

# Sorry-No Room In our School For You

Dr Robert Watson  
Assistant Professor of Educational Administration  
Southwest Missouri State University

## 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

**Knowledge:** The administrator has knowledge and understanding of:

- The principles of developing and implementing strategic plans.

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

- Effective communication
- The educability of all

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

- Relevant demographic data pertaining to students and their families are used in developing the school mission and goals
- Existing resources are used in support of the school vision and goals

**Scenario:** As the superintendent of the district you are faced with possibility of closing your school to additional enrollment. People that are moving to your school district are not aware of the guidelines created by school district policy on class sizes and that some students may be bused outside of their attendance areas.

## Assignment

**What steps would you take to develop a plan for limiting enrollment in your school?  
How will you communicate the parents?**

## Scoring Guide

The following rubric, based on Standard I, is used to score all responses to this vignette:  
**Sorry-No Room In Our School For You**

### Score 2

Response presents at least three factors the superintendent should consider,

- The education of all students
- Effective communication to stakeholders
- Identification of resources to support the school vision and goals.
- Use of demographic data to develop school vision and goals.
- Evidence of involving others in support of school vision and goals

### Score 1

Response presents at least two factors the superintendent should consider,

- The education of all students
- Effective communication to stakeholders
- Identification of resources to support the school vision and goals.
- Use of demographic data to develop school vision and goals.
- Evidence of involving others in support of school vision and goals

### Score 0

Responses presented only one factor, did not address the question, is vague, or just restated the question.

# Welcome to Skyview K8 School District-How Can We Help You?

Dr Robert Watson  
Assistant Professor of Educational Administration  
Southwest Missouri State University

## 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

**Knowledge: The administrator has knowledge and understanding of:**

- The principles of developing and implementing strategic plans

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

- effective communications
- continuous school improvement

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

- the vision and mission of the school are effectively communicated to staff, parents, students, and community members.
- Needed resources are used in support of the school vision and goals.

**Scenario:** As superintendent of the Skyview k-8 District, you have been provided the opportunity to develop a school improvement plan. You are new to the district and need to find out who are the stakeholders in this process. You are to provide an outline of your proposed plan to the school board at the next board meeting. This outline will also include a budget to support the vision and mission of the school improvement plan.

## Assignment

1. How would you go about developing a strategic plan for school improvement?
2. What information would you need to prepare the school improvement plan.
3. What are the resources you will need to support the school vision and goals?
4. Identify the stakeholders and how you will involve them in the process.

The following rubric, based on Standard I, is used to score all responses to this vignette:  
**Welcome to Skyline K-8 School District-How Can We Help You?**

## **Score 2**

Response to at least three factors the superintendent should consider;

- Indicated that a strategic plan would be developed and implemented
- Communication to others was indicated.
- Mention the need for continuous school improvement
- The need to develop a mission and vision of the school is effectively communicated to staff, parents, students, and community members.
- Identified resources that support vision and goals of the district.

## **Score 1**

Response to at least two factors the superintendent should consider;

- Indicated that a strategic plan would be developed and implemented
- Communication to others was indicated.
- Mention the need for continuous school improvement
- The need to develop a mission and vision of the school is effectively communicated to staff, parents, students, and community members.
- Identified resources that support vision and goals of the district.

## **Score 0**

Responded to only one factor the superintendent should consider. Answers were weak and did not address the stated questions.

# Cheerleaders: Who Needs Them!

Dr Robert Watson  
Assistant Professor of Educational Administration  
Southwest Missouri State University

## 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:**

- The change process for systems, organizations, and individuals
- School cultures
- Student growth and development

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

- The variety of ways in which students can learn
- A safe and supportive learning environment

### **Performance: The administrator facilitates and engages in activities ensuring that:**

- Curricular, or-curricular, and extra-curricular programs are designed, implemented, evaluated, and refined.
- The school culture and climate are assessed on a regular basis.
- A variety of sources of information is used to make decisions
- A variety of supervisory and evaluation models is employed

**Scenario:** The time has come. The school board has asked you as the superintendent to prepare information and recommendations about the elimination of the cheerleader program at the middle school level. The cheerleader program has been in existence for only five years. Most of the parents of those cheerleaders are now out of your school district and the interests of the students have changed over the past years. You are also in a position where you need to reduce expenditures in the building budgets for next year.

## Assignment:

1. What is school culture?
2. What assessments would you recommend to identify school culture and climate?
3. How would you identify two or three evaluation models to recommend?

The following rubric, based on Standard II, is used to score all responses to this vignette:  
**Cheerleaders: Who Needs Them!**

### Score 2

Response to at least three factors the superintendent should consider;

- Identified that there was a need to develop a change process for the system, organizations, and individuals.
- Described culture and the effects it will have on the final decision.
- A variety of sources of information is used to make the decisions.
- The school culture and climate are assessed on a regular basis.
- Mentioned variety of ways in which students can learn
- Identified the needs for a safe and supportive learning environment

### Score 1

Response to at least two factors the superintendent should consider;

- Identified that there was a need to develop a change process for the system, organizations, and individuals.
- Described culture and the effects it will have on the final decision.
- A variety of sources of information is used to make the decisions.
- The school culture and climate are assessed on a regular basis.
- Mentioned variety of ways in which students can learn
- Identified the needs for a safe and supportive learning environment

### Score 0

Responded to only one of the factors the superintendent should consider. Answers were vague, or did not address the stated questions.

# "But I Have always taught the Oregon Trail"

Dr Robert Watson  
Assistant Professor of Educational Administration  
Southwest Missouri State University

## 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:**

- Curriculum design, implementation, evaluation, and refinement
- Measurement, evaluation, and assessment strategies
- The change process for systems, organizations, and individuals
- 

### **Disposition: 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
- 

### **Performance: The administrator facilitates and engages in activities ensuring that:**

- Programs are designed, implemented evaluated, and refined
- A variety of sources of information is used to make decisions
- Multiple sources of information regarding performance are used by staff and students
- 

**Scenario:** You are the superintendent of a K-8 district. The Oregon Trail has always been taught in Grade 5. Some concerns have surfaced about not meeting assessment standards expected at the district and state levels. You have observed over the past two years that the curriculum being taught is not providing the academic success expected. You have scheduled a meeting with the fifth grade teachers to discuss this situation and possible curriculum changes.

## Assignment

1. What variety of sources will you use in making a recommendation to the grade level teachers?
2. How will you evaluate the curriculum that is currently being used?
3. What in-service would you recommend for assisting the teachers in making curriculum changes.?

The following rubric, based on Standard II, is used to score all responses to this vignette:  
**“But I Have Always Taught the Oregon Train”**

### Score 2

Response to at least three of the factors the superintendent should consider;

- Described student learning as the fundamental purpose of schooling.
- Described a professional development activity for school improvement
- Mentions the need for curriculum design, implementation, evaluation and refinement,
- Addresses the need for a variety of resources to be used in the proposed decisions.
- Listed several resources of information regarding performance by staff.

### Score 1

Responded to at least two of the factors the superintendent should consider;

- Described student learning as the fundamental purpose of schooling.
- Described a professional development activity for school improvement
- Mentions the need for curriculum design, implementation, evaluation and refinement,
- Addresses the need for a variety of resources to be used in the proposed decisions.
- Listed several resources of information regarding performance by staff.

### Score 0

Responded to only one of the factors the superintendent should considered. Did not answer the stated questions.

# To Bus or Not To Bus-That Is The Question?

Dr Robert Watson  
Assistant Professor of Educational Administration  
Southwest Missouri State University

## 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

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

- Making management decisions to enhance learning and teaching
- Taking risks to improve schools
- Involving stakeholders in management processes

### **Performance: The administrator facilitates and engages in activities ensuring that:**

- Operational procedures are designed and managed to maximize opportunities for successful learning
- Collective bargaining and other contractual agreements related to the school are effectively managed
- Potential problems and opportunities are identified
- Effective communication skills are used

**Scenario:** You are the superintendent of a small rural school district with enrollment of 200 students in grades k-12. Declining enrollment and resources have hit the district hard. The district reserves are down to 5 % for carry-over monies. In researching where families live in your district you have found that 90% of the students live within a range of three miles. The cutting of those routes would help save teaching staff positions and programs.

## Assignment

- Describe the process to be used in proposing a budget that would cut transportation for students that live within the three mile radius of school.
- Who are the stakeholders and how will you involve them?

The following rubric, based on Standard III, is used to score all responses to this vignette:  
**To Bus or Not To Bus-That Is The Question?**

### Score 2

Response presents at least three factors the superintendent should consider;

- Listed stakeholders that needed to be involved with the process.
- Identified the need to have a budget process.
- Mentioned that you needed to be a risk taker.
- Indicated a need for effective communication skills.
- Identified potential problems and opportunities
- Included collectively bargaining and other contractual agreements that would be affected.

### Score 1

Response presents at least two factors the superintendent should consider;

- Listed stakeholders that needed to be involved with the process.
- Identified the need to have a budget process.
- Mentioned that you needed to be a risk taker.
- Indicated a need for effective communication skills.
- Identified potential problems and opportunities
- Included collectively bargaining and other contractual agreements that would be affected.

### Score 0

Response was limited to one factor. Questions were not addressed. No clear indication of responses.

# School Closure : Arson suspected

Dr Robert Watson  
Assistant Professor of Educational Administration  
Southwest Missouri State University

## 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
- Legal issues impacting school operations
- Principles and issues relating to school facilities and use of space

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

- Accepting responsibility
- Involving stakeholders in management processes
- A safe environment
- 

### **Performance: The administrator facilitates and engages in activities ensuring that:**

- The school plant, equipment, and support systems operate safely, efficiently, and effectively
- Potential problems and opportunities are identified
- Effective problem-framing and problem-solving skills are used
- Effectively communication skills are used

**Scenario:** As the superintendent of the local school district you receive a telephone call at 2:30am on April 5<sup>th</sup>, that there has been a fire at one of your schools and you need to come down immediately. Upon arriving on the scene you are told that the building is a total loss and you need to make plans to inform the students, staff, and parents about plans for finishing the school year. You reach for your cell phone and start calling staff members.

## Assignment

1. Who are you going to call?
2. What are the legal implications that need to be addressed?
3. Identify the potential problems and opportunities.
4. Describe your communication plan. Who will need to be involved?

The following rubric, based on Standard I, is used to score all responses to this vignette:

### **School Closure : Arson suspected**

#### **Score 2**

Response presents at least three factors the superintendent should consider,

- Explains first calls and reason for making those calls
- Involves stakeholders in the process
- Accepts responsibility and begins to outline steps for creating a safe environment
- Identifies potential problems and creates a plan
- Describes the communication plan that will be used

#### **Score 1**

Response presents at least two factors the superintendent should consider,

- Explains first calls and reason for making those calls
- Involves stakeholders in the process
- Accepts responsibility and begins to outline steps for creating a safe environment
- Identifies potential problems and creates a plan
- Describes the communication plan that will be used

#### **Score 0**

Response was limited to only (1) factor. Answers were vague. No direction as to who should be involved.