Getting Beyond Compliance with Federal & State Accountability Standards to Create Useful Performance Management Systems

The 2005 School Performance Summit

Cut Through the Red Tape of Accountability Compliance and Implementing Meaningful Performance Management Systems in K-12 Schools

February 2-4, 2005 • Arlington, VA • Doubletree Crystal City

- ✓ **Show Me the Measures: Model School Indicators**
  Design effective performance measures to track academic and operational performance
- ✓ **Data Collection, Management and Reporting**
  Gather and utilize data more effectively by streamlining your school information systems
- ✓ **Managing Resources for Results**
  Modernize school administration by implementing a performance management system that achieves results
- ✓ **Employee Performance Management**
  Discover proven practices that will enhance your district's ability to attract and maintain a high performing, quality staff

Measuring… Managing… Assessing… and Reporting School Performance for:

- ✓ *Student Achievement*
- ✓ *Financial Accountability*
- ✓ *Operational Efficiency*
- ✓ *Compliance with Federal and State Mandates*

Overcome Data Reporting Challenges

Presented by: The Performance Institute

In Association with: A.A.G.P. American Association of Grant Professionals

Who Should Attend?

- Superintendents & Assistant Superintendents
- Principals and Assistant Principals
- School Board Members
- School Business Managers
- Operations Directors
- Planning, Assessment and Research Directors
- Division/Department Chairs
- State & Federal Education Department Personnel
- And All School Performance and Accountability Personnel

"We've made great progress in our schools, and there is more work to do. Margaret Spellings and I are determined to extend the high standards and accountability measures of the No Child Left Behind Act to all of America's public high schools."

- President Bush, November 17, 2004

Dear School Performance & Accountability Professionals,

No Child Left Behind, while arguably flawed in its implementation and requirements, has effectively pushed the public education system away from inputs and shifted the focus to results. The cardinal rule is that schools must become more apt at gathering, analyzing and managing data. In spite of NCLB, we must update the managerial effectiveness of our schools and develop more effective performance and accountability systems. How can all this be accomplished in times of financial uncertainty, shifting mandates and seemingly unattainable federal requirements?

Fortunately, proven strategies from leading experts in school performance and accountability are available for your review at the Performance Institute's ***2005 School Performance Summit***. This summit will help school districts design, implement and improve school performance management systems. Attendees of this event will take home strategies to align performance measures with district goals, identify effective data collection and management processes, improve financial accountability tactics and gain knowledge of innovative employee management strategies.

Show Me the Measures

Utilize benchmarks based on comparable school districts, government agencies and industry standards to develop performance measures that assess your academic programs and business operations. Additionally, learn the central facets of the balanced scorecard system and how it can be implemented in your district. Go beyond testing to measure student achievement.

Data Collection, Management and Reporting

In a results-driven system, data collection, management and reporting is paramount. Avoid faulty facts by implementing data quality standards. Get your district management team on the same page by streamlining your performance management information system. Discover the elements of a local accountability system.

Managing Resources for Results

Mismanagement of data and money will lead your district to failure. Attendees of this summit will take home proven methods, strategies and best practices that will modernize your resource management. Discover the Baldrige criteria and see how one district has successfully implemented it into its district management plan. Effectively link resources to results with performance budgeting. Listen to how two large school districts were successful in implementing performance-based management and apply their successes to your district.

Employee Performance Management

Many districts and localities are exploring a performance-based system for teachers and staff. Is this an option for your district? If so, how do you measure your staff's performance? Join us and discover the latest information on performance evaluations and merit-based pay. Implement programs to enrich the learning experiences and further the professional development of your teachers while improving student achievement. Moreover, discover how to involve your principals, teachers and all staff in creating performance targets and goals for your district.

This forum promises to be *the* valuable peer-to-peer setting for the exchange of strategies and best practices from the nation's leading school performance accountability experts. Register today by calling 703-894-0481 or visit us at www.PerformanceWeb.org. I look forward to seeing you this February!



Christopher DeJohn
Director
Center for Education Policy

Measure and Report Academic Progress with Ease

The 2005 School Performance Summit

Day 1: February 2, 2005

8:00	*Registration, Conference & Continental Breakfast*	
8:30	Keynote Address: Performance Management for Modern Schools	
9:30	Leadership Panel: Beyond NCLB: Updates on Performance Accountability Mandates Affecting Schools from Federal and State Levels	
10:45	*Break & Refreshments*	
	Track A: Show Me The Measures	**Track B: Data Collection, Management and Reporting**
11:00	Measuring Academic Performance: Going Beyond Testing	Best Practices in Data Assessement and Reporting
12:00	Luncheon Keynote:"We Have the Data, Now What?": Elements of a Local School District Accountability System	
1:15	Establishing Performance Measures for Academic Programs	Streamlining Your Performance Management Information System
2:15	*Break & Refreshments*	
2:30	Implementing a Balanced Scorecard Approach for School District Management	Implementing Data Quality Standards: Avoiding Faulty Facts and Ensuring Your Data is Reliable
3:30	Performance Measures for Managerial Excellence: Developing Measures for Operational Functions	Keeping Parents, the Public and the Powers-That-Be Informed: Best Practices in Accountability
4:30	*Adjourn*	

Day 2: February 3, 2005

8:00	*Continental Breakfast*	
8:30	Implementing a Performance-Based Management Framework for Schools	
9:30	How Do You Rate Benchmarking and Comparing School Districts	
10:30	*Break & Refreshments*	
	Track C: Managing Resources for Results	**Track D: Employee Performance Management**
10:45	Performance-Based Budgeting for Schools	Measuring and Rewarding Performance: Implementing Performance Evaluations
12:00	*Networking Luncheon*	
1:15	Using Performance Management to Achieve and Drive Change Transformation: Managing and Reporting Performance	Pay for Performance: Pipe Dream or Wave of the Future?
2:15	*Break & Refreshments*	
2:30	Jefferson County Public Schools: Engaging Stakeholders in Setting Performance Goals	Correlating Professional Development Programs with Improvements in Student Achievement
3:30	Case Study in Excellence: Community Consolidated School District 15	Involving Principals, Teachers and Employees with Performance Goals and Targets
4:30	Town Hall Dialogue: Headlines in Performance: Next Steps in Performance Management for Schools	
5:00	*Conference Adjourns*	

Post-Conference Workshops: February 4, 2005

8:30	*Continental Breakfast & Workshop Registration*	
9:00	Workshop A: Fundamentals of Performance Measurement and Management for Schools	Workshop B: Linking Resources to Results: Developing Performance-Based Budgets that Aign Performance to Costs
12:00	*Networking Luncheon*	
1:30	Workshop C: Individual Employee Performance Evaluations	
4:30	*Workshops Adjourn*	

Implement a Performance Management System

Agenda and Speaking Faculty

Day One: February 2, 2005

8:00 Registration, Conference & Continental Breakfast

8:30 Keynote Address: Performance Management for Modern Schools

A key ingredient for any well-managed, results-oriented school district is to focus on the well being of its students, staff and the community.

- Narrowing the student achievement gap
- Achieving standards-based outcomes
- Supporting continuous improvement with accountability systems
- Transforming schools into performance-based organizations

***Thomas Houlihan**, Executive Director, Council of Chief State School Officers*

9:30 Leadership Panel: Beyond NCLB: Updates on Performance Accountability Mandates Impacting Schools from Federal and State Levels

The positive and negative effects of No Child Left Behind can be endlessly debated. The fact is that performance and accountability standards are a necessary part of education reform. This interactive session will look into the laws and legislation of the standards-based reform, remove the political skew and delve into a quality discussion of the lasting impacts and future of this movement both from a state and federal view.

***Dr. Joseph Jacovino**, School Works, LLC*
***Nikisha Ware**, Bureau Director, Office of Innovative Support, Mississippi Department of Education*

10:45 Break & Refreshments

11:00 Track A: Show Me the Measures
Measuring Academic Performance: Going Beyond Testing

The importance of measuring academic achievement cannot be underscored. Assessment systems need to be enhanced in order to effectively turn schools into professional learning communities. Improve student achievement in your school district by harnessing the most up-to-date tools, techniques and strategies from high performing schools from across the nation. Additionally, discover the benefits of implementing a student performance monitoring system.

***Cheryl Pruett**, Program Associate, Learning Point Associates**

Track B: Data Collection, Management and Reporting
Best Practices in Data Assessment and Reporting

- Upgrade the efficiency of district-wide student testing programs
- Develop strategies to improve data reporting and data analysis on student test results and related issues
- Report on district-wide and individual school performance measured against established performance goals
- Establish oversight and support for program evaluation needs within your district
- Promote your district's research agenda and management of cooperative research

***Denise M. Torma**, Ed.D., Director of Research and Evaluation, East Penn School District*

12:00 Luncheon Keynote: We Have the Data, Now What? Elements of a Local School District Accountability System

An effective accountability system functions to achieve continuous improvement by utilizing data to publicly report results, acknowledge successes and provide reasoning as to why decisions are made. This session will detail six components of a comprehensive local accountability system. Additionally, we will stimulate discussion as to the methods and principles of how to build a local system to align with state and federal systems.

***Geno Flores**, Deputy for Assessment and Accountability Standards, California Department of Education**

1:15 Track A: Show Me the Measures
Establishing Performance Measures for Academic Programs

Schools are now looking into different methods for measuring how programs affect students rather than just documenting what activities they performed. Performance measurement for education programs helps guide decision making because it's based totally on the mission, goals and objectives of the program. Discover where performance measures can be utilized and implement those measures to assess instructional effectiveness.

***Dr. Kenneth Hoover**, Chief Operating Officer, Jefferson County Public Schools*

Track B: Data Collection, Management and Reporting
Using the Power of Student Achievement Data for School Improvement Strategies

The call for clear and consistent information about educational practices linked to increased student achievement is being met. Schools, districts, and states now publicly report the annual results of student achievement in their systems. This data can be diagnostic not only for early interventions but also for identifying consistently high performing schools and their best practices. Learn about free web-based resources that can convert the data into improved teaching and learning practices and can identify best practices for school improvement plans, professional development, and training.

- Explore web-based resources
- Discover how the alignment of school, district, and state data collection systems can produce the most effective and actionable data
- Find out how this information can be made available to educators and parents;
- Determine how data can be used for school improvements.

***Thomas A. Lindsley**, Director, Washington DC Office, National Center for Educational Accountability/ Just for the Kids*

2:15 Break & Refreshments

2:30 Track A: Show Me the Measures
Implementing a Balanced Scorecard Approach for School District Management

The Balanced Scorecard Approach is a strategic management system that has become increasingly popular over the past several years. While many public and private sector organizations have adopted this system, it has not been accepted and implemented in many school districts throughout the country. Discover best practices and understand how to apply this approach to your school district.

***Dr. Lawrence Grayson**, Balanced Scorecard Institute*

Track B: Data Collection, Management and Reporting
Implementing Data Quality Standards: Avoiding Faulty Facts and Ensuring Your Data is Reliable

Effective performance management not only relies on the clarity of performance goals and measures, but also on the quality of the supporting information. When developing effective performance measures, a system must be in place to assess the validity and reliability of your performance information. Acquire the skills necessary to create a streamlined performance information system that supplies credible information to help drive the right decisions.

Call 703-894-0481 or visit www.PerformanceWeb.org

- Discover the eleven key aspects of quality performance information
- Align performance goals and measures with state and federal data systems
- Address validity in the strategic design of your system
- Incorporate data standards into the strategic architecture of your performance measurement system

***Deborah Newby**, Project Director, Data Quality & Standards, Council of Chief State School Officers*

3:30 **Track A: Show Me the Measures**

Performance Measures for Managerial Excellence: Developing Measures for Operational Functions

It is important to use performance and cost-efficient measures to evaluate the operational functions within your school district. Through the creation of results-oriented measures, managers can track efficiency and success by adhering to a set of measures to drive the outcomes, strategies and outputs of their business operations. This session will help you identify performance measures for school facilities maintenance, transportation and food service functions.

***Steven Neilson**, Seattle Public Schools*

Track B: Data Collection, Management and Reporting

Keeping Parents, the Public and the Powers-That-Be Informed: Best Practices in Accountability

This session will introduce school leaders to best practices when discussing accountability with school staff, parents, community groups, and the media. No Child Left Behind information will be placed in the context of the "big picture". Participants will receive important information that will assist them in answering questions and communicating district results to a wide variety of audiences.

***Nikisha Ware**, Bureau Director, Office of Innovative Support, Mississippi Department of Education*

4:30 **Adjourn**

Day Two: February 3, 2005

8:00 **Continental Breakfast**

8:30 **Implementing a Performance-Based Management Framework for Schools**

Schools throughout the country are under pressure to reduce program expenses without sacrificing key educational outcomes. While this poses a difficult dilemma for school officials, solutions are available with a sound strategic planning and performance management framework. In this presentation, hear about the vital elements of a solid performance management program to improve school efficiency with:

- Strategic planning and performance measurement
- Performance-based budgeting
- Human resources management
- Performance-based contracting
- Information technology/e-government

By focusing on the "Five Pillars" of high performance organizations, school districts can effectively link program performance with end results.

***Carl DeMaio**, The Performance Institute/Reason Foundation*

9:30 **How Do You Rate Benchmarking and Comparing School Districts**

Harnessing the methodologies used by national organizations to rate the performance of school districts can help you design a set of performance measures to immediately apply to your district. With the understanding that there are only a few national standards of common benchmarks for school district performance, learn what factors researchers use to measure effectiveness and why certain districts and states rank high year after year.

***Dr. Roberta Schaeffer**, Executive Director, Worcester Regional Research Bureau*

10:30 **Break & Refreshments**

10:45 **Track C: Managing Resources for Results**

Performance-Based Budgeting for Schools

Performance budgeting is not a new concept in schools, though many districts find the requirements difficult to maintain compliance. This session will provide best practices and concrete examples on how school districts have developed performance-based budgeting systems. You will emerge with a solid understanding of new methods for integrating performance data into your budget and increasing overall transparency of your school district budget.

***Dr. Steven Hinshaw**, Treasurer, Centerville City School District*

Track D: Employee Performance Management

Measuring and Rewarding Performance: Implementing Performance Evaluations

School districts must recognize, reward and retain their outstanding employees. However, a poorly developed performance evaluation system can make that extremely difficult to accomplish. Establish clear and measurable performance goals and objectives, against which accountability will be established and performance assessments will be conducted. The result will be an HR system that focuses on outcomes, emphasizes accountability and rewards employees for outstanding performance.

***Steven Adamowski**, Senior Fellow, American Institute for Research*

12:00 **Networking Luncheon**

1:15 **Track C: Managing Resources for Results**

Using Performance Management to Achieve and Drive Change Transformation: Managing and Reporting Performance

Once you have established your key performance objectives, one of the more difficult aspects of implementing a performance management system is collecting and reporting accurate and reliable performance data. Understand how Philadelphia Public Schools was successful in developing a "managing for results" framework and the importance of managing the collection of data.

***Dr. Joseph Jacovino**, School Works, LLC*

Track D: Employee Performance Management

Pay for Performance: Pipe Dream or Wave of the Future?

Merit-based pay for teachers is not a new idea. However, this performance compensation system is now becoming implemented in more districts around the country with mixed results, but always with a heated debate. Advocates for this argue that this system will reduce attrition and mobility while helping close the achievement gap. Opponents claim that it is fundamentally difficult to accurately measure the performance of teachers. Who is right? This session will detail the pros and cons and transmit the latest information on this enterprise by looking to districts that have put this into practice.

***Kate Walsh**, President, National Council on Teacher Quality*

2:15 **Break & Refreshments**

2:30 **Track C: Managing Resources for Results**

Jefferson County Public Schools: Engaging Stakeholders in Setting Performance Goals

Jefferson County Public Schools enrolls more than 85,000 students in 148 schools. Since implementing its Strategic Plan in 1998, this large school district has seen constant improvements in student achievement and community involvement. In 1999, the district became the first in the nation to link student performance to taxpayer funding through what is called the Performance Promise. The district also adopted an ISO 9001 approach, which gained the respect and support of the business community at large. About a year ago, they stepped away from this specific quality management system but maintained the goal of their strategic plan. Join Dr. Kenneth Hoover in this session to discover the Jefferson County story and their dedication to continuous improvement.

***Dr. Kenneth Hoover**, Chief Operating Officer, Jefferson County Public Schools*

Improve Your District's Data Quality Standards

Track D: Employee Performance Management
Correlating Professional Development Programs with Improvements in Student Achievement

Creating a community of reflective practice, centered on the high achievement of all students, is a thoughtful and deliberate goal of an effective Induction Program. Learn about a Continuum of Professional Development for educators at every level and the way in which Induction can be used as a lever for change.

- Learn about the components of a comprehensive standards-based quality Induction Program
- Discover how inquiry into practice becomes the foundation for teacher learning that is based upon student learning.
- Learn about the components of the New Teacher Center Formative Assessment System
- Share research findings on new teacher retention, student achievement and cost-effectiveness as a result of an effective mentoring program.
- Explore lessons learned through our fifteen years of work in new teacher induction

***Jan Miles**, Senior Outreach Coordinator, New Teacher Center*

3:30 ### Track C: Managing Resources for Results
Case Study in Excellence: Community Consolidated School District 15

The Malcolm Baldrige Criteria for Performance Excellence was created in 1987 as a framework of best principles for organizational practices. Adapted for the public education arena, it has seven categories which must be met in order to fulfill the requirements. The Baldrige National Quality Program gives awards annually to the highest performing national organizations. Listen to a representative from the 2003 Baldrige Award Winner discuss the implementation of the criteria and how it fostered in a culture of managerial excellence that exists within the district.

***Robert Tenczar**, Director of Communications, Community Consolidated School District 15*

Track D: Employee Performance Management
Involving Principals, Teachers and Employees with Performance Goals and Target

Performance goals and targets are things we consciously want to attain, accomplish or achieve. Setting these goals and targets is a powerful thing to do because it focuses energy towards a specific application and enables you to sort out what is important and what is irrelevant in school district performance. Employee involvement in this process is crucial, because the goal-setter is highly likely to achieve the outcome goals by successfully achieving the tasks set out in the performance goals. Discover how this can be applied to your district.

***Jim Leffler**, Program Director of Service to Schools, Northwest Regional Education Laboratory*

4:30 **Town Hall Dialogue: Headlines in Performance: Next Steps in Performance Management for Schools**

Discover the valuable innovations amongst your peers in this concluding session. The participants will draw upon the lessons learned from the event and pose the question: "Where do we go from here?"

***Facilitated By: Christopher DeJohn**, Director, Center for Education Policy, The Performance Institute*

5:00 **Conference Adjourns**

** invited*

Post-Conference Workshops: February 4, 2004

8:30 **Workshop Registration & Continental Breakfast**

9:00 **Workshop A: Fundamentals of Performance Measurement and Management for Schools**

This application workshop will detail a performance management framework with clear and succinct end-outcome goals as well as succinct performance measures to track successes. Establish and utilize performance measures to develop a tactical plan to improve positive school district management. Use "logic modeling" as a tool for establishing clear intermediate and end-outcome goals and measures. Effectively utilize performance indicators that are consistent with your district's goals.

- Align and implement performance measures with district and school goals
- Utilize best practices and innovative methodologies to build a comprehensive school performance management system
- Establish appropriate performance goals and measures that ensure student achievement and federal compliance

***Benjamin Neumann**, The Performance Institute*

Workshop B: Linking Resources to Results: Developing Performance-Based Budgets that Align Performance to Costs

This workshop provides a concrete approach to link resources to results through performance budgeting. It begins with a review of state guidance for performance budgeting and examples from several relevant programs. Institute experts will walk you through the process of formulating a budget based on end-outcomes, the result of which is the alignment of performance and costs of a program into a formal budget justification.

- Program performance measurements
- Performance justification for the budget
- Self-assessment score using a "Program Assessment Rating"
- Activity-based costing work processes for program cost alignment to results

***Jon Desenberg**, The Performance Institute*

12:15 **Networking Luncheon**

1:30 **Workshop C: Individual Employee Performance Evaluations**

Your employees' success is often a reflection of solid leadership skills, and is a vital indication of workforce stability. As a supervisor, your role is to set expectations, gather data and provide continuous feedback to your employees to assist them in utilizing their skills, expertise and ideas to produce results. An effective employee performance management system is linked to agency mission and goals, has clear performance measures and truly recognizes and rewards outstanding performance. This training will help you acquire the techniques to recognize employee potential and transform those employees into the leaders of the future.

- Improve employee performance by implementing an effective system of accountability
- Channel employee strengths into office success through employee performance plans
- Compensate for the forthcoming wave of retirees

4:30 **Workshops Adjourn**

8 Reasons to Attend:

1. **Formulate** a Performance-Based Framework for Your School District
2. **Comply** with Federal and State Performance Accountability Standards
3. **Improve** Data Collection, Management and Assessment
4. **Craft** Effective Performance Measures that Promote Your District Mission
5. **Discover** Fundamentals of Performance Evaluations and Performance-Based Pay
6. **Utilize** Appropriate Benchmarks to Assess the Performance of Your District
7. **Implement** Performance-Based Budgeting to Manage Dollars More Efficiently
8. **Discover** Building Blocks of a Local Performance Accountability System

Free Subscription to Institute Research

The Performance Institute serves as the nation's leading repository of thoroughly researched, documented, catalogued and peer-reviewed "best practices" in a multitude of issue areas. Each month, the Institute publishes its research through a variety of e-mail publications. To subscribe to the Institute's newsletter send an e-mail to *Performance@PeformanceWeb.org*. For more information on Institute programs and services, visit us on the Internet at www.PerformanceWeb.org.

Exhibiting and Sponsorship Information

To learn more about sponsorship opportunities at The Performance Institute and customized in-house training sessions or other educational seminars and conferences, please contact James Simpson at 703-894-0481 or Simpson@PerformanceWeb.org.

Venue and Hotel

The hotel and venue for ***2005 School Performance Summit*** will be the Doubletree Crystal City. Also, for your convenience, a limited number of rooms have been reserved at the discounted rate of $153. Please contact the hotel by January 2, 2005 to receive the Performance Institute reservation discount. The Doubletree Crystal City will ensure that your conference experience is not only educational but also comfortable and enjoyable in every aspect



Doubletree Crystal City
300 Army Navy Drive
Arlington, VA 22202-2891
866-999-VIEW

Tuition Rates

Fees for attendance at ***2005 School Performance Summit*** are as follows:

Conference:	$1095
One Workshop:	$395
Two Workshops:	$595

Group Discounts:

Group discounts are available. Contact Raymond Pettis at The Performance Institute regarding group rates for the ***2005 School Performance Summit*** at 703-894-0481 or Pettis@Performanceweb.org.

Administrative Note:

A $150 service fee will be charged on cancellations received less than three weeks from the date of the event. A credit memo will also be sent reflective of that amount, which can be used for a future Performance Institute conference.



The Performance Institute
1515 N. Courthouse Rd. Suite 600
Arlington, VA. 22201

2005 School Performance Summit

Call 703-894-0481; Fax this Form to: 703-894-0482;
or visit www.PerformanceWeb.org

- ❑ Yes! Register me for the Conference only
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- ❑ Yes! Register me for the Conference and TWO Workshops (Circle A or B)
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