**3.1 ATTRIBUTES OF A GOOD PRINCIPAL**

**Leadership of a principal demands the following trait**

A senior and the most talented teacher perching at the pinnacle of an academic institution, holding its helm to steer the teaching community and others for an all-round excellence of students in academics, sports and co-curricular activities through his/her vision, leadership, authority, guidance, direction, supervision, control and management.

* **Desired Qualifications**
* Masters in Education (M.ED/M.A. Education) with 5 years teaching experience, preferably **PG in STEM education (Science, Technology, Engineering, and Math)**
* Any Masters degree with at least 10 years of teaching experience (preferably a science graduate)

**Characteristics of a good school principal:**

* **Outstanding leader**: A Principal is in charge of all faculties, staff and students in the school, so, if she/he wants to be effective in this role, she/he must have strong leadership skills. She/he cannot afford to be a back-seat driver.
* **Fair and reasonable:** Problem solver and exceptional listener are her/his other character traits.
* **A good coordinator:** Behind every great staff of teachers in a school, there is equally a great school principal coordinating and managing the activities of both students and staff members.
* **A good teacher and a good administrator:** The work of a school principal combines elements of teaching with administrative tasks.
* **A good supervisor of all activities in the school**:
* Maintaining the disciplinary practices of the school.
* He/she is generally responsible for supervising all academic, sports and co-curricular activities, and non-academic activities.
* One of his/her main duties includes, overseeing the subjects taught by his/her teachers ensuing adherence to the regulatory curriculum, as well as to the particular ideas, rules and principles of the school.

**Primary responsibilities of the Principal**

**Coordinating and organizing all academic activities in the school,**

Such as:

* Coordinating with teachers in order to maintain curricular, disciplinary and academic performance-standards of students;
* Establishing academic programs and co-curricular activities along with other zonal, district schools programs in order to promote achievements;
* Documenting and submitting reports on students’ academic performance to the Managing committee/Executive Board.
* Establishing and upholding school policies;

**Managing school budget, pay roll and maintenance costs:**

* Monitoring and recording all schools’ incomes and expenses;
* Using the school budget to plan and carry out special school activities;
* Proposing renovation and construction of school facilities;
* Planning and approving all out-of-school activities, trips, and competitions with other schools;

**Coordinator of school staff:**

* Training all teaching, administrative and maintenance staff, instructing them in the common practices and procedures of the school, and coordinating their activities.

**Assisting school teachers and counselor (if any) with disciplinary and students’ counseling tasks;**

* Overseeing the disciplinary practices ensuring they comply with school practices;
* Advising teachers on how to apply academic programs and how to deal with students;
* Providing counseling and guidance through teachers to students’ with learning difficulties or behavioral issues; and
* Conferring parents of students regarding school behavior and academic performance.

**Ensuring the students’ personal and social development:**

* Offering teachers and staff members suggestions and discussing strategies to improve students’ leadership, stress management, self confidence, and decision-making skills, as well as communication and interpersonal skills;
* Assisting teachers in facilitating conflict resolution between students when necessary;
* Reporting any abusive situation to appropriate authorities, whether the student is experiencing physical, sexual, and/or verbal abuse.
* Ensuring the school meets with all health and safety standards.

**Job Skills for a principal**

**People skills**

* Principals have to interact with lots of people, including students, teachers, non-teaching staff, parents, school officials and officials of Education and other government departments.
* Principal needs to be able to work with people in all of these groups to accomplish the school’s goals.
* He/she has to be the boss to the teachers, establishing clear goals to give them directions. But, He/she has to be appreciable, so that all may feel comfortable talking to him/her, while remaining professional and authoritative as the head of the school.

**Problem-Solving Skills**

* Students, teachers and other individuals depend on the school’s Principal to solve problems.
* To be a Principal, it is required to have excellent analytical skills to develop solutions to all kinds of problems, including disciplinary issues and budget concerns.
* When leading a school he/she is not in a position to take unilateral decisions. Views and concerns have to be incorporated with many individuals when developing solutions. Work with people involved so that they feel comfortable over the solution.
* To arrive at these solutions he/she must be creative problem solver.

**Communication Skills**

* Principals must have excellent communication skills.
* Communication with school staff, external individuals and organizations has to be undertaken on behalf of the school.
* When dealing with students a principal is needed to be skillful and communicative.
* A Principal is expected to communicate the vision to teachers, students and parents.

**Leadership Skills**

* The Principal is more than a boss or disciplinarian and a leader of the school.
* He/she is expected to establish policies and procedures that govern the operations of school. But this leadership will go beyond this formal role.
* To motivate the teachers and students is the responsibility of Principal, so that they can do their best and to strive for improvement.

**Role of the principal**

* The role of the Principal is to provide strategic direction in the school system.
* Principals develop standardized direction, curricula, assess and evaluate teaching methods, monitor students’ achievements, encourage parents’ involvement, raise policies and procedures, hire and evaluate staff and other facilities.
* Principals monitor daily activities as well as emerging issues.
* Effective school Principals care deeply about students’ success and recognize that test scores are not the only measures of a quality education.
* If he/she is a visionary leader with effective communication skills and a desire to provide diverse students with an exceptional education, he/she may have what it takes to confidently serve in the role of Principal

1. **Personality of the Principal**
2. **Honesty and integrity**

* Needs to know the value as a leader.
* Needs to make a personal commitment to be honest with him/her and his/her team all the time.
* There should be no partiality in behavior toward teachers.
* Be transparent.
* If a mistake is committed, should admit it, take responsibility for it. Resolve it and learn from it.

1. **Ability to trust and empower**

* Listen to the teachers and students.
* Learn their talents, interests and passions and then delegate accordingly.
* Empower them to take responsibility for tasks and projects.
* Be there to coach them and make sure they are appreciated for what they achieve.

1. **Communicative, Collaborative and Connected**

* Openly seek and share information and knowledge.
* Seek to be understood, and understand others.
* Collaborate with others virtually and face to face.
* To ensure best decisions are made.

1. **Positive energy**

* Always present a positive, pro-active and caring approach.
* Make the time to speak with teachers, students and their parents.
* Get to know and value them by developing authentic relationship.
* It is to be made sure that his health is maintained, along with well-being and energy level.

1. **Confidence**

* Should be confident and approachable.
* Be visible, ask questions liable to be asked, but in a polite and authentic tone.
* Give praise for effective teaching-learning practices.
* As a leader, principal may face difficult situations. He/she is required to stay calm and confident in such compelling situations.
* Morale and confidence of the school community is to be maintained.

1. **Commitment and Persistence**

* Displaying genuine commitment and dedication that is a big motivator to the teachers and students.
* Make sure that the short term and long term plans are created.
* Should be 100% committed to the achievement of the school improvement goals.
* Adapt when unforeseen situations occur and then persist till the important goals are achieved.
* Never give up

1. **Willing to learn, unlearn and relearn**

* Never stop learning.
* The opportunities and possibilities are exciting and empowering for the Principal and school community.
* Be open to it and adopt a growth mindset.
* It is said that “if you are not doing the things, the things that scare you, you are not really learning”.
* Attending workshops and conferences give an opportunity to learn from others.

1. **Entrepreneurial, creative and innovative**

* The ability to think outside the box is powerful.
* Creation and innovation are great-ways to manage the disruptions and complexities.
* Empower teachers and students to be resourceful, flexible and creative to think like entrepreneurs.
* Develop the school as an entrepreneurial organization.

1. **Initiative**

* Instinct is to be believed. Recent research shows that we can successfully solve problems instinctively.
* Listen to the internal voice. It comes from a wise and good place.

1. **Ability to Inspire**

* Be inspiring. Address teachers, students and parents with speeches about modern educational possibilities, *highlighting the school’s vision and mission.*
* Create an enthusiasm and optimism to work together in creating future directions for the school.
* Continue this focus all through the tenure
* The ultimate authority for running of the school always remains with the Principal.
* He is praise-worthy for appreciable results, but equally criticized otherwise.
* The gigantic task of running a senior secondary school requires a genuine support from the teaching and non-teaching staff, especially from those who have been assigned the task of assistance to the principal, *the assistant principals or the vice-principals/head teachers.*
* Vice principals are assigned organizational tasks, while the Principal handles the visionary leadership task for himself/herself.
* In Senior Secondary Schools, principals have more collaborative style and share most duties and responsibilities with their vice principals.
* A Principal is often assisted by at least one or two vice-principals. They are heavily involved with administrative and academic tasks and are responsible for carrying out the principal’s decisions.

1. **Duties and responsibilities of Principal**

* Carry out all administrative duties required of a principal;
* Handle official correspondence relating to the school and furnish the necessary information required by Department of Education or any other important agency;
* Ensure that the fee is collected within specified time from all the students;
* Make sure that all purchases and all other expenditures, required for school are in accordance with the establish rules and regulations and also ensure that such expenditures are properly maintained in stock registers or elsewhere in the place allotted for it.
* Conduct physical verification of school’s property at least once a year and ensure the maintenance of stock register.
* Make satisfactory arrangements for the continuous supply of good quality of drinking water and other facilities for the students;
* Ensure that the school building, its fixtures and furniture and office and laboratories equipments and all computers and all other properties are properly and safely maintained;
* Supervise, guide and control the work of the teaching and non-teaching staff of the school;
* Supervise preparation of school timetable and make sure that allocation of duties and equal number (almost) of periods are allocated to all the teachers without prejudice or favor to any of the teaching staff.
* He/she should also make it sure that every teacher is assigned the teaching duty as per her/his specialization;
* Plans the year’s academic work in advance in consultation with her/his colleagues;
* Hold staff meetings at least once a month, review the work done during the period and assess the progress graph of the students;
* Conduct school examinations in accordance with the instructions issued by the directorate of education from time to time, and he/she shall perform these duties in consultation with vice principal or colleagues;
* Helps and guides the teachers and promotes their professional growth;
* Towards the end of the academic year encourage the teachers for participation in courses designed for **in-service education;**
* Promote the initiative of the teachers for self improvement.
* Supervise class-room teaching and secure co-operation and co-ordination amongst teachers of the same subjects area as well as ensure inter-subject co-ordination;
* Arrange for informal and non-classroom teaching and counseling;
* Plan and specify a regular timetable for scrutiny of students’ written work and home assignment and ensure that the assessment and corrections are carried out timely and effectively;
* Make necessary arrangements for organizing special instruction/counseling for the students according to their needs;
* Organize and co-ordinate various co-curricular activities through the house system or in such other effective way as he/she thinks fit;
* Develop and organize the library recourses and reading facilities in the school and ensure that the students and the teachers have access to and use books and journals of established value and usefulness;
* Send regularly the progress report of students to their parents/guardians;
* Secure physical well being of students, secure high standards of cleanliness and health habits, and held periodic medical examination and explanation of the students and send reports to their parents;
* Be responsible for the proper maintenance of accounts of the school, school records, service books of teachers, and such other registers, returns and statistics as may be specified by the directorate of Education and other government agencies from time to time.
* Handle official correspondence relating to the school and furnish, within the specified dates, the returns and information required by directors,
* Promote the physical well being of the pupils, secure high standards of cleanliness and health habits, and arrange periodical medical examinations of the students and send medical reports to parents/guardians.
* Devote at least 12 periods in a week to teaching of the pupils,

***The key objective of Principal’s endeavor is to keep everyone moving and busy in thinking, planning and execution of vision and strategies required to lift the standard of education of his school, bit by bit.***