

Catholic School Leader

Performance Assessment



2005
Office of Catholic Education
Diocese of Cleveland

ACKNOWLEDGMENTS

In collaboration with the Office of Catholic Education, the following principals have made *Catholic School Leader Performance Assessment* a reality.

REVISION COMMITTEE

Eastern Area

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Western Area

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The Office of Catholic Education expresses appreciation for these principals' dedication, time and creativity in making this instrument a reality for the present and future leaders in the Catholic schools of the Diocese of Cleveland.

Introduction

A leader is most effective in his/her role when an annual performance assessment takes place. The administrator's job description serves as the basis for the assessment; therefore, it should clearly identify job-related expectations. Understanding the expectations, an administrator is then able to determine the best manner of achieving and fulfilling his/her responsibilities within the school.

Leadership in the Catholic school has a four-fold dimension based on the standards of the Ohio Catholic School Accrediting Association for all Catholic schools in the state of Ohio. The four-fold attributes on which this assessment is based are:

- ❖ *Faith Leader,*
- ❖ *Collaborative Leader,*
- ❖ *Administrative Leader and*
- ❖ *Visionary Leader.*

Each attribute allows for growth and professional development in the individual. The assessor should be able to determine whether the administrator's growth and professional development are helping to create the best Catholic academic environment in the school.

In order to determine the quality of leadership and its effect within the school, it is important to do an annual assessment of the administrator. It is recommended that the assessment be completed prior to the signing of contracts with faculty. This allows the pastor/ecclesiastical liaison to contract with the principal early enough, thereby assisting teachers with their decisions.

The assessment should be clearly viewed as a means of growth for the individual administrator. It must be accomplished in an atmosphere that respects the dignity of the person and with the purpose of assisting the principal to become the best leader for this particular school. This is a significant moment for both the assessor and the leader. The assessor recognizes the qualities that enhance the school's operation and influence the students' lives. The principal recognizes his/her accomplishments but must also be open to the possibilities for growth that the assessment reveals.

The two persons involved in the process may determine the manner in which the assessment takes place.

1. The entire assessment can take place when both parties come together to discuss and complete the entire instrument.
2. Or, each person completes the instrument independently. A time and date are then set for the two parties to discuss the elements of assessment. If this arrangement is followed, the pastor's copy becomes the **final** agreement.

In either setting, final determinations are made regarding the Target Areas for the coming school year based on items that received a “Not Evident” or “Needs Improvement” designation.

Target Areas

In order to complete the assessment process, time may be needed for the administrator to define the objectives that will be used to achieve the Target Areas.

1. The principal may then independently identify the objectives.
2. The assessor should set a date for the completed objectives to be returned. The last sheet of the Target Area is then signed and dated by each party.
3. Along with the assessment sections and the Target Areas, a complete copy is kept by each party. The original should be in the file of the assessor and the copy in the principal's file.

NOTE: An annual assessment should occur. Performance assessment is required and should never be considered an option. A suggested time frame for completing the assessment process:

- ❖ Principal downloads from the Office of Catholic Education website, www.dioceseofcleveland.org/education, the assessment document in preparation for beginning the process. A copy is made for the pastor.
- ❖ *February/March* Determine how the assessment process will happen and set necessary dates to accomplish the process.
- ❖ *March/April* Complete the assessment, fulfilling all sections.
- ❖ *April* Principal's contract is signed.

The ministry of educating children in the Catholic schools will continue into a future that recognizes the strengths of those in leadership and promulgates their spiritual and professional growth. Our children are then the beneficiaries of quality education.

PHILOSOPHY OF APPRAISAL

Within an academic setting committed to excellence, the Catholic school exists to impart the message of the Gospel, to building a believing community, to bring the people of God together in worship, and to express Gospel values through service to others. Accomplishment of these goals calls for an effective spiritual, professional leader who is also capable of planning the school's future in a collaborative atmosphere.

The person who accepts the role of administrator in a Catholic school, undertakes a vital ministry in the Church as a faith, administrative, collaborative and visionary leader. She/he brings the gifts and talents to the task, and in turn, is gifted by the school community of faith.

The Office of Catholic Education encourages the spiritual and professional growth of all Catholic school administrators. One essential element of this growth is an appraisal process that reflects a comprehensive and just interpretation of performance. In this spirit, *Catholic School Leaders Performance Assessment* is offered to the principals of the Diocese of Cleveland.