

Product Four Synopsis

Product Four: *The Administrator as a Manager of the Organization*

In this entry you will communicate your management skills and strategies to improve organizational effectiveness within your school or district. Through a specific initiative (program or process) you will demonstrate how you used resources and data, how you structured the management of the initiative; how you involved stakeholders, and how you used the program to improve organizational effectiveness. This is your opportunity to demonstrate the way your management skills and strategies that guide you in your work as an administrator.

This entry will provide considerable evidence on Standard 3, but may also provide evidence on the following:

Standard 1: The administrator leads by facilitating the development, articulation, implementation and stewardship of a vision of learning that is shared by the school and community.

Standard 2: The administrator manages by advocating, nurturing and sustaining a culture and instructional program conducive to pupil learning and staff professional growth.

Standard 3: The administrator ensures management of the organization, operations, finances, and resources for a safe, efficient and effective learning environment.

Standard 4: The administrator collaborates with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

Standard 5: The administrator acts with integrity, fairness, and in an ethical manner.

Standard 6: The administrator understands, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling.

In preparation for this entry, think about the ways in which your management skills and strategies are most evident in your school or district. What would you identify as evidence of your success in using your managerial skills to improve organizational effectiveness in your school or district? What are the products that you would use as evidence of these successes? Once you have identified the specific initiative that will provide the context and the focus, you can begin to write the narrative and assemble the supporting evidence described in the next section.

A Narrative.....

Description (suggested 2 pages)

Describe the specific initiative to improve organizational effectiveness within the school/district

Describe the management skills and strategies you brought to the initiative.

Describe how this initiative was connected to the vision and mission of the school/district.

Describe the status quo prior to the intervention.

What resources and data were required?

What procedures were used to manage the initiative?

What stakeholders were involved in the management of the initiative?

What challenges (if any) were identified in fulfilling the initiative?

Analysis (suggested five pages)

How was research-based best practice used in this initiative? What data were collected and how were they used within the management of this initiative? (Std 3)

What evidence is there you involved, motivated, engaged and supported a variety of stakeholders in the initiative? (Stds 3, 4)

How did you build and manage effective relationships to support the initiative? (Std 4)

What effect did teachers and other stakeholders (e.g., parents, teachers, community members) have in the development, implementation, and success of the initiative? (Std 4)

What was done to honor and celebrate successes and contributions? (Std 2)

What internal and external challenges, including the different perspectives and varying views of stakeholders, occurred during the intervention and how did you manage these challenges? (Std 4)

What management skills did you use to identify, prioritize, and address challenges presented by the initiative? (Std 3)

What feedback was solicited, from whom was it solicited, and how was it used in the management of the initiative? (Std 4)

How were decisions made in obtaining, allocating or reallocating resources (e.g., time, financial, personnel, professional development) for the management of this initiative? (Std 3)

In what ways were teachers and/or stakeholders supported throughout the management of this initiative? (Std 2)

What opportunities and what challenges were presented by laws, regulations, and policies that affected the change and how did you address these? (Std 6)

How did the management of this program positively impact teaching and learning? (Std 2)

Reflection

How effective was the management of this initiative? What evidence do you have to support your beliefs?

What management practices worked well and how do you know?

What might you do differently if you had to do it over again?

What did you learn that will inform your management practice?

What management changes would you recommend for the continuation of this program?

How will you use what you learned through this initiative to support other educators involved in this or future initiatives?

Supported by Artifacts

You may include up to ten artifacts that illustrate or provide evidence in support of your written narrative. Please make specific reference to the artifacts in your narrative. The context and examples that you use to illustrate your organizational management skills will guide the type of artifacts that you use. For this entry artifacts might include: Data management process; Evidence of successful grant writing and implementation; Flow chart; Timelines; Organizational chart; Policies; Formulas; Communication (i.e., memos, e-mails, newsletters); Press releases; Awards; Training; Using identified criteria (i.e., Baldrige Award, Effective Schools, Blue Ribbon Schools); Certification of completion; Presentations; Budget samples; or other documents that help to illustrate your narrative.

