



EDU 6366: Lead Successful Turnaround Culture in Urban Education

Milestone 2 Rubric

Overview

The final project for this course is the creation of a turnaround plan for a school that has been identified as Improvement Required (IR) for three consecutive years.

The overarching purpose of the School Turnaround Plan is to design a plan to lead a campus or organization to develop a culture focused on teaching and learning in order to meet, and sustain improvements mandated by state and federal accountability standards. Your plan will be based on information from a fictitious middle school campus with performance data from an anonymous Texas middle school.

In the School Turnaround Project you will design a plan to lead a campus or organization to develop a culture focused on teaching and learning in order to meet, and sustain, improvements mandated by state and federal accountability standards.

You have been chosen to lead a turnaround effort for a Texas middle school that has been designated as Improvement Required (IR) for 3 consecutive years. Your task is to facilitate the development of a plan to create a culture and climate to improve academic achievement and meet, and/or exceed, the standards for IR. The school must make significant improvements in one year or face potential local and state and/or federal sanctions including reconstituting the staff or school closure.

In Milestone 2, you will draft the first section of your School Turnaround Plan which will focus on the planning stage of the STP.

Please see the following documents for more information about this project:

- Final Project: Scenario and Campus Information
- 2014-15 TARP
- 2015-16 TARP
- 2016-17 TARP

Prompt

Introduction: Describe the purpose of the plan and a brief summary of what will be included in the plan. Include your thoughts on your own



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anticipated leadership strengths and challenges to facilitate the process.

Change Process: Describe a complete change process and change leadership needed to effectively lead the turnaround plan. Remember to make connections to the course material presented in Module 3.

Data Analysis: Provide a thorough analysis of academic and organizational strengths and issues and includes a prioritized list of 3-4 areas that must be addressed in order to achieve the target objectives. Consider how this aligns with the eight schoolwide changes that have the most influence on school turnaround efforts. Create SMART goals that align with the prioritized areas. Remember to analyze the data provided in Final Project: Scenario and Campus Information, 2014-15 TARP, 2015-16 TARP, 2016-17 TARP.

Planning the Process: Outline the plan and timeline for engaging the stakeholders. Remember to include who will be on the planning teams and the rationale for including these stakeholders in the process.

Rubric

Requirements of Submission: Your paper must be submitted as a 4-5 page Microsoft Word document with double spacing, 12-point Times New Roman font, one-inch margins, and at least two sources cited in APA format.

Instructor Feedback: Students can find their feedback in the Grade Center.

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Introduction	Describes the purpose and a summary of the plan and own leadership strengths and challenges	Describes the purpose and a summary of the plan and own leadership strengths and challenges.	Describes the purpose and a summary of the plan and own leadership strengths and challenges but the response is	Does not explain the purpose and summary of the plan or own leadership strengths and challenges.	22



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	with sophisticated awareness.		lacking details, clarity and/or accuracy.		
Change Process	Describes the complete change process and change leadership needed to effectively lead the turnaround plan with cogent connections to the course material.	Describes the complete change process and change leadership needed to effectively lead the turnaround plan and makes connections to the course material.	Describes the complete change process and change leadership needed to effectively lead the turnaround plan and makes connections to the course material but the response is lacking details, clarity and/or accuracy.	Does not describe the complete change process and change leadership needed to effectively lead the turnaround plan.	22
Data Analysis	Provides a thorough analysis of the academic and organizational strengths and issues with sophisticated awareness.	Provides an analysis of the academic and organizational strengths and issues.	Provides an analysis of the academic and organizational strengths and issues but the response is lacking details, clarity and/or accuracy.	Does not provide an analysis of the academic and organization strengths.	22
Planning the Process	Outlines the plan and timeline for engaging stakeholders with sophisticated awareness.	Outlines the plan and timeline for engaging stakeholders.	Outlines the plan and timeline for engaging stakeholders but the response is lacking details, clarity and/or accuracy.	Does not outline the plan and timeline for engaging stakeholders.	22
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy to read format.	Submission has no major errors related to citations, grammar, spelling, syntax, or organization.	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas.	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas.	12
Comments					Total 100 %