



Being a P. or S. is physically and emotionally draining. You need to be coordinated like a juggler, smooth as the most seasoned diplomat and have the energy of a marathon runner. You must set a comprehensive vision, but if you do a poor job on the details, people will never see your vision. You need to learn how to work smarter, not harder; because the job is unending.

1. Be instructional leaders and keep teaching and learning as the primary focus.
2. Model the value of lifelong learning by participating in professional development. Mine the wealth within.
3. Operate with trust, transparency and interdependence.
4. Communicate a common vision and a district strategic roadmap with aligned strategic directions. See the forest. Tend the trees.
5. Support policy governance by providing high quality information to the school board.

- 6. Speak in data and harness its power.
- 7. Work as system leaders, instead of silo managers. Let go of solo. Accountability will never be just an internal matter.
- 8. Transition from "us/them" to interdependence organized around our mutual focus on continuous learning.
- 9. Take time as an administrative team to define your district's leadership philosophy.
- 10. What principals/superintendents think, say and do matters. Who you are when you come to work each day profoundly affects organizational performance.

- 11. Establish stretch goals...big, hairy, audacious goals. Shoot for the moon. The challenge grabs people in the gut and creates marvelous momentum.
- 12. Use storytelling to communicate your vision.
- 13. Change your district/schools one conversation at a time. Tell your truth....uncompromising straight talk.
- 14. Make and keep promises. Promises made and kept are the highest representation of our integrity.
- 15. Appeal to the heart as well as the head.

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">o Provides leadership for the school's education programs, staff development programs and curriculum development to provide the best learning environment for the students	<ul style="list-style-type: none">o Provides leadership for the district's education programs, staff development programs and curriculum development to provide the best learning environment for the students

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">Provides clear expectations for school staff and holds them accountable for resultsRaises the level of excellence for those who teach	<ul style="list-style-type: none">Provides clear expectations for district leaders and holds them accountable for resultsRaises the level of excellence for those who govern and those who manage and lead

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">Informs and advises school staff about programs, practices and issues of the schools and districtAnalyzes/ monitors/ assesses school achievement	<ul style="list-style-type: none">Informs and advises the school board/ cabinet/ principals about programs, practices and issues of the schools and districtAnalyzes/ monitors/ assesses district achievement

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">Reports to Superintendent (in smaller districts) or director of Teaching/ Learning (in larger districts)Facilitates attainment of school goals	<ul style="list-style-type: none">Reports to School BoardFacilitates attainment of district goals

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">Oversees school crisis planOversees the school budgetImplements district policies which pertain to the school sites	<ul style="list-style-type: none">Oversees district crisis planOversees all financial operations of the districtRecommends the need for new or revised policies to the board and monitors implementation of district policies

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">Acts as a liaison between the community and the schoolFacilitates staff reflective retreats	<ul style="list-style-type: none">Acts as a liaison between the community and the districtFacilitates school board & leadership team reflective retreats

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">Establishes and maintains good relationships with agencies and personnel outside the school in order to promote the best interest of the school	<ul style="list-style-type: none">Establishes maintains good relationships with agencies and personnel outside the district in order to promote the best interest of the district through contact with legislators, local government leaders and other superintendents

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">○ Maintains effective staff/principal relations and plans joint training opportunities○ Sets building meeting agendas to focus on strengthening student achievement	<ul style="list-style-type: none">○ Maintains effective board/superintendent and superintendent/ staff relations and plans joint training opportunities○ Sets school board meeting agenda and cabinet/principal meetings to focus on student achievement

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">○ Understands and follows the procedures and requirements of all bargaining contracts represented	<ul style="list-style-type: none">○ Interprets staff contract proposals to the board/ administrators and assists in setting parameters/ negotiations

DIFFERENCES BETWEEN SUPERINTENDENTS AND PRINCIPALS

Principal	Superintendent
<ul style="list-style-type: none">○ Institutes and updates a school improvement plan○ Works directly with superintendent/ district administrators/other principals and school staff	<ul style="list-style-type: none">○ Institutes, updates and monitors a strategic roadmap and district operational plan○ Works directly with Board of Education and district administrators/ principals
