

Contract Services: The Transportation Issue

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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
- principles and issues relating to fiscal operations of school management

Dispositions

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

- a safe environment

Performances

The administrator facilitates processes and engages in activities ensuring that:

- the school plant, equipment, and support systems operate safely, efficiently, and effectively

Issue:

As the superintendent of Ridgecrest School District, you have just met with the manager of Northwest Transportation. For the past three years, this transportation company has contracted with your school district to provide student transportation services. Upon mutual agreement between the school district and the transportation company, the contract with Northwest has not been renewed. With this in mind, the Ridgecrest Board of Education has voted to maintain district-owned transportation services to begin with the next school year. It is the month of January and you begin a plan of action to address the implementation of the transportation services.

Assignment:

- What factors should the superintendent consider in designing a plan of action regarding the implementation of a district-owned transportation service?

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. What factors should the superintendent consider in order 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 change with the district employees, to the public, to the school board members? What policies and procedures need to be addressed? How will the district budget be impacted by the change in services, especially how it relates to personnel and equipment? 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 Standards:

- This vignette could also apply to Standard 4. A school administrator is an educational leader who promotes the success of all students by collaborating with the families and community members, responding to diverse community interests and needs, and mobilizing community resources. Discussions could involve community relations, the idea that schools operate as an integral part of a larger community, collaboration and communication with families, involvement of families and other stakeholders in school decision-making processes, an informed public, and effective media relations are developed and maintained.
- 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, 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 other stakeholders (both internal and external) in an effort to develop a strategic plan of action.
- Specifically addresses budget issues relating to equipment and personnel.

- Factors considered clearly demonstrate knowledge of district student services policies and procedures.
- Factors considered clearly demonstrate the need to provide a safe, efficient, and effective learning environment.
- Factors considered clearly demonstrate an intent to inform all stakeholders of the situation.

Score 1

Responses include two of the following:

- Identifies some stakeholders in an effort to develop a strategic plan of action.
- Limited understanding of the budget impact relating to personnel and equipment.
- Limited understanding of the district student services policies and procedures.
- Factors considered demonstrate some understanding of providing a safe, efficient, and effective learning environment.
- Factors considered demonstrate limited effort to inform the public.

Score 0

- Response does not identify the need to involve stakeholders.
- No clear understanding of budget issues.
- No clear understanding of the district student services 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

Missouri Department of Elementary and Secondary Education, Division of Administrative and Financial Services: School Transportation

Website of the Missouri Department of Education. This link provides information regarding Missouri school bus safety, entitlement calculations, monthly financial reports, and additional links to other websites relating to student transportation services.

<http://services.dese.state.mo.us/divadm/trans/index.html>

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

This website offers a newsletter that provides information for school transportation leaders.

www.schooltransportation.com

National Association of State Directors of Pupil Transportation Services

This website provides topics of interest, publications, and products for transportation leaders in an effort to assist and motivate members of the school transportation industry.

www.nasdpts.org

National Association for Pupil Transportation

This website provides information regarding pupil transportation professionals. Site includes resources, publications, and products.

www.napt.org