

GEORGE MASON UNIVERSITY
COLLEGE OF EDUCATION & HUMAN DEVELOPMENT
EDUCATION LEADERSHIP PROGRAM
EDLE 614, SECTION 603, SUMMER 2012 (AFA 3 COHORT)
MANAGING HUMAN AND FINANCIAL RESOURCES (3 CREDITS)
GENERAL SYLLABUS

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Schedule Information

Location: Washington Lee HS – Room 2017
Meeting Times: Mondays and Wednesdays (5:00 pm – 8:15 pm)
June 20, 2012 – August 1, 2012

Course Description: EDLE 614 Managing Financial and Human Resources

Explores basic functions in financial and human resource management. Examines legalities, ethics, and politics of resource procurement and allocation. Provides experiences to help students better understand tasks typically performed by school leaders.

Additional Course Description

The course provides authentic experiences that help students to achieve a deeper understanding of the tasks typically performed by school leaders. Students are expected to participate actively in hands on, real world based activities, applying what they read and learn in class.

Course Delivery

Class sessions will consist of brief lectures, discussions, problem-based learning, role-playing, and student presentations. Students should see themselves as my partners in creating a valuable and memorable educational experience.

National Standards and Virginia Competencies

ELCC Standard 1.0: Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by facilitating the development, articulation, implementation, and stewardship of a school or district vision of learning supported by the school community.

1.3 Implement a vision

1.4 Steward a vision

ELCC Standard 2.0: Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by promoting a positive school culture, providing an effective instructional program, applying best practice to student learning, and designing comprehensive professional growth plans for staff.

2.2 Provide effective instructional program

ELCC Standard 3.0: Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by managing the organization, operations, and resources in a way that promotes a safe, efficient, and effective learning environment.

3.1 Manage the organization

3.3 Manage resources

ELCC Standard 5.0: Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by acting with integrity, fairly, and in an ethical manner.

5.2 Acts fairly

5.3 Acts ethically

Standard 6.0: Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

6.1 Understand the larger context

6.2 Respond to the larger context

This course addresses the following VDOE Competencies:

1.b. Knowledge, understanding and application of systems and organizations, including (7) Effective communication skills including consensus building, negotiation, and mediation skills.

1.c. Knowledge understanding and application of management and leadership skills that achieve effective and efficient organizational operations, including (3) Management decisions that ensure successful teaching and learning including, human resources management and development, theories of motivation, change in school

culture, innovation and creativity, conflict resolution, adult learning and professional development models;

(4) Principles and issues related to fiscal operations of school management; and

(7) Technologies that support management functions.

Student Outcomes

At the conclusion of this course, successful students will emerge from the course with the ability to:

1. apply major concepts related to financial and human resource allocation and management;
2. use a site allocation to build a budget that supports school mission and goals (required performance);
3. develop a staffing plan that is consistent with site goals and district guidelines (required performance);
4. evaluate the effectiveness of simulated teacher interviews that are consistent with legal guidelines;
5. experience their efforts to mediate disputes;
6. construct a persuasive grant proposal to support school improvement;
7. use technology for learning and administrative purposes; and
8. participate in reflective practice.

In addition to the student outcomes stated above, I have the following process goals for this course:

Teaching and Learning:

1. Each class will mirror as much as possible the real world of a school administrator and will reflect good management. I expect that we will:
 - start and end on time;
 - maintain and follow a written agenda for each class;
 - listen first to understand, then seek to be understood; and
 - work toward common goals in a professional and cordial manner.
2. Every student product will as closely as possible reflect what would be expected from a school administrator. Consequently, students will:
 - write budget and staffing reports using Excel or some equivalent spreadsheet program;
 - present data in a clear, readable format;
 - write brief memos to support their data presentations;
 - run meetings that range in size from one-on-one to 10;
 - present information orally; and
 - participate in role playing and other interactive activities, consider the experience, and communicate about the experience.

Classroom Climate:

Our classroom must be a place in which we can try out new ideas and take risks free from the fear of embarrassment. We must be able to look at each other's work critically so that we may all receive valuable feedback that will help us to do our jobs better in the future. Therefore, I expect a commitment from all of us to:

- be fully prepared for each class session;
- respect and care about one another as human beings;
- work toward a common purpose;
- persevere through common challenges; and
- affirm one another's successes and help one another overcome weaknesses.

Professional Development:

I see this course in a context larger than the boundaries of its content. Therefore, it is important to keep in mind goals for each student's administrative career. This course is part of a larger picture of administrator training that seeks to develop the student to be:

- a thoughtful, wise administrator;
- a careful, decisive decision maker;
- the kind of person who can understand detail and the big picture simultaneously;
- a supervisor, an assistant principal, a principal, and/or a superintendent capable of visionary school leadership; and
- a strong colleague who will be a valued member of any team.

Relationship of Course Goals to Program Goals

This course introduces students to major issues and practices in financial and human resource management as part of the Education Leadership endorsement sequence. A substantial emphasis on simulation and follow-up discussion gives students opportunities to learn and practice skills they will use in their internship experiences and administrative careers. All of the program goals are active, to a greater or lesser degree, in this course. Students will:

- engage in reflective practice with regard to financial and human resource management.
- strengthen and improve their communication skills through simulation, class discussion, and paper writing.
- understand how resource allocation supports or inhibits cultural, economic, and learning diversity.
- reflect on the ethical implications of resource allocation choices in schools and school districts.
- use computers for communication, data analysis, and data presentation.

Course Materials

Readings

Research articles will be made available to students and may be assigned at my discretion.

Recommended

The American Psychological Association (2009). *Publication Manual of the American Psychological Association* (6th edition). Washington, D.C.: American Psychological Association.

Classroom Materials

I expect all students to maintain a binder that contains all readings, reading notes, class notes, student products, and class handouts. The binder will probably need to have at least 2-inch rings.

Outside-of-Class Resources

Online access is vital for the distance learning aspects of the course and is important if we experience school shutdowns because of the weather or other problems. **All students are now required to activate and monitor their GMU e-mail accounts.** If you are uncertain about how to do this, please see me. It is my expectation that you will be fully competent to send and receive e-mail messages **with attachments.** If your computer at school or home has spam blocking that will prevent you from seeing messages with attachments, you are responsible for addressing this problem immediately.

All students are required to use <http://www.taskstream.com> as part of this course. This is an Internet site at which I will post vital information for the course and through which we will communicate from time to time. Samples of student work will be archived on this site for purposes of course, program, and college assessment.

It is my expectation that all students have access to standard word processing software that can be read by Microsoft Office 2007.

Course Requirements, Performance-based Assessment, and Evaluation Criteria

Attendance

Students are expected to attend every class for its entirety. Maximum class participation points will be earned by students who attend all classes, are on time and do not leave early.

General Expectations

Consistent with expectations of a master's level course in the Education Leadership program, grading is based heavily on student performance on written assignments. Overall, written work will be assessed using the following broad criteria:

1. Application of concepts reflected in class discussion and readings
2. Original thinking and persuasiveness
3. The ability to write in a clear, concise, and organized fashion

Additionally, a portion of the class grade will be based on participation and the contribution you make to class discussions. The overall weights of the various performances are as follows:

Class attendance/participation and Oral Communication (35 points)

Students are expected to participate actively in class discussions, in group activities, and in serving as critical friends to other students. Attendance is expected for all classes. **If you must be absent, please notify me by e-mail or phone.** Any absence will result in a reduction (2 points) in participation points. Arriving at class more than 30 minutes late or leaving more than 30 minutes before the end of class may result in loss of points.

Written assignments (65 points)

Several different types of performance-based assignments will be completed during the semester. Each assignment relates to the application of educational research in your school setting.

ASSIGNMENTS must be submitted electronically, through TaskStream. TaskStream is an online assessment system used by the college to collect student work, provide feedback to students, and maintain an ongoing record of student assessment data. You will be provided with a TaskStream account and use TaskStream to submit work for courses, as well as to prepare and submit your internship portfolio.

Late work: I expect all students to submit their work on time, meaning no later than by midnight of the due date. Papers due on a day when you are absent must be submitted via TaskStream by the due date.

Students' grades are based on their proficiency with respect to the student outcomes stated above. Each outcome will have an oral (class participation) and/or a written component. The outcomes are weighted as described below:

OUTCOMES	ORAL PRODUCTS	WRITTEN PRODUCTS	PORTION OF FINAL GRADE
<ul style="list-style-type: none"> Students will apply major concepts related to financial and human resource allocation and management. Students will use a site allocation to build a budget that supports school mission and goals. Students will develop a staffing plan that is consistent with site goals and district guidelines. 	<p>Students will present, defend, and reflect upon resource allocation plans.</p>	<p>Students will display their own budgets and staffing plans in a spreadsheet format and include brief cover memos explaining their rationales for each document.</p> <p>Finance Leader Interview</p>	<p>30%</p> <p>15%</p>
<ul style="list-style-type: none"> Students will evaluate the effectiveness of simulated teacher interviews that are consistent with legal guidelines. 	<p>Students will participate in mock interviews and follow-up discussion.</p>	<p>Students will write a reflective essay about the interview experience.</p>	<p>Mock interview and reflective essay (10%)</p>
<ul style="list-style-type: none"> Students will seek external financial resources for their schools or districts. 		<p>Students will prepare grant proposals for submission after the end of the course.</p>	<p>Grant proposals (10%)</p>
<ul style="list-style-type: none"> Students will use technology for learning and administrative purposes 		<p>Students will use TaskStream, spreadsheet, and word processing software as part of their participation in the</p>	<p>Active participation in each class, attendance, and TaskStream online</p>

<ul style="list-style-type: none"> Students will participate in reflective practice. 	<p>The course will employ reflective practice techniques throughout</p>	<p>course.</p>	<p>discussions (35%)</p>
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Grading scale:

- A+ = 100 points
- A = 95-99 points
- A- = 90-94 points
- B+ = 87-89 points
- B = 83-86 points
- B- = 80-82 points
- C = 75-79 points
- F = below 75 points

1. George Mason University Policies and Resources for Students

- a. Academic integrity (honor code, plagiarism) – Students must adhere to guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- b. Mason Email – Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, division, and program will be sent to students solely through their Mason email account. Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301ge.html>].
- c. Counseling and Psychological Services – The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops, and outreach programs) to enhance students’ personal experience and academic performance [See <http://caps.gmu.edu/>].
- d. Office of Disability Services – Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor in writing at the beginning of the semester <http://ods.gmu.edu/>.
- e. Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.

- f. The Writing Center (Optional Resource) – The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
 - g. University Libraries (Optional Resource) – The George Mason University Libraries provide numerous services, research tools, and help with using the library resources [See <http://library.gmu.edu/>].
2. Core Values Commitment: The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

Tentative Class Schedule

DATE	TOPICS	ASSIGNMENT
June 20, 2012	<ul style="list-style-type: none"> • Introductions to the course and one another • What do you know about budget and personnel? • Education as a public good—who pays for what? • Introducing Human Resources Administration 	
June 25, 2012	<ul style="list-style-type: none"> • Budget 	
June 27, 2012	<ul style="list-style-type: none"> • Recruitment and Personnel Issues 	
July 2, 2012	<ul style="list-style-type: none"> • Work on Finance Leader Interview Assignment 	
July 4, 2012	<ul style="list-style-type: none"> • Independence Day 	

July 9, 2012	<ul style="list-style-type: none"> • Principles of staffing allocation—budget and staffing supporting one another • Departments, grade levels, non-classroom staff, and FTE 	1) Finance Leader Interview Assignment Due (10 points)
July 11, 2012	<ul style="list-style-type: none"> • Q & A for staffing allocation • Staff Development 	✓ First Class Reflection Due (7 points)
July 16, 2012	<ul style="list-style-type: none"> • Supervision and Evaluation 	
July 18, 2012	<ul style="list-style-type: none"> • Assisting the Marginal Teacher • Collective Bargaining and Contract 	2) Budget and Staffing allocation assignment due (30 points)
July 23, 2012	<ul style="list-style-type: none"> • Legal Issues 	✓ Second Class Reflection Due (8 points)
July 25, 2012	<ul style="list-style-type: none"> • Legal Issues (Part 2) • Future of Human Resources 	3) Grant Proposal Due (10 points)
July 30, 2012	<ul style="list-style-type: none"> • Interviewing and Selection (Part 1) • What's important? • What's Legal and • What's Not Body Language 	
August 1, 2012	<ul style="list-style-type: none"> • Interviewing and Selection (Part 2) 	

WRITING ASSIGNMENT # 1—BUDGET ALLOCATION
15 Points

Rationale:

Budget allocations must be prepared in a fashion that is both comprehensive and clearly understood by school personnel, central office administrators, and parents. The primary goal of this assignment is to help students learn how to take a site budget dollar amount; allocate it among needs at the school site consistent with the school's vision, mission, and goals; and present the allocation in a brief verbal statement, in detail using numbers. An additional important goal is to learn how to present and discuss a budget with others who need to be persuaded as to the budget's merits. (Note: This oral portion is assessed separately from the written portion.)

All students will work with both an elementary and a high school budget in order to experience the similar and different concerns at each level. Students are thus prepared to work at any site, rather than specializing in either elementary or secondary.

Product:

Each student will submit two budgets with cover memos—one for Shirley Chisholm Elementary School (SCES) and one for Amelia Earhart High School (AEHS). Budget allocations are to be made based on the unique needs of each school as explained in the scenarios presented in class. Budgets must be consistent with an explicitly stated vision, mission, and/or goals and should be used to address achievement deficiencies anticipated based on the given scenarios.

Each student is required to submit four written pieces for this assignment:

1. For each school, a brief, verbal overview of the budget that includes
 - a statement of vision, mission, and/or goals that guide the budget making process;
 - a description of how the budget was developed and who will be responsible for what during its implementation;
 - a clear rationale for the allocation of funds; and
 - an explanation of why the budget makes sense in the more general budget context.The memos must be written in an acceptable memo format and may not be longer than two single-spaced pages. They serve as cover memos for #2 below.
2. For each school, a spreadsheet that shows the dollar amount allocated to each relevant budget category and the fact that the budget balances.

Suggestions:

1. Your cover memos should be as brief as possible, but they also need to be clear. They should be written with the person who misses your budget meeting in mind. In other words, you want to state all the important thinking that went into the budget to avoid future arguments as much as possible.
2. Be certain your cover memos have a clear thesis that explains your logic of action—“My rationale for this budget allocation is _____ because _____.” Support your thesis with strong reasoning in the rest of the statement.
3. The memos need to deal with both the detail of the school sites and the important general factors that affect the budget. Examples of the latter include any special allocations from the superintendent and the more general budget situation.
4. Your spreadsheets should be simple enough for anyone to be able to understand. Teachers are most concerned about meeting their own needs as they perceive them and knowing who gets what relative to their own budgets, so you need to make certain that comparisons are easily made.

Note: After individual assessments of the memos and spreadsheets have been received by all class members, groups will create one memo and spreadsheet for each school and submit these to the instructor to prepare for role-playing. Each group will determine who their principal will be and the types of teachers (i.e., grade level, specialist, department chair, etc.) to whom they wish to present their budgets. The instructor will write roles for **members from a different group** to play during an in-class role-play activity for each of the group’s two budgets. Role playing will be videotaped to allow for self-reflection, peer assessment, and instructor assessment. (Note: there will be five different role-playing scenarios during the semester, allowing each group member the opportunity to play the principal role.)

**BUDGET ALLOCATION
ASSESSMENT RUBRIC**

	EXCEEDS EXPECTATIONS	MEETS EXPECTATIONS	APPROACHING EXPECTATIONS	FALLS BELOW EXPECTATIONS
<p><u>Cover Memo—Steward a vision (10%)</u> (ELCC 1.4) The memo helps to motivate others to participate in efforts to achieve the vision.</p>	The cover memo demonstrates to school stakeholders their role in helping to achieve the school vision through participation in budget making and implementation.	The cover memo explains how the budget was developed so that stakeholders will understand its rationale.	The cover memo is vague with respect to rationale and/or stakeholder participation.	The cover memo is silent on the issues of rationale and stakeholder participation.
<p><u>Cover Memo—Manage the organization (10%)</u> (ELCC 3.1) The cover memo communicates how the budget supports and/or enhances student achievement.</p>	The cover memo communicates a clear, persuasive, and comprehensive explanation for why this particular allocation of resources has a high probability of improving student achievement.	The cover memo communicates a clear explanation for why this resource allocation will help improve student achievement.	The explanation in the cover memo is not entirely clear and the connection to student achievement is ambiguous.	No connection between the budget and student achievement is evident.
<p><u>Cover Memo—Manage Resources (10%)</u> (ELCC 3.3) The cover memo explains why the budget is both efficient and effective.</p>	The memo provides a persuasive plan of action for efficient and effective allocation of resources focused on school improvement.	The memo provides a plan of action for efficient allocation of resources. Effectiveness may not be as compelling.	The cover memo leaves open questions of effectiveness and efficiency, but intent is communicated	The cover memo does not communicate how criteria of efficiency and effectiveness are met.
<p><u>Cover Memo—Understand the Larger Context (10%)</u> (ELCC 6.1) The cover memo communicates the larger context in which the budget was developed.</p>	The cover memo provides clear and persuasive analysis about economic factors impacting the site budget.	The cover memo discusses important factors impacting the site budget.	The cover memo mentions one or two economic factors in the general school environment, but does not relate them directly to the site budget.	The cover memo fails to mention anything about economic factors impacting the site.
<p><u>Cover Memo—</u></p>	The cover memo is	The cover memo	The cover memo is	The cover memo

<p><u>Respond to the larger context (10%)</u> (ELCC 6.2) The cover memo communicates the ways in which the budget is responsive to the larger context.</p>	<p>clear and persuasive about how this particular budget is appropriate to the larger economic context in which it will be implemented.</p>	<p>explains how this particular budget is responsive to the larger economic context in which it will be implemented.</p>	<p>vague about how this particular budget fits into the larger economic context.</p>	<p>does not discuss the relationship between this particular budget and the larger economic context.</p>
<p><u>Spreadsheet— Implement a vision (10%)</u> (ELCC 1.3) The spreadsheet is consistent with and supports the vision.</p>	<p>The spreadsheet clearly and persuasively demonstrates how the budget will help the school to achieve its vision.</p>	<p>The spreadsheet presents a budget that logically follows from the vision.</p>	<p>It is difficult to see how the budget presented in the spreadsheet supports the vision articulated in the cover memo.</p>	<p>There are no apparent connections between the school vision and the budget.</p>

<p><u>Spreadsheet—Acts fairly (15%)</u> (ELCC 5.2) The spreadsheet allocates resources in a manner that addresses students’ apparent needs</p>	<p>The spreadsheet demonstrates decision making that makes students’ needs the top priority.</p>	<p>The spreadsheet suggests reasonable resource allocation given students’ needs. Some evidence of non-student priorities may be apparent in the spreadsheet.</p>	<p>The spreadsheet has some positive features, but it does not place student needs as the top priority.</p>	<p>The spreadsheet is confusing and/or is not consistent with the cover memo.</p>
<p><u>Spreadsheet—Acts ethically (15%)</u> (ELCC 5.3) The spreadsheet is consistent with district procedures, legal requirements, and socially just decisions.</p>	<p>The spreadsheet clearly and persuasively demonstrates how resources are allocated to special needs students in a manner that addresses their particular teaching and learning challenges within district guidelines and legal boundaries.</p>	<p>The spreadsheet acknowledges the importance of addressing the special needs of specific student populations, but may not be entirely persuasive with respect to adequacy.</p>	<p>Special needs students are represented in the spreadsheet, but resource allocation appears inadequate. There may also be some indication of violation of district procedures and/or legal boundaries.</p>	<p>Special needs students are not represented in the spreadsheet or are inadequately addressed.</p>
<p><u>Mechanics and accuracy (10%)</u> Students use standard English and avoid grammar and punctuation errors. All data is accurately and consistently presented.</p>	<p>The assignment is free of errors—both verbal and numerical.</p>	<p>The assignment has a few errors.</p>	<p>The assignment has some errors.</p>	<p>The assignment has numerous errors.</p>

WRITING ASSIGNMENT # 2—STAFFING ALLOCATION

15 Points

Rationale:

This assignment is very similar in format and requirements to the budget allocation assignment. The reason for this is that the needs are essentially the same—to present somewhat complicated data in a fashion that others can easily grasp.

Staffing allocations must be prepared in a fashion that is both comprehensive and clearly understood by various constituencies. The primary goal of this assignment is to help students learn how to take a site staffing allotment; allocate it among needs at the school site consistent with the school's vision, mission, and goals; and present the school staffing in a brief verbal statement, in detail, using numbers. An additional important goal is to learn how to present and discuss a staffing allocation with others who need to be persuaded as to its merits. (Note: The oral portion is assessed separately from the written portion.)

All students will work create both an elementary and a high school staffing allocation in order to experience the similar and different concerns at each level. Students are thus prepared to work at any site, rather than specializing in either elementary or secondary.

Product:

Each student will submit two staffing allocations with cover memos—one for Shirley Chisholm Elementary School (SCES) and one for Amelia Earhart High School (AEHS). Staffing allocations are to be made based on the unique needs of each school as explained in the scenarios presented in class. Staffing must be consistent with an explicitly stated vision, mission, and/or goals and should be used to address achievement deficiencies anticipated based on the given scenarios.

Each student is required to submit four written pieces for this assignment:

1. For each school, a brief, verbal overview of the staffing allocation that includes
 - a statement of vision, mission, and/or goals that guide the staffing allocation process;
 - a description of how the staffing was developed and who will be responsible for what during its implementation;
 - a clear rationale for the allocation of staff; and
 - an explanation of why the staffing makes sense in the more general budget/resources context.

The memos must be written in an acceptable memo format and may not be longer than two single-spaced pages. They serve as cover memos for #2 below.

2. For each school, a spreadsheet that shows a detailed staffing allocation and the fact that the allocation does not exceed the district allotment.

Suggestions:

1. Your cover memos should be as brief as possible, but they also need to be clear. They should be written with the person who misses your staffing meeting in mind. In other words, you want to state all the important thinking that went into the staffing to avoid future arguments as much as possible.
2. Be certain your cover memos have a clear thesis that explains your logic of action—“My rationale for this staffing allocation is _____ because _____.” Support your thesis with strong reasoning in the rest of the statement.
3. The memos need to deal with both the detail of the school sites and the important general factors that affect the staffing. Examples of the latter include any special allocations from the superintendent and the more general budget situation.
4. Your spreadsheets should be simple enough for anyone to be able to understand. Teachers are most concerned about meeting their own needs as they perceive them and knowing who gets what relative to their own staffing, so you need to make certain that comparisons are easily made.

Note: After individual assessments of the memos and spreadsheets have been received by all class members, groups will create one memo and spreadsheet for each school and submit these to the instructor to prepare for role-playing. Each group will determine who their principal will be and the types of personnel (i.e., central office or school site) to whom they wish to present their staffing allocations. The instructor will write roles for **members from a different group** to play during an in-class role-play activity for each of the group’s two staffing allocations. Role playing will be videotaped to allow for self-reflection, peer assessment, and instructor assessment. (Note: there will be five different role-playing scenarios during the semester, allowing each group member the opportunity to play the principal role

**STAFFING ALLOCATION
ASSESSMENT RUBRIC**

	EXCEEDS EXPECTATIONS	MEETS EXPECTATIONS	APPROACHING EXPECTATIONS	FALLS BELOW EXPECTATIONS
<p><u>Cover Memo— Steward a vision (10%)</u> (ELCC 1.4) <u>The memo helps to motivate others to participate in efforts to achieve the vision.</u></p>	The cover memo demonstrates to school stakeholders their role in helping to achieve the school vision through participation in developing and implementing a staffing allocation.	The cover memo explains how the staffing allocation was developed so that stakeholders will understand its rationale.	The cover memo is vague with respect to rationale and/or stakeholder participation.	The cover memo is silent on the issues of rationale and stakeholder participation.
<p><u>Cover Memo— Provide effective instructional program (10%)</u> (ELCC 2.2) The cover memo communicates how the staffing allocation supports and/or enhances student achievement.</p>	The cover memo communicates a clear, persuasive, and comprehensive explanation for why this particular staffing allocation has a high probability of improving student achievement.	The cover memo communicates a clear explanation for why this staffing allocation will help improve student achievement.	The explanation in the cover memo is not entirely clear and the connection to student achievement is ambiguous.	No connection between the staffing allocation and student achievement is evident.
<p><u>Cover Memo— Context (10%)</u> (ELCC 6.1) The cover memo communicates the larger context in which the staffing allocation was developed.</p>	The cover memo provides clear and persuasive analysis about economic factors impacting the staffing allocation.	The cover memo discusses important factors impacting the staffing allocation.	The cover memo mentions one or two economic factors in the general school environment, but does not relate them directly to site staffing.	The cover memo fails to mention anything about economic factors impacting the site.
<p><u>Spreadsheet— Implement a vision (15%)</u> (ELCC 1.3) The spreadsheet is consistent with and supports the vision.</p>	The spreadsheet clearly and persuasively demonstrates how the staffing allocation will help the school to achieve its vision.	The spreadsheet presents a staffing allocation that logically follows from the vision.	It is difficult to see how the staffing allocation presented in the spreadsheet supports the vision articulated in the cover memo.	There are no apparent connections between the school vision and the staffing allocation.

<p><u>Spreadsheet—Manage resources (15%)</u> (ELCC 3.3) The spreadsheet demonstrates that human resources have been maximized to support teaching and learning..</p>	<p>The spreadsheet persuasively supports the cover memo and demonstrates creative and effective use of the district allocation of human resources.</p>	<p>The spreadsheet is consistent with the cover memo and shows that all district-allocated human resources are put to good use..</p>	<p>The spreadsheet has some positive features, but it either does not fully utilize the district staffing allotment and/or it contains questionable staffing choices.</p>	<p>The spreadsheet does not adequately allocate district-allotted human resources.</p>
<p><u>Spreadsheet—Acts fairly (15%)</u> (ELCC 5.2) The spreadsheet allocates staffing in a manner that addresses students’ apparent needs</p>	<p>The spreadsheet demonstrates decision making that makes students’ needs the top priority.</p>	<p>The spreadsheet suggests reasonable staffing allocation given students’ needs. Some evidence of non-student priorities may be apparent in the spreadsheet.</p>	<p>The spreadsheet has some positive features, but it does not place student needs as the top priority.</p>	<p>The spreadsheet is confusing and/or is not consistent with the cover memo.</p>
<p><u>Spreadsheet—Acts ethically (15%)</u> (ELCC 5.3) The spreadsheet is consistent with district procedures, legal requirements, and socially just decisions.</p>	<p>The spreadsheet clearly and persuasively demonstrates how staffing is allocated to special needs students in a manner that addresses their particular teaching and learning challenges within district guidelines and legal boundaries.</p>	<p>The spreadsheet acknowledges the importance of addressing the special needs of specific student populations, but may not be entirely persuasive with respect to adequacy.</p>	<p>Special needs students are represented in the spreadsheet, but staffing allocation appears inadequate. There may also be some indication of violation of district procedures and/or legal boundaries.</p>	<p>Special needs students are not represented in the spreadsheet or are inadequately addressed.</p>
<p><u>Mechanics and accuracy (10%)</u> Students use standard English and avoid grammar and punctuation errors. All data is accurately and consistently presented.</p>	<p>The assignment is free of errors—both verbal and numerical.</p>	<p>The assignment has a few errors.</p>	<p>The assignment has some errors.</p>	<p>The assignment has numerous errors.</p>

ASSIGNMENT #3—REFLECTIVE ESSAY ON INTERVIEW PROCESS
15 points

Rationale

Perhaps the most important activity for a school site administrator is the selection of staff—both certified and classified. Going through a mock process of teacher selection is helpful for thinking about important characteristics of prospective teachers and school needs. But, the experience is made richer by reflection so that the student can become much clearer in her or his own mind about how to make teacher selections count toward school improvement. This reflection paper will help you to discover what worked well during the interview(s), what could be improved, and what you would do differently next time.

Product

You will write a coherent reflective essay that explains your reaction to the total interview experience you had in connection with this class. Your paper must contain the following:

1. A thesis that clearly describes the major insights you gained as a result of participating in preparing an interview and the actual interviews that you witnessed
2. A brief description of what happened during preparation and the interviews
3. A thorough reflection of the entire process from start to finish that demonstrates the validity of your thesis
4. A conclusion that includes what you learned from the process and how you might engage in it differently when you are working as an administrator.

**REFLECTIVE ESSAY ON INTERVIEW PROCESS
ASSESSMENT RUBRIC**

	EXCEEDS EXPECTATIONS	MEETS EXPECTATIONS	APPROACHING EXPECTATIONS	FALLS BELOW EXPECTATIONS
<p><u>Supporting Arguments</u> (45%) The author must articulate arguments in support of the thesis. These should be logical and made compelling by clear examples.</p>	Each paragraph of the body of the paper has a direct relationship to the thesis and helps to demonstrate the validity of the thesis. The author uses persuasive arguments relevant to the thesis.	The body of the paper provides some support for the thesis, but it also contains paragraphs that are not entirely persuasive.	Analysis is weak or difficult to follow. Some paragraphs are irrelevant to the thesis, not logical, or not persuasive	Analysis is largely absent from the paper. The paper may be expository rather than analytical.
<p><u>Concluding Paragraph</u> (25%) It is important to conclude your paper in a manner that is persuasive to the reader and that leads to broader thinking on the topic.</p>	The conclusions the author draws are clearly stated in the final paragraph, beginning with a restatement of the thesis in new language. The concluding paragraph follows in a compelling manner from the body of the paper and explains what the author would do differently for the next interview opportunity	The conclusions the author draws are clearly stated in the final paragraph, but they may not be entirely persuasive.	Conclusions can be inferred from the body, but the thesis is not re-stated and the conclusions are not persuasive.	Conclusions are unclear or irrelevant to the thesis.
<p><u>Grammar & Mechanics</u> (10%) Any writing submitted for public review should be free of errors.</p>	The paper is free of errors.	The paper contains few errors.	The paper contains some errors.	The paper contains numerous errors.

ASSIGNMENT #4—GRANT PROPOSAL
20 points

Rationale

Funds are usually tight in schools and districts, making it very difficult to initiate new and innovative programs. Consequently, grant money is often the only way to reach a particular population of students in a new way. Learning how to write a grant is a vital skill for a future education leader. The ideal way to approach this assignment is to pursue a grant that will support the School Improvement Project proposal you created in EDLE 690.

Product

1. Identify the financial needs of your SIP that cannot or will not be met through your school or district and target your grant toward meeting these needs. Alternatively, work with your principal or supervisor to identify an area of need that could be addressed through the procurement of additional funds.
2. Once you have identified a need at your site, you will explore several different sources of grant money to find one that is most appropriate to the need you have identified.
3. Following the guidelines of the grant you wish to receive, you will write a proposal that presents the need, your plan for how to meet the need, expected outcomes, how you will evaluate the success of your project, and a budget for the grant.
4. Grant proposals must be for not less than \$1,000 and should probably not exceed \$20,000.

**GRANT PROPOSAL
ASSESSMENT RUBRIC**

	EXCEEDS EXPECTATIONS	MEETS EXPECTATIONS	APPROACHING EXPECTATIONS	FALLS BELOW EXPECTATIONS
<p><u>Plan to Meet the Need (20%)</u> For a plan to gain the confidence of a funding agency, it must be clearly and directly tied to the specific need you have identified.</p>	The plan addresses the need in detail, demonstrating numerous links that show each aspect of the need will be met through the plan.	The plan is logically and tightly linked to the identified need.	The plan seems attractive but may have some areas that do not seem to be tied to need as you have identified it.	The plan is unclear and/or not directly linked to the need as you have articulated it.
<p><u>Expected Outcomes (20%)</u> The funding agency wants a clear picture of how the grant will help your site.</p>	The expected outcomes are persuasively stated so that any person observing the grant in action would recognize them. Expected teaching and learning results are clear.	The expected outcomes are clearly presented and logically linked to the plan.	Expected outcomes are stated, but they are not as clear as they could be, or they seem unrelated to the plan and/or the need.	Expected outcomes are unclear or missing.
<p><u>Evaluation of the Project (15%)</u> The funding agency usually wants to know how you will know if the money was well spent.</p>	The evaluation plan persuasively addresses all components of the plan to meet the need. Clear criteria and standards are established.	The evaluation plan addresses the plan to meet the need. Criteria and standards may not be entirely clear and/or logical.	The evaluation plan is not clearly connected to other aspects of the grant and/or lacks clear criteria and standards.	The evaluation plan is missing or difficult to understand. Criteria and/or standards may be missing.
<p><u>Budget (15%)</u> All grants require a budget so that the funding agency has a clear picture of how granted money will be spent.</p>	The budget meets the criteria contained in the budget allocation assessment rubric. It supports all aspects of the plan to meet the need.	The budget is clear and well presented.	The budget is somewhat confusing.	The budget is missing or incomplete.

<u>Grammar & Mechanics (10%)</u> Any writing submitted for public review should be free of errors.	The grant proposal is <u>free</u> of errors.	The grant proposal contains a few errors.	The grant proposal contains some errors.	The grant proposal contains numerous errors.
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