

# SAMPLE IMPLEMENTATION PLAN AND ENHANCED TASK LIST

*What are the specific steps to help me monitor progress towards my goals?*



**This document provides resources to support developing an implementation plan for a through-year assessments system.**

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## **Guidance:**

This document provides three resources to support developing an implementation plan for considering, planning for, and developing a through-year assessments system with the intention that if the design of the through-year assessment system better meets stakeholders' needs it would replace the current assessment system. Your state's implementation plan will look different depending on your state's context, structures, systems and enabling conditions—as such, the resources below should be considered a guide to be personalized; but the key phases and milestones outlined will need to be addressed in some fashion.

## Overview of Implementation Phases

The chart below provides an overview of five key phases for considering, planning for, and developing a through-year assessments system. This toolkit focused on the first two phases: 1) Determining whether a through-year assessment system is the right system for a state’s context and needs, and 2) Planning to transition to a through-year assessment system. The next three phases outline the process for designing, prototyping, and scaling a through-year assessment system. For each phase we have described milestones to be completed during the phase as well as key questions the phase should address and resources to support implementation during the phase. We have also provided a Key Decision that each phase should support answering by the end of it. Depending on the answer to that decision point, you may choose whether to move to the next phase or not. To find additional resources to support each phase of implementation, please review the resources on our website: **Preparing for Transitioning to a Through-year Assessment System: Toolkit for State Leaders.**

### PHASE 1: Determining whether to transition to a through-year assessment system

**Key Decision:** Determining whether to transition to a through-year assessment system

MILESTONES	KEY QUESTIONS	RESOURCES
<ul style="list-style-type: none"> <li>+ Identify stakeholders</li> <li>+ Engage stakeholders in assessing whether the current assessment system is meeting their needs and how an innovative assessment may better serve needs</li> <li>+ Assess political support with the governor, legislature, state board and other policymakers</li> <li>+ Develop a vision for a new assessment system through a theory of action and logic model</li> <li>+ Investigate potential funding sources for developing an innovative assessment system</li> <li>+ Craft an RFP outlining the components desired in an innovative assessment system</li> </ul>	<ul style="list-style-type: none"> <li>+ What might be the right system for my context?</li> <li>+ Who are the key stakeholders in my state who must be engaged?</li> <li>+ How do I engage teachers, students and families?</li> <li>+ What do SEA cabinet leaders understand and believe about TYA?</li> <li>+ What does my state legislature need to know?</li> <li>+ What are the inputs, activities, outcomes and outputs we should be working towards?</li> <li>+ What funding options are available? What resource flows can you adjust or tap into?</li> <li>+ What power dynamics exist and how might you be able to shift them?</li> <li>+ What mental models may you need to address, challenge and/or develop?</li> <li>+ Where might you face the most resistance to this type of assessment?</li> </ul>	<ul style="list-style-type: none"> <li>+ <b>So you want to transform your assessment system? Discussion guide</b></li> <li>+ <b>System self assessment tool</b></li> <li>+ <b>Sample logic model and template</b></li> </ul>

## PHASE 2: Planning to transition to a through-year assessment system

**Key Decision:** Are the resources, capacity, infrastructure and plans in place to effectively support an assessment transition?

MILESTONES	KEY QUESTIONS	RESOURCES
<ul style="list-style-type: none"> <li>+ Secure an assessment vendor</li> <li>+ Secure Funding</li> <li>+ If available, consider applying for a federal Competitive Grant for State Assessment.</li> <li>+ Communicate intentions with USED</li> <li>+ If available, determine whether to apply for Innovative Assessment Demonstration Authority</li> <li>+ Develop an implementation plan</li> <li>+ Develop a communications plan</li> <li>+ Develop a professional development plan</li> <li>+ Hire project staff as needed</li> </ul>	<ul style="list-style-type: none"> <li>+ What are the specific steps to help me monitor progress towards my goals?</li> <li>+ What regulatory requirements must be met while piloting a new system and in order to replace the current system in the future?</li> <li>+ How do I build buy-in among and engage my districts?</li> <li>+ What professional learning structures need to be in place to effectively implement my new system?</li> </ul>	<ul style="list-style-type: none"> <li>+ <b>The Center for Assessment's Slow the Flow of Your RFPs</b></li> </ul>

## PHASE 3: Developing and prototyping new test and report designs

**Key Decision:** Does the evidence from the test prototypes indicate the design is better serving stakeholders strongly enough to merit expanding to additional grades and schools?

MILESTONES	KEY QUESTIONS	RESOURCES
<ul style="list-style-type: none"> <li>+ Recruit schools to pilot innovative test prototypes</li> <li>+ Design test, platform and report prototypes</li> <li>+ Create structures for collecting stakeholder input on prototypes</li> <li>+ Develop a research plan</li> <li>+ Train educators</li> <li>+ Implement communications plan</li> <li>+ Administer prototypes</li> <li>+ Collect evidence and conduct psychometric analyses</li> </ul>	<ul style="list-style-type: none"> <li>+ What research and evidence is needed to evaluate the prototypes?</li> <li>+ How should result reports be designed to best support stakeholders in understanding and utilizing the data?</li> <li>+ How will stakeholder input and feedback be collected?</li> <li>+ How should the test and report designs be revised based on stakeholder input?</li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Engagement Protocol for People Most Proximate to the Problem</b></li> <li>+ <b>Overview of Prototyping</b></li> </ul>

### PHASE 4: Scaling pilots of new test and report designs

**Key Decision:** Does the evidence from pilots indicate the design is better serving stakeholders than the current assessment system?

MILESTONES	KEY QUESTIONS	RESOURCES
<ul style="list-style-type: none"> <li>+ Revise test, platform and report designs</li> <li>+ Repeat milestones in Phase 3 for additional grades and pilot schools</li> </ul>	<ul style="list-style-type: none"> <li>+ What evidence needs to be collected to prepare for submitting to peer review?</li> <li>+ What is your plan to collect this evidence?</li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Viable regulatory pathways using a through-year model</b></li> </ul>

### PHASE 5: Preparing for peer review and replacing assessment system with new test

MILESTONES	KEY QUESTIONS	RESOURCES
<ul style="list-style-type: none"> <li>+ Engage USED for guidance on peer review</li> <li>+ Assemble evidence and prepare peer review submission</li> <li>+ Expand trainings and communications to build capacity for statewide use</li> </ul>	<ul style="list-style-type: none"> <li>+ What infrastructure and systems changes are needed to support and sustain statewide implementation?</li> <li>+ What current policies govern summative assessment systems in the state(s) you are working in? What would need to change to allow for through-year assessments on a large scale?</li> <li>+ What are the current practices around assessment systems? What practices need to be put in place to advance through-year assessments?</li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Visit the resources on the Curriculum-Connected Through-Year Assessments Microsite</b></li> </ul>

## Sample Implementation Plan

The sample Gantt chart or implementation plan on the following pages is adapted from one included in the Montana Office of Public Instruction’s 2022 application for a Competitive Grant for State Assessments, titled “Demonstrating the Full Potential of a Through-year Assessment System in Montana,” from which they were awarded \$2.9 million in federal grant funds. Blue boxes indicate the timeframe when a task should be completed with an “x” indicating major milestones or deliverables.

How long each phase takes to complete will vary depending on a state’s goals, context and systems. In Montana’s plan, they envision prototyping a through-year assessment system in two grades over the course of one school year and then scaling up the system to additional grades in each of the next two school years before moving to statewide implementation in grades 3-8.

Phases		Phase 1 & 2 Determining and Planning a Transition			Phase 3 Prototyping			Phase 4 Scaling			Phase 5 Statewide				
		Year 1		Year 2		Year 3		Year 4		Year 5					
Tasks	Owner	Sp	Su	Fa	Sp	Su	Fa	Sp	Su	Fa	Sp	Su	Fa	Sp	Su
		<b>Activity 1: Determining whether to transition to a through-year assessment system</b>													
Identify stakeholders	SEA														
Engage stakeholders in assessing current assessment system and defining a new one	SEA		✓												
Assess support with policymakers	SEA		✓												
Develop theory of action/ logic model	SEA		✓												
Investigate potential funding sources	SEA														
Craft and launch RFP	SEA			✓											
<b>Activity 2: Planning for transitioning</b>															
Secure funding	SEA			✓											
Secure assessment vendor	SEA			✓											
Refine vision with vendor	SEA/ Vendor														
Communicate intentions with USED	SEA														
Develop an implementation plan	SEA			✓											
Develop a communications plan	SEA			✓											
Develop a PD plan	SEA			✓											
<b>Activity 3: Stakeholder Engagement on Test Design</b>															
Empathy interviews	Vendor				✓	✓									
Focus groups on prototypes	Vendor				✓	✓									
Stakeholder surveys	Vendor							✓			✓			✓	

Pilot participant focus groups	Vendor						✓	✓										
Pilot participant surveys	Vendor						✓	✓										
Stakeholder task force	SEA					✓												
<b>Activity 4: Prototype Test Development &amp; Deployment</b>																		
Recruit schools to pilot prototypes	SEA					✓												
Develop reporting claims	Vendor					✓												
Design test specs and blueprints	Vendor						✓											
Develop low-fidelity prototypes	Vendor						✓											
Test development workshops with educators	Vendor						✓											
Demonstrate alignment of test to state standards, scope and sequences, and/or learning progressions	Vendor						✓	✓	✓									
Review and revise tests and prepare for prototype administration	Vendor						✓	✓	✓									
Platform setup and deployment	Vendor							✓										
Prototype test administration	SEA							✓	✓									
<b>Activity 5: Scaling to additional grades</b>																		
Develop reporting claims	Vendor							✓										
Test specs and blueprints	Vendor							✓										
Test development workshops with educators	Vendor							✓				✓						
Demonstrate alignment of test to state standards, scope and sequences, and/or learning progressions	Vendor							✓	✓			✓	✓					
Review and revise tests and prepare for delivery	Vendor							✓	✓			✓	✓					
Test administrations	Vendor							✓	✓			✓	✓					

Full statewide administration	Vendor																				✓	✓				
<b>Activity 6: Report Development &amp; Deployment</b>																										
Raw score report delivery	Vendor							✓	✓																	
Score report design and development	Vendor																									
Administrative data access	SEA							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Conduct research for score report interpretation (e.g., cognitive labs)	Vendor																									
Develop reporting infrastructure	Vendor																									
Develop parent portal	Vendor																									
<b>Activity 7: Research, Psychometrics, Standard-Setting &amp; Peer Review</b>																										
Finalize research agenda	Vendor							✓																		
Evaluation of psychometric models	Vendor																									
Psychometric analysis	Vendor																									
Set standards for mastery	Vendor																									
Research to support comparability	Vendor																									
Annual technical reports	Vendor																									
Seek federal support for peer review	SEA																									
Assemble evidence for peer review submission	SEA																									
Submit for peer review	SEA																									
<b>Activity 8: Professional Development</b>																										
Intro onboarding workshop for teachers and leaders	SEA/ Vendor							✓	✓																	
Train-the-trainer program	SEA							✓	✓																	
Develop and launch trainer-led, multi-session courses	SEA																									
Develop and launch multi-session, remote course	SEA																									
Invitational curriculum working group of pre-service educators	SEA																									

Activity 9: Stakeholder Communication															
Superintendent bulletins	SEA							✓	✓	✓	✓	✓	✓		
Social media posts	SEA							✓	✓	✓	✓	✓	✓		
Resource page on the SEA website	SEA														
Updates to stakeholder groups	SEA				✓	✓	✓	✓	✓	✓	✓	✓	✓		
Board of Ed updates	SEA				✓	✓	✓	✓	✓	✓	✓	✓	✓		
Activity 10: Project Management															
Determine Project staffing needs	SEA														
Hire project staff as needed	SEA			✓											
Project management meetings	SEA/ Vendor														



## Implementation Plan Template

<b>Phases</b>																
Tasks	Owner	Year 1			Year 2			Year 3			Year 4			Year 5		
		Fa	Sp	Su	Fa	Sp	Su	Fa	Sp	Su	Fa	Sp	Su	Fa	Sp	Su
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