
DISTRICT IMPROVEMENT PROJECT

1. Assessment Description: This is a culminating district simulation assessment that evaluates candidates' leadership skills in managing the operations of a district in order to develop a district improvement project. As candidates prepare a fundable grant application to secure additional funds to support the district improvement plan, candidates are required to demonstrate their knowledge and skill in preparing materials that will be incorporated into this project. This project will require candidates to conduct research, needs assessment, etc. to become competent district leaders in advocating for additional funds for urban initiatives that improve learning for all students in a district.

2. Alignment of Assessment with Standards: This assessment is aligned to ELCC District Standard 3.0.

3. Analysis of Data Findings

This assessment has been revised to reflect alignment with the ELCC standards. Data results from the first set of data shows that only 83% of the 6 candidates who took the assessment received a rating at the minimally or meets expectation levels. However, in the second set of data, 95% of candidates were rated at the same levels for ELCC Standard 3.0.

4. Interpretation of How Data Provided Evidence for Meeting Standards.

Overall, candidate performance was good on the two applications of this revised assessment as reported in the following data tables. A majority of candidates demonstrated an excellent ability to perform district management skills found in ELCC Standard 3.0; therefore, faculty feel confident that candidates have achieved 100% mastery of the leadership skills outlined for this standard. Only one candidate did not meet performance expectations on all three element levels and faculty will provide remedial assistance to that candidate to bring their performance to an acceptable level. Due to the limited number of candidate data we do not see a need to make any program changes at this time.

Attachment 2 (E): Assessment Tool/Activity: DISTRICT IMPROVEMENT PROJECT

Directions to Candidates:

You are the deputy superintendent in a district that has just received its annual test scores from the State Department of Education and again this year your district has not scored well. Your school board has passed a budget that is significantly below the amount requested by the superintendent. The board has also sent a mandate to the superintendent to develop and implement a school improvement initiative for all low-scoring schools in your district. The superintendent has delegated to you the responsibility for acquiring external fiscal resources to support the development of the District Improvement Project. Your line staff includes the chief academic officer, the chief financial officer and the

assistant superintendent for student services. Prepare a fundable grant application to secure additional funds to support the District Improvement Project. The following components should be addressed in seeking the external funds:

PART A:

Conduct research on models of effective district management and operational systems in other districts that have contributed to significant improvement in student learning; analyze and describe effective district operational policies and procedures that other districts have used to overcome strategic and tactical challenges. Based on this research, develop a plan that outlines effective district operational policies and procedures for implementing and managing long-range goals and creating and sustaining strategic alignment throughout the district. **(ELCC 3.1).**

PART B:

As part of the District Improvement Project, develop a plan for efficiently using human, fiscal, and technology resources within the district to improve student learning. Describe in the plan a multi-year fiscal budget for improving student learning over the next five years. Include a projection of long-term resource needs; facility and space utilization, and the use of technology to manage the district. **(ELCC 3.2).**

PART C:

Identify source(s) of external funding and describe a plan for promoting district-level policies and procedures that protect the welfare and safety of student and staff across the district. Outline strategies for improving and implementing district policies and procedures for safe and secure central office and school-work environments and describe how you would evaluate and implement district-wide discipline management plan. **(ELCC 3.3)**

The grant application must be prepared and submitted in accordance with the timeframe and other guidelines in the Request for Proposal (RFP).

Attachment 2 (F): Scoring Guide/Rubric for Assessment #6: DISTRICT IMPROVEMENT PROJECT

ASSESSMENT TASKS	EXPECTATIONS UNMET (0)	EXPECTATIONS MINIMALLY MET (1-3)	MEETS EXPECTATIONS (4-5)
Part A Response: Research and Plan for effective district management and	Response indicated little to no evidence of an ability to conduct research on models of effective organization and was unable to develop a plan that addresses two of the following: one district operational policy or procedure; or a strategy for implementing or managing	Response identified one research based model of effective organization in other districts and provided a sufficient plan that addresses two of the following: one district operational policy or procedure; or a strategy for implementing or managing long-range goals; or a strategy to create or sustain strategic alignment	Response identified two or more research based models of effective organization in other districts and provided a well-rounded, comprehensive plan that addresses all of the following: outlines several effective district operational policies or procedures; and

operational systems (ELCC 3.1)	long-range goals; or a strategy to create or sustain strategic alignment throughout the district	throughout the district	identifies strategies for implementing and managing long-range goals; and identifies strategies for creating and sustaining strategic alignment throughout the district.
PART B: Plan for efficiently using human, fiscal, and technology resources within the district to improve student learning (ELCC 3.2).	Response had little to no description of a plan for efficiently using human, fiscal, and technology resources within the district to improve student learning. The plan did not include a sufficient description of three of the following areas: a plan for a multi-year fiscal budget for improving student learning over the next five years; or a projection of long-term resource needs; or facility and space utilization, or the use of technology to manage the district.	Response mentioned an adequate description of a plan for efficiently using human, fiscal, and technology resources within the district to improve student learning. The plan included a sufficient description of three of the following areas: a plan for a multi-year fiscal budget for improving student learning over the next five years; or a projection of long-term resource needs; or facility and space utilization, or the use of technology to manage the district.	Response provided a comprehensive and well-rounded description of a plan for efficiently using human, fiscal, and technology resources within the district to improve student learning. The plan included a comprehensive description of the following areas: a plan for a multi-year fiscal budget for improving student learning over the next five years; a projection of long-term resource needs; facility and space utilization, and the use of technology to manage the district.
PART C: Describe a plan for promoting district-level policies and procedures that protect the welfare and safety of student and staff across the district. (ELCC 3.3)	Response provided an insufficient description of a plan for promoting district-level policies and procedures for protecting the welfare and safety of student and staff across the district and did not include an outline of a strategy for improving and implementing district policies and procedures for safe and secure central office and school-work environments; or a description of how to evaluate and implement a district-wide discipline management plan.	Response mentioned an adequate description of a plan for promoting district-level policies and procedures for protecting the welfare and safety of student and staff across the district including an outline of a strategy for improving and implementing district policies and procedures for safe and secure central office and school-work environments; or a description of how to evaluate and implement a district-wide discipline management plan.	Response provided a comprehensive and well-rounded description of a plan for promoting district-level policies and procedures for protecting the welfare and safety of student and staff across the district including an outline of a strategies for improving and implementing district policies and procedures for safe and secure central office and school-work environments and a description of how to evaluate and implement a district-wide discipline management plan.

Attachment 2(F): Assessment #6: Data Chart: DISTRICT IMPROVEMENT PROJECT

Spring 2009 CLASS: N= 6

Data Table Scoring Results for: Grant Application Project	EXPECTATIONS UNMET (0)	EXPECTATIONS MINIMALLY MET (1-3)	MEETS EXPECTATIONS (4-5)
ELCC 3.1	1	0	5
ELCC 3.2	1	1	4
ELCC 3.3	1	0	5
ELCC 3.0	3 (17%)	1(5%)	14 (78%)

Fall 2009 CLASS: N= 12

Data Table Scoring Results for: Grant Application Project	EXPECTATIONS UNMET (0)	EXPECTATIONS MINIMALLY MET (1-3)	MEETS EXPECTATIONS (4-5)
ELCC 3.1	0	7	5
ELCC 3.2	1	6	5
ELCC 3.3	1	6	5
ELCC 3.0	2 (5%)	19 (53%)	15 (42%)