

**GEORGE MASON UNIVERSITY  
GRADUATE SCHOOL OF EDUCATION**

**EDLE 620 Section 602 Fall 2010  
Organizational Theory and Leadership Development**

**Instructor:** Professor S. David Brazier  
**Phone:** (703) 993-3634  
**Fax:** (703) 993-3643  
**E-mail:** [sbrazier@gmu.edu](mailto:sbrazier@gmu.edu)  
**Office:** Commerce II, Suite 200  
**Office Hours:** Wednesdays 2:00 – 4:00 p.m. and by appointment  
**Website:** <http://www.taskstream.com>

**Address:** George Mason University  
4400 University Dr., MSN 4C2  
Fairfax, VA 22030-4444

Steve was victim to a widespread misconception that leadership expresses itself through individual heroism—waging war, championing a great cause, or single-handedly changing the course of history. In this view leaders' success or failures are of their own making. They succeed if they have the right stuff—strength, courage, and vision. Failure is proof of their personal deficiencies. The archetypal image of this hero is the autonomous, lonely male wandering on the fringes of society—the Lone Ranger, Dirty Harry, or Rambo. This view taints our images of leadership. Would-be heroes, trying to emulate this image, often pay a heavy personal price: alienation, feelings of failure, stress-induced illness, and even early death. (Bolman & Deal, 1995, p. 56)

**Schedule Information**

**Location:** Frederick County Public Schools Conference Room

**Meeting Times:** Wednesdays, September 15 – December 8, with the exception of November 24. Classes will meet from 4:30 – 7:30 p.m. If you have a personal problem that will prevent you from attending class, please contact me by telephone or e-mail ahead of time.

**Catalogue Course Description: EDLE 620 Organizational Theory and Leadership Development (3:3:0)**

Studies basic organizational theories and models of leadership and management. Emphasizes shared leadership in professional environments, communication skills, systems thinking, and personal and organizational change. Bridges theory to practical applications.

*Vision: The Education Leadership Program is dedicated to improving the quality of pre-K – 12 education through teaching, research, and service. Candidates and practicing administrators engage in course work devoted to experiential learning, professional growth opportunities, and doctoral research that informs practice. We educate exceptional leaders who act with integrity as they work to improve schools.*

## **Additional Course Description**

This course provides a foundation for all of the courses that follow in the Education Leadership licensure sequence. The introductions to leadership theory, organization theory, and educational change help students to understand how schools and school systems work and change.

## **Course Delivery**

Students will engage in problem-based learning facilitated by brief presentations and debriefed through small and large group discussions. Role-playing activities are also likely to be part of classroom experiences. Students are expected to participate in at least one group presentation and one individual presentation. We will build the course experience together as partners in one another's learning.

## **National Standards and Virginia Competencies**

This course addresses the following **ELCC Standards** (revised, highlighted portions addressed in rubrics):

**ELCC Standard 1.0:** An education 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.

1.2 Collect and use data to identify goals, **assess organizational effectiveness**, and promote organizational learning

1.3. **Create** and implement **plans to achieve goals**

1.4. **Promote continuous and sustainable improvement**

**ELCC Standard 5.0:** An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner.

5.2 Model principles of **self-awareness, reflective practice**, transparency, and **ethical behavior**

5.3 **Safeguard the values of democracy, equity, and diversity**

5.4 **Consider and evaluate the potential moral and legal consequences of decision-making**

**ELCC Standard 6.0:** An education leader promotes the success of every student by understanding, responding to, and influencing the political, social, economic, legal, and cultural context.

6.2 **Act to influence local**, district, state, and national **decisions affecting student learning**

This course addresses the following **VDOE Competencies**:

The program in administration and supervision preK-12 shall ensure that the candidate has demonstrated the following competencies:

(a) Knowledge understanding, and application of planning, assessment, and instructional leadership that builds collective professional capacity, including;

(7) Identification, analysis, and resolution of problems using effective problem-solving techniques; and

- (8) Communication of a clear vision of excellence, linked to mission and core beliefs that promotes continuous improvement consistent with the goals of the school division.
- (b) Knowledge, understanding and application of systems and organizations, including;
  - (1) Systems theory and the change process of systems, organizations and individuals, using appropriate and effective adult learning models; and
  - (2) Aligning organizational practice, division mission, and core beliefs for developing and implementing strategic plans.
- (e) Knowledge, understanding and application of the purpose of education and the role of professionalism in advancing educational goals, including;
  - (3) Reflective understanding of theories of leadership and their application to decision-making in the school setting; and
  - (5) Intentional and purposeful effort to model continuous professional learning and to work collegially and collaboratively with all members of the school community to support the school's goals and enhance its collective capacity.
- (f) Knowledge, understanding and application of basic leadership theories and influences that impact schools including;
  - (1) Concepts of leadership including systems theory, change theory, learning organizations and current leadership theory;
  - (2) Historical leadership theories including organizational theory, motivational theory, political and social systems theory to practical situations; and
  - (3) Identify and respond to internal and external forces and influences on a school.

### **Course Objectives**

Students taking this course will:

1. Identify, analyze, and resolve problems using effective problem-solving techniques;
2. Communicate a clear vision of excellence, linked to the mission and core of the school division;
3. Understand theories of leadership and apply them to decision making in the school setting;
4. Understand and apply their knowledge of systems theory and organization theory;
5. Align organizational practice, division mission, and core beliefs for developing and implementing strategic plans;
6. Work collegially and collaboratively to support school goals and enhance capacity; and
7. Identify and respond to internal and external forces and influences on a school.

### **Student Outcomes and Course Goals**

At the conclusion of this course, successful students should be able to:

1. articulate their core beliefs about teaching, learning, and leadership, and relate these to their vision of effective school leadership;
2. investigate educational issues using four major frameworks for analyzing organizational behavior and outcomes;
3. connect major leadership and organizational theories, and apply these to the understanding of real-world puzzles associated with leadership practice and school improvement;
4. weigh ethical considerations and determine an appropriate course of action; and
5. begin to develop a sense of the kind of leader they wish to be.

In addition to the content goals stated above, I have the following process goals for this course:

*Teaching and Learning:*

1. Each class will mirror as much as possible the real world of a school administrator and will reflect good management. I expect that we will:
  - start and end on time;
  - maintain and follow a written agenda for each class;
  - listen first to understand, then seek to be understood; and
  - work toward common goals in a professional and cordial manner.
2. As they develop and refine oral presentation skills, students will
  - work in groups to develop strategies for addressing organizational problems or challenges;
  - engage in self-assessment of their oral performances; and
  - assess the quality of the group process in which they have engaged.
3. Writing is an important skill for educational leaders and likewise receives substantial attention in this course. Students are expected to engage in high quality writing for their four major writing assignments and occasional informal writing.

*Classroom Climate:*

Our classroom must be a place in which we can try out new ideas and take risks free from the fear of embarrassment. We must be able to look at each other's work critically so that we may all receive valuable feedback that will help us to do our jobs better in the future. Therefore, I expect a commitment from all of us to:

1. be fully prepared for each class session;
2. respect and care about one another as human beings;
3. work toward a common purpose;
4. persevere through common challenges; and
5. affirm one another's successes and help one another overcome weaknesses.

*Professional Development:*

I see this course in a context greater than the boundaries of its content. Therefore, it is important to keep in mind goals for each student's administrative career. This course is part of a larger picture of administrator education that seeks to develop the student to be:

1. a thoughtful, wise administrator;
2. a careful, decisive decision maker;
3. the kind of person who can understand detail and the big picture simultaneously;
4. a supervisor, an assistant principal, a principal, and/or a superintendent capable of visionary school leadership; and

5. a strong colleague who will be a valued member of any team.

### **Relationship of Course Goals to Program Goals**

This course is the first class in the licensure sequence in Education Leadership and is therefore intended to introduce students to theory and practice in school leadership. All of the program goals are active, to a greater or lesser degree, in this course. Students will:

- refine their perspectives on education administration as they hone their leadership skills;
- develop a personal philosophy of education and a personal vision relating to their leadership practice;
- assess their leadership strengths and areas for development;
- make ethical considerations as they consider appropriate courses of action;
- understand leadership roles in schools and school districts in settings characterized by diversity; and
- develop oral and written communication skills.

### **Internship in Education Leadership—EDLE 791**

Most students will not have taken EDLE 791 by the time they are enrolled in this course. Nevertheless, the course does relate to each student's internship. One specific and important aspect is the Platform of Beliefs developed in the second half of the course. Students will be expected to reflect on this as they complete their electronic portfolio for EDLE 791.

### **Course Materials**

#### *Readings*

Bolman, L. & Deal, T. (2008). *Reframing organizations: Artistry, choice, and leadership* (4<sup>th</sup> ed.). San Francisco: Jossey-Bass.

Fullan, M. (2001). *Leading in a culture of change*. San Francisco: Jossey-Bass.

Osterman, K., & Kottkamp, R. (2004). *Reflective practice for educators: Professional development to improve student learning* (2<sup>nd</sup> ed.). Thousand Oaks, CA: Corwin Press.

Schlechty Center on Change (available on TaskStream)

Schlechty Center on Engagement (available on TaskStream)

#### *Classroom Materials*

I expect all students to maintain electronic files and/or a binder that contains all reading notes, class notes, student products, and class handouts.

## *Outside-of-Class Resources*

All students are required to use Taskstream (<http://www.taskstream.com>), CEHD's online assessment system, as part of this course. I will use TaskStream to post all handouts for the course, to receive and assess student work, and to engage in online discussions from time to time. This site will be particularly important if we experience closings because of the weather or other problems. **All papers will be submitted through Taskstream.** Thus, students are required to use word processing software and need access to a personal computer that is linked to the Internet (preferably through a high-speed connection).

**All students are required to activate their GMU e-mail accounts and check e-mail daily.** If you are uncertain about how to do this, please see me.

## **Course Requirements, Required Performances, and Evaluation Criteria**

Consistent with expectations of a master's level course in the Education Leadership program, grading is based on student performance on written assignments, as well as on participation in various class activities. The assignments constructed for this course reflect a mix of skills associated with the application of leadership and organizational theory to educational contexts. Overall, written work will be assessed using the following broad criteria:

- Application of concepts reflected in class discussion and readings;
- Original thinking and persuasiveness;
- Organization and writing—a clear, concise, and well-organized paper will earn a better grade.

Students' grades are based on their proficiency with respect to the student outcomes for the course. Below are the basic percentages for the various kinds of work required for the class, but students should always bear in mind that grading is primarily my judgment about your performance. Grades are designed to indicate your success in completing course work, not the level of effort you put into it. The overall weights of the various performances are as follows:

### Class participation—10 points

Attendance: Students are expected to participate actively in class discussions, in group activities, and in serving as critical friends to other students. To accomplish this, students are expected to attend every class for its entirety. Emergencies sometimes arise; if you need to be absent from class, please notify me in advance by telephone or e-mail. If you miss **two classes or more**, you will lose participation points. If you come to class more than 30 minutes late or leave more than 30 minutes early, you will lose participation points. **If you are absent for a presentation, you will not receive credit for that activity and there is no way it can be made up.**

Learning activities and reflection: An important component of any leader's learning involves balancing action and reflection. Consequently, we will engage in a variety of learning activities in class, including exercises, oral presentations, and analyses of cases. Periodically, I will ask you to reflect using the Discussion Board function in TaskStream. Though the reflections are not graded per se, I do keep track of everyone's participation and compare this to stated expectations. Your **active**

participation in each class session is crucial to the quality of everyone’s educational experience. I expect each class member to be both an active listener and a thoughtful contributor to large and small group discussions.

### Written assignments—90 points

For this course, there are four major writing assignments with specific due dates. The papers involve developing your leadership capabilities and understanding the application of organizational theory to schools. Papers are due as indicated on the schedule that follows. **All papers must be submitted via Taskstream.** You will receive feedback on this work via TaskStream. Assignment descriptions and rubrics appear at the end of this syllabus. The Platform of Beliefs and Reframing papers are the **required performances** for this course.

Students may revise and re-submit their papers to improve their performance. Such revisions are due **not later than one week after** receiving my feedback on the previous draft. I may re-consider an assignment grade, but I will not negotiate grades with students.

#### *Late Work:*

I expect students to submit their work on time. **I will not accept any written assignments more than 48 hours after the due date.**<sup>1</sup>

#### *Grading Scale*

A+	=	100 percent
A	=	95 – 99 percent
A-	=	90 – 94 percent
B+	=	86 – 89 percent
B	=	83 – 85 percent
B-	=	80 – 82 percent
C	=	75 – 79 percent
F	=	74 percent or below

### **CEHD/GSE Expectations for All Students**

The College of Education and Human Development (CEHD) and the Graduate School of Education (GSE) expect that all students abide by the following:

Students are expected to exhibit professional behavior and dispositions. See <http://cehd.gmu.edu/assets/docs/cehd/Dispositions%20for%20a%20Career%20Educator.pdf> for a listing of these dispositions. **In addition**, the EDLE Program has the following expectations of all students:

1. Treat all students, faculty, and staff with courtesy, kindness, and respect;
2. be responsible and honest in all interactions with people, courses, and the EDLE Program; and
3. put forth maximum effort and work at your full potential.

---

<sup>1</sup> At my discretion, and only under unusual and compelling circumstances, e.g., a serious illness, due dates may be renegotiated.

Students must follow the guidelines of the University Honor Code. See <http://academicintegrity.gmu.edu/honorcode> for the full honor code.

Students must agree to abide by the university policy for Responsible Use of Computing. See <http://mail.gmu.edu> and click on Responsible Use of Computing at the bottom of the screen.

Students with disabilities who seek accommodations in a course must be registered with the GMU Disability Resource Center (DRC) and inform the instructor, in writing, at the beginning of the semester. See [www.gmu.edu/student/drc](http://www.gmu.edu/student/drc) or call 703-993-2474 to access the DRC.

**Weekly Schedule (Subject to Change)**

Note: Papers are due on **Sundays** based on the rationale that most of you will do most of your work on the weekends and I can return papers in a more timely way receiving them before Monday morning.

Session	Topics	Reading Assignments	Writing Assignment
Sept 15	Introduction <ul style="list-style-type: none"> <li>• Personal—Why are we here?</li> <li>• How the course fits together—syllabus highlights</li> <li>• Using TaskStream</li> <li>• APA notes</li> <li>• Preparing for paper #1</li> <li>• Thinking about vision and ethics</li> </ul>	Fullan, Preface – ch. 3	
Sept 22	<ul style="list-style-type: none"> <li>• Schools as organizations</li> <li>• Leadership theory—classical, transformational, and distributive</li> <li>• Leadership—weak or strong?</li> </ul>	Fullan, chs. 4 – 6	Interview an administrator at your school asking: “What is the most important leadership challenge or problem you are currently facing?” Write down a brief (one or two paragraphs) description of the person’s answer and bring this to class. I will collect these, but they will not be graded.
Sept 26 <b>Sunday</b>			<b>Paper #1—Personal Best</b>
Sept 29	<ul style="list-style-type: none"> <li>• Fullan actionable?</li> <li>• Personal values, personal vision, and organizational vision</li> <li>• Considering a leadership problem--#1</li> </ul>	Fullan, ch. 7	



Session	Topic	Reading Assignments	Writing Assignment
Oct 6	<ul style="list-style-type: none"> <li>• Leadership and change</li> <li>• Withstanding and responding to critiques of education</li> <li>• Opportunities for instructional leadership</li> <li>• Preparing for paper #2</li> </ul>	<p>Schlechty Center on Change</p> <p>Schlechty Center on Engagement</p>	Write a brief statement about the greatest instructional need in your school and bring it with you to class. This will not be collected or graded.
Oct 13	<ul style="list-style-type: none"> <li>• Considering a leadership problem--#2</li> <li>• How different <i>should</i> school be? How different <i>can</i> it be?</li> <li>• Leading within an organization</li> </ul>	B & D, Part One	
Oct 17 <b>Sunday</b>	<ul style="list-style-type: none"> <li>•</li> </ul>		<b>Paper #2—Assessing the Quality of Student Work</b>
Oct 20	<ul style="list-style-type: none"> <li>• Considering a leadership problem--#3</li> <li>• Combining leadership and change</li> </ul>		
Oct 27	<ul style="list-style-type: none"> <li>• Preview of the four frames</li> <li>• Refining your personal leadership perspective</li> <li>• Workshop time for four frames presentations</li> </ul>	Each group is responsible for learning about and presenting one of B & D's four frames. Each frame is organized into three chapters. All group members are expected to have read two of the three chapters by this class session.	
Nov 3	<ul style="list-style-type: none"> <li>• Understanding your frame—what have you learned so far?</li> <li>• Fundamentals of organizational learning</li> <li>• Preparing for paper #3</li> </ul>	O & K, Preface – ch. 2	<b>Assignment #3: Platform of Beliefs (Oral)</b>

Session	Topic	Reading Assignments	Writing Assignment
Nov 7 <b>Sunday</b>			<b>Assignment #3: Platform of Beliefs (written)</b>
Nov 10	<ul style="list-style-type: none"> <li>• Leaders of what? How organization theory and leadership theory fit together</li> <li>• Considering ethical dilemmas</li> <li>• Considering a leadership problem--#4</li> </ul>	<p>O &amp; K, chs. 3 &amp; 4</p> <p>Completion of each group's reading of their frame.</p>	
Nov 17	<ul style="list-style-type: none"> <li>• <b>Presentations of frames</b></li> <li>• Viewing important issues through the four frames <ul style="list-style-type: none"> <li>➤ Reflective practice</li> <li>➤ Ethics</li> <li>➤ Leadership</li> </ul> </li> <li>• Preparing for paper #4</li> </ul>	<p>O &amp; K, ch. 8</p> <p>B &amp; D, chs. 15 &amp; 19</p>	
Nov 24 <b>Electronic</b>	<ul style="list-style-type: none"> <li>• What we mean by reframing</li> </ul>		
Dec 1	<ul style="list-style-type: none"> <li>• Applying the four frames: decision making and leadership in whitewater—D-Day</li> </ul>		
Dec 5 <b>Sunday</b>			<b>Paper #4: Reframing</b>
Dec 8	<ul style="list-style-type: none"> <li>• Picking up dropped pieces</li> <li>• What have we learned?</li> <li>• Student evaluations</li> </ul>		

**Paper #1: Personal Best**  
**Due Sunday, September 26 via TaskStream**  
**15 Points**

Rationale

It is generally a good idea to begin your study of leadership by examining where you stand as a leader. This assignment is the first of many you will encounter throughout the program that ask you to be both introspective and analytical. The Education Leadership Program places great value on reflection leading to action. This is your first opportunity to reflect.

Process

This assignment borrows from James Kouzes and Barry Posner's book, *The Leadership Challenge*. As a part of their studies of leaders and followers, they asked leaders to write a **personal best case**, which they then discussed to discover themes about leader behavior.

For this paper, think back over your own leadership experiences and choose one that you consider to be a "personal best"—a time when you performed at your peak as a leader. Review the experience in your mind, and ask yourself:

- What characterized the situation? Who was involved? Where and when did it take place? Who initiated the situation?
- What motivated you to get involved? How did you challenge yourself and others?
- How did you build enthusiasm and excitement? How did you involve others and foster collaboration? How did you build trust and respect?
- What principles and values guided you and others? How did you set an example?

Product

The above helps you describe your leadership best situation. To complete the paper, examine the leadership model Fullan presents in chapter 1 of his book. Using this model as an analytic tool, **in what ways did you excel as a leader in the situation you described above? What might you have done differently to enhance your performance? What lessons did you learn about leadership from the experience?**

**Structure your paper in the following way:**

1. Write an introductory paragraph that starts out broadly and narrows down to a one-sentence thesis that is the last sentence of the paragraph.
2. The paragraphs that follow the introduction should briefly describe the case, explain why it is a personal best, and summarize the Fullan model. Paragraphs that follow present your analysis that uses the Fullan model. Naturally, all of the paragraphs need to be woven together into a coherent narrative.
3. Write each body paragraph such that the topic sentence relates directly to your thesis and that the significance of the paragraph in terms of your thesis is clear.
4. Conclude with a paragraph that begins with your re-worded thesis and broadens out to explain the greater implications of your paper. The broadening out portion should contain your lessons learned from your experience.

This is a short paper (4-5 pages), which must be word processed and conform to APA format.

**Paper #1: Personal Best Assessment Rubric**

	<b>Exceeds Expectations (4)</b>	<b>Meets Expectations (3)</b>	<b>Approaching Expectations (2)</b>	<b>Does Not Meet Expectations (1)</b>	<b>Score/Level</b>
<b>Thesis &amp; introduction</b> It is important to begin every paper with an introduction that orients the reader to the topic and clearly indicates the direction the author intends to take. (10%)	The introduction draws the reader into the paper and ends with a clear and compelling thesis. The introduction provides a clear roadmap for the reader, foreshadowing what the paper is intended to cover.	The paper starts with a brief introduction that contains a thesis and provides a general indication of what is to be included.	The introduction provides indications of the purpose of the paper and the information to be shared, but it lacks a clear thesis and/or may be confusing.	There is no clear introduction or purpose.	
<b>Description of personal best case (20%)</b>	The case is described thoroughly, including an accounting of the "personal best" situation and why it was selected as a "personal best."	The case is described thoroughly, but detail is lacking on why the case represents a "personal best."	Description of the case is incomplete or poorly constructed.	Description of the case is largely missing or wholly inadequate.	
<b>Case analysis (25%)</b>	Fullan's model is briefly summarized and then used effectively to assess how the case exemplifies effective leadership.	Fullan's model is used adequately to assess how the case exemplifies effective leadership.	Analysis is weak or incomplete, or superficially considers the Fullan model.	Analysis is unrelated to the case, is largely missing, or wholly inadequate.	
<b>Implications for leadership development (25%)</b>	Lessons are derived from the case relating the candidate's experiences and need to develop specific leadership dispositions or proficiencies.	General lessons are presented relating to the candidate's experiences and leadership development.	Lessons relating to the candidate's experiences and future leadership development are superficial or unclear.	Lessons learned and implications of the case are largely missing or wholly inadequate.	
<b>Organization of paper (10%)</b>	The paper is powerfully organized and fully developed.	The paper uses a logical progression of ideas aided by clear transitions.	The paper includes a brief skeleton (introduction, body, conclusion) but lacks transitions and/or is confusing.	The paper lacks a logical progression of ideas.	
<b>Mechanics and APA Format (10%)</b>	Nearly error-free, which reflects clear understanding and thorough proofreading.	Occasional grammatical errors, questionable word choice, and/or APA errors.	Errors in grammar, punctuation, and APA format, but spelling has been proofread.	Frequent errors in spelling, grammar, punctuation, and APA format.	

**Paper #2: Addressing the Quality of Student Work**  
**Due Sunday, October 17 via TaskStream**  
**20 Points**

Rationale

This assignment gives students the opportunity to use Schlechty's critique of typical school reform and Fullan's leadership model to analyze the quality of student work within a particular curricular area and to envision what a teacher leader working with colleagues could do to improve the situation. Consequently, this is the first time (but certainly not the last) that students will figure out what teacher leadership might look like. Equally important, this assignment provides an important opportunity to engage in the kind of thinking that is central to developing a school improvement project proposal in EDLE 690.

Tasks

The end product of this assignment is a paper not to exceed seven pages. To get to that point, follow the steps below:

1. In your school, identify a curricular area at a particular level that you believe is not serving students as well as it should be. In an elementary setting, for example, this could be fourth grade science. In middle school it might be English/language arts. The area of concern at the high school level might be stated as Algebra I.
2. Using Schlechty's perspective on student work, figure out the strengths and weaknesses of your focus curricular area. Is the work meaningful? Is it engaging? Does the work lead to anything else? Be sure to think about the evidence you have that your perspective is valid.
3. Using Fullan's leadership model, think about what someone such as yourself acting as a teacher leader could do about the situation.
4. Write your paper with the following components:
  - An introduction that draws the reader gradually into the topic of your paper and that ends with a thesis naming the curricular area, your basic criticisms of current practice in this area (2 or 3 items), and an effective leadership approach you believe could be employed by a teacher leader to address this area.
  - A body that demonstrates the validity of the thesis by presenting coherent, logical, and persuasive arguments that are based on the Schlechty papers and Fullan's book, course material, and your own experiences as an educator.
  - A conclusion that re-states the thesis, summarizes the main points of the paper, and suggests further implications based on your analysis.

Be sure your paper is word-processed and conforms to APA format.

**Paper #2: Addressing the Quality of Student Work Assessment Rubric**

	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Approaching Expectations</b>	<b>Does Not Meet Expectations</b>	<b>Score/Level</b>
Thesis & introduction (20%)	The introduction provides a clear roadmap for the reader, foreshadowing what the paper is intended to cover. The thesis appears as the last sentence of the introductory paragraph.	The paper starts with a brief introduction that alludes to the purpose and provides a general foreshadowing of what is to be included. The thesis is apparent, though not as clear as it might be.	The introduction provides the barest hint of the purpose of the paper and the information to be shared.	There is no clear introduction or purpose.	
Body: Developing the focus on curriculum, student work, and leadership (35%)	Compelling arguments that are developed in a clear and logical manner support the thesis. Specific details from the author's work site and Schlechty and Fullan are evident.	Arguments are presented, but are unrelated to one another and/or to the thesis. Some support (work site/Schlehty and Fullan) is evident.	Assertions and opinions are left largely unsupported.	Clear arguments in support of or related to the thesis are missing or wholly inadequate.	
Conclusion: Re-statement of the thesis, summary of main points and implications (25%)	The paper concludes in a manner that is persuasive to the reader and leads to broader thinking on the topic. The conclusions drawn follow logically from the body of the paper, and begin with a re-statement of the thesis.	The thesis is restated and conclusions are related but are not compelling. Clear links between arguments and the author's position are not entirely clear. The conclusion does not consistently follow from the body of the paper.	The conclusion does not consistently follow from the body of the paper or reinforce the thesis.	The conclusion is missing and /or sums up the thesis poorly with no reinforcement of the thesis.	
Organization of Paper (10%)	The paper is powerfully organized and fully developed.	The paper includes a logical progression of ideas aided by clear transitions.	The paper includes most required elements, but is not an entirely coherent narrative.	The paper lacks logical progression of ideas.	
Mechanics and APA Format (10%)	The paper is nearly error-free, reflecting clear understanding of conventions and thorough proofreading.	Spelling, grammar, punctuation, and APA format are mostly accurate with few errors.	Spelling, grammar, punctuation, and APA format reflect some obvious errors.	Frequent errors in spelling, grammar, punctuation, and APA format.	

**Assignment #3: Platform of Beliefs**  
**Due Wednesday, November 3 and Sunday, November 7**  
**25 Points**

Rationale

The Maine School Leadership Network developed the Platform of Beliefs exercise as a tool they use with school leaders as a way of helping them identify the core beliefs that form the foundation of their decision-making and professional practice. We believe that it is important for you to identify and reflect on such beliefs so that when you step into a leadership role you will have a reliable compass. Your final internship submission requires you to re-visit and write about your Platform of Beliefs.

Process

Each person approaches a reflective exercise like this somewhat uniquely, based on past experiences, knowledge, and hopes for the future. In preparation for the written and oral portions of this assignment, you may wish to reflect on the ethics exercises you engaged periodically during the course. You may also want to consider the instructional and leadership challenges we have been discussing.

To create your platform (pre-writing exercise):

- Identify 3 or so core beliefs that are important to you when you think about *teaching, learning, and leadership*. For example:
  - Teachers ought to create culturally responsive classrooms.
  - Learning should be constructed so that students find it engaging (Schlechty).
  - A principal must be open and available to all members of the school community.
- For each of these, explain one or two choices you would make as a school leader. Be specific and think in terms of actions you would take.
- Then for each choice, explain:
  - Which ethical criteria guided your choice?
  - What are the positive and negative consequences likely to result from your choices in terms of moral and/or legal consequences?
  - How are democracy, equity, diversity and/or other value-laden concepts supported by the choices you wish to make, if at all?

Products

Your Platform of Beliefs is a document you will be developing throughout the program. At this stage, consider the document a work in progress. Use this exercise to reflect on the kind of leader you want to be, and to begin to develop the capacity to speak with others about this vision.

1. Come prepared to engage in a **short discussion** of your Platform (which will be video-taped and posted to TaskStream).

Assume you are preparing for your first interview for an assistant principal position (you choose the level—elementary middle, or high school). You have engaged a friend to help you by asking you potential interview questions. The one that challenges you the most is, “Explain how you would act as an ethical

instructional leader.” Consider what kind of first impression you want to make for the interview panel. What is important to you? How can you convey who you are as an educator and a leader? **Be certain to compose your message with the same structure as that required in the previous two papers.**

You will have a maximum of three (3) minutes to present your Platform.

- Written reflection: By November 5, I will be posting your presentation to TaskStream. Please review it and write a brief reflection of your presentation. What had you hoped to communicate, and what do you think an interview panel would take away from your response to the prompt? What did you learn from this experience?

This is a short reflection (1-2 pages). It must be word-processed, double-spaced, and have standard margins.

**Note:** The oral presentation and the written reflection are combined into one rubric presented below.

### **Paper #3: Platform of Beliefs Assessment Rubric**

	<b>Exceeds Expectations</b> value: 4	<b>Meets Expectations</b> value: 3	<b>Approaching Expectations</b> value: 2	<b>Does Not Meet Expectations</b> value: 1	<b>Score/Level</b>
<b>Thesis &amp; introduction</b> It is important to begin every paper with an introduction that orients the reader to the topic and clearly indicates the direction the author intends to take. weight:10%	The introduction draws the reader into the paper and ends with a clear and compelling thesis. The introduction provides a clear roadmap for the reader, foreshadowing what the paper is intended to cover.	The paper starts with a brief introduction that contains a thesis and provides a general indication of what is to be included.	The introduction provides indications of the purpose of the paper and the information to be shared, but it lacks a clear thesis and/or may be confusing.	There is no clear introduction or purpose.	
<b>Description of personal best case</b> weight:20%	The case is described thoroughly, including an accounting of the “personal best” situation and why it was selected as a “personal best.”	The case is described thoroughly, but detail is lacking on why the case represents a “personal best.”	Description of the case is incomplete or poorly constructed.	Description of the case is largely missing or wholly inadequate.	
<b>Case analysis</b> weight:25%	Fullan’s model is briefly summarized and then used effectively to assess how the case exemplifies effective leadership.	Fullan’s model is used adequately to assess how the case exemplifies effective leadership.	Analysis is weak or incomplete, or superficially considers the Fullan model.	Analysis is unrelated to the case, is largely missing, or wholly inadequate.	
<b>Implications for leadership development</b> weight:25%	Lessons are derived from the case relating the candidate’s experiences and need to develop	General lessons are presented relating to the candidate’s experiences and leadership development	Lessons relating to the candidate’s experiences and future leadership development are superficial	Lessons learned and implications of the case are largely missing or wholly inadequate.	



	specific leadership dispositions or proficiencies.		unclear.		
Organization of paper weight:10%	The paper is powerfully organized and fully developed.	The paper uses a logical progression of ideas aided by clear transitions.	The paper includes a brief skeleton (introduction, body, conclusion) but lacks transitions and/or is confusing.	The paper lacks a logical progression of ideas.	
Mechanics and APA Format weight:10%	Nearly error-free, which reflects clear understanding and thorough proofreading.	Occasional grammatical errors, questionable word choice, and/or APA errors.	Errors in grammar, punctuation, and APA format, but spelling has been proofread.	Frequent errors in spelling, grammar, punctuation, and APA format.	

**Paper #4: Reframing**  
**Due Sunday, December 5 via TaskStream**  
**30 Points**

Rationale

Bolman and Deal say that the essence of reframing is examining the same situation from different perspectives to develop a more holistic picture. To practice this critical leadership skill, you will reconsider a school improvement project you've experienced in the last year or two at your school. You will **analyze the project as a case using multiple frames** to see what you can learn about the specific project and about leadership generally.

Process

Briefly describe the improvement or change:

- What was the performance or achievement gap being addressed by the change?
- What was the specific the goal?
- What strategy or action was used to promote improvement? (What was the objective of the school improvement project?)
- To what degree did collaboration take place? Was it meaningful? Helpful?
- What was the rationale for using this strategy to promote improvement? (Why did anyone think implementing the action plan would bring about the specific improvement you sought?) What was the theory of action behind the project?
- What happened, and what did you learn from implementation of this project?

Product

Step back and consider the basis for your description—what frame are you using when you describe and analyze the change? Discuss your conclusions explicitly in terms of the use of the frame. What does the use of this conceptual lens help you understand about the case?

Then, select **one or more other frames** to examine the case. What do you learn by analyzing this case through the lens of this frame? Do you see different opportunities, challenges, or outcomes from an alternative perspective? Most important: **What actions would you take to make the improvement effort in your case more effective?**

**HINT:** It seems likely that you would select the structural or human resources frames instinctively. As a comparison, try to select the political or symbolic frames—these may provide you with the best opportunities to see different things in the same case.

In your thesis, be sure to explain which frames you are using and why. In the body of your paper, develop what you believe to be the primary features of each frame (be brief, but let me know that *you know* what's unique and valuable about the frame as a way of seeing), and what you learn about the case by using the frame.

This is a somewhat longer paper (8 +/- pages) than the others assigned in this class. It must be word-processed and conform to APA format.

## Paper #4: Reframing Assessment Rubric

	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Approaching Expectations</b>	<b>Falls Below Expectations</b>	<b>Score/Level</b>
Thesis & introduction (10%)	The introduction draws the reader into the paper and ends with a clear and compelling thesis. The introduction provides a clear roadmap for the reader, foreshadowing what the paper is intended to cover.	The paper starts with a brief introduction that contains a thesis and provides a general indication of what is to be included.	The introduction provides indications of the purpose of the paper and the information to be shared, but it lacks a clear thesis and/or may be confusing.	There is no clear introduction or purpose.	
Description of school improvement case (15%)	The case is described thoroughly, with clear delineation of the critical events relating to the school improvement project.	The case is described thoroughly	Description of the case is incomplete or poorly constructed.	Description of the case is largely missing or wholly inadequate.	
Case analysis--Framing: Assessing organizational effectiveness (ELCC 1.2) (20%)	The frame used to analyze the case initially is accurately identified, characteristics of the frame are clearly explained, and the frame is used to assess organizational effectiveness (i.e., the worthiness of the improvement project).	The frame used to analyze the case initially is identified, discussed, and applied as a conceptual lens for understanding the case.	Analysis is weak or incomplete, or superficially considers the application of a frame to the analysis.	Analysis is unrelated to the case, is largely missing or wholly inadequate.	
Case re-analysis-- Reframing: Promoting and sustaining continuous improvement (ELCC 1.4) (20%)	At least one additional theoretical frame is described and used to analyze the case. The analysis includes a compelling argument for continuous improvement on the basis of the re-analysis.	At least one additional theoretical frame is briefly described and used as a conceptual lens for re-analyzing the case.	Re-analysis is weak or incomplete, or superficially considers the application of at least one additional theoretical frame.	Re-analysis is unrelated to the case, is largely missing, or wholly inadequate.	
Actions Taken: Actions that could reasonably follow from the case analysis and re-analysis are clearly described. (ELCC 1.3)	Suggested actions are clearly and persuasively linked to the analysis and re-analysis. The author makes a compelling argument for how the school improvement effort could be improved.	Suggested actions are reasonable and are clearly related to the analysis and re-analysis.	Suggested actions only weakly follow from the analysis and re-analysis.	Suggested actions appear to be unrelated to the analysis and re-analysis.	
Mechanics and APA Format	Nearly error free	Occasional	Grammar	Essential errors in	

(5%)	which reflects clear understanding and thorough proofreading	grammatical, word choice, and/or APA errors.	punctuation, and APA errors, but spelling has been proofread.	spelling, grammar, punctuation and APA format.	
------	--	--	---	--	--

