

1. Define

- Establishes a clear foundation for the school counseling program.
- Counselors articulate their **vision, mission, and beliefs**, aligning them with the school's academic goals and the district's priorities.
- Defines student standards using the **ASCA Mindsets & Behaviors for Student Success**, which outline the knowledge, skills, and attitudes students should develop in academic, career, and social/emotional areas.

2. Manage

- Provides the organizational tools and assessments that ensure the program is intentional and data-driven.
- Counselors develop **annual administrative agreements, calendars, and action plans** to clarify responsibilities and time use.
- Uses data such as student achievement, attendance, and discipline to guide priorities and advocate for systemic change.

3. Deliver

- Describes how the counseling program is implemented through **direct and indirect services**.
- **Direct services**: classroom lessons, small groups, and individual counseling focused on academic, career, and social/emotional development.
- **Indirect services**: collaboration, consultation, and referrals to ensure students receive comprehensive support.
- Ensures all students have **equitable access** to opportunities that foster growth and success.

4. Assess

- Focuses on program evaluation and continuous improvement.
- Counselors use **process, perception, and outcome data** to measure the impact of interventions and the overall counseling program.
- Results are analyzed and shared with stakeholders to promote accountability, celebrate successes, and refine strategies for greater effectiveness.