PRINCIPAL EVALUATION FORMAT*

*The format in this summary of administrative competencies is in alignment with The Evaluation of Minnesota’s School Principals, developed collaboratively by MASA, MESPA, MASSP and BOSA, and uses the Core Leadership Competencies and K-12 Principal Competencies realigned into seven leadership categories, specifically intended for the evaluation of Minnesota Principals.

A. Strategic Leadership

1. Model shared leadership and decision-making strategies
2. Through a visioning process, formulate strategic plans and goals with staff and community
3. Demonstrate the ability to implement change or educational reform.
4. Identify the elements of a problem situation by analyzing relevant information, framing issues, identifying possible causes and reframing possible solutions
5. Demonstrate adaptability and conceptual flexibility;
6. Assist others in forming opinions about problems and issues
7. Reach logical conclusions by making quality, timely decisions based on available information
8. Identify and give priority to significant issues
9. Demonstrate understanding of and utilize appropriate technology in problem analysis
10. Demonstrate understanding of different leadership and decision-making strategies, including but not limited to collaborative models, and model appropriately their implementation

B. Instructional Leadership

1. Demonstrate an understanding of issues affecting education
2. Demonstrate an understanding and recognition of the significance of diversity, and respond to the needs of diverse learners;
3. Demonstrate the ability to adapt educational programming to the needs of diverse constituencies
4. Demonstrate the ability to enhance teaching and learning through curriculum assessment and strategic planning for all learners, including pre-k-elementary, middle/junior high school, high school, special education and adult levels
5. Demonstrate the ability to provide planning and methods to anticipate trends and educational implications
6. Demonstrate the ability to develop, implement and monitor procedures to align, sequence and articulate curriculum and validate curricular procedures
7. Demonstrate the ability to identify instructional objectives and use valid and reliable performance indicators and evaluative procedures to measure performance outcomes
8. Appropriately use learning technologies
9. Demonstrate an understanding of alternative instructional designs, curriculum, behavior
management and assessment accommodations and modifications
10. Demonstrate an understanding of the urgency of global competitiveness
11. Demonstrate an understanding of research of learning and instructional strategies
12. Describe and apply research and best practices on integrating curriculum and resources to help all learners achieve at high levels
13. Demonstrate the ability to utilize data for instructional decision making
14. Demonstrate the ability to design appropriate assessment strategies for measuring learner outcomes
15. Demonstrate the ability to implement alternative instructional designs, curriculum, behavior management, and assessment accommodations and modifications
16. Demonstrate the ability to appropriately use technology to support instruction
17. Demonstrate an understanding of staff development to improve the performance of all staff members
18. Demonstrate the ability to select and apply appropriate models for supervision and evaluation
19. Demonstrate the ability to understand and apply school-wide literacy and numeracy systems
20. Demonstrate the ability to understand and apply district-wide literacy and numeracy systems
21. Demonstrate the ability to meet the enrichment, remediation, and special education needs of all students
22. Demonstrate the ability to understand and support a comprehensive program of student activities
23. Demonstrate understanding of the articulation and alignment of curriculum from pre-school through grade 12
24. Demonstrate the ability to work with children of all ages
25. Demonstrate understanding of the characteristics of effective transitions from one level of schooling to the next
26. Demonstrate understanding of developmental needs of children of all ages

C. Managerial Leadership
1. Demonstrate leadership by providing purpose and direction for individuals and groups
2. Demonstrate the ability to facilitate and motivate others.
3. Demonstrate an understanding of organizational systems
4. Define and use processes for gathering, analyzing, managing and using data to plan and make decisions for program evaluation
5. Plan and schedule personal and organizational work, establish procedures to regulate activities and projects, and delegate and empower others at appropriate levels
6. Demonstrate the ability to analyze need and allocate personnel and material resources
7. Develop and manage budgets and maintain accurate fiscal records
8. Demonstrate an understanding of facilities development, planning and management
9. Understand and use technology as a management tool
10. Demonstrate knowledge of effective personnel recruitment, selection and retention
11. Demonstrate the ability to develop and implement policies and procedures for safe and secure educational environments
12. Demonstrate 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

13. Demonstrate the ability to identify areas of vulnerability associated with school buses, buildings and grounds and formulate a plan to take corrective action
14. Demonstrate understanding of procedural predictabilities and plan variations where possible
15. Demonstrate an understanding of student guidance systems and auxiliary services
16. Demonstrate the ability to implement a positive and effective student management system
17. Demonstrate the ability to develop and implement effective student discipline plans
18. Demonstrate the ability to develop a master instructional schedule
19. Demonstrate understanding of different organizational systems and structures at pre-K, elementary, middle or junior high and high school levels

D. Cultural Leadership
1. Demonstrate leadership by collaboratively assessing and improving culture and climate
2. Serve as a spokesperson for the welfare of all learners in a multicultural context
3. Create and monitor a positive learning environment for all students
4. Create and monitor a positive working environment for all staff
5. Promote sensitivity of diversity throughout the school community
6. Demonstrate the ability to develop plans that connect every student with a school adult, eliminate bullying and profiling and implement recommended threat assessment procedures
7. Demonstrate the ability to create a culture that fosters a community of learners

E. Communications Leadership
1. Formulate and carry out plans for internal and external communications
2. Demonstrate facilitation skills
3. Recognize and apply an understanding of individual and group behavior in normal and stressful situations
4. Facilitate teamwork
5. Demonstrate an understanding of conflict resolution and problem solving strategies
6. Make presentations that are clear and easy to understand
7. Respond, review, and summarize information for groups
8. Communicate appropriately (speaking, listening and writing) for different audiences—students, teachers, parents, community and other stakeholders
9. Understand and utilize appropriate communication technology
10. Relate political initiatives to stakeholders, including parental involvement programs
11. Understand and respond to the news media
12. Promote a positive image of schools and the school district
13. Demonstrate the ability to identify and articulate critical community issues which may impact local education

F. School Community Leadership
1. Set priorities in the context of stakeholder needs
2. Exhibit an understanding of school districts as a political system, including governance models
3. Demonstrate the ability to involve stakeholders in the development of educational policy
4. Understand the role and coordination of social agencies and human services
5. Demonstrate the ability to align constituencies in support of priorities and build coalitions for programmatic and financial support
6. Articulate organizational purpose and priorities to the community and media
7. Request and respond to community feedback
8. Demonstrate the ability to build community consensus
9. Identify and interact with internal and external publics
10. Monitor and address perceptions about school-community issues
11. Demonstrate the ability to work with parents, teachers and other staff in all levels of schooling

G. Ethical and Professional Leadership
1. Understand how education is impacted by local, state, national, and international events
2. Develop, adjust and implement policy to meet local, state and federal requirements and constitutional provisions, standards and regulatory applications
3. Recognize and apply standards of care involving civil and criminal liability for negligence, harassment and intentional torts
4. Demonstrate an understanding of state, federal and case law governing general education, special education and community education;
5. Describe and demonstrate the ability to apply the legal requirements for personnel selection, development, retention, and dismissal;
6. Demonstrate 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
7. Demonstrate understanding of labor relations and collective bargaining;
8. Demonstrate understanding of the administration of employee contracts, benefits and financial accounts;
9. Demonstrate understanding of the role of education in a democratic society;
10. Demonstrate understanding of and model democratic value systems, ethics and moral leadership;
11. Demonstrate the ability to balance complex community demands in the best interest of learners;
12. Help learners grow and develop as caring, informed citizens;
13. Demonstrate understanding and application of the Minnesota Board of School Administrators Code of Ethics for Administrators.