

## MN Core Leadership Competencies (required for all licensure areas)

### Portfolio Evaluation Form

| <b>SKILL/KNOWLEDGE</b>                                                                                                                                                          | <b>Initial (ED 695A)</b>                                                                                               | <b>Mid-Program (Practicums)</b>                                                                                        | <b>Final (ED 695B or ED 699)</b>                                                                                       |
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| <b>A. Leadership</b>                                                                                                                                                            | <b>Self Score (1-5) and Comments</b>                                                                                   | <b>Self Score (1-5) and Comments</b>                                                                                   | <b>Self Score (1-5) and Comments</b>                                                                                   |
| A1. Collaboratively accessing and improving culture, and climate;                                                                                                               | 2 - we have a committee at our school but I haven't personally been involved.                                          | 3 - joined climate and culture and began implementing in my building                                                   | 5 - joined climate and culture and began implementing in my building and site and 6-12 leadership team.                |
| A2. Providing purpose and direction for individuals and groups;                                                                                                                 | 3 - I do this weekly as I lead PLC meetings but have a hard time standing up to those who are negative.                | 4- started using my voice and responding to others in positive ways/role modeling                                      | 4- started using my voice and responding to others in positive ways/role modeling                                      |
| A3. Modeling shared leadership and decision-making strategies;                                                                                                                  | 2 - I don't feel I have gotten to do this yet.                                                                         | 4 - with COVID - I was able to make a lot of decisions with other members of the school.                               | 4 - with COVID - I was able to make a lot of decisions with other members of the school.                               |
| A4. Demonstrating an understanding of issues affecting education                                                                                                                | 3 - This year, with COVID, I have had the opportunity to be on site team and discuss these issues with the team.       | 4 - This year, with COVID, I have had the opportunity to be on site team and discuss these issues with the team.       | 4 - This year, with COVID, I have had the opportunity to be on site team and discuss these issues with the team.       |
| A5. Through a visioning process, formulating strategic plans and goals with staff and community;                                                                                | 1 - I have a lot to learn on this topic.                                                                               | 3-on a tobacco planning committee                                                                                      | 3 - still needs growth; working with site team to establish site areas of strength and growth                          |
| A6. Setting of priorities in the context of stakeholder needs;                                                                                                                  | 3 - I feel I am good at setting priorities while looking at others needs                                               | 3 - I feel I am good at setting priorities while looking at others needs                                               | 5 - I have learned to make a priority list every day.                                                                  |
| A7. Serving as a spokesperson for the welfare of all learners in a multicultural context; Serving as a spokesperson for the welfare of all learners in a multicultural context; | 3 - I do feel like I often speak up for students who are under represented                                             | 5- I do feel like I often speak up for students who are under represented                                              | 5- I do feel like I often speak up for students who are under represented                                              |
| A8. Understanding how education is impacted by local, state, national, and international events;                                                                                | 4 - I feel like I see this everyday working with academics and social/emotional learning while also being on stie team | 4 - I feel like I see this everyday working with academics and social/emotional learning while also being on stie team | 5 - I feel like I see this everyday working with academics and social/emotional learning while also being on stie team |

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| A9. Demonstrating the ability to facilitate and motivate others;                                                                                                                       | 3 - I feel like I can really do this for students but need to work on peers              | 5 - being a part of site team meetings, I was able to keep others on track and be productive                                                                                   | 5 - being a part of site team meetings, I was able to keep others on track and be productive                                                                                   |
| A10. Demonstrating the ability to implement change or educational reform.                                                                                                              | 1 - I have a lot to learn on this topic.                                                 | 4 - with COVID, I think we implemented a lot of change quickly and adapted all the time.                                                                                       | 4 - with COVID, I think we implemented a lot of change quickly and adapted all the time.                                                                                       |
| <b>B. Organizational Management</b>                                                                                                                                                    | <b>Self Score (1-5) and Comments</b>                                                     |                                                                                                                                                                                |                                                                                                                                                                                |
| B1. Demonstrating an understanding of organizational systems;                                                                                                                          | 4 - due to my work history, I feel I have a good idea of how organizations/schools work. | 5 - I understand the organizational system of a school.                                                                                                                        | 5 - I understand the organizational system of a school.                                                                                                                        |
| B2. Defining and using processes for gathering, analyzing, managing and using data to plan and make decisions for program evaluation;                                                  | 3 - we do look at this when doing scheduling, deciding learning model plans              | 4 - using handbook to guide decisions as well as MN Learning Plan during COVID                                                                                                 | 4 - using handbook to guide decisions as well as MN Learning Plan during COVID                                                                                                 |
| B3. Planning and scheduling personal and organizational work, establishing procedures to regulate activities and projects, and delegating and empowering others at appropriate levels; | 3 - I am good and planning and scheduling but need to be better about delegating         | 4 - I feel like I am naturally good at scheduling and planning but still have room to grow on delegating. As an intern, I felt like I should do the work rather than delegate. | 4 - I feel like I am naturally good at scheduling and planning but still have room to grow on delegating. As an intern, I felt like I should do the work rather than delegate. |
| B4. Demonstrating the ability to analyze need and allocate personnel and material resources;                                                                                           | 1 - I have a lot to learn on this topic.                                                 | 4 - assisted with implementing different programs and helping staff during COVID                                                                                               | 4 - assisted with implementing different programs and helping staff during COVID                                                                                               |
| B5. Developing and managing budgets and maintain accurate fiscal budgets;                                                                                                              | 1 - I have a lot to learn on this topic.                                                 | 2 - I have room to grow in this area.                                                                                                                                          | 2 - I have room to grow in this area.                                                                                                                                          |
| B6. Demonstrating an understanding of facilities development, planning and management;                                                                                                 | 2 - little experience being a part of the referendum planning                            | 3 - I have room to grow but did get some experience with planning building changes due to COVID and the referendum                                                             | 3 - I have room to grow but did get some experience with planning building changes due to COVID and the referendum                                                             |
| B7. Understanding and using technology as a management tool.                                                                                                                           | 4 - I use technology often and effectively from Synergy to Google Docs                   | 5 - I believe technology makes life easier and am always using it to be more efficient.                                                                                        | 5 - I believe technology makes life easier and am always using it to be more efficient.                                                                                        |

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| <b>C. Diversity Leadership</b>                                                                                                                                        |                                                                                                            |                                                                                                                                                                       |                                                                                                                                                                       |
| C1. Demonstrating an understanding and recognition of the significance of diversity, and responding to the needs of diverse learners;                                 | 3 - I see diversity every day and really try to help these students have resources needed to be successful | 4 - all students are different and education isn't a one size fits all system.                                                                                        | 4 - all students are different and education isn't a one size fits all system.                                                                                        |
| C2. Creating and monitoring a positive learning environment for all students;                                                                                         | 3 - I try, it has been hard this year.                                                                     | 4 - a part of culture and climate committee                                                                                                                           | 4 - a part of culture and climate committee                                                                                                                           |
| C3. Creating and monitoring a positive working environment for all staff;                                                                                             | 2 - I try to be positive but definitely have work to do                                                    | 4 - a part of culture and climate committee                                                                                                                           | 4 - a part of culture and climate committee                                                                                                                           |
| C4. Promoting sensitivity of diversity throughout the school community;                                                                                               | 2 - need to work on this                                                                                   | 3 - I didn't get an opportunity to work on this but was a part of a trauma group that worked on identifying ACES                                                      | 3 - I didn't get an opportunity to work on this but was a part of a trauma group that worked on identifying ACES                                                      |
| C5. Demonstrating the ability to adapt educational programming to the needs of diverse constituencies;                                                                | 1 - I have a lot to learn on this topic.                                                                   | 4 - during COVID, I felt like I was always in contact with students and teachers regarding different ways to learn and how to help those that were struggling online. | 4 - during COVID, I felt like I was always in contact with students and teachers regarding different ways to learn and how to help those that were struggling online. |
| <b>D. Policy and Law</b>                                                                                                                                              |                                                                                                            |                                                                                                                                                                       |                                                                                                                                                                       |
| D1. Developing, adjusting, and implementing policy to meet local, state, and federal requirements and conditional provisions, standards, and regulatory applications; | 3 - I did do policy updates while in the district office                                                   | 4 - in law class I feel like I got a good sense of policies and law.                                                                                                  | 4 - in law class I feel like I got a good sense of policies and law.                                                                                                  |
| D2. Recognizing and applying standards of care involving civil and criminal liability for negligence, harassment, and intentional torts;                              | 1 - I have a lot to learn on this topic.                                                                   | 4 - in law class I feel like I got a good sense of policies and law.                                                                                                  | 4 - in law class I feel like I got a good sense of policies and law.                                                                                                  |
| D3. Demonstrating an understanding of state, federal, and case law governing general education, special education, and community education.                           | 3 - I did help with policy updating while in the district office and some policies as a counselor.         | 4 - most situations have a case law that sets precedence                                                                                                              | 4 - most situations have a case law that sets precedence                                                                                                              |

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| <b>E. Political Influence and Governance</b>                                                                                                |                                                                                                                                |                                                                                                                                                                                             |                                                                                                                                                                                             |
| E1. Exhibiting an understanding of school districts as a political system, including governance models;                                     | 1 - I have a lot to learn on this topic.                                                                                       | 4 - attended board meetings and superintendent interviews                                                                                                                                   | 4 - attended board meetings and superintendent interviews                                                                                                                                   |
| E2. Demonstrating the ability to involve stakeholders in the development of educational policy;                                             | 1 - I have a lot to learn on this topic.                                                                                       | 4 - attended board meetings and superintendent interviews                                                                                                                                   | 4 - attended board meetings and superintendent interviews                                                                                                                                   |
| E3. Understanding the role and coordination of social agencies and human services;                                                          | 3 - I do work with different agencies in my current role but would like to see how we can collaborate with others              | 4 - use multiple agencies to support student growth                                                                                                                                         | 4 - use multiple agencies to support student growth                                                                                                                                         |
| E4. Demonstrating the ability to align constituencies in support of priorities and build coalitions for programmatic and financial support. | 1 - I have a lot to learn on this topic.                                                                                       | 4 - attended board meetings and superintendent interviews; listened to discussions on planning for programs and financial need                                                              | 4 - attended board meetings and superintendent interviews; listened to discussions on planning for programs and financial need                                                              |
| <b>F. Communication</b>                                                                                                                     |                                                                                                                                |                                                                                                                                                                                             |                                                                                                                                                                                             |
| F1. Formulating and carrying out plans for internal and external communications;                                                            | 3 - I do a lot of communication with students, staff and parents                                                               | 4 - I naturally am a communicator and make it a priority to keep entities informed.                                                                                                         | 4 - I naturally am a communicator and make it a priority to keep entities informed.                                                                                                         |
| F2. Demonstrating facilitation skills;                                                                                                      | 3 - I feel I am naturally a facilitator and communicator.                                                                      | 5 - I feel I am naturally a facilitator and communicator.                                                                                                                                   | 5 - I feel I am naturally a facilitator and communicator.                                                                                                                                   |
| F3. Recognizing and applying an understanding of individual and group behavior in normal and stressful situations;                          | 4 - I feel like I use this almost daily in my current role. I often call parents or have difficult conversations with parents. | 5 - I was a part of a lot of difficult conversations and saw others/myself get worked up. Also as a part of my role need to keep my cool when visiting with difficult students and parents. | 5 - I was a part of a lot of difficult conversations and saw others/myself get worked up. Also as a part of my role need to keep my cool when visiting with difficult students and parents. |
| F4. Facilitating teamwork;                                                                                                                  | 3 - I feel like I use this almost daily in my current role between other counselors, teachers, admin assistants and principal  | 5 - always work together with others!                                                                                                                                                       | 5 - always work together with others!                                                                                                                                                       |

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| F5. Demonstrating an understanding of conflict resolution and problem solving strategies;                                                                        | 3 - I often have to visit with parents about things that are hard to hear.                                                                    | 4 - meet parents/community members where they are at and come to mutual understanding.                                                                   | 4 - meet parents/community members where they are at and come to mutual understanding.                                                                   |
| F6. Making presentations that are clear and easy to understand;                                                                                                  | 3 - I make a lot of presentations for students and staff around ACT, Class Selection, Senior Meetings, Self Care                              | 5 - made a lot of presentations to send to staff, students, community!                                                                                   | 5 - made a lot of presentations to send to staff, students, community!                                                                                   |
| F7. Responding, reviewing and summarizing information for groups;                                                                                                | 3 - I often have students do questionnaires and then look at that data to determine groups and programming for the year/time                  | 5 - Google forms whenever possible                                                                                                                       | 5 - Google forms whenever possible                                                                                                                       |
| F8. Communicating appropriately speaking, listening, and writing for different audiences such as students, teachers, parents, community, and other stakeholders; | 3 - I often have a similar message to get to all those listed but need to approach it and write it differently depending on intended audience | 5 - I often have a similar message to get to all those listed but need to approach it and write it differently depending on intended audience            | 5 - I often have a similar message to get to all those listed but need to approach it and write it differently depending on intended audience            |
| F9. Understanding and utilizing appropriate communication technology.                                                                                            | 4 - between apps I use to communicate with students, student information system, and Google/email                                             | 5 - communicate often with all stakeholders using different technological platforms                                                                      | 5 - communicate often with all stakeholders using different technological platforms                                                                      |
| <b>G. Community Relations</b>                                                                                                                                    | <b>Self Score(1-5) and Comments</b>                                                                                                           |                                                                                                                                                          |                                                                                                                                                          |
| G1. Articulating organizational purpose and priorities to the community and media;                                                                               | 1 - I have a lot to learn on this topic.                                                                                                      | 2 - did not have an opportunity besides the communication with parents.                                                                                  | 2 - did not have an opportunity besides the communication with parents.                                                                                  |
| G2. Requesting and responding to community feedback;                                                                                                             | 1 - I have a lot to learn on this topic.                                                                                                      | 2 - did not have an opportunity besides the communication and conversations with parents                                                                 | 2 - did not have an opportunity besides the communication and conversations with parents                                                                 |
| G3. Demonstrating the ability to build community consensus;                                                                                                      | 1 - I have a lot to learn on this topic.                                                                                                      | 3 - while I didn't have the opportunity to be a part of this, I was able to be on site team where we looked at parent responses to a COVID questionnaire | 3 - while I didn't have the opportunity to be a part of this, I was able to be on site team where we looked at parent responses to a COVID questionnaire |
| G4. Relating political initiatives to stakeholders, including parental involvement programs;                                                                     | 1 - I have a lot to learn on this topic.                                                                                                      | 2 - did not have an opportunity besides the communication and conversations with parents                                                                 | 2 - did not have an opportunity besides the communication and conversations with parents                                                                 |

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| G5. Identifying and interacting with internal and external publics;                                                                                                                                                                                           | 3 - I do communicate often with people inside and outside of the school while understanding I am often 'on the clock' even when running errands. | 5 - I do communicate often with people inside and outside of the school while understanding I am often 'on the clock' even when running errands.     | 5 - I do communicate often with people inside and outside of the school while understanding I am often 'on the clock' even when running errands.     |
| G6. Understanding and responding to the news media;                                                                                                                                                                                                           | 1 - I haven't personally had to respond                                                                                                          | 1 - I haven't personally had to respond                                                                                                              | 1 - I haven't personally had to respond                                                                                                              |
| G7. Promoting a positive image of schools and the school district;                                                                                                                                                                                            | 3 - I feel like I am good at doing this, especially on social media.                                                                             | 5 - I feel like I am good at doing this, especially on social media. and when at events                                                              | 5 - I feel like I am good at doing this, especially on social media. and when at events                                                              |
| G8. Monitoring and addressing perceptions about school-community issues;                                                                                                                                                                                      | 2 - The most I see of this is through social media. I rarely comment and maybe should do so more when people start spreading rumors.             | 4 - although I monitor this frequently through my social circles and student feedback, I typically do not feel it is my role to address it publicly. | 4 - although I monitor this frequently through my social circles and student feedback, I typically do not feel it is my role to address it publicly. |
| G9. Demonstrating the ability to identify and articulate critical community issues that may impact local education.                                                                                                                                           | 1 - I have a lot to learn on this topic.                                                                                                         | 4 - although I monitor this frequently through my social circles and student feedback, I typically do not feel it is my role to address it publicly. | 4 - although I monitor this frequently through my social circles and student feedback, I typically do not feel it is my role to address it publicly. |
| <b>H. Curriculum Planning and Development for the Success of All Learners</b>                                                                                                                                                                                 | <b>Self Score (1-5) and Comments</b>                                                                                                             |                                                                                                                                                      |                                                                                                                                                      |
| H1. Demonstrating the ability to enhance teaching and learning through curriculum assessment and strategic planning for all learners, including early childhood, elementary, middle and junior high school, high school, special education, and adult levels; | 2 - limited high school work but no experience in other categories                                                                               | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.                                   | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.                                   |
| H2. Demonstrating the ability to provide planning and methods to anticipate trends and educational implications.                                                                                                                                              | 1 - I have a lot to learn on this topic.                                                                                                         | 3 - did not have a lot of opportunity while in practicum but did learn about planning and changing curriculum in class.                              | 3 - did not have a lot of opportunity while in practicum but did learn about planning and changing curriculum in class.                              |

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| H3. Demonstrating the ability to develop, implement, and monitor procedures to align sequence, and articulate curriculum and validate curricular procedures;                    | 1 - I have a lot to learn on this topic.                                                                            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            |
| H4. Demonstrating the ability to identify instructional objectives and use valid and reliable performance indicators and evaluative procedures to measure performance outcomes; | 1 - I have a lot to learn on this topic.                                                                            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            |
| H5. Appropriately using learning technologies;                                                                                                                                  | 1 - I have a lot to learn on this topic.                                                                            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            |
| H6. Demonstrating an understanding of alternative instructional designs, curriculum, behavior management, and assessment accommodations and modifications;                      | 2 - I have been on many IEP meetings                                                                                | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            |
| H7. Demonstrating an understanding of urgency of global competitiveness.                                                                                                        | 1 - I have a lot to learn on this topic.                                                                            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            | 4 - was able to read through curriculum reviews in class and gained a vast understanding of differing curriculums.            |
| <b>I. Instructional Management for the Success of All Learners</b>                                                                                                              | <b>Self Score(1-5) and Comments</b>                                                                                 |                                                                                                                               |                                                                                                                               |
| I1. Demonstrate an understanding of research of learning and instructional strategies;                                                                                          | 1 - I have a lot to learn on this topic.                                                                            | 4 - reviewed common core standards and reasons for them                                                                       | 4 - reviewed common core standards and reasons for them                                                                       |
| I2. Describing and applying research and best practices on integrating curriculum and resources to help all learners achieve at high levels;                                    | 2 - I created different surveys for students and parents to analyze and determine learning models/schedules/events. | 4 - was able to read through and create curriculum reviews in class and gained a vast understanding of differing curriculums. | 4 - was able to read through and create curriculum reviews in class and gained a vast understanding of differing curriculums. |

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| I3. Demonstrating the ability to utilize data for instructional decision making;                                                                                | 3 - I am data driven and often survey stakeholders before making some decisions                                                | 4 - analyzed MCA and ACT data as well as MN Student Survey data to better meet student needs                               | 4 - analyzed MCA and ACT data as well as MN Student Survey data to better meet student needs                               |
| I4. Demonstrating the ability to design appropriate assessment strategies for measuring learner outcomes;                                                       | 1 - I have a lot to learn on this topic.                                                                                       | 4 - through my curriculum course I was able to develop understanding of assessments and several ways to assess learning.   | 4 - through my curriculum course I was able to develop understanding of assessments and several ways to assess learning.   |
| I5. Demonstrating the ability to implement alternative instructional designs, curriculum, behavior management, and assessment accommodations and modifications. | 1 - I have a lot to learn on this topic.                                                                                       | 4 - a part of many IEP and 504 meetings to develop plans and accommodations for learners.                                  | 4 - a part of many IEP and 504 meetings to develop plans and accommodations for learners.                                  |
| I6. Demonstrating the ability to appropriately use technology to support instruction.                                                                           | 4 - although I know there are a lot of programs teachers use that I haven't had the need to and would like to learn more about | 5 - used a lot of technology to support instruction as well as gave feedback to others on how to enhance                   | 5 - used a lot of technology to support instruction as well as gave feedback to others on how to enhance                   |
| <b>J. Human Resource Management</b>                                                                                                                             | <b>Self Score (1-5) and Comments</b>                                                                                           |                                                                                                                            |                                                                                                                            |
| J1. Demonstrating knowledge of effective personnel recruitment, selection, and retention;                                                                       | 1 - I have a lot to learn on this topic.                                                                                       | 4 - through class was able to identify factors to look for in candidates to meet needs of schools (every school different) | 4 - through class was able to identify factors to look for in candidates to meet needs of schools (every school different) |
| J2. Demonstrating an understanding of staff development to improve the performance of all staff members;                                                        | 3 - on site team, I often help make decisions regarding staff development funds                                                | 5 - effective staff development is key to teacher success                                                                  | 5 - effective staff development is key to teacher success                                                                  |
| J3. Demonstrating the ability to select and apply appropriate models for supervision and evaluation;                                                            | 1 - I have a lot to learn on this topic.                                                                                       | 3 - through class was able to see different evaluation techniques                                                          | 3 - through class was able to see different evaluation techniques                                                          |
| J4. Describing and demonstrating the ability to apply the legal requirements for personnel selection, development, retention, and dismissal;                    | 1 - I have a lot to learn on this topic.                                                                                       | 3 - through class was able to learn the legal systems of hiring employee's                                                 | 3 - through class was able to learn the legal systems of hiring employee's                                                 |

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| J5. Demonstrating an understanding of management responsibilities to act in accordance with federal and state constitutional provisions, statutory and case law, regulatory applications toward education, local rules, procedures, and directives governing human resource management; | 1 - I have a lot to learn on this topic.                                                                             | 3 - through class was able to read case laws on employment and understand that there is a reason and purpose to follow provisions | 3 - through class was able to read case laws on employment and understand that there is a reason and purpose to follow provisions |
| J6. Demonstrating understanding of labor relations and collective bargaining; and                                                                                                                                                                                                       | 1 - I have a lot to learn on this topic.                                                                             | 3 - although I have a lot to learn I understand the collective bargaining agreements                                              | 3 - although I have a lot to learn I understand the collective bargaining agreements                                              |
| J7. Demonstrating understanding of the administration of employee contracts, benefits, and financial account;                                                                                                                                                                           | 1 - I have a lot to learn on this topic.                                                                             | 3 - although I have a lot to learn I understand the collective bargaining agreements                                              | 3 - although I have a lot to learn I understand the collective bargaining agreements                                              |
| <b>K. Values and Ethics of Leadership</b>                                                                                                                                                                                                                                               | <b>Self Score (1-5) and Comments</b>                                                                                 |                                                                                                                                   |                                                                                                                                   |
| K1. Demonstrating an understanding of the role of education in a democratic society;                                                                                                                                                                                                    | 3 - I feel like I am aware of the benefit of education but am always learning more.                                  | 4 - I feel like I am aware of the benefit of education but am always learning more. We are not a one size fits all system.        | 5 - I feel like I am aware of the benefit of education but am always learning more. We are not a one size fits all system.        |
| K2. Demonstrating an understanding of and model democratic value systems, ethics, and moral leadership;                                                                                                                                                                                 | 3 - I feel like as a school employee, I understand the importance of these topics.                                   | 4 - I feel like as a school employee, I understand the importance of these topics                                                 | 5 - I feel like as a school employee, I understand the importance of these topics                                                 |
| K3. Demonstrating the ability to balance complex community demands in the best interest of learners;                                                                                                                                                                                    | 3 - I think this is difficult but is important. Students are and should always be at the center of school decisions. | 4 - all decisions should be made based on the best interests of learners and supportive to staff.                                 | 5 - all decisions should be made based on the best interests of learners and supportive to staff.                                 |
| K4. Helping learners grow and develop as caring, informed citizens;                                                                                                                                                                                                                     | 4 - This is one of my favorite roles as a school counselor and I feel like I am able to do this often.               | 5 - This is one of my favorite roles as a school counselor and I feel like I am able to do this well.                             | 5 - This is one of my favorite roles as a school counselor and I feel like I am able to do this well.                             |
| K5. Demonstrating an understanding and application of the Code of Ethics for Administrators under Part 3512.5200.                                                                                                                                                                       | 1 - I have a lot to learn on this topic.                                                                             | 5 - understood                                                                                                                    | 5 - understood                                                                                                                    |

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| <b>L. Judgment and Problem Analysis</b>                                                                                                                                                 | <b>Self Score (1-5) and Comments</b>                                                                                                         |                                                                                                                            |                                                                                                                            |
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| L1. Identifying the elements of a problem situation by analyzing relevant information, framing issues, identifying possible causes, and reframing possible solutions;                   | 3 - In visiting with students who are struggling, we often go through these analysis to get to the root of a concern                         | 5 - analyzing is important as an administrator and coming up with more than one solution                                   | 5 - analyzing is important as an administrator and coming up with more than one solution                                   |
| L2. Demonstrating adaptability and conceptual flexibility;                                                                                                                              | 3 - that is the world of education! Especially this year (2020-2021).                                                                        | 5 - if you can't be flexible you won't survive as an administrator                                                         | 5 - if you can't be flexible you won't survive as an administrator                                                         |
| L3. Assisting others in forming opinions about problems and issues;                                                                                                                     | 4 - I often do this with our site team, 6-12 leadership teams, and in our counseling PLC's.                                                  | 5 - I often do this with our site team, 6-12 leadership teams, and in our counseling PLC's.                                | 5 - I often do this with our site team, 6-12 leadership teams, and in our counseling PLC's.                                |
| L4. Reaching logical conclusions by making quality, timely decisions based on available information;                                                                                    | 4 - Again, I feel like I am often having to make these decisions in my current role, on very important issues.                               | 5 - I feel like I am often having to make these decisions in my current role, on very important issues.                    | 5 - I feel like I am often having to make these decisions in my current role, on very important issues.                    |
| L5. Identifying and giving priority to significant issues.                                                                                                                              | 4 - time management while being flexible is something I feel like I do really well.                                                          | 5 - time management while being flexible is something I feel like I do really well.                                        | 5 - time management while being flexible is something I feel like I do really well.                                        |
| L6. Demonstrating understanding of and utilize appropriate technology in problem analysis;                                                                                              | 4 - I feel like I am always looking at how technology can assist in allowing me to work smarter.                                             | 5 - Fluent in using technology to assist in educational decisions                                                          | 5 - Fluent in using technology to assist in educational decisions                                                          |
| L7. Demonstrating understanding of different leadership and decision-making strategies, including but not limited to collaborative models and model appropriately their implementation. | 4 - I fully understand there is a difference between teacher decisions, site team, administration, school board and then personal decisions. | 5 - understand it may not be your personal views but need to collaborate to make informed decisions and implement cleanly. | 5 - understand it may not be your personal views but need to collaborate to make informed decisions and implement cleanly. |
| <b>M. Safety and Security</b>                                                                                                                                                           | <b>Self Score (1-5) and Comments</b>                                                                                                         |                                                                                                                            |                                                                                                                            |

**MN Core Leadership Competencies (required for all licensure areas)**

|                                                                                                                                                                                                                                                                                     |                                                                                                                                           |                                                                                                                                           |                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| M1. Demonstrating the ability to develop and implement policies and procedures for safe and secure educational environments;                                                                                                                                                        | 3 - I was on the crisis committee where we put together a large document with specific situations. I have also attended crisis trainings. | 5 - I was on the crisis committee where we put together a large document with specific situations. I have also attended crisis trainings. | 5 - I was on the crisis committee where we put together a large document with specific situations. I have also attended crisis trainings. |
| M2. Demonstrating the ability to formulate safety and security plans to implement security procedures including an articulated emergency chain of command, safety procedures required by law, law enforcement assistance, communication with the public, and evacuation procedures; | 4 - as a school counselor I often work with principal and various law enforcement officials on safety and security issues                 | 5 - as a school counselor I often work with principal and various law enforcement officials on safety and security issues                 | 5 - as a school counselor I often work with principal and various law enforcement officials on safety and security issues                 |
| M3. Demonstrating the ability to identify areas of vulnerability associated with school buses, buildings and groups and formulate a plan to take corrective action;                                                                                                                 | 1 - I have a lot to learn on this topic.                                                                                                  | 2 - a lot to learn still but I feel like I am good at formulating plans when one needs to be made.                                        | 2 - a lot to learn still but I feel like I am good at formulating plans when one needs to be made.                                        |
| M4. Demonstrating understanding of procedural predictabilities and plan variations where possible;                                                                                                                                                                                  | 1 - I have a lot to learn on this topic.                                                                                                  | 3 - procedures need to be followed and when they do not work, alternative solutions need to be made                                       | 5 - procedures need to be followed and when they do not work, alternative solutions need to be made                                       |
| M5. Demonstrating the ability to develop plans that connect every student with a school adult, eliminate bullying and profiling and implement recommended threat assessment procedures.                                                                                             | 1 - I have a lot to learn on this topic but love this idea!                                                                               | 4 - worked to implement mentors in the school system so students feel connected                                                           | 4 - worked to implement mentors in the school system so students feel connected                                                           |