

PROVINCIAL SCHOOL LEADERSHIP FRAMEWORK

DRAFT Skills, Knowledge, and Behaviours of Effective School Leadership—April 2023

Introduction

Manitoba's K to 12 Education Action Plan commits to developing a Provincial School Leadership Framework informed through principal learning networks, research, and stakeholder engagement. The action plan responds to the Commission on K to 12 Education's recommendation of reinforcing the important role of principals as instructional leaders to improve student achievement and well-being.

Once complete, the framework will represent the most current thinking and best practices in effective school leadership. It will build a collective vision of school leadership for Manitoba and will identify the evidence-based knowledge, skills, and behaviours necessary to enhance student learning and well-being in an inclusive and safe learning environment. For principals and vice-principals, this resource will be a valuable tool for self-reflection, professional growth and learning, and will support the development of aspiring school leaders.

Provincial School Leadership Engagement Structures

Manitoba Education and Early Childhood Learning established three engagement bodies to inform Manitoba's School Leadership Framework:

Provincial School Leadership Advisory Team

The Provincial School Leadership Advisory Team represents 13 members from education organizations and associations who provide expert guidance and advice. These members were selected based on recommendations from the following organizations:

- Manitoba Association of School Superintendents
- Manitoba School Boards Association
- Council of University Deans of Education in Manitoba
- Student Services Administrators' Association of Manitoba
- Council of School Leaders
- The Manitoba Teachers' Society
- Association manitobaine des directrices et directeurs des écoles d'immersion française
- Association des directeurs des écoles françaises
- Manitoba Education and Early Childhood Learning

Provincial School Leadership Working Team

The Provincial School Leadership Working Team is comprised of 12 school and school division leaders. This team provides operational input into the development of the framework. Superintendents, along with the Manitoba Association of School Superintendents, recommended nine school and school division leaders to sit on the Working Team. This includes a balance of representation across urban, rural, and northern regions. The team also includes three provincial leaders from British Columbia, Alberta, and Saskatchewan who act in an advisory role.

Principal Learning Networks

The principal learning networks provide a structured forum for current principals and vice-principals to engage in professional dialogue focused on identifying promising school leadership practices to support the implementation of the framework. A department staff member and a school division senior leader co-lead networks. Over 100 French and English school leaders are involved in these networks.

Engagement with the Broader Education Community

In the spring of 2023, the project teams are seeking feedback via surveys from Parent Advisory Groups, the Student Advisory Council, Indigenous organizations, and the education sector (school and school division/district leaders, teachers, and education partners) on the set of draft skills, knowledge, and behaviours of effective school leadership that impact student achievement and well-being. The education sector survey also includes a section on seeking input on a provincial school leadership framework implementation plan. The intent is to use survey feedback to inform the refinement of the draft set of skills, knowledge, and behaviours of effective school leadership and to inform the development of a successful implementation plan.

Draft Evidence-Based Skills, Knowledge, and Behaviours of Effective School Leadership

After reviewing current research on effective school leadership, the *Manitoba Certificate in School Leadership*, Manitoba school division/district leadership documents, and other jurisdictional frameworks within Canada and abroad, the Advisory Team and the Working Team identified a set of draft skills, knowledge, and behaviours of effective school leadership that contribute to positive student achievement and well-being.

The draft set of skills, knowledge, and behaviours of effective school leadership, informed by research, which we are seeking feedback on is organized into the following three areas:

Overarching Principles

Overarching principles guide school leaders’ practices and behaviours, making schools more inclusive, equitable, and culturally safe and responsive. There are two proposed overarching principles.

Equity, Diversity, and Inclusion

Manitoba Education and Early Childhood Learning is committed to fostering inclusion for all people. Inclusion is a way of thinking and acting that allows every individual to feel accepted, valued, and safe. Principals and vice-principals have a responsibility to pursue an equitable approach to education that involves identifying and eliminating any barriers to positive learning experiences and outcomes for all students. Leadership for equity goes together with efforts to advance inclusive mindsets and practices, as well as anti-racism, thereby advancing student achievement and well-being for all in a safe, caring, and supportive learning environment.

Leading Education for Truth and Reconciliation

Manitoba Education and Early Childhood learning is committed to advancing the Truth and Reconciliation Commission’s Calls to Action, specifically Actions 62 and 63, to develop and implement age-appropriate curriculum on residential schools, Treaties, and Indigenous peoples’ historical and contemporary contributions to Canada. Principals and vice-principals have a responsibility to ensure an Indigenous-inclusive education system is present in their schools, as outlined in Manitoba Education and Early Childhood Learning’s Indigenous Education policy directive: *Mamàhtawisiwin: The Wonder We are Born With*.

Domains

There are five domains which categorize professional practices and behaviours of effective school leaders.

Professional Practices and Behaviours

There are professional practices and behaviours for effective school leaders within each domain or focus area. This is not an exhaustive list of practices and behaviours. The ones proposed are identified in the research and exemplar frameworks associated with positive student and school outcomes.

