

The High School without a Principal

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Standard 3:

A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

Knowledge

The administrator has knowledge and understanding of:

- operational procedures at the school and district level
- human resources management and development

Dispositions

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

- making management decisions to enhance learning and teaching
- involving stakeholders in management processes

Performances

The administrator facilitates processes and engages in activities ensuring that:

- knowledge of learning, teaching, and student development is used to inform management decisions
- operational procedures are designed and managed to maximize opportunities for successful learning
- responsibility is shared to maximize ownership and accountability
- effective problem-framing and problem-solving skills are used

Issue:

As the month of April arrives, you begin to feel like spring is on the way. As the superintendent of schools, you are always glad to get the winter months behind you. This winter in particular has been a challenge due to the many days classes in your district have had to be canceled due to inclement weather. As you look at the calendar, you note that there are eight weeks of school left in the current school year.

A knock on your door alerts you to a visitor. Your high school principal appears and asks if you have a few minutes to discuss a situation that has surfaced. It seems that he has just come from the doctor's office with the news that he has been scheduled to have surgery in three days. The principal was informed by his doctor that he will need approximately eight weeks to recuperate, which basically reflects the remainder of the school year. As you digest this information, you begin a plan to address the situation.

Assignment:

- What actions should the superintendent take in order to develop a plan 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 ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment. Who could the superintendent involve in planning for the absence of the principal (high school principal, central office directors, high school assistant principals)? How should the superintendent communicate the news of the situation with the district employees, to the public, to the school board members? How will the superintendent ensure that the learning environment is not disrupted? What policies and procedures need to be addressed? What other district departments will be impacted (human resources, finance as it pertains to personnel)? In discussing this vignette, the students should identify issues surrounding the organization, operations, and resources needed to provide a safe, efficient and effective learning environment.

Additional Standard:

This vignette could also apply to 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. Discussions could involve the change process for systems, organizations, and individuals, safe and supportive learning environments, the school is organized and aligned for success, and responsibilities and contributions of all are acknowledged.

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 assess the situation.
- Specifically addresses other stakeholders in an effort to develop a strategic plan of action.
- Actions clearly demonstrate knowledge of district personnel policies and procedures.
- Actions clearly demonstrate the need to provide a safe, efficient, and effective learning environment.
- Actions clearly demonstrate an intent to inform all stakeholders of the situation.

Score 1

Responses include two of the following:

- Limited understanding of the need to assess the situation.
- Identifies some stakeholders in an effort to develop a strategic plan of action.
- Limited understanding of the district personnel policies and procedures.
- Actions demonstrate some understanding of providing a safe, efficient, and effective learning environment.
- Actions demonstrate limited effort to inform the public.

Score 0

- Response does not demonstrate the need to assess the situation.
- Response does not identify the need to involve stakeholders.
- No clear understanding of the district personnel policies and procedures.
- No clear understanding of the need to provide a safe, efficient, and effective learning environment.
- 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
- **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
- **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
- **Institute for Educational Leadership**
Website provides links to various programs which include the Center for Workforce Development, the Coalition for Community Schools, and other organizations.
www.iel.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
- **National Association of Secondary School Principals (NAESP)**
Website provides useful information for enhancing the professional development of secondary school administrators.
www.naesp.org