Instructor: Susan P. Sostak, Ed.D.

Meeting Time: Thursdays, 4:14-6:45 p.m.

Office: Lewis Towers #1061

Meeting Place: Corboy Law Center Room 323

Phone: 312-915-6937

Office Hours: By appointment

Email: ssostak@luc.edu

Course Description:
This course is designed to examine the broad concept of professional growth as well as formative and summative school supervision and its role in improved teaching and learning. Specifically, this course will provide a critical examination of a model of professional growth and supervision: The Charlotte Danielson Framework for Teaching model. This model provides intensive development to non-tenured and tenured teachers alike to improve instruction leading to increased student learning outcomes.

While taking this course, the candidate will take the on-line training program for Teacher Evaluation mandated under 105 ILCS 5/24A-3 of the Illinois School Code. It is required that the candidate finish Teacher Evaluation certification prior to beginning the Internship ELPS 566.

Conceptual Framework:
The School of Education at Loyola University Chicago, a Jesuit and Catholic urban university, supports the Jesuit ideal of knowledge in the service of humanity. We endeavor to advance professional education in the service of social justice, engaged with Chicago, the nation, and the world. To achieve this vision the School of Education participates in the discovery, development, demonstration, and dissemination of professional knowledge and practice within a context of ethics, service to others, and social justice. We fulfill this mission by preparing professionals to serve as teachers, administrators, psychologists, and researchers; by conducting research on issues of professional practice and social justice; and by partnering with schools and community agencies to enhance life-long learning in the Chicago area.

The conceptual framework of Loyola’s School of Education is “professionalism in service of social justice.” This course contributes to the realization of this framework by engaging students in the work of leading and transforming Chicago Public Schools to ensure improved outcomes for students, teachers and the community.

While the training of the Internship candidate is centered on the concept of “hands on learning,” the professional growth of the Internship candidate is fostered through reflective analysis of his/her skills in problem solving, application, and implementation of leadership skills.

- CF1 Candidates will demonstrate an understanding of a current body of literature and are able to critically evaluate new practices and research in their field.
- CF8 Candidates apply ethical principles in professional decision-making.

Introduction:
Through readings, in-class simulations, and field experiences, this course will provide the opportunity for the candidate to acquire the knowledge, skills and dispositions necessary to examine aspects of supervision of teaching that supports the ongoing growth and professional learning of teachers, leading to improved student outcomes for every student.

This course is designed to examine current issues in school supervision for the improvement of student engagement, achievement, and success. In addition, this course will provide the candidate an opportunity to examine the opportunities and challenges that regularly confront instructional leaders, while developing the appropriate knowledge, skills, and dispositions to successfully identify and address these issues when they arise. Specifically, this course will address:
1. A theoretical basis for understanding current supervisory needs and practices.

2. Adult learning and how this affects professional practice.

3. The nature of teaching and learning for diverse populations and implications for today’s instructional leader to improve engagement, achievement, and success for all students.

4. A critical examination of the Charlotte Danielson Framework for Teaching and the use of this model which affords the school leader an opportunity to provide differentiated professional growth opportunities for each teacher to improve student outcomes (vis-a-vis PERA and Senate Bill 7).

5. The use of school-wide data to determine gaps in student achievement for multiple student populations.

6. The need for specific, targeted, and differentiated professional development to improve professional practice, refine instructional strategies to improve student achievement outcomes, and to nurture teacher leadership.

7. The importance of quality, face-to-face conversations with faculty about professional practice, learning, growth, and leadership.

8. The importance of developing the ability to have honest, courageous conversations with teachers to assist them to develop and implement strategies to promote student engagement, and to eliminate gaps in student learning and achievement.

Course Standards:

LOYOLA UNIVERSITY CHICAGO’S SCHOOL OF EDUCATION’S CONCEPTUAL FRAMEWORK STANDARDS:

CF1 Candidates will demonstrate an understanding of a current body of literature and are able to critically evaluate new practices and research in their field.

CF8 Candidates apply ethical principles in professional decision-making.

SREB 13 Critical Success Factors/Functions (2007):

CSF 3: The school leader is able to recognize and encourage implementation of good instructional practices that motivate and increase student achievement.

CSF 9: The school leader is able to understand how adults learn and knows how to advance meaningful change through quality sustained professional development that benefits students.

CSF 13: The school leader is able to continuously learn from and seek out colleagues who keep them abreast of new research and proven practices.

ISSLC STANDARDS (2008):

ISLLC Standard 2: An education leader promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

ISSLC Standard 4: An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.

NATIONAL COUNCIL FOR ACCREDITATION OF TEACHER EDUCATION (NCATE) (2011):

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

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

ELCC 1.3: Candidates understand and can promote continual and sustainable school improvement.

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

ELCC 2.1: Candidates understand and can sustain a school culture and instructional program conducive to student learning through collaboration, trust, and a personalized learning environment with high expectations for students.

ELCC 2.2: Candidates understand and can create and evaluate a comprehensive, rigorous, and coherent curricular and instructional program.

ELCC 2.4: Candidates understand and can promote the most effective and appropriate technologies to support teaching and learning in a school-level environment.

01/14/15
ELCC 5.1: Candidates understand and can act with integrity and fairness to ensure that schools are accountable for every student’s academic and social success.

ELCC 5.2: Candidates understand and can model principles of self-awareness, reflective practice, transparency, and ethical behavior as related to their roles within the school.

ELCC 5.4: Candidates understand and can evaluate the potential moral and legal consequences of decision making in the school.

National Benchmarks and Standards for Catholic Schools (2012)

1.3 The school leader/leadership team regularly class together the school’s various constituencies (including, but not limited to faculty and staff, parents, students, alumni to clarify, review, and renew the school’s mission statement.

6.4 The leader/leadership team establishes and supports networks of collaboration at all levels within the school community to advance excellence.

6.5 The leader/leadership team directs the development and continuous improvement of curriculum and instruction, and utilizes school-wide data to plan for continued and sustained academic excellence and growth.

7.1 The curriculum adheres to appropriate, delineated standards, and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.

7.3 Curriculum and instruction for 21st century learning provide students with the knowledge, understanding and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.

7.6 Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student, and accommodating students with special needs as fully as possible.

8.1 School-wide and student data generated by a variety of tools are used to monitor, review, and evaluate the curriculum and co-curricular programs; to plan for continued and sustained student growth; and to monitor and assess faculty performance.

8.2 School-wide and aggregated student data are normed to appropriate populations and are shared with all stakeholders.

11.2 Human resource policies delineate standards for position descriptions including staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning, [evaluation] and retirement.

Required Texts:


The following will be provided to you in class:

- The syllabus and additional readings/documents can be found on Sakai.

Things you need to find and bring to class:

- You will need to have access to, and be familiar with, Sakai – Loyola University Chicago’s electronic classroom.
- You must register for a Live Text account, if you have not already done so.
- You are required to bring your course books to class each week.

Embedded Field Experiences:

- Formal Observation Cycle (2) (NCATE assignment)
- Informal Observations (2)
- Professional Development Plan Written Paper (Danielson Framework)
- Team Professional Development Oral Presentations (Danielson Framework)
- Growth Through Learning Teaching Modules

Evaluation:

<table>
<thead>
<tr>
<th>Category</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Attendance, Class Participation, and Professional Dispositions</td>
<td>11</td>
</tr>
<tr>
<td>Informal Observations and written summary</td>
<td>15</td>
</tr>
<tr>
<td>Formal Observation and System Protocol Analysis (NCATE Assessment)</td>
<td>30</td>
</tr>
<tr>
<td>Growth Through Learning Teacher Evaluation Modules</td>
<td>20</td>
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</tbody>
</table>

01/14/15
Assignments will **not** be accepted past the stated due date on the syllabus. References must be cited using APA 6th edition style.

**ALL WRITTEN ASSIGNMENTS MUST BE TYPED AND DOUBLE SPACED.** It is the expectation that assignments are written at a professional level using correct English grammar and syntax, organized thought and higher level thinking skills. A rubric for each assignment is attached to this syllabus.

**Description of Assignments:**

**Attendance, Participation, and Professional Dispositions:** 11 points

Candidates will participate in discussions based upon weekly readings and hand-outs as well as in role play, debate, demonstrations, and point-counter-point discussions. It is expected that students will attend class on a regular basis. Class always begins promptly at the designated starting time, and ends at the designated ending time. Attendance for the complete class session is expected. Your participation score is based on your attendance pattern as well as on your contributions to class discussions and activities.

<table>
<thead>
<tr>
<th>Professionalism</th>
<th>Target (1)</th>
<th>Acceptable (0.5)</th>
<th>Unacceptable (0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate meets all deadlines consistently.</td>
<td>Candidate meets all deadlines consistently.</td>
<td>Candidate meets deadlines with a few exceptions.</td>
<td>Candidate frequently does not meet deadlines.</td>
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<tr>
<td>Candidate is able to work with peers on assignments</td>
<td>Candidate consistently works with peers in a positive manner.</td>
<td>Candidate works with peers in a positive manner most of the time.</td>
<td>Candidate is unable to work with peers on assignments causing disruption to the group process.</td>
</tr>
<tr>
<td>Candidate is able to work with peers on assignments</td>
<td>Candidate consistently works with peers in a positive manner.</td>
<td>Candidate works with peers in a positive manner most of the time.</td>
<td>Candidate is unable to work with peers on assignments causing disruption to the group process.</td>
</tr>
<tr>
<td>Candidate honestly and accurately cites other’s work</td>
<td>Candidate honestly and accurately cites other’s work in a consistent manner.</td>
<td>Candidate honestly cites other’s work but at times is not accurate with the exact citation.</td>
<td>Candidate misrepresents other’s work as his/her own.</td>
</tr>
<tr>
<td>Candidate communicates promptly with faculty</td>
<td>Candidate consistently communicates in a prompt manner (either by email or phone) with faculty.</td>
<td>Candidate usually communicates with faculty in a prompt manner (either by email or phone).</td>
<td>Candidate does not communicate with faculty in a prompt manner causing much disruption to the implementation of the candidate’s program.</td>
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<tr>
<td>Candidate uses technology in the classroom only for academic purposes</td>
<td>Candidate consistently uses technology in the classroom only for academic purposes.</td>
<td>Candidate uses technology in the classroom for academic purposes with a few exceptions.</td>
<td>Candidate uses technology inappropriately often checking personal email and/or surfing the web in the classroom.</td>
</tr>
<tr>
<td>Candidate demonstrates ethical behavior in all graduate work as prescribed by AASA and ISLLC standards</td>
<td>Candidate consistently demonstrates ethical behavior in all graduate work as prescribed by AASA and ISLLC standards.</td>
<td>Candidate demonstrates ethical behavior in all graduate work as prescribed by AASA and ISLLC standards with few exceptions.</td>
<td>Candidate demonstrates unethical behavior (such as dishonesty, cheating, or spreading gossip) in graduate work.</td>
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<thead>
<tr>
<th>Fairness</th>
<th>Target (1)</th>
<th>Acceptable (0.5)</th>
<th>Unacceptable (0)</th>
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</thead>
<tbody>
<tr>
<td>Candidate is able to reflect and respect other points of view within the university setting</td>
<td>Candidate consistently reflects and respects other points of view within the university setting.</td>
<td>Candidate respects other points of view with few exceptions. In the case of these exceptions, the candidate reflects to remedy the situation within the university setting.</td>
<td>Candidate does not respect other points of view. The candidate does not reflect upon his/her unfair behavior and does not attempt to remedy the situation within the university setting.</td>
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Informal Observations

Using resources provided in this course, the candidate will conduct two (2), 15-20 minute informal observations. These observations will be conducted consistent with the tools introduced in *Informal Observations on the Go!* by Sally J. Zepeda (2012) and Danielson’s “Framework for Teaching” (2007, 1996). The candidate, with authorization from the building principal and the collaboration to two teacher colleagues, will conduct these informal observations.

The candidate will write a summary of each informal observation and share the observation with the two teachers selected. Tools discussed and outlined in the Zepeda resource provide ideas for collecting this data. The candidate is to submit a copy of the tools used to collect the data (with the data included) and all informal summaries (do not disclose teacher names) to the instructor. Candidates will also provide the instructor with a written, scholarly reflection (4-5 pages) using appropriate in-cite citations in APA style, 6th edition. (All course objectives). The rubric for this assignment is below.
Supervision/Formal Observation Cycle (NCATE Assessment)  

30 points

General Directions:
In this course, we have been developing and practicing the knowledge, skills, dispositions, and techniques of effective instructional leadership and supervision. We have studied the supervision models and frameworks of Danielson, Zepeda, and Darlington-Hammond. We have also revisited the state-mandated Performance Evaluation Reform Act of 2010 (PERA) and Senate Bill 7.

Part 1:
The candidate will now conduct two (2) full cycles of formal observation supervision with the two teachers they informally observed earlier in the semester using the Danielson Framework. A full cycle of clinical supervision includes the pre-observation conference (use Interview Protocol Pre-Conference in Danielson, p. 173), the formal observation (use Danielson Framework), and the post-observation conference (use Interview Protocol Post-Conference in Danielson, p. 171). The candidate will write a summary of the entire formal observation experience pre-conference, observations, and post-conference including follow-up discussions with the teacher to include next steps and recommendations you would make to the teacher for improving teaching and learning must be included. Discuss also how you maintained teacher confidentiality and support of the teachers during this process.(ELCC 2.2., 2.4.)

Part 2:
Additionally, candidates will write a reflective, scholarly paper (between 8-10 pages, which includes your summary from Part 1) using appropriate in-cite citations in APA style 6th edition on the full, clinical supervision process and discuss the following:

1. Describe your school community. Include student demographic data as well as results of recent standardized student achievement assessments (Terra Nova, ITBS) used at your school site which indicate areas for improved student achievement outcomes. (ELCC 1.1)

2. Describe in detail what you consider to be the strengths and challenges of using the Danielson Framework when evaluating teachers and why.
3. How does the Danielson Framework model support your school’s vision and mission? For instance, could incorporating a framework for teaching that focuses on student engagement and critical thinking/learning opportunities be used to inform the development of the school’s current vision? (ELCC 1.1)

4. How might the Danielson Framework and subsequent professional development promote teacher leadership within your school? (ELCC 1.3, 1.4)

5. How can the evaluation process be utilized to assess your school’s culture and how would you access it? What are some context-appropriate strategies that capitalize on the diversity of the school community to improve school programs and culture? (ELCC 1.2, 2.1.)

6. How might the use of the Danielson Framework for Teaching improve communication between teachers and the school leader? Be specific. (ELCC 1.4)

7. Describe how you would inform and solicit comment from your parent community and other important school community stakeholders about the implementation of the Danielson Framework at your school? Discuss how the use of this professional growth framework supports your school’s vision/mission (ELCC 1.4)

Your recommendations and comments should reflect integrity (honesty and respect for the rights of others), fairness (impartiality and sensitivity to student diversity), and ethical considerations and decisions. The rubric for this assignment is presented below.

The candidate will load the assignment into Live Text on the due date and provide the instructor with a hard copy in class.
<table>
<thead>
<tr>
<th>Score</th>
<th>Standard/Element</th>
<th>Target (3)</th>
<th>Acceptable (2)</th>
<th>Unacceptable (1)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>ELCC 1.1: Candidates understand and can collaboratively develop, articulate, implement, and steward a shared vision of learning for a school.</td>
<td>Paper details evidence of data-based research strategies and strategic planning processes within the clinical supervisory process which focus on student learning and are used to inform the development of a school vision. Additionally, the Paper cites and describes information sources such as student assessment results, student and family demographic data, and an analysis of community needs.</td>
<td>Paper details evidence of data-based research strategies and strategic planning processes within the clinical supervisory process which focus on student learning and are used to inform the development of a school vision. The Paper cites and describes student assessment result: but fails to cite and describe student and family demographic data, and an analysis of community needs.</td>
<td>Paper details evidence of data-based research strategies and strategic planning processes within the clinical supervisory process which focus on student learning and are used to inform the development of a school vision.</td>
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<td>ISLLC Standard 1: Function A</td>
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<td>SREB CSF 1</td>
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<td>ELCC 1.2: Candidates understand and can collect and use data to identify school goals, assess organization effectiveness, create and implement plans to achieve school goals.</td>
<td>Paper describes two or more initiatives necessary to motivate staff, students, and families to achieve the school’s vision.</td>
<td>Paper describes one initiative necessary to motivate staff, students, and families to achieve the school’s vision.</td>
<td>Paper does not include any initiative to motivate staff, students, and families to achieve the school’s vision.</td>
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<td></td>
<td>ISLLC Standard 1: Function B</td>
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<td>SREB CSF 1</td>
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<td></td>
<td>ELCC 1.3: Candidates understand and can promote continual and sustainable school improvement.</td>
<td>Paper describes an ongoing system for using data-based research strategies to regularly monitor, evaluate, and revise the supervisory process to steward a school vision of learning. Paper describes how the Danielson Framework for Teaching can help faculty understand how to improve their professional practice.</td>
<td>Paper describes a system for using data-based research strategies to regularly monitor, evaluate, but fails to revise supervisory process to steward a school vision of learning. Paper does not fully describe how the Danielson Framework for Teaching can help faculty understand how to improve their professional practice.</td>
<td>Paper describes a system for using data-based research strategies but does not included strategies to regularly monitor, evaluate, and revise the supervisory process to steward a school vision of learning. Paper does not describe how the Danielson Framework for Teaching can help faculty understand how to improve their professional practice.</td>
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<td></td>
<td>ISLLC Standard 1: Function C</td>
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<td>Loyola CF 1</td>
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<td>SREB CSF 1</td>
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<td>ELCC 1.4: Candidates understand and can evaluate school progress and revise school plans supported by school stakeholders.</td>
<td>Paper describes a comprehensive plan to communicate effectively with all stakeholders about implementation of the vision. Paper describes how the Danielson Framework for Teaching can promote and improve communication between faculty and administration.</td>
<td>Paper describes a plan to communicate about implementation of the vision but does not include all of the stakeholders. Paper does not fully describe how the Danielson Framework for Teaching can promote and improve communication between faculty and administration.</td>
<td>Paper does not describe a plan to communicate with stakeholder groups about implementation of the vision. Paper does not describe how the Danielson Framework for Teaching can promote and improve communication between faculty and administration.</td>
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<td></td>
<td>ISLLC Standard 1: Functions D, E</td>
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<td></td>
<td>SREB CSF 1</td>
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<td>Score</td>
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<td>Target (3)</td>
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<td>ELCC 2.1: Candidates understand and can sustain a school culture and instructional program conducive to student learning through collaboration, trust, and a personalized learning environment with high expectations for students.</td>
<td>Paper includes methods and/or procedures that could be used to assess school culture using multiple methods and implement context-appropriate strategies that capitalize on the diversity of the school community to improve school programs and culture.</td>
<td>Paper includes methods and/or procedures that could be used to assess school culture using multiple methods but fails to include in the report the implementation of context-appropriate strategies that capitalize on the diversity of the school community to improve school programs and culture.</td>
<td>Paper includes methods and/or procedures that could be used to assess school culture but fails to use multiple methods and fails to include in the report the implementation of context-appropriate strategies that capitalize on the diversity of the school community to improve school programs and culture.</td>
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<td>ISLLC Standard 2: Function A</td>
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<td>SREB CSF 3, 9</td>
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<td>ELCC 2.2: Candidates understand and can create and evaluate a comprehensive, rigorous, and coherent curricular and instructional program.</td>
<td>Full cycle of clinical supervision is reported that applies principles of effective instruction to improve instructional practices and curricular materials.</td>
<td>Clinical supervision report is not completed; report omits one of the three components or omits principles of effective instruction to improve instructional practices and curricular materials.</td>
<td>Clinical supervision report is not completed; report contains only one of the three components and/or omits principles of effective instruction to improve instructional practices and curricular materials.</td>
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<tr>
<td>ISLLC Standard 2: Function B</td>
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<td>SREB CSF 2</td>
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<td>ELCC 2.4: Candidates understand and can promote the most effective and appropriate technologies to support teaching and learning in a school-level environment.</td>
<td>Paper includes a comprehensive description of the appropriate strategies such as observations, student achievement data, collaborative reflection, and adult learning strategies to develop the teacher’s professional practice.</td>
<td>Paper includes an adequate description of the appropriate strategies such as observations, student achievement data; but fails to use collaborative reflection, and adult learning strategies to develop the teacher’s professional practice.</td>
<td>Paper fails to link the appropriate strategies such as observations, student achievement data; and fails to use collaborative reflection, and adult learning strategies to develop the teacher’s professional practice.</td>
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<td>ISLLC Standard 2: Function H</td>
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<tr>
<td>SREB CSF 3</td>
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<td>ELCC 5.1: Candidates understand and can act with integrity and fairness to ensure that schools are accountable for every student’s academic and social success.</td>
<td>Paper gives evidence that the candidate understands and promotes the rights of teachers with regard to confidentiality and dignity and the ability to engage in honest interactions during the full observation cycle.</td>
<td>Paper gives evidence that the candidate understands the rights of teachers with regard to confidentiality but fails to address issues of dignity and honesty with the interactions during the full observation cycle.</td>
<td>Paper fails to provide evidence the candidate understands the rights of teachers with regard to confidentiality and fails to address issues of dignity and honesty with the interactions during the full observation cycle.</td>
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<tr>
<td>ISLLC Standard 5: Function A</td>
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<td>SREB CSF 4</td>
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Professional Development Plan

During this course, you have become familiar with the Charlotte Danielson Model “A Framework of Teaching.” For Part I of this assignment, you will write a professional paper on how you would provide a professional development series for the faculty at your school to introduce them and train them on the Danielson “Framework of Teaching.” Your paper should be specific to your school site and address the members of your faculty that would attend this session.

Part I: Written Paper: 15 Points

1. State the professional development goal and clearly explain why you feel this plan will provide a professional learning opportunity for your faculty. Explain how the implementation of the Danielson “Framework For Teaching” is an important strategy to implement at your school to provide teacher professional growth and improved student learning outcomes.

2. Define the professional development needs as you see them. Be very specific and address the specific components of the Danielson Model that must be incorporated into your professional development plan.

3. Define the stakeholders who need to participate in this professional development (i.e., all classroom teachers, specialists, etc.).

4. Research, develop, and articulate the actual professional development plan you would provide for these stakeholders at your school to familiarize them with the Danielson Model. The plan should include the steps, key activities, and resources you will use to provide the professional development to the targeted stakeholders. Keep in mind that this is a professional development plan. In other words, the plan will encompass several sessions besides your initial introductory session to your teachers on the model itself. You must articulate why the move to this professional growth/evaluation plan is important to the fulfillment of your school’s mission and the needs of the children who attend your school.
7. As part of the written portion of this assignment, articulate the National Benchmarks and Standards for Catholic Schools (2012) you addressed in the preparation and delivery of this professional development session.

8. Provide a detailed timeline for follow-up sessions with the faculty stakeholders (including dates and times), so they understand the professional development is an ongoing process and need for your school. What will these follow-up sessions contain? The planned follow-up sessions also indicates the leadership commitment to the initiative and the importance of accountability.

9. Write a six-to-eight-page, scholarly paper describing the components above with in-cite citations using APA style, 6th edition. Include a reference list of materials and sources (such as research and materials used in this course) you would consider for the delivery of this professional development plan (i.e., besides Danielson, what other best practice resources for delivering professional development, would you use to prepare this professional development plan?).

Part II: Oral Presentation: 9 points

You will work with a partner to prepare a professional development session for your teachers on the Danielson model. Each group will prepare one domain of the framework. Teams will be assigned by the instructor. Your goal is to help your teachers understand this domain and how teachers can begin to prepare for the model's implementation at your school.

1. Prepare the actual professional development presentation and one interactive activity for our class that simulates a session you might do with your teachers on your assigned domain. This presentation should include:

   a. Power Point Presentation used to engage your “faculty audience” in the session.

   b. Handouts or artifacts you would provide to the faculty (with enough copies for members of this class).

   c. One interactive activity you would do with the faculty to engage them in the session and facilitate their learning. You will do the activity with us as part of your oral presentation.

   d. A timeline for follow-up sessions with the faculty stakeholders, so they understand the professional development is an ongoing process and need for your school. The follow-up session also indicates the leadership commitment to the initiative and the importance of accountability.

   e. Define what faculty need to do between the current professional development session and the next time the group reconvenes to revisit this important initiative. This step is important as it clearly communicates this is an initiative that is important and is here to stay.

   f. You will present this professional development session for your colleagues on the night assigned to your team. The dates are provided in the course syllabus. The rubrics for these assignments are below.
<table>
<thead>
<tr>
<th>ISLLC Standards SREB CSF (For written paper)</th>
<th>Target (3)</th>
<th>Acceptable (2)</th>
<th>Unacceptable (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISLLC Standard 4</td>
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</tr>
</tbody>
</table>
| An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources. | • Candidate *clearly* states the project goal.  
• Candidate *succinctly* and *clearly* summarizes the data collected as a means of justifying the proposed professional development plan. | • Candidate states the project goal.  
• Candidate summarizes the data collected, but the data *lacks* clarity and justification for the proposed professional development plan. | • Candidate *fails* to state the project goal.  
• Candidate *fails* to summarize the data collected. |
| SREB CSF 5, 6                              |           |               |                  |

| ISLLC Standard 2:                           |           |               |                  |
| An education leader promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth. | • Candidate *clearly* defines and articulates all the professional development needs indicated by the above collected data. | • Candidate defines and articulates most of the professional development needs indicated by the above collected data. | • Candidate *fails* to define and articulate the professional development needs indicated by the above collected data. |
| Functions: D, F, H, I                       |           |               |                  |
| SREB CSF 3, 9                               |           |               |                  |

| ISLLC Standard 1:                           |           |               |                  |
| An educational leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders. | • Candidate *fully* describes and identifies the stakeholders who will participate in the proposed professional development plan and *why* their participation is essential to the implementation and success of the chosen change goal. | • Candidate describes and identifies *most* of the stakeholders who will participate in the proposed professional development plan and *attempts to explain why* their participation is essential to the implementation and success of the chosen change goal. | • Candidate describes and identifies *some* of the stakeholders who will participate in the proposed professional development plan, *but fails to explain why* their participation is essential to the implementation and success of the chosen change goal. |
| Functions: A-E                              |           |               |                  |
| SREB CSF 1                                  |           |               |                  |

| ISLLC Standard 5:                           |           |               |                  |
| An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner. | • Candidate cites *several* research sources of best practice in professional development and leadership theory with accurate citations using APA format to articulate and plan the professional development experience.  
• Candidate *justifies* the selection of these research sources for the purpose of this project. | • Candidate cites *some* research sources of best practice in professional development and leadership theory with accurate citations using APA format to articulate and plan the professional development experience.  
• Candidate *partially justifies* the selection of these research sources for the purpose of this project. | • Candidate cites *one* research sources of best practice in professional development and leadership theory with *and fails to* accurately cite sources using APA format.  
• Candidate *fails to justify* the selection of these research sources for the purpose of this project. |
<p>| Functions: A, B, E                          |           |               |                  |
| SREB CSF 4                                  |           |               |                  |</p>
<table>
<thead>
<tr>
<th>ISSLC Standards SREB CSF (For written paper)</th>
<th>Target (3)</th>
<th>Acceptable (2)</th>
<th>Unacceptable (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ISLLC Standard 4:</strong>&lt;br&gt; An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.&lt;br&gt; Functions: C, D&lt;br&gt; SREB CSF 6, 7, 13</td>
<td>• Candidate describes how this professional development activity, and its implications for change, will be shared with the parent community.</td>
<td>• Candidate describes how this professional development activity will be shared with the parent community, but fails to explain its implication for change.</td>
<td>• Candidate fails to describe how this professional development activity will be shared with the parent community, and fails to explain how its implication for change.</td>
</tr>
</tbody>
</table>
Growth Through Leading Modules (State-Approved Teacher Evaluation Certification) 

As a part of this course, each candidate will participate in the state-approved teacher observation certification training. The Growth Through Learning modules can be accessed through an account that will be established for each candidate. Candidates are expected to complete the entire certification training during this semester course. Deadlines for completing specific modules of the training are included in the course syllabus. Candidates are required to print the certification of completion for each module to give to the instructor on the dates specified. It is essential that candidates view the training videos prior to taking the module assessments to ensure successful completion of the on-line course.

Diversity:

In concert with the conceptual framework for the School of Education, faculty and students will be expected to show respect and sensitivity to individual, cultural, social, and economic diversity. In this spirit, as we look at questions of organizational theory, instructional leadership and student achievement, it will be our challenge to create will and capacity within our schools so that all educational stakeholders can fulfill the promise of education.

Technology:

The information pertinent to school organizations and instructional leadership constantly changes. Therefore, throughout the course, students will develop and practice skills in locating and using on-line resources critical to these topics. All students MUST register their LIVETEXT account. Students must use their Loyola University Chicago email to register this account. Failure to register one’s LIVETEXT account will result in a student not being able to receive a final grade.

Academic Honesty

Academic honesty is an expression of interpersonal justice, responsibility and care, applicable to Loyola University faculty, students, and staff, which demands that the pursuit of knowledge in the university community be carried out with sincerity and integrity. The School of Education’s Policy on Academic Integrity can be found at: http://www.luc.edu/education/academics_policies_integrity.shtml. For additional academic policies and procedures refer to: http://www.luc.edu/education/academics_policies_main.shtml

Accessibility

Students who have disabilities which they believe entitle them to accommodations under the Americans with Disabilities Act should register with the Services for Students with Disabilities (SSWD) office. To request accommodations, students must schedule an appointment with an SSWD coordinator. Students should contact SSWD at least four weeks before their first semester or term at Loyola. Returning students should schedule an appointment within the first two weeks of the semester or term. The University policy on accommodations and participation in courses is available at: http://www.luc.edu/sswd/
EthicsLine Reporting Hotline
Loyola University Chicago has implemented EthicsLine Reporting Hotline, through a third party internet & telephone hotline provider, to provide you with an automated and anonymous way to report activities that may involve misconduct or violations of Loyola University policy. You may file an anonymous report here on-line or by dialing 855-603-6988. (within the United States, Guam, and Puerto Rico) (BR) Team was created to assist members of the Loyola University Chicago community in bringing incidents of bias to the attention of the university. If you believe you are subject to such bias, you should notify the Bias Response Team at this link: http://webapps.luc.edu/biasreporting/

The University is committed to the highest ethical and professional standards of conduct as an integral part of its mission of expanding knowledge in the service of humanity through learning, justice and faith. To achieve this goal, the University relies on each community member's ethical behavior, honesty, integrity and good judgment. Each community member should demonstrate respect for the rights of others.
www.luc.edu/ethicsline

Electronic Communication Policies and Guidelines
The School of Education faculty, students and staff respect each other’s rights, privacy and access to electronic resources, services, and communications while in the pursuit of academic and professional growth, networking and research. All members of the university community are expected to demonstrate the highest standards of integrity, communication, and responsibility while accessing and utilizing technology, information resources, and computing facilities. A link to the Loyola University Chicago and School of Education official policies and guidelines can be found at:
http://www.luc.edu/media/lucedu/education/pdfs/SOE_Cyberbullying_Policy.pdf

IDEA Objectives (objectives in bold, italic print are essential)

1. Gaining factual knowledge (terminology, classifications, methods, trends)
2. Learning fundamental principles, generalizations, or theories
3. Learning to apply course material (to improve thinking, problem solving, and decisions)
4. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course
5. Acquiring skills in working with others as a member of a team
6. Developing creative capacities (writing, inventing, designing, performing in art, music, drama, etc.)
7. Gaining a broader understanding and appreciation of intellectual/cultural activity (music, science, literature, etc.)
8. Developing skill in expressing oneself orally or in writing
9. Learning how to find and use resources for answering questions or solving problems
10. Developing a clearer understanding of, and commitment to, personal values
11. Learning to analyze and critically evaluate ideas, arguments, and points of view
12. Acquiring an interest in learning more by asking questions and seeking answers
Selected References


Green, T. (2009). *Your first year as a principal: Everything you need to know that they don’t teach you in school*. Ocala, FL: Atlantic Publishing Group, Inc.


<table>
<thead>
<tr>
<th>Date of Class Session</th>
<th>Topics to be Discussed</th>
<th>Readings to prepare prior to class session</th>
<th>Assignments Due</th>
</tr>
</thead>
</table>
| Session One<br>01/15/15 | • Course overview, syllabus, assignments, disposition, and expectations  
• Joys and Struggle of the Principalship  
• See yourself as a principal <br>The Principal Story (introduction) | • Danielson, C. Prefaces, Chapters 1 and 2  
• Darling-Hammond, L., Preface and Chapter 1  
• Fullan, M. Preface and Chapter 1 |  
| | | |  
| Session Two<br>01/22/15 | • The Danielson Framework: Introduction  
• Senate Bill 7 and PERA  
• Growth Through Learning On-Line Training Introduction  
• Self-assessment reflection | • Danielson, Chapter 3  
• Darling-Hammond, Chapter 2  
• Fullan, Chapter 2  
• Gorton, R., Preface, Chapter 1 | • Make sure you have access to your Growth Through Learning On-line account |
| Session Three<br>01/29/15 | • Instructional Leadership: What is it?  
• Building relationships with all stakeholders  
• Articulating a school vision and collaborative culture | • Danielson, Chapter 3  
• Darling-Hammond, Chapter 2  
• Fullan, Chapter 2 |  
| | | |  
| Session Four<br>02/05/15 | • Decision Making  
• Continuum of Performance Assessments  
• Informal Observations | • Danielson, Chapter 4  
• Darling-Hammond, Chapter 3  
• Fullan, Chapter 2  
• Zepeda, Chapters 1-3 (Sakai) | • Growth Through Learning Module One Certificate Due |
| Session Five<br>02/12/15 | • Authority and Power  
• Supervision and Evaluation, can a principal do both? | • Darling-Hammond, Chapter 4  
• Fullan, Chapter 3  
• Gorton, Chapter 3 |  
| | | |  
| Session Six<br>02/19/15 | • Communication  
• Using Evidence of student learning appropriately | • Darling-Hammond, Chapter 5  
• Fullan, Chapter 4  
• Gorton, Chapter 4 | • Informal Observation Paper due |
| Session Seven<br>02/26/15 | • Conflict Management  
• Supporting Meaningful Professional Learning  
• Formal Observations | • Danielson, Chapter 6  
• Darling-Hammond, Chapter 6  
• Gorton, Chapter 5 |  
| Loyola Spring Break<br>03/05/15 | | |  
| Session Eight<br>03/12/15 | • Organizational Culture  
• Create Structures for Fair and Effective Evaluation | • Gorton, Chapter 6  
• Darling-Hammond, Chapter 7 | • Growth Through Learning Modules Three and Four Certificate Due |
| Session Nine<br>03/19/15 | • Change  
• Becoming a Change Agent | • Gorton, Chapter 7  
• Fullan, Chapter 5 |  
| Session Ten<br>03/26/15 | • The future is now  
• Keep your eye on the prize | • Darling-Hammond, Chapter 8  
• Fullan, Chapter 6 | • Formal Observations Due |
<p>| Holy Thursday-No Class&lt;br&gt;04/02/15 | | |<br />
| Session Eleven&lt;br&gt;04/09/15 | • Group work on oral presentations | | • Growth Through Learning Module Five Due |
| Session Twelve&lt;br&gt;04/16/15 | • Class time to work on Module Two. Bring your laptops | | • Professional Development Plan Paper due |</p>
<table>
<thead>
<tr>
<th>Session Thirteen</th>
<th>04/23/15</th>
<th>• Oral presentations</th>
<th>• Oral Presentations Domains 1 and 2</th>
</tr>
</thead>
</table>
| Session Fourteen-Last Class  | 04/30/15 | • Oral presentations | • Oral Presentations Domains 3 and 4  
• Growth Through Learning Module Two Due |