

**GEORGE MASON UNIVERSITY  
COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT  
EDUCATION LEADERSHIP PROGRAM**

**EDLE 618 Fall 2012  
Supervision and Evaluation of Instruction**

**Instructor:** John Banbury  
**Phone:** 703-319-2750  
**Email:** John.Banbury@fcps.edu  
**Office Hours:** By appointment

**Schedule Information**

Location: Colonial Forge HS  
Meeting Times: 4:30-7:30 Tuesdays

**Course Description: EDLE 618 (Supervision and Evaluation of Instruction)**

This course will provide a theoretical and practical overview of the supervision and evaluation of instruction. It introduces supervision and inquiry into current issues, and best practices in supervision. We will use practical, interactive exercises to develop skills in the clinical process and developmental approach to supervision.

**Nature of Course Delivery**

Class sessions will consist of brief lectures, discussions, and role playing. We will utilize several videos for training/development as we observe classroom teachers at work. Students will benefit from and contribute to the learning experience to the extent that they are prepared and ready to participate in each class meeting.

**Learner Outcomes**

Upon completion of this course, students will be able to: 1) Demonstrate the ability to identify and define effective instructional practice 2) Engage with classroom teachers in applying the principles of clinical supervision and the developmental approach to supervision 3) Demonstrate the ability to apply supervision consistent with adult learning theory, the characteristics of effective professional development, and the research on effective schools 4) Articulate a working knowledge of current issues and best practices in supervision

**Learning Objectives**

Students enrolled in this course will understand the research on adult learning theory, and how it connects with effective professional development. They will understand the five phases of clinical supervision, and how they relate to the supervisory styles and approaches. Students will observe

classrooms and understand the variety of observation methodologies that can be used to collect data. And students will practice data informed decision making as a means to improve teaching and overall student learning.

### **Professional Standards**

#### ELCC Standards:

- 1.3.a—Candidates can formulate the initiatives necessary to motivate staff, students and families to achieve the school’s vision
- 1.3.b- Candidates can develop plans and processes for implementing the vision
- 2.2.a- Candidates demonstrate the ability to facilitate activities that apply principles of effective instruction to improve instructional practices and curricular materials.
- 2.2.c- Candidates demonstrate the ability to use and promote technology and information systems to enrich curriculum and instruction, to monitor instructional practices and provide the staff the assistance needed for improvement.
- 2.3.a- Candidates demonstrate the ability to assist school personnel in understanding and applying best practices for student learning.
- 2.4.a- Candidates design and demonstrate an ability to implement well-planned, context-appropriate professional development programs
- 2.4.b- Candidates demonstrate the ability to use strategies such as observations, collaborative reflection, and adult learning strategies to form comprehensive professional growth plans with teachers and other school personnel.

#### VA DOE Competencies:

- a.1- Knowledge and understanding of student growth and development, including applied learning and motivational theories
- a.3- Knowledge and understanding...(above), including principles of effective instruction, measurement, evaluation and assessment strategies
- a.5- Knowledge and understanding...(above), including the role of technology in promoting student learning
- b.2 - Knowledge and understanding of systems and organizations, including information sources and processing, including data collection and data analysis strategies
- b.5- Knowledge and understanding...(above), including effective communication, including consensus building and negotiation skills

### **Relationship of EDLE 618 to the Internship (EDLE 791)**

Although the internship is a separate course, the Education Leadership Program has integrated “embedded experiences” into course work. This means that some of the work in this class is related to your internship. You may write about embedded experiences (such as the Clinical Supervision project) in your internship journal and collective record, but they can only count over and above the minimum 320 hours required for the internship. The professional development project is another example of such an embedded experience.

### **Course Materials**

### Readings- Required

Glickman, Carl D., Gordon, Steven P. and Ross-Gordon, Jovita M. (2010) Supervision and instructional leadership: A developmental approach (8<sup>th</sup> edition), Boston, Ma: Allyn and Bacon  
Various Handouts provided by instructor

### Readings- Highly Recommended

Schmidt, Laurel. (2002) Gardening in the minefield: A survival guide for school administrators, Portsmouth, NH: Heinemann Publishing (selected sections will be used during class)

### Readings-Recommended as reference only

Acheson, Keith A. and Gall, Meredith D. (2003) Clinical Supervision and Teacher Development. Chicago, Ill: Jossey-Bass  
Coppola, Albert J., Scricca, Diane B., and Connors, Gerald E. (2004). Supportive Supervision: Becoming a teacher of teachers. Thousand Oaks, CA: Corwin Press  
Daresh, John C. (1989) Supervision as a proactive process. Prospect Heights, Ill: Waveland Press  
DiPaola, Michael F., and Hoy, Wayne K. (2008) Principals Improving Instruction. Boston, MA: Pearson Publishers  
Hoy, Anita W., and Hoy, Wayne K. (2009) Instructional leadership. Boston, MA: Pearson Publishers.

Online access is vital to success in this course and is important if we experience school shutdowns because of the weather or other problems. **All students are now required to activate and monitor their GMU e-mail accounts.** If you are uncertain about how to do this, please see me. It is my expectation that you will be fully competent to send and receive e-mail messages with attachments. If your computer at school or home has spam blocking that will prevent you from seeing messages with attachments, you are responsible for addressing this problem immediately.

All students are required to use <http://www.taskstream.com> as a part of this course. This is an Internet site in which I will post vital information for the course. Samples of student work will be archived on this site for purposes of course, program and college assessment.

It is my expectation that all students have access to standard word processing software that can be read by Microsoft Office 2007.

## **Course Requirements, Performance-based Assessment and Evaluation Criteria**

### Attendance

Students are expected to attend every class for its entirety. Maximum class participation points can only be earned by students who attend all classes, are on time, and do not leave early.

### General Expectations

Consistent with expectations of a master's level course in the Education Leadership Program, grading is based heavily on student performance on written assignments. Overall, written work will be assessed using the following broad criteria:

1. Application of concepts reflected in class discussion and readings
2. Original thinking and persuasiveness
3. The ability to write in a clear, concise, and organized fashion.

Additionally, a portion of the class grade will be based on participation and the contribution you make to class discussions. The overall weights of various performances are as follows:

#### Class Participation (15 pts)

Students are expected to participate actively in class discussions, and in serving as critical friends to other students. Attendance is expected for all classes. If you must be absent, please notify me by e-mail or telephone. More than one absence will result in a reduction in participation points. Arriving at class late or leaving from class early may result in the loss of points.

There will be numerous opportunities for students to demonstrate initiative during EDLE 618. Some examples include: Volunteering to lead small group class time activities; Reporting out small group findings to the entire class; Verbally challenging others' assumptions during class discussions; Specifically citing and using previously learned materials; and Initiating discussion and student-to-student interaction.

#### Written Assignment #1---The Clinical Supervision Project (35 points)

Students will explain the clinical supervision process to their school principal, and solicit advice as to who might be observed for the purpose of this assignment. Using the overview described in the text, and the discussion, role plays and video observations conducted during class, students will apply the five phase model in an authentic classroom setting. A written report will complete this project, consisting of the following components:

- 1) Context---How was the teacher selected? Describe his/her level of expertise, commitment and development, per discussion in class.
- 2) Description of the five phases of clinical supervision--- Describe and defend the supervisory style that you selected and utilized.
  - a-Phase 1--- Include all required elements of a pre-observation conference
  - b- Phase 2---Describe the classroom that you observed, generally discussing student and teacher behaviors, the length of your observation, and any challenges that you had with applying the observation methodology (ies) that you selected.
  - c-Phase 3---Describe the data that you collected and specifically discuss the trends and patterns that were revealed ("analysis"). Then interpret the patterns and trends in terms of how they might help the teacher to improve his/her instructional practice ("interpretation"). And, finally, determine and defend the supervisory style that you will use in your phase 4 conference.
  - d- Phase 4---Apply the supervisory style that you selected, and specifically discuss your interactions with your classroom teacher. You do not need to include a plan for improvement in your phase 4 writeup.
  - e-Phase 5---Conduct the critique, specifically requesting teacher input as to how the previous four phases of the clinical process might be improved.
- 3) Comparison of the clinical model with the actual practice at your school---Compare and contrast the five phases of the clinical model with the observation model utilized in your school. Be specific as you review the five clinical phases---for example, in phase 1, is there a pre-observation conference in your school? Provide sufficient detail and reach a conclusion as to

whether or not a formative(as opposed to summative) evaluation model is being employed in your school.

NOTE: This clinical supervision project is due no later than March 2, 2011, and may not exceed ten (10) double-spaced pages. You must include in an appendix a copy of the actual observation tools (for example, the categorical frequency chart, or the performance indicator checklist) that you selected and used for your observation. THE ACTUAL TOOL MUST BE SCANNED—NOT AN AFTER-THE-FACT SUMMARY OF WHAT YOU DID!!!

If you can defend the use of an open-ended narrative(global scan) tool and decide to use it, you must also include **one additional observation tool** for your project!

### Written Assignment #2—The Professional Development Project( 30 points)

Students will complete a professional development proposal, focusing on the essential elements of a pd plan. This proposal should be authentic in nature, providing your school with a research-based approach to providing growth opportunities for professional staff. Students will solicit buy-in from school leaders as they consider topics and options for this proposal.

There will be four required components for this project:

- 1) Context--- Briefly describe your school, and if relevant for your project, the department/grade level in which you work.
- 2) Needs Assessment, Analysis and Interpretation—Based on class discussions and text readings, determine and defend your selection and use of no fewer than two “ways of assessing need.” Describe the assessments that you selected and your method of collecting data. Then identify patterns and trends (“analysis”), and reach conclusions as to what they mean (“interpretations”). Specifically connect your data-informed trends and interpretations to the professional development proposal that you develop in component 3 below. NOTE: During this component of this project, you will be engaged in assessing need. (authentic in which you are taking the lead, as opposed to describing how others in your school may have addressed need for a previous or current pd activity)
- 3) Prepare a professional development proposal that includes the essential elements of such plans (per class discussion). Be specific when addressing these essential elements, with emphasis on the proposed “learning activities.” This proposal should be authentic in nature--something that could be used in your school. NOTE: It is not expected that you will implement the proposal that you develop during the semester that you are enrolled in EDLE 618.
- 4) Use the readings and class discussion to connect your proposal with the research-based traits of effective professional development. For maximum credit under this component in the rubric, you should also discuss and connect the three phases of professional development (orientation, integration, and refinement) with your proposed professional development plan.

NOTE: This professional development project is due on April 27, 2011, and may not exceed nine (9) double-spaced pages. You must include in an appendix a copy of the data assessment methodologies/tools that you selected and used. (for example, if you used a “review of official documents, you should include one or two pages of such docs in your appendix. If you used a survey, include a copy of the blank survey in your appendix, etc)

### Small Group Project--- Group Discussion Activity (20 points)

Students will work in small groups to plan and lead a discussion on topics that relate to the themes being addressed in class. A list of available topics is posted below, and will be reviewed at the first class meeting. The discussions will usually be conducted at the beginning of class, and will be no fewer than 60 minutes and no longer than 70 minutes in duration. Students may use the Glickman text to provide background information as they prepare for this assignment. However, the text should not be relied on as the only or most utilized source of information. Professional journals (NASSP,NAESP,ASCD,PDK,etc), official school records and documents, interviews with school leaders, local school forms and procedures, and other course texts may be used to inform the discussion.

Successful completion of this activity will result in the engagement of classmates on the selected topic. A list of references must be presented to students and the instructor at the time of the presentation.

NOTE: Unlike some “presentations” to classes, the emphasis for this activity should be on the active involvement of classmates. It will be acceptable to devote some time to context---but even this part of the assignment should be done as interactively as possible. The vast majority of the available time should be devoted to guided small group activities in which everyone actively participates.

#### List of Topics

1st- “Walkthrough observations”--- Students will lead a discussion in which classmates are exposed to and can practice a variety of walkthrough models. Discussion leaders will focus on Downey’s work on walkthroughs, as well as others that are used in local schools. Emphasis will be placed on the espoused purposes of walkthroughs, as well as the actual/authentic procedures that are used by school administrators.

2<sup>nd</sup>- “Supervisory behaviors”--- Students will research and lead a discussion on supervisory behaviors. The Glickman text may be useful in informing this discussion. The emphasis will be on supervisory behaviors, verbal and nonverbal, as they are demonstrated by school leaders during interactions with teachers, students, and community.

3<sup>rd</sup>- “Professional development”--- Students will lead a discussion on pre-K 12 professional development. Emphasis will be placed on the research-based traits of effective pd, and how they connect with examples of professional development that the group selects and shares. The phases of professional development will be explored, including the work of Joyce and Showers.

4<sup>th</sup>- “Data informed decision making”--- Students will discuss current practices in their schools as to how data are informing the decision-making process. Discussion leaders will provide authentic examples of data sharing and utilization in local schools. Classmates will be engaged in reviewing, analyzing and interpreting data.

5<sup>th</sup>- “Group dynamics and development”--- Students will provide opportunities for classmates to engage in identifying and explaining the behaviors of individuals in group settings, with a focus on task, person and dysfunctional roles. Tuckman’s stages of group development will also be discussed as a point of emphasis during this session.

6<sup>th</sup>- “Action research”--- Students will share authentic examples of action research as it occurs today in local schools. Emphasis will be placed on the phases/steps of action research, and on differences between action and traditional research.

NOTE: To best exceed the minimum expectations regarding the required submission of a reference list at the completion of each discussion activity session, it is recommended that the group develop an

annotated reference list as a user-friendly way to expose students to the resources that were selected and utilized.

\*\*\*\*\*

ALL ASSIGNMENTS must be submitted electronically through taskstream. Taskstream is an online assessment system used by the college to collect student work, provide feedback to students, and maintain an ongoing record of student assessment data. You will be provided with a Taskstream account and use taskstream to submit work for courses, as well as to prepare and submit your internship portfolio.

LATE WORK: It is expected that all students submit (through taskstream) work on time, no later than midnight of the due date. Late projects may be accepted in extenuating circumstances, and will result in a minimum of a one letter grade reduction.

**GRADING SCALE:**

A+=	100
A=	95-99
A-=	90-94
B+=	87-89
B=	83-86
B-=	80-82
C=	75-79
F=	0-74

**College of Education and Human Development Expectations**

- *Core Values Commitment:* The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.  
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.



- Oct 9            Topic: **Better supervision for improved student learning**  
 Activities: Teacher profiles discussion---using homework  
                   Cognitive dissonance  
                   Acheson Presentations 15 minutes each  
Discussion Group Activity #2--- *Supervisory behaviors*  
 Read: Ch 18 from Glickman  
 Clinical Supervision project due next class
- Oct 16            Conference Week: No Formal Meeting
- Oct 23            Topic: Legal Aspects of Supervision  
 Clinical Supervision project due  
 Activities: Carol Marchant Division Counsel FCPS  
 Read: Ch 13 from Glickman (emphasis on pps 206-217) Schmidt handout
- Oct 30            Topic: **Developing Professionals**  
 Activities: Schmidt Jigsaw  
                   Developing Professionals  
Discussion Group Activity #3--- Professional Development  
Discussion Group Activity #4--- *Data informed decision making in today's schools*  
 Read: Ch 16 (pps 293-304) & 17 from Glickman
- Nov 6            Topic: **Assisting teachers---individually and in groups**  
 Activities: Task, person and dysfunctional roles  
                   Dealing with dysfunctional team players  
Discussion Group Activity #5--- *Group dynamics and development*  
 Read: Ch 15 (emphasis on pps 274-281)
- Nov 13            Leadership Conference: No formal Class Meeting
- Nov 20            No Class
- Nov 27            Topic: **Current supervisory and evaluative practices**  
                   **Formative and Summative evaluation**  
 Activities: Using the Virginia prototypes for evaluation  
                   Developing an action/improvement plan for teachers  
 Read: Ch. 20-23 from Glickman, Sergiovanni
- Dec 4            Topic: **Action Research**  
 Activities: AR vs. traditional research  
Discussion Group Activity #6—*Action Research*  
 Moral and Ethical Considerations  
 PD Project Due

## Clinical Supervision Project

	<b>exceeds expectations- 4</b>	<b>meets expectations- 3</b>	<b>approaches expectations- 2</b>	<b>below expectations- 1</b>	<b>Score/ Level</b>
Introduction; selection of teacher and rationale (15%)	Description is thorough and includes elements that were discussed in class; and rationale is clear	Description and rationale are clear and concise	Description and rationale are incomplete or poorly constructed	Description of teacher and reason for selection are missing or inadequate	
Summary of phase one(pre-observation) of the clinical process(8%)	Summary addresses the pre-observation conference and clearly describes the application of the required elements. The supervisory style is described in detail, as are the interactions between the supervisor and teacher	Summary addresses the phase one pre-observation conference...but is lacking in detail.	Summary omits or fails to adequately address one or two of the required elements	Summary omits or fails to adequately address three or more of the required elements	
Summary of phase two(observation) of the clinical process (8%) ELCC 2.2.b	Summary describes the observation, the method/tool selected and used, and any unanticipated issues that were addressed by the observer. The total time spent for observation in the classroom is included	Summary adequately addresses the phase two observation...but is lacking detail and explanation	Summary fails to adequately address phase two, omitting essential information (tool, time, issues)	Summary omits or fails to address any of the elements of a phase two observation	
Summary of phase three(A&I) of the clinical process (8%) ELCC 2.2.c	Summary includes the required elements, with appropriate attention placed on both analysis	Summary provides appropriate attention to phase three, but is lacking in detail	Summary omits or fails to address one of the three required elements.	Summary omits or fails to address two or more of the three required elements	

	and interpretation. The determination of supervisory style, if not previously discussed, is addressed. The analysis component includes charts, tables and/or graphs to display results.				
Summary of phase four (post-observ conf) of the clinical process (8%) ELCC 2.3.a	Summary describes in detail the supervisory style and interactions between supervisor and teacher. Specific examples are included of teacher and observer comments and/or reactions.	Summary describes the phase four observation, but is lacking in detail	Summary is incomplete, failing to capture the interactions between observer and teacher	Summary fails to address the supervisory style utilized, and omits description of the observation	
Summary of phase five (critique) of the clinical process (8%)	Summary describes in detail the critique of the previous four phases. Teacher reaction and comments are clearly described	Summary describes the critique, but without detail	Summary is incomplete, lacking in detail and without reference to teacher comments and reactions	The critique is omitted, or is completed as a self analysis (without teacher feedback)	
Comparison of the clinical supervision model with the local school and/or system's process (30%)	Comparison is thorough and provides detail regarding the practices used in the local system. Each of the five clinical phases is addressed (compared and contrasted)	Comparison includes some description contrasting the five clinical phases with local practice	Comparison does not adequately address local school system process...the phase-by-phase review is incomplete	Comparison is omitted or is superficial	
Observation tool	The actual	The tool for	The tool is	The actual	

(10%)	observation tool (as completed) is provided and described, and its selection is discussed and defended	observation is included and described	included but is not described or defended	observation tool is not included as required	
Mechanics (5%)	Completed without errors	Nearly error free. May include minor word choice and grammatical issues.	Occasional errors in grammar and punctuation	Frequent errors in spelling, grammar and punctuation	

## Discussion Leader Activity

	<b>exceeds expectations-4</b>	<b>meets expectations-3</b>	<b>approaches expectations-2</b>	<b>below expectations-1</b>	<b>Score/Level</b>
Length of Activity (25%)	A 65 minute activity	Between 60 and 70 minutes in duration	No more than 5 minutes short or long	Misses target by more than five minutes	
Extent of engagement by class (25%)	(see meets expectations) ...and at least 50% participated on more than one occasion during the time allotted	All classmates were on task and participated	Approximately 50% of classmates were engaged and participated in activities and/or discussion	Topic was "delivered." Little/no engagement by classmates	
Content (20%)	Classmates engage in activities that focus on major themes, as noted in the syllabus description.	The major themes are addressed, but with little detail and/or opportunity for engagement	Some attention focused on significant themes	No attention paid to significant themes	
Participation by each member of activity group (15%)	(see meets expectations) ...and did so enthusiastically, involving classmates in an appropriate manner	All activity group members participated in a shared manner	All participated, but the load for leading the discussion and engaging classmates was uneven	It is unclear as to whether or not all members participated	
Use of outside resources & submitted list of references (15%)	(see meets expectations) ...and referred to during the discussion, providing user-friendly connections for classmates	A wide variety of outside. relevant resources are used... and Reference list is submitted at time of discussion	Significant emphasis on the text... and/or References are incomplete with errors and/or omissions	No demonstration of out-of-text sources...and/or References not submitted at time of discussion	

## Professional Development Project

	<b>exceeds expectations-4</b>	<b>meets expectations-3</b>	<b>approaches expectations-2</b>	<b>below expectations-1</b>	<b>Score/Level</b>
Introduction; provides context related to school and stakeholders (10%)	The introduction includes a detailed context and identifies the roles of stakeholders	The introduction provides an appropriate context and identifies stakeholders	An attempt to provide context is incomplete and/or inadequate	The context is omitted or superficial	
Needs assessment (20%) ELCC 2.2.a	Needs assessment described in detail, with rationale provided for its selection. Description includes the type of assessment, its application, and any challenges/issues that occurred.	Needs assessment administered and described	Evidence provided that needs assessment was administered, with superficial description	No evidence of one or more needs assessment(s) being used	
Analysis and interpretation of data (20%)	Data collected and clearly analyzed, identifying trends and patterns that are described and connected to the pd proposal	Data collected and clearly analyzed, identifying trends and patterns	Data collected but analysis is inadequate	Data not collected or analyzed	
The professional development proposal (25%) ELCC 2.4.b	Proposal addresses all of the essential elements in powerful detail	Proposal clearly describes the essential elements	Proposal is inadequate, failing to address several of the essential elements	Proposal not submitted with paper, or submitted without any of the essential elements	
Connections to best practices and research (20%) ELCC 2.4.a	Connections to research and best practice are clearly stated and described, including reference to the phases/stages of professional development, as well as the	Connections to research and best practice are clearly stated and described	Connections to research are superficial and/or are not clearly stated	No attempt is made to state and describe evidence of connections with research	

	research-based traits of effective pd				
Mechanics (5%)	Completed without error	A few minor errors, not detracting from the proposal	Errors in grammar, construction and spelling detract from the proposal	Frequent errors in grammar, construction and spelling	

## Class Participation

	<b>exceeds expectation s-4</b>	<b>meets expectation s-3</b>	<b>approaches expectation s-2</b>	<b>below expectation s-1</b>	<b>Score/Level</b>
Attendance(15%)	Exemplary attendance (no absences, tardies or early dismissals)	Perfect attendance with one or two tardies or early dismissals	Occasional absences and/or tardies (1-2)	Frequent absences and/or tardies (3 or more)	
Quality of interaction; questions, comments, suggestions (15%)	Most queries are specific and on target. Deeply involved in whole class and group discussions	Often has specific queries, stays involved in class discussion	Asks questions about deadlines, procedures, directions. Little discussion about ideas or class topics	Rarely interacts with instructor or classmates in an appropriate manner	
Effort (15%)	Volunteers as appropriate and often leads in group settings. Engages and brings out the best in others	Willingly participates with instructor and classmates. Engages others	Reluctantly participates when asked (rarely volunteers) Seeks easiest duties in group work.	Actively avoids involvement when possible. Complains about others and uses excuses to explain deficiencies	
Demonstration that student is prepared for class (15%)	(see meets expectations).. . And is prepared for each and every class	Demonstrates preparation regularly by referring to previous learning, text and other sources to contribute to class discussion	Demonstrates readiness periodically	Is unable to demonstrate readiness for class through readings, other homework or by relating to previous discussion	
Electronic discussion --- Forum 1 & Forum 2(20%)	Actively participates in a timely manner , responding to	Participates in the discussion, responding to others comments and	Engages with others without demonstrating commitment to helping group	Does not participate actively in the discussion--- few entries	

	<p>others and initiating new ideas. Demonstrates evidence of understanding the ways of assessing need, and helps others with suggestions and alternatives.</p>	<p>questions. Has some basic understanding of the ways of assessing need.</p>	<p>and individuals to better understand the ways of assessing need</p>	<p>with little thought</p>	
<p>Electronic discussion--- Forum #3 (20%)</p>	<p>Actively participates in a timely manner, responding to others and initiating new ideas. Demonstrates evidence of knowledge of the traits of effective pd and the three phases/stages, and assists others in applying the traits and stages</p>	<p>Participates in the discussion, responding to others comments and questions. Has some basic understanding of the traits and characteristics of effective pd.</p>	<p>Engages with others without demonstrating commitment to helping group and individuals to better understand the traits and stages.</p>		