocese of Fort Worth	Superintendent of Schools 800 W. Loop 820 S., 76108-2936
Diocese of Galveston/Houston	Superintendent of Schools 2403 E. Holcombe Blvd., Houston, 77021-2023
Diocese of Lubbock	Superintendent of Schools P.O. Box 98700, 79499-8700
Diocese of San Angelo	Superintendent of Schools 804 Ford Street, 76905-7880
Diocese of San Antonio	Superintendent of Schools P.O. Box 2841, 78228-5124
Diocese of Tyler	Superintendent of Schools 1015 E. SE Loop 323, 75701-9663
Diocese of Victoria	Superintendent of Schools P.O. Box 4070, 77903

COLLEGES AND UNIVERSITIES

Job Placement Office
Emporia State University
1200 Commercial
Emporia KS 66801-5087

Job Placement Office
Fort Hays State University
600 Park Street
Hays KS 67601

Job Placement Office
Kansas State University
Anderson Hall
Manhattan KS 66506

Job Placement Office
University of Kansas
Lawrence KS 66045

Job Placement Office
Pittsburg State University
1701 South Broadway
Pittsburg KS 66762

Job Placement Office
Wichita State University
1845 Fairmount Street
Wichita KS 67260

Job Placement Office
Baker University
P.O. Box 65
Baldwin City KS 66006-0065

Job Placement Office
Benedictine College
1020 North 2nd Street
Atchison KS 66002-1499

Job Placement Office
Bethany College
421 N. 1st Street
Lindsborg, KS 67456-2004

Job Placement Office
Bethel College
300 E. 27th Street
North Newton KS 67117

Job Placement Office
Friends University
2100 W. University Street
Wichita KS 67213

Job Placement Office
Kansas Wesleyan University
100 East Claflin
Salina KS 67401-6196

Job Placement Office
Newman University
3100 McCormick
Wichita KS 67213-2097

Job Placement Office
Tabor College
400 South Jefferson
Hillsboro KS 67063

Job Placement Office
University of St. Mary
4100 South 4th Street Traffic-
way
Leavenworth KS 66048-5082

Job Placement Office
Sterling College
525 N. 8th Street
Sterling KS 67579

Job Placement Office
Washburn University
1700 College
Topeka KS 66621

Job Placement Office
Southwestern College
100 College Street
Winfield KS 67156-2499

Job Placement Office
Ottawa University
1001 South Cedar
Ottawa KS 66067-3399

JOB DESCRIPTION: RESPONSIBILITIES OF THE PRINCIPAL

Progress in any aspect of education is influenced greatly by the leadership provided. It is the leadership of the principal that gives life to concepts, goals, policies, and theories. The principal should see his/her work in terms of sound educational objectives, as they relate to broad functions of administration and supervision. As the administrative head of the school, the principal is responsible for the effective operation of the school as a Christian educational community in accordance with the philosophy and policies set by the diocesan/local school councils, and the Diocesan office of Catholic Education. The job description of the principal includes four major categories: that of Leader, Communicator, Supervisor and Administrator.

A. AS LEADER THE PRINCIPAL IS TO:

1. foster a Christian environment which enables staff and students to attain their potential;
2. set philosophy and goals with the staff in accordance with the principles expressed in the pastoral, To Teach As Jesus Did;
3. give priority to and cooperate with their pastor in maintaining a vibrant religious education program according to the norms of the National Catechetical Directory, Sharing the Light of Faith;
4. strive toward development of a conscious, active faith community within the school;
5. be aware of cultural characteristics of the school community and give consideration to such in planning of school programs;
6. create with the staff a student-centered learning environment;
7. undertake with the staff long and short range instructional planning;
8. participate personally in professional development opportunities;
9. exercise his/her responsibility as chief decision maker in the school;
10. give support to staff members, students and parents.

B. AS COMMUNICATOR, THE PRINCIPAL IS TO:

1. treat people in a manner that indicates respect for the dignity of the individual;
2. be available to staff members, students and parents;
3. ensure effective communication with parents in regard to student progress;
4. elicit suggestions and ideas from the staff and incorporate such in the decision-making process;
5. maintain good communication with the pastor and the local school council;
6. develop and maintain good parent, student, teacher and community relations;
7. share the life of the school with the parish community;
8. keep the diocese, parish and civic community informed of school programs and policies

C. AS SUPERVISOR, THE PRINCIPAL IS TO:

1. be responsible for on-going evaluation of the school's total program;
2. maintain a system of supervision and evaluation of teacher performance, both formally and informally;
3. assist and enable staff members to plan and implement innovative methods;

4. develop with the faculty a curriculum appropriate to the student's needs in accordance with the directives issued by the diocesan and state authorities;
5. encourage an education climate among the faculty through regular faculty meetings, conferences with teachers, in-service programs and professional reading.

D. AS ADMINISTRATOR, THE PRINCIPAL IS TO:

1. cooperate with, interpret, and implement diocesan policies, regulations and programs;
2. interview applicants and select staff members who promote Christian atmosphere and dismiss those who fail to promote the Catholic educational program;
3. insure that the adequate and up-to-date records are kept on file for each student and staff member in accordance with diocesan guidelines;
4. establish guidelines for student discipline and resolve school related problems or conflicts of students, staff, parents and parish community;
5. establish guidelines for student discipline and resolve school related problems or conflicts of students, staff, parents and parish community;
6. schedule for efficient utilization of resources and oversee the maintenance of the building to provide a clean, safe and healthful educational environment;
7. direct the process of requisitioning, distributing and account for textbooks and all instructional materials and equipment;
8. prepare and submit all official reports promptly and promulgate the official school calendar;
9. serve as the executive office of the local school council;
10. develop rules, regulations (School Handbook) and programs that implement policies established by the school council and be responsible that such are enforced;
11. prepare the annual school budget in consultation with the pastor/school council, and administer it so as to maintain sound fiscal management;
12. cooperate with local educational and civic agencies to insure the welfare of all students.