

## Another Year in Paradise?

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**Standard 2:** A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

### Knowledge

*The administrator has knowledge and understanding of:*

- student growth and development
- curriculum design, implementation, evaluation, and refinement
- measurement, evaluation, and assessment strategies

### Dispositions

*The administrator believes in, values, and is committed to:*

- student learning as the fundamental purpose of schooling
- professional development as an integral part of school improvement

### Performances

*The administrator facilitates processes and engages in activities ensuring that:*

- professional development promotes a focus on student learning consistent with the school vision and goals
- barriers to student learning are identified, clarified, and addressed
- there is a culture of high expectations for self, student, and staff performance

As the superintendent of Memorial School District, you are sitting at your desk on a quiet Friday afternoon. You have just received a package that includes the most recent state test scores for your district. This has been a trying year for you due to the fact that one elementary school in the district had achieved low performing scores on the previous year's state mandated test. According to the state education department, the school had been rated as academically deficient. During the current school year, many hours of technical assistance were given to this school with the goal of increasing student achievement. Special programs were implemented, teachers were included in professional development sessions, and more money was distributed to this school in order to address the academic deficiencies.

Now that you are studying the district results from this year, you realize that the same elementary school's test scores indicate little improvement. This will be the second consecutive year that the school achieved low performing test scores. You sigh, knowing what this means to your district personnel, the elementary school faculty, and the community at-large. You begin to think about the first issues that need to be tackled to address this situation.

### Assignment:

What actions will the superintendent need to take in order to address this situation?

## **Instructor's Notes and Scoring Guide**

For

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#### **Notes to the Instructor**

##### *Discussion:*

The purpose of this vignette is to prompt a discussion of the superintendent's role in promoting the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth. What should be the first action of the superintendent? What subsequent actions should the superintendent take to address the situation? Who could the superintendent involve in the strategic planning surrounding the situation (both external and internal)? How should the superintendent communicate the news of the deficient test scores with the district employees, to the public, to the school board members? What policies and procedures need to be addressed? What are the consequences of this situation regarding community and faculty morale? Student learning as the fundamental purpose of schooling should be the heart of the discussion. In discussing this vignette, students should identify issues surrounding the school instructional program and staff professional growth.

##### *Additional Standards:*

This vignette could also apply to Standard 1. A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. Discussions could involve the strategies in collection and analysis of data, the educability of all, a school vision of high standards of learning, continuous school improvement, doing the work required for high levels of personal and organizational performance, vision and mission of the school are effectively communicated to staff, parents, students, and community members, and barriers to achieving the vision are identified, clarified, and addressed.

This vignette could also apply to Standard 4. Discussions could include community relations, community resources, the ideas centering on families as partners in the education of their children, an informed public, and effective media relations are developed and maintained.

#### **Scoring Guide**

##### *Score 2*

The student responds directly to the assignment by addressing the actions of the superintendent. The responses include three of the following:

- Specifically addresses the need for the superintendent to inform other district stakeholders (director of curriculum and instruction, building level principal, building faculty, school board members) of the test results.
- Specifically addresses other stakeholders (both internal and external) in an effort to develop a strategic plan of action.

- Actions clearly demonstrate knowledge of curriculum, instruction, and assessment.
- Actions clearly demonstrate the need to address community and district morale.
- Actions clearly demonstrate an intent to inform the public of the situation.

#### *Score 1*

Responses include two of the following:

- Identifies some of the district stakeholders of the test results.
- Identifies some stakeholders in an effort to develop a strategic plan of action.
- Limited understanding of curriculum, instruction, and assessment.
- Actions demonstrate some understanding of district and community morale issues.
- Actions demonstrate limited effort to inform the public.

#### *Score 0*

- Response does not address other district stakeholders
- Response does not identify the need to involve stakeholders (external and internal).
- No clear understanding of curriculum, instruction, and assessment.
- No clear understanding of the need to address morale.
- No action to inform the public.

#### ***Additional Resources:***

- **Success Link**  
Website designed to showcase best practices and programs which have proven to work in the state of Missouri. Site includes over 2,000 lesson plans for educators.  
[www.successlink.org](http://www.successlink.org)
- **National School Board Association (NSBA)**  
This website provides an array of resource information as it relates to policy, research, technology, and school law.  
[www.nsba.org](http://www.nsba.org)
- **American Association of School Administrators**  
Website designed to support leaders in education by providing information regarding laws, policies, research and practice. Site also links to publications such as The School Administrator, the AASA Bulletin, the AASA Professor, and School Governance and Leadership.  
[www.aasa.org](http://www.aasa.org)
- **American Planning Association**  
This website is a useful source for providing information with regard to public planning issues, as well as, linking practicing planners, citizens, and elected officials to specific resources.  
[www.planning.org](http://www.planning.org)
- **Department of Missouri Elementary and Secondary Education**  
This website has links to the Division of School Improvement. Information is provided regarding the Missouri Assessment Program and the Missouri School Improvement Program.  
[www.dese.state.mo.us](http://www.dese.state.mo.us)
- **National Association of Elementary School Principals (NAESP)**  
This website provides useful information for enhancing the professional development of elementary school administrators.  
[www.naesp.org](http://www.naesp.org)

- **Education World**  
This website supports K-12 school administrators and teachers by providing information on lesson plans, curriculum contents, school administrators, special themes, and educational web reviews.  
[www.education-world.com](http://www.education-world.com)
- **Association for Supervision and Curriculum Development**  
This website offers educational information services, professional development for effective teaching and learning, and supports activities to provide educational equity for all students. Links to publications such as Smart Briefs, Classroom Leadership, Infobrief, and Curriculum Update. Association is also the publisher of the Journal of Curriculum and Supervision and Educational Leadership.  
[www.ascd.org](http://www.ascd.org)
- **Eduhound**  
This website includes an extensive collection of briefly annotated links for teachers, administrators, and parents, organized into categories, or browse an alphabetical subject/keyword list. Includes specific subject (animals, science, etc.) as well as specialized educational resources (standards, assessment).  
[www.eduhound.com](http://www.eduhound.com)