

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

Course Syllabus

Course Number and Title

EDLE 610.602 Leading Schools and Communities (3 credits) – Summer 2021

Course Information

Class Location: Blackboard
Class Dates: May 19, 2021 – July 21, 2021
Class Meetings: 4:45pm -7:45pm - Wednesday

Instructor

Name: Dr. Andrew Buchheit
Office Hours: By Appointment
Office Location: Thompson Hall Suite 1300
Phone: 703.615.0744 (Cell)
Email: abuchhe@gmu.edu

Website: Blackboard [<http://mymasonportal.gmu.edu>]

Prerequisites: EDLE 620, EDLE 690, and EDLE 791.

Required Text:

Recommended Resource:

Virginia Standards of Learning; VDOE Website

APA Reference

American Psychological Association (2009). *Publication Manual of the American Psychological Association* (6th edition). Washington DC: American Psychological Association.

Course Description

EDLE 610 Leading Schools and Communities

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, equity, inclusion, culturally responsive behavior and student achievement**. Practical and academic emphasis on leadership skill development and dispositions.

Course Overview

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, 4) how leaders influence school and community change and improvement; 5) **cultural competence skills and social justice values needed in leadership.**

Additionally, they will sharpen their oral and written communication, and reflection and general leadership skills, and (5) how to collaboratively design, communicate, and evaluate a district mission and vision that reflects a core set of values and priorities that include data use, technology, values, equity, diversity, digital citizenship, and community.

Course Delivery Method

This course will be delivered 100% fully online using a hybrid synchronous and asynchronous (not “real time”) format via the Blackboard learning management system (LMS) housed in the MyMason portal. This course will be taught using both a synchronous format (**Wednesday from 4:45pm – 7:45pm**) (At least 55%) and an **asynchronous** (not “real time”) format (45 %) via the Blackboard learning management system (LMS) housed in the MyMason portal. You will log in to the Blackboard course site using your Mason email name (everything before “@masonlive.gmu.edu) and email password.

This course will be available on Wednesday, May 12, 2021

Synchronous Sessions will take place Virtually on Wednesday from 4:45pm –

7:45pm. At least 55 percent of the class instruction will be delivered using this method. Students will be required to attend and participate in these sessions. Please refer to Syllabus for specific dates. **For all online sessions, students should keep their video on.**

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

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. I ask all students to keep their video cameras on so we can see one another.

Online Expectations

1. **Course Week:** The course week will begin on Wednesday with our class and end on Tuesday. **I will send out the reminders for each week on Thursday after our class meeting. These will also be available in Blackboard. Please respond to any discussion post or turn in assignment by 11:59 pm on Wednesday of each week. When there is a discussion post, please respond to at least 2 classmates by Saturday at 11:59pm**
2. **Log-in Frequency:** **All students should participate live during our synchronous sessions.** Students should make sure their camera is on. 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 several times a week.
3. **Participation:** Students are expected to actively engage in all course activities throughout the semester, which includes attending all synchronous session, viewing all course materials, completing course activities and assignments, and participating in course discussions and group interactions.
4. **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.
5. **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.
6. **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.
7. **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.
8. **Accommodations:** Online learners who require effective accommodations to ensure accessibility must be registered with George Mason University Disability Services.
9. **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.

Technical Requirements –

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

1. High-speed Internet access with standard up-to-date browsers. To get a list of Blackboard's supported browsers see:
 - a. https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#supported-browsers
 - b. To get a list of supported operation systems on different devices see:
 - c. https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#tested-devices-and-operating-systems
2. Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.
3. 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.
4. The following software plug-ins for PCs and Macs, respectively, are available for free download: [Add or delete options, as desire.]
5. Adobe Acrobat Reader: <https://get.adobe.com/reader/>
6. Windows Media Player: <https://support.microsoft.com/en-us/help/14209/get-windows-media-player>
7. Apple Quick Time Player: www.apple.com/quicktime/download/

Learner Outcomes or Objectives

Students will emerge from the course able to:

1. Demonstrate knowledge and skills needed 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.
2. Identify, assess, and apply elements of a constructive relationship between a school and its community to support the school's mission and 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 on the part of faculty and staff.
5. Understand and demonstrate the capacity to evaluate, cultivate, and advocate for a supportive and inclusive district culture (NELP 3.1)

Course Objectives –

Candidates taking this course 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.

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 journal and Collective Records, but they can only count over and above the minimum 320 hours required for the internship. There is one exception. This course requires a focus group and as a result this project can qualify for the required activity- “Organize and run one or more community focus groups dealing with suggestions for improving visibility and communications with the local school community. Present recommendations to administration”

Relationships to Program Goals and Professional Organizations

The importance of strengthening and guiding vision and mission, along with parent involvement and engagement in educational settings are leadership themes of academic and professional organizations alike. The purpose of this course is to strengthen the knowledge, skills, and dispositions of EDLE candidates as visionary leaders capable of nurturing strong partnerships with all school stakeholders.

Professional Standards (National Standards and Virginia Competencies)

The course addresses selected Virginia Department of Education (VDOE) Competencies, The Interstate School Leaders Licensure Consortium (ISLLC) Standards, and National Educational Leadership Preparation (NELP) and National Council for Accreditation of Teacher Education (NCATE) Standards. Specific NELP standards addressed include:

VA DOE Competencies (a7, d2, d3, and f3)

NELP Standards [2020]: (1.1, 1.2, 3.1, 3.2, 3.3, 5.1, 5.2, 5.3, 7.1, 7.2, 7.3, 7.4)

(See Below)

Course Performance Evaluation

Students are expected to submit all assignments on time in the manner outlined by the instructor (e.g., Blackboard, Tk20, hard copy).

Every student registered for any Education Leadership course with a required performance-based assessment are required to submit these assessments, the School/Community Leaders Assessment of School Effectiveness and Parent Involvement assignments, to Tk20 through Blackboard (regardless of whether the student is taking the course as an elective, a onetime course or as 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 course grade as Incomplete (IN). Unless the IN grade is changed upon completion of the required Tk20 submission, the IN will convert to an F nine weeks into the following semester.

Assignments and/or Examinations Students' grades are based on their proficiency with respect to the student outcomes stated above. Each outcome will have an oral (class participation) and/or a written component. Educational leaders must be able to use current research in making informed decisions and improving community relations. 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. Consequently, you should find opportunity throughout the course and assignments to explore existing research on a specific topic, organize and evaluate that research, and then share your findings with your classmates and/or in your journals.

Below are the basic percentages for the various kinds of work required for the class. Students should always bear in mind that grading is primarily my judgment about your performance. Grades are designed to indicate your success in completing the course, not the level of effort you put into it.

Reflection, Research, Class participation	25 percent
Written assignments	75 percent

Other Requirements

Class participation - A large proportion of the work in this class will be done either individually and/or in small groups. Each student is expected to be an active, contributing member of her/his small group in every class session and outside of class. Every student is also expected to contribute to Blackboard discussions as necessary. If you are absent or miss part of a class session, you may lose participation points. If you are absent for an oral activity, there will be no alternative way to engage in the activity and you will not receive credit for it. Such an absence will cause you to lose participation points regardless of your overall attendance record. 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 will result in loss of points.

Attendance

Students are expected to attend every class for its entirety. Emergencies sometimes arise, however. If you need to be absent from class, you are expected to notify me in advance by telephone or e-mail. Any absence will result in a .5 reduction in class participation points. If you come to class more than 30 minutes late or leave more than 30 minutes early, you will lose participation points. Papers due on a day you are absent must be submitted via Blackboard by the due date.

Written assignments

Two performance-based assessments will be completed during the semester. The School/Community Leaders Assessment of School Effectiveness and Parent Involvement assignments represent the required program-level performance-based assessments 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.

Participation Assignments and Written Work - 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 learning modules;
2. Original thinking and persuasiveness; and
3. Clarity, concision and organization.

Late Work - I expect all students to submit work no later than midnight of the due date. Any work submitted more than 48 hours late will not be graded. Late assignments will not be accepted except in emergency situations that have been discussed and approved by the instructor in advance of the due date. **Late penalties may be assessed for persistently late work.**

Course Submission Policies

Assignments are due by 11:59 pm on the dates listed on the syllabus, electronically via Blackboard. Please take advantage of instructor office hours and availability to get assistance prior to assignment deadlines.

Because EDLE 610 is a graduate level course, high quality work is expected on all assignments. Assignments are graded by a rubric. In this way, the rubric can both inform the completion of the assignments and serve as an instrument to assess your grade for the activity.

This course is designed to further develop and expand your educational leadership skills. You will be assessed on your ability to analyze situations from the broad perspective of an emerging school administrator and be expected to view the impact of the decisions from a systematic perspective and from the benefit to student learning.

Resubmission of Work - Students may resubmit an assignment (other than the final paper) for re-grading within one week of its assessment. Students who wish to do this must request the resubmission by email. If you wish to discuss your work, I am willing to do so at a time of mutual convenience.

Performance Evaluation Criteria

Candidates can earn a total of 500 points in this course. Graded assignments account for 75% (375 points) of the overall grade, while course participation accounts for 25% (125 points). A description of each assignment and a rubric for grading each assignment are included at the end of this syllabus. Candidates are expected to submit all assignments, on time, in the manner outlined by the instructor.

Project Based Assignments (up to 375 points)

The two graded assignments required for the course are as follows:

1. School/Community Leaders Assessment of School Effectiveness* (175 points)
2. Parent Involvement* (200 points)

The School/Community Leaders Assessment of School Effectiveness and the Parent Involvement assignments are the *program-level Performance-Based Assessments (BPA) 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.

Participation Requirements (Up to 125 points)

To maximize learning and engagement in the online environment, candidates are expected to participate actively in asynchronous and synchronous class discussions and group activities and serve as critical friends to other students.

Participation points will be given for Unit 1 (62.5 points) and Unit 2 (62.5 points) for a total of up to 125 points.

Grading Scale:

Activity	Total Points
Participation Requirement	125– broken down as: Unit 1 –62.5 points Unit 2 –62.5 points
Assignment #1 – School Community Leaders Assessment of School Effectiveness	175
Assignment #2 – Parental Involvement	200

TOTAL: 500 points

Tentative Class Schedule**

Syllabi created in a learner vacuum are by nature, imperfect -Schedule can change

Note: Please refer to the Weekly Schedule on Blackboard for the most up---to---date version of the Course Schedule—including reading and viewing assignments, etc

Participation Requirement – Total 125 points (12.5 points per class)

Unit 1 – 62.5 points

Unit 2 – 62.5points

I. Unit 1 – Leading Schools

Week	Format	Focus	Assignments and Due Dates
<u>Week 1</u> May 19	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 1 – Leading Schools Student Focused Mission: <ul style="list-style-type: none"> • Vision for this Class • Vision for your School • Vision as your Leader 	Introduction Activity Assigned Readings and videos shared on Blackboard.
<u>Week 2</u> May 26	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 1 – Leading Schools Leading by Example: Creating School Culture Difference between Climate and Culture Positive Relationships	Difference between Culture and Climate Group Discussion - Assigned Readings and videos on Blackboard 8 Basic Competences
<u>Week 3</u> June 2	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 1 – Leading Schools Leadership Style – <ul style="list-style-type: none"> • Transformative, • Transactional, • Instructional • Servant? 	Reflection Response – What type of leader are you? Readings and videos shared on Blackboard
<u>Week 4</u> June 9	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 1 – Leading Schools Challenging the Norm Shared Leadership and Collaboration	Group Discussion – Case Study Readings and videos shared on Blackboard Education Disruptor
<u>Week 5</u> June 16	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 1 – Leading Schools Positive Relationships	Performance Assessment #1 due to Tk20 by 11:59pm on June 16

II. Unit 2 – Leading Communities

<u>Week 6</u> June 23	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 2 – Leading Communities 6 types of Parental Involvement and Dual Capacity Framework	Share highlights Assignment #1 Readings shared on Blackboard
<u>Week 7</u> June 30	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 2 – Leading Communities Differences between Parent Involvement and Engagement	Differences between parental involvement and engagement Readings: Readings and videos shared on Blackboard
<u>Week 8</u> July 7	Asynchronous	Unit 2 – Leading Communities Engaging Families 7 Cs	Readings and videos shared on Blackboard Work on Final Project
<u>Week 9</u> July 14	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 2 – Leading Communities Barriers to Engagement History of Culturally Proficient Engagement Leadership and Social Justice	Readings and videos shared on Blackboard
<u>Week 10</u> July 21	Synchronous Wednesday from 4:45- 7:45pm - Blackboard	Unit 2 – Leading Communities Action Steps	Readings and videos shared on Blackboard Performance Assessment #2 is due to TDK by 11:59pm on July 21 Share Project summaries

Grading Scale

A+	500 points
A	475 – 499
A-	450 – 474
B+	435 --- 449
B	415 --- 434
B-	400 --- 414
C	375 --- 399
F	Below 375 points

Professional Dispositions

Students are expected to exhibit professional behaviors and dispositions at all times. See <https://cehd.gmu.edu/students/policies-procedures>

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.

TK20 Performance-Based Assessment Submission Requirements

Every student registered for any EDLE Course with a required performance-based assessment is required to submit these assessments in **EDLE 610 School/Community Leaders Assessment of School Effectiveness and Parent Involvement** to TK20 through Blackboard (regardless of whether the student is taking the course as an elective, a onetime course or as 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 course grade as Incomplete (IN). Unless the IN grade is changed upon completion of the required Tk20 submission, the IN grade will convert to some F nine weeks into the following semester.

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** <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://ods.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>
- **For information on the College of Education and Human development, please visit our website** <https://cehd.gmu.edu/students/>.
- **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.

Other reminders:

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.

Academic Integrity & Inclusivity: This course embodies the perspective that we all have differing perspectives and ideas and we each deserve the opportunity to share our thoughts. Therefore, we will conduct our discussions with respect for those differences, meaning we each have the freedom to express our ideas, but we should also do so keeping in mind that our colleagues deserve to hear differing thoughts in a respectful manner, i.e. we may disagree without being disagreeable. <http://integrity.gmu.edu/>

Other Concerns: If you have concerns or issues relating to the content or conduct of the class, please talk with me directly. As a matter of policy, I do not respond to anonymous e-mails.

For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/>.

Performance Based-Assessment #1 - (175 Points)
School/Community Leaders Assessment of School Effectiveness

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

- 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.
- 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? “Interview questions should also include school improvement areas related to achievement, inclusion and equity.
- 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.
- 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 (excluding the title & reference pages) & include:

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

School/Community Leaders Assessment of School Effectiveness Rubric

Criteria	Levels of Achievement			
	Exceeds Expectations	Meets Expectations	Approaching Expectations	Falls Below Expectations
<p>Thesis and introduction</p> <p>Weight 10.00%</p>	<p>90 to 100 % The introduction draws the reader into the paper and ends with a clear and compelling thesis. The introduction provides a clear roadmap for the reader, foreshadowing what the paper is intended to cover.</p>	<p>80 to 89 % Paper starts with a brief introduction that alludes to the purpose of the paper, contains a thesis, and provides a general foreshadowing of what is to be included.</p>	<p>70 to 79 % The introduction provides some indication of the purpose of the paper, but lacks a thesis and/or provides inadequate or confusing information about what is to be shared.</p>	<p>0 to 69 % There is no clear introduction or purpose.</p>
<p>NELP 1.2 and 7.2 Profile of the school and community: Candidates demonstrate that they understand and can collect and use data to identify school goals and assess effectiveness</p> <p>Weight 10.00%</p>	<p>90 to 100 % The profile clearly defines demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.</p>	<p>80 to 89 % The profile provides general information about demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.</p>	<p>70 to 79 % The profile includes limited information about demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.</p>	<p>0 to 69 % There is no profile provided.</p>
<p>NELP 1.1. and 7.1 The school vision: Candidates demonstrate that they understand and can collaboratively develop, articulate, implement and steward a vision</p> <p>Weight 10.00%</p>	<p>90 to 100 % The school's vision statement is included and assessed regarding the degree to which it relates to current instructional programs, SIP goals, and resources.</p>	<p>80 to 89 % The vision statement and its goals are identified and there is a general explanation of how its goals are supported.</p>	<p>70 to 79 % The vision statement is identified. Its goals and support are not clearly identified.</p>	<p>0 to 69 % There is no mention of the school vision and/or description of how the vision is supported.</p>

<p>NELP 1.2 and 7.2</p> <p>Focus group planning: The focus group process demonstrates that candidates understand and can evaluate school progress and revise school plans supported by school stakeholders</p> <p>Weight 15.00%</p>	<p>90 to 100 %</p> <p>The focus group process is powerfully designed, including an interview protocol that targets important school improvement issues, and selection of a variety of focus group participants that include key school stakeholders.</p>	<p>80 to 89 %</p> <p>The focus group process is well designed but has gaps either in terms of the construction of interview questions or limited involvement of some stakeholders.</p>	<p>70 to 79 %</p> <p>The focus group process is usable as designed, but there are gaps in terms of either the interview protocol or invitation of participants.</p>	<p>0 to 69 %</p> <p>The focus group design was poorly or haphazardly planned resulting in significant problems that affected the veracity of the data.</p>
<p>NELP 1.2 and 7.2</p> <p>Focus Group results: The focus group process demonstrates that candidates understand and can collaborate with faculty and community members to collect and analyze data pertinent to school improvement</p> <p>Weight 10.00%</p>	<p>90 to 100 %</p> <p>The narrative and matrix present a comprehensive summary of all phases of the focus group discussions. Significant findings are specifically identified.</p>	<p>80 to 89 %</p> <p>A narrative and matrix are presented. The narrative and/or findings are discussed in a general manner.</p>	<p>70 to 79 %</p> <p>A narrative and matrix are presented. There is little detail in the narrative, matrix and findings.</p>	<p>0 to 69 %</p> <p>The narrative, matrix and/or findings or missing</p>
<p>NELP 3.1 and 7.2-7.3</p> <p>Improvement areas: The focus group data analysis demonstrates that candidates understand and can respond to community interests issues.</p> <p>Weight 10.00%</p>	<p>90 to 100 %</p> <p>Analysis of focus group evidence yields a clear and concise set of recommendations for improvement based on stakeholder suggestions and candidate analysis of existing school programs or practices.</p>	<p>80 to 89 %</p> <p>Recommendations generally follow themes evident in focus group data, but are only loosely connected to stakeholder input.</p>	<p>70 to 79 %</p> <p>Recommendations are evidence, but their connection to stakeholder input is vague or hard to discern.</p>	<p>0 to 69 %</p> <p>Recommendations are incomplete or missing</p>

<p>NELP 3.2 and 7.3</p> <p>Action Plan: The action plan demonstrates that candidates understand and can promote continual and sustainable improvement</p> <p>Weight 15.00%</p>	<p>90 to 100 %</p> <p>The Action Plan is fully developed. Its relationship to the data collected and steps toward improvement are explicitly stated.</p>	<p>80 to 90 %</p> <p>The Action Plan is outlined. There is some relationship shown between the plan and the data collected.</p>	<p>70 to 79 %</p> <p>The Action Plan is vague. There is little relationship between the plan and the data collected.</p>	<p>0 to 69 %</p> <p>The Action Plan is incomplete.</p>
<p>NELP 3.1</p> <p>Candidates demonstrate the ability to conduct a needs assessment of families and caregivers</p> <p>Weight 10.00</p>	<p>90 to 100 %</p> <p>The project provides evidence of a superior ability to conduct a needs assessment and develop collaborative strategies and/or recommendations related to community interests and needs</p>	<p>80 to 89 %</p> <p>The project provides evidence of an adequate ability to conduct a needs assessment and develop collaborative strategies and/or recommendations related to community interests and needs</p>	<p>70 to 79 %</p> <p>The project provides evidence of some ability to conduct a needs assessment and develop collaborative strategies and/or recommendations related to community interests and needs</p>	<p>0 to 69 %</p> <p>The project does not provide evidence of the ability to conduct a needs assessment and develop collaborative strategies and/or recommendations related to community interests and needs</p>
<p>NELP 3.1 and 7.2</p> <p>The Quality of support</p> <p>Weight 5.00%</p>	<p>90 to 100 %</p> <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.</p>	<p>80 to 89 %</p> <p>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.</p>	<p>70 to 79 %</p> <p>Recommendations are responsive neither to school conditions nor research.</p>	<p>0 to 69 %</p> <p>It is unclear what recommendations are proposed.</p>
<p>Mechanics</p> <p>Weight 5.00%</p>	<p>90 to 100 %</p> <p>The paper is error free.</p>	<p>80 to 89 %</p> <p>There are only a few minor errors in the paper.</p>	<p>70 to 79 %</p> <p>The paper has several errors indicating a lack of proofreading.</p>	<p>0 to 69 %</p> <p>The paper contains many significant errors.</p>

Performance-based Assessment #2*(200 points)
Parent Involvement Assignment

This assignment includes **written and presentation components.**

Purpose

Using Epstein's framework of six types of parent involvement and the 4 'C's [capabilities, connections, confidence & cognition] of the **Dual Capacity Framework**, conduct an assessment of the parent involvement program in your school, select TWO deficit areas, and then recommend how to improve them.

Process

The Written Assignment should include the following elements:

The written assignment should be 10 pages (+/-) excluding title and reference pages and an Electronic Poster.

[a] Introduction

[i] Briefly describe, in summary terms the current parent **involvement** program in your school –using Epstein's framework--and then foreshadow the results of your assessment and your recommendations to improve **two areas.**

[ii] Select those same TWO areas that need improvement. Discuss and analyze using the 4 'C's of the Dual Capacity Framework and suggest how the School might close the gap between *what is and what could be.*

NOTE: In assessing the two areas of parent involvement, explain

[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. Provide a short summary and assessment (links to learning) of the Dual Capacity Framework and at least two strategies to build capacity in your school.

[b] Program Improvement Recommendations

Write recommendations for improving **TWO deficit areas** of the program based on your assessment of the greatest needs for *improvement* moving towards *engagement*. The program improvement recommendation should include:

Recommendations and Rationale - Indicate your recommendations and why you are making the recommendations in the TWO identified areas 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** [what could/might be] would look like and how your current program compares [what is]. Recommendations should feature a plan to include both Dual Capacity Framework process and organizational changes.

Be sure to connect your reasoning to current research.

Outcomes - Specify in measurable terms **two types of outcomes**.

[i] *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).

[ii] *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 for the TWO identified areas, and how they will be accomplished. Specify who will drive the essential attributes of your program by way of a program configuration matrix [e.g. Proposed change[s]; person[s] responsible; tentative timeline; etc.]

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

The Presentation should take a form of an Electronic Poster [with balanced text/graphics, and with optional links]:

Create an Electronic Poster [with balanced text/graphics, and with optional links] that highlights the following:

- [i]** summarizes Parent Involvement and identifies 2 deficit areas
- [ii]** provides clear pathways from involvement to engagement
- [iii]** illustrates how the outcomes for the 2 areas will be accomplished
- [iv]** connects to current research as support

You will have an opportunity to share your poster and a brief summary of your project. (10 minutes).

*** This is a required program-level Performance-Based Assessment**

Assignment 2: Parent Involvement* Writing and Presentation Rubric

Levels of Achievement				
Criteria	Exceeds Expectations	Meets Expectations	Approaching Expectations	Falls Below Expectations
<p>Thesis and introduction</p> <p>Weight 5.00%</p>	<p>90 to 100 %</p> <p>The introduction draws the reader into the written assignment and ends with a clear and compelling thesis. The introduction provides a clear roadmap for the reader, foreshadowing what the written assignment is intended to cover.</p>	<p>80 to 89 %</p> <p>Written assignment starts with a brief introduction that alludes to the purpose of the written assignment, contains a thesis, and provides a general foreshadowing of what is to be included.</p>	<p>70 to 79 %</p> <p>The introduction provides some indication of the purpose of the written assignment but lacks a thesis and/or provides inadequate or confusing information about what is to be shared.</p>	<p>0 to 69 %</p> <p>There is no clear introduction or purpose.</p>
<p>NELP Program Component 1.1: Program completers understand and demonstrate the capacity to collaboratively evaluate, develop, and communicate a school mission and vision designed to reflect a core set of values and priorities.</p> <p>Weight 20.00%</p>	<p>90 to 100 %</p> <p>The program description demonstrates that the candidate understands and can amass data to identify school goals, processes and program effectiveness by describing the parent involvement program to include what the school is doing in regard to Epstein's six types of parent involvement. Each type of parent involvement is briefly 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. Two PI deficit areas are identified and analyzed relative to the 4 'C's of the Dual Capacity framework.</p>	<p>80 to 89 %</p> <p>The program description 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. One PI deficit area is identified and analyzed relative to the 4 'C's of the Dual Capacity framework.</p>	<p>70 to 79 %</p> <p>The program description and assessment are unclear, vague or missing a number of key elements including connection to the Dual Capacity Framework.</p>	<p>0 to 69 %</p> <p>The program description and assessment are either largely missing or inadequate.</p>

<p>NELP Program Component 1.2:</p> <p>Program completers understand and demonstrate the capacity to lead improvement processes that include design, implementation, and evaluation.</p> <p>Weight 10.00%</p>	<p>90 to 100 %</p> <p>Program improvement recommendations clearly address needs identified, and clear and persuasive statements that connect to both Epstein & the Dual Capacity framework 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 [what is versus what might/could be].</p>	<p>80 to 89 %</p> <p>Program improvement recommendations are offered that address needs identified. Clear and persuasive statements from either Epstein or Dual Capacity framework 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>70 to 79 %</p> <p>Program improvement recommendations or statements supporting the recommendations made are unclear or not supported by a discrepancy analysis.</p>	<p>0 to 69 %</p> <p>Program improvement recommendations or the rationale is either missing or unclear.</p>
<p>NELP Program Component 3.1</p> <p>Program completers understand and demonstrate capacity to evaluate, design, cultivate, and advocate for a supportive and inclusive school culture.</p> <p>Weight 15.00%</p>	<p>90 to 100 %</p> <p>The written assignment specifies in measurable terms two types of outcomes and connects Epstein to the Dual Capacity framework. <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>80 to 89 %</p> <p>The written assignment includes outcomes from either Epstein or the Dual Capacity framework that may not be measurable or omits process or substantive outcomes.</p>	<p>70 to 79 %</p> <p>The written assignment omits important elements of outcomes.</p>	<p>0 to 69 %</p> <p>The written assignment omits outcomes or outcome statements are not clear.</p>

<p>NELP Program Component 3.2 Program completers understand and demonstrate capacity to evaluate, cultivate, and advocate for equitable access to educational resources and opportunities that support the educational success and well-being of each student.</p> <p>Weight 10.00%</p>	<p>90 to 100 % The written assignment clearly delineates the elements of the program changes and how they will be accomplished providing equitable access while harnessing the unique resources of the school and school community as described in the Dual Capacity framework. The essential attributes of the program are presented in a program configuration display.</p>	<p>80 to 89 % The written assignment includes elements of the program changes, but is vague as to how school or community resources are equitably accessible or leaves one or more changes unclear.</p>	<p>70 to 79 % The written assignment includes program Elements, but the description of how the program would meet the needs of the community or harness equitable access to community resources are not evident.</p>	<p>0 to 69 % The written assignment omits the program description or leaves the reader unsure what it is.</p>
<p>NELP Program Component 5.1: Program completers understand and demonstrate the capacity to understand and collaboratively engage diverse families in strengthening student learning in and out of school.</p> <p>Weight 20.00%</p>	<p>90 to 100 % A thorough plan is presented that responds to parent and community interests and involves parents or caregivers. The plan clearly 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. The plan will be offered as an electronic poster board with both text and graphics.</p>	<p>80 to 89 % A plan is presented that responds to parent and community needs, involving parents or caregivers, but elements of the plan are unclear or the plan, if enacted, would not likely produce the espoused outcomes. The plan may or may not be offered as an electronic poster board.</p>	<p>70 to 79 % A plan is presented that responds to parent and community needs, but how parents or caregivers are involved is not clear, and key elements of the plan are missing.</p>	<p>0 to 69 % The written assignment fails to include the plan or presents it sketchily and/or unclearly.</p>

<p>NELP Program Component 3.3</p> <p>Program completers understand and demonstrate capacity to evaluate, advocate, and cultivate equitable, inclusive and culturally responsive instruction and behavioral support practices among teachers and staff.</p> <p>Weight 10.00%</p>	<p>90 to 100 %</p> <p>The presentation includes a plan that clearly and succinctly documents how the analysis, recommendations, plan and outcomes will be evaluated to increase school personnel’s capacity to cultivate and advocate for equitable, inclusive and culturally responsive relationships with parents and/or community partners.</p>	<p>80 to 89 %</p> <p>The presentation includes a plan that generally documents how the analysis, recommendations, plan and outcomes will be evaluated to increase school personnel’s capacity to cultivate and advocate for equitable, inclusive and culturally responsive relationships with parents and/or community partners.</p>	<p>70 to 79 %</p> <p>The presentation is somewhat vague relating to how the recommendations, plan and outcomes proposed will be evaluated to increase school personnel’s capacity to cultivate and advocate for equitable, inclusive and culturally responsive relationships with parents and/or community partners.</p>	<p>0 to 69 %</p> <p>The presentation is weak, disconnected, and wholly fails to demonstrate that actions proposed will result in promoting equitable, inclusive and culturally responsive relationships with parents and/or community partners.</p>
<p>Quality of support for recommendations</p> <p>Weight 5.00%</p>	<p>90 to 100 %</p> <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.</p>	<p>80 to 89 %</p> <p>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.</p>	<p>70 to 79 %</p> <p>Recommendations are responsive neither to school conditions nor research.</p>	<p>0 to 69 %</p> <p>It is unclear what recommendations are proposed.</p>
<p>Mechanics</p> <p>Weight 5.00%</p>	<p>90 to 100 %</p> <p>No grammatical or APA errors are present.</p>	<p>80 to 89 %</p> <p>Occasional grammatical errors and questionable word choices are present.</p>	<p>70 to 79 %</p> <p>Errors in grammar, spelling and punctuation are present.</p>	<p>0 to 69 %</p> <p>The written assignment contains many errors in spelling, grammar, and punctuation.</p>

NELP Standard 1.0: Candidates who successfully complete a district-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and wellbeing of each student and adult by applying the knowledge, skills, and commitments necessary to collaboratively lead, design, and implement a district mission, vision, and process for continuous improvement that reflects a core set of values and priorities that include data use, technology, values, equity, diversity, digital citizenship, and community.

1.1: Program completers understand and demonstrate the capacity to collaboratively design, communicate, and evaluate a district mission and vision that reflects a core set of values and priorities that include data use, technology, values, equity, diversity, digital citizenship, and community.

1.2: Program completers understand and demonstrate the capacity to lead district strategic planning and continuous improvement processes that engage diverse stakeholders in data collection, diagnosis, design, implementation, and evaluation.

NELP Standard 3: Candidates who successfully complete a district-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and wellbeing of each student and adult by applying the knowledge, skills, and commitments necessary to develop and maintain a supportive, equitable, culturally responsive, and inclusive district culture.

3.1 Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for a supportive and inclusive district culture.

3.2 Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for equitable access to safe and nurturing schools and the opportunities and resources, including instructional materials, technologies, classrooms, teachers, interventions, and adult relationships, necessary to support the success and well-being of each student.

3.3 Program completers understand and demonstrate the capacity to evaluate, advocate, and cultivate equitable, inclusive, and culturally responsive instructional and behavior support practices among teachers and staff.

NELP Standard 5: Candidates who successfully complete a district-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and wellbeing of each student and adult by applying the knowledge, skills, and commitments necessary to understand and engage families, communities, and other constituents in the work of schools and the district and to advocate for district, student, and community needs.

Component 5.1 Program completers understand and demonstrate the capacity to represent and support district schools in engaging diverse families in strengthening student learning in and out of school.

Component 5.2 Program completers understand and demonstrate the capacity to understand, engage, and effectively collaborate and communicate with, through oral, written, and digital means, diverse families, community members, partners, and other constituencies to benefit learners, schools, and the district as a whole.

Component 5.3 Program completers understand and demonstrate the capacity to communicate through oral, written, and digital means within the larger organizational, community, and political contexts and cultivate relationships with members of the business, civic, and policy community in support of their advocacy for district, school, student, and community needs

Specific VDOE 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

NELP Standard 7: Candidates who successfully complete a district-level educational leadership preparation program understand and demonstrate the capacity to promote the present and future success and wellbeing of students and district personnel by applying the knowledge, skills, and commitments necessary to cultivate relationships, lead collaborative decision making and governance, and represent and advocate for district needs in broader policy conversations.

Component 7.1 Program completers understand and demonstrate the capacity to represent the district, advocate for district needs, and cultivate a respectful and responsive relationship with the district's board of education focused on achieving the district's shared mission and vision.

Component 7.2 Program completers understand and demonstrate the capacity to design, implement, cultivate, and evaluate effective and collaborative systems for district governance that engage multiple and diverse stakeholder groups, including school and district personnel, families, community stakeholders, and board members.

Component 7.3 Program completers understand and demonstrate the capacity to evaluate, engage in decision making around, implement, and appropriately communicate about district, state, and national policy, laws, rules, and regulations.

Component 7.4 Program completers understand the implications of larger cultural, social, economic, legal, and political interests, changes, and expectations and demonstrate the capacity to evaluate and represent district needs and priorities within larger policy conversations and advocate for district needs and priorities at the local, state, and national level.

SAFE RETURN TO CAMPUS AND REMOTE LEARNING GUIDANCE FOR STUDENTS ENROLLED IN CEHD COURSES

Both a Safe Return to Campus and Successful Remote Learning Depend on YOU.

All students are required to take Safe Return to Campus Training prior to visiting campus: it is, however, recommended for all Mason students. Training is available in Blackboard.

Students are required to follow the university's public health and safety precautions and procedures outlined on the university Safe Return to Campus webpage.

All students in face to face and hybrid courses must also complete the Mason COVID Health Check daily, seven days a week.

- You may not come to class if you receive a Yellow or Red email response to the Mason COVID Health Check.
- You may only come to class if you receive a Green email response to the Mason COVID Health Check.
- If you suspect that you are sick or have been directed to self-isolate, quarantine, or get testing do not go to class.
- Faculty are allowed to ask you to show them that you have received a Green email and are thereby permitted to be in class.

Disability Services: Students unable to participate in a course in the manner presented, either due to existing disability or COVID comorbidity risk, should seek accommodations through the Office of Disability Services.

Campus Closure: If the campus closes or class is canceled due to weather or other concerns, students should check Blackboard, Mason email, or the Mason website for updates on how to continue learning and information about any changes to events or assignments.

Participation and Make-up Work: CEHD instructors will work with students to find reasonable opportunities to make up class work or assignments missed due to documented illness. Begin by contacting your instructor for guidance. For further assistance, students may contact their program and the CEHD Office of Student and Academic Affairs (cehdsaa@gmu.edu)

Technology Requirements:

- Activities and assignments in CEHD courses regularly use the Blackboard learning system. Students are required to have regular, reliable access to a computer with an updated operating system (recommended: Windows 10 or Mac OSX 10.13 or higher) and a stable broadband Internet connection (cable modem, DSL, satellite broadband, etc., with a consistent 1.5 Mbps [megabits per second] download speed or higher).
- Additionally, CEHD course activities and assignments may regularly use web-conferencing software (Blackboard Collaborate / Zoom). In addition to the requirements above, students are required to have a device with a functional webcam and microphone. In an emergency, students can connect through a telephone call, but video connection is the expected norm.

Course Materials and Student Privacy:

- All course materials posted to Blackboard or other course site are private; by federal law, any materials that identify specific students (via their name, voice, or image) must not be shared with anyone not enrolled in this class.
- Video recordings of class meetings that include audio or visual information from other students are private and must not be shared.
- Live Video Conference Meetings (e.g. Collaborate or Zoom) that include audio or visual information from other students must be viewed privately and not shared with others in your household.
- Some/All of your CEHD synchronous class meetings may be recorded by your instructor to provide necessary information for students in this class. Recordings will be stored on Blackboard [or another secure site] and will only be accessible to students taking this course during this semester.

Testing with LockDown Browser:

CEHD courses may require the use of LockDown Browser and a webcam for online exams. The webcam can be built into your computer (internal webcam) or can be the type of webcam that plugs in with a USB cable (external webcam). Information on installing and using LockDown Browser may be found here.

You will need the following system requirements for online exams:

- Windows: 10, 8, 7
- Mac: OS X 10.10 or higher

- iOS: 10.0+ (iPad only)
- Must have a compatible LMS integration
- Web camera (internal or external) & microphone
- A reliable internet connection
- Prior to your first exam, you must install LockDown Browser following the step-by-step instructions linked above.

To ensure LockDown Browser and the webcam are set up properly, do the following:

- Start LockDown Browser, log into Blackboard and select your course.
- Locate and select the Help Center button on the LockDown Browser toolbar.
- Run the Webcam Check and, if necessary, resolve any issues or permissions your computer prompts.
- Run the System & Network Check. If a problem is indicated, see if a solution is provided in the Knowledge Base. Further troubleshooting is available through the ITS Support Center.
- Exit the Help Center and locate the practice quiz.
- Upon completing and submitting the practice quiz, exit LockDown Browser.

When taking an online exam that requires LockDown Browser and a webcam, remember the following guidelines:

- Ensure you're in a location where you won't be interrupted.
- Turn off all other devices (e.g. tablets, phones, second computers) and place them outside of your reach.
- Clear your desk of all external materials not permitted — books, papers, phones, other devices.
- Before starting the test, know how much time is available for it, and that you've allotted sufficient time to complete it.
- Remain at your computer for the duration of the test. Make sure that your computer is plugged into a power source, or that battery is fully-charged.
- If the computer or networking environment is different than what was used previously with the Webcam Check and System & Network Check in LockDown Browser, run the checks again prior to starting the test.

To produce a good webcam video, do the following:

- Do not wear a baseball cap or hat with a brim that obscures your face.
- Ensure your computer or tablet is on a firm surface (a desk or table). Do NOT have the computer on your lap, a bed, or any other surface where the device (or you) are likely to move.
- If using a built-in (internal) webcam, avoid tilting the screen after the webcam setup is complete.

- Take the exam in a well-lit room and avoid backlighting, such as sitting with your back to a window.
- Remember that LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted.