

## PROFESSIONAL LEADERSHIP – Vision, values and culture

**Definition:** A school's vision articulates to the whole school community its values and desired future achievements. It aims to gain support for the school's core educational values, goals and improvement plan. Schools routinely communicate their vision, values and culture to students, staff, parents and through strong local partnerships with community organisations and other service providers.

Effective leaders demonstrate a capacity to lead the school community in promoting a future focussed vision, underpinned by common purposes and values and they secure the commitment and alignment of stakeholders to realise the potential of all students.

Effective leaders set high expectations and prioritise student engagement and achievement. Powerful whole-school goals are communicated clearly to focus attention on all teachers' responsibility to improve student outcomes. Effective leaders work hard at communicating goals and expectations and building teacher and community consensus.

*The Essential Elements underpin FISO and provide a foundation for school improvement. They are evident (indicated by green shading) at the Evolving stage and are further articulated in the Embedding and Excelling stages in some dimensions.*

Essential Element 3		School Improvement Team formed to develop, oversee and evaluate the effectiveness and impact of the Annual Implementation Plan: For Improving Student Outcomes	
Emerging	Evolving	Embedding	Excelling
<b>The school's vision, values and culture position it for student improvement</b>			
<p>Leaders begin to develop the school vision and values. They engage staff in discussions about the school's vision, values and goals and make links to the current work of the school.</p> <p>Leaders set goals for the school, specifying school improvement targets from the Annual Implementation Plan (AIP). They set expectations that the goals should inform and impact upon teaching practice.</p>	<p>Leaders work with staff to refine the development of the school vision and values.</p> <p>They use these as a guide, together with school performance data, to develop a set of clear goals for student learning that are aligned with the AIP.</p> <p>Leaders engage teachers in developing a shared vision for school improvement. They work with staff to identify learning improvement goals and clarify how planning and teaching will align with the goals. They engage staff in discussions about goal achievement.</p>	<p>Leaders clearly articulate the school vision and values and their importance in guiding all school work. Analysis of student learning data and consultation with students and parents/carers inform the development of the school's goals for improved student learning.</p> <p>Leaders work with staff to design school policies, processes and instructional programs around agreed vision, values and AIP targets.</p> <p>They engage staff in goal monitoring and goal alignment to vision and values.</p>	<p>Values, informed by the school's vision, and developed collaboratively by the whole school community, are strongly embedded in everyday practices of the school. Explicit targets in student outcomes focus the whole-school's attention on core learning priorities.</p> <p>Leaders, staff and students co-design clear, short and long term goals for the AIP, aligned to the vision, values and culture of the school.</p>
<b>School leaders communicate the vision and values and engage with stakeholders</b>			
<p>Leaders communicate the school's vision, values and AIP goals to the staff. Leaders communicate with students, staff and parents to build alliances to support the school's vision.</p>	<p>Leaders communicate a vision for the school and ensure that parents/carers are informed of the AIP, school policies, programs and activities that reflect the school's vision. The school values clearly underpin the work of the school.</p> <p>Leaders use a collaborative approach to develop a shared vision for the school. They provide opportunities for members of the school community to have a voice and use the school's values to enhance student connectedness to the school.</p>	<p>Leaders make public and reinforce the relationship between the school's vision, values, goals and the improvement strategies articulated in the AIP.</p> <p>Leaders actively seek to engage with a range of stakeholders in the development and support of the school's vision and values. Processes are established to consult with students, parents/carers and potential barriers to engagement are identified.</p>	<p>Leaders articulate the school's vision, values and explain how these reflect the needs and aspirations of the school community. They consistently reference short and long-term school planning and resource decisions to the school vision and goals.</p> <p>Leaders actively engage with the whole school community and use a range of strategies to secure commitment to the school's vision.</p> <p>Strategies are in place to address barriers to engagement. The school monitors how well programs and activities are aligned with the vision and goals.</p>