



# **Project Number P287**

## **LDS II Project**

**Academic Growth Reporting: Student Growth  
Percentiles  
Version 1.00**

# **PROJECT CHARTER**

**06/29/2010**

## Table of Contents

I)	Project Name .....	3
II)	Project Summary .....	3
III)	Project Scope .....	3
IV)	Project Objectives .....	4
V)	Roles and Responsibilities .....	5
VI)	High Level Deliverables.....	7
VII)	Assumptions.....	8
VIII)	Constraints .....	8
IX)	Out-of-scope .....	8

**I) Project Name**

LDS II P287: Measuring Student Academic Growth

**II) Project Summary**

The Wisconsin Department of Public Instruction's Growth Project has several goals:

- Establish a robust and useful method for measuring student academic growth that
  - Provides results that will accurately inform decision making
  - Is easily understood by a variety of users
  - Starts at the individual student level
  - Can be aggregated to multiple levels
- Establish a method for reporting student academic growth that
  - Is engaging, accessible, and easily understood by a variety of users
  - Is available in an interactive format that allows users to explore the data as needed
- Incorporate professional development throughout the implementation process and the reports themselves

These goals will ultimately be realized through participation in the Colorado Growth Collaborative and development and implementation of an online reporting system that will include both public and secure access.

**III) Project Scope**

This project is comprised of four phases, each of which entails a different scope.

<b>Phase Zero</b>	<b>Project Planning &amp; Analysis</b>	<b>Status: In progress</b>
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Work to date has included analysis for development of a plan that will appropriately capture the various elements necessary to reach our eventual goal of a secure, highly useful, and fully functional online growth reporting system. This project scope and timeline includes details for communication efforts to address a variety of internal and external stakeholders that are integral to this project. An additional outcome of Phase Zero is a list of pilot districts that will be intimately involved throughout the process of designing and developing both the online reporting system the professional development and support that will accompany the reports themselves and the reporting system.

<b>Phase One</b>	<b>Pilot &amp; Technical Analysis</b>	<b>Status: Starting</b>
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Upon completion of the business plan, the project will formally launch into Phase One. This phase is two pronged: it includes the initiation of the pilot process as well as information gathering and analysis of the code that will be used to build the online system. Application development efforts will require an analysis effort separate from content area goals. The full scope of the application development effort will be determined upon further research and meetings with technical staff from the Colorado Department of Education. Though operationally separate, pilot and technical analysis efforts must work in tandem to ensure the overall project maintains course.

<b>Phase Two</b>	<b>Pilot &amp; Application Development</b>	<b>Expected start: Fall 2010</b>
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Phase Two will involve an ongoing process of feedback gathering to determine possible future requirements of the online application as well training and support needs. Application development efforts are also expected to begin in this phase, following the completion of code analysis in Phase One.

<b>Phases Three &amp; Four</b>	<b>Application Implementation</b>	<b>Spring-Fall 2011</b>
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Phase Three unites the two tracks of content and application development in the deployment of a secure growth reporting application. Phase Four will culminate in the deployment of public growth reports.

The final development scope will be captured in the design specification document. Further, the overall project scope of work will include tasks from each phase of the Data Warehouse lifecycle.

#### IV) **Project Objectives**

##### Process & Management

1. Create a detailed plan for each project phase that includes
  - a. Communication efforts (key stakeholders, methods of communication, and timeline)
  - b. Required analysis efforts and expected outputs
2. Identify deliverables to guide development team efforts
3. Identify and document decision items, risks, issues, and constraints
4. Design a structured but flexible pilot process that will maximize feedback opportunities for pilot districts and responsiveness of DPI efforts
5. Identify deliverables for external stakeholders

##### Data

1. Determine data process flow and specifications for loading data into R to calculate the student growth percentiles
2. Determine data process flow and specifications for loading student growth percentiles into the LDS
3. Determine specifications for creating a student growth percentiles data mart for use with the visualization tool
4. Define process to automate flow of data between R, the LDS data warehouse, and the SGP data mart

##### Reporting

1. Identify possible federal and grant reporting requirements
2. Document how the reporting environment can be used to create reports that will address different questions about academic growth at individual student and group levels. Questions include:
  - a. How did this child's growth compare to similar students'?
  - b. Is this child on track to reach/maintain proficiency?
  - c. Are there gaps in rates of growth between different groups of students?
3. Determine the reporting mechanism for distributing growth data and reports

4. Identify necessary documentation to accompany the reporting system

#### Application Development

1. Learn and utilize Adobe programming tool (FLEX/Flash)
2. Incorporate code for Colorado's growth percentile visualization tool into DPI environment
3. Determine scope of development effort
  - a. Implement software as is (no adaptations)
  - b. Incorporate changes before initial deployment

### V) Roles and Responsibilities

1. **Agency Sponsors:** Jennifer Thayer & Rick Grobschmidt
  - Provide project vision.
  - Ensure the project remains aligned with business needs.
  - Guarantee funding throughout the life cycle of the project.
  - Work to resolve issues that rise to this level.
  - Represent project and report project progress to the DPI Cabinet.
2. **Project Steering Committee (role to be filled by the LDS Executive Steering Committee):** Jean Whitcomb, Jennifer Thayer, Laura Pinsonneault, Lynette Russell, Melissa Straw, Paul Sandrock, Phil Olsen, Rick Grobschmidt, Rod Packard, Tiffany Boyd
  - Work to resolve project issues that need to be raised to this level. Provide those directly involved in the project with guidance on project issues.
  - Meet on a routine basis to review project status and provide input on direction and priorities.
  - Review and approve high-level communication/training, design, and development efforts
  - Act as project advocates.
3. **Project Managers:** Laura Pinsonneault (content) & Melissa Straw (data warehouse)
  - Facilitate project working sessions.
  - Coordinate activities of the project team.
  - Develop project plans (project charter, scope, deliverables, timeline, work breakdown structure, status reports, project communications)
  - Monitor and report on project progress.
  - Create and/or ensure quality of project deliverables.
  - Ensure the project remains aligned with the business needs and priorities of the Department of Public Instruction.
  - Work to resolve project issues that need to be raised to this level. Provide those directly involved in the project with guidance on project issues.
  - Serve on the LDS Executive Steering Committee.
  - Communicate to others within the Department of Public Instruction the need for the project and current status. Act as project advocate.
  - Assist in monitoring project scope and working to ensure scope creep does not prevent project success.

#### 4. Implementation/Technical/Communications Teams

- Subject Matter Expert(s)
  - OEA
    - Amy Marsman, Duane Dorn, Nick Stroud, Phil Olsen
  - IT
    - LDS Project Team: Gorm Heilskov, Jim Agans, John DeLap, Max (Mahilal) Abeyesiri, Sen (Saikat) Sengupta
      - Business systems analysis
      - Application development
      - Testing
      - Implementation
    - Management: Jim Henning, Tim Last
- Additional internal stakeholders as determined to be necessary

#### 5. Key Stakeholders

- Districts
  - Pilot districts

##### Pilot Districts

Brown Deer	Highland	Montello	St. Croix Falls
Chetek	Holmen	Muskego-Norway	Sauk Prairie
Chippewa Falls	Hurley	North Crawford	Superior
Darlington	La Crosse	North Fond du Lac	Verona
Edgerton	MMSD	Oakfield	Waupun
Elmbrook	Menomonie	Onalaska	West Bend
Green Bay	Mishicot	Racine Unified	

- Non-pilot districts
- Other key external players
  - WASB/WASDA/AWSA
  - Legislators
  - WEAC
  - Media
  - Collaborative Council
  - SSEDAC
  - UW System

#### 6. Colorado Growth Collaborative

- Assets/Opportunities:
  - Jump start for programming, professional development
  - Growth reports in same format across states
  - Opportunity for DPI to help guide Collaborative governance structure
- Constraints:
  - Reliance on Colorado Department of Education for programming code to start development of online application
  - Collaborative is a new effort

## VI) High Level Deliverables

1. Internal Communication Plan
  - a. Project Charter
  - b. Kickoff meeting
  - c. DPI-wide brown bag
  - d. Project updates will be communicated both to the LDS Steering Committee and, via monthly Dashboard Reports, to DOA.
  - e. Meetings with internal stakeholders
    - i. Title I
    - ii. TEPDL
    - iii. Legislative Liaison
2. External Communication Plan
  - a. Meetings with external stakeholders
    - i. Colorado Growth Collaborative
    - ii. Collaborative Council
    - iii. SSEDAC (State Superintendent's Education Data Advisory Committee)
    - iv. Large IT Directors Group
    - v. MMSD
    - vi. MPS
    - vii. Verona
    - viii. WASB
    - ix. UW
  - b. Project deliverables and updates provided on a growth webpage, accessible from the LDS webpage (<http://dpi.wi.gov/lds/projects.html>) or from the OEA webpage (<http://dpi.wi.gov/oea/growth.html>).
  - c. Pilot districts will have direct contact with a DPI staff person throughout the pilot process, and DPI staff will have fewer than 7 districts for which they will be responsible.
3. Project Plan
  - a. Work Breakdown Structure
    - i. High-level tasks
    - ii. Timeline
  - b. Detailed Project Plan
    - i. Tasks
    - ii. Timeline
    - iii. Budget
    - iv. Resources
    - v. Time & Effort
  - c. Risk analysis/Mitigation Plan
4. Business Design: Requirements specification document
5. Technical Design: Design specification document
6. Quality Assurance/Testing Plan
7. Implementation Plan for deployment of application

8. Post Implementation Review Meeting, to discuss lessons learned
9. Post Implementation Review Report
10. User Documentation & Training Materials

**VII) Assumptions**

- Funding for this project comes from the LDS II grant
- Coding and design specifications will be shared by the state of Colorado's Department of Education (CDE) in accordance with the agreement specified in the Memorandum of Understanding (attached) signed by Wisconsin, Colorado, Arizona, and Indiana.

**VIII) Constraints**

- Provision of Adobe/FLEX code for development of online application
- Reliable interaction with partners in CDE
- Dates/deadlines necessary for a timely implementation of the online system

**IX) Out-of-scope**

- This is not an attempt to define a single state model for measuring growth
- This is not intended to be included as a factor in AYP calculation
  - Note: growth may be a required component of AYP calculations with ESEA reauthorization.