

Competency Assessment
UCAPP 3.0



Capstone

Task: School Improvement (Change) Project

Effective leaders act as agents of continuous improvement to promote each student’s academic success and well-being. In this task, you will lead a group of stakeholders to identify a problem of practice and its root cause, set strategic goals to address the problem, and develop a plan for school level improvement. You will apply coursework knowledge and practicum experience to engage others in a collaborative process of evidence-based inquiry, learning, strategic goal setting, planning, implementation and evaluation for school-level improvement.

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NELP Standards Assessed:

- 1.2 Program completers understand and demonstrate the capacity to lead improvement processes that include design, implementation, and evaluation.
- 5.2 Program completers understand and demonstrate the capacity to collaboratively engage and cultivate school community members, partners, and other constituencies for the benefit of school improvement and development.
- 6.2 Program completers understand and demonstrate the capacity to evaluate, develop and advocate for data-informed and equitable resourcing plan that support school improvement and student development.
- 7.2 Program completers understand and have the capacity to develop and engage staff in a collaborative professional culture designed to promote school improvement, teacher retention, and the success and well-being of each student and adult in the school.
- 8.1 Candidates are provided coherent, authentic, field and or clinical internship experiences within a school environment that afford opportunities to synthesize and apply the content knowledge and develop and refine the professional skills articulated in each of the components included in NELP Building-Level Program Standards one through seven.

Cycle Step	What You Need to Do	Evidence to Submit
<p>1: Investigate</p>	<ul style="list-style-type: none"> ● Collaborate with a group of stakeholders to: <ul style="list-style-type: none"> ○ Identify a presenting problem in the school ○ Define a data-informed problem of practice related to the problem ○ Decide on an improvement initiative aligned with the problem of practice 	<p>Artifact: School Improvement Report In a single-spaced report of 10-15 pages written for the superintendent or board of education, summarize:</p> <p>Part I: Problem and Context (2-3 pages)</p> <ul style="list-style-type: none"> ❖ What is the problem of practice that was/is the focus of improvement? What is the education leadership issue (think: what keyword would I enter to do a library search on this topic)? ❖ What is essential to know about the district & school in general (think: description of neighborhood, history, demographics, etc) and related to this educational issue

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<p>2: Plan</p>	<ul style="list-style-type: none"> ● Develop a practical theory of action/change for achieving the desired improvement ● Develop a strategy and plan of action using the PDSA Cycle framework and/or other improvement science tools ● Communicate the improvement strategy and plan with stakeholders 	<p>or the problem of practice? Why is this worth the time/effort to improve?</p> <ul style="list-style-type: none"> ❖ What other background information is important to note for the record before moving on to the next section? <p>Part II: Data, Decisions, and Plan for Improvement (3-4 pages)</p> <ul style="list-style-type: none"> ❖ What facts (data) support the need or opportunity for change or improvement? ❖ Describe (highlights; do not recount every detail) the steps taken lead change/improvement. <ul style="list-style-type: none"> ➢ Think: plan, do, study, act cycle ➢ What was done to understand the problem – talk to folks who own the problem, develop root cause analysis and/or systems diagram, etc.? ➢ What key understandings and decisions came from the data and helped to understand the problem? ➢ Based on all data collected, what actions were taken to resolve the problem and who was involved? ❖ How will equity be achieved through the improvement initiative? <p>Part III: Outcomes (2-4 pages)</p> <ul style="list-style-type: none"> ❖ What were/have been the outcomes from the implementation of your plan for change & improvement? Think: people, processes, and products (not just numbers or scores, etc) ❖ Did the change(s) result in improvement of the original identified problem? Why or why not? What is your evidence? ❖ Were there any unintended outcomes worth noting? <p>Part IV: Plan for Sustainability (1-2 pages)</p>
<p>3: Act</p>	<ul style="list-style-type: none"> ● Implement your plan of action ● Document observations about successes, what works, challenges and barriers, real-time adjustments, and unexpected developments ● Collect implementation evidence and/or feedback for improving work process(es) from stakeholders ● Begin analysis 	
<p>4: Assess</p>	<ul style="list-style-type: none"> ● Compare implementation data to your practical theory of action/change ● Identify how results vary in different circumstances or conditions ● Summarize learning about what works and does not work...and why ● Decide what aspects of strategy and the plan of action to continue, what to abandon, and what – if anything – should be tried or added 	

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<p>5: Reflect</p>	<ul style="list-style-type: none">● How did this experience advance your knowledge, skill, or ability to be an effective school leader?● How was your leadership thinking affirmed, broadened, challenged, and/or changed as a result of this experience?● What priorities for your own growth do you have as a result of this experience?	<ul style="list-style-type: none">❖ What is the plan for effort between now and the end of the school year? Explain how and why the initiative will continue or end.❖ What is your plan to support sustainability of the work or continuation of the effort to improve? <p>Part V: Reflection on the Experience</p> <ul style="list-style-type: none">❖ What did you learn or have confirmed about leading change and supporting others to adapt their behaviors, processes, or routines?❖ What are your takeaways about your own leadership? What about your espoused leadership theory of action has been tested and verified? How can you grow in order to be more effective
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