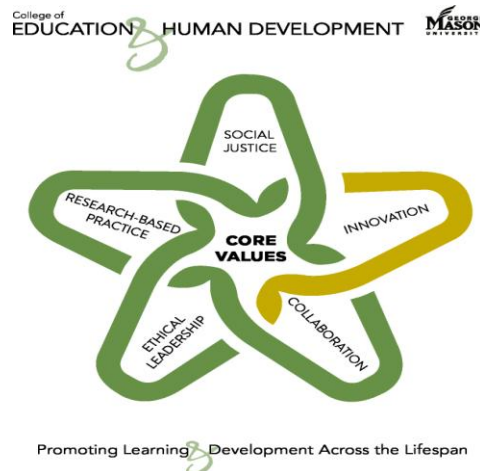


*George Mason University
College of Education and Human Development
Graduate School of Education*

EDUC 802
Leadership Seminar
Spring 2012
CRN 10804
Section 001

Professor: Rebecca K. Fox, Ph.D.
Class Days/Time: Wednesdays, 4:30 - 7:10
Class Location: Thompson Hall L018
E-Mail: rfox@gmu.edu
Office: Thompson Hall 2503
Office Hours: By appointment, or before class on Wednesdays
Telephone: 703-993-4123
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Course Outline

A. Course Description

Intensive study of leadership, emphasizing decision and change processes, and assessment and development of leadership skills. Required during the (third) semester of study in the program. Prerequisite: admission to the Ph.D. Program.

B. Course Outcomes

As a result of this course, students will be able to:

1. Analyze the concept of leadership in a variety of forms, venues, and styles;
2. Understand the evolution of philosophical orientations that articulate a defined concept of leadership;

3. Write with cogency about leadership and related academic issues;
4. Identify individual orientations and dispositions associated with effective leadership and how leadership relates to the broader educational community;
5. Support their understanding of the emergent nature of leadership in education with targeted consideration toward an expanding international context and the role of culture by drawing on historical and current research and literature in the field to inform both local and wider reaching decision making.

C. Course Readings and Resources

Required Texts

Fullan, M. (2001). *Leading in a culture of change*. San Francisco: Jossey-Bass.

Hanh, T. N. (2007). *The art of power*. New York: HarperCollins.

Machiavelli, N. *The prince*. Classics Edition (2004). New York: Simon & Schuster, Pocket Books Division.

Wheatley, M. J. (2006). *Leadership and the new science: Discovering Order in a Chaotic World*

Additional Articles/Resources

Applegate, J., Earley, P., & Tarule, J. (2009). Support for women leaders: The visible and the invisible. In C.A. Mullen, Ed., *Leadership and building professional learning communities*.

Bordas, J. (2007, Fall). How salsa, soul, and spirit strengthen leadership. *Leader to Leader*, (2007) 46, pp. 35-41.

Garcia, E., Arias, M.B., Harris Murri, N.J., & Serna, C. (2010). Developing responsive teachers: A challenge for a demographic reality. *Journal of Teacher Education*, 61(1-2), 132-142.

Gay, G. (2010). Acting on beliefs in teacher education for cultural diversity. *Journal of Teacher Education*, 61(1-2), 143-152.

Lee, C. (2008). The centrality of culture to the scientific study of learning and development: How an ecological framework in education research facilitates civic responsibility. *Educational Researcher*, 37(5), 267-279.

Lieberman, A., & Mace, D. P. (2010). Making practice public: Teacher learning in the 21st century. *Journal of Teacher Education*, 61(1-2), 77-88.

Tarule, J., Applegate, J., Earley, P., & Blackwell, P. (2006). Narrating gendered Leadership. In D.R. Dean & J. Allen, Eds., *Women in academic leadership: Professional strategies, personal choices*, Volume 2: *Women in academe*. Sterling, VA: Stylus Pub.

Other articles may be substituted or added, as appropriate.

D. Course Delivery

Dialogic in nature, the EDUC 802 Leadership Seminar is predicated upon expanding professional development through discussion, critical reflection, and research. My teaching style is seated in the Freirian philosophy that all teachers are learners and all learners are teachers. Thus, course delivery is accomplished in a combination of ways that invite multiple perspectives and dialogue. In order to meet the needs of participants, I incorporate a variety of in-class, on-line, cooperative, and individualized instructional approaches, to include:

- *Student Directed Discussions*;
- *Interactive Discussions* (i.e., active involvement of students in learning by asking questions that engage doctoral students in deep critical thinking and engaged verbal interaction);
- *Cooperative and Collaborative learning* (i.e., small group guided learning interactions emphasizing learning from and with others);
- *Guest speakers*;
- *Online/electronic discussions, blogging, and postings* via Blackboard course framework.

E. College of Education and Human Development Statements of Expectations

Student Expectations

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.
- Attendance is required, as the discussions that take place in this class are essential to achieving the course objectives. To that end, each student is expected to complete all the assigned readings and participate in the discussions, both in class and online. It is expected

that each student will be attuned to group dynamics in order to ensure the active participation all aspects of the class.

- If you must miss a class, you are responsible for notifying me (preferably in advance) and for completing any assignments, readings, etc. before the start of the next class.
- ***All assignments should be completed in MS Word and sent to me electronically as an attachment via email prior to, or on, the class date for which they are due. Late assignments are not acceptable without having made prior arrangements with me.***

Campus Resources

- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, Graduate School of Education, please visit our website [See <http://gse.gmu.edu/>].

F. Relationship to Program Goals and Professional Organizations

The EDUC 802 relationship to the GMU CEHD Core Values: EDCI 802 reflects the mission and core beliefs of the College of Education and Human Development at George Mason University through its commitment to engage doctoral students in the scholarly examination of research and writing in the area of educational leadership, critical reflection and engagement in research literature that promotes ethical educational leadership. As stated on the website, the five Core Values of the CEHD are: *Collaboration, Ethical Leadership, Innovation, Research-based Practice, and Social Justice.*

G. Principle Class Assignments and Requirements

**** Doctoral Program Course Expectations**

NOTE: Prior to the completion of this course, the Ph.D. Program requests that students a) determine their Doctoral Advising Committee, and b) complete, or have selected a date for, portfolio review #1.

In addition to active participation in weekly discussions, there are four principle types of assignments in the EDUC 802 all of which are intended to help students deepen their capacity for written and oral critical reflection, synthesize course readings, and hone skills as educational professionals disposed to lead.

*All assignments should conform to APA (6th Edition) Style.
Kindly submit all assignments electronically to your instructor by the due date.*

Class Assignments for EDUC 802			
Project	Emphasis/Goal	Percentage of Grade	Due Date
Book Group Leadership Assignment	Each student will select to be a member of one of three groups; each group will be responsible for facilitating an interactive, experiential discussion during class that focuses on one of the following assigned readings: <i>The Art of Power</i> , <i>Leading in a Culture of Change</i> , or <i>Leadership and the New Science</i> . The criteria for the group facilitation will be discussed in class.	30 percent	As determined by group sign up
Reading Responses	Write a 2-page reflection related to course readings and addressing the following topics. Each response should be no more than 2 pages, double-spaced, and include specific references to course readings. a) For Feb. 22 nd , address the concept of Power. You should consider the following as you articulate your beliefs: "Leading is more than getting somebody to do something or getting somebody to believe in something." b) For March 21 st : Reflection on Leading and Change.	20 percent (10 points each)	Due via email on Feb. 22 & March 21
Leadership Interview & Analysis	Interview a leader about his/her ideas on effective leadership. Share your findings with your instructor by email and with colleagues during class. Explicit connections to course readings required. Your product might be a paper or you may share your findings and connections to course readings in a way that allows you to make conclusions visible to colleagues. If you choose a paper as your medium, it should be no longer than 5 pages in length. References should be included.	20 percent	Due in class on April 11
Final Essay: Leadership Statement	The purpose of this final assignment is to provide you with an opportunity to synthesize course readings as you consider your leadership beliefs and where you see yourself as a leader as you begin your doctoral work. It is designed to be included in your Doctoral Portfolio. Please prepare a final paper of <i>no more than 10 pages</i> (not including references), double-spaced, in which you articulate your beliefs about effective leadership. Please identify from our course readings and discussions the most essential attributes of a leader and why you consider them the most essential. As you reflect on your beliefs, discuss your	30 percent	Due via email to instructor on May 2

	leadership goals as they relate to your doctoral study and estimate where you are in your leadership pathway toward achieving these goals and what you will need to focus on/develop and learn during the remainder of the Ph.D. program to make them more useful to you and your work.		
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H. Grading

The University-wide system for grading graduate courses is as follows:

Grade	Standards	Grading	Grade Points	Graduate Courses
A+	Substantially Exceeds Standard	98 - 100	4.00	Satisfactory / Passing
A	Meets Standard	93 – 97.9	4.00	Satisfactory / Passing
A-	Meets Standard	90 – 92.9	3.67	Satisfactory / Passing
B+	Approaches Standard	88 – 89.9	3.33	Satisfactory / Passing
B	Approaches Standard	83 – 87.9	3.00	Satisfactory / Passing
B-	Approaches Standard	80 – 82.9	2.67	Satisfactory* / Passing
C	Attempts Standard	70 – 79.9	2.00	Unsatisfactory / Passing
F	Does not Meet Standard	Below 70%	0.00	Failing

I. Leadership Seminar – Tentative Semester Schedule

This schedule of readings may be changed if class is missed due to inclement weather or to better meet the context and needs of class members enrolled during the semester.

Class	Theme/Topic	Weekly Schedule Assigned Readings and Assignment Due Dates
Class One Jan. 25	Course Introduction & Overview	Course Information, Overview, and Introduction Begin Sign-up for Group Book Facilitations next week
Two Feb. 1	Leadership, Power, and Decision-making	The concept of Leadership – What is Leadership? Who are you as a Leader? Garcia, E., Arias, M.B., Harris Murri, N.J., & Serna, C. (2010). Developing responsive teachers: A challenge for a demographic reality. <i>Journal of Teacher Education</i> , 61(1-2), 132-142. Lee, C. (2008). The centrality of culture to the scientific study of learning and development: How an ecological framework in education research facilitates civic responsibility. <i>Journal of Teacher Education</i> , 37(5), 267-279.
Three Feb. 8	<i>The Prince</i>	Read Chapters 15-23 of <i>The Prince</i> Discussion on Leadership as seen through the eyes of <i>The Prince</i> <i>Consider: Are there circumstances under which Machiavelli's definition of power or leadership would be most appropriate for a leader? Why or why not?</i> <i>We will post this reflection on our Bb site over the upcoming week.</i>
Four Feb. 15	<i>Power and Leadership</i>	<i>No face to face class today</i> <i>This week: watch a movie or two selected either from our list or one you select. Reflect on Leadership as you see it depicted in the movie. We will share these in class later in the semester.</i> Begin to read <i>The Art of Power</i> by Hanh
Five Feb. 22	<i>The Art of Power 2</i>	Complete the Hanh for class discussion Interactive Book Facilitation/Presentation – Group #1 Class Discussion on the Power essays <i>Reading Reflection #1 on Power due. Please submit as a Word attachment via email today</i>

Class	Theme/Topic	Weekly Schedule Assigned Readings and Assignment Due Dates
Six February 29	Aspects of Culture, and Change	The Importance of Purpose Applegate, J., Earley, P., & Tarule, J. Support for women leaders: The visible and the invisible. In C.A. Mullen, Ed., <i>Leadership and building professional learning communities</i> . Bordas, J. (2007, Fall). How salsa, soul, and spirit strengthen leadership. <i>Leader to Leader</i> , (2007) 46, pp. 35-41.
Seven March 7	<i>Leading in a Culture of Change 1</i>	<i>Leading in a Culture of Change</i> Interactive Book Facilitation/Presentation – Group #2, Part 1
March 16	<i>No Class</i>	Spring Break – No Class
Eight March 21	<i>Leading in a Culture of Change 2</i>	Complete: <i>Leading in a Culture of Change</i> Interactive Book Facilitation/Presentation – Group #2, Part 2 <i>Reflection #2 on Leading and Change due by email today</i>
Nine March 28	<i>Leadership & the New Science 1</i>	Systems Thinking Read first half of Wheatley’s <i>Leadership & the New Science</i> Interactive Book Facilitation/Presentation – Group #3, Part 1
Ten April 4	<i>Leadership & the New Science 2</i>	Systems Thinking Finish Wheatley’s <i>Leadership & the New Science</i> Interactive Book Facilitation/Presentation – Group #3, Part 2
Eleven April 11	Leadership In our Mainstream Culture	Leadership Interview Results Presentation/Sharing and Discussion <i>In-class sharing and email file to instructor</i>

Class	Theme/Topic	Weekly Schedule Assigned Readings and Assignment Due Dates
Twelve April 18	Exercising Leadership & Developing Perspective	<p>Movie discussion in class this week</p> <p>Gay, G. (2010). Acting on beliefs in teacher education for cultural diversity. <i>Journal of Teacher Education</i>, 61(1-2), 143-152.</p> <p>Can Leaders <i>Make</i> Organizations Learn? How do you exercise leadership? Lieberman, A., & Mace, D. P. (2010). Making practice public: Teacher learning in the 21st century. <i>Journal of Teacher Education</i>, 61(1-2), 77-88.</p>
Thirteen April 25	Exercising Leadership & Informing Decisions	<p>Issues and challenges in the Leadership Around Us Your role as an educational leader</p> <p><i>Bring your final assignment for peer feedback this week</i></p>
Fourteen May 2	Leadership and Your Future	<p>Leadership, The Future, and You</p> <p>Course Wrap-Up, Course Evaluations, and final discussion</p> <p><i>Final Leadership Assignment due today via email</i></p>

EDUC 802
Rubric for Team Book Facilitation/Discussion Assignment

	Unsatisfactory 1	Emergent to Good 2	Very Good 3	Exemplary 4
Group Leadership Assignment 30 points total	<p>Presentation completed by the group, however there were some elements of the assignment missing; Conversation was not well facilitated for the class or may not have been focused on the topic or could have been better prepared; Questions show minimal preparation or lack of understanding of the book; Provides minimal to no visual, experiential, or other accompanying presentational support to facilitate the group's understanding of leadership as portrayed by the author; Minimal team participation or presentation.</p>	<p>Good book presentation by the group; Facilitates conversation among class members focused on the topic but could have been better prepared; Questions show good preparation and understanding of book; Provides minimal visual, experiential, or other accompanying presentational support to facilitate the group's understanding of leadership as portrayed by the author; Good team participant and presenter.</p>	<p>Strong book presentation by the group; Facilitates and promotes conversation among class members focused on the topic; Questions and comments reveal good preparation and understanding of book; Provides moderate visual, experiential, or other accompanying presentational support to facilitate the group's understanding of leadership as portrayed by the author; Very good team participant and presenter. Shows self as leader in action through cohesive group presentation skills</p>	<p>Outstanding book presentation by the group; Facilitates and promotes conversation among class members focused on the topic; Questions and comments reveal thoughtful preparation and strong understanding of book; Provides visual, experiential, or other accompanying presentational support to facilitate a multidimensional understanding of leadership as portrayed by the author; Excellent team participant and presenter. Shows self clearly as positive leader in action through cohesive presentation and group presentation</p>

EDUC 802
Rubric for Reading Responses & Analysis Assignments

	Unsatisfactory 1 < 75 F	Emergent to Good 2 75-79 C	Very Good 3 80-91 B	Exemplary 4 92-95=A- & 96-100=A
Completeness of	<p>Difficult to recognize as the assignment, or assignment was not submitted as a complete document.</p>	<p>Insufficient evidence of understanding and application; important elements missing or difficult to find;</p>	<p>Moderate shortcomings, or minor elements missing that do not allow the instructor to see the product as a whole;</p>	<p>All elements of the assignment are complete and submitted on time. The assignment is accurate, seamlessly written, and</p>

assignment	Does not address the assignment's question or topic.	Adequately addresses the assignment's question or topic	Evidence of effort but one or more significant points are missed or not addressed. Does a solid job of addressing the assignment's question or topic	presents a complete document according to required elements. Completely and critically addresses the assignment's question or topic.
Connections to Leadership Literature and Research	The project only briefly provides connections to research or evidence of having an understanding of leadership or other related course topics.	The project establishes a few connections between the research literature and application with little substantive evidence of having an understanding of leadership or other related course topics	The project establishes some connections to the research literature and provides adequate evidence of having an understanding of leadership and other related course topics	The project establishes clear and accurate connections to and provides substantial evidence of having read and understood course readings on leadership and other related course topics
Resources	Minimal, or no, resources are provided; does not comply with APA 6 th style	Limited to few resources are used ; there are multiple APA 6 th irregularities	Some resources provided; some APA 6 th irregularities may be present	A number of resources from course assignments including, if applicable, on'line resources; Conforms to APA (6 th ed) style completely and accurately.
Quality of Written Work Language/Writing	Author makes more than 4-5 errors in grammar, mechanics or spelling that distract the reader from the content, or there are error patterns evident. Writing is not at the graduate work level or does not develop ideas or support them with course readings.	Author makes some errors in grammar, mechanics or spelling that distracts the reader from the content. Uses language that is appropriate but not fluent or engaging; would benefit from more clearly developed ideas that are supported by course readings.	Author makes few errors in grammar, mechanics or spelling. Uses language adequately and with elaboration to express ideas, but could develop ideas more clearly with support from course readings.	Exceptional quality. Author makes no errors in grammar, spelling or mechanics. Uses language masterfully to express and develop ideas with support from course readings.
Critical Reflection (Final Essay)	The author is limited in reflective scope without elaboration or draws conclusions without justification. More specific and deeper connections to the author's doctoral program or professional context are called for.	The author appears to be making meaning of his/her leadership direction, but deeper reflection is called for or further elaboration is needed in the area of his/her doctoral program and/or professional context.	The author works with meaning in a reflective and well structured manner; a deeper/more critical level and elaboration would strengthen the reflective aspect of the author's plans in the doctoral program or professional context.	The author's reflection shows deep and careful consideration and articulates a critically personal understanding of the concept of leadership and its connection to the author's doctoral program and professional context.