

GEORGE MASON UNIVERSITY
COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT
Education Leadership Program

EDLE 610 Leading Schools and Communities
Semester, Section A02

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Schedule Information

Meeting Times: 05/20/13 – 06/21/13 MON, WEDS, & FRI: (4:30 – 7:10 PM)

All students are expected to attend every class session. Personal problems that prevent students from attending class should be reported ahead of time to the instructor via telephone or e-mail.

Location: Thompson Hall L028

Course Description

EDLE 610 Leading Schools and Communities (3:3:0)

Examines critical functions of leadership and organizational management, complex decision making responsibilities of school executives, and constructive relationships between schools and communities. Incorporates historical, ethical, philosophical, and sociological foundations of American education and the impact of organizational structure on reform and student achievement. Practical and academic emphasis on leadership skill development and dispositions.

Prerequisite(s): EDLE 620 or EDSE 743; EDLE 690; EDLE 791; EDLE 612; EDLE 614 or EDSE 702; EDLE 616 or EDSE 626, and EDLE 618.

Program vision: The Education Leadership Program is dedicated to improving the quality of pre-K – 12 education through teaching, research, and service. Candidates and practicing administrators engage in course work devoted to experiential learning, professional growth opportunities, and doctoral research that informs practice. We educate exceptional leaders who act with integrity as they work to improve schools.

General Goals

Content

All of the EDLE program goals are active, to a greater or lesser extent, in this course. The primary purposes of this course involve helping students to exercise leadership in the school and larger community within an explicit conceptual framework. Candidates will deepen their understanding of (1) the use of research and development tools to lead schools and communities, (2) how organizations function, and (3) how leaders influence school change and improvement. Specific content includes:

1. Reviewing and expanding on the meanings of leadership and the role leaders play in change within the school community through attendance at various public meetings and interviews with school and community leaders.
2. Investigating political, financial, legal and instructional implications of an instructional issue as it relates to the needs, strengths and opinions of the local school community and school division through case studies, the student's own School Improvement Plan and attendance at various public meetings.
3. Clarifying which framework(s) students find most useful for informing their own leadership styles and choices;
4. Applying skills, knowledge, and dispositions gained through the Education Leadership Program to the analysis of case studies and focus groups and in role-playing exercises involving leadership behavior and school change as demonstrated through both written and oral assessments.

Teaching and Learning

Each class will include a variety of activities and exercises. Out-of-class work will rely in part on the use of TaskStream and on the use of web-based resources created to complement the primary text. Specific process goals for the class are as follows:

1. Classes will reflect a balance of activities that encourage high quality, ethical leadership. To promote an atmosphere that allows us to accomplish this, we will:
 - a. Start and end on time;
 - b. Maintain (flexibly) a written agenda reflecting objectives for each class;
 - c. Agree to disagree respectfully during class discussions;
 - d. Strive to be open to new ideas and perspectives; and
 - e. Listen actively to one another.
2. Student work will reflect what is expected from leaders. As such, students are expected to:
 - a. Write papers that are well researched, proofread, submitted in a timely fashion, and conform to APA guidelines;
 - b. Participate actively in class discussions in a manner that challenges the best thinking of the class; and
 - c. Provide constructive feedback to others both on their ideas and on their written work, striving to learn from each other and to test each other's ideas.

3. We will endeavor to create a classroom climate that approximates what we know about learning organizations. Consequently, it is important that we create conditions that allow participants to try out new ideas and voice opinions without fear of ridicule or embarrassment. The hallmark of a learning organization is a balance between openness and constructive feedback; hence, everyone is expected to:
 - a. Come fully prepared to each class;
 - b. Demonstrate appropriate respect for one another;
 - c. Voice concerns and opinions about class process openly;
 - d. Engage in genuine inquiry;
 - e. Recognize and celebrate each other's ideas and accomplishments; and
 - f. Display an awareness of each other's needs.

Nature of Course Delivery

A variety of instructional methods are used in this course including: large-and small-group instruction, cooperative learning activities, media use, Internet assignments, lectures, group presentations, individual research, case studies, simulations, and written and oral assignments.

Course Objectives

Students will deepen their understanding of (1) the use of research findings and tools to lead schools and communities, (2) the nature and strengths of diverse communities, (3) how organizations function, and (4) how leaders influence school and community change and improvement. Additionally, they will sharpen their oral and written communication, and reflection and general leadership skills.

Student Outcomes

Successful students will emerge from the course able to:

1. Demonstrate knowledge and ability to collaborate with families and other community members, respond to diverse community interests and needs, and mobilize community resources to create and maintain a positive school culture which supports the success of all students.
2. Identify, assess, and apply elements of a constructive relationship between a school and its community to support implementing the school's vision.
3. Gain insight into power structures and pressure groups in the school community to create coalitions and increase support for school programs and goals.
4. Identify leadership knowledge and skills that promote success of all students through integrity, fairness and ethical behavior.

Relationship of Course Goals to Program Goals

Student outcomes and activities for this course are related to the following GMU/EDLE program goals:

1. Understand the complexities of change in schools.
2. Develop and demonstrate the knowledge, skills, and dispositions necessary to create and maintain learning environments that value diversity, continual knowledge acquisition, instructional leadership, innovative and ethical decision-making, reflective practice, and successful achievement of all school-aged youth.

Relationship of Course to Internship

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 for this class is related to the internship. Students may write about embedded experiences in their internship journals and Collective Records, but they can only count over and above the minimum 320 hours required for the internship.

National Standards and Virginia Competencies

The course addresses selected Virginia Department of Education (VADOE) Competencies, The Interstate School Leaders Licensure Consortium (ISLLC) Standards, and Educational Leadership Constituent Council (ELCC) (NCATE) Standards. Specific ELCC standards addressed include:

ELCC Standard 1.0: A building-level education leader applies knowledge that promotes the success of every student by collaboratively facilitating the development, articulation, implementation, and stewardship of a shared school vision of learning through the collection and use of data to identify school goals, assess organizational effectiveness, and implement school plans to achieve school goals; promotion of continual and sustainable school improvement; and evaluation of school progress and revision of school plans supported by school-based stakeholders.

1.1 Candidates understand and can collaboratively develop, articulate, implement, and steward a shared vision of learning for a school.

1.2 Candidates understand and can collect and use data to identify school goals, assess organization effectiveness, and implement plans to achieve school goals.

1.4 Candidates understand and can evaluate school progress and revise school plans supported by school stakeholders.

ELCC Standard 3.0: A building-level education leader applies knowledge that promote the success of every student by ensuring the management of the school organization, operation, and resources through monitoring and evaluating the school management and operational systems; efficiently using human, fiscal, and technological resources in a school environment; promoting and protecting the welfare and safety of school students and staff; developing school capacity for

distributed leadership; and ensuring that teacher and organizational time is focused to support high-quality instruction and student learning.

3.1 Candidates understand and can monitor and evaluate school management and operational systems.

ELCC Standard 4.0: A building-level education leader applies knowledge that promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources on behalf of the school by collecting and analyzing information pertinent to improvement of the school's educational environment; promoting an understanding, appreciation, and use of the diverse cultural, social, and intellectual resources within the school community; building and sustaining positive school relationships with families and caregivers; and cultivating productive school relationships with community partners.

4.1 Candidates understand and can collaborate with faculty and community members by collecting and analyzing information pertinent to the improvement of the school's educational environment.

4.2 Candidates understand and can mobilize community resources by promoting an understanding, appreciation, and use of diverse cultural, social, and intellectual resources within the school community.

ELCC Standard 6.0: A building-level education leader applies knowledge that promotes the success of every student by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context through advocating for school students, families, and caregivers; acting to influence local, district, state, and national decisions affecting student learning in a school environment; and anticipating and assessing emerging trends and initiatives in order to adapt school-based leadership strategies.

6.3 Candidates understand and can anticipate and assess emerging trends and initiatives in order to adapt school-based leadership strategies.

Specific VADOE standards addressed in this course include:

a7. Identification, analysis, and resolution of problems using effective problem-solving techniques;

d2. Working collaboratively with staff, families, and community members to secure resources and to support the success of a diverse population;

d3. Developing appropriate public relations and public engagement strategies and process;

d4. Principles of effective two-way communication, including consensus building and negotiation skills;

f3. Identify and respond to internal and external forces and influences on a school;

Course Materials

Recommended Resource:

American Psychological Association (2009). *Publication manual of the American Psychological Association* (6th edition). Washington, D.C. American Psychological Association.

Other Course Resources will be listed in the weekly schedule and will be available on TaskStream.

Technology Requirements

Online access is vital for the distance learning aspects of the 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 part of this course. This is an Internet site at which I will post vital information for the course and through which we will communicate from time to time. Samples of student work will be archived on this site for purposes of course, program, and college assessment.

All students should 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 will 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; and
3. Clarity, concision and organization.

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

Class Attendance & participation: 20 points

Attendance Policy: 10 Points

There will be a sign-in sheet that all students will initial upon arrival to class. Attendance is expected for all classes. **If you must be absent, please notify me by e-mail prior to the beginning of that class.** Students will earn Attendance points for each class attended:

- 1 point:** Attend at least 80% of class period
- .5 points:** Attend 50 -79% of class period
- 0 points:** Attend less than 50% of class period

Class Participation Policy: 10 Points

All students are expected to contribute to the discussion within each class period so that everyone will benefit from a diversity of perspectives. Class Participation Points will use this policy:

- Exceeds (5 Points):** Consistent positive contributor to class discussion– Always offers relevant information and displays deep interest in subject matter often reflecting upon past experiences that add significantly to the discussion.
- Meets (3 Points):** Consistent positive contributor to class discussion – often offers relevant information and displays an interest in subject matter.
- DNM (1 Point):** Fails to contribute positively to the class discussion – seldom offers relevant information with little interest in the subject matter.

Written assignments: 80 points

Three performance-based assessments will be completed during the semester. The School/Community Leaders Assessment of School Effectiveness assignment represents the *required* program-level performance based assessment for this course. Each assignment relates to the application of educational research in your school setting. A description and directions for each assignment and a rubric for grading each assignment are included at the end of this syllabus.

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: I expect all students to submit their work on time, meaning no later than by midnight of the due date. Papers due on a day when you are absent must be submitted via TaskStream by the due date. Late assignments will be penalized 20% per hour after the due date/time. Papers submitted more than 48 hours late will **NOT** be graded.

Grading scale:

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

College of Education and Human Development Statement of Expectations and Resources

- Academic integrity (honor code, plagiarism) – Students must adhere to guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/honor-code/>].
- Mason Email – 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, division, and program will be sent to students solely through their Mason email account. Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Counseling and Psychological Services – 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/>].
- Office of Disability Services – 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 <http://ods.gmu.edu/>.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- The Writing Center (Optional Resource) – 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/>].
- University Libraries (Optional Resource) – The George Mason University Libraries provide numerous services, research tools, and help with using the library resources [See <http://library.gmu.edu/>].

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.

Writing Assignment : Annotated Bibliography (20 points)

Overview:

Educational leaders must be able to utilize current research in order to make informed decisions. With this in mind, a primary objective of EDLE 610 is to have students deepen their understanding of the use of research and tools to lead schools and communities. Therefore, the purpose of this assignment is to provide you with the opportunity to sift through existing research on a specific topic, organize and evaluate that knowledge, and then share your findings with your classmates. The end product will be a compilation of valuable resources students can refer to in the future.

An annotated bibliography is a list of articles (or books) that includes a brief description of the work and an evaluation of its usefulness. The purpose of an annotated bibliography is to provide information about the relevance, utility, and quality of the source **for your purposes**. Not to be confused with an *abstract*, which simply gives a summary of the cited work, an annotated bibliography also describes and evaluates these points. Elements should include:

- * Brief description of the work's format and content
- * Theoretical basis and method of study
- * Results
- * Utility and significance of the work (how it can be used)
- * Your own brief impression of the work (quality and credibility)

Guidelines:

1. The focus for the annotated bibliography is **Improving Community Relations**. While this topic may seem broad, it allows you to focus your research on a specific area of interest, such as the role of parental involvement in the community, the utilization of focus groups, the purpose of a school communication plan, etc.
2. Find a number of research articles (theoretical works, empirical studies, and syntheses) that connect to your topic. You might identify several articles that are review pieces or syntheses of the literature themselves, but you should also concentrate on identifying primary research (i.e., papers that present an analysis using quantitative or qualitative methods to contribute to the knowledge base on your topic). Most of your research can be accomplished on the Internet, with support from your school library, the public library, and/or GMU libraries.
3. Prepare an ANNOTATED BIBLIOGRAPHY using at least five (5) of the most important papers you found. Remember the key to an annotated bibliography: **Summarize – Assess - Reflect**

4. Your annotated bibliography should include a statement of the topic and research question you are investigating and five or more annotated entries using the format provided in class. References must be in APA format.
5. Part of becoming an instructional leader is utilizing research to inform decision- making. As your conclusion, write an assessment of how you could apply this research to your leadership practice.

NOTE: Your paper will be due on: 05/29/2013 (11:59PM)

Annotated Bibliography Assessment Rubric (20 points)

Levels	Exceeds Expectations 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
<i>Criteria:</i>				
Statement of question: (ELCC 4.4) (10%) A clear statement of the question helps to guide the reader.	The paper begins with a clear statement of the question, which specifically relates to Improving Community Relations.	The paper begins with a statement of the question, which generally relates to Improving Community Relations.	The statement of the research question is evident, but is vaguely worded or poorly spelled out. It is difficult to discern a clear focus for the research.	The statement of the research question is missing or wholly inadequate.
Bibliographic entries – content of summaries: (ELCC 4.1) (40%) Articles read and reviewed should contain original research or useful reviews of research.	Annotated entries provide a clear and concise summary of each research source. Each entry includes: <ul style="list-style-type: none"> • an overview of the research • method and findings • an assessment of its utility and credibility 	Annotated entries provide a summary of each research source. Each entry includes a brief overview of the research and an assessment of its utility and credibility, but may be lacking in specificity.	Annotated entries provide a general overview of research sources, but lack detail or are missing significant elements needed to make the entries useful.	Annotated entries are severely lacking in detail, rendering them of little use.
Bibliographic entries – focus and quality (20%) Articles read must focus on and inform the research question.	All entries clearly and specifically answer the research question. Sources are well balanced, including original research and synthesis pieces from high-quality, credible sources.	Most entries clearly answer the research question. Entries are included from quality sources, but are dominated by synthesis pieces; original research is not evident.	Most entries relate only generally to the research question. One or more entries are included from questionable sources, reflecting largely opinion pieces rather than original research or syntheses of research.	The connection between annotated entries and the research question is difficult to discern. Entries are dominated by material from questionable sources: a review of research is not evident.
Bibliographic entries – quantity (10%)	Five or more annotated summaries are presented.	Four annotated summaries are presented.	Three annotated summaries are presented.	Two annotated summaries are presented.

Conclusion (10%)	Assessment of how the research could be applied to leadership practice is discussed in detail.	Assessment makes some references to how the research might inform leadership practice.	Assessment of research is discussed with minimal detail.	There is no assessment/conclusion .
Mechanics (10%) Your written work should be scholarly and precise.	Entries are nearly error-free and are completed and presented in APA format.	Entries contain occasional grammatical errors and/or questionable word choice and conform to APA format.	Entries contain several errors in grammar and punctuation and do not conform to APA format.	Entries are unclear and do not conform to APA format.

Writing/Presentation Assignment : Parent Involvement Assessment (20 Points)

Using Epstein's framework of six types of parent involvement, conduct an assessment of the parent involvement program in your school, and then recommend how to improve it.

The paper should include the following elements:

Introduction

Describe in summary terms the current parent involvement program in your school and then foreshadow the results of your assessment and your recommendations to improve it.

Program Description and Assessment

Describe the parent involvement program in your school by indicating what the school is doing in regard to Epstein's six types of parent involvement (parenting, communicating, volunteering, learning at home, decision-making, and collaborating with the community).

Assess each type of parent involvement by explaining a. the degree to which the program addresses each type of parent involvement, b. the degree to which the efforts satisfy the needs of the parents, and c. the degree to which the efforts satisfy the needs of the school. In your assessment, cite any evaluations of the efforts that may be available and the findings of your own investigation.

Program Improvement Recommendations

Write recommendations for improving the program based on your assessment of the greatest needs for improvement. The program improvement recommendation should include:

Rationale Indicate why you are making the recommendations and the ways in which they respond to your assessment. A useful way to establish the rationale is to conduct a discrepancy analysis in which you describe what the ideal program would look like and how your current program compares.

Outcomes Specify in measurable terms two types of outcomes. *Process or implementation outcomes* describe major elements of what will change in the delivery of the program (e.g., the implementation of a new service, completing professional development efforts). *Substantive outcomes* refer to changes in behavior (e.g., levels of parent commitment and involvement, and student achievement).

Program Description Describe the elements of your program changes and how they will be accomplished. Specify the essential attributes of your program by way of a program configuration checklist.

Implementation Plan Provide the steps for implementation, assuring that you will address the functions of

- planning,

- building support,
- building capacity to conduct the program,
- securing resources if needed,
- implementing programmatic interventions or activities,
- evaluating the process and evaluating substantive outcomes.

In addressing those functions, indicate

- the activity or task,
- who will be responsible for completing it,
- when (date) it will be completed,
- any resources required,
- and the evidence that will be accepted as a sign of accomplishment.

Evaluation Plan Describe how you will evaluate both process and substantive outcomes, indicating

- what measures will be used
- how the data will be collected
- how the analysis will be accomplished

**** Paper should be 8-10 pages (+/-) excluding resources**

NOTE: This writing assignment will be due on: 06/07/2013 11:59PM

Presentation Assignment: Improving Parent Involvement

Using your written document, develop a 10 minute presentation to be delivered to a panel of experienced school administrators who will provide evaluative feedback.

The panel will evaluate the presentation on the basis of:

- Clarity of presentation
- Clarity and persuasiveness of rationale
- Quality of program recommendations (degree to which they are likely to accomplish the desired outcomes).
- Quality of implementation and evaluation plans (degree to which they are likely to result in a successful project).

- **NOTE: This presentation assignment will be due on. 06/07/2013 11:59PM**

Parent Involvement Assessment Rubric (20 Points)

<i>Levels:</i>	Exceeds Expectations 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
<i>Criteria:</i>				
<p>Introduction (10%).</p> <p>Summarizes the current parent involvement program and foreshadows the assessment and recommendations.</p>	<p>The paper describes clearly in summary terms the current parent involvement program in the school and then foreshadows the results of your assessment and your recommendations to improve it.</p>	<p>The paper describes the current parent involvement program in your school, but either leaves out important elements, or fails to foreshadow the results of the program assessment and/or the recommendations to improve the program.</p>	<p>The paper vaguely describes the current parent involvement program in the school, and fails to mention the results of the program assessment and/or recommendations to improve the program.</p>	<p>The introduction is missing or wholly inadequate.</p>
<p>Program Description and Assessment (15%).</p> <p>Describes the parent involvement program by reference to Epstein's six type of involvement according to specified referents. ELCC 1.4</p>	<p>The paper describes the parent involvement program in your school by indicating what the school is doing in regard to Epstein's six types of parent involvement. Each type of parent involvement is assessed by reference to a. the degree to which the program addresses each type of parent involvement, b. the degree to which the efforts satisfy the needs of the parents, and c. the degree to which the efforts satisfy the needs of the school. The description includes references to any evaluations of the program that exist or which you have conducted.</p>	<p>The paper includes a depiction of the parent involvement program but may be missing key elements by reference to the degree to which Epstein's six types of involvement are discussed or in terms of the degree to which the efforts satisfy the needs of the parents or the school, or the extant evaluations of the program.</p>	<p>The program description and assessment is unclear, vague or missing a number of key elements.</p>	<p>The program description and assessment is either largely missing or inadequate.</p>

<p>Program Improvement Recommendations: Rationale (10%)</p> <p>Describes the importance of the recommendations by explaining the discrepancies in comparison to the desired program.</p>	<p>Clear and persuasive statements are provided to support the importance of the recommendations and the need for their realization on the basis of a discrepancy analysis relating the proposed changes to an ideal program.</p>	<p>Clear and persuasive statements are provided to support the recommendations but are not supported by a discrepancy analysis or a discrepancy analysis is not accompanied by clear and persuasive statements supporting the importance of the recommendations.</p>	<p>Statements supporting the recommendations made are unclear or not supported by a discrepancy analysis.</p>	<p>The rationale is either missing or unclear.</p>
<p>Program Improvement Recommendations: Outcomes (10%)</p> <p>Specifies in measurable terms process or implementation outcomes and substantive outcomes</p>	<p>The paper specifies in measurable terms two types of outcomes. <i>Process or implementation outcomes</i> describe major elements of what will change in the delivery of the program. <i>Substantive outcomes</i> refer to changes in behavior related to the commitment or involvement of parents and student achievement.</p>	<p>The paper includes outcomes that may not be measurable, or omits process or substantive outcomes.</p>	<p>The paper omits important elements of outcomes.</p>	<p>The paper omits outcomes or outcome statements are not clear.</p>
<p>Program Improvement Recommendations: Program Description (10%).</p> <p>Describes the elements of program changes and how they will be accomplished. Specifies the essential attributes of the program by way of a innovation configuration. ELCC 4.2</p>	<p>The paper clearly delineates the elements of the program changes and how they will be accomplished. The essential attributes of the program are presented in a program configuration display.</p>	<p>The paper includes elements of the program changes, but leaves one or more changes unclear.</p>	<p>The paper omits either a narrative of program changes or ignores the program configuration.</p>	<p>The paper omits the program description or leaves the reader unsure what it is.</p>
<p>Program Improvement Recommendations: Implementation Plan (10%)</p> <p>A clear set of implementation steps that address the functions of planning, building support, building capacity to</p>	<p>The paper addresses the functions specified and indicates for each task, who will be responsible for completing it, the date of completion, any resources required, and what will be counted as evidence of its successful completion.</p>	<p>The paper gives a sense of the plan of implementation but fails to include two or more required elements.</p>	<p>The paper addresses some of the functions but leaves their accomplishment unclear.</p>	<p>The paper fails to include the plan or presents it sketchily and/or unclearly.</p>

conduct the program, securing resources if needed, enacting interventions or activities, and evaluating process and substantive outcomes.				
<p>Program Improvement Recommendations: Evaluation Plan (10%)</p> <p>Describes the evaluation of both process and substantive outcomes, indicating the measures to be used, how the data will be collected, and how the analysis will be accomplished. ELCC 3.1</p>	The paper specifies clearly the elements of the evaluation plan.	The paper omits one or more elements of the evaluation plan and/or describes one or more elements unclearly.	The paper describes evaluation activities but omits two or more elements.	The paper omits the evaluation plan or presents it so unclearly that the reader would not know how the evaluation will be completed.
<p>Quality of support for recommendations (5%)</p>	The recommendations appear to be grounded in research about the topic in general and research about the specific elements of the school's program.	The recommendations may be grounded in research about the topic but are unresponsive to actual school conditions or unresponsive to research and responsive to school conditions.	Recommendations are responsive neither to school conditions nor research.	It is unclear what recommendations are proposed.
<p>Mechanics (5%)</p>	The paper is written clearly with a minimal number of errors in spelling and/or APA format.	Occasional grammatical errors and questionable word choices are present.	Errors in grammar, spelling and punctuation are present.	The paper contains many errors in spelling, grammar, and punctuation.
<p>Presentation (15%)</p> <p>Based on the parent involvement paper the presentation meets the criteria of clarity and persuasiveness of rationale, quality of recommendations, and quality of implementation and evaluation plans.</p>	Exceeds all criteria	Exceeds most criteria.	Does not meet two or more criteria.	Represents an unclear presentation failing to meet most criteria.

Writing Assignment : School/Community Leaders Assessment of School Effectiveness*
(30 points)

Rationale

It is easy (and popular) to talk about school vision, but it is rare that we check whether or not others perceive our schools as achieving the vision they set out for themselves. This assignment requires you to determine how leaders in your school community perceive your school's performance. Taking focus group discussions as raw data and analyzing them through the frame of your school's vision statements requires you to determine if your school's theories in use are well aligned with its espoused theories—an important initial step toward school improvement. Weaving community perceptions into the school improvement process is critical to building community support for change and advancement. Presenting your analysis and action plan is a crucial part of the process of leading for school improvement.

Process

1. Working with your intern supervisor/principal identify a minimum of 9 leaders in the school community, community at large or business community who have a stake in this issue.
2. Develop an interview protocol to be used in the discussion with the identified leaders, with the major question being "How well is our school implementing its vision statement?"
3. You will establish a meeting date and location and invite participants to attend. Provide a clear, concise summary of the purpose of the focus group, the nature of questions, how data will be used, the right to confidentiality of responses and the time needed for the interview meeting.
4. After conducting the focus group, build a matrix with questions and significant responses. Look for common themes that will be summarized in the paper, along with contrasting points of view, lack of clarity of the issue, and other significant concerns.

Your paper will be 8-10 pages long and include:

- a. an introduction that includes a thesis statement
- b. a profile of the school and community
- c. a summary of the methods used and results of the focus group discussion, including a matrix of responses with the participant roles clearly labeled;
- d. a summary table of themes gathered from focus groups;
- e.. significant findings;
- f. a plan of action aimed to align espoused theories and theories in use based on the data collected; and
- g. a summary.

Be sure to conclude with a restatement of your thesis and a brief discussion of the implications of what you learned from the focus group experience and your action plan.

*** A required program-level Performance-Based Assessment**

NOTE: Your paper (8-10 pages long excluding resources) will be due on:
06/17/2012 11:59PM.

School/Community Leaders Assessment of School Effectiveness Assessment Rubric (30 points)

Levels	Exceeds Expectations 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
Criteria:				
Introduction and Thesis (10%)	The introduction provides a clear understanding of the purpose of the assignment. The thesis states what the author intends to prove or demonstrate .	The introduction suggests some purpose of the assignment. The thesis statement appears in the introductory paragraph.	The introduction includes little information about the purpose of the assignment and the thesis is not clear.	There is no introduction and thesis.
Profile of the school and community: The profile helps the reader understand the nature of the school and community (10%)	The profile clearly defines demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.	The profile provides general information about demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.	The profile includes limited information about demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.	There is no profile provided.
The school vision: The school vision is identified and linked to the school programs and goals ELCC 1.2 (10%)	The school's vision statement is included and assessed regarding the degree to which it relates to current instructional programs, SIP goals, and resources.	The vision statement and its goals are identified and there is a general explanation of how its goals are supported.	The vision statement is identified. Its goals and support are not clearly identified.	There is no mention of the school vision and/or description of how the vision is supported.
Focus Group: The focus group offers an opportunity to measure school community perceptions of the school vision ELCC 4.1 (25%)	The narrative and matrix present a comprehensive summary of all phases of the focus group discussions. Significant findings are specifically identified.	A narrative and matrix are presented. The narrative and/or findings are discussed in a general manner.	A narrative and matrix are presented. There is little detail in the narrative, matrix and findings.	The narrative, matrix and/or findings or missing
Action Plan: The action plan provides an approach to continuous improvement ELCC 1.1(20%)	The Action Plan is fully developed. Its relationship to the data collected and steps toward improvement are explicitly stated.	The Action Plan is outlined. There is some relationship shown between the plan and the data collected.	The Action Plan is vague. There is little relationship between the plan and the data collected.	The Action Plan is incomplete.
Summary/ Conclusion (10%)	The summary/conclusion clearly explains what was learned from completing this	The summary/conclusion suggests some of what was learned from	The summary/conclusion adds little to the understanding of the	There is no conclusion/summary.

	assignment.	completing this assignment.	assignment.	
Support: Data and research form the basis for developing the relationship between school vision school effectiveness ELCC 6.3 (10%)	Points associated with school vision and school effectiveness are specific, fully explained, and supported by school data and research.	Points associated with school vision and school effectiveness are explained and supported with general references to data and research.	Most points are explained and supported but with minimal detail.	Many points are inadequately explained or supported.
Mechanics (5%)	The paper is error free.	There are only a few minor errors in the paper.	The paper has several errors indicating a lack of proofreading.	The paper contains many significant errors.

Critical Position Papers (5 Points)

DUE: 05/27/2013 5:00PM

Rubric

Criterion	4 Exceeds Expectations	3 Meets Expectations	2 Approaching Expectations	1 Falls Below Expectation	Score
Purpose	Introduces and presents paper effectively and clearly; purpose is readily apparent to the reader	Introduces and presents paper adequately; purpose is not consistently clear throughout the paper	Introduces and presents paper somewhat effectively; writing has a clear purpose but may sometimes digress from it	Introduces and presents paper poorly; purpose is generally unclear	
Development and content	Develops paper as assigned, providing a robust and accurate summary and analysis of Friedman's premise; critiques Friedman's ideas with great insight and shows a thoughtful, in-depth analysis of the Friedman volume	Develops paper as assigned with a full and effective summary and analysis of Friedman's premise; offers a thoughtful critique of Friedman's ideas and an adequate basic analysis of the Friedman volume	Does not fully develop paper as assigned, may fail to provide an accurate summary or an effective analysis of Friedman's premise; analysis of the Friedman volume is basic or general	Paper is undeveloped and completely ignores or misunderstands the Friedman's premise; paper does not relate to the assignment; analysis of the Friedman volume is vague or there is no evidence that the writer has read it	
	Makes appropriate and powerful connections with	Makes appropriate connections with the readings in	Makes somewhat vague connections with the readings in	Makes little or no connection with the readings in the course and	

	the readings in the course and effectively introduces more than one source of outside research	the course and effectively introduces at least one source of outside research	the course; introduces no sources of outside research or uses them incorrectly or ineffectively	makes no attempt to bring in outside areas of research	
	Provides a strong, balanced, and critical assessment of Friedman's remedies and steps and makes reasonable and insightful recommendations	Provides an effective assessment of Friedman's remedies and steps and makes reasonable recommendations	Provides some assessment of Friedman's remedies and ideas but does so in a vague or confusing manner; may make recommendations but they are not well-thought out or are impractical	Does not provide an assessment of Friedman's remedies and steps or makes statements that indicate little understanding of these concepts; recommendations may be unreasonable or outlandish	
Documentation and support	Ideas are supported effectively and sources are clearly attributed	Ideas are generally supported and paper includes clear attribution	Attribution may be present, but sources are questionable or style is incorrect; some statements are unsubstantiated and the source of some ideas is unclear	Attribution is missing, or sources given are poorly chosen, or sources have not been used	
Organization	Arranges ideas clearly and logically to support the purpose or argument; ideas flow smoothly and are effectively linked; reader can follow the line of reasoning	Arranges ideas adequately to support the purpose or argument; links between ideas are generally clear; reader can follow the line of reasoning for the most part	Arranges ideas adequately, in general, although ideas sometimes fail to make sense together; reader remains fairly clear about what writer intends	Arranges ideas illogically; ideas frequently fail to make sense together; reader cannot identify a line of reasoning and becomes frustrated or loses interest	
Writing mechanics	Writing demonstrates a sophisticated clarity, conciseness, and correctness	Writing is accomplished in terms of clarity and conciseness and contains only a few errors	Writing lacks clarity or conciseness and contains numerous errors	Writing is unfocused, rambling, or contains serious errors	
APA format	Uses APA format accurately and consistently	Uses APA format with minor violations	Reflects incomplete knowledge of	Does not use APA format	

			APA format		
					Total:

Program Critical Assessment Form Rubric (5 Points)

DUE: 05/31/2013 11:59PM

Circle the score which correspond to your written assessment of each element.

Essential Element	Assessment of Element	Exceeds Standard	Meets the Standard	Does not Meet Standard
Score		3	2	1
Leadership		The leader actively and continually employs innovative and effective leadership strategies that maximize student learning and result in a shared vision of teaching and learning that reflects excellence.	The leader consistently fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to school improvement.	The leader inconsistently fosters the success of students by facilitating the development, communication, implementation, or evaluation of a shared vision of teaching and learning that leads to school improvement.
Score		3	2	1
Teamwork		Recruits a strong leadership team and develops its skills and commitment to a high level.	Recruits and develops a leadership team with a balance of skills.	Enlists one or two like-minded colleagues to provide advice and support.
Score		3	2	1
Action Plans		Collaboratively crafts a lean, comprehensive, results oriented strategic plan with annual goals.	Gets input and writes a comprehensive, measurable strategic plan for the current year.	Writes a cumbersome, non-accountable strategic plan.
Score		3	2	1
Implementation of Action Plan		The leader continually exhibits a highly effective organizational management style by demonstrating proactive decision-making, coordinating efficient operations, and maximizing available resources.	The leader consistently fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.	The leader inconsistently supports, manages, or oversees the school's organization, operation, or use of resources.
Score		3	2	1

Funding		Resource are consistently readily available for implementation of project goals and objectives	Resources are often readily available to implement most of project goals and objectives	Lack of or shortage of resources hampers project implementation often leading to partial or total lack of implementation
Score		3	2	1
Collegial Support		Fosters a sense of urgency and responsibility among all stakeholders for achieving annual goals.	Builds ownership and support among stakeholders for achieving annual goals.	Presents the annual plan to stakeholders and asks them to support it. Gets the necessary signatures for the annual plan, but there is little ownership or support.
Score		3	2	1
Networking				
Score		3	2	1
Evaluation		Regularly tracks progress, gives and takes feedback, and continuously improves performance.	Periodically measures progress, listens to feedback, and revises the strategic plan.	Occasionally focuses on key data points and prods colleagues to improve.

Class Schedule

Type	Time	Days	Where	Date Range	Schedule Type	Instructors
Class	4:30 pm - 7:10 pm	MWF	Thompson Hall L028	May 20, 2013 - Jun 21, 2013	Lecture	Michael Lorenzo McIntosh

