

**GEORGE MASON UNIVERSITY  
COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT  
Education Leadership Program**

**EDLE 620, Section 601, Summer 2013  
Organizational Theory and Leadership Development**

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**Office Hours:** 10:30AM—2:30PM, Tues-Thur

**Schedule Information**

**Meeting Times:** 4:30PM-7:30PM

All students are expected to attend every class session. Personal problems that prevent students from attending class should be reported ahead of time to the instructor via telephone or e-mail.

**Location:** LCPS Admin Building, Rooms TBD

**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 in educational settings.

**Corequisite(s):** Application to the Education Leadership Program.

**General Goals**

**Organizational Theory and Leadership Development** is intended to provide students with an opportunity to explore meanings of leadership in schools, leaders' role in school change and restructuring; and ways school leaders make sense of school organization. Students will explore both how organizations function and leadership choices within organizations, and they will have an opportunity to begin to develop a vision of their leadership practice and situate this practice within a perspective of how school organizations work.

*Program 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.*

### *Content*

In order to develop leadership savvy, students will deepen their understanding of how organizations function and how leaders influence school change and improvement.

Specific content includes:

1. Reviewing meanings of leadership and the role leaders play in school change and improvement;
2. Articulating a vision for effective school leadership and your beliefs about leadership, teaching, and learning;
3. Learning four major frameworks for analyzing organizational behavior and outcomes;
4. Clarifying which framework(s) students find most useful for informing their own leadership styles and choices;
5. Applying skills, knowledge, and dispositions gained through the Education Leadership Program to the analysis of case studies and in role-playing exercises involving leadership behavior and school change.

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

### *Teaching and Learning:*

1. Each class will mirror as much as possible effective leadership practice and will reflect good management. 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 individually and in groups to develop strategies for addressing organizational problems or challenges;
  - engage in a variety of learning activities, including case studies and simulations, and present their analysis orally; and
  - assess the oral effectiveness of peers.
3. Students are expected to apply what they have learned previously to the writing assignments for this course and to their self-assessments and assessments of peers.

### *Classroom Climate:*

We will endeavor to create a classroom climate that approximates what we know about effective leadership dispositions and the attributes of learning organization. As such, it is important that we create a space that allows participants to try out new ideas and voice opinions without fear of ridicule or embarrassment. The hallmark of a learning organization is a balance between openness and constructive feedback; hence, everyone is expected to:

- Come fully prepared to each class;
- Demonstrate appropriate respect for one another;

- Voice concerns and opinions about class process openly;
- Recognize and celebrate each other's ideas and accomplishments;
- Show an awareness of each other's needs.

### **Nature of course delivery**

Consistent with the EDLE program goals and approach to leadership preparation, we will engage in a variety of learning activities in class, including exercises, debates, oral presentations, and analyses of cases. Students will serve as critical friends for each other, including providing periodic feedback on written assignments.

Class activities and assignments will emphasize connecting theory on leadership and school organization with the realities of professional educator's work in schools. Since an important component of any leader's learning involves balancing action and reflection, assignments will emphasize using theory as a lens for reflecting on leadership practice, and on sharing thoughts and opinions about the ways leaders impact teaching and learning in schools.

### **Course Objectives**

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. Students taking this class 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;
- understand leadership roles in schools and school districts in settings characterized by diversity;
- use various social science perspectives as the foundation for advocacy and change;
- learn how to work with the larger community; and
- develop oral and written communication skills.

### **Student Outcomes**

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. Analyze 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;

4. Articulate the leadership role(s) they aspire to take at the conclusion of their program of study;
5. Begin to articulate how they plan to develop their leadership capabilities in the near future.

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

The Education Leadership program is designed to prepare candidates for leadership and management positions in a variety of educational settings. The program emphasizes an understanding of the complexities of change in schools, communities, and organizations. This 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. Theory introduced in this class will be used throughout the program to frame candidate's thinking about leadership practice and decision making.

### **Relationship of Course to Internship**

Although the internship is a separate course, the Education Leadership program has integrated "embedded experiences" into course work. This means that some of the work for class may be related to your internship. You may write about embedded experiences in your internship journal and Collective Record, but they can only count over and above the minimum 320 hours required for the internship.

### **National Standards and Virginia Competencies**

The course addresses a variety of the **ELLC Standards**, focusing primarily on the following: Standards 1.1, 1.2, 1.3, 1.4, and corresponding components of the Virginia Standards for School Leaders:

1. 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;
    - (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;
    - (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;
  - (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;
  - (3) Identify and respond to internal and external forces and influences on a school.

### **Course Materials**

#### *Readings:*

- Bolman, L. & Deal, T. (2008). *Reframing organizations: Artistry, choice, and leadership* (4<sup>th</sup> ed.). San Francisco: Jossey-Bass. (required)
  
- Fullan, M. (2001). *Leading in a culture of change*. San Francisco: Jossey-Bass. (recommended)
  
- Osterman, K. & Kottkamp, R. (2004). *Reflective practice for educators*, 2<sup>nd</sup> ed. Thousand Oaks, CA: Corwin. (recommended)
  
- The American Psychological Association (2009). *Publication Manual of the American Psychological Association* (6<sup>th</sup> edition). Washington, D.C.: American Psychological Association. (recommended)

#### *Outside-of-Class Resources:*

Online access is vital for the distance learning aspects of the course and is important if we experience school shutdowns because of the weather or other problems. **All students are now required to activate and monitor their GMU e-mail accounts.** If you are uncertain about how to do this, please see me. It is my expectation that you will be fully competent to send and receive e-mail messages **with attachments**. If your computer at school or home has spam blocking that will prevent you from seeing messages with attachments, you are responsible for addressing this problem immediately.

All students are required to use <http://www.taskstream.com> as part of this course. This is an Internet site at which I will post vital information for the course and through which we

will communicate from time to time. Samples of student work will be archived on this site for purposes of course, program, and college assessment.

It is my expectation that all students have access to standard word processing software that can be read by Microsoft Office (2003, 2007 or 2010).

### **Course Requirements, Performance-based Assessment, and Evaluation Criteria**

#### *Attendance*

Students are expected to attend every class for its entirety. Maximum class participation points can only be earned by those students who attend all classes, are on time and do not leave early.

#### *General Expectations*

Consistent with expectations of a master's level course in the Education Leadership program, grading is based heavily on student performance on written assignments. Overall, written work will be assessed using the following broad criteria:

1. Application of concepts reflected in class discussion and readings
2. Original thinking and persuasiveness
3. The ability to write in a clear, concise, and organized fashion

Additionally, a portion of the class grade will be based on participation and the contribution you make to class discussions. The overall weights of the various performances are as follows:

#### *Class participation [15 points]*

Students are expected to participate actively in class discussions, in group activities, and in serving as critical friends to other students. Attendance is expected for all classes. **If you must be absent, please notify me by e-mail or phone.** Absences, tardies and early departures from class will result in a reduction in participation points. An electronic discussion focusing on decision making **will be reviewed and explained during class time**, and will count for 30% of the overall class participation grade (per rubric).

#### *Written assignments [85 points]*

Several different types of performance-based assignments will be completed during the semester. Each assignment relates to the application of leadership and organizational theory in school settings. Each assignment and a rubric for grading each assignment are described at the end of this syllabus.

The final assignment, i.e., the Reframing paper, is the program-level Performance-Based Assessments for this course.

Papers are due as indicated on the reading schedule that follows. ASSIGNMENTS must be submitted electronically, through TaskStream. TaskStream is an online assessment system used by the college to collect student work, provide feedback to students, and maintain an ongoing record of student assessment data. You will be provided with a TaskStream account and use TaskStream to submit work for courses, as well as to prepare and submit your internship portfolio. Every student registered for any EDLE course with a required performance-based assessment is required to submit such assessments (reframing paper) to taskstream. Evaluation of your performance-based assessment will also be provided using taskstream. Failure to submit the assessment to taskstream will result in the course instructor reporting the course grade as Incomplete (IN). Unless this grade is changed upon completion of the required taskstream submission, the IN will convert to an F nine weeks into the following semester.

Late work: I expect all students to submit their work on time, meaning no later than by midnight of the due date. Extenuating circumstances (burden of proof on the student) may cause papers to be late. If approved by the instructor, any late papers will result in at least a one-grade penalty.

Prewrites: Papers submitted into taskstream will be assessed a final grade. There will be no rewrites in EDLE 620. Students may, however, submit papers one week prior to due dates for feedback. If you choose to do so, be sure to submit as an attachment to an email (NOT THROUGH TASKSTREAM!), and indicate that you are requesting feedback.

Grading scale:

A+	=	100 percent
A	=	95 – 99.99 percent
A-	=	90 – 94.99 percent
B+	=	86 – 89.99 percent
B	=	83 – 85.99 percent
B-	=	80 – 82.99 percent
C	=	75 – 79.99 percent
F	=	74.99 percent or below

**College of Education and Human Development Statement of Expectations and Resources**

- Academic integrity (honor code, plagiarism) – Students must adhere to guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/honor-code/>].
- Mason Email – Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, division, and program will be sent to students solely through their Mason email account. Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Counseling and Psychological Services – The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and

clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops, and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].

- Office of Disability Services – Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor in writing at the beginning of the semester <http://ods.gmu.edu/>].
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- The Writing Center (Optional Resource) – The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- University Libraries (Optional Resource) – The George Mason University Libraries provide numerous services, research tools, and help with using the library resources [See <http://library.gmu.edu/>].

**Core Values Commitment**

The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

**Summer 2013 Class Schedule:**

To accommodate the learning needs of the class, the topic and reading schedule may be amended during the semester. Please check for announcements on the course website for any update to the schedule if you miss a class.

	<b>Topic</b>	<b>Required Readings</b>	<b>Exercises/Assignments</b>
6/18	Introduction & Overview – Organizational Analysis	None	Loudoun’s leader traits Ed jargon Syllabus review
6/20	Leading a learning organization	Bolman & Deal Chapters 1 & 2 NOTE: Exhibit 1.1	School Leadership Understanding Orgs Fullan’s Framework
6/25	Structural perspectives--- leading by	Bolman & Deal Chapters 3-5 NOTE: The Structural	The “Personal Best” The Structural lens Understanding Orgs (cont)



	organizing	Lens “Assumptions”	
6/27	The family metaphor	Bolman & Deal Chapters 6-8 NOTE: The HR Lens “Assumptions”	Data gathering interviews Decision making models Feedback Bill & Cindy audiotape
7/2	Let’s Make A Decision	The Decision-Making Scenario	Electronic activity using taskstream---no class meeting <b><u>PAPERS DUE TODAY---</u></b> The Personal Best
7/4	Let’s Make A Decision	The Decision-Making Scenario	Electronic activity using taskstream---no class meeting
7/9	Espoused beliefs and authentic practice	Syllabus requirements for the Platform of Beliefs presentations	Students present their “platforms of beliefs” (4 minutes each)
7/11	Understanding & applying power	Bolman & Deal Chapter 9 NOTE: The political frame “assumptions”	Resource allocation Politics and schooling Martian Landing review & handout
7/16	Power sources	Bolman & Deal Chapters 10-11	Mapping political terrain Identifying the influential <b><u>REACTION PAPERS DUE TODAY</u></b>
7/18	Symbolism	Bolman & Deal Chapters 12-14 NOTE: The symbolic lens “assumptions”	“Cat’s in the Cradle” Martian Landing Symbols everywhere!
7/23	Reframing--- Kennedy HS	Bolman & Deal Chapters 15-18 & 20 NOTE: The Kennedy HS Case Study	Kennedy HS role plays Dancing with the Lemons
7/25	Final Class Activity	Bolman & Deal	The Vision Thing

		Chapters 19 & 21	Final Class Activity- TBD <b><u>REFRAMING PAPERS</u></b> <b><u>DUE TODAY</u></b>
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## **Assignment #1 Personal Best 20 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, and 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 models/frameworks we discussed in class. Using these models as analytic tools, 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. Your thesis states your main argument (i.e., what you plan to show in your paper).
2. 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.
3. Conclude with a paragraph that begins with your re-worded thesis and broadens out to explain the greater implications of your paper.

This is a short paper (4-5 pages), which should be typewritten, double-spaced. It is due into taskstream on July 2.

## Personal Best Assessment Rubric

<i>levels:</i>	<b>Exceeds Expectations 4</b>	<b>Meets Expectations 3</b>	<b>Approaching Expectations 2</b>	<b>Falls Below Expectations 1</b>
<i>Criteria:</i>				
<b>Thesis &amp; introduction (10%)</b>	The paper starts with a clear and concise statement of purpose and an introduction that 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 alludes to the purpose of the paper, contains a thesis, and provides a general foreshadowing of what is to be included.	The introduction provides some indication of the purpose of the paper, but lacks a thesis and/or provides inadequate or confusing information about what is to be shared.	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>	Leadership models are summarized and then used to thoroughly assess how the case exemplifies effective leadership.	Leadership models are used adequately to assess how the case exemplifies effective leadership.	Analysis is weak or incomplete, or superficially considers leadership models.	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.	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 includes logical progression of ideas aided by clear transitions.	The paper includes a brief skeleton (introduction, body, conclusion) but lacks transitions.	The paper lacks logical progression of ideas.
<b>Mechanics and APA format (10%)</b>	The paper is nearly error-free, which reflects clear	Occasional grammatical errors and questionable	Errors in grammar and punctuation are present, but spelling	Frequent errors in spelling, grammar, and

	understanding and thorough proofreading.	word choice are present.	has been proofread.	punctuation permeate the paper.
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## Assignment #2 Platform of Beliefs 30 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.

To create your platform:

- Identify 3 or so core beliefs that are important to you when you think about *teaching, learning, and leadership*.
- For each of these, explain why it is a critically important belief, and how it relates to the other beliefs.
- Then for each belief, expand on it by including a few principles that describe what the belief means and how it appears in school practices. What are people actually doing when this belief is manifested in behaviors?

### 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 make a **short presentation\*** of your vision and beliefs

**Assume you are interviewing for a position as an assistant principal at the Great American School, and you have been asked to make a short presentation about your leadership vision to the search committee (comprised of teachers, parents, and a student). What kind of first impression do you want to make? How will you convey what is important to you, and how will you lead? What messages do you want to send to the powers that be (though this committee) about your leadership? You have 4 minutes to make your best impression. (Note – the principal runs a tight little meeting, so you only have 4 minutes.)**

**\*---you may use handouts, props ---but no electronics for this presentation. The only required written component for this presentation will be a one page maximum list of your beliefs, to be submitted to your instructor at the time of your presentation.**

2. Written reaction:

This is a short reflection (2-3 pages), which should be typewritten, double-spaced. It is due to your classmate (and into taskstream) on July 16.

You will be assigned a classmate and will take notes as he/she makes the presentation (above). One week later, you will provide a written reaction paper to your classmate (copy to your instructor via taskstream), in which you address the following three components:

- 1) Did your classmate clearly articulate and explain his/her core beliefs?
- 2) Describe the first impression that was made. Did he/she connect with you?
- 3) What constructive feedback can you offer (both “process” and “product”)?

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

## Platform of Beliefs Assessment Rubric

<i>Levels:</i>	<b>Exceeds Expectations 4</b>	<b>Meets Expectations 3</b>	<b>Approaching Expectations 2</b>	<b>Falls Below Expectations 1</b>
<i>Criteria:</i>				
<b>Attention to Audience (15%)</b>	The presenter engaged the audience and held their attention throughout with creative articulation, enthusiasm, and clearly focused presentation.	The presenter engaged the audience and held their attention most of the time by remaining on topic and presenting facts with enthusiasm.	Little attempt was made to engage the audience.	The presenter did not attempt to engage the audience.
<b>Clarity (15%)</b>	Development of thesis is clear through use of specific and appropriate examples; transitions are clear and create a succinct and even flow.	The sequence of information is well-organized for the most part, but more clarity with transitions is needed.	Content is loosely connected, transitions lack clarity.	No apparent logical order of presentation, unclear focus.
<b>Presentation Length (15%)</b>	Presented within the allotted time	Remained close to the allotted time (i.e., within 30 seconds)	Exceeding or falling short of allotted time by a significant margin (30-60 seconds)	Greatly exceeding or falling short of allotted time (more than 60 seconds)
<b>Content (15%)</b>	Exceptional use of material that clearly relates to a focused thesis; creative use of supporting ideas.	Information relates to a clear thesis; many relevant points, but they are somewhat unstructured.	Thesis is clear, but supporting information is disconnected.	Thesis is unclear and information appears randomly chosen.
<b>Speaking Skills (15%)</b>	Exceptional confidence with material displayed through poise, clear articulation, eye contact, and enthusiasm.	Clear articulation of ideas, but the presenter apparently lacks confidence with material.	Little eye contact; fast speaking rate, little expression, mumbling.	Monotone; speaker seemed uninterested in material.
<b>Written reflection (25%)</b>	An in-depth reflection is provided that thoroughly examines the three required components (see syllabus).	A reflection is provided that examines the three required components, but is lacking in description and/or detail.	A reflection is provided that connects with one or two of the required components.	Reflection is superficial and/or fails to address the required components.



## Assignment # 3 Reframing 35 points

### Rationale

Bolman and Deal (2008) 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 focused on instruction that 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?
- How was data or evidence employed to determine or explain the gap?
- What was the specific 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 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?

Reflecting on your frame analysis:

- Was the improvement effort successful? To what degree? How do you know?
- Most important: **What actions would you take to make the improvement effort in your case more effective? Do any of these actions involve changing the school planning process? In what ways?**

**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 your thoughts by clearly connecting with the “assumptions” that help to

explain each of the frames that you select.

This is a somewhat longer paper (7-9 pages) than the others assigned in this class. It must be word-processed and conform to APA format. It is due to be submitted into taskstream on July 25. See the rubric for this assignment on next page.

	<b>Exceeds Expectations 4</b>	<b>Meets Expectations 3</b>	<b>Approaching Expectations 2</b>	<b>Falls Below Expectations 1</b>
<b>Thesis &amp; introduction</b> 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 alludes to the purpose of the paper, contains a thesis, and provides a general foreshadowing of what is to be included.	The introduction provides some indication of the purpose of the paper, but lacks a thesis and/or provides inadequate or confusing information about what is to be shared.	There is no clear introduction or purpose.
<b>Description of school improvement case:</b> Presenting information pertinent to the improvement of the school's educational environment (ELCC 1.2) 15%	The case is described thoroughly, with clear delineation of the critical events relating to the school improvement effort, including the data and/or information that drove school change.	The case is described generally with reference to important data or information that drove school change.	Description of the case is incomplete or poorly constructed.	Description of the case is largely missing or wholly inadequate.
<b>Case analysis - Framing:</b> Using theories relevant to building, articulating, implementing, and stewarding a school vision (ELCC 1.1) 15%	The frame used to initially describe the case is accurately identified, characteristics of the frame are clearly explained, and the frame is used to articulate the effectiveness of data use for school improvement in relation to school vision and goals.	The frame used to present 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 the frame to the analysis.	Analysis is unrelated to the case, is largely missing, or wholly inadequate.
<b>Case re-analysis - Reframing:</b> Promoting continual and sustainable school improvement (ELCC 1.3) 20%	At least one additional theoretical frame is clearly and thoroughly described, and used to re-analyze the case. Analysis includes plans or processes 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.
<b>Reflection:</b> Evaluation of school progress and ideas	Specific lessons derived from frame analysis are	General lessons derived from frame analysis are	Suggested actions are superficial or weakly related to the	Suggested actions are largely missing or wholly inadequate

for revising school plans (ELCC 1.4) 20%	presented. Compelling arguments regarding the success of the improvement effort analyzed and how school plans might be revised are presented.	presented.	analysis and re-analysis.	
<b>Support:</b> Assessing organizational effectiveness 10%	Specific, developed ideas and/or evidence from theory or research are used to support analysis of school improvement effectiveness.	Supporting theory or research used to support analysis of school effectiveness lacks specificity or is loosely developed.	The paper presents some supporting ideas and/or evidence in analysis of the school improvement case.	Few to no solid supporting ideas or evidence are presented.
<b>Organization of paper:</b> 5%	The paper is powerfully organized and fully developed.	The paper includes a logical progression of ideas aided by clear transitions.	The paper includes skeletal structure (introduction, body, conclusion) but lacks transitions.	The paper lacks a logical progression of ideas.
<b>Mechanics and APA:</b> 5%	The paper is nearly error-free, reflecting clear understanding of mechanics and APA and thorough proofreading.	The paper contains occasional grammatical errors and questionable word choice.	Errors in grammar and punctuation are frequent, but spelling has been proofread.	The paper contains frequent errors in spelling, grammar, and punctuation.

## Class Participation-Summer 13

	exceeds expectations-4	meets expectations-3	approaches expectations-2	below expectations-1	Score/Level
Attendance(15%)	Exemplary attendance (no absences, tardies or early dismissals)	Perfect attendance with one or two tardies or early dismissals	Occasional absences and/or tardies (1-2)	Frequent absences and/or tardies (3 or more)	
Quality of interaction; questions, comments, suggestions (20%)	Most queries are specific and on target. Deeply involved in whole class and group discussions	Often has specific queries, stays involved in class discussion	Asks questions about deadlines, procedures, directions. Little discussion about ideas or class topics	Rarely interacts with instructor or classmates in an appropriate manner	

	exceeds expectations-4	meets expectations-3	approaches expectations-2	below expectations-1	Score/Level
Effort (20%)	Volunteers as appropriate and often leads in group settings. Engages and brings out the best in others	Willingly participates with instructor and classmates. Engages others	Reluctantly participates when asked (rarely volunteers) Seeks easiest duties in group work.	Actively avoids involvement when possible. Complains about others and uses excuses to explain deficiencies	
Demonstration that student is prepared for class (15%)	(see meets expectations)... And is prepared for each and every class	Demonstrates preparation regularly by referring to previous learning, text and other sources to contribute to class discussion	Demonstrates readiness periodically	Is unable to demonstrate readiness for class through readings, other homework or by relating to previous discussion	
Electronic discussion (30%)	Actively participates in a timely manner to elec discussion, responding to others and initiating new ideas. Shares insights and experiences.	Participates in elec discussion, responding to others comments and questions	Engages with others without demonstrating commitment to helping group and individuals to respond to posted forums	Does not participate actively in the elec discussion--- few entries with little thought	