Introduction to SD-STARS
Project Description

With help from a federal grant, SD-DOE is working to develop a Statewide Longitudinal Data System (SLDS) referred to as the Student Teacher and Accountability Reporting System (SD-STARS). The goal is for SD-STARS to securely consolidate and link all educational data that currently resides within the SD-DOE in order to drive educational initiatives to improve instruction and student performance. SD-STARS extracts data available from different sources (ex: Infinite Campus, assessments), validates and loads data into a centralized system (a data warehouse), and links data together. This system will increase data availability for reporting and analysis used by teachers, schools, districts, and the SD-DOE as well as external stakeholders such as policy makers and researchers. SD-STARS will also allow for deeper and richer analysis by bringing student, teacher, principal, and financial data together.

Training Courses

The SD-STARS Training Program includes three courses that are designed to introduce you to SD-STARS:

✔ Introduction to SD-STARS—Navigating the System
  ▪ Using SD-STARS to Inform Decisions
  ▪ The Role of Data STARS as Data Coaches and Trainers

Document Organization

The three training courses have an accompanying guidebook, PowerPoint presentation, and worksheets. The primary purpose of this first guidebook, Introduction to SD-STARS, is to introduce the reader to the project, provide background information, and walk users through basic functions in the SD-STARS Portal.

The second guidebook, Using SD-STARS to Inform Decisions, describes a methodology for using data to make informed decisions, provides visual tools for organizing and analyzing data, and then walks users through available SD-STARS reports and dashboards.

The final training course and guidebook, The Role of Data STARS as Data Coaches and Trainers, will assist you to combine the information gleaned from the first two training
sessions in order to train your colleagues in using SD-STARS and become a data coach for your district or organization.

This guidebook is organized as follows:

Chapter 1: This chapter provides an overview and vision of the SD-STARS project.

Chapter 2: This chapter introduces the reader to the concepts of data warehousing and making data-informed decisions as well as the goal and benefits of SD-STARS.

Chapter 3: This chapter helps the user access the SD-STARS Portal.

Chapter 4: This chapter assists the user to navigate the various components of SD-STARS including the HOMEPAGE, MY STARS, CONTENT LIBRARY, DASHBOARDS, REPORTS, and TRAINING CENTER.
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1. SD-STARS OVERVIEW

1.1. INTRODUCTION

The South Dakota Department of Education is implementing the Student Teacher Accountability Reporting System (SD-STARS) longitudinal data system. The Student Teacher Accountability Reporting System (SD-STARS) is a Statewide Longitudinal Data System (SLDS) that will drive the educational initiatives to improve instruction and student performance. The goal is for SD-STARS to securely consolidate and link all educational data that currently resides within the SD-DOE. In other words, it pulls data that is already available from different sources (ex: Infinite Campus, assessments), brings data into a centralized system, and links historical and current data together. This will increase data availability for reporting and longitudinal analysis used by teachers, schools, districts, and the SD-DOE as well as external stakeholders such as policy makers and researchers. SD-STARS will also allow for deeper and richer analysis by bringing student, teacher, principal, and financial data together.

The reporting capability will eventually allow data analysis to enable the calculation of growth models and value added growth model, as examples. With these data, SD-STARS will provide users the ability to use pre-defined reports and dashboards to make decisions that will lead to improved education in the State of South Dakota.

1.2. BACKGROUND

Good information is critical to assess and improve education in South Dakota. However, often data are kept in separate silos and are not connected to one another. The South Dakota Department of Education (SD-DOE) recognizes the value that could be attained when the silos are brought together and connected longitudinally in a central location. With help from a federal grant, SD-DOE is doing just that—working to develop a Statewide Longitudinal Data System (SLDS) called SD-STARS. In fact, forty-seven states, the District of Columbia, and three territories are working towards implementing or have already implemented similar SLDS projects.
1.3. THE SD-STARS VISION

Schools are often data-rich but information-poor, meaning they collect data but no one is using data other than for required reporting. However, SD-STARS will be like a flashlight, make data available to shine a light on the nuts and bolts of education. SD-STARS will provide data to help identify what we are doing well and what we can do better as well as help stakeholders, including students, teachers, principals, superintendents, school board members, and policy makers, make data-informed decisions. In short, schools will be data-rich AND information-rich.

The three primary purposes of SD–STARS are to aid, measure, inform, as depicted in Figure 1.1. Educators will have the ability to access and use high quality data to aid in informing instruction and decision-making. To this end, data will be displayed in a helpful and easily understood format and educators will be trained so they are able to identify trends and conduct thorough analyses. Through SD-STARS, students’ outcomes will be measured so educators can identify at-risk students, examine achievement gaps, evaluate programs, recognize strengths, and address areas for improvement. Ultimately, stakeholders will develop a more holistic view of our education system and use that picture to inform systemic change.

![Figure 1.1: Purpose of SD-STARS](image-url)
1.4. SD-STARS COMPONENTS

In addition to the three primary purposes noted above, SD-STARS has four key components:

- **Data Warehouse** — Repository that stores student, teacher and school data from various sources over many years
- **Portal** — Secure place where users can access and interact with data from the warehouse and other information and instructive content
- **Reports / Dashboards** — Tools that allow users to look at and analyze key data
- **Training** — Opportunities to learn about how to use SD-STARS for informing practice/decisions

Although this document will focus on using the Portal, it will touch upon all four key components of SD-STARS.
2. DATA WAREHOUSE AND DATA-INFORMED DECISIONS

2.1. THE SD-STARS STRUCTURE

Figure 2.1 presents a graphical representation of the four key components of SD-STARS that were described in Section 1.4. In the SD-STARS environment, the SD-DOE and Districts send available data to the data warehouse (Letter A), the first component of SLDS. The sources of these data (Letter B) could be Infinite Campus, assessments, personnel, certification, and financial systems. SD-STARS then makes data available to end-users via reports and dashboards (Letter C) that are accessed through a secure portal. These reports can improve data-driven decision making at all levels.
2.2. THE GOAL OF SD-STARS

SD-STARS is designed to empower stakeholders to use data to improve outcomes as noted in Figure 2.2 below. This iterative process starts with raw data, which when organized and linked becomes useful information, enabling users to make informed decisions that influence outcomes. Each of these components is described in more detail below.

Figure 2.2: SD-STARS is Designed to Meet Users’ Needs

Data

The State already collects a variety of data from a number of different sources. Even if we place all these sources in one environment, the fact that the systems do not “speak” with one another causes them to remain siloed. The purpose of SD-STARS is to leverage all our existing data, break down the silos, and make the systems “talk” to one another.

SD–STARS

Until now, we have not had the means by which to use our data to make decisions. SD-STARS allows us to take data sources and link them together so they are communicating. While it does not sound like the most fascinating thing in the world, it unleashes a power that administrators and teachers have yet to see in their districts.
Decisions

Prior to the implementation of SD-STARS, some decisions in the district, classroom, and state may have been easy to make. What about those times when you have a situation you were not familiar with? What about situations that experience and intuition do not seem to solve? The data and reports from SD-STARS will aid all stakeholders (teachers, administrators, and the DOE) to make these informed decisions.

Outcomes

Outcomes are sometimes difficult to measure based on a “hunch” or untimely student data. Educators are focused on student outcomes but have not had the tools to analyze and act proactively to improve them. SD-STARS will help us measure student outcomes, whether through improvement in attendance, monitoring students who are at-risk of dropping out, or gains made in student achievement. With the continued collection and storage of data, we will be able to link interventions with outcomes to identify successful programs.

2.3. SD-STARS BENEFITS

SD-STARS has many benefits as depicted in Figure 2.3. First, it enables data-driven decision making, which uses student outcomes to adjust practice to improve outcomes even more. Second, it provides actionable information to those working with students every day. A report, for example, may provide a list of kids who have a low attendance rate. Teachers or principals can target these students for special attention or interventions. Third, SD-STARS becomes the “official source” of all state reporting because it accounts for slow changes within the data. For example, Infinite Campus is always changing, but the warehouse will store snapshots of data on a nightly basis, and allow the SD-DOE points in times views of this data. Fourth, SD-STARS also offers reports and dashboards to help gauge performance. For instance, teachers can look at prior standardized test scores to see where a particular student struggled or excelled and compare their current performance with prior performance.
Fifth, SD-STARS will help eliminate redundant or conflicting information. For example, instead of asking for demographic information for children repeatedly, SD-STARS allows demographic data from Infinite Campus to be linked to other silos of information, like Title I or Perkins. Finally, SD-STARS is the first step of making a P-20 system, linking K-12, postsecondary, and workforce data together.
3. ACCESSING THE SD-STARS PORTAL

3.1. BROWSER SPECIFICATIONS

The SD-STARS Portal was developed to take advantage of features in the most popular browsers available:

- Internet Explorer 9.0
- Chrome 19.0.1084,
- Safari 5.1.7 (Mac)
- Firefox 13 (Mac and PC)

We also support the previous version of each of the above browsers. Other browsers are not supported at this time.

Additionally, SD-STARS contains dashboard reports that require the use of Microsoft Silverlight 4.0 or higher. This is a free download from http://www.microsoft.com/silverlight/. If your computer does not have Silverlight, you will still be able to access the portal and other non-dashboard reports.

3.2. SD-STARS SECURITY

Each user is assigned an organization and a role. For example, the user ID is assigned to one of four organizations and one of seven roles. To comply with the requirements of FERPA (Family Educational Rights and Privacy Act), your assignment limits the data you see and the reports you can access. This assignment is managed by the districts.

As a result, a teacher will only be able to view data for the children he teaches, and a principal would be able to see children in her school. The portal could also limit users to specific programs.
3.3. **CONNECTION TO INFINITE CAMPUS**

To make it easier for districts, SD-STARS will take information in Infinite Campus, including staff email address and district assignment, to create accounts within SD-STARS. This requires staff members to have a staff account within Infinite Campus. The connection to Infinite Campus is beneficial to the districts, as changes in Infinite Campus will update in SD-STARS. For example, if a teacher becomes a principal, the district needs only change the district assignment in Infinite Campus to update SD-STARS access.
Staff Birthdate

Staff birthdate is not required for account maintenance; however, the State encourages districts to enter birthdates. Since social security numbers are not required in Infinite Campus, the birthdate helps SD-STARS match staff in Infinite Campus to other sources, like Personnel Record Form. In other words, birthdates help confirm that a teacher in one system is the same teacher in another system.

Staff Email Address

Staff e-mail addresses help to identify the proper personnel in each district. In addition, the e-mail address will serve as the log in credentials for the STARS portal.

District Employment Record

District Employment record can be found on the District Employment tab within Infinite Campus. The information can be added at any time. As soon as the start dated passes, SD-STARS will create an account.

Staff need to have an active employment record within Infinite Campus. This is a security requirement so district staff members are seeing the data they should be
under FERPA. For example, a person employed in District “X” should only see data for students in District “X”.

**District Assignment (with Job Title)**

District Assignment can be found on the district assignment tab. The most important piece is to have an active job title. Job titles are used to assign permissions in SD-STARS. Again, as soon as the start date for the assignment passes, SD-STARS will update permissions.

Staff members need to have an active assignment within Infinite Campus. This is a security requirement so district staff members are seeing the data they should be under FERPA. For example, a high school math teacher in School “X” should only see data for students that are in her classes.

**No Infinite Campus Account or Missing Information**

In some cases, a staff member may be missing email or other information in Infinite Campus. SD-STARS will not automatically create an account for the staff member. District STARS Account Managers can manually create the account in SD-STARS using the SD-STARS portal, but this is discouraged.

### 3.4. CREATING AND APPROVING ACCOUNTS

Creating and approving accounts in SD-STARS is the responsibility of the district’s STARS Account Manager (SAM). Each district has someone assigned as the SAM. District SAMs are noted in the South Dakota Educational Directory available at [http://doe.sd.gov/ofm/edudir.aspx](http://doe.sd.gov/ofm/edudir.aspx).
Automatic Accounts

Figure 3.4: Steps for Approving New Accounts

For the most part, creating accounts in SD-STARS is an automated process if information is correctly in Infinite Campus. However, it does require a few simple steps on the part of districts to facilitate account creation. Below is an outline of the proper steps in order to have a SD-STARS account created automatically.

1. The user must have email entered into Infinite Campus.
2. The user must have both a District Enrollment record and District Assignment record, including job title, entered into Infinite Campus.
3. The job title must be mapped to a SD-STARS permission using the Org-Role Updater. SAMs are responsible for this task.
4. The SAM goes into SD-STARS and approves the account.
5. SD-STARS sends an automatic email welcoming the user. It contains the website, user ID, and temporary password.

Manual Accounts

There are situations that do not follow the normal sequence of events as listed above. In these isolated instances, SAMs can manually create SD-STARS accounts. This is not recommended as any accounts manually created will need to be manually managed without any connection with Infinite Campus.
3.5. USER NAME AND PASSWORD

User ID

Your user ID for the SD-STARS will be your email address.

Password

You will receive a temporary password to log into SD-STARS. The first time you log in you will be required to change your password.

3.6. LOGGING INTO SD-STARS PORTAL

Access the Portal

As discussed in Section 3.2, the portal is a secure website that will maintain FERPA confidentiality because access to the data is based on both the organization and the role assigned to the user ID. To access the Portal:

- Launch a Web browser and type in https://doestars.sd.gov to navigate to the secure SD-STARS login screen as depicted in the screenshot Figure 3.6.1
- Enter your user ID and temporary Password to login.

![Figure 3.6.1: SD-STARS Portal Login Screen](image)
Note  Please note that the “s” in https identifies the login as a secure site.

Terms of Agreement

The Terms of Use must be accepted by the user before login into SD-STARS for the first time. Check the “I have read and agree...” checkbox. Select “Agree.”

Access the Account Screen

Once you have logged in with your temporary password, the Account Screen described in Figure 3.6.3 will appear:
Your first name, last name, and email address will default in.

- On the Registration Information page, the following is required of first-time users:
  - Enter the default password
  - Create a new password
  - Select and answer three Challenge Questions.

**Note**  These will be used to verify identity if password is forgotten. (See the Forgot Password? section for more information.)
Introduction to SD-STARS

Accessing the SD-STARS Portal

- Hit the SUBMIT button. It will take you to a screen that depicts your information and provides you with the option to either choose the EDIT button or hit OK.
- The OK button will take you to the portal.

**Note**  The first time you login, you will be able to access First Time Login Help (see Section on this topic)

**Forgot Password**

At some point during your use with SD-STARS, you may forget your password. If you forget your password and/or have been locked out of the account:

- Select the “Forgot Password” link on the Login page.

![Login Screen](image)

**Figure 3.6.4: Forgot Password**

- Enter email address and select submit. You will be taken to the following screen:
Figure 3.6.5: Submitting Information for a new password

- Two of the three Challenge Questions will be presented. Answer both questions and select Submit. You will be taken to the following screen:

Figure 3.6.6: Creating a new password

- Enter a new Password.
- Retype new password.
- Select Submit.

**Note** Password Strength will be indicated to the right of the Enter New Password text box. This will give you an indication of how strong or weak your password is considered. Please use strong passwords that are not easy to guess.
Logging Out of the Portal

To Log out of the portal, click on the LOGOUT Button that appears at the top of the HOMEPAGE. The HOMEPAGE will be described in detail in the next chapter.

System Timeouts

The SD-STARS session times out after being inactive for thirty minutes. Users receive a warning before timeout (see Warning Message below) and have the ability to restart the session.

![Timeout Warning Message](image)

Figure 3.6.7: Timeout Warning Message

Once a session times out, a time out message with instructions to log in again (see Timeout Message below) displays. **NOTE:** *Information that has been entered but not saved prior to system timeout, will not be saved.*

![Login Message](image)

Figure 3.6.8: Login Message
4. NAVIGATING THE PORTAL

4.1. HOMEPAGE

Once you have successfully logged into the SD-STARS portal, you will arrive at the HOME Screen as depicted in Figure 4.1.

Figure 4.1: SD-STARS HOMEPAGE

A—General Resources

The top of the page includes your name and links to your account settings, support documentation, Help, and Logout button. The search box provides you with the capability of searching the entire site.
Page Help can be accessed from the Help Link on the General Resources bar. Help will display within the page for the user to view. Some pages will have links that, when selected, will quickly scroll the user to the section selected. To close the help, the User will select the Close link at the top of the page.

**B—Navigation Bar**

- **My Profile** is where users can see specific information relevant to their organization, role, or ID. Users will have the ability to edit and manage the information they want to see on their profile.

- **Content Library** is a collection of resources that users share with other users. There is a capacity to upload and download content such as standards, lesson plans, data analysis tips, and more. Training materials and best practices will also be added to the content library.

- **Reports** is where users can directly access data from SD-STARS. A thorough analysis of reports will be discussed in the course, *Using SD-STARS to Inform Decisions*.

- **Dashboards** is where users can directly access multiple data displays in one screen from SD-STARS. A thorough analysis of dashboards will be discussed in the course, *Using SD-STARS to Inform Decisions*.

- **Training Center** offers specific resources that DOE will upload for training staff or training yourself on how to use SD-STARS. It will also provide context sensitive help with data and portal application. This page will include multimedia to walk users through problems.

**Other Notable Features**

- Banner Articles
- Leadership message from the DOE
- Pulse Check which is a survey option
- Event Calendar
- Critical Resources that are linked to the Content Library described above
- SD-STARS news and announcements
- Help Desk

**Note** Depending on your log-in, this site may look slightly different or you may have access to different links.
4.2. **MY STARS**

From the Navigation Bar on the Homepage, you can access your profile as depicted in Figure 4.2.1. My STARS offers one of the portal’s unique interactive features.

In My Profile (refer to Letters A, B, and C), you have the ability to edit your user account and profile. For example, you can add a picture. There is also a list of action steps (Letter D) that are assigned to the user. These action steps are assigned by other users or yourself. It could be a DOE assigned action step that says, “Submit Fall Enrollment Count.” My Recommendations (Letter E), a SD-STARS generated list of resources, may be helpful to a particular user. For example, if a teacher is noted as a “math teacher,” this list may include math standards or lesson plans. The user can copy events from the main calendar to the individual’s My Profile calendar (Letter F) so that the individual can keep track of training opportunities, deadlines, and other tasks related to data. The next piece is the Data Driven Discussion (Letter G). This is a way for users to have online discussions about data, from questions about different reports to how they use SD-STARS in their classroom/school.
A—My Profile

My Profile provides information about your name, current job title, and employer. You may edit this information using the link Edit My User Profile. Please refer to Letter C—Edit My User Profile for more information about this link.

B—Edit My User Account

This link takes you to the User Account screen described in Section 3.3. The screen provides you with an opportunity to change fields in your account.

C—Edit My User Profile

This link takes you to the User Account screen. This screen has two tabs: My Details and My Attributes. The My Details tab (depicted in Figure 4.2.2.) allows you to change details about your profile (e.g., user name, current job title, employer, department, and your picture). The My Attributes Tab (depicted in Figure 4.2.3.) enables you to define your position and functions.
Introduction to SD-STARS

Navigating the Portal

Figure 4.2.3: User Profile Attributes

E—My Recommendations

My Recommendations features topical content selected by district or school leadership. The five most recently flagged “featured” content will be displayed.

F—My Calendar

My Calendar displays events that are occurring in your organization for a specific day. It provides event details as well as a list to view all events in a date range.

G—Data-Driven Discussions
As mentioned previously, Data-Driven Discussions provides a venue for users to discuss their experiences with SD-STARS reports and dashboards.

4.3. CONTENT LIBRARY

The Content Library is a repository of SD-STARS resources that users have the ability to search on. The Content Library can be searched by Keyword Search or by Advanced Search. Search results can be filtered by Content Category. When using the Advanced Search feature, a user can search by Content Type, Content Category, Attributes and Featured Content.

If multiple keywords are used in the search, for all Content Categories except Documents, the keywords are matched using “AND” as the operator. For Documents, the operator for multiple keywords is “OR”.

For now, Content Library resources will be managed by the DOE. In the future, districts will have the ability to upload content for their district users. We hope that the content library will be the one-stop-shop for SD-STARS resources and communication.

Figure 4.3: Content Library
4.4. DASHBOARDS

A dashboard is a visual display of the most important information needed to achieve one or more objectives; consolidated and arranged on a single screen so the information can be monitored at a glance. Some critical components of a dashboard include:

- The visualizations fit on a single computer screen.
- Dashboards show the most important Key Performance Indicators (KPIs). KPIs are performance measures to be monitored.
- Interactivity such as filtering and drill-down can be used in a dashboard; however, those types of actions should not be required to see which performance indicators are under performing.

Dashboards provide information on the data domains of interest, and lets you make informed decisions on how to serve the children. It can include a school’s enrollment, attendance, absences year-to-date, and assessment information. The dashboard contains summary information. In order to get specific data about a particular area (e.g., enrollment), you would have to drill down through the data. Figure 4.4 is an example of a dashboard and includes a menu of Key Performance Indicators at the bottom of the dashboard.

Note This document provides an overview of dashboards and reports. For a more in depth discussion, please refer to the second training guidebook, Using SD-STARS to Inform Decisions and the accompanying PowerPoint presentations.
4.5. REPORTS

SD-STARS will provide you with a robust set of reports over time including:

- General
- Stoplight
- Dashboards

These reports will be available in different formats (e.g., viewable online and downloadable in PDF, Excel, Word). Capabilities include tables, graphs, charts, and drill down from aggregate to student level. Reports are secure and confidential and adhere to FERPA guidelines. The REPORTS Screen is depicted in Figure 4.5.1.

- To access reports, click on the REPORTS Button on the Portal Navigation Bar.

Figure 4.4: Dashboard Example
Examples of some of the reports are as follows:

**Aggregate Report**

Here is an example of an aggregate report. This is an enrollment report for a sample district. As one can see, the information presented is basic, using a data table and graph. Users can select various demographics to look at including gender (See Figure 4.5.2), economically disadvantaged, disability, grade level, Limited English Proficient (LEP), and migrant status.
Here is an example of a report that provides a list of students. This is an enrollment report that provides a list of students based on different parameters selected. As one can see, the information presented contains student information, showing one student on each line. This report is good for exporting to Excel or other software for analysis.
EN.002.00-A – Student Enrollment List

<table>
<thead>
<tr>
<th>Student Name</th>
<th>Grade</th>
<th>Gender</th>
<th>Race/Ethnicity</th>
<th>LEP</th>
<th>Disability</th>
<th>ED</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Student</td>
<td>11</td>
<td>Male</td>
<td>White</td>
<td>N</td>
<td>N</td>
<td>**</td>
<td>Active</td>
</tr>
<tr>
<td>Sample Student</td>
<td>09</td>
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<td>White</td>
<td>N</td>
<td>N</td>
<td>**</td>
<td>Active</td>
</tr>
<tr>
<td>Sample Student</td>
<td>10</td>
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<td>White</td>
<td>N</td>
<td>Y</td>
<td>**</td>
<td>Active</td>
</tr>
<tr>
<td>Sample Student</td>
<td>12</td>
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<td>White</td>
<td>N</td>
<td>N</td>
<td>**</td>
<td>Active</td>
</tr>
<tr>
<td>Sample Student</td>
<td>09</td>
<td>Female</td>
<td>White</td>
<td>N</td>
<td>N</td>
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<td>Sample Student</td>
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<td>N</td>
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<tr>
<td>Sample Student</td>
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<td>Male</td>
<td>White</td>
<td>N</td>
<td>N</td>
<td>**</td>
<td>Active</td>
</tr>
</tbody>
</table>

Figure 4.5.3: Example of a Student List Report

Stoplight Report

This is a sample “stoplight” report. The Assessment Details Results report looks at state assessment results highlighted with colored “stoplights” that indicate performance levels. There is a legend to explain what the colors mean. A report such as this one provides the user with powerful at-a-glance information. Reports that are more robust allow educators and administrators to drill down to the strand level.
Figure 4.5.4: Sample Stoplight Report

4.6. TRAINING CENTER

The Training Center allows users to access links to other sites, documents and training materials. We will be placing all of the SD-STARS training material in the Training Center.

- To access a training object, click on any of the links in red.
- This will link you to the material that is stored in the Content Library.
SD-STAR Training Resources

- Packet 1 - Intro to SD-STAR
- Packet 2 - Using SD-STAR to Inform Decisions
- Packet 3 - The Role of Data-STARs as Data Coaches and Trainers
- PowerPoint 1 - Intro to SD-STAR
- PowerPoint 2 - Using SD-STAR to Inform Decisions
- PowerPoint 3 - The Role of Data-STARs as Data Coaches and Trainers
- Examples of Data-Informed Decisions

STARS Account Manager Resources

These resources were developed to help districts STARS Account Managers.

- STARS Manual
- Training Video
- Accountability Access

District Resources

These resources were developed to help districts think through implementation of SD-STARs.

- District Implementation Guide
- District Implementation Plan (PDF)
- District Implementation Plan (Word)

Figure 4.5: SD-STAR Training Center