

Approval Process for Administrative Licensure Handbook

K-12 Principal
Superintendent
Director of Special Education
Director of Community Education

Introduction to BOSA

Professionals have a responsibility to set standards and expectations of its members. To provide the leadership in the profession and promote the effective governance of Minnesota school administrators, the 2001 Minnesota legislature established the Minnesota Board of School Administrators (BOSA). Minnesota Statute 122A.12, subdivision 1 established BOSA as an autonomous licensing board consisting of ten members appointed by the governor with the advice and consent of the senate, and includes:

- one elementary school principal,
- one secondary school principal,
- one higher education faculty member in an educational administration program,
- one higher education administrator for an educational administration program,
- one school superintendent,
- one classroom teacher,
- one community education director,
- one special education director; and
- one at-large member of the public
- one present or former school board member.

Licensure Rules and Program Approval:

In 1996, the Minnesota legislature authorized the adoption of new outcome-based licensure rules for school administrators in Minnesota Statute, Section 125.05, and Laws of Minnesota 1993, Chapter 224, Article 12, Section 34 and Laws of Minnesota 1996, Chapter 412, Article 9, Section 14. The program licensure requirements for K-12 Principals, Superintendents, Directors of Special Education, and Directors of Community Education define the knowledge, skills, and dispositions school administrators must demonstrate for administrative licensure identified by competencies.

Minnesota Statutes 2001, 122A.14 authorizes the Minnesota Board of School Administrators to license school administrators. The rules shall include the licensing of persons who have

successfully completed alternative preparation programs (122A.27) or other alternative competency-based preparation programs. The Board shall review and approve preparation programs for school administrators and alternative preparation programs for administrators

(122A.27) and must consider other alternative competency-based preparation programs leading to licensure.

The Minnesota Board of School Administrators was granted full rule writing authority in Minnesota Laws 2006, Chapter 263, Article 2, Section 20. The authority was amended by Minnesota Law 2007, Chapter 146, Article 2, Section 33. The rulemaking authority allows the Board to amend Minn. R. Ch. 3512 to update requirements for school administrator

licensure and to comply with requirements in Minnesota Law.

Overview of the Program Approval Process

Administrative Licensure Program Approval is the process through which a team of reviewers is appointed by the executive director and conducts an evaluation of professional programs for school administrators. Procedures for approval of licensure programs are identified in Minnesota Rule 3512.2500.

In accordance with Minnesota Rule 3512.2500, subpart 1. The program shall be evaluated for <u>initial approval</u> and thereafter shall be audited for continuing approval....

Program approval is a continuous process of program improvement accompanied by a review every five years. Each program is required to prepare a report that demonstrates the program compliance with Board requirements and competencies.

Before initial approval for the licensure program is granted, Board staff and/or the Review Team examines the written program report and visits the institution to examine the licensure program for the purpose of verifying the program description and making a recommendation to the Board of School Administrators.

The program approval process focuses on making a determination of the degree to which the institution and its administrative program(s) comply with the Procedures for Approval of Licensure Programs in Minnesota Rule 3512.2500, and program competencies specific to the preparation program.

Review Team:

The Review Team is generally composed of 6-12 members, depending on the number of licensure programs, and must include at least one practicing, licensed administrator from each licensure field being reviewed. The Team also includes one member from an approved higher education program, one member of the state board, one member from a local school board, BOSA licensing specialist and the executive director. Executive Director Responsibilities

The executive director serves as chair-person of the Review Team/ auditors and performs the following responsibilities:

- 1. Establishes team membership
- 2. Assists the institution with suggestions on compliance and upon request from the institution, may conduct a preliminary review of the application.
- 3. Works with the program's administrator/coordinator to make initial arrangements for the review and on-site visit.
- 4. Provides orientation and training to team members, shares team objectives and the roles and responsibilities of team members.

- 5. Gathers and distributes the written application submitted by the institution to the members of the Review Team.
- 6. Coordinates an on-site visit to the institution to verify the accuracy and completeness of the written application prepared by the institution.
- 7. Provides technical and administrative support to the team.
- 8. Presides during team meetings and facilitates team discussions regarding standards in order to reach consensus.
- 9. Acts as mediator, if necessary, to resolve differences of opinion through discussion, the gathering of further information, or arrangement of additional interviews.
- 10. Presides during the final reporting session.
- 11. Completes the final written report.
- 12. Secures completed expense reports and critiques of the team visit procedures from team members at the close of the visit.
- 13. Insures that the Review Team submits a report of their findings and makes a recommendation indicating whether standards are met or not met to the Professional Development and Program Review Committee of the Minnesota Board of School Administrators. The Report also includes areas of strength, areas of concern, suggestions, and recommendations for improvement.

Review Team Responsibilities

The Team's role is a combination of auditing and verifying findings of the institutional report, and observing actual compliance through interviews of students, alumni, staff, faculty, administrators and the Advisory Councils/Group Field Partner. During the Review Team visit, Team members review written information and interview persons who have relevant information and experiences with the licensure program. Team members meet together to study findings to reach a consensus concerning the Team findings and recommendations.

On-site Review:

Program approval on-site visits run for approximately 2 days. The Review generally includes a reception hosted by the program at the end of the first full day. At the end of the visit, the Review Team reviews its findings with the institution and shares with the institution a sense of what will be submitted to the Minnesota Board of School Administrators.

The program is required to provide an on-campus workroom for the review team's exclusive use during the on-site visit, and provide IT support. A team workroom, including all of the materials the program selects to provide to support program compliance should be in close proximity of the campus or program administrative office.

Examples of documents that might be kept in the workroom include minutes from committee meetings, manuals and handbooks, policies and procedures, student program plans, samples of student work, student portfolios, etc. Consideration should be given to the layout of the exhibits to ensure that adequate space is available for reviewing the

materials. All exhibits must be coded to state requirements and competencies. A list of the documents in the exhibits shall be compiled (ONE hard copy and electronically). Additional information on arrangements for on-site visits will be provided during a pre-visit meeting between the executive director and the licensure program coordinator.

Report to Board:

The Team's recommendation on approval/disapproval, along with a written report of the findings, and any additional information presented by the institution is prepared by the executive

director who forwards the report to the Professional Development and Program Review Committee of the Minnesota Board of School Administrators for Board action.

Reporting Process:

- At the conclusion of the visit, the Review Team will present an oral summary of the Team's findings to the program coordinator and their team. The executive director also provides next steps of the reporting process;
- Within 30 days after the on-site visit, (a) the executive director sends one copy of
 the final draft of the report to the program coordinator who reviews it for factual
 errors only and communicates any recommended changes to the chairperson
 within five days of receipt of the report. At the executive director's discretion,
 corrections identified will be incorporated into the final report.
- Within 30 days of receipt of the final report, the program coordinator shall acknowledge receipt of the report and has the opportunity to rejoin it. The rejoinder must be received by the executive director of the Minnesota Board of School Administrators 30 days after the receipt of the report. The Minnesota Board of School Administrators will determine approval status of the program at the next meeting after receipt of the institutional rejoinder.

Based upon appraisal of the program description prepared by the institution and the written report of the auditors, the board shall:

- A. grant initial approval;
- B. grant continuing approval;
- C. grant conditional approval, state the conditions, and establish time lines for meeting the stated conditions; or
- D. disapprove the licensure program, state the reasons for disapproval, and, if needed, stipulate a termination date that will accommodate persons enrolled in the program.

The decision of the board regarding approval status of the licensure program is forwarded by the executive director of the board to the chief administrative officer of the college/university or program.

Budgeting for the Review:

The institution/program is responsible for all costs associated with the preparation of the written report and expenses of the team during an on-site review (food, lodging, mileage and substitute teacher when necessary). If the review Team arrives the night before the Site Review, the University is responsible for the cost of the meal.

Lodging and food expenses should be calculated not to exceed two full days/nights. Calculating mileage will be limited to state reimbursement amounts paid to state employees. To the greatest extent possible, the hotel should direct the bill to the college for lodging eliminating the need for Review Team members to use their credit cards for their rooms. Costs associated with the chairperson's participation in a pre-visit are the responsibility of the program. Costs associated with an accompanying Review Team member's significant other/spouse will be borne by the Review Team member.

Hotel accommodations must allow each member of the team to have a separate room. When possible, the program should select a hotel near the university and/or a dining facility. In addition to meals, the program is to provide refreshments in the campus workroom.

If hotel accommodations are not within walking distance of the campus workroom, the university may be required to provide transportation of the Team members from the hotel to the campus workroom. Details of the transportation plan will be determined prior to the visit.

Conflict of Interest and Ethical Guidelines:

The participation of Team members in the program approval process is voluntary and reflective of the high level of professional commitment of the team members. Any form of financial payments to team members, other than reimbursement of costs associated with the review, is prohibited.

Maintaining the highest standards of objectivity and credibility of the program approval process is paramount to the Board of School Administrators. In accordance with board standards, Team members should avoid serving as a reviewer of programs if they:

- Were a former faculty member from the college being reviewed
- Served as a consultant for the college being reviewed
- Served as member of the college's advisory committee
- Was a student in the licensure program being reviewed
- Have/had a son/daughter who is/has attended a licensure program being reviewed

All elements of the approval process must be treated in the most professional manner. Information acquired through the process must not be used for other purposes.

Confidentiality is an integral part of the program approval process and must be protected by those who participate as reviewers. Program reviewers are not to discuss findings with anyone other than team members and Board staff.

Draft On-site Schedule Template:

DAY 1 -	Diano di dico dalle i cimpiate.
8:00-9:00	Breakfast (Generally, to be held on campus. May even be catered into the meeting room)
9:00-10:00	Meeting with College Dean and Program Director
10:00- 12:00	Prearranged interviews (determined between chair and coordinator) At a minimum, the scheduled interviews must include:
	Advisory board members Internship supervisors/situational observation reviewers Alumni from each of the licensure programs being reviewed Current students from each licensure program being reviewed Representatives from K-12 partnerships who have hired your graduates.
12:00-1:00	Working lunch for Review Team Chairperson checks for status of data collection.
1:00-3:00	Continued interviews as determined between chair and program director
3:00-3:30	Review Team break to check with offices
3:30-5:30	Chairperson and team members begin to work on Form E.
5:30-7:30	Reception/Dinner
Day 2 -	
8:00-9:00	Working breakfast (continue working on Form E)
9:00- 10:00 (including adj	Meeting with program faculty uncts)
10:00- 12:00	Continued work on Form E
12:00- 1:00	Working lunch (generally catered into the work room). Completion of Form E. Determines strengths and areas of concern. If possible, reach

a consensus on the team's recommendation on whether each standard is met or not met. If consensus cannot be reached, the team should vote with the majority prevailing.

1:00-2:00 Exit conference

Chairperson meets with the college leadership and program faculty to present summary of team's findings and to describe the next steps of the review process

Guidelines for Program Approval

The Minnesota Board of School Administrators applies state adopted standards to the approval of licensure educational administration programs in the following licensure areas: (a) Superintendents, (b) K-12 Principals, (c) Directors of Special Education, (d) Directors of Community Education.

To request approval to offer administrative licensure programs or an alternative preparation program (122A.27), a complete electronic application must be submitted to the Executive Director of the Minnesota Board of School Administrators. The report must state the content of each Program Requirement and clearly describe how the program is in compliance. These guidelines are intended to provide the program with every opportunity to evidence how the program(s) complies with procedures in Minnesota Rule 3512.2500 and competencies identified for each licensure field. The reporting design is intended to present the information in a clear and focused method for reviewers to meet their responsibilities to the institution/program and the state.

June 1: Submit a letter of intent that the institution will make

application.

June 30: Board Executive Director will furnish requirements for

application.

October 30: Submit a portfolio detailing how program will meet Rule Requirements.

January 30: Program Review Team will make a visit on-site to evaluate

institutional application.

March 30: Board will file report and recommendation.

No institution may apply to be a licensure-granting institution more than once per calendar year.

Timeline for Continuous Review Process:

To be determined. See Board of School Administrators' schedule of visits.

Program Approval Components:

Each program shall forward to the executive director of the Minnesota Board of School Administrators a program description for each licensure program for which approval is requested.

The licensure program description shall include a *written report* addressing Minnesota Rule 3512.2500, subp. 2, A-K and Minnesota Rule 3512.2500, subp. 3, A - C . The report should provide the reviewers with enough information to support that the program is in compliance with the requirements and competencies. References should be made to specific documents that support the claims made in the report.

It is suggested that the university provide a brief historical, geographical, and contextual review of the college/department/program. This section is the program's opportunity to set the context of the report for the program auditors. It may also be used to provide the program reviewers with an understanding of changes, developments, activities on the campus, and any state or national initiatives which may influence the mission, directions, and delivery of the licensure program.

Documents to be included in Program Review

- **1.** Complete and attach Form A: Institutional Authorization. The institution has designated a faculty member responsible for providing instructional leadership for this licensure program and the course of study established to meet these standards was developed in collaboration with the institution's education faculty and licensed, practicing K-12 public school administrators.
- **2.** Complete and attach Form B: Program Personnel and Partners. Submit Faculty vitae of those faculty responsible for teaching courses aligned to this licensure program are qualified by academic preparation (degrees and major fields of study) and, where applicable, by professional experiences. Also include background of program partners.
- **3. Complete and attach Form C: Program Sequence**. Submit syllabi and course description for all courses and experiences used to demonstrate and assess candidate performance of the standards. Submitted syllabi must include the course number, name, and credits; the course objectives; expected levels of achievement and how achievement will be measured; and required texts and materials.
- **4. Complete and attach Form D:** Competencies/Course & Experience Matrix.
- 5. Address the standards listed in Comprehensive Form E

Form A

Institutional Authorization/Application for Program Approval

Check Appli	cable Programs:									
	Superintendent									
☐ Director of Special Education										
	Director of Comn	nunity								
Name of Institution:										
Proposal Prepared By:										
Telephone No										
E-mail:										
candidates with the	knowledge, skills,	e course of study required to provide and abilities in the standards of this his proposal is accurate and true.								
Name and Title Chief Academic	Officer	Signature Chief Academic Officer	Signature Date							
Name and Title School or Colle	ge Dean or Head	Signature School or College Dean or Head	Signature Date							
	or	Signature Program Director	Signature Date							

Form B

Program Personnel and Partners

Check Applicable Programs
Director of Community Education
Director of Special Education
K-12 Principal
Superintendent
Name and position of person with responsibility for providing instructional Leadership for the program:

Program Personnel

Program	Name	Position or Role (Example –	FT = Full Time
		Coordinator, Professor)	PT = Part Time
			Ad = Adjunct
Director of Community Education			
☐ Director of Special Education			
☐ K − 12 Principal			
Superintendent			
Director of Community Education			
Director of Special Education			
☐ K − 12 Principal			
Superintendent			
Director of Community Education			
☐ Director of Special Education			
☐ K — 12 Principal			
Superintendent			
Director of Community Education			
Director of Special Education			
K – 12 Principal			
Superintendent			

Director of Community Education		
Director of Special Education		
K – 12 Principal		
Superintendent		
Director of Community Education		
Director of Special Education		
K – 12 Principal		
Superintendent		
Director of Community Education		
Director of Special Education		
K – 12 Principal		
Superintendent		
Director of Community Education		
Director of Special Education		
K – 12 Principal		
Superintendent		

Program Collaborative Field Partners

(Advisory Board Members, Professional Associations, etc.)

Program	Name	Position or Role (Example – Coordinator, Professor)	FT = Full Time PT = Part Time Ad = Adjunct
☐ Director of Community Education			
Director of Special Education			
☐ K − 12 Principal			
Superintendent			
Director of Community Education			
Director of Special Education			
K – 12 Principal			
Superintendent			
Director of Community Education			
Director of Special Education			
K – 12 Principal			
Superintendent			

r		T	T	
	Director of Community Education			
	Director of Special Education			
	K – 12 Principal			
	Superintendent			
	Director of Community Education			
	Director of Special Education			
	K – 12 Principal			
	Superintendent			
	Director of Community Education			
	Director of Special Education			
	K – 12 Principal			
	Superintendent			
	Director of Community Education			
	Director of Special Education			
	K – 12 Principal			
	Superintendent			
	Director of Community Education			
	Director of Special Education			
	K – 12 Principal			
	Superintendent			
	Director of Community Education			
	Director of Special Education			
	K – 12 Principal			
	Superintendent			
	Director of Community Education			
	Director of Special Education			
	K – 12 Principal			
	Superintendent			

Form C

Program Sequence							
	·						
Check Applicab	le Programs						
Check Applicab	ie riogiams						
Director of Community Education \Box	Director of Special Education \Box						
Director of Community Education	Director of Special Education —						
V 12 Dringinal □	Superintendent						
K-12 Principal 🗆	Superintendent \square						
Diama list all manying days as first fallowed	by my make and decominations of field as meningage						

Please list all required courses first followed by numbers and descriptions of field experiences, internships, and formal assessments. Add rows as necessary

Courses other than Field Experiences

Program	Course Number and Title	Credits	Course Description
Director of Community Education \Box			
Director of Special Education \Box			
K-12 Principal □			
Superintendent \square			
Director of Community Education			
Director of Special Education □			
K-12 Principal □			
Superintendent \square			
Director of Community Education \Box			
Director of Special Education \Box			
K-12 Principal □			
Superintendent \square			
Director of Community Education			
Director of Special Education \Box			
K-12 Principal □			
Superintendent			
Director of Community Education			
Director of Special Education \Box			
K-12 Principal □			
Superintendent			
Director of Community Education \Box			
Director of Special Education \square			
K-12 Principal □			
Superintendent			

Director of Community Education		
Director of Special Education \square		
K-12 Principal \square		
Superintendent		
Director of Community Education \square		
Director of Special Education \square		
K-12 Principal □		
Superintendent		
Director of Community Education \square		
Director of Special Education \square		
K-12 Principal □		
Superintendent		
Director of Community Education \square		
Director of Special Education \square		
K-12 Principal □		
Superintendent		
Director of Community Education \square		
Director of Special Education \square		
K-12 Principal \square		
Superintendent		
Director of Community Education \square		
Director of Special Education \square		
K-12 Principal \square		
Superintendent \square		
Director of Community Education \Box		
Director of Special Education \square		
K-12 Principal □		
Superintendent		
Director of Community Education \Box		
Director of Special Education \square		
K-12 Principal \square		
Superintendent		

Field Experience and Assessment Courses

Program	Course Name and Number for Field Experience, Internship, and/or assessment experience(s)	Credit s	Course Description
Director of Community Education			
Director of Special Education \square			
K-12 Principal \square			
Superintendent			
Director of Community Education ☐			
Director of Special Education \square			
K-12 Principal \square			
Superintendent \square			
Director of Community Education ☐			
Director of Special Education \square			
K-12 Principal □			
Superintendent \square			
Director of Community Education ☐			
Director of Special Education \square			
K-12 Principal □			
Superintendent \square			
Director of Community Education ☐			
Director of Special Education \square			
K-12 Principal \square			
Superintendent			
Director of Community Education ☐			
Director of Special Education \square			
K-12 Principal □			
Superintendent			



Form D

Matrices Aligning
Courses with Competencies

Core Leadership Competencies

	STANDARD A																			
Courses and/or																				
Experiences																				
Leadership A1: Demonstrate leadership by collaboratively assessing and improving a professional culture of engagement, ethical and equitable practice, and systems perspective																				
A2: Demonstrate leadership by the development of an educational mission for the school or district, which provides purpose and direction for individuals and groups																				
A3: Demonstrate shared leadership and decision-making strategies and empower and entrust teachers and staff with collective responsibility for meeting the academic, social, behavioral, emotional, and physical needs of each student, pursuant to the mission, vision, and core values of the school																				

Leadership												
A4: Understand how education is impacted by historical, local, state, national, international events and issues												
A5: Through a visioning process, formulate strategic plans and goals with staff and community to promote the academic success and well-being of each student.												
A6: Demonstrate setting priorities in the context of stakeholder needs												
A7: Demonstrate an ability to serve as a spokesperson for the welfare of all learners to ensure high expectations												
A8: Understand the dynamics of change and demonstrate the ability to implement change and educational reform												

				S	TA	NE	DAF	RD	В						
Courses and/or Experiences															
Organizational Management B1: Demonstrate an understanding of organizational systems including structural and cultural dynamics															
B2: Define and use processes for gathering, analyzing, managing and using data to plan and make decisions for program evaluation															
B3: Plan and schedule personal and organizational work, establish procedures to regulate activities and projects, delegate and empower others at appropriate levels															

Organizational Management B4: Demonstrate the ability to analyze need and allocate personnel and material resources													
B5: Develop and manage budgets and maintain accurate fiscal records													
B6: Demonstrate an understanding of facilities development, planning and management													
B7: Understand and use technology as a management tool													

				S	TA	NE	DAF	RD	С						
Courses and/or Experiences															
Equity and Culturally Responsive Leadership C1: Ensure that each student is treated fairly, respectfully, and with an understanding of each student's culture and context.															
C2: Recognize, respect, and employ each student's strengths, diversity, and culture as assets for teaching and learning.															
C3: Ensure that each student has equitable access to effective teachers, learning opportunities, academic and social support, and other resources necessary for success.															

	1	1						-	-	-				-
Equity and Culturally Responsive Leadership C4: Ensure policies and practices are in place that prevent problem behavior, encourage positive behavior, and respond to student behavior not aligned with expectations in a positive, fair, and unbiased manner.														
C5: Recognize, identify and address individual and institutional biases														
C6: Promote the preparation of students to live productively in and contribute to the diverse and global society.														
C7: Address matters of equity and cultural responsiveness in all aspects of leadership.														
C8: Ensure policies and practices are in place that address student and staff mental and physical health and trauma														

				S	TA	NC	AF	RD	D						
Courses and/or Experiences															
Policy and Law															
D1: Understand and implement policy to meet local, state and federal requirements and constitutional provisions, standards and regulatory applications so as to promote student success															
D2: Recognize and apply standards of care involving civil and criminal liability for negligence, harassment and intentional torts															
D3: Demonstrate an understanding of state, federal and case law and rules and regulations governing general education, special education and community education															

				S	STA	NE	DAF	RD	E						
Courses and/or															
Experiences															
Political Influence and Governance E1: Exhibit an understanding of school districts as political systems, including governance models															
E2: Demonstrate an understanding of involving stakeholders in the development of educational policy															
E3: Understand the role and coordination of social agencies and human services to develop productive relationships and engage resources for the school community															
E4: Demonstrate an understanding of processes to align constituencies in support of school and district priorities															

				S	STA	NE	DAF	RD	F						
Courses and/or															
Experiences															
F1: Understand the need to develop shared understanding of and commitment to mission, vision, and core values within the school and the community															
F2: Demonstrate individual and team facilitation skills															
F3: Recognize and apply an understanding of individual and group behavior in all situations															
F4: Demonstrate an understanding of conflict resolution and problemsolving strategies relative to communication															

F5: Make presentations that are clear and easy to understand													
F6: Respond to, review, and summarize information for groups													
F7: Communicate appropriately through speaking, listening and writing, for different audiences including students, teachers, parents, the community and other stakeholders													
F8: Understand and utilize appropriate and relevant communication technology													

				S	TA	NC	AF	RD	G						
Courses and/or Experiences															
Community Relations															
G1: Articulate organizational purpose and advocate publicly for the needs and priorities of students, families, and the community.															
G2: Demonstrate the ability to engage the extended community.															
G3: Effectively generate and respond to various forms of communication through media															
G4: Promote a positive image of schools and the school district															

Community Relations													
G5: Monitor and address perceptions about school-community issues													
G6: Demonstrate the ability to identify and articulate critical community issues which may impact local education													

				S	TA	NC)AF	RD	Н						
Courses and/or															
Experiences															
Curriculum Instruction and Assessment for the Success of all Learners H1: Implement state academic standards, a coherent system of culturally responsive curriculum, instruction, and assessment that promotes the mission, vision, and core values of the district to embody high expectations for student learning															
H2: Develop, assess, and support teachers' and staff members' professional knowledge, skills, and practice through differentiated opportunities and emerging trends for learning and growth, guided by understanding professional and adult learning and development															
H3: Apply research and best practices on integrating curriculum, technology, and relevant resources to help all learners achieve at high levels															

					1		•		1		1		1
Curriculum Instruction and Assessment for the Success of all Learners H4: Understand and assess the implementation of alternative instructional designs, curriculum, positive approaches to behavior management, and assessment accommodations and modifications as appropriate in all programs													
H5: Demonstrate the ability to use data from valid assessments that are consistent with knowledge of child learning and development and technical standards of measurement to monitor student progress													
H6: Lead and assess instructional practice that is consistent with knowledge of child learning and development, effective pedagogy, and the needs of each student													
H7: Promote instructional practice that is consistent with knowledge of child learning and development, intellectually challenging, authentic to student experiences, recognizes student strengths, and differentiated and personalized													

				9	STA	NI	DAI	RD	I						
Courses and/or Experiences															
Human Resource Management I1: Demonstrate knowledge of effective personnel recruitment, selection and retention															
I2: Demonstrate an understanding of staff development to improve the performance of all staff members															
I3: Demonstrate the ability to select and apply appropriate models for supervision and evaluation															
I4: Describe and demonstrate the ability to apply the legal requirements for personnel selection, development, retention, and dismissal															

Human Resource Management 15: Demonstrate 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													
I6: Demonstrate an understanding of labor relations and collective bargaining													
I7: Demonstrate an understanding of the administration of employee contracts, benefits and financial accounts													

				9	STA	N	DAI	RD	J						
Courses and/or Experiences															
Values and Ethics of Leadership J1: Demonstrate an understanding of the role of education in a democratic society															
J2: Demonstrate an understanding of and model democratic value systems, ethics and moral leadership															
J3: Demonstrate the ability to balance complex community demands in the best interest of learners															
J4: Help learners grow and develop as caring, informed citizens															
J5: Demonstrate an understanding and application of the Minnesota Board of School Administrators Code of Ethics for Administrators															

				S	STA	NE	AF	RD	K						
Courses and/or															
Experiences															
Values and Ethics of Leadership K1: Identify the elements of a problem situation by analyzing relevant information, framing issues, identifying possible causes and reframing possible solutions															
K2: Demonstrate adaptability and conceptual flexibility															
K3: Reach logical conclusions by making quality, timely decisions based on available information															
K4: Identify and give priority to significant issues															
K5: Demonstrate an understanding of and utilize appropriate technology in problem analysis															
K6: Demonstrate an understanding of different leadership and decision-making strategies, including but not limited to collaborative models and model appropriately their implementation															

				9	STA	NE	DAF	RD	L						
Courses and/or Experiences															
Safety and Security L1: Demonstrate the ability to develop and implement policies and procedures for safe and secure educational environments															
L2: Demonstrate the means to address emergency and crisis situations															

				S	TA	ND	AR	RD I	M						
Courses and/or															
Experiences															
M1: Demonstrating the ability to develop and implement policies and procedures for safe and secure educational environments.															
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															
M3: Demonstrating the ability to identify areas of vulnerability associated with school buses, buildings and grounds and formulate a plan to take corrective action;															
M4: Demonstrating understanding of procedural predictabilities and plan variations where possible.															

Superintendent Competencies

				P	olic	cy a	and	l La	w						
Courses															
and/or															
Experiences															
Policy and Law															
A1: Demonstrate an understanding of the role policy plays in school district governance and administration															
A2: Know and apply statutory regulations affecting school board meetings, communications, procedures and practices															
A3: Demonstrate an understanding of the district roles and responsibilities of the school board and superintendent		\boxtimes													

		F	Poli	itic	al I	nfl	ue	nce	e a	nd	Go	ve	rna	anc	e				
Courses and/or Experiences																			
Political Influence and Governance Demonstrate an understanding of the role the political process plays in public education and the connection between them																			
Demonstrate an understanding how to interact with local, state and federal governments																			
Demonstrate an understanding of the roles played by other community leaders in the school district		\boxtimes																	

				Co	mı	mu	nic	ati	on						
Courses and/or Experiences															
Communication Demonstrate knowledge of cultivating positive relationships between and with school board members															
Demonstrate effective skills in communication leadership between the school district and the community, including internal and external constituencies															

				F	isc	al I	Иa	na	gen	nei	nt						
Courses and/or																	
Experiences Fiscal Management																	
To demonstrate competence in fiscal management a superintendent must demonstrate knowledge of factors that affect school finance, including sources of revenue; expenditure classification; generally acceptable accounting principles; and local, state and federal finance calculations																	

			Juc	dge	eme	ent	ar	nd I	Pro	ble	em	Ar	naly	ysis	5				
Courses and/or																			
Experiences																			
Judgement and Problem Analysis To demonstrate competence in judgement and problem analysis a superintendent must effectively balance varied and competing interests to ensure the mission and vision of the school district is carried forward																			

K-12 Principal Competencies

			I	nst	ruc	ctic	ona	ıl L	ead	der	shi	р					
Courses and/or Experiences																	
Instructional Leadership Support teachers and staff in the implementation of state academic standards, coherent systems of culturally responsive curriculum, instruction, and assessment that promote the mission, vision, and core values of the school district to embody high expectations for student learning																	
Demonstrate the ability to understand districtwide literacy and lead school-wide literacy efforts in the content areas including numeracy.																	

K-12 Principal Competencies Continued

						M	lon	ito	r S	tuc	der	nt L	.ea	rni	ng							
Courses and/or																						
Experiences																						
Monitor Student Learning Demonstrate the ability to	П	П	П	П	П					П	П		П			П		П	П		П	
create a culture that fosters a community of learners																						
Demonstrate an understanding of student support systems and services																						
Demonstrate the ability to implement and monitor student management data systems																						
Implement school wide policies and practices that encourage positive behavior, and respond to student misconduct in a positive, fair, and unbiased manner																						
Demonstrate the ability to develop a master instructional schedule																						
Demonstrate the ability to meet the diverse learning needs of all students																						
Demonstrate the ability to understand and support a comprehensive program of student activities.																						

K-12 Principal Competencies Continued

			M	lon	ito	r S	tuc	der	nt L	.ea	<u>rni</u>	ng					
Courses																	
and/or																	
Experiences																	
PK-12 Leadership																	
Demonstrate understanding of the articulation and alignment of curriculum from PK through grade 12																	
Demonstrate understanding of different organizational systems and structures at prekindergarten, elementary, middle or junior high and high school levels																	
Demonstrate the ability to work with children of all ages																	
Demonstrate the ability to work with parents, teachers and other staff in all levels of schooling																	
Demonstrate an understanding of the characteristics of effective transitions from one level of schooling to the next																	
Demonstrate an understanding of developmental needs of children of all ages																	

Director of Special Education Competencies

				P	olio	cy a	and	l La	W						
Courses and/or Experiences															
Policy and Law Demonstrate an understanding of state and federal laws, rules, and procedures governing special education finance, budgeting, and accounting															
Demonstrate an understanding of state and federal regulations governing the monitoring of special education programs services															

Director of Special Education Competencies Continued

			(Org	gan	iza	tio	na	IV	lan	ag	em	en	t					
Courses and/or Experiences																			
Organizational Management Demonstrate knowledge of statutory regulations relative to School Districts affecting board meetings, policies, communications, procedures, and practices that affect special education governance																			
Demonstrate an understanding of special education administrative models used in Minnesota																			

Director of Special Education Competencies Continued

			Res	sou	ırc	e a	nd	Fis	cal	M	an	age	em	en	t				
Courses																			
and/or																			
Experiences																			
Resource and Fiscal Management Demonstrate an ability to apply state and federal laws, rules, and procedures governing special education finance, budgeting and accounting to school district funding structures																			
Demonstrate an understanding of special education program development including needs assessment, design, implementation and evaluation																			
Demonstrate an understanding of the resources available, along with the agencies and organizations that serve students with a disability and their families																			

Director of Community Education Competencies

			Co	m	mu	nit	y E	Edu	ıca	tio	n C	on	ce	pts					
Courses																			
and/or																			
Experiences																			
Community Education Concepts Understand and describe history and philosophy of community education																			
Demonstrate a knowledge and application of the principles of community education																			
Demonstrate a knowledge of the role of the local school district's administrative team																			
Demonstrate, facilitate and lead the integration of community education into the prekindergarten through grade 12 system																			
Demonstrate the skills necessary to conduct community needs assessments as required by state statute and district policy																			
Demonstrate knowledge of the various assessment tools used to effectively evaluate community education programs and determine educational objectives and learning experiences																			
Demonstrate an understanding of the resources available to support learners of all abilities and ages.																			

Director of Community Education Competencies Continued

	Community Capital																	
Courses and/or Experiences																		
Community Capital Demonstrate a knowledge of advisory councils, including their role, organization, functions and development																		
Demonstrate the ability to involve advisory councils in addressing community and school issues																		
Demonstrate the ability to build collaborative partnerships in the community																		
Demonstrate the ability to effectively identify formal and informal community political structures																		
Demonstrate the ability to identify and effectively use local, civic, and business resources to enhance lifelong learning opportunities within the community																		

	Community Capital Continued																
Community Capital																	
Demonstrate the ability to identify and effectively use local, civic, and business resources to enhance lifelong learning opportunities within the community																	
Demonstrate knowledge about sustaining community involvement in the community education process																	
Demonstrate knowledge of factors that affect school finance, including sources of revenue, expenditure classifications; generally acceptable accounting principles; and local, state, and federal finance calculations																	



Board of School Administrators COMPREHENSIVE FORM E

University -

Date -

Administrative License (s) -

STANDARD A The university verified the institution's commitment to the licensure program **Required Standard** Not Met □ Met □ A1. Description of the institution's commitment to the licensure program. The program may use budget spreadsheets, charts, graphics, and letters from administrators and supporters to indicate its commitment to the program. A2. Description of how the university, department, and/or program budget aligns with the program mission, vision, and values to prepare students to meet all requirements outlined in MN Rule 3512. A3. Description of university and department human resources that ensure the success of the licensure program(s). This may include but is not limited to fulltime and part-time faculty, ty; administration, and staff.

A4. Description of the physical and online resources dedicated to the program's success.		
p. 08. 2 2 0200000		

STANDARD B The university described the institution's organizational structure. **Required Standard** Met □ Not Met □ B1. A description of the changes made in this area since the last fiveyear review. B2. Brief descriptions or titles for individuals listed in the organizational chart (e.g., program chair, department chair, dean, vice presidents, provosts, chief financial officer, or president). B3. Agenda and minutes from departmental meetings, Advisory Board meetings, faculty meetings, and decision-making stakeholders.

STANDARD C The university described the process of aligning strategic planning, assessment, and decision-making for implementing or sustaining the licensure program. **Required Standard** Met 🗌 Not Met □ C1. A description of the changes made in this area since the last fiveyear review. C2. A copy of the strategic plan for the university and how the administrative preparation program aligns with the university's and department's mission, vision, and values. C3. A description of how the licensure program or/or department conducts strategic planning. Includes key steps and participants.

C4. A description of the process used to conduct short-term and long-	
term departmental planning, including how the strategic planning	
process addresses the department	
in a post-pandemic world,	
prioritization of change initiatives,	
and organizational adaptability.	
C5. A description of the processes used to make a program change,	
improvement, strategic planning,	
etc.	
C6. A description of the decision-	
making tools used by the licensure	
program and/or department (e.g.,	
quality tools such as Affinity	
Diagram, Force Choice, Plus/Delta).	

C7. A description of departmental metrics and key performance measures or indicators used to track the achievement and effectiveness of the strategic plan, program objectives, and/or action plans.	
C8. A description of the departmental assessment and evaluation processes. Program may include Gantt Charts, Timetable, End-of-Course evaluations/student surveys, and action plans.	
C9. A description of the university's efforts to ensure the program meets all regulatory requirements (e.g., program outcome assessment, Higher Learning Council, BOSA, MN Rule 3512).	

C10. A description of the		
contingency plan in the event the		
licensure program is discontinued.		

STANDARD D The university described the anticipated role for persons who enroll in the licensure program. **Required Standard** Met □ Not Met □ D1. A description of the changes made in this area since the last fiveyear review. D2. A description of how the department delineates each licensure program and how the licensure program prepares candidates for effective educational leadership as a school administrator. The program may use the university website and BOSA Consumer Guide as examples. D3. A description of how the department prepares candidates for current and future trends in educational leadership.

D4. A copy of the department's self-	
assessment and continual reflection	
processes for candidates.	
·	
D5. A description of the	
department's induction and	
preparation sessions, specifically	
regarding leadership dispositions	
regarding leadership dispositions	
D6. A description of how the	
department addresses equity,	
inclusion, and diversity in their	
application and enrollment process,	
preparation, and assessment.	

STANDARD E

The university listed and described how the licensure program relates individual program components to the knowledge, skills, and dispositions that persons completing the licensure program must achieve.

Required Standard	Met □	Not Met □
E1. A description of the changes made in this area since the last five-year review.		
E2. Examples of course assignments that are application-focused and relevant to the licensure program and educational leadership.		
E3. Evaluation, assessment, and reflection practices are used to determine whether students understand and/or demonstrate the competencies outlined in Minnesota Rule 3512. The program may use Form D, exit evaluation processes, course objectives, and syllabi as examples.		

E4. If in the licensed program there	
are requirements beyond those	
listed in MR3512, include some	
examples of how they are assessed.	

STANDARD F The university described the field-based experience, the assessment of prior experience and preparation, and the situational observation component. **Required Standard** Met 🗆 Not Met □ F1. A description of the changes made in this area since the last fiveyear review. F2. A description of how the program assesses candidates' prior experience and preparation. F3. A description of a midpoint assessment for candidates.

F4. An explanation of what happens when a candidate becomes ineligible or unable to move forward in the licensure program.	
F5. Any additional university requirements beyond Rule 3512 that candidates must meet prior to beginning the required field experience and/or situational observation component of the licensure program.	

F6. A description of the field experience that includes:

- Licensure program resources available to support licensure candidates during the field experience.
- Site supervisor roles and responsibilities for field experience.
- University supervisor roles and responsibilities for candidate's field experience.
- How the program ensures internships include relevant leadership experiences.
- A record of assessors and roles in the exit evaluation

Program may include the Field Experience Handbook and electronic sample portfolios as evidence

STANDARD G The university described the systematic procedure for evaluating the licensure program to ensure that all persons recommended for licensure meet all licensure requirements. **Required Standard** Met □ Not Met □ G1. A description of the changes made in this area since the last fiveyear review. G2. A description of processes for how licensure program courses, content, instruction, and assessment are evaluated to ensure they meet all licensure requirements outlined in Minnesota Rule 3512.

G3. Explain how your program utilizes individual assessment to ensure students meet requirements via student reflection, university supervisor, and site supervisor	dual assessment to nts meet requirements eflection, university	vidual assessment to dents meet requirements reflection, university and site supervisor	al assessment to s meet requirements ection, university	essment to t requirements , university		
evaluations.						

STANDARD H

The university specifically identified the plans for assessing the performance of each person who successfully completed the licensure program.

Required Standard	Met □	Not Met □
H1. A description of the changes made in this area since the last five-year review.		
H2. A description of the process used by the department to determine if candidates have met the standards required for licensure in Minnesota Rule 3512. The program may include self-evaluation, mentor evaluation, portfolios, panel reviews, and student profile reviews as evidence.		
H3. A description of the evaluation tools used by the department (e.g., rubric, interview, portfolio, etc.) demonstrating the candidate has met the competencies under part 3512.0510.		

STANDARD I The university listed the college departments involved with the licensure program, licensed practicing education personnel, school administrators, and interested						
Required Standard	citizens who participated in developing the licensure program Required Standard Met Not Met					
I1. A description of the changes made in this area since the last five-year review.						
I2. A description of the purpose and membership of the administrator licensing advisory committee(s).						

13. Specific examples of how
committee input is garnered, utilized
and implemented as part of the
licensure program continuous
improvement and continuous
improvement process.
The program may use bylaws,
membership, attendance records,
procedures, agendas and minutes,
and the appointing process as
evidence.

STANDARD J The university described the procedures to establish and maintain an internal process to systematically evaluate the licensure program. **Required Standard** Met □ Not Met □ J1. A description of the changes made in this area since the last fiveyear review. J2. A description of the departmental process of evaluation and continuous improvement of the licensure program. A description of how the systemic evaluation processes address the current and future needs of school administrators in Minnesota. The program may use minutes from faculty meetings, external accreditations, departmental evaluations, course assessments, final projects, candidate exit surveys, course assessments, and employer and graduate surveys as evidence.

J3. An internal plan to address barriers that keep students of color and marginalized populations from entering and successfully completing an administrator licensure program.		
STANDARD K The university included program review data mandated by the legislature and the board and described how that data is utilized.		
Me	t 🗆	Not Met □

NARRATIVE

QUOTES

AREAS OF STRENGTH

SUGGESTIONS FOR IMPROVEMENT	

CONDITIONS TO MEET PRIOR TO APPROVAL	



The undersigned affirm that this report represents their recommendations and is based on documented evidence.

The undersigned also affirm that the recommendations were determined based on Minnesota Board of School

Administrators standards.

Name	Title	Signature	Date
Name	Title	Signature	Date
Name	Title	Signature	Date
Name	Title	Signature	Date

Name	Title	Signature	Date
			,
Name	Title	Signature	Date
			,
Name	Title	Signature	Date
Name	Title	Signature	Date
Name	Title	Signature	Date