



**RELIGIOUS
LEADERSHIP**

Faith



**EDUCATIONAL
LEADERSHIP**

Learning



**ENABLING
LEADERSHIP**

Stewardship

Leading the way



**Catholic Education Office
DIOCESE OF BATHURST**

LEADERSHIP FRAMEWORK

*"We have gifts that differ according to the grace given to each of us."
Romans 12:6*

“Effective leaders with moral purpose don’t do it alone, they develop and employ the collaborative... The collaborative, sometimes known as professional learning communities, gets these amazing results because not only are leaders being influential, but peers are supporting and pressuring each other to do better.”

Michael Fullan



In promoting the vision of the Catholic Diocese of Bathurst:

EDUCATIONAL LEADERSHIP promotes the success of all students by facilitating the development, articulation, implementation and stewardship of a Catholic vision of learning.

Educational leaders promote innovative learning and teaching, within a contemporary and flexible curriculum, responding to the needs of all students and promoting lifelong learning.

Educational leadership advocates, nurtures and sustains an inquiry-based collaborative learning culture. Educational leaders work with and through others to build a professional learning community that is focused on the continuous improvement of learning and teaching.

CAPABILITIES

Educational Leaders:

- Facilitate innovative and contemporary learning and teaching
- Advocate a shared vision of learning which acknowledges the strong correlation between effective pedagogy and student outcomes
- Build a collaborative, inquiry-based culture focused on learning outcomes
- Recognise, promote and celebrate quality performance
- Build teacher capacity to transform the learning community
- Use professional learning to lead change, development and school improvement.

In realising our vision and mission, this framework supports all layers of leadership within our diocesan educational community.

It is designed as a tool for school leaders to reflect on their practice, enhance their continuing professional development and assist them in designing professional learning plans based on individual needs.

This leadership framework will support a range of diocesan processes which enrich and sustain quality leadership.

Most importantly, this document can be used for emerging leaders to challenge and inspire them to build their leadership capacity.

Learning

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"If our schools are not a space where another humanity is being created, where another wisdom is taking root, where another society is being created, where hope and transcendence have a place, then we are losing out on making a unique contribution to this historical moment."

Pope Francis

In promoting the vision of the Catholic Diocese of Bathurst:

RELIGIOUS LEADERSHIP nourishes, articulates and expresses the living faith. Guided by this faith, leaders enrich and inspire others to experience its gift and give witness to the faith community.

Leaders develop in self and others a depth of understanding of the Catholic faith in its contemporary lived experience, integrating faith with learning experiences.

Religious leaders see with the eyes of Jesus, nurture the Catholic life of schools and promote just and right relationships with God, self, others and the environment.

CAPABILITIES

Religious Leaders:

- Are reflective, self-aware and deeply spiritual
- Develop productive and positive relationships
- Nurture the wellbeing of all: students, staff and families
- Apply ethical standards to complex and value-sensitive situations
- Facilitate staff spiritual and professional formation, deepening the charism of their school community
- Nourish their own and others' prayer life
- Build links and relationships with the parish and across the Diocese.

This leadership framework seeks to inspire, challenge, educate and support leadership development and practice.

Faith

Leading the way

RELIGIOUS LEADERSHIP



It is true that no two school communities are the same. Within our own system the diversity of schools could not be more dramatic. Whether a small primary school in rural surroundings or a large secondary school in a regional area, they require high quality leadership. This leadership framework challenges all leaders to focus on what it means to be a Catholic school leader in the Diocese of Bathurst.

“Viewing leadership as a group activity linked to practice rather than just an individual activity linked to a person, helps match the expertise we have in a school with the problems and situations we face”.

Thomas Sergiovanni

In promoting the vision of the Catholic Diocese of Bathurst:

ENABLING LEADERSHIP drives our core purpose in faith and learning. Enabling leaders manage the school’s human, physical and financial resources effectively and efficiently to achieve the school’s educational goals and priorities.

Vision and mission are the source of an enabling leader’s planning and decision making. With clarity of intent, their holistic nature supports the core vision of Catholic education.

Enabling leaders model prudent and careful stewardship. They have a commitment to continuous improvement, innovation and evaluation of performance.

CAPABILITIES

Enabling Leaders:

- Develop an efficient and effective workplace culture
- Build capacity to respond to educational agendas and community needs
- Demonstrate and nurture effective communication and decision making
- Foster a culture of change and innovation that is organisationally sustainable
- Develop and provide opportunities for professional learning
- Engage in strategic, compliant and community oriented planning
- Build a collaborative culture that supports safe, ethical and transparent behaviour
- Demonstrate personal commitment to continuous improvement using problem solving, creative thinking and strategic planning
- Work with the school community to promote and sustain school improvement informed by school effectiveness research
- Ensure management and financial planning are integrated and aligned with learning priorities

Stewardship

Leading the way

ENABLING LEADERSHIP