

FeedbackReport

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Assessing The Status Quo

You are asked to attend a school board meeting where you're introduced to the board and "officially" hired as the new AP. The Asst. Superintendent for Secondary Ed., Ms. Lydia Mumford says, "Congratulations! We have high hopes. We look forward to you immediately addressing the challenges pertaining to development and implementation of a comprehensive school counseling program at Thornbush." You understand the underlying message of urgency and decide that you need to quickly read the "lay of the land" back at Thornbush. How will you do this?

Your choice

- Meet individually with faculty and staff members.

Other choice(s)

- Speak with the Principal.
- Ask for a special meeting of the faculty and staff.

Choice feedback

- Change initiatives generally begin with an assessment / analysis of the status quo to identify and prioritize areas for possible improvement. Identifying and engaging key stakeholders important to 1) Getting commitment / buy-in, and 2) Ensuring a variety of perspectives from which to generate innovative solutions. In this decision you are offered a variety of options for assessing the status quo and determining a course of action. Your choice to solicit input from the entire faculty and staff individually is an excellent way to accomplish both issues noted above.
 - Clarity of School Counselor's Role: +100 %
 - Time to Design Process: +80 %
 - School Climate: +10 %
 - Trust: +20 %
 - Faculty / Staff Satisfaction: +20 %

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Initial Concerns

Based on your review of these trends, what are some potential obstacles / challenges you might face as a new Assistant Principal? Type each obstacle / challenge in the box below.

Considerations...

Some of the obstacles / challenges you might list could include: - Faculty / Staff resistance to change
Parent / Student sense of urgency to see changes occur - Pressure from District and Principal to move quickly - Reticence from non-counselor staff to participate fully in the process - Faculty and staff may become territorial, rifts may develop - Finger-pointing / blaming -vs- seeking solutions - Quick / Easy fixes (like hiring rather than task elimination)

Your input...

There may possibly be resistance to change, limited financial and human resources, time constraints in balancing administrative duties, poor staff morale, limited or incomplete data, engaging parents, growing social-emotional needs of students, external pressures, and aligning new initiatives with school culture.

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Remaining Faculty / Staff Input

Based on this input, which of the following will be most important to do **first** to address the current challenges? **(Choose all that apply)**

Your choice

- Examine existing data and augment it with additional relevant parent / student data.

Other choice(s)

- Create a plan of work for school counselors.
- Develop school counseling lessons for teachers to use in classes.
- Organize a diverse community of stakeholders, including the school counselors, who can bring perspective from all areas.
- Generate ideas enabling counselors to see more students individually and in small groups.

Choice feedback

- Ultimately, a plan of work is an excellent vehicle to keep counselors working efficiently and in coordination with all other elements of school leadership. But, an effective plan would be the result of input from other functions, and developing a consensus around the comprehensive nature of what counselors should be doing is an important prerequisite. Thus, a work plan is an excellent goal, but should be the result of and be based on an initial analysis of data. Beginning by asking individuals to identify issues potentially allows bias into any list of problems / issues and into any resulting plan.

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- School Climate: +10 %
- Clarity of School Counselor's Role: +30 %
- Trust: +20 %
- Faculty / Staff Satisfaction: +10 %
- MC: +1
- Time to Design Process: +30 %

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Comprehensive Counseling Program Design Process

OK, together with the School Counseling Chair, you create an Advisory Committee to provide input for a comprehensive school counseling plan. The membership includes: principal, teachers, a school board member, a mental health representative, two parents, two students, a local college representative, school counseling department, and you. What should be your **first step** after the committee has been formed?

Your choice

- Identify and get input / priorities from the Superintendent.

Other choice(s)

- Present your ideas pertaining to best practices in school counseling programming.
- Create a vision / mission statement for the comprehensive program that aligns with the school corporation.
- Create goals that align with the needs that were originally discussed when you accepted the job.

Choice feedback

- Once an advisory group has been formed, it's important to ensure they share a common vision regarding what they want the future to look like and agree on a plan (including specific goals) to move toward that vision. Much of early planning is often mistakenly viewed as an inefficient use of time. Once a group is formed, many expect to see immediate action and quick results.

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Planning takes time, but is the vehicle to ensure a consistent vision, commitment to that vision and the creation of an efficient plan to move toward agreed goals and milestones. Your choice to expedite the process by presenting your ideas will actually result in slowing things down due to biases, errors and conflict that will most probably arise from any single source beginning.

- Faculty / Staff Satisfaction: +-20 %
- Trust: +-20 %
- School Climate: +-10 %
- Time to Design Process: +100 %
- Elements of CSCP: +50 %

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Implementation Ideas

You feel resistance from a defensive faculty and frustration from an already stretched team of Counselors. What might you do to resolve these tensions and move toward comprehensive school counseling?

Considerations...

You input should include: - Asking those who oppose ideas and strategies to specifically detail needs they have that are not being met - Have those supporting the idea reflect back those needs / concerns - Have those supporting the idea express their needs or what they like about the idea or proposal Have those opposing reflect back those needs / concerns - Once both sides understand the other's positions, then have the entire group brainstorm options that will meet all of the expressed needs

Your input...

Openly discuss challenges and a need for change. Create a mission statement that emphasizes the shared commitment to student well-being and success. Conduct a needs assessment with faculty and counselors. Recognize the challenges they face and show gratitude for their dedication to the students. Empower the team to take ownership of aspects of the comprehensive counseling program. Clearly define roles and responsibilities for faculty, counselors, and other support staff.

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Changing Roles?

OK, you've heard what the faculty and staff think. How might you address these challenges?

Your choice

- Ask the counselors to share their one-month time-use logs.

Other choice(s)

- Go along with the principal.
- Ask the counselors what they think should happen.
- Refer to the issues list provided by the superintendent immediately after you were hired.

Choice feedback

- Conflict is a natural part of any change process, especially if you have selected or identified a diverse team to guide your change initiative. Teaching the team how to resolve these conflicts is your primary responsibility. Your choice here is the best option. By encouraging your core team or advisory committee to rely on data or facts to inform solutions they identify, you are minimizing bias and conjecture.
 - Time to Design Process: +80 %
 - Steps to Develop CSCP: +100 %
 - School Climate: +20 %
 - Trust: +20 %
 - Faculty / Staff Satisfaction: +20 %

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Steps to Deliver a Comprehensive School Counseling Plan

The committee is finally ready to write an action plan. The information from the counselor time logs has been shared and the group has prioritized and agreed on how counselor's time should be allocated. There is an agreement that support for various activities must be provided by others, including school faculty and administration, community organizations, etc. Which of the following steps should be taken first to create this action plan?

Your choice

- Create a plan (with prioritized steps) to help students achieve the school improvement goals using resources that are or could be available.

Other choice(s)

- Assess the school counseling plan after the first year of implementation.
- Develop "nuts and bolts" of the school counseling plan.
- Identify student skills needed to achieve the goals in the school improvement plan.
- Identify barriers (from a student's perspective) to achieving the school improvement goals.

Choice feedback

- The best process is to 1) Identify necessary Student Skills, 2) Identify barriers, 3) Create a Plan, 4) Develop specifics, 5) Assess the plan.
 - 3: +1
 - Steps to Develop CSCP: +60 %
 - Three: +1
 - Time to Design Process: +60 %