

APPENDIX D:**MSA Assessment Center (MSAAC) Skills**

Code Educational Leadership	
SID	Setting Instructional Direction
SID-1	Articulates a vision related to teaching and learning
SID-2	Articulates high performance expectations for self or others
SID-3	Encourages improvement in teaching and learning
SID-4	Sets clear measurable objectives
SID-5	Generates enthusiasm toward common goals
SID-6	Seeks to develop alliances outside the school to support high quality teaching and learning
SID-7	Acknowledges achievement or accomplishments
SID-8	Seeks commitment to a course of action
T	Teamwork
T-1	Supports the ideas of team members
T-2	Encourages team members to share ideas
T-3	Contributes ideas toward accomplishing the team's goals
T-4	Assists in performing the operational tasks of the team
T-5	Seeks input from team members
T-6	Acts to maintain direction or focus to achieve the team's goals
T-7	Seeks consensus among team members
S	Sensitivity
S-1	Interacts professionally and tactfully with others
S-2	Elicits perceptions, feelings, or concerns of others
S-3	Voices disagreement without creating unnecessary conflict
S-4	Communicates necessary information to appropriate persons in a timely manner
S-5	Expresses written, verbal, and/or non-verbal recognition of feelings, needs, or concerns in responding to others

Code Resolving Complex Problems	
J	Judgment
J-1	Takes action within the bounds of appropriate priority
J-2	Acts with caution in approaching an unfamiliar person or situation
J-3	Analyzes information to determine the important elements of a situation
J-4	Communicates a clear rationale for a decision
J-5	Seeks additional information
J-6	Uses information sources that are relevant to an issue

J-7	Asks follow-up questions to clarify information
J-8	Seeks to identify the cause of a problem
J-9	Sees relationships among issues
RO	Results Orientation
RO-1	Takes action to move issues toward closure
RO-2	Initiates action for improvement
RO-3	Determines the criteria that indicate a problem or issue is resolved
RO-4	Considers the implications of a decision before taking action
RO-5	Makes decisions on the basis of information
RO-6	Relates individual issues to the larger picture
OA	Organizational Ability
OA-1	Delegates responsibilities to others
OA-2	Plans to monitor delegated responsibilities
OA-3	Develops action plans
OA-4	Monitors progress
OA-5	Establishes timelines, schedules, or milestones
OA-6	Prepares for meetings
OA-7	Uses available resources

Code Communication Skills	
WC	Written Communication
WC-1	Writes concisely
WC-2	Demonstrates technical proficiency in writing
WC-3	Expresses ideas clearly in writing
WC-4	Writes appropriately for different audiences
OC	Oral Communication
OC-1	Demonstrates effective presentation skills
OC-2	Speaks articulately
OC-3	Uses proper grammar, pronunciation, diction, and syntax
OC-4	Tailors message to meet the needs of unique audiences
OC-5	Clearly presents thoughts and ideas in small group settings

Code Developing Self and Others	
DO	Development of Others
DO-1	Shares expertise gained through experience
DO-2	Encourages others to change behaviors that inhibit professional growth
DO-3	Recommends specific developmental strategies
DO-4	Asks others for their perceptions of their professional development needs
DO-5	Seeks agreement on specific actions to be taken for developmental growth

OSW	Understanding Own Strengths and Weaknesses
OSW-1	Recognizes own strengths
OSW-2	Recognizes own developmental needs