Loyola University Chicago  
School of Education  
ELPS 567: Principal Internship Two  
Spring 2021 – PPM 8

Professor: Debra Sullivan, EdD  
Email: dsullivan2@luc.edu  
Campus Office: LT 601  
Campus Phone: 312-915-6885  
Cell Phone: 773-619-7040  
Virtual Office Hours: by appointment

Synchronous seminar meetings: Jan. 27, March 3 and March 30  
5:30-6:30 pm on Zoom

*School of Education Commitment - COVID-19:* Loyola’s School of Education (SOE) recognizes that this is an unprecedented time. We understand that moving into the 2020-2021 academic year while living in the context of the COVID-19 pandemic may stir feelings of uncertainty, fear, or anxiousness. We want you to know that your safety, health, and well-being, as well as that of our faculty and staff, remain our primary concern. We want to be able to support you in any way that we can. We ask you to embody the Jesuit value of *Cura Personalis,* or care for the whole person, as we prepare to learn together. We ask that you consider your way of being in this community, to act with care, and treat all with dignity to keep yourself and others safe.

The University understands that you may encounter obstacles that make reaching academic goals more difficult. We strongly encourage you to access the Student Resources on [Loyola’s COVID-19 Response webpage](https://www.luc.edu/covid19) for information, supports, and resources on basic needs such as housing, food, financial aid, and medical and mental health. This web page also offers information on official University communications, access to technology, and student services. All Loyola University Chicago administrators, faculty, and advisors are also here for you.

The SOE is committed to working with all students to address any challenges that may arise during the semester. Please reach out to your professor as early as possible to discuss any accommodations you think may be necessary in order for you to successfully complete your coursework. We know this will be a semester like none other, but through collaboration, communication, and shared responsibility, we will not only get through this difficult time; we will thrive.

**KEY COVID-19 Resources for your Spring – 2021 Return**

- [Spring 2021 RETURN to CAMPUS Checklist](https://www.luc.edu/covid19)
- [Spring 2021 RETURN to CAMPUS Guidance](https://www.luc.edu/covid19)
- [Required Personal Safety Practices](https://www.luc.edu/covid19)
- [COVID-19 Testing and Reporting Protocol](https://www.luc.edu/covid19)
- [COVID-19 Campus Updates](https://www.luc.edu/covid19)

**SOE Vision**

The School of Education of Loyola University Chicago is a community that seeks to transform members to impact local and global communities through the principles of social justice.
**School of Education Mission**

The School of Education at Loyola University Chicago, a Jesuit Catholic urban university, supports the Jesuit ideal of knowledge in the service of humanity. We endeavor to advance professional education in 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 who work across the developmental continuum, and by conducting research on issues of professional practice and social justice.

**Conceptual Framework:**

Our mission is social justice, but our responsibility is **social action through education**. Our framework guides the curricula of School of Education programs and serves as the foundation to the School of Education Conceptual Framework Standards – standards that are explicitly embedded in major benchmark assessments across all SOE programs.

The School of Education is a community comprised of students, faculty, and staff whose success is dependent upon interdependence, collaboration, and mutual respect, in that we recognize, include and capitalize on our many forms of diversity, and pool these resources in our mission as educators. We seek to build on the assets of diverse faculty, staff, and students (including, but not limited to race and ethnicity, culture, language, socioeconomic status, religion, ability, sexual orientation, gender, and gender identity) and holding high expectations for our educational practices that serve these nested groups.

The SOE uses transformative education as a tool for challenging and inspiring students to improve the world around us. We view transformation on a continuum from a highly personal process (requiring risks, vulnerability, and trust) to the transformation of supports, services, and outcomes for our students, community partners, and those whom they serve. Each point on this continuum requires both reflection and a commitment to interdisciplinary and transdisciplinary collaboration that challenges our perceptions and decision-making. Programs incorporate Ignatian pedagogy and traditions, including the four processes of knowing: attention, reflection, judgment, and action and commitment ([http://www.luc.edu/transformativeed/index.shtml](http://www.luc.edu/transformativeed/index.shtml)). Transformative education does not have the narrow learning of a knowledge base as its outcome, but rather it prioritizes the notion of disruptive knowledge, a means or process of questioning knowledge and the valuing of learning more. The SOE prepares our candidates to critique the knowledge base and to question knowledge through a social justice lens, and simultaneously to use and contribute to knowledge for just purposes.

In working to impact both local and global communities, we recognize that we are members of many larger and overlapping communities. Within our local context, we have a deep commitment to urban communities, including attention to the sociocultural and sociopolitical issues that may transcend geography (e.g., lack of resources, educational inequity and inequality). By providing this more expansive definition, we are not limited to geographical context, rather we address injustice in any contexts. We strive to purposefully dismantle traditional boundaries between institution-based and field-based scholarly work and service, to build trust and deep, lasting relationships with our partners in education, to understand that we must work not for communities but to be of those communities, working alongside them, sharing their commitment and responsibility to address their needs, priorities, and goals from a social justice perspective. Faculty, staff, and students are involved in a variety of service-learning activities which influence communities, from service-learning projects, immersion experiences, field-based learning sequences, clinical placements and internships. Reflection occurs in many classes, from observational papers, reflection papers, and group activities. In the SOE, careful attention is given to ethics and moral decision-making, and steps for developing
sound judgment is included and assessed in course work. We aim for graduates of the SOE to be prepared to be aware of their work environments and make solid judgments that lead to social justice action.

The SOE embeds social justice principles throughout course work, research, and service oriented activities. “The goal of social justice education is full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society that is equitable and [in which] all members are physically and psychologically safe and secure” (Bell, Adams & Griffin, 2013, p. 3). Our efforts are devoted to promoting human rights, reducing inequalities, and increasing the empowerment of society’s most vulnerable groups. Our mission is social justice, but our responsibility is to social action. We work to transcend openness, understanding, tolerance, and acceptance, instead working directly to promote equal representation where there is disproportionality, resilience where there is vulnerability or risk, access where there is isolation, and equality where there is none.

In particular, the following School of Education Conceptual Framework Standards will be addressed in this class:

CFS1: Candidates critically evaluate current bodies of knowledge in their field.
CFS2: Candidates apply culturally responsive practices that engage diverse communities.
CFS3: Candidates demonstrate knowledge of ethics and social justice.
CFS4: Candidates engage with local and/or global communities in ethical and socially just practices.

COURSE STANDARDS:

SREB 13 CRITICAL SUCCESS FACTORS/FUNCTIONS (2007):

CSF 1: The school leader is able to create a focused mission to improve student achievement and a vision of the elements of school, curriculum, and instructional practices that makes higher achievement possible.
CSF 3: The school leader is able to recognize and encourage implementation of good instructional practices that motivate and increase student achievement.
CSF 4: The school leader is able to create a school organization where faculty and staff understand that every student counts and where every student has the support of a caring adult.
CSF 5: The school leader is able to use data to initiate and continue improvement in school and classroom practices and 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 and seek out colleagues who keep them abreast of new research and proven practices.

PROFESSIONAL STANDARDS FOR EDUCATIONAL LEADERS (PSEL) (2015) (formerly ISLLC)

PSEL 1: Effective educational leaders develop, advocate and enact a shared mission, vision and core values of high-quality education and academic success and well-being of each student.
PSEL 2: Effective educational leaders act ethically and according to professional norms to promote each student’s academic success and well-being.
PSEL 3: Effective educational leaders strive for equity of educational opportunity and culturally responsive practices to promote each student’s academic success and well-being.
PSEL 4: Effective educational leaders develop and support intellectually rigorous and coherent systems of curriculum, instruction, and assessment to promote each student’s academic success and well-being.
PSEL 5: Effective educational leaders cultivate an inclusive, caring and supportive school community that promotes the academic success and well-being of each student.
PSEL 6: Effective educational leaders develop the professional capacity and practice of school personnel to promote each student’s academic success and well-being.
PSEL 7: Effective educational leaders foster a professional community of teachers and other professional staff to promote each student’s academic success and well-being.
PSEL 8: Effective educational leaders engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student’s academic success and well-being.
PSEL 9: Effective educational leaders manage school operations and resources to promote each student’s academic success and well-being.

PSEL 10: Effective educational leaders act as agents of continuous improvement to promote each student’s academic success and well-being.

NATIONAL EDUCATIONAL LEADERSHIP PREPARATION STANDARDS (NELP) (2018):

1.1 (Mission and Vision) Program completers understand and demonstrate the capability to develop, advocate for, and implement a collaboratively developed and data-informed mission and vision for the school.

1.2 (Values) Program completers understand and demonstrate the capability to articulate, advocate, model, and cultivate a set of core values that define the school's culture.

1.3 (Support system) Program completers understand and demonstrate the capability to build, maintain and evaluate a coherent system of academic and social supports, discipline, services, extracurricular activities, and accommodations to meet the full range of needs of each student.

1.4 (Improvement) Program completers understand and demonstrate the capability to engage staff and school community to develop, implement and evaluate a continuous, responsive, sustainable, data-based school improvement process to achieve the mission of the school.

2.1 (Professional norms) Program completers understand and demonstrate the capability to enact the professional norms of integrity, fairness, transparency, trust, collaboration, perseverance, learning and continuous improvement in their actions, decision making and relationships with others.

2.2 (Decision making) Program completers understand and demonstrate the capability to evaluate the moral and legal consequences of decisions.

2.3 (Values) Program completers understand and demonstrate the capability to model essential educational values of democracy, community, individual freedom and responsibility, equity, social justice, and diversity.

2.4 (Ethical behavior) Program completers understand and demonstrate the capability to model ethical behavior in their actions and relationships with others.

3.1 (Equitable Protocols) Program completers understand and demonstrate the capability to develop, implement and evaluate equitable guidelines, procedures and decisions that ensure each stakeholder is treated fairly, respectfully, and with an understanding of culture and context.

3.2 (Equitable access) Program completers understand and demonstrate the capability to ensure that each student has equitable access to effective teachers, learning opportunities, academic, social and behavioral support and other resources necessary for success.

3.3 (Responsive Practice) Program completers understand and demonstrate the capability to support the development of responsive practices among teachers and staff so they are able to recognize, confront, and alter institutional biases that result in student marginalization, deficit-based schooling and low expectations.

3.4 (Supportive school community) Program completers understand and demonstrate the capability to build and maintain a school culture that ensures each student and family is treated fairly, respectfully, in a responsive manner and free from biases associated with characteristics such as race, culture and language, gender, disability, or special status.

4.1 (Learning system) Program completers understand and demonstrate the capability to develop, align, and implement coherent systems of curriculum, instruction, and assessment that are responsive to student needs, embody high expectations for student learning, align with academic standards within and across grade levels, and promote academic success and social emotional well-being for each student.

4.2 (Instructional practice) Program completers understand and demonstrate the capability to promote challenging and engaging instructional practice consistent with knowledge of learning theory, child development, and effective pedagogy.

4.3 (Assessment system) Program completers understand and demonstrate the capability to employ technically appropriate system of assessment and data collection, management, analysis, and use to monitor student progress and improve instruction.

4.4 (Learning support) Program completers understand and demonstrate the capability to employ effective and appropriate technologies, staffing, professional development, structures, and communication to support equitable access to learning for each student.

5.1 (Communication) Program completers understand and demonstrate the capability to maintain effective two-way communication with families and the community.

5.2 (Engagement) Program completers understand and demonstrate the capability to engage families, community, and school personnel in strengthening student learning in and out of school.
5.3 (Partnerships) Program completers understand and demonstrate the capability to build and sustain productive partnerships with communities and public and private sectors to promote school improvement and student development.

5.4 (Advocacy) Program completers understand and demonstrate the capability to advocate for the needs and priorities of the school, district, students, families and the community.

6.1 (Management and operation systems) Program completers understand and demonstrate the capability to develop, monitor and evaluate school management and operation systems to address and support each student’s learning needs.

6.2 (data and resources) Program completers understand and demonstrate the capability to seek, acquire, and manage fiscal resources, physical resources, technological resources, data and other resources to support student learning, collective professional capability and community and family engagement.

6.3 (communication systems) Program completers understand and demonstrate the capability to develop and coordinate communication systems to deliver actionable information for classroom, school improvement, and community engagement.

6.4 (legal compliance) Program completers understand and demonstrate the capability to comply with the applicable laws, rights, policies, and regulations as appropriate so as to promote student and adult success.

7.1 (Human resource management) Program completers understand and demonstrate the capability to develop and implement a human resource management system that recruits, hires and supports, and retains effective and caring educational personnel and creates leadership pathways for effective succession.

7.2 (professional culture) Program completers understand and demonstrate the capability to develop and sustain a professional culture of engagement and commitment to shared vision, goals and objectives pertaining to the education of the whole child.

7.3 (workplace conditions) Program completers understand and demonstrate the capability to develop workplace conditions that promote employee leadership, well-being and professional growth.

7.4 (supervision and evaluation) Program completers understand and demonstrate the capability to implement research-anchored systems of supervision and evaluation that provide actionable feedback about instruction and other professional practices, promoting collective accountability.

8.1 (field experiences) Candidates are provided coherent, authentic experiences that provide opportunities to synthesize and apply content knowledge, develop and refine the professional skills and demonstrate their capabilities as articulated in each of the elements included in NELP Building Level Program Standards one through seven.

8.2 (authentic) Candidates are provided a minimum of six-months of concentrated (10-15 hours per week) building-level internship or clinical experiences that are authentic leadership activities within a building setting.

8.3 (mentor) Candidates are provided a mentor who had demonstrated effectiveness as an educational leader with a building setting; understands the specific school context; is present for a significant portion of the internship; is selected collaboratively by the intern, a representative of the school and/or district, and program faculty; and is provided with training by the supervision institution.

**Essential Course Information:**

**PRINCIPAL INTERNSHIP COURSE DESCRIPTION:**

The job of a school administrator is very challenging, as well as, very rewarding. Administrators must use their knowledge of theory, research, and current educational best practices to provide the leadership needed to move schools and educational institutions forward. Through Loyola University’s Principal Preparation Program candidates will be provided with authentic leadership opportunities in a school setting.

The principal internship requires that the candidate work under the supervision of a practicing administrator of a school for each semester of the two-semester internship. Ideally, the candidate will be assigned a wide range of administrative duties and responsibilities with corresponding authority. Opportunities for the candidate to assume a leadership role or to participate/observe in the decision making process are expected.

This is the final of two courses (totaling two semesters) of the principal internship. This semester of internship may occur in the building in which you work or in another school building. Over the two internship semesters, as required by the State, the candidate is expected to participate, observe, and lead in a variety of educational experiences within the pre-k-12 continuum while receiving experience working with a diverse student population.
Procedures/Requirements for Entry into the Internship:

• All candidates must be admitted to a graduate program in the School of Education at Loyola University Chicago.
• Candidates must be supported by a practicing school administrator who has more than three years of experience in the area he/she is supervising.
• Candidates are expected to have concentrated time with their mentor principal prior to the beginning of the Internship semester, in order to facilitate experiences relevant to the opening of a semester at the host school.

The Role of the Internship Candidate

Internship candidates are expected to take the initiative to broaden their professional experiences. They must be willing to put forth additional time and effort that is not required of other staff members, which often means arriving early and leaving late from their school site. While the training of the Internship candidate is essentially centered around 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.

The intern candidate will document professional growth on the On-Boarding Plan collected through the ePortfolio process. Candidate will collect evidence of mastery of the SREB Critical Success Factors. The ePortfolio in Digication will be assessed in an on-going fashion with the coach and the coordinator of coaches (who is a Loyola University Faculty member). It is the responsibility of the intern candidate to maintain their ePortfolio and to communicate with the support team (mentor principal, coach, and coordinator of coaches). It is expected that intern candidates will post the evidence of learning/mastery of outcomes to their ePortfolio on a regular and consistent basis.

The candidate is responsible for submitting evidence of having completed the state assessments on Digication. The state assessments will be scored on the state required rubric by the faculty advisor.

Internship candidates must realize that in any given situation they may find themselves ‘in between’ teachers and administrators. This delicate balance requires a great deal of political savvy and nuance. In this position, the intern candidate may become privy to extremely confidential information. It is essential that they keep all privileged information confidential.

The Role of the Mentor Principal

Mentor principals are licensed building administrators with experience leading a school. The mentor principal will serve as part of the candidate’s support team. The major responsibilities include:

- Allow the intern principal to observe the administrative responsibilities of the building principal.
- Allow the intern principal to begin to assume the duties and responsibilities of the building administrator.
- To observe and give feedback to the candidate aimed at developing the skills, knowledge, and dispositions defined by the program.
- To serve as a member of the candidate’s support team to further the candidate’s performance toward meeting the goals of the school.
- Meet with the candidate’s coach to discuss the internship requirements and discuss the progress the candidate is making on successfully completing the required activities and assessments.

During the course of the internships, if the Mentor Principal has concerns or issues regarding the candidate that need to be discussed, the Mentor Principal will contact the coach or the coordinator or coaches.

The Role of the Coach

Coaches are experienced school administrators who are knowledgeable about leadership issues in schools. The major responsibilities of the coach include:

- To mentor and guide the candidate in completing all aspects of the SREB Critical Success Factors, and the State Assessments.
To establish productive working relations with the candidate and the mentor principal.
To work with the mentor principal to assure the candidate has access to all classrooms throughout the school year.
To conduct regular meetings (in person or virtual, depending on circumstances) with the candidate to give feedback aimed at developing the skills, knowledge, and dispositions defined by the program.
To meet with the mentor principal on a regular (as needed) basis to get his/her perspective on the candidate’s performance.
To arrange for developmental experiences outside of the candidate’s site when appropriate in coordination with the internship mentor principal and LUC program.
To coach the candidates on all job interviews and placement related activities.

The Role of the Coordinator of Coaches
The coordinator of coaches is a Loyola University School of Education faculty member who, with the coach, ensures that the candidate’s internship is providing them with an authentic leadership experience in a school. The major responsibilities of the coordinator of coaches include:

- Observe, evaluate, and provide feedback to each candidate about the candidate’s performance on those measures, which align to the final assessments.
- Meet three times per semester (total of 6 meetings per year) with the candidates as a group to discuss issues related to student learning and school improvement arising from the internship experiences.
- Collaborate with the mentor principals and coaches to complete the assessment of the candidate’s performance during the internship.

Course Calendar

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>What’s due?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 27</td>
<td>Seminar 1: Introduction to Internship 1</td>
<td></td>
</tr>
<tr>
<td>March 3</td>
<td>Seminar 2: Progress Check-In and Sharing</td>
<td>State Assessment 3.1 for review</td>
</tr>
<tr>
<td>March 31</td>
<td>Seminar 3: Progress Check-In and Sharing</td>
<td>State Assessment 3.2 and 3.3 for review</td>
</tr>
<tr>
<td>April 14</td>
<td>No Meeting</td>
<td>State Assessment 1 in full for review</td>
</tr>
<tr>
<td>April 28</td>
<td>No meeting</td>
<td>All State Assessments and SREBs should be completed and submitted to Digication</td>
</tr>
</tbody>
</table>

COURSE ASSESSMENTS: Internship #2
The candidate may continue his/her internship within his/her school site. Under the supervision of the coach, university supervisor, and mentor principal, the candidate will complete 18 SREB activities for this semester of the internship.

Participant Expectations:
For this semester of internship, the required SREB activities will be done in the intern’s home school and will ensure that the intern demonstrates participation in 100% of the activities and leadership in at least 80% of the activities.

The intern will provide evidence of mastery for the Illinois State Mandated Internship Assessments #1 & #3 in accordance with the required rubrics.

Internship State Assessment #1
Final Product Template
Addresses NELP 1.1, 1.2, 1.3., 1.4, 2.2, 2.3, 3.1, 5.1, 5.2, 5.3, 5.4,

Present a narrative description of the your school. Include the history, context, strengths and current challenges.

Part One: Overview of the SIP
Focus Area: 1.1 – Explain the purpose of the SIP and its relationship to the school’s vision in a presentation to
Evidence would include:

- Multimedia presentation that focuses on:
  - The school’s vision and mission
  - Analyzing the mission for connection to the staff and principal to attain greater student achievement (NELP 1.1)
  - Connecting the vision and mission to the school’s improvement plan (NELP 1.4)

- Outline document
  - Clearly outlines the processes used in preparing for the presentation
  - Communicating to the audience the alignment between the curriculum and school’s mission (NELP 1.3)
  - Planning the follow up meeting

- Listing of presentation items
  - Handouts
  - Documentation of input from audience
  - Meeting minutes

- Reflection on candidate’s role in the process and the school’s current context and it’s advocacy for equity and social justice. (NELP 31.)- Loyola CF3

**Part Two: (Analysis of Student Data and Involving the Community)**

**Focus Area: 1.2** – Analyze and review data, including but not limited to, state test results, and work with a faculty group/team to identify areas for improvement and interventions, with particular attention given to NCLB student subgroups and low performing students.

Present evidence of your work to conduct a gap analysis. Cite specifically the data that was used to conduct this analysis, and from there, identify one goal from the SIP.

Evidence would include:

- Data analysis
  - Evidence of using data to identify and implement school goals (NELP 2.2)
  - List of interventions of NCLB subgroups
  - NCLB subgroup analysis with recommendations for new interventions that align to school improvement plan
  - Materials created and utilized in leading the faculty
  - Verify input and work completed in conjunction with staff
  - Reflection on how the data shows the rigor and effectiveness of the curriculum with recommendations. (NELP 2.3)

- Community Outreach Plan
  - Outline of a collaborative event which includes the opportunity for staff, parents, and community to become aware of the school improvement process (NELP 5.1)
  - Action plan to design and implement processes that utilize the assets of the diverse cultural, social, and intellectual resources within the school community. (NELP 5.2)
  - Follow up meeting to discuss funding needs for implementation and discuss how to begin mobilizing community resources. (NELP 5.3 and 5.4)

- Reflect on the data, include your recommendations for change, additions, and or deletions to the plan. Provide a rationale (suitable for education and community stakeholders as an audience) for the changes, additions, and deletions. (NELP 2.3)

**Part Three: Professional Development Needs**

**Focus Area: 1.3** – Work with faculty or faculty teams to create, implement, and formatively evaluate a school improvement action.

Evidence would include:
• Action Plan that includes:
  o Evidence that plan is based on current data and research (NELP 4.3)
  o Documentation of working collaboratively with the staff to develop the plan
  o Clearly stated outcomes and expectations aligned to SIP
  o Plan for evaluating impact on teaching and student learning
• Reflect on how the school leader can impact student learning through providing professional development opportunities for staff members.

**Part Four: Progress Monitoring**

**Focus Area: 1.4** – Work with faculty or faculty teams to gather and examine data to assess progress on the SIP and make recommendations for improvements or modifications to the SIP for the following year.

Evidence would include:

- Narrative of family and community meeting to report findings and recommendations
  - analysis of the data
  - data artifacts to support discussion
  - the progress of the plan
- Copy of Leadership Team/ Faculty presentation including:
  - clearly stated outcomes for the presentation
  - connection between mission and area of improvement
  - multimedia presentation including handouts
- Summative participant feedback regarding presentation

**Internship State Assessment #3**

**Final Product Template**

**Addresses NELP 2.1, 4.1, 5.4, 6.1, 6.2, 7.1, 7.2**

**Part One: Culture of Collaboration**

**Focus Area: 3.1** Investigate, define, and delineate the systems and factors within the internship school for advocating, nurturing, and sustaining a culture of collaboration, trust, learning, high expectations, and a personalized and motivating learning environment for students.

Part I of the summary should include:

- Define and analyze systems in the school building.
- Provide evidence of established norms or protocols that protect the welfare and safety of students and staff within a school. (NELP 2.1)
- Create leadership graphic detailing different roles.
- Potential learning environment systems that may be included are: PLCs, SIP, professional development, teacher leadership, cultural proficiency, or guaranteed and viable curriculum and culture.
- Explore the student discipline policy and discuss how it promotes social justice and student success.

Part II of the summary should include:

- Collects and analyzes data that evaluates the effectiveness of systems in the school and makes appropriate recommendations to ensure alignment to school improvement goals.
- Candidate reflects on the role at school culture and an effective instructional program impact on school personnel and student achievement. (NELP 7.2)

**Part Two: Budget**

**Focus Area: 3.2** Review the school’s budget and other resources with the internship principal. Detail how the resources are typically used, evaluated for adequacy, assess for effectiveness and efficiency. Provide recommendations for improvement. Address the impact of the budget on the following NCLB student subgroups: Limited English Proficiency, special education and economically disadvantaged. Present recommendations for improvement to faculty group and solicit input in the budget development plan.

Part I of the summary should include:
• Copy of school budget initialed by the internship principal.
• Details on how budget resources are
  o A. evaluated for adequacy
  o B. assessed for effectiveness and efficiency
  o C. recommendations for improvement
  o D. Impact on NCLB subgroups
  o E. Reflect on the current fiscal state of the school and the diocese for emerging trends and future challenges. (NELP 6.1 and 6.2)

Part II of the summary should include:
• Copy of the report with recommendations that is presented to principal and any other stakeholders.
• Candidate reflection on their role in the budget process and the overall impact the budget has on student achievement and learning.

Part Three: Systems and Mission
Focus Area 3.3: State the mission of the school. Determine and analyze the different systems that exist within the school to fulfill the school’s mission (ie instructional, curriculum, assessment, technology, class structure, and management: discipline plan; attendance; maintenance; transportation, etc). Choose one instructional and one management system; create an assessment tool that will be used to rate the two systems. Finally, develop recommendations for improvement of aspects of the two systems that need improvement and report the findings to the internship principal.

Part I of the summary and report that includes:
• A report that contains:
  o An assessment tool used to rate the use of technology and how it supports teaching and learning and also assess one management system (NELP 4.1)
  o A mapping of the two systems
  o Analysis of the data along with recommendations (NELP 5.4)

Part II of the summary includes:
• A brief analysis of how the two systems align with the mission of the school.
• Candidate reflects on how to manage human, fiscal, and technological resources……… (NELP 7.1)

Professional Dispositions for Administration and Supervision
The School of Education has three dispositions—Professionalism, Inquiry, and Social Justice—as indicators of students’ growth for different levels in their program. Your status on these dispositions is a piece of evidence considered in your overall progress in your program of study, and they also overlap with expectations for participation in the course. Your dispositions will be assessed over the course of the internship using the following rubric:

<table>
<thead>
<tr>
<th>Professionalism</th>
<th>Mastery (4)</th>
<th>Proficient (3)</th>
<th>Developing (2)</th>
<th>Does Not Meet Standard (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Candidate consistently performs at a level commensurate with training.</td>
<td>Candidate regularly performs at a level commensurate with training.</td>
<td>Candidate inconsistently performs at a level commensurate with training.</td>
<td>Candidate does not perform at a level commensurate with training.</td>
</tr>
<tr>
<td>Deadlines</td>
<td>Candidate meets all deadlines.</td>
<td>Candidate meets most, but not all, deadlines.</td>
<td>Candidate meets some deadlines.</td>
<td>Candidate rarely meets deadlines.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Candidate initiates collaboration with peers on assignments as appropriate.</td>
<td>Candidate works effectively with peers on assignments.</td>
<td>Candidate works with peers on assignments, but effectiveness is inconsistent.</td>
<td>Candidate does not work effectively with peers on assignments.</td>
</tr>
<tr>
<td>Attendance &amp; Punctuality</td>
<td>Candidate always attends class, maintains professional appointments, and is punctual for all professional obligations.</td>
<td>Candidate regularly attends class, maintains professional appointments, and is punctual for most professional obligations.</td>
<td>Candidate attends class and professional appointments/obligations, but is occasionally late.</td>
<td>Candidate is consistently late or absent from class and/or professional appointments/obligations.</td>
</tr>
<tr>
<td>Integrity</td>
<td>Candidate shows honesty/integrity/values and ethical behavior in all professional and graduate student work.</td>
<td>Candidate shows honesty/integrity/values and ethical behavior in most professional and graduate student work.</td>
<td>Candidate shows lapses in honesty/integrity/values and ethical behavior in professional and student work</td>
<td>Candidate does not show honesty/integrity/values or ethical behavior in professional and/or student work.</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Communication</td>
<td>Candidate communicates promptly with faculty, supervisors, employers, and fellow students (no longer than 2 business days) &amp; initiates communication when appropriate.</td>
<td>Candidate communicates promptly with faculty, supervisors, employers and fellow students (no longer than 2 business days).</td>
<td>Candidate communicates with faculty, supervisors, employers and fellow students, but occasionally response is not timely (e.g. delayed longer than 2 business days).</td>
<td>Candidate is nonresponsive or slow to respond to faculty, supervisors, employers or fellow students.</td>
</tr>
<tr>
<td>Technology</td>
<td>Candidate’s use of technology in the classroom is primarily limited to the current assigned task (e.g., note-taking during class lectures).</td>
<td>Candidate’s use of technology in the classroom is primarily limited to the current assigned task (e.g., note-taking during class lectures).</td>
<td>Candidate occasionally uses technology in the classroom for tasks not related to current class work.</td>
<td>Candidate regularly uses technology for tasks not related to current class work.</td>
</tr>
<tr>
<td>Appearance</td>
<td>Candidate always dresses in a professionally appropriate manner.</td>
<td>Candidate consistently dresses in a professionally appropriate manner.</td>
<td>Candidate’s attire is occasionally inappropriate for a professional setting.</td>
<td>Candidate’s appearance does not adhere to professional dress codes.</td>
</tr>
<tr>
<td>Quality of Work (Grammar &amp; Mechanics)</td>
<td>Candidate’s papers are free of grammatical and typographical errors.</td>
<td>Candidate’s papers have few grammatical or typographical errors.</td>
<td>Candidate’s papers have occasional grammar or typographical errors.</td>
<td>Candidate’s papers do not adhere to the rules of grammar.</td>
</tr>
<tr>
<td>Accuracy</td>
<td>Candidate’s papers are free of data-reporting errors and/or fabricated data.</td>
<td>Candidate’s papers have few data-reporting errors and no fabricated data.</td>
<td>Candidate’s work has some data errors and/or fabricated data.</td>
<td>Candidate’s work does not contain data or contains inaccurate data.</td>
</tr>
<tr>
<td>Self-expression</td>
<td>Candidate consistently shares his/her ideas and insights verbally with faculty, peers, and school colleagues.</td>
<td>Candidate occasionally shares his/her ideas verbally with faculty, peers and school colleagues.</td>
<td>Candidate rarely shares his/her ideas verbally with faculty, peers and school colleagues.</td>
<td>Candidate does not share his/her ideas verbally with faculty, peers and school colleagues.</td>
</tr>
<tr>
<td>Openness to coaching</td>
<td>Candidate always accepts suggestions/feedback and seeks it out for growth.</td>
<td>Candidate is receptive to suggestions/feedback.</td>
<td>Candidate listens to, but is not always receptive to suggestions/feedback.</td>
<td>Candidate is resistant to suggestions/feedback.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inquiry</th>
<th>Mastery (4) Candidate consistently performs at a level commensurate with training.</th>
<th>Proficient (3) Candidate regularly performs at a level commensurate with training.</th>
<th>Developing (2) Candidate inconsistently performs at a level commensurate with training.</th>
<th>Does Not Meet Standard (1) Candidate does not perform at a level commensurate with training.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of evidence</td>
<td>Candidate always searches for and identifies evidence-based information to answer questions relevant to the area of inquiry.</td>
<td>Candidate regularly searches for and identifies evidence-based information to answer questions relevant to the area of inquiry.</td>
<td>Candidate’s work inconsistently uses evidence to support responses to questions.</td>
<td>Candidate’s work does not identify quality evidence to support responses to questions.</td>
</tr>
<tr>
<td>Analysis</td>
<td>Candidate consistently demonstrates critical thinking skills in written assignments.</td>
<td>Candidate sometimes demonstrates critical thinking in written assignments.</td>
<td>Candidate inconsistently demonstrates critical thinking in written assignments.</td>
<td>Candidate does not demonstrate critical thinking skills.</td>
</tr>
<tr>
<td>Quality of sources</td>
<td>Candidate critically evaluates information from reliable sources relevant to the profession.</td>
<td>Candidate uses information from reliable sources without critically evaluating it.</td>
<td>Candidate occasionally uses information from non-reliable or irrelevant sources.</td>
<td>Candidate regularly uses information from non-reliable or irrelevant sources.</td>
</tr>
<tr>
<td>Synthesis and Application</td>
<td>Candidate effectively integrates feedback to improve performance.</td>
<td>Candidate attempts to integrate feedback to improve performance.</td>
<td>Candidate selectively integrates feedback to improve performance.</td>
<td>Candidate does not apply feedback.</td>
</tr>
<tr>
<td>Social Justice</td>
<td>Mastery (4)</td>
<td>Proficient (3)</td>
<td>Developing (2)</td>
<td>Does Not Meet Standard (1)</td>
</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
<td>----------------</td>
<td>----------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Reflective</td>
<td>Candidate consistently performs at a level commensurate with training.</td>
<td>Candidate regularly performs at a level commensurate with training.</td>
<td>Candidate inconsistently performs at a level commensurate with training.</td>
<td>Candidate does not perform at a level commensurate with training.</td>
</tr>
<tr>
<td>Supportive</td>
<td>Candidate is consistently supportive of others.</td>
<td>Candidate is usually supportive of others.</td>
<td>Candidate occasionally offers support to others.</td>
<td>Candidate does not demonstrate support for others.</td>
</tr>
<tr>
<td>Empathy</td>
<td>Candidate is consistently empathetic with others.</td>
<td>Candidate is usually empathetic with others.</td>
<td>Candidate is occasionally empathetic to others.</td>
<td>Candidate does not demonstrate empathy for others.</td>
</tr>
<tr>
<td>Cultural Sensitivity</td>
<td>Candidate is consistently sensitive to cultural differences.</td>
<td>Candidate is usually sensitive to cultural differences.</td>
<td>Candidate demonstrates inconsistent sensitivity to cultural differences.</td>
<td>Candidate does not demonstrate sensitivity to cultural differences.</td>
</tr>
<tr>
<td>Respect</td>
<td>Candidate consistently respects the diversity of learning styles.</td>
<td>Candidate usually respects the diversity of learning styles.</td>
<td>Candidate is inconsistent in demonstrating respect for the diversity of learning styles.</td>
<td>Candidate does not demonstrate respect for the diversity of learning styles.</td>
</tr>
<tr>
<td>Decision-making</td>
<td>Candidate consistently uses the framework of social justice in decision-making.</td>
<td>Candidate usually uses the framework of social justice in decision-making.</td>
<td>Candidate occasionally demonstrates the use of the framework of social justice in decision-making.</td>
<td>Candidate does not demonstrate use of the framework of social justice in decision-making.</td>
</tr>
</tbody>
</table>

**LOCUS- Course grades**

*Digication* State assessment rubrics, Dispositions, and 18 SREB Competencies

- You must check your Loyola University email account on a regular basis.

**Course Evaluation:**

**Illinois State Mandated Internship Assessments:**

Under direction of the university supervisor, mentor principal and coach, complete aligned assessment activities as legislated in State Assessments 1 & 3.

Additional activities may be added in order to personalize the experiences for the candidates; however, the candidate, the mentor principal, and the university supervisor must collaboratively develop the final list of activities. A copy of the finalized list should be given to the mentor principal and the university supervisor.

**Evaluation by mentor principal:**

The mentor principal will evaluate candidates at the end of each internship semester. The evaluation instrument is attached to this document. This confidential report will be submitted to the coach and university.
professor and will be taken into account for the purposes of evaluating student progress toward mastery of competencies; however, the professor has the final authority for issuing a grade in this course.

Evaluation by the coach and university supervisor:
The course grade is a compilation of the following items:
- State Principal Internship Rubrics
- Attendance and engagement in the seminar sessions

Additional documentation collected toward the licensure requirements are:
- Completion and acceptance of reflection on 18 SREB activities
- Mentor principal evaluation

Written assignments will be evaluated on the basis of:
- Conformity with the assignment directions (analyze, summarize, insights, connection to leadership theory, connection to SREB critical success factors)
- Thoroughness of topic and presentation
- Application of course concepts
- Effectiveness of expression
- Mechanics of writing

A final letter grade will be issued by the university supervisor. The principal internship is the culmination of all coursework and is the capstone experience of the administrative program. By virtue of the work accomplished and its inherent responsibility, it is the expectation that candidates will exhibit maturity and professionalism in their work, whether it be at the internship site, or in the completion of all assignments. It is the expectation that written assignments will be submitted on specific due dates. Failure to do so will result in a lower grade. In the event any of the aforementioned assignments/projects are late, not completed, or do not meet criteria for writing expectations, the course grade will be reduced by \( \frac{1}{2} \) (one-half) of a letter grade, i.e., from A to A-, to B+, to B, to B-, and so on.

Loyola University Chicago
School of Education
Syllabus Addendum

Smart Evaluation
Towards the end of the course, students will receive an email from the Office of Institutional Effectiveness reminding them to provide feedback on the course. They will receive consistent reminders throughout the period when the evaluation is open, and the reminders will stop once they have completed the evaluation.

- The evaluation is completely anonymous. When the results are released, instructors and departments will not be able to tell which student provided the individual feedback.
- Because it is anonymous and the results are not released to faculty or departments until after grades have been submitted, the feedback will not impact a student’s grade.

The feedback is important so that the instructor can gain insight in to how to improve their teaching and the department can learn how best to shape the curriculum.

The 13 possible objectives you will select from are listed below:

1. Gaining a basic understanding of the subject (e.g., factual knowledge, methods, principles, generalizations, theories)
2. Developing knowledge and understanding of diverse perspectives, global awareness, or other cultures
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 (inventing; designing; writing; 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, evaluate and use resources to explore a topic in depth
10. Developing ethical reasoning and/or ethical decision making
11. Learning to analyze and critically evaluate ideas, arguments, and points of view
12. Learning to apply knowledge and skills to benefit others or serve the public good
13. Learning appropriate methods for collecting, analyzing, and interpreting numerical information

**Dispositions**

All students are assessed on one or more dispositional areas of growth across our programs: **Professionalism, Inquiry, and Social Justice**. The instructor in your course will identify the dispositions assessed in this course and you can find the rubrics related to these dispositions in LiveText. For those students in non-degree programs, the rubric for dispositions may be available through Sakai, Digication or another platform. Disposition data is reviewed by program faculty on a regular basis. This allows faculty to work with students to develop throughout their program and address any issues as they arise.

**LiveText**

All students, except those who are non-degree, must have access to LiveText to complete the benchmark assessments aligned to the Conceptual Framework Standards and all other accreditation, school-wide and/or program-wide related assessments. You can access more information on LiveText here: [LiveText](#).

**Additional ONLINE Course Policies**

**Privacy Statement**

Assuring privacy among faculty and students engaged in online and face-to-face instructional activities helps promote open and robust conversations and mitigates concerns that comments made within the context of the class will be shared beyond the classroom. As such, recordings of instructional activities occurring in online or face-to-face classes may be used solely for internal class purposes by the faculty member and students registered for the course, and only during the period in which the course is offered. Students will be informed of such recordings by a statement in the syllabus for the course in which they will be recorded. Instructors who wish to make subsequent use of recordings that include student activity may do so only with informed written consent of the students involved or if all student activity is removed from the recording. Recordings including student activity that have been initiated by the instructor may be retained by the instructor only for individual use.

**Synchronous Meetings**
This course will meet synchronously 3 times on Zoom. See designated dates and times at top of syllabus.

*Student Participation

Students will participate in discussions based on internship experiences and learning. It is expected that students will attend every seminar session. If an absence is inevitable, you must notify the instructor (before the seminar session if at all possible).

*Class Conduct

One important aspect of a Jesuit education is learning to respect the rights and opinions of others. Please respect others by (1) allowing all classmates the right to voice their opinions without fear of ridicule, and (2) not using profanity or making objectionable (gendered, racial or ethnic) comments, especially comments directed at a classmate.

*Student Support

Special Circumstances--Receiving Assistance

Students are urged to contact me should they have questions concerning course materials and procedures. If you have any special circumstance that may have some impact on your course work, please let me know so we can establish a plan for assignment completion. If you require assignment accommodations, please contact me early in the semester so that arrangements can be made with Services for Students with Disabilities (SSWD) (http://www.luc.edu/sswd/).

*Center for Student Access and Assistance (CSAA)

Should you encounter an unexpected crisis during the semester (e.g., securing food or housing, addressing mental health concerns, managing a financial crisis, and/or dealing with a family emergency, etc.), I strongly encourage you to contact the Office of the Dean of Students by submitting a CARE Referral for yourself or a peer in need of support: www.LUC.edu/csaa. If you are uncomfortable doing so on your own, please know that I can submit a referral on your behalf.

This link directs students to statements on essential policies regarding academic honesty, accessibility, ethics line reporting and electronic communication policies and guidelines. We ask that you read each policy carefully.

This link will also bring you to the full text of our conceptual framework that guides the work of the School of Education – Social Action through Education.

Syllabus Addendum Link: https://www.luc.edu/education/studentlife/resources/syllabi/.