Self-Assessment on Leadership Practice

This self-report inventory[1] is designed as resource to assist you in reflecting upon your current professional practices. Gaining an accurate picture of your current practices can help you set appropriate and reasonable professional improvement goals and can help you decide upon which professional learning opportunities to engage in to help you improve your practice. This self-assessment resource can assist you in reflecting on your current practice.

Directions: Complete this inventory by yourself. You may, if you so choose, consider consulting with a colleague and/or using the feedback you have received from fellow administrators, coaches, colleagues, mentors, parents and students to help inform your answers. This is a tool for your use only.

Step 1: For each statement, rate whether you engage in the behavior(s) listed in the statement in your leadership practice.

> **Rating scale: Routinely = 4, Frequently = 3, Occasionally = 2, Rarely = 1**
>
> For example, if you frequently engage in a behavior, you would circle a "3" next to that statement.

Step 2: Add up the number of circled numbers in each column.

Step 3: Add up the numbers in each column to create a total for each cluster associated with the ten Core Leadership Standards.

Cluster One:
Standard 1: Mission, Vision, and Core Values
Standard 2: Ethics and Professional Norms
Standard 3: Equity and Cultural Responsiveness

Cluster Two:
Standard 4: Curriculum, Instruction, and Assessment
Standard 5: Community if Care and Support for Students

Cluster Three:

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[1] *Developed from the* Council of Chief State School Officers. (2013). InTASC Lumibook: An Interactive Guide to Understanding and Applying the InTASC Standards to Teacher Effectiveness and Student Success [ebook]. Washington, DC: Author.
http://www.ccsso.org/Resources/Digital_Resources/InTASC_Lumibook.html#sthash.7uJ2OOa

Standard 6: Professional Capacity of School Personnel
Standard 7: Professional Community for Teachers and Staff
Standard 8: Meaningful Engagement of Families and Community
Standard 9: Operations and Management

Cluster Four:
Standard 10: School Improvement

Step 4: Graph the total for each of the four cluster on the graph on page 9 to create a profile of your practice in each of the four clusters.

Using the Results: Consider exploring the standard and functions in the area for which you had the lowest total. You'll find the Core Leadership Standard indicator referenced in the parenthesis after each statement to guide your work

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Cluster One: Standards 1, 2, & 3

Standard 1: Mission, Vision, and Core Values
Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student

Standard 2: Ethics and Professional Norms
Effective educational leaders act ethically and according to professional norms to promote each student's academic success and well-being.

Standard 3: Equity and Cultural Responsiveness
Effective educational leaders strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.

_____ 1. I collaborate with members of the school and community and using relevant data, develop and promote a vision for the school on the successful learning and development of each child and on instructional and organizational practices that promote such success. (1.b)

_____ 2. I articulate, advocate, and cultivate core values that define the school's culture and stress the imperative of child-centered education; high expectations and student support; equity, inclusiveness, and social justice; openness, caring, and trust; and continuous improvement. (1.c)

_____ 3. I act according to and promote the professional norms of integrity, fairness, transparency, trust, collaboration, perseverance, learning and continuous improvement. (2.b)

_____ 4. I place children at the center of education and accept responsibility for each student's academic success and well-being. (2.c)

_____ 5. I provide moral direction for the school and promote ethical and professional behavior among faculty and staff. (2.f)

_____ 6. I recognize, respect, and employ each student's strengths, diversity, and culture as assets for teaching and learning. (3.b)

_____ 7. I ensure that each student has equitable access to effective teachers, learning opportunities, academic and social support, and other resources necessary for success. (3.c)

_____ 8. I promote the preparation of students to live productively in and contribute to the diverse cultural contexts of a global society. (3.f)

_____ SUM for Cluster One

Cluster Two: Standards 4 & 5

Standard 4: Curriculum, Instruction, and Assessment
Effective education leaders develop and support intellectually rigorous and coherent systems of curriculum, instruction, and assessment to promote each student's academic success and well-being.

Standard 5: Community of Care and Support for Student
Effective educational leaders cultivate an inclusive, caring, and supportive school community that promotes the academic success and well-being of each student.

_____ 9. I implement coherent systems of curriculum, instruction, and assessment that promote the mission, vision, and core values of school, embody high expectations for student learning, align with academic standards, and are culturally responsive. (4.a)

_____ 10. I align and focus systems of curriculum, instruction, and assessment within and across grade levels to promote student academic success, love of learning, the identities and habits of learners, and healthy sense of self. (4.b)

_____ 11. I promote instructional practice that is consistent with knowledge of child learning and development, effective pedagogy, and the needs of each student. (4.c)

_____ 12. I promote effective use of technology in the service of teaching and learning. (4.e)

_____ 13. I use assessment data appropriately and within technical limitations to monitor student progress and improve instruction. (4.g)

_____ 14. I build and maintain a safe, caring, and healthy school environment that meets the academic, social, emotional, and physical needs of each student. (5.a)

_____ 15. I create and sustain a school environment in which each student is known, accepted and valued, trusted and respected, cared for and encouraged to be an active and responsible member of the school community. (5.b)

_____ 16. I provide coherent systems of academic and social supports, services, extracurricular activities, and accommodations to meet the range of learning needs of each student. (5.c)

_____ SUM for Cluster Two

Cluster Three: Standards 6, 7, 8, & 9

Standard 6: Professional Capacity of School Personnel
 Effective educational leaders develop the professional capacity and practice of school personnel to promote each student's academic success and well-being.

Standard 7: Professional Community for Teachers and Staff
Effective educational leaders foster a professional community of teachers and other professional staff to promote each student's academic success and well-being.

Standard 8: Meaningful Engagement of Families and Community
Effective educational leaders engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student's academic success and well-being.

Standard 9: **Operations and Management**
Effective educational leaders manage school operations and resources to promote each student's academic success and well-being.

_____ 17. I recruit, hire, support, develop, and retain effective and caring teachers and other professional staff and form them into an educationally effective staff. (6.a)

_____ 18. I develop teachers' and staff members' professional knowledge, skills, and practice through differentiated opportunities for learning and growth, guided by understanding of professional and adult learning and development. (6.c)

_____ 19. I develop workplace conditions for teachers and other professional staff that promote effective professional development, practice, and student learning. (7.a)

_____ 20. I provide opportunities for collaborative examination of practice, collegial feedback, and collective learning. (7.g)

_____ 21. I create and sustain positive, collaborative, and productive relationships with families and the community for the benefit of students. (8.b)

_____ 22. I build and sustain productive partnerships with public and private sectors to promote school improvement and student learning. (8.j)

_____ 23. I strategically manage staff resources, assigning and scheduling teachers and staff to roles and responsibilities that optimize their professional capacity to address each student's learning needs. (9.b)

_____ 24. I seek, acquire and manage fiscal, physical, and other resources to support curriculum, instruction, and assessment; student learning community; professional capacity and community; and family and community engagement. (9.c)

_____ SUM for Cluster Three

Standard 10

Standard 10: School Improvement

Effective educational leaders act as agent s of continuous improvement to promote each student's academic success and well-being.

_____ 25. I use methods of continuous improvement to achieve the vision, fulfill the mission, and promote the core values of the school. (10.b)

_____ 26. I prepare the school and the community for improvement, promoting readiness, an imperative for improvement, instilling mutual commitment and accountability, and developing the knowledge, skills, and motivation to succeed in improvement. (10.c)

_____ 27. I engage others in an ongoing process of evidence-based inquiry, learning, strategic goal setting, planning, implementation, and evaluation for continuous school and classroom improvement. (10.d)

_____ 28. I access and develop the capacity of staff to assess the value and applicability of emerging educational trends and the findings of research for the school and its improvement. (10.f)

_____ 29. I develop technically appropriate systems of data collection, management, analysis, and use, connecting as needed to the district office and external partners for support in planning, implementation monitoring, feedback, and evaluation. (10.g)

_____ 30. I adopt a systems perspective and promote coherence among improvement efforts and all aspects of school organization, programs, and services. (10.h)

_____ 31. I mange uncertainty, risk, competing initiatives, and politics of change with courage and perseverance, providing support and encouragement, and openly communicating the need for, process for, and outcomes of improvement efforts. (10.i)

_____ 32. I develop and promote leadership among teachers and staff for inquiry, experimentation and innovation, and initiating and implementing improvement. (10.j)

_____ SUM for Standard 10

Leadership Profile Based on Your Self-Assessment: Graph the total for each of the four clusters on the graph to create a profile of your practice. Consider exploring the standards and functions in the clusters for which you had the lowest total.

Leadership Profile Based on Your Self-Assessment:

	Cluster One	Cluster Two	Cluster Three	Standard 10
32				
28				
24				
20				
16				
12				
8				
4				