

CASS Practice Standard

Membership in the College of Alberta School Superintendents (CASS) requires a commitment to serving the public interest by providing exemplary educational leadership. This commitment requires a high standard of practice that maintains the honour and dignity of CASS. The CASS Practice Standard and its eight leadership dimensions—with supporting descriptors—reflect the Alberta context. Due to differences in roles and job descriptions, the applicability of the dimensions will vary within school system educational leadership positions held by CASS members.

CASS Practice Standard

The CASS member is an accomplished leader and teacher who ensures each student is provided the opportunity to achieve optimum learning.

Leadership Dimension 1: Visionary Leadership

The CASS member provides exemplary leadership by ensuring the school system's culture is characterized by shared values and beliefs, and a collective vision that focuses on student learning.

Descriptors

The CASS member ensures:

- 1) the school system's culture is flexible, collaborative, innovative and supportive of efforts to improve student learning.
- 2) a collective vision of a preferred future, reflecting shared values and beliefs of the school system community, is clearly articulated.
- 3) high levels of student achievement and staff performance are promoted.
- 4) each student has the opportunity to develop a strong foundation for citizenship, employment and life-long learning.
- 5) school system planning is evidence-based.

Leadership Dimension 2: Instructional Leadership

The CASS member provides exemplary leadership by ensuring each student has access to programs to meet provincial and school system goals.

Descriptors

The CASS member ensures:

- 1) each student has access to appropriate programming based on individual learning needs.
- 2) each teacher consistently meets the Alberta Teaching Quality Standard.
- 3) exemplary instructional practices are identified, implemented and supported.
- 4) opportunities are provided for teachers to share their practice and engage in reflective dialogue and collective inquiry about teaching and learning.
- 5) alignment of teaching and student assessment with the provincial curriculum.
- 6) student learning is assessed, evaluated and reported using a fair, appropriate and balanced program of multiple indicators and sources of evidence.
- 7) student assessment is used to inform and shape instruction.
- 8) school administrators provide effective instructional leadership.
- 9) student and staff accomplishments are recognized and celebrated.

Leadership Dimension 3: Human Resources Leadership

The CASS member provides exemplary leadership by ensuring the sustained implementation of effective staff recruitment, selection, development, supervision and evaluation processes.

Descriptors

The CASS member ensures:

- 1) recruitment strategies lead to the selection of qualified and effective staff.
- 2) all staff members are supervised and evaluated in accordance with school system requirements.
- 3) staff development programs are aligned with provincial, school system, and school education plans.
- 4) the implementation of effective leadership development programs.
- 5) contractual obligations with staff are fulfilled.
- 6) principles of fundamental justice are followed in dealing with all staff performance issues.
- 7) staff accomplishments are recognized and celebrated.

Leadership Dimension 4: Ethical Leadership

The CASS member provides exemplary leadership by modeling and inspiring ethical behavior that honors the principles of integrity, objectivity, and protection of the public interest.

Descriptors

The CASS member ensures:

- 1) decisions are ethical and are in the best interests of students.
- 2) personal actions are consistent with the *CASS Code of Professional Conduct*.

Leadership Dimension 5: Effective Relationships

The CASS member provides exemplary leadership by building trust and effective relationships within the school system community.

Descriptors

The CASS member ensures:

- 1) Board decisions and directional statements are communicated to the school system community in a timely and accurate manner.
- 2) trust and effective relationships are built and sustained with staff members, school councils, parents/guardians, Board members, Alberta Education, and other stakeholders.
- 3) parents/guardians and community members are meaningfully involved in the school system.
- 4) effective team-building, consensus-building, problem-solving, and conflict resolution.

Leadership Dimension 6: Organizational Leadership and Management

The CASS member provides exemplary leadership by managing the operations and resources of the organization in a manner that creates a responsible and responsive environment.

Descriptors

The CASS member ensures:

- 1) compliance with all statutory, regulatory, and Board requirements and timelines.
- 2) school plant, equipment and support systems operate safely, effectively and efficiently.
- 3) human, material and financial resources are secured, allocated and managed in an effective, responsible, fair, and accountable manner.
- 4) organizational structures and operational plans provide clear direction for all activities within the school system.
- 5) the financial management of the school system is in accordance with the terms and conditions of funding received under the School Act or any other applicable Act or regulation.
- 6) organizational performance is monitored and adjustments made when necessary.

Leadership Dimension 7: External Influences on Education

The CASS member provides exemplary leadership by understanding and responding strategically to external influences in education.

Descriptors

The CASS member ensures:

- 1) consideration of the external political, economic, legal and cultural contexts affecting the school system.
- 2) consideration of provincial, national and global issues and trends affecting the school system.
- 3) strong advocacy for public education.
- 4) partnerships are used to enhance public education.

Leadership Dimension 8: Chief Executive and Chief Education Officer Leadership

The Superintendent of Schools, as Chief Executive Officer of the Board and Chief Education Officer of the school system, ensures each student is provided the opportunity to achieve optimum learning.

Descriptors

As a CASS member, the Superintendent of Schools ensures:

- 1) each staff member is accountable to the Board through the Superintendent.
- 2) the Board is provided with information, advice and support necessary to fulfill its governance role.
- 3) his/her work with the Board is respectful, collegial and cooperative.
- 4) appropriate processes are used to develop and review school system administrative procedures and educational initiatives.
- 5) Board policies are translated into administrative procedures where required.
- 6) service delivery and other operations comply with Board policies and school system administrative procedures.
- 7) Board policies and school system administrative procedures are congruent with provincial and federal requirements.