

Exhibit 25: Main Preparation Routes and Current Requirements for Principals of Schools with Eighth Grade Students

Reported by National Research Coordinators

Country	Main Principal Preparation Route	Current Requirements		Description of Policy Changes Within Past 10 Years
		Teaching Experience	Completion of Specialized School Leadership Training Program	
Armenia	Principals must have a university degree and teaching experience. Some principals have a degree in educational leadership in addition to teaching qualifications.	Yes	Yes	Principals were not required to hold a license until 2009.
Australia	Principals are not required to have any specific qualifications in addition to teaching qualifications and teacher registration. However, most will have substantial experience as teachers and in leadership roles within schools. They may also have further qualifications in educational leadership.	Yes	No	No policy change
Bahrain	Candidates should have teaching experience, be gradually promoted from teacher to senior teacher, and then to an assistant principal, or have experience as an advisor or education specialist.	Yes	Yes	No policy change
Botswana	Appointment to the position is dependent mainly on length of service and to a small extent on performance. There is an induction process after promotion as well as further training on education leadership.	Yes	No	No policy change
Canada	The main preparation route varies across the country. While a university degree and a teaching certification are minimum requirements in most provinces, many provinces also require a master's degree in education and previous teaching experience. Many principals have degrees in educational leadership.	Yes	Yes	No policy change
Chile	Graduate teachers, who received their education at a university or professional institute, or all persons legally authorized to practice the profession in accordance with the law, may become principals. In public schools, principals must have training in areas of educational management and 5 years of teaching experience. Other professionals who have completed a program of at least 8 semesters and have worked as teachers for at least 3 years in a school are also eligible to become principals.	Yes	Yes	The selection process for principals of public schools changed in 2011. Currently the selection process for principals is done by the System of High Public Management.
Chinese Taipei	Principals of junior high schools should hold a Teacher's Certificate for secondary schools.	Yes	Yes	A Teacher's Certificate was officially adopted as a requirement for being a junior high school principal in 2011.
Egypt	–	–	–	–
England	The vast majority of head teachers teaching in publicly funded schools will have a teaching qualification and most have prepared for their first headship through undertaking the National Professional Qualification for Headship (NPQH), but neither of these is mandatory in either publicly funded or independent schools.	No	No	Prior to February 2012, principals in their first headship at a state-funded school had to complete the National Professional Qualification for Headship (NPQH) before employment.
Georgia	School principals must hold a university degree and they must have obtained the School Director's Certificate.	No	No	The School Director's Certificate became a necessary requirement in 2011.
Hong Kong SAR	In addition to receiving their teaching qualifications, aspiring principals in the public sector schools (including Direct Subsidy Schools) must complete the Certification for Principalship.	Yes	Yes	Principals have been required to complete the Certification for Principalship since 2005.
Hungary	Principals must pass a teacher qualification examination and have a professional qualification/degree in educational leadership.	No	Yes	The examination and professional qualification in educational leadership have been a requirement since 2012.
Iran, Islamic Rep. of	No specific preparation route for principals.	No	No	No policy change
Ireland	The vast majority of applicants (schools above 80 pupils) must have a minimum of 5 years teaching experience. Many applicants have experience of promoted posts of responsibility within their previous position such as deputy principal, assistant principal, or special duties teacher. While not a requirement, many prospective principals complete management or leadership post graduate courses at ISCED level 7. A good number of prospective principals have experience of being on secondment to various initiatives within the Department of Education and Skills, the Education Centre Network, or Colleges of Education.	Yes	No	No policy change

SOURCE: IEA's Trends in International Mathematics and Science Study – TIMSS 2015

A dash (–) indicates data not provided.

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Israel	In addition to receiving teaching qualifications, principals are required to have a master's degree and participate in a 2-year specialized school leadership program carried out by the Institute for Scholar Leadership in Israel.	Yes	Yes	Principals were required to have teaching qualifications and a master's degree in the field of Leadership and Management of Educational Systems until 2007. Principals must now hold a master's degree in any field and complete a specialized school leadership program carried out by the Institute for Specialized Leadership in Education, a joint initiative of the Ministry of Education in Israel and a foundation dedicated to education improvement.
Italy	Principals must have worked for at least 5 years as a tenured teacher and pass a competitive examination.	Yes	No	No policy change
Japan	Principals must pass an appointment examination offered by the local board of education.	Yes	No	No policy change
Jordan	Principals are selected from the pool of qualified teachers.	No	No	No policy change
Kazakhstan	In addition to receiving their teaching qualifications, most principals have a degree in educational leadership.	Yes	Yes	No policy change
Korea, Rep. of	Teachers can become principals in two different ways. Experienced teachers become vice principals and eventually become principals. After becoming a principal candidate, teachers complete the principal qualification education program provided by the Ministry of Education. The program covers the national education curricula, encouraging learning, principal's leadership, school management, schools' budget plans, and senior principals' mentoring etc. It is also possible for experienced teachers to become educational professionals (school inspector), then vice principals, and, finally, principals.	Yes	Yes	No policy change
Kuwait	The career ladder for the principal starts with being a teacher, then department head, then vice principal, and finally principal; in each stage they have to pass a 2-week training session, a test, and an interview to be promoted.	Yes	Yes	Before 2014, the principal needed to pass a 2-week training session and an interview to be promoted.
Lebanon	Leadership training programs are the main preparation route for becoming a principal.	Yes	Yes	Principals must pass an interview and a year-long training program in leadership and supervision.
Lithuania	All requirements for principals are listed in a document certified by the Minister of Education. All candidates are evaluated and the individual with the highest evaluation and who meets all requirements takes the position.	Yes	No	Since 2015, the National School Evaluation Agency evaluates only some personal competencies (not all of them as before). All other competencies will be evaluated by a process determined by the Ministry of Education.
Malaysia	All principals must hold a degree in addition to attending National Professional Qualification for Educational Leaders (NPQEL) training.	Yes	Yes	The new policy requires principals to have the NPQEL certificate.
Malta	In addition to their qualifications, Heads of School need to have at least a post-graduate Diploma in Education specializing in Leadership, Management and Administration. Also, Heads of School should have a minimum of 10 years of teaching experience together with at least 4 years of experience in one of the following posts: Assistant Head of School, Inclusive Education Coordinator (INCO), Head of Department, or College Counsellor.	Yes	Yes	No policy change
Morocco	Primary selection for principals includes 1 year of training and successfully passing an examination.	Yes	Yes	Regional training centers for administrators were created in 2013. Administrators are still chosen following the original method.

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New Zealand	There are no extra requirement for becoming a principal beyond teacher qualifications, but there is an induction program available (First Principals).	Yes	No	No policy change
Norway	All principals are expected to have teaching qualifications and experience. Many principals also have completed courses in educational leadership.	No	No	No policy change
Oman	Principals are chosen according to seniority and experience in teaching and classroom management. Some principals have a degree in educational leadership in addition to teaching qualifications.	Yes	Yes	No policy change
Qatar	Principals should hold a university degree in education in addition to a diploma in educational leadership. Also, principals should have teaching experience as well as an educational leadership license from the Supreme Education Council. Principals of schools with eighth grade students should emphasize on preparing students for university.	Yes	Yes	No policy change
Russian Federation	Principals receive management qualifications and have professional experience in teaching or receive teacher qualifications and a further qualification in management.	Yes	No	The process of appointing principals is evolving in various ways to involve the public more closely. In some municipalities, there have been competitive public presentations by candidates focusing on how each would improve education in the school. In other municipalities, candidates for principal have been tested in education management and then approved by a committee with representatives from many areas of the public sector in a process that is broadcast to the public.
Saudi Arabia	Some principals have a degree in educational leadership in addition to teaching qualifications.	Yes	No	No policy change
Singapore	All principals start their careers in education as classroom teachers and have thus gone through a mandatory pre-service teacher education course at the National Institute of Education, Nanyang Technological University. Typically, a prospective principal would have first served in some middle management role (e.g., as Department Head, which also has teaching duties), before they are appraised, interviewed, and selected to participate in a full-time, 6-month Leaders in Education Program (LEP) conducted by the National Institute of Education, Nanyang Technological University, and fully paid for by the Ministry of Education.	Yes	Yes	No policy change
Slovenia	In addition to receiving their teaching qualifications, most principals have a degree in educational leadership. They receive this degree from the special program at the special school for principals.	Yes	Yes	No policy change
South Africa	Principals must have a teaching qualification. Principals are appointed by the School Governing Board and the appointment is approved or authorized by the Director General of the Provincial Department of Education.	Yes	No	No policy change
Sweden	The National School Leadership Training Program is compulsory for newly employed principals. Public and private education providers are responsible for ensuring that newly appointed principals take part in the National School Leadership Training Program or an equivalent training program. The training program begins as soon as possible after employment and should be completed within 4 years.	No	Yes	No policy change

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Thailand	Principals must take a special placement evaluation and attend a 6-week workshop on principal responsibilities.	Yes	Yes	The experience requirement was recently implemented.
Turkey	School principals hold a university degree, are employed as a teacher at the time of application for the position of principal, and have at least 8 years experience in Ministry of National Education schools as a teacher, as a principal, or as an assistant principal for 2 years.	Yes	No	Since 2014, principals cannot remain in the same school for more than 4 years.
United Arab Emirates	Principals attend a training program in school administration and leadership.	Yes	Yes	A leadership degree/certificate has been required since 2007.
United States	Each state has a separate regulation system in licensure for school administrators. The most common preparation route is completing a bachelor's degree in education, school counseling, or a related field. Different from teachers, school principals are generally required to hold a master's degree in education leadership or education administration. Most states require principals to have a minimum of 3 years of teaching experience.	Yes	Yes	No policy change

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Benchmarking Participants—Responses Pertain to Benchmarking Provinces/Emirates/States

Buenos Aires, Argentina	The preparation route is the same as for teachers.	Yes	No	In 2009, the length of teacher preparation programs was extended from 3 years to 4 years.
Ontario, Canada	Principals in publicly funded schools are required to have an undergraduate degree, 5 years of teaching experience, certification in 2 divisions (primary, junior, intermediate, senior), 2 Specialist or Honor Specialist additional qualifications or a master's degree, and to have completed the Principal's Qualification Program.	Yes	Yes	No policy change
Quebec, Canada	In addition to the bachelor's degree (and teaching permit issued by the Ministry), principals should have a master's degree in educational leadership or education administration.	Yes	Yes	No policy change
Abu Dhabi, UAE	Education master's degrees are required with a graduating GPA of 2.5/4 or above. Principals traditionally attend colleges of education.	Yes	Yes	No policy change
Dubai, UAE	Principals must be approved by the official government's agency.	Yes	No	Approval has to be granted by the official government body.
Florida, US	Principals of eighth grade students in Florida hold at least a master's degree. They have demonstrated their mastery of subject area knowledge for a requested subject, mastery of General Knowledge, and mastery of Professional Preparation and Education Competence. They have completed the Florida Educational Leadership Core Curriculum. They have obtained licensure as a principal and undergone a background check. Principals also must complete a Department of Education approved district school principal certification program, which includes professional development training and experience.	Yes	Yes	No policy change