

**GEORGE MASON UNIVERSITY
COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT**

**Education Leadership Program
EDLE 614, Section 602, Summer 2016
Managing Human and Financial Resources (3 credits)**

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Schedule Information

Meeting Times: Mondays & Wednesdays, June 15 –July 27, 2016, 4:30 – 7:30 p.m.
All students are expected to attend every class session. Personal problems that prevent students from attending class should be reported ahead of time to the instructor via e-mail.

Location: Herbert J. Saunders Middle School

Course Description

EDLE 614 Managing Financial and Human Resources (3:3:0)

This course explores basic functions in financial and human resource management, examines the legalities, ethics, and politics of resource procurement and allocation, and provides experiences to help students better understand tasks typically performed by school leaders.

Prerequisite(s): EDLE 620, EDLE 690, and EDLE 791.

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.

Nature of Course Delivery

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

Student Outcomes

At the conclusion of this course, successful students should be able 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.

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 licensure 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.

Relationship of Course to Internship

All students should be making progress on their internship during the semester in which they are enrolled in EDLE 614. Students should be seeking internship opportunities that provide practice with budgeting, staffing planning, and personnel management.

National Standards and Virginia Competencies

ELCC Standard 1.0: A building-level education leader applies knowledge that promotes the success of every student by collaboratively facilitating the development, articulation, implementation, and stewardship of a shared school vision of learning through the collection and use of data to identify school goals, assess organizational effectiveness, and implement school plans to achieve school goals; promotion of continual and sustainable school improvement; and evaluation of school progress and revision of school plans supported by school-based stakeholders.

- 1.1 Candidates understand and can collaboratively develop, articulate, implement, and steward a shared vision of learning for a school.
- 1.2 Candidates understand and can collect and use data to identify school goals, assess organizational effectiveness, and implement plans to achieve school goals.

ELCC Standard 2.0: A building-level education leader applies knowledge that promotes the success of every student by sustaining a school culture and instructional program conducive to student learning through collaboration, trust, and a personalized learning environment with high expectations for students; creating and evaluating a comprehensive, rigorous and coherent curricular and instructional school program; developing and supervising the instructional and leadership capacity of school staff; and promoting the most effective and appropriate technologies to support teaching and learning within a school environment.

- 2.1 Candidates understand and can sustain a school culture and instructional program conducive to student learning through collaboration, trust, and a personalized learning environment with high expectations for students.

ELCC Standard 3.0: A building-level education leader applies knowledge that promotes the success of every student by ensuring the management of the school organization, operation, and resources through monitoring and evaluating the school management and operational systems; efficiently using human, fiscal, and technological resources in a school environment; promoting and protecting the welfare and safety of school students and staff; developing school capacity for distributed leadership; and ensuring that teacher and organizational time is focused to support high-quality instruction and student learning.

- 3.1 Candidates understand and can monitor and evaluate school management and operational systems.

3.2 Candidates understand and can efficiently use human, fiscal, and technological resources to manage school operations.

ELCC Standard 5.0: A building-level education leader applies knowledge that promotes the success of every student by acting with integrity, fairness, and in an ethical manner to ensure a school system of accountability for every student's academic and social success by modeling school principles of self-awareness, reflective practice, transparency, and ethical behavior as related to their roles within the school; safeguarding the values of democracy, equity, and diversity within the school; evaluating the potential moral and legal consequences of decision making in the school; and promoting social justice within the school to ensure that individual student needs inform all aspects of schooling.

5.1 Candidates understand and can act with integrity and fairness to ensure a school system of accountability for every student's academic and social success.

5.5 Candidates understand and can promote social justice within the school to ensure that individual student needs inform all aspects of schooling.

Standard 6.0: A building-level education leader applies knowledge that promotes the success of every student by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context through advocating for school students, families, and caregivers; acting to influence local, district, state, and national decisions affecting student learning in a school environment; and anticipating and assessing emerging trends and initiatives in order to adapt school-based leadership strategies.

6.3 Candidates understand and can anticipate and assess emerging trends and initiatives in order to adapt school-based leadership strategies.

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.

Course Materials

Readings:

All readings will be made available on Blackboard.

Outside-of-Class Resources:

All students are required to use <http://mymasonportal.gmu.edu> as part of this course. This is an Internet site where information for the course will be posted. All students are expected to have access to a personal computer that is linked to the Internet and the ability to use word processing, spreadsheet, and web-browsing software.

Course Requirements, Performance-based Assessment, and Evaluation Criteria

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.

Below are the basic percentages for the various kinds of work required for the class. Students should always bear in mind that grading is primarily my judgment about their performance. Grades are designed to indicate your success in completing the course, not the level of effort put into it.

Class participation: 10 percent

Written assignments: 90 percent

Class participation

A large proportion of the work in this class will require student engagement. Each student is expected to be an active, contributing member of her/his small group in every class session and outside of class. Every student is also expected to contribute to Blackboard discussions as they become available. If you are absent or miss part of a class session, you may lose participation points.

Attendance

Students are expected to attend every class for its entirety. Emergencies sometimes arise, however. If you need to be absent from class, you are expected to notify me in advance by telephone or e-mail. Any absence will result in two (2) points reduction in participation. If you come to class more than 30 minutes late or leave more than 30 minutes early, you will lose participation points. Papers due on a day you are absent must be submitted via Blackboard by 4:30 p.m. on the due date.

Written assignments

There are four writing assignments for this course. Each student will submit two budget and staffing proposal spreadsheets with cover memos. Reflections on the interview process and the grant proposal will require more writing. All written work should be of

the highest quality. See the assignment sheets and assessment rubrics at the end of this syllabus for more details.

TK20 Performance-Based Assessment Submission Requirement

Every student registered for any EDLE course with required performance-based assessments (Budget Allocation and Staffing Allocation) is required to submit this assessment to TK20 through Blackboard (regardless of whether a course is an elective, a onetime course or part of an undergraduate minor.) Evaluation of your performance-based assessment will also be provided using TK20 through Blackboard. Failure to submit the assessment to TK20 (through Blackboard) will result in the course instructor reporting the course grade as Incomplete (IN). Unless this grade is changed upon completion of the required Blackboard submission, the IN will convert to an F nine weeks into the following semester.

Grading Scale

A+ = 100 percent

A = 95 – 99 percent

A- = 90 – 94 percent

B+ = 86 – 89 percent

B = 83 – 85 percent

B- = 80 – 82 percent

C = 75 – 79 percent

F = 74 percent or below

College of Education and Department Statement of Expectations and Resources

BLACKBOARD REQUIREMENTS

Every student registered for any Education Leadership course with a required performance-based assessment is required to submit this assessment, (School/Community Leaders Assessment of School Effectiveness) to Blackboard (regardless of whether a course is an elective, a onetime course or part of an undergraduate minor). Evaluation of the performance-based assessment by the course instructor will also be completed in Blackboard. Failure to submit the assessment to Blackboard will result in the course instructor reporting the course grade as Incomplete (IN). Unless the IN grade is changed upon completion of the required Blackboard submission, the IN will convert to an F nine weeks into the following semester.

GMU POLICIES AND RESOURCES FOR STUDENTS

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/honor-code/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>]
- 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, and program will be sent to students solely through their Mason email account.

- 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/>].
- 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 [See <http://ods.gmu.edu/>].
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- 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/>].

PROFESSIONAL DISPOSITIONS

Students are expected to exhibit professional behaviors and dispositions at all times.

CORE VALUES COMMITMENT

The College of Education & Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. 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.

Proposed class schedule:

June 15

Topics:

Course Overview

The Human Resource and Financial Functions in Education

June 20

Topics:

Basic School Finance Concepts:

Sources of funding (Federal, State, Local Budget, Local Bond, Activity Funds),
Legal requirements

Budget Constraints: Per-pupil funding, Standards of Quality, Program restrictions, Source
Restrictions, Personnel vs. “Flexible” Expenditures.

Readings: Prince William and Fairfax County FY15 Budget Documents posted on
Blackboard.

June 22

Topics:

School Vision, Mission, and Goals and the School Budget - Personnel Expenses: Every
School Budget’s Largest Expenditure Area:

- Federal Staffing Requirements
- State Staffing Requirements
- School Board Staffing Requirements
- Master Schedule

Using Allocation Sheets and Funding Formulas to Make Budget Decisions

Assignment: Bring a copy of your school’s Vision, Mission, and Strategic Plan

Readings: Sample budget and allocation sheets, school system budget manual, and
Virginia Standards of Quality on Blackboard

June 27

Topics:

School Vision, Mission, and Goals and the School Budget - Non-Personnel Expenditures:
A smaller but very important piece of the School Budget:

- Instructional Resources
- Professional Development
- Building, Equipment, and Furniture Maintenance
- Property Inventory and Accountability
- School Activity Funds

Avoiding Financial Pitfalls:

- Collecting Money from Students
- Procurement and Credit Cards
- Reimbursements and Travel

Gifts and Meals
Gift Cards for Staff

Readings: Financial Guidelines Manual on Blackboard

June 29

Topics:

Human Resources: Selecting Quality Staff
Impact of Staff Quality on School Effectiveness
Interview Do's and Don't's and Legal Reminders
Using School Vision, Mission, and Goals to Select Staff

Assignment: Bring a copy of your up-to-date resume and a set of questions you would ask as the principal when interviewing candidates for teaching positions in your school. Come to class prepared to participate in Mock Interviews as both an interviewer and an interviewee.

Readings: Interview Question and Evaluation Exemplars on Blackboard (Bring Copies to Class).

July 6

Writing Assignments 1 & 2 should be submitted on Blackboard by 4:30 p.m.

Topics:

Human Resources: Developing and Retaining Certified Staff
Supervision and Evaluation (Formative and Summative)
Collaboration and Professional Development
Climate and Culture

Readings: Evaluation forms and exemplars and professional development chart on Blackboard (bring these to class).

July 8

Electronic Session

July 11

Topics:

Human Resources: Supervising, Developing, and Retaining Classified Staff
Importance of a High-Performing Classified Staff

Supervision and Evaluation (Contrasts with Certified Staff)
Collaboration and Professional Development
Climate and Culture

Readings: Fair Labor and Standards Act Summary on Blackboard

July 13

Topics:

Human Resources: Dealing with Performance Issues for Certified Staff
Legal and Due Process Rights for Probationary Certified Staff Members
Legal and Due Process Rights for Staff Members with Continuing Contracts
Using Disciplinary Measures to Address Performance Issues
Using the Evaluation Process to Address Performance Issues
Suspension, Non-renewal, and Dismissal

Readings: Exemplar letters of reprimand, memoranda of concern, non-renewal and dismissal letters and School Board evaluation and discipline regulations and evaluation forms on Blackboard. (Please bring a laptop, tablet, or other device that can be used to compose documents).

July 18

Topics:

Human Resources: Dealing with Performance Issues for Certified Staff
Presenting a Letter of Reprimand or Letter of Concern
Conducting a Non-Renewal Conference
Conducting a Dismissal Conference

Assignment: Come prepared to participate in role play scenarios based on these topics. Bring copies of the documents you created last class.

July 20

Writing Assignment # 3 should be submitted by 4:30 p.m. on Blackboard

Topics:

Human Resources: Dealing with Performance Issues for Classified Staff
Legal and Due Process Rights for Classified Staff
Using Disciplinary Measures to Address Performance Issues
Using the Evaluation Process to Address Performance Issues
Suspension, Non-renewal, and Dismissal

Readings: Exemplar School Board regulations for classified staff members on Blackboard (Please bring a laptop, tablet, or other device that can be used to compose documents).

July 25

Topics:

Human Resources: Dealing with Parents and the Public
Informal Complaints about Staff Members
Formal Complaints about Staff members
Complaints of Harassment, Neglect, or Abuse
Dealing with Questions from Third Parties

Readings: School Board exemplar regulations on Blackboard.

July 27

Writing Assignment #4 should be submitted by 4:30 p.m. on Blackboard

Topics:

Human Resources: Dealing with Conflict between Staff Members
Identifying Minor and Major Conflicts
Informal and Formal Methods for Mediating and Resolving Disputes
Involving the Department of Human Resources
The Role of Professional Associations

Reduction in Force and Overstaffing: Where Human Resources and Finance Overlap
Using Personnel Changes to Balance Budgets
Reduction in Force
Overstaffing
Meeting with the affected staff member

Readings: School Board exemplar grievance, overstaff and reduction in force regulations on Blackboard.

Assignment: Come prepared to role-play scenarios based on the class topics.

WRITING ASSIGNMENT # 1—BUDGET ALLOCATION
(Required Performance)
15 Points

Budget Allocation Proposal

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 secondary 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 Picture Perfect Elementary School (SCES) and one for Super Suburban Middle School (SSMS). 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 in memo form 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.

- For each school, a spreadsheet that shows the dollar amount allocated to each relevant budget category and the fact that the budget balances.

Suggestions

- 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.
- 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.
- 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.
- 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.)

Criteria	Levels of Achievement			
	exceeds expectations	meets expectations	approaching expectations	falls below expectations
ELCC 1.1 Candidates demonstrate the ability to develop, articulate, and steward a vision (10%) Weight 10.00%	90 to 100 % The proposal specifies the participatory role of school stakeholders in helping to achieve the school vision through their active development and implementation of the budget.	80 to 89 % The proposal explains how the budget was developed so that stakeholders will understand its rationale.	70 to 79 % The proposal is vague with respect to rationale and/or stakeholder participation.	0 to 69 % The proposal is silent on the issues of rationale and stakeholder participation.
ELCC 3.2 Candidates	90 to 100 % The proposal	80 to 89 % The proposal	70 to 79 % The explanation in	0 to 69 % No connection

<p>demonstrate the ability to use of human, fiscal, and technological resources efficiently (15%) Weight 15.00%</p>	<p>communicates a clear, persuasive, and comprehensive explanation for why this particular allocation of resources has a high probability of improving student achievement.</p>	<p>communicates a clear explanation for why this resource allocation will help improve student achievement.</p>	<p>the proposal is not entirely clear and the connection to student achievement is ambiguous.</p>	<p>between the budget and student achievement is in evidence.</p>
<p>ELCC 3.1 Candidates demonstrate the ability to monitor and evaluate school management and operational systems (15%) Weight 15.00%</p>	<p>90 to 100 % The proposal provides a persuasive plan of action for efficient and effective allocation of resources focused on school improvement.</p>	<p>80 to 89 % The proposal provides a clear plan of action for efficient and effective allocation of resources focused on school improvement.</p>	<p>70 to 79 % The proposal leaves open questions of effectiveness and/or efficiency, but intent is communicated.</p>	<p>0 to 69 % The proposal does not communicate how criteria of efficiency and effectiveness are met.</p>
<p>ELCC 6.3 Candidates demonstrate the ability to understand, anticipate, and assess emerging trends (10%) Weight 10.00%</p>	<p>90 to 100 % The proposal provides clear and persuasive analysis of emerging trends and how they are addressed in the budget.</p>	<p>80 to 89 % The proposal provides some discussion about how the budget addresses emerging trends.</p>	<p>70 to 79 % The proposal mentions one or two contextual factors, but does not correlate them with the development of the budget.</p>	<p>0 to 69 % The proposal fails to mention anything about how the budget addresses emerging trends.</p>
<p>ELCC 1.2 Candidates demonstrate the ability to understand, collect, and use data to identify and assess organizational effectiveness (10%) Weight 10.00%</p>	<p>90 to 100 % The proposal clearly and persuasively demonstrates how the budget will help the school to achieve its strategic and tactical goals.</p>	<p>80 to 89 % The proposal presents a budget that logically follows from the school's strategic and tactical goals.</p>	<p>70 to 79 % It is unclear how the budget presented in the proposal supports the school's strategic and tactical goals.</p>	<p>0 to 69 % There are no apparent connections between the school's strategic and tactical goals and the budget presented in the proposal.</p>
<p>ELCC 5.1 Candidates demonstrate the ability to act with integrity and fairness to ensure students' success (15%) Weight 15.00%</p>	<p>90 to 100 % The proposal demonstrates equitable decision making that is clearly consistent with students' priority needs.</p>	<p>80 to 89 % The proposal demonstrates equitable decision making, however selected allocations appear inconsistent with students' priority needs.</p>	<p>70 to 79 % The proposal demonstrates limited evidence of equity in decision making and/or the allocations are inconsistent with students' priority needs.</p>	<p>0 to 69 % The proposal is confusing and/or is not consistent with the cover memo.</p>
<p>ELCC 5.5 Candidates demonstrate the</p>	<p>90 to 100 % The proposal clearly and persuasively</p>	<p>80 to 89 % The proposal acknowledges the</p>	<p>70 to 79 % Special needs students are</p>	<p>0 to 69 % Special needs students are not</p>

<p>ability to understand and promote social justice (15%) Weight 15.00%</p>	<p>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>importance of addressing the special needs of specific student populations, but may not be entirely persuasive with respect to adequacy.</p>	<p>represented in the proposal, but resource allocation appears inadequate. There may also be some indication of violation of district procedures and/or legal boundaries.</p>	<p>represented in the proposal or are inadequately addressed.</p>
<p>Mechanics and Accuracy - Students use standard English and avoid grammar and punctuation errors. All data is accurately and consistently presented. (10%) Weight 10.00%</p>	<p>90 to 100 % The assignment is free of errors—both text-based and numerical.</p>	<p>80 to 89 % The assignment has a few errors.</p>	<p>70 to 79 % The assignment has some errors.</p>	<p>0 to 69 % The assignment has numerous errors.</p>

WRITING ASSIGNMENT # 2—STAFFING ALLOCATION
(Required Performance)
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 Picture Perfect Elementary School and one for Suburban Middle School. 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 in memo form 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.

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

Suggestions

- 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.
- 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.
- 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.
- 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

Criteria	Levels of Achievement			
	exceeds expectations	meets expectations	approaching expectations	falls below expectations
ELCC 1.1 Candidates demonstrate the ability to develop, articulate, and steward a vision Weight 10.00%	90 to 100 % The proposal specifies the participatory role of school stakeholders in helping to achieve the school vision through their active development and implementation of the	80 to 89 % The proposal explains how the staffing allocation was developed so that stakeholders will understand its rationale.	70 to 79 % The proposal is vague with respect to rationale and/or stakeholder participation.	0 to 69 % The proposal is silent on the issues of rationale and stakeholder participation.

	staffing allocation.			
ELCC 2.1 Candidates demonstrate the ability to collaborate, build trust and a personalized learning environment with high expectations Weight 10.00%	90 to 100 % The proposal communicates a clear, persuasive, and comprehensive explanation for why this particular staffing allocation has a high probability of improving student achievement.	80 to 89 % The proposal communicates a clear explanation for why this staffing allocation will help improve student achievement.	70 to 79 % The explanation in the proposal is not entirely clear and the connection to student achievement is ambiguous.	0 to 69 % No connection between the staffing allocation and student achievement is evident.
ELCC 6.3 Candidates demonstrate the ability to understand, anticipate, and assess emerging trends Weight 10.00%	90 to 100 % The proposal provides clear and persuasive analysis of emerging trends and how they are addressed in the staffing allocation.	80 to 89 % The proposal provides some discussion about how the staffing allocation addresses emerging trends.	70 to 79 % The proposal mentions one or two contextual factors, but does not correlate them with the development of the staffing allocation.	0 to 69 % The proposal fails to mention anything about how the staffing allocation addresses emerging trends.
ELCC 3.1 Candidates demonstrate the ability to monitor and evaluate school management and operational systems Weight 15.00%	90 to 100 % The proposal provides clear and compelling evidence of the candidate's ability to monitor and evaluate school management and operations	80 to 89 % The proposal provides some evidence of the candidate's ability to monitor and evaluate school management and operations	70 to 79 % The proposal is vague or unclear about the candidate's ability to monitor and evaluate school management and operations	0 to 69 % The proposal does not contain evidence of the candidate's ability to monitor and evaluate school management and operations
ELCC 3.2 Candidates demonstrate the ability to use of human, fiscal, and technological resources efficiently to manage school operations Weight 15.00%	90 to 100 % The spreadsheet persuasively supports the cover memo and demonstrates creative and effective use of the district allocation of human resources.	80 to 89 % The spreadsheet is consistent with the cover memo and shows that all district-allocated human resources are put to good use.	70 to 79 % The spreadsheet has some positive features, but it either does not fully utilize the district staffing allotment and/or it contains questionable staffing choices.	0 to 69 % The proposal does not adequately allocate district-allotted human resources.
ELCC 5.1 Candidates demonstrate the ability to act with integrity and fairness to ensure students' success Weight 15.00%	90 to 100 % The proposal demonstrates equitable decision making that is clearly consistent with students' priority needs.	80 to 89 % The proposal demonstrates equitable decision making, however selected allocations appear inconsistent with students' priority needs.	70 to 79 % The proposal demonstrates limited evidence of equity in decision making and/or the allocations are inconsistent with students' priority needs.	0 to 69 % The proposal is confusing and/or is not consistent with the cover memo.
ELCC 5.5	90 to 100 %	80 to 89 %	70 to 79 %	0 to 69 %

<p>Candidates demonstrate the ability to understand and promote social justice. Weight 15.00%</p>	<p>The proposal 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 proposal 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 proposal, 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 proposal or are inadequately addressed.</p>
<p>Mechanics and Accuracy - Students use standard English and avoid grammar and punctuation errors. All data is accurately and consistently presented. Weight 10.00%</p>	<p>90 to 100 % The assignment is free of errors—both text-based and numerical.</p>	<p>80 to 89 % The assignment has a few errors.</p>	<p>70 to 79 % The assignment has some errors.</p>	<p>0 to 69 % The assignment has numerous errors.</p>

ASSIGNMENT #3—REFLECTIVE ESSAY/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 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
<p><u>Thesis (20%)</u> The thesis establishes the burden of proof for the paper, i.e., your overall learning from the interview process. It provides structure for the paper by telling the reader what the author intends to prove.</p>	A clear, one-sentence thesis is presented at the end of the opening paragraph and establishes a burden of proof. The thesis clearly states the main points the author has learned as a result of the interview process.	The thesis appears in the opening paragraph and is relatively clear. The thesis is more expository than analytical.	The thesis is confusing or is strictly descriptive.	The paper contains no explicit thesis.
<p><u>Supporting Arguments (45%)</u> 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 (25%)</u> 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 restated and the conclusions are not persuasive.	Conclusions are unclear or irrelevant to the thesis.
<p><u>Grammar & Mechanics (10%)</u> 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
30 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 (or will create) in EDLE 690.

Product

1. Identify the financial needs of your School Improvement Plan (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, different sources of grant money to find one that is most appropriate to the need you have identified. If your School Division has an educational foundation, you may use that organization as a source for your funding.
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 and staffing proposal for the grant.
4. Grant proposals should be for at least \$1,000 and should not exceed \$20,000.

Grant Proposal Rubric

	Exceeds Expectations 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
<p><u>Statement of Need (20%)</u> The need for the grant money must be obvious for a funding agency to be interested in providing it to your school or district.</p>	The need is very persuasively stated and directly tied to teaching and learning.	The need is logically presented, but may not be as persuasive as it could be.	The need is apparent, but not as clearly or persuasively presented as it might be. Critical information might be missing.	The need for the grant is unclear.
<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.
<p><u>Grammar & Mechanics (10%)</u> Any writing submitted for public review should be free of errors.</p>	The grant proposal is free of errors.	The grant proposal contains a few errors.	The grant proposal contains some errors.	The grant proposal contains numerous errors.

