GEORGE MASON UNIVERSITY
COLLEGE OF EDUCATION & HUMAN DEVELOPMENT
EDUCATION LEADERSHIP PROGRAM

EDLE 636, Section B02, Summer 2020
Adult Motivation and Conflict Management in Education Settings: A Case Study Approach
6/1/20-8/17/20

Instructors: Dr. Frank G. (“Tripp”) Di Nicola, III
Phones: Office: 571-438-2739 (Personal Cell Phone)
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Mailing address: 19019 Upper Belmont Place (Riverside HS – Loudoun County Public Schools)
Leesburg, VA 20176
Office hours: After 6:00 PM Monday – Thursday (Personal Cell / Skype)

Schedule Information
Location: Online (Blackboard)

Course Description: Adult Motivation and Conflict Management in Education Settings: A Case Study Approach
This course uses case studies and simulations to examine conflict mediation and resolution skills, and safety and security issues. It focuses on character and ethics education in schools, coaching and mentoring, and adult motivation to support positive behaviors in work settings.

Nature of Course Delivery
This course will be delivered online (100%) using a synchronous format via Blackboard Learning Systems (LMS) housed in the MyMason portal. You will log into the Blackboard (Bb) course site using your Mason email name (everything before @masonlive.gmu.edu) and email password. The course site will be available on 5/31/20.

Under no circumstances, may candidates/students participate in online class sessions (either by phone or Internet) while operating motor vehicles. Further, as expected in a face-to-face class meeting, such online participation requires undivided attention to course content and communication.

Technical Requirements
To participate in this course, students will need to satisfy the following technical requirements:

- High-speed Internet access with standard up-to-date browsers. To get a list of Blackboard’s supported browsers see: https://help.blackboard.com/Learn/Student/Getting_STARTED/Browser_Support#supported-browsers
To get a list of supported operation systems on different devices see:

https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#tested-devices-and-operating-systems

• Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.
• Students will need a headset microphone for use with the Blackboard Collaborate web conferencing tool.
• Students may be asked to create logins and passwords on supplemental websites and/or to download trial software to their computer or tablet as part of course requirements.
• The following software plug-ins for PCs and Macs, respectively, are available for free download: [Add or delete options, as desire.]
  o Adobe Acrobat Reader: https://get.adobe.com/reader/
  o Windows Media Player: https://support.microsoft.com/en-us/help/14209/get-windows-media-player
  o Apple Quick Time Player: www.apple.com/quicktime/download/

On-line Expectations

• Course Week: Because online courses do not have a “fixed” meeting day, our week will start on Monday and finish on Friday with assignments typically due by Sunday afternoon EXCEPT where noted on the syllabi. This schedule should allow sufficient time to complete and post assignments for this course.
• Log-in Frequency: Students must actively check the course Blackboard site and their GMU email for communications from the instructor, class discussions, and/or access to course materials at least 3 times per week.
• Participation: Students are expected to actively engage in all course activities throughout the semester, which include viewing of all course materials, completing course activities and assignments, and participating in course discussions and group interactions.
• Technical Competence: Students are expected to demonstrate competence in the use of all course technology. Students who are struggling with technical components of the course are expected to seek assistance from the instructor and/or College or University technical services.
• Technical Issues: Students should anticipate some technical difficulties during the semester and should, therefore, budget their time accordingly. Late work will not be accepted based on individual technical issues.
• Workload: Please be aware that this course is not self-paced. Students are expected to meet specific deadlines and due dates listed in the Class Schedule section of this syllabus. It is the student’s responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.
• Instructor Support: Students may schedule a one-on-one meeting to discuss course requirements, content or other course-related issues. Students should email the instructor to schedule a one-on-one session, including their preferred meeting method and suggested dates/times.
• **Netiquette**: The course environment is a collaborative space. Experience shows that even an innocent remark typed in the online environment can be misconstrued. Students must always re-read their responses carefully before posting them, so as others do not consider them as personal offenses. *Be positive in your approach with others and diplomatic in selecting your words.* Remember that you are not competing with classmates, but sharing information and learning from others. All faculty are similarly expected to be respectful in all communications.

• **Accommodations**: Online learners who require effective accommodations to insure accessibility must be registered with George Mason University Disability Services.

**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:

1.3b Candidates develop plans and processes for implementing the vision (e.g., articulating the vision and related goals, encouraging challenging standards, facilitating collegiality and teamwork, structuring significant work, ensuring appropriate use of student assessments, providing autonomy, supporting innovation, delegating responsibility, developing leadership in others, and securing needed resources). Candidates demonstrate an understanding of the role effective communication skills play in building a shared commitment to the vision.

3.1a Candidates demonstrate the ability to optimize the learning environment for all students by applying appropriate models and principles of organizational development and management, including research and data driven decision making with attention to indicators of equity, effectiveness, and efficiency.

3.1c Candidates demonstrate an ability to manage time effectively and deploy financial and human resources in ways that promote student achievement.

3.2a Candidates demonstrate the ability to involve staff in conducting operations and setting priorities using appropriate and effective needs assessment, research-based data, and group process skills to build consensus, communicate, and resolve conflicts in order to align resources with the organizational vision.

5.1a Candidates demonstrate a respect for the rights of others with regard to confidentiality and dignity and engage in honest interactions.

5.2a Candidates demonstrate the ability to combine impartiality, sensitivity to student diversity, and ethical considerations in their interactions with others.

5.3a Candidates make and explain decisions based upon ethical and legal principles.

6.1a Candidates act as informed consumers of educational theory and concepts appropriate to school context and can demonstrate the ability to apply appropriate research methods to a school context.

6.1h Candidates demonstrate the ability to explain various theories of change and conflict resolution and the appropriate application of those models to specific communities.

6.2a Candidates demonstrate the ability to communicate with members of a school community concerning trends, issues, and potential changes in the environment in which the school operates, including maintenance of an ongoing dialogue with representatives of diverse community groups.
Specific VADOE standards addressed include:

a7 Knowledge, understanding, and application of planning, assessment, and instructional leadership that builds collective professional capacity, including identification, analysis, and resolution of problems using effective problem-solving techniques.

b1 Knowledge, understanding and application of systems and organizations, including systems theory and the change process of systems, organizations and individuals, using appropriate and effective adult learning models.

b3 Knowledge, understanding and application of systems and organizations, including information sources and processing, including data collection and data analysis strategies.

b4 Knowledge, understanding and application of systems and organizations, including using data as a part of ongoing program evaluation to inform and lead change.

b7 Knowledge, understanding and application of systems and organizations, including effective communication skills including consensus building, negotiation, and mediation skills.

c2 Knowledge understanding and application of management and leadership skills that achieve effective and efficient organizational operations, including principles and issues of supervising and leading others to ensure a working and learning climate that is safe, secure, and respectful of a diverse school community.

c3 Knowledge understanding and application of management and leadership skills that achieve effective and efficient organizational operations, including management decisions that ensure successful teaching and learning including, human resources management and development, theories of motivation, change in school culture, innovation and creativity, conflict resolution, adult learning and professional development models.

c8 Knowledge understanding and application of management and leadership skills that achieve effective and efficient organizational operations, including application of data-driven decision making to initiate and continue improvement in school and classroom practices and student achievement.

d4 Knowledge understanding and application of the conditions and dynamics impacting a diverse school community, including principles of effective two-way communication, including consensus building and negotiation skills.

e2 Knowledge, understanding and application of the purpose of education and the role of professionalism in advancing educational goals, including integration of high quality, content rich, job-embedded professional learning that respects the contribution of all faculty and staff members in building a diverse professional learning community.

e3 Knowledge, understanding and application of the purpose of education and the role of professionalism in advancing educational goals, including reflective understanding of theories of leadership and their application to decision-making in the school setting.

e4 Knowledge, understanding and application of the purpose of education and the role of professionalism in advancing educational goals, including intentional and purposeful effort to model professional, moral, and ethical standards as well as personal integrity in all interactions.

f1 Knowledge understanding and application of basic leadership theories and influences that impact schools including concepts of leadership including systems theory, change theory, learning organizations and current leadership theory.

f2 Knowledge understanding and application of basic leadership theories and influences that impact schools including concepts of leadership including historical leadership theories including organizational theory, motivational theory, political and social systems theory to practical situations.
Content
All of the EDLE program goals are active, to a greater or lesser extent, in this course. The primary purpose of this course is to help students consider how as school leaders they may access [and use] relevant research regarding the creation of conditions in schools that will cause teachers to be attracted to teaching, to stay in the school and in teaching, and to improve their practice and their impact on increasing student learning.

Course Objectives
Students will:
1. Investigate, evaluate and apply results of research regarding motivation to adults in school settings;
2. Explore and apply the results of research regarding factors related to teacher recruitment, retention and improvement, including methods of creating a culture of continuous improvement through professional support, collaboration and professional development;
3. Conduct a case study of a plan for differentiated compensation by applying the results of research regarding motivation and a variety of compensation plans;
4. Review and apply models of leadership as they relate to creating conditions that recruit, retain and lead to improvement of teaching; and
5. Investigate, evaluate and apply to school settings research regarding models of conflict management.

Student Outcomes
Successful students will emerge from the course able to:
1. Demonstrate knowledge and ability to create conditions that will attract teachers, retain teachers and motivate teachers to improve their practice and student learning
2. Identify motivation principles and apply them to the creation of such conditions
3. Exercise leadership skills that engender and support such conditions
4. Apply conflict management skills in developing and maintaining such conditions

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. Specific process goals for the class appear below.

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.
   f. The ultimate goal is to function as a community of learners.

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. As such, 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.

**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.

**Course Materials**

*Required:*


*Recommended:*

Additional Resources will be listed in the weekly schedule and will be available on Blackboard.

Outside-of-Class Resources

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.

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
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 the various performances are as follows:

Class Participation: 15 points
Students are expected to participate actively in class discussions, in group activities, 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 phone. More than one absence may result in a reduction in participation points. Arriving at class more than 30 minutes late or leaving more than 30 minutes before the end of class may result in loss of points.

ASSIGNMENTS #1 - #2 (See rubrics on last pages of syllabus): Written Assignments [2]: 55 points
Two written assignments will be completed during the semester. A description and directions for each assignment and a rubric for grading each assignment are included at the end of this syllabus.

ASSIGNMENT #3 (See rubric on last pages of syllabus): Group Assignment: 10 points
Groups will present (in a virtual environment) on a selected article related to Collaborative Inquiry: Professional Development and Teacher Motivation. The articles will be initially introduced in an earlier session.

ASSIGNMENT #4 (See rubric on last pages of syllabus): Group Assignment: 20 points
Groups will select and present (in a virtual environment) a Case Study regarding a current, controversial issue, highlighting both conflict management and adult motivation.

ALL ASSIGNMENTS must be submitted electronically, through Blackboard.
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 Blackboard by the due date.

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  

Professional Dispositions
https://cehd.gmu.edu/students/policies-procedures/

Students are expected to exhibit professional behaviors and dispositions at all times. Consistent with our mission to educate exceptional leaders who act with integrity and respect for others, candidates are not permitted to record a class themselves by any means without prior expressed consent of the instructor -- except for class recordings made to accommodate requests presented by the George Mason University’s Office of Disability Services.

Plagiarism: Candidates must avoid plagiarizing the work of others. Specifically, when referencing a source or author, candidates must give appropriate source documentation; and when using direct quotes, candidates must use quotations, provide page numbers, and ensure that credit is given to the author of quoted material. If a candidate's work contains plagiarism, the candidate will receive no credit for the assignment.

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/.

GMU Policies and Resources for Students

Policies

• Students must adhere to the guidelines of the Mason Honor Code (see http://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 the George Mason University Office of Disability Services (ODS). 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://coursessupport.gmu.edu/
• For information on student support resources on campus, see https://ctfe.gmu.edu/teaching/student-support-resources-on-campus.

Other reminders:

GMU Add/Drop Policy: The last day to drop this class without any penalty is provided on the GMU academic calendar page http://registrar.gmu.edu/calendar/. It is the student’s responsibility to check to verify that they are properly enrolled, as no credit will be awarded to students who are not.

Plagiarism Statement: Plagiarism means using the exact words, opinions, or factual information from another person without giving that person credit. Writers give credit through accepted documentation styles, such as parenthetical citation, footnotes, or endnotes; a simple listing of books and articles is not sufficient. Plagiarism is the equivalent of intellectual robbery and cannot be tolerated in an academic setting (Statement of English Department at George Mason University).

Plagiarism and the Internet: Copyright rules also apply to users of the Internet who cite from Internet sources. Information and graphics accessed electronically must also be cited, giving credit to the sources. This material includes but is not limited to e-mail (don't cite or forward someone else's e-mail without permission), newsgroup material, information from Web sites, including graphics. Even if you give credit, you must get permission from the original source to put any graphic that you did not create on your web page. Shareware graphics are not free. Freeware clipart is available for you to freely use. If the material does not say "free," assume it is not. Putting someone else's Internet material on your web page is stealing intellectual property. Making links to a site is, at this time, okay, but getting permission is strongly advised, since many Web sites have their own requirements for linking to their material.

If you have questions about when the contributions of others to your work must be acknowledged and appropriate ways to cite those contributions, please talk with the professor or utilize the GMU Writing Center.

Notice of mandatory reporting of sexual assault, interpersonal violence, and stalking:

As a faculty member, I am designated as a “Responsible Employee,” and must report all disclosures of sexual assault, interpersonal violence, and stalking to Mason’s Title IX Coordinator per University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason’s confidential resources, such as Student Support and Advocacy Center (SSAC) at 703-380-1434 or Counseling and Psychological Services (CAPS) at 703-993-2380. You may also seek assistance from Mason’s Title IX Coordinator by calling 703-993-8730, or emailing titleix@gmu.edu.
<table>
<thead>
<tr>
<th>Session #</th>
<th>Date</th>
<th>Topics</th>
<th>Reading/Writing Assignment (Due on session date)</th>
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</table>
| 1        | June 1 | I. Review Syllabus  
II. Norms of Collaboration  
III. Evaluating Your School’s Reality and Your Role  
Read Introduction to Kowalski  
Read Fierce Conversations, Introduction and Chapter 1 |
| 2        | June 8 | I. Communication and Relationships: School Essentials  
II. Maslow’s Hierarchy of Needs  
III. DISCUSSION BOARD for PARTICIPATION POINTS: Authentic Scenarios: Set 2 | Introduction of a Key Motivational Theory  
Read Kowalski: Chapter 1  
Read Whitaker: What Great Principals Do Differently: Chapters 1-3  
Read Case Study: A Bully’s Threat  
Read Coaching Conversations: Chapters 1-2 |
| 3        | June 15| I. Intrinsic vs. Extrinsic Motivation  
II. School Improvement, Delegation, Empowerment, and Trust  
III. The Art of Listening, Speaking, Reading, and Writing  
View Daniel Pink [The Puzzle of Motivation]  
Read Coaching Conversations: Chapters 3-4  
Complete Emotional Intelligence Survey for Session #4. 😊 |
| 4        | June 22| I. Intrinsic vs. Extrinsic Motivation Discussion  
II. Reflection and Growth  
III. Setting Expectations in the Classroom and School  
IV. Taking The Risks | Read Why Incentive Plans Don’t Work  
Read Fierce Conversations - Chapters 2-3  
Coaching Conversations: Chapters 5-6  
Read Case Study: An Ambitious Assistant Principal |
| 5        | June 29| I. Who Motivates Employees?  
II. Herzberg Theory  
III. Prioritization and Multitasking  
Read Finding Flow  
Read Whitaker: What Great Principals Do Differently: Chapters 4-6  
Read Kosmoski, Chapter 2  
View Dan Ariely's TED Talk: ‘What Makes Us Feel Good About Work’  
Read Case Study: Break the Rules & Pay the Price |
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<tr>
<th>Date</th>
<th>Page</th>
<th>Content</th>
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| 6    | July 6 | I. Who Motivates Employees? (continued)  
II. Managing Student Discipline: The Process of Investigation and Decision Making  
Read Whitaker: What Great Principals Do Differently: Chapters 7-8  
Read Case Study: Illegal Drugs, ISS & the Novice Principal |
| 7    | July 13 | I. Strategies for Conflict Management & Resolution  
II. Application: The Plagiarism Problem  
[Assignment #2 Examined]  
**Assignment #1 Due on Monday, July 13, 2020**  
Read Kosmoski, Chapters 3 & 5  
Read Fierce Conversations, Chapters 4-5  
View Thomas Kilmann Explained  
Read Thomas Kilmann article  
Read Case Study: A Matter of Honor [Part 1] |
| 8    | July 20 | I. Conflict Management: A Second Model Examined  
II. DISCUSSION BOARD FOR PARTICIPATION POINTS: Authentic Scenarios: Set 3  
Read Fierce Conversations, Chapters 6-7 (Conclusion)  
A Matter of Honor [Part 2]  
View Simon Sinek’s talk: Inspiring Action  
**Assignment #2 Due on Friday, July 24, 2020** |
| 9    | July 27 | Distributive Leadership  
View Simon Sinek’s video: "How Great Leaders Inspire Action"  
Read Whitaker: What Great Principals Do Differently: Chapter 9 & Kosmoski: Chapters 6 and 8  
Read Case Study: Let’s Not Rap |
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<tr>
<th>Date</th>
<th>Reading Notes</th>
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<tbody>
<tr>
<td>Aug 6</td>
<td>I. Finalizing the Readings Collaborative Inquiry: Professional Development and Teacher Motivation II. Group Investigation &amp; “Round Table” -- Class Discussion [Assignment #3 examined] [Group Project &amp; groups formed]</td>
</tr>
<tr>
<td>Aug 13</td>
<td>E-Learning Session High Achievers Dealing with Volatile Issues Watch the TED Talk by Tan Le on Immigration Watch the YouTube video below about The New America [Charter] Schools<strong>Assignment #4: Case Study Group Presentations in virtual synchronous environment by appointment during week of August 13-17, 2020</strong></td>
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Written Assignment #1: Position Paper on Extrinsic and Intrinsic Motivation (30 points)

This paper will begin with an introduction that includes a thesis statement or your position on the question of the relative importance of extrinsic and intrinsic motivation in retaining teachers and in leading them to increase their impact on student learning. The introduction is followed by the body of the paper which is your argument or justification for your position. The argument should be bolstered by research (with appropriate citations), by practice and by reason. The paper should conclude with a summary of the argument.

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EDLE 636: Position Paper on Extrinsic and Intrinsic Motivation

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<tr>
<th>Dimensions</th>
<th>Criteria Levels</th>
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<tbody>
<tr>
<td></td>
<td>exceeds expectations (4)</td>
</tr>
<tr>
<td>Introduction and Thesis (15%)</td>
<td>The paper starts with an introduction that states succinctly the thesis or position of the paper and how it will be supported.</td>
</tr>
<tr>
<td>Argument (50%)</td>
<td>The paper includes a well developed and supported (by research, practice and reason) argument regarding the relative importance of extrinsic and intrinsic motivation in retaining teachers and in leading them to increase their impact on student learning.</td>
</tr>
<tr>
<td>Conclusion (15%)</td>
<td>The conclusion summarizes the salient points of the argument.</td>
</tr>
<tr>
<td>Evidence (10%)</td>
<td>The argument is supported by detailed examples from research and/or practice.</td>
</tr>
<tr>
<td>Organization (5%)</td>
<td>The paper is powerfully organized and fully developed.</td>
</tr>
<tr>
<td>Mechanics (5%)</td>
<td>Nearly error-free, reflecting clear understanding and thorough proofreading. It follows APA format.</td>
</tr>
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Written Assignment #2: Interview on Conflict Management (25 points)

You will interview a current education administrator (identity withheld) about an actual workplace conflict that he or she manages. This paper should include:

a) a description of the interview procedure including at least ground rules, documentation, setting, questions and length.
b) a description of the conflict, including interviewee’s role, issues involved, how the conflict was addressed, and the result.
c) an analysis of the management of the conflict in relation to concepts of leadership and motivation,
d) a conclusion which includes reflections on the quality of the conflict management, what might have been done differently and why, and lessons learned from the interview by the interviewer.

RUBRIC
EDLE 636: Interview on Conflict Management

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<th>Dimensions</th>
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<tbody>
<tr>
<td></td>
<td>exceeds expectations (4)</td>
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<tr>
<td>Interview procedure (10%)</td>
<td>Procedure is described, including at least ground rules, documentation, setting, questions and length.</td>
</tr>
<tr>
<td>Description of workplace conflict (20%)</td>
<td>Conflict is described clearly, including interviewee’s role, issues involved, how the conflict was addressed, and the result.</td>
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<tr>
<td>Analysis (40%)</td>
<td>Management of the conflict is analyzed clearly and insightfully in relation to concepts of leadership and motivation.</td>
</tr>
<tr>
<td>Conclusion (20%)</td>
<td>Conclusions are drawn regarding the quality of the conflict management, what might have been done differently and why, and lessons learned by the interviewer.</td>
</tr>
<tr>
<td>Mechanics (10%)</td>
<td>Error free; clearly &amp; professionally written.</td>
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Assignment #3: Collaborative Inquiry Group Presentation (10 points)

Pre-arranged groups will present on a selected article related to Collaborative Inquiry: Professional Development and Teacher Motivation in a virtual synchronous environment with Dr. Di Nicola. The articles for this presentation will be initially introduced in an earlier session, providing the team time to collaborate and prepare well in advance.

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Criteria Levels</th>
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<tr>
<td>Description of the research study (20%)</td>
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<td>meets expectations (3)</td>
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<td>approaches expectations (2)</td>
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<td></td>
<td>falls below expectations (1)</td>
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<tr>
<td>The article is clearly described and important and pertinent details are included.</td>
<td>The article is described with some important and pertinent details included</td>
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<tr>
<td>The article is described only in didactic terms</td>
<td>The article is vaguely described with no or very few details in place.</td>
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<tr>
<th>Dimensions</th>
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<tbody>
<tr>
<td>Discussion and Findings (20%)</td>
<td>exceeds expectations (4)</td>
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<tr>
<td></td>
<td>meets expectations (3)</td>
</tr>
<tr>
<td></td>
<td>approaches expectations (2)</td>
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<tr>
<td></td>
<td>falls below expectations (1)</td>
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<tr>
<td>The discussion and findings of the articles is clearly presented to the audience. All-important findings are included.</td>
<td>The discussion and findings of the articles is presented to the audience. Most of the findings are included</td>
</tr>
<tr>
<td>The discussion and findings of the articles is vaguely presented to the audience with few findings included</td>
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<tr>
<td>The discussion and findings of the articles is not presented in a coherent way</td>
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<tr>
<th>Dimensions</th>
<th>Criteria Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compare &amp; Contrast to practices in your school system (30%)</td>
<td>exceeds expectations (4)</td>
</tr>
<tr>
<td></td>
<td>meets expectations (3)</td>
</tr>
<tr>
<td></td>
<td>approaches expectations (2)</td>
</tr>
<tr>
<td></td>
<td>falls below expectations (1)</td>
</tr>
<tr>
<td>Multiple, clear comparisons are made to the presenters’ school system and numerous distinctions are emphasized.</td>
<td>Comparisons are made to the presenters’ school system and some distinctions are also emphasized</td>
</tr>
<tr>
<td>Clear comparisons and distinctions are vaguely presented</td>
<td>Clear comparisons and distinctions are not presented</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Implications for emerging leaders (30%)</td>
<td>exceeds expectations (4)</td>
</tr>
<tr>
<td></td>
<td>meets expectations (3)</td>
</tr>
<tr>
<td></td>
<td>approaches expectations (2)</td>
</tr>
<tr>
<td></td>
<td>falls below expectations (1)</td>
</tr>
<tr>
<td>Clear and concise implications are made for emerging leaders. Tying to theories and learning from the class.</td>
<td>Clear and concise implications are made for emerging leaders. Some connections are made to theories and learning from the class.</td>
</tr>
<tr>
<td>Implications are made for emerging leaders. Little or no connections are made to theories and learning from the class.</td>
<td>Implications are not clear for emerging leaders. No connections are made to theories and learning from the class.</td>
</tr>
</tbody>
</table>
Assignment #4: Group Case Study Presentation (20 points)

In self selected groups, choose a current controversial issue that resonates with all group members. Either [i] research and find a Case Study, or [ii] create a Case Study [using class Case Study format] that attempts to touch on the following:
[a] Leadership Styles
[b] Adult Motivational Theories
[c] Conflict Management & Resolution.
Groups will present their Case Study, ensuring that it is both interactive and engages peers in discussion of possible solutions. Ample reference should be made to class text, class readings and discussions, and outside research for same.

RUBRIC
EDLE 636: Group Case Study Presentation

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Exceeds expectations (4)</td>
<td>Meets expectations (3)</td>
</tr>
<tr>
<td>Introduction (25%) has clarity and connects to conflict management/resolution</td>
<td>The Case Study is clearly presented; good discussion is fostered on same touching on both conflict resolution and adult motivation.</td>
</tr>
<tr>
<td>Conflicts Management &amp; Resolution follows Case Study method (35%)</td>
<td>The Case Study is presented only in didactic terms. No peer interaction.</td>
</tr>
<tr>
<td>Leadership, Motivation examined (30%)</td>
<td>The Case Study Presentation is vaguely hinted at; no interaction with peers.</td>
</tr>
<tr>
<td>Presentation (10%) has clarity and concisely presented; occasions excellent discussion.</td>
<td>The Case Study is presented only in didactic terms. No peer interaction.</td>
</tr>
</tbody>
</table>
# Rubric

## EDLE 636: Class Participation

**15 Points**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>exceeds expectations (4)</td>
</tr>
<tr>
<td><strong>Attendance (40%)</strong></td>
<td>Exemplary attendance, no tardies</td>
</tr>
<tr>
<td><strong>Quality of Questions, Interaction (20%)</strong></td>
<td>Most queries are specific and on point. Deeply involved in class dialogue. Challenges ideas, seeks meaning.</td>
</tr>
<tr>
<td><strong>Engagement (20%)</strong></td>
<td>Enthusiastically initiates discussion. Personalizes and takes ownership of activities. Always knows where class or group is.</td>
</tr>
</tbody>
</table>