

**Management Timeline (MARS activities are listed by project objectives)**

<b>Date</b>	<b>Activity (and Related Priority)</b>	<b>Personnel Responsible</b>
March 07	<ul style="list-style-type: none"> <li>▪ Growth standard panelists will be briefed by written correspondence, telephone and e-mail (1)</li> <li>▪ Three grade span committees will be convened to draft initial growth PLDs (1)</li> <li>▪ Focus groups will be convened to provide input into SC-Alt score reports: parents of students with significant cognitive disabilities, special education teachers; SC-Alt Advisory Committee (3)</li> <li>▪ Analyze calculator use by grade-level, disability category, and item construct (2006 data)(4)</li> </ul>	<p>SDE</p> <p>AIR</p> <p>National Center for the Improvement of Educational Assessment</p> <p>Kim</p>
April 07	<ul style="list-style-type: none"> <li>▪ Draft PLDs will be vetted by appropriate stakeholders (1)</li> <li>▪ Report specifications will be drafted (3)</li> <li>▪ Analyze oral administration by grade-level, disability category, and item construct (2006 data) (4)</li> </ul>	<p>SDE</p> <p>Center for Assessment</p> <p>AIR</p> <p>Kim</p>
May 07	<ul style="list-style-type: none"> <li>▪ Three grade span committees will reconvene to revise draft growth PLDs (1)</li> </ul>	<p>SDE</p> <p>AIR</p>

	<ul style="list-style-type: none"> <li>▪ Report specifications will be drafted (3)</li> <li>▪ Analyze student performance across accommodation categories and disability categories (4)</li> <li>▪ Quarterly Report</li> </ul>	Center for Assessment  Kim  SDE
June 07	<ul style="list-style-type: none"> <li>▪ Standard setting for status and growth standards (1)</li> <li>▪ Report mock-ups will be produced and reviewed (3)</li> <li>▪ Analyze student performance across accommodation categories and disability categories (2006 data) (4)</li> </ul>	SDE  AIR  Center for Assessment  Kim
July 07	<ul style="list-style-type: none"> <li>▪ Growth standards presented as part of regularly scheduled Technical Advisory Committee meeting (1)</li> <li>▪ Reports produced (Initial reports will include status-based achievement standards only.) (3)</li> <li>▪ Accommodations analyses presented at regularly scheduled Technical Advisory Committee (TAC) meeting (4)</li> </ul>	SDE  AIR  AIR  SDE  Kim
August 07	<ul style="list-style-type: none"> <li>▪ Initial growth standards finalized (1)</li> <li>▪ Reports disseminated (3)</li> </ul>	SDE  AIR

	<ul style="list-style-type: none"> <li>▪ Guidance provided to target groups about accommodations</li> </ul>	SDE
September 07	<ul style="list-style-type: none"> <li>▪ Guidance provided to target groups about accommodations (4)</li> <li>▪ Begin validation of accommodations analyses based on 2007 test data (4)</li> <li>▪ Quarterly Report</li> </ul>	SDE Kim SDE
October 07	<ul style="list-style-type: none"> <li>▪ Focus groups review reports (3)</li> <li>▪ Continue Validation of accommodations analyses based on 2007 test data (4)</li> </ul>	AIR Kim
November 07	<ul style="list-style-type: none"> <li>▪ Growth standard panel reconvened in preparation for 2008 scores (1)</li> <li>▪ Quarterly Report</li> </ul>	AIR SDE SDE
December 07	IEP Guidance Document developed	SDE
January 08	<ul style="list-style-type: none"> <li>▪ Stakeholders convened to review reports in preparation for the inclusion of growth standards (3)</li> <li>▪ Quarterly Report</li> </ul>	Project Coordinator
February 08	Final Report	Project Coordinator

## A. Timeline of Activities

Benchmark Activity	Responsible Party	Year 1			Year 2			Year 3			Year 4		
		Su	Fa	Sp	Su	Fa	Sp	Su	Fa	Sp	Su	Fa	Sp
Hire Project Coordinator (PC)	PD/SCDE	X											
Hire Social Skills Trainer (SST)	PD & PC	X											
Hire Program Assistant	PD, PC	X											
Recruit and train AmeriCorps VISTA Volunteer (AVV)	PC, PC	X											
Finalize contract with Independent Evaluator	PD, PC, SCDE	X											
Finish contract with USC Center for Disability Resources	PD, PC SCDE	X											
Finalize contract for Social Skills curriculum	PD, PC, SCDE	X											
Develop guidelines and procedures for accountability reporting	Evaluator, PC	X											
Create reporting templates	Evaluator, PC	X											
Establish contracts with partner districts	PC, SCDE		X			X			X			X	
Identify a District Manager (DM) in each partner district	District Superintendent		X		X			X			X		
Identify/designate ClubLEADer at each site (CL)	Principal, DM, Family Connection		X		X			X			X		
Conduct project/evaluation orientation for DMs and CLs	PC, Evaluator		X			X			X		X		
Form ClubLEAD Advisory Committee (LEADAC)	DM, CL		X			X			X			X	
LEADAC meetings	DM, CL			X	X	X	X	X	X	X	X	X	X
Conduct “Awareness: Keys to Friendship Training (AKFT)”	Family Connection of SC			X			X			X			X
Selection of pool of potential ClubLEAD youth participants	Teachers, Guidance Counselors, and Principals			X			X			X			X

Selection of ClubLEAD youth participants	Teachers, Guidance Counselors, and Principals			X			X			X			X
Weekly ClubLEAD Meetings	ClubLEADER			X	X	X	X	X	X	X	X	X	X
Social Skills Training	Social Skills Trainer			X	X	X	X	X	X	X	X	X	X
Service-learning training and service project development	PC, CL, AVV			X	X	X	X	X	X	X	X	X	X
Summer Leadership Camp	Clemson YLI			X			X			X			X
Youth Leadership Summit							X			X			X
Community Service Event	CL, Local partners			X			X			X			X
Create a Promising Practices Document that promotes disability awareness	PC, AVV, PA, Evaluator											X	
Create parent support groups	Family Connection			X	X	X	X	X	X	X	X	X	X
Parent-to-Parent Matching	Family Connection			X	X	X	X	X	X	X	X	X	X
Promotion of program and family activities	Family Connection			X	X	X	X	X	X	X	X	X	X
Increase number of parent and community volunteers	AVV ClubLEADER LEADAC							X	X	X	X	X	X
Increase visibility of ClubLEAD in schools and local communities	AVV ClubLEADER LEADAC							X	X	X	X	X	X
Seek additional funding	ClubLEAD youth ClubLEADER LEADAC District Manager							X	X	X	X	X	X

**(i) Timeline of Activities**

**Year One**

<b>Milestone/Activity</b>	<b>Accountability</b>	<b>Fall 2007</b>	<b>Winter 2008</b>	<b>Spring 2008</b>	<b>Summer 2008</b>
Hold Quarterly Bridges Advisory committee, meeting (review and amend management plan as needed)	Partners	X	X	X	X
Hold Quarterly Evaluation meeting (review and amend management plan as needed)	SERVE & PD	X	X	X	X
Hold Quarterly Project Team meeting	PD	X	X	X	X
Recruit and hire ELC Coaches; send ads to <b>The State</b> , EL Communities newspapers and partners	Project Director (PD)	X			
Schedule and hold Orientation and ECE Foundation Training for ELC Coaches in GSGS Early Learning Standards, Work Sampling On-line ELLCO, OWL	PD & USC ELC Coaching Instructor	X			
Develop, approve, and schedule Coaching Course	USC, SDE , First Steps	X			
Cognitive Coaching Training for ELC Coaches, USC ELC Coaching Instructor & PD	PD & Cognitive Coaching Trainer	X			
Develop ELC Memoranda of Agreement	PD & Early Learning Communities (ELCs)	X			
Develop Emerging Early Literacy Course for USC undergraduate degree credit	USC & SDE OECE	X			
Schedule and implement baseline ELLCO for classrooms	ELC Coaches	X	X		
Schedule and implement baseline child assessments for classrooms	Evaluators	X	X		
Deliver on-site, bi-weekly ELC coaching	ELC Coaches		X	X	X
Write and implement Professional Development Action Plans	ELC Coaches & ELCs		X	X	X
Schedule and hold ECE Foundation Training -6 SC Early Learning Standards distance education courses	DSS & SDE OECE		X	X	X
Schedule and hold ECE Foundation Training -Work Sampling On-line (3 online training sessions held)	PD & Pearson Early Learning Trainer		X	X	X
Schedule and hold ECE Foundation	PD			X	

Training – ELLCO (one day session)					
Schedule and hold ECE Foundation Training – Teaching Children in Poverty (8 sessions)	PD & Dr. Evelyn Fields		X	X	
Schedule and hold Foundation Training- Teaching Young Children of Differing Abilities for ELCs	PD & Dr. Gay Clement-Atkins		X	X	
Schedule Opening the World for Learning (OWL) curriculum training	PD & Pearson Early Learning Trainer	X			
Order OWL curricula and materials for Pre-K classrooms	ELC Coaches & Teachers	X			
Schedule and hold Preventing Child Abuse and Neglect (PCAN) training from state certified trainer	ELC Coaches and Prevent Child Abuse SC		X		
Hold Early Childhood Leadership Seminar	PD & ELC's		X	X	
Collect program data for evaluation	PD	X	X	X	X
Hold Conscious Discipline trainings in study groups to strengthen skills in developmentally appropriate classroom management	ELC Coaches	X	X	X	X
Provide OWL training for both teachers and administrators	ELC Coaches & Teachers		X	X	
ELC's coaches monthly professional development sessions (10 times )	PD & Dr. A. Baum	X	X	X	X
Order Work sampling, ELLCO, Conscious Discipline materials	PD	X			
Write & submit annual report	PD				X

**Year Two**

Activity	Accountability	Fall 2008	Winter 2009	Spring 2009	Summer 2009
Hold Quarterly Bridges Advisory Committee meeting	Partners	X	X	X	X
Hold OWL overview curriculum training for new lead teachers	PD & Pearson Early Learning Trainer	X			
Hold Quarterly Project Team meeting	PD	X	X	X	X
Hold Quarterly Evaluation meeting (review and amend management plan as needed)	SERVE & PD	X	X	X	X
Hold OWL, EL standards, WSS, & ELLCO training for teachers, assistant teachers,	Early Learning Coaches	X	X	X	X
Deliver on-site, bi-weekly ELC coaching	ELC Coaches	X	X	X	X

to classrooms					
Review and update Professional Development Action Plans	ELC Coaches & ELCs	X	X	X	X
Implement USC Coaching Courses for coaches to receive graduate level coursework (10 monthly professional development sessions for ELC coaches)	USC & PD	X	X	X	X
Implement Language Development Early Literacy Course at undergraduate and graduate levels for teachers	USC & PD	X	X	X	X
Provide OWL training for both teachers and administrators	ELC Coaches & Teachers	X	X	X	X
Schedule and hold Preventing Child Abuse and Neglect (PCAN) training from state certified trainer	ELC Coaches and Prevent Child Abuse SC		X		
Hold Early Childhood Leadership Seminar	PD & ELC's	X		X	
Develop ECE Career and Wage ladder; get approval by agencies and IHEs	PD & Partners		X	X	X
Conscious Discipline trainings in study groups to strengthen skills in developmentally appropriate classroom management	ELC Coaches		X		X
Implement ELLCO classroom assessments	ELC Coaches	X			
ELC's coaches monthly professional development (10 times )	PD & Dr. A. Baum	X	X	X	X
Implement child assessments	Bridges Evaluator	X			
Collect program data for evaluation	PD	X	X	X	X
Write & submit annual report	PD				X

### Year Three

Activity	Accountability	Fall 2009	Winter 2010	Spring 2010	Summer 2010
Hold Quarterly Bridges Advisory Committee meeting; review and update management plan and performance reports	PD & Bridges Partners	X	X	X	X
Deliver on-site, bi-weekly ECE coaching to each classroom	ELC Coaches	X	X	X	X
Hold Quarterly Evaluation meeting (review and amend management plan as needed)	SERVE & PD	X	X	X	X
Review and update Professional	ELC Coaches & ELCs	X	X	X	X

Development Action Plans					
Hold Quarterly Project Team meeting	PD	X	X	X	X
Hold Conscious Discipline trainings in study groups	ELC Coaches	X	X	X	X
Schedule and hold Preventing Child Abuse and Neglect (PCAN) training from state certified trainer	ELC Coaches and Prevent Child Abuse SC		X		
Align Work Sampling and OWL with SC Early Learning Standards	Bridges Partners		X	X	
Hold Early Childhood Leadership Seminar	PD & ELC's	X	X		
Implement ELLCO classroom assessments	ELC Coaches	X			X
Conscious Discipline trainings in study groups	ELC Coaches		X		X
Provide OWL training for both teachers and administrators	ELC Coaches & Teachers	X	X	X	X
Implement child assessments	Evaluator	X			X
ELC's coaches monthly professional development (10 times )	PD & Dr. A. Baum	X	X	X	X
Collect program data for evaluation	PD	X	X	X	X
Write & submit final report	PD				X