

**GEORGE MASON UNIVERSITY
GRADUATE SCHOOL OF EDUCATION
Education Leadership Program**

**EDLE 618, Section 001, Spring 2019
Supervision and Evaluation of Instruction – 3 credits**

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Schedule Information

Meeting Times: Tuesday 4:30 - 7:10 p.m., January 22 – April 30, 2019

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: Fairfax Campus – Thompson Hall, Room L019

Course Description

EDLE 618 Supervision and Evaluation of Instruction (3:3:0)

Provides a theoretical and practical overview of the supervision and evaluation of instruction. Introduces the domains of supervision and inquiry into current issues and best practices in supervision. Uses a variety of interactive exercises to assist in the development of practical skills for using the clinical process and developmental approach to supervision.

Prerequisite(s): EDLE 620 or EDSE 743; EDLE 690, and EDLE 791

Nature of Course Delivery

Class sessions will consist of brief lectures, discussions, analysis, and reporting. We will utilize several videos for training/development as we observe classroom teachers at work. Students should expect to derive benefit from this course commensurate with the extent to which they contribute to the learning experience by being prepared for and participating in each class meeting.

Course 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.

Student 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.

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 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.

National Standards and Virginia Competencies

ELCC Standards:

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| ELCC 1.2 | Candidates understand and can collect and use data to identify school goals, assess organizational effectiveness, and create and implement plans to achieve school goals. |
| ELCC 1.3 | Candidates understand and can promote continual and sustainable school improvement. |
| ELCC 2.2 | Candidates understand and can create and evaluate a comprehensive, rigorous, and coherent curricular and instructional school program. |
| ELCC 2.3 | Candidates understand and can develop and supervise the instructional and leadership capacity of school staff. |
| ELCC 3.5 | Candidates understand and can ensure that teacher and organizational time focuses on supporting high-quality school instruction and student learning. |
| ELCC 6.3 | Candidates understand and can anticipate and assess emerging trends and initiatives in order to adapt school-based leadership strategies. |

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

Course Materials

Required Readings

Glickman, C. D., Gordon, S. P., & Ross-Gordon, J. M. (2018). *Supervision and instructional Leadership: A developmental approach* (10th ed.). Boston, MA: Pearson Education, Inc.

Various research articles (see below)

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 must have access to standard word processing software that can be read by Microsoft Office 2010.

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 active participation in discussions. The overall weights of various performances are as follows:

Class Participation (10 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. Absences 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.

Tk20 PERFORMANCE BASED ASSESSMENT SUBMISSION REQUIREMENT

Every student registered for any EDLE course with a requirement performance-based assessment is required to submit these assessments: The Professional Development Project and the Clinical Supervision Project to Tk20 through Blackboard (regardless of whether a course is an elective, a onetime course or part of an undergraduate minor). Evaluation of the performance-based assessment by the course instructor will also be completed in Tk20 through Blackboard. Failure to submit the assessment to Tk20 (through Blackboard) will result in the course instructor reporting the grade as Incomplete (IN). Unless the IN grade is changed upon completion of the Tk20 submission, the IN will convert to an F nine weeks into the following semester.

Written Assignment #1

The Clinical Supervision Project (30 points)

Explain the clinical supervision process to your principal, and solicit advice as to who might be observed for the purpose of this assignment. Using the overview described in the text, discussion, 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*—Describe how the teacher was selected, their developmental level, expertise, and commitment.
- 2) *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, including background information on the teacher observed
 - b. Phase 2—Describe the class 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 or methodologies that you selected.
 - c. Phase 3—Describe the data that you collected and specifically discuss the trends and patterns that were revealed (“analysis”). Then begin to 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—Describe in detail your interactions with your classroom teacher, referring to the supervisory style that you utilized during phase 4. You do not need to include a plan for improvement in your phase 4 write-up.
 - e. Phase 5—Describe your critique of the process, including teacher input as to how the previous four phases of the clinical process might be improved.
- 3) *Comparison with Actual Practice*—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.
 - Clinical supervision project is **due 3/5/19** and may not exceed ten (10) double-spaced pages.
 - Include in an appendix a copy of the actual observation tools (for example, the categorical frequency chart, or the performance indicator checklist) including your notes.

- If you use a wide-lens tool, you must also include **one additional observation tool** for your project.

Written Assignment #2

The Professional Development Project (40 points)

This project involves developing an authentic professional development plan, providing your school (or department) with a research-based approach to providing growth opportunities for professional staff. You should solicit input from school and/or department leaders as you consider topics and options for this proposal.

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 (Chapter 20), use at least two of the “Ways of Assessing Need.” Describe and defend the needs assessment techniques selected as well as your method of collecting data. Identify patterns and trends (“analysis”) from your data, and describe your interpretation and conclusions. Specifically connect your data-informed trends and interpretations to the professional development proposal you will develop in component 3 below. This section must be a description of your analysis and findings, and not a description of what others in your school have done.
 - 3) Prepare a professional development proposal that includes the six 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 15 research-based characteristics of effective professional development identified in the Glickman text. You should also discuss and connect the three phases of professional development (orientation, integration, and refinement) with your proposed professional development plan.
- *This professional development project is **due on 4/30/19**, 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.)

ALL ASSIGNMENTS must be submitted electronically through Blackboard.

LATE WORK: It is expected that all students submit (through Blackboard) 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.

FEEDBACK: Rewrites of graded work will not be possible in EDLE 618. However, papers may be submitted in advance of the due date for feedback from the instructor. You may submit a complete

paper, or any portion of it for feedback, but must allow at least one week in advance of the due date for the instructor to review your work and contact you electronically with feedback.

COMMUNICATING WITH INSTRUCTOR: Feel free to discuss any/all concerns about the class with me. You may do so using e-mail...but a personal contact (before class, during break, after class or a scheduled office visit) is preferred.

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

GMU Policies and Resources for Students

Policies

- Students must adhere to the guidelines of the Mason Honor Code (see <https://catalog.gmu.edu/policies/honor-code-system/>)
- Students must follow the university policy for Responsible Use of Computing (see <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>).
- Students are responsible for the content of university communications sent to their Mason 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 with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see <http://ds.gmu.edu/>).
- Students must follow the university policy stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

Campus Resources

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or <https://cehd.gmu.edu/aero/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursesupport.gmu.edu/>.
- For information on student support resources on campus, see <https://ctfe.gmu.edu/teaching/student-support-resources-on-campus>

For information on the College of Education and Human development, please visit our website

<https://cehd.gmu.edu/students/> .

PROFESSIONAL DISPOSITIONS

Students are expected to exhibit professional behaviors and dispositions at all times.

See <https://cehd.gmu.edu/students/policies-procedures/> .

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. <http://cehd.gmu.edu/values>

For additional information on the College of Education and Human Development, Graduate School of Education, please visit our website [See <http://gse.gmu.edu/>]

Tentative Weekly Schedule (subject to change) EDLE 618 (Terrell) Spring 2019.001

Class#	Date 2017	Topic(s)	Reading
1	1/22	Introductions Course Overview What is supervision?	<p>Course syllabus</p> <p>Glickman: Chapters 1, 2, and 3</p> <p>Printy, S. M., Marks, H. M., & Bowers, A. J. (2009). Intergrated leadership: How principals and teachers share transformational and instructional leadership. <i>Journal of School Leadership</i>, 19, 504-532.</p> <p>Collie, R., Shapka, J., & Perry, N. (2012). School climate and social-emotional learning: Predicting teacher stress, job satisfaction, and teaching efficacy. <i>Journal of Educational Psychology</i>, 104(4), 1189-1204.</p> <p>Wahlstrom, K. L., & Louis, K. S. (2008). How teachers experience principal leadership: The roles of professional community, trust, efficacy, and shared responsibility. <i>Educational Administration Quarterly</i>, 44(4), 458-595.</p>
2	1/29	Clinical Supervision: Adult Learning and Supervisory Beliefs	<p>Glickman: Chapters 4, 5, and 6</p> <p>Drago-Severson, E. (2007). Helping adults learn: Principals as professional development leaders. <i>Teachers College Record</i>, 109(1), 70-125.</p> <p>Gross, S. (2014). Where's Houdini when you need him? Breaking out of the U. S. educational reform straitjacket to reclaim our democracy. <i>Journal of School Leadership</i>, 24(6), 1099-1124.</p> <p>Bradley, T. P., Allen, J. M., Hamilton, S., & Filgo, S. K. (2006). Leadership perception: Analysis of 360-degree feedback. <i>Performance Improvement Quarterly</i>, 19(1), 7-24.</p>
3	2/5	Clinical Supervision: Interpersonal Skills	<p>Glickman: Chapters 7, 8, 9, 10 and 11</p> <p>Rousmanerie, T. G., & Ellis, M. V. (2013). Developing the construct and measure of collaborative clinical supervision: The supervisee's perspective. <i>Training and Education in Professional Psychology</i>, 74(4), 300-308.</p>

4	2/12	Clinical Supervision: The Observation	Glickman: Chapters 12, 13 and 14 Danielson, C. (2012). Observing classroom practice. <i>Educational Leadership</i> , 70(3), 32-37.
5	2/19	Clinical Supervision: The Power of Effective Feedback	Glickman: Chapter 15 Hattie, J., & Timperley, H. (2007). The power of feedback. <i>Review of educational research</i> , 77(1), 81-112.
6	2/26	Moving From Clinical Supervision to Evaluation	Glickman: Chapter 16 Whitehurst, G. J., Chingos, M. M., & Lindquist, K. M. (2014). <i>Evaluating teachers with classroom observations: Lessons learned in four districts</i> . Washington, D.C.: Brown Center on Education Policy: Brookings Institution.
7	3/5	Supervision: Leveraging Collaborative Learning Teams for Change	****The Clinical Supervision Project Due**** Glickman: Chapter 17 Chen, M. H. (2006). Understanding the benefits and detriments of conflict on the team creativity process. <i>Creativity and Innovation Management</i> , 15(1), 105-116.
	3/12	***Spring Break***	
8	3/19	Supervision: Leading the Learning	Glickman: Chapter 18 Lambeth, D. (2012). Effective practice and resources for support of beginning teachers. <i>Academic Leadership</i> , 10(1), 1-13. Poekert, P. (2012). Teacher leadership and professional development: Examining links between two concepts central to school improvement. <i>Professional Development in Education</i> , 38(2), 169-188.
9	3/26	Supervision: Influencing the Curriculum as part of Instructional Leadership	Glickman: Chapter 19 Boote, D. N. (2006). Teachers' professional discretion and the curricula. <i>Teachers and Teaching: Theory and Practice</i> , 12(4), 461-478. Shilling, T. (2013). Opportunities and challenges of curriculum mapping implementation in one school setting: Considerations for school learners. <i>Journal of Curriculum and Instruction</i> , 7(2), 20-37.
10	4/2	Instructional Leadership: Developing Teacher Leaders	Glickman: Chapter 20 Lopez-Pastor, V. V., Monjas, R., & Manrique, J. C. (2011). Fifteen years of action research as professional development: Seeking more collaborative, useful and democratic systems for

			<p>teachers. <i>Educational Action Research</i>, 19(2), 153-170.</p> <p>Tschannen-Moran, M., & Tschannen-Moran, B. (2011). Taking a strengths-based focus improves school climate. <i>Journal of School Leadership</i>, 21, 422-448.</p>
11	4/9	Instructional Leadership: Facilitating Change	<p>Chapter 21</p> <p>Fullan, M. (2006). The future of education change: System thinkers in action. <i>Journal of Educational Change</i>, 7(3), 113-122.</p> <p>Louis, K. S. (2007). Trust and improvement in schools. <i>Journal of Educational Change</i>, 8(1), 1-24.</p>
12	4/16	Culturally Responsive Supervision: Who's in the room?	<p>Chapter 22</p> <p>Brown, M. R. (2007). Educating all students: Creating culturally responsive teachers, classrooms, and schools. <i>Intervention in School and Clinic</i>, 43(1), 57-62.</p> <p>Richards, H. V., Brown, A. F., & Forde, T. B. (2007). Addressing diversity in schools: Culturally responsive pedagogy. <i>Teaching Exceptional Children</i>, 39(3), 64-68.</p> <p>Villegas, A. M., & Lucas, T. (2007). The culturally responsive teacher. <i>Educational Leadership</i>, 64(6), 28-33.</p>
13	4/23	Supervision: Theory to Practice (What's it all for?)	Chapter 23
14	4/30	Supervision: A Summary	<p>Course Wrap up</p> <p>***Professional Development Project Due***</p>

Assignment #1: EDLE 618 Clinical Supervision Project Rubric

Levels/Criteria	Exceeds Expectations 4	Meets Expectations 3	Approaches Expectations 2	Below Expectations 1
Introduction and rationale (5%)	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 wholly inadequate.
Pre-Observation Phase (10%) ELCC 2.2 Candidates demonstrate that they understand and can create and evaluate comprehensive, rigorous instructional programs	Candidate provides evidence of a superior understanding of using an instructional framework and developmental supervision to evaluate a coherent instructional program.	Candidate provides evidence of an adequate ability to use a framework and developmental supervision to evaluate instruction.	Candidate provides evidence of some ability to evaluate a instruction using an instructional framework and developmental supervision.	Candidate does not provide evidence, or demonstrate the ability to evaluate a coherent instructional program.
Observation Phase (10%) ELCC 2.3 Candidates demonstrate that they understand and can develop and supervise the instructional leadership capacity of school staff	Candidate provides evidence of a superior ability to develop and supervise the instructional and leadership capacity of school staff.	Candidate provides evidence of an adequate ability to develop and supervise the instructional and leadership capacity of school staff.	Candidate provides evidence of some ability to develop and supervise the instructional and leadership capacity of school staff.	Candidate does not provide evidence, or demonstrates an inability to develop and supervise the instructional and leadership capacity of school staff.
Observation Phase (5%) ELCC 2.4 Candidates demonstrate that they can understand and promote the most effective use of educational technologies to support learning	Candidate provides evidence of a superior ability to promote the most effective and appropriate technologies to support teaching and learning in a school environment.	Candidate provides evidence of an adequate ability to promote the most effective and appropriate technologies to support teaching and learning in a school environment.	Candidate provides evidence of some ability to promote the most effective and appropriate technologies to support teaching and learning in a school environment.	Candidate does not provide evidence, or demonstrates an inability to promote the most effective and appropriate technologies to support teaching and learning in a school environment.
Analysis and Interpretation (10%) ELCC 3.5 Candidates demonstrate that they understand and can ensure that	Candidate provides evidence of a superior ability to ensure teacher and organizational time focuses on supporting high-quality school instruction and student learning; use of	Candidate provides evidence of an adequate ability to ensure teacher and organizational time focuses on supporting high-quality school instruction and student learning; use of	Candidate provides evidence of some ability to ensure teacher and organizational time focuses on supporting high-quality school instruction and student learning.	Candidate does not provide evidence, or demonstrates an inability to ensure teacher and organizational time focuses on supporting high-quality school

teacher and organizational time focuses on supporting high-quality school instruction and student learning.	instructional time is addressed through comprehensive analysis of data collected using charts, graphs or tables.	instructional time is addressed using observation data.		instruction and student learning.
Post Observation Conference (10%) ELCC 1.3 In comparison of clinical model with school practice, candidates demonstrate that they understand and can promote continuous improvement	Candidate provides evidence of a superior ability to promote continual and sustainable school improvement by leading an instructional conversation that builds teacher capacity.	Candidate provides evidence of an adequate ability to promote continual and sustainable school improvement using an appropriate supervisory style to lead the instructional conversation.	Candidate provides evidence of some ability to promote school improvement in description of instructional conversation. .	Candidate does not provide evidence, or demonstrates an inability to promote continual and sustainable school improvement.
Critique of Clinical Supervision Process (10%) ELCC 2.1 Candidates demonstrate that they can understand and sustain a school culture of trust, collaboration and high expectations for students and staff	Candidate provides evidence of superior ability to sustain a culture of trust, collaboration and high expectations by eliciting teacher feedback on the clinical supervision experience.	Candidate provides evidence of an adequate ability to obtain trust, collaboration and high expectations through teacher conferences and teacher feedback on the clinical supervision experience.	Candidate provides evidence of some ability to sustain a culture of trust, collaboration in teacher conferences and feedback on the clinical supervision experience.	Candidate does not provide evidence, or demonstrates an inability to sustain a school culture of collaboration, trust, and a personalized learning environment with high expectations for students.
Integrity and Fairness (10%) ELCC 5.1 Candidates demonstrate that they understand and can act with integrity and fairness	Candidate provides evidence of a superior ability to act with integrity and fairness to ensure a school system of accountability for every student's academic and social success.	Candidate provides evidence of an adequate ability to act with integrity and fairness to ensure a school system of accountability for every student's academic and social success.	Candidate provides evidence of some ability to act with integrity and fairness to ensure a school system of accountability for every student's academic and social success.	Candidate does not provide evidence, or demonstrates an inability to act with integrity and fairness to ensure a school system of accountability for every student's academic and social success.
Self-Awareness and Reflective Practice (10%) ELCC 5.2 Candidates demonstrate that they understand and can model principles of self-awareness, reflective practice,	Candidate provides evidence of a superior ability to model principles of self-awareness, reflective practice, transparency, and ethical behavior as related to his/her role within the school.	Candidate provides evidence of an adequate ability to model principles of self-awareness, reflective practice, transparency, and ethical behavior as related to his/her role within the school.	Candidate provides evidence of some ability to model principles of self-awareness, reflective practice, transparency, and ethical behavior as related to his/her role within the school.	Candidate does not provide evidence, or demonstrates an inability to model principles of self-awareness, reflective practice, transparency, and ethical behavior as related to his/her role within the school.

transparency and ethical behavior				
Observation tool (5%)	The actual observation tool (as completed) is provided and described, and its selection is described and defended.	The observation tool is provided and described.	The observation tool is included but is not described or defended.	The observation tool is not provided as required.
Support (10%)	Specific, developed ideas and evidence from theory, research and/or literature are used to support conclusions.	Supporting theory or research is present but is lacking in specificity.	Some evidence of supporting ideas is presented, but it is superficial and general in nature.	Few to no solid supports are provided.
Mechanics (5%)	The assignment is completed without errors.	The assignment is nearly error-free which reflects clear understanding and thorough proofreading.	Occasional errors in grammar and punctuation are present.	Frequent errors in spelling, grammar, and punctuation are present.

Assignment #2: EDLE 618 Professional Development Plan Rubric

Levels/Criteria	Exceeds Expectations 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
Introduction: provides context related to school and stakeholders (5%)	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 (15%) ELCC 1.2 <i>Candidates understand and can collect and use data to identify school goals, assess organizational effectiveness, and create and implement plans to achieve school goals</i>	The needs assessment is described in detail, with a rationale provided for its selection. Description includes the type of assessment, its application, and any challenges/issues that occurred.	The needs assessment is administered and described.	Evidence is provided that the needs assessment was administered, but the description is superficial; or only one method of assessing need was used	There is no evidence of a needs assessment being used.
Analysis and interpretation of data (20%) ELCC 1.3 Candidates understand and can promote continual and sustainable school improvement.	Data was collected and clearly analyzed, identifying trends and patterns that are described and connected to the pd proposal. Discussion demonstrates the candidate's understanding of school improvement needs.	Data was collected and clearly analyzed, identifying trends and patterns.	Data was collected but analysis is inadequate.	Data was not collected or analyzed.
The professional development proposal (15%) ELCC 2.2 Candidates understand and can create and evaluate a comprehensive, rigorous, and coherent curricular and instructional school program.	The proposal addresses all of the essential elements in powerful detail. The proposal clearly connected to needs assessment and offers a "comprehensive, rigorous, and coherent" plan.	The proposal clearly describes the essential elements.	The proposal is inadequate, failing to address several of the essential elements.	The proposal not submitted with the paper, or submitted without any of the essential elements.
Connections to Technology (10%) ELCC 2.4 Candidates demonstrate skills in using technologies for improved classroom instruction, student achievement and continuous school improvement.	The proposal clearly demonstrates candidate's ability to understand and use technologies for improved classroom instruction, student achievement and continuous school improvement.	The proposal demonstrates some understanding and ability to use technologies for improved classroom instruction, student achievement and continuous school improvement.	The proposal demonstrates limited understanding and ability to use technologies for improved classroom instruction, student achievement and continuous school improvement.	Use of technologies is not addressed in the proposal.
Effective Use of Time (15%) ELCC 3.5 Candidates understand and can ensure that teacher and organizational time focuses on supporting high-quality	The proposed project demonstrates a superior understanding and ability to protect and account for use of time to focus on quality instruction and learning for all students	The proposed project demonstrates some understanding and ability to protect and account for use of time to focus on quality instruction	The proposed project demonstrates vague or incomplete understanding and ability to protect and account for use of time to focus on quality instruction	The proposed project does not provide evidence of candidate understanding and ability to protect and account for use

instruction and student learning		and learning for all students	and learning for all students	of time to focus on quality instruction and learning for all students
Connections to Research (15%) ELCC 1.4 Candidates understand and can evaluate school programs and revise school plans supported by stakeholders	Connections to research and best practices are clearly stated and described, including reference to the phases of professional development, as well as the research-based traits of effective pd.	Connections to research and best practice are clearly stated and described.	Connections to research are unclear and/or superficial.	No attempt is made to state and describe evidence of connections with research.
Mechanics (5%)	The assignment is completed without error.	A few minor errors are present but do not detract from the proposal.	Errors in grammar, construction, and spelling detract from the proposal.	Frequent errors in grammar, construction and spelling are present.

Class Participation Rubric

	4 Exceeds Expectations	3 Meets Expectations	2 Approaches Expectations	1 Falls Below Expectations
Attendance (25%)	Exemplary attendance (no absences, tardies or early dismissals)	Maximum of one absence or two tardies and/or early dismissals	Occasional absences (more than one)...and/or frequent tardies and early dismissals	Frequent absences and/or tardies
Quality of interaction --- questions, comments, suggestions (20%)	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 class topics and/or ideas.	Rarely interacts with the instructor or class mates in an appropriate manner
Effort (25%)	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 within groups.	Actively avoids involvement. Complains about others and uses excuses to explain deficiencies.
Demonstration of preparation for class (30%)	Demonstrates preparation regularly by referring to previous learning, text and other sources to contribute to class discussion 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 preparation and readiness periodically.	Is unable to demonstrate readiness for class