

**GEORGE MASON UNIVERSITY
GRADUATE SCHOOL OF EDUCATION**

**EDLE 791 Section A01 Summer 2011
Internship in Education Leadership**

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Schedule Information

Location: Commerce II, Room 100

Meeting Times: Initial class meetings are scheduled for June 3, 10, 17, 24 and July 8, from 4:30 – 7:30 pm
Individual meetings by appointment to finalize internship plan.
Class will meet at least once each semester during 2011-2012.

All students are expected to attend every class session. 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 791 Internship in Education Leadership (3:3:0)

Prerequisites: admission to program and EDLE 620; Co-requisite: EDLE 690.
Course must be taken in second term of program. Offers wide range of practical experiences and professional challenges in authentic educational settings. Activities emphasize strategic, instructional, organizational, political, and community leadership.

Course Delivery

Students will engage in reading and discussion to understand the major tasks of the internship. There will also be presentations to help students learn how to develop their internship plans, how to submit their work in progress, and how to build the Collective Record.

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.

National Standards and Virginia Competencies

This course addresses all six **ELCC Standards** (specifications of elements will follow during the course):

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.

ELCC Standard 2.0: An education leader promotes the success of every student by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

ELCC Standard 3.0: An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.

ELCC Standard 4.0: An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.

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

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.

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;
 - (1) Principles of student motivation, growth, and development as a foundation for age and grade-appropriate curriculum, instruction, and assessment;
 - (2) Collaborative leadership in gathering and analyzing data to identify needs to develop and implement a school improvement plan that results in increased student learning;
 - (3) Planning, implementation, and refinement of standards-based curriculum aligned with instruction and assessment; and
 - (7) Identification, analysis, and resolution of problems using effective problem-solving techniques.
- (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; and
 - (4) Using data as a part of ongoing program evaluation to inform and lead change.

- (c) Knowledge understanding and application of management and leadership skills that achieve effective and efficient organizational operations, including;
 - (2) Principles and issues of supervising and leading others to ensure a working and learning climate that is safe, secure, and respectful of a diverse school community; and
 - (5) Principles and issues related to school facilities and use of space and time.

- (e) Knowledge, understanding and application of the purpose of education and the role of professionalism in advancing educational goals, including;
 - (2) Integration of high quality, content rich, job-embedded professional learning that respects the contribution of all faculty and staff members in building a diverse professional learning community; 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;
 - (4) Identify and apply the processes of educational policy development at the state, local, and school level; and
 - (5) Identify and demonstrate ways to influence educational policy development at the state, local, and school level.

- (g) Embedded learning strategies for improved student learning totaling at least 120 clock hours including;
 - (1) Experiential activities that complement, implement, and parallel the university curriculum;
 - (2) Complete a minimum of 320 clock hours of a deliberately structured and supervised internship that provides exposure to multiple sites (elementary, middle, high, central office, agency) with diverse student populations. These experiences shall be an integral component of a Virginia Board of Education approved preparation program. The internship shall be focused on learning for all students and shall occur in a public school or accredit nonpublic school; and
 - (3) Satisfy the requirements for the school leaders licensure assessment prescribed by the Board of Education (Individuals seeking an initial administration and supervision endorsement who are interested in serving as central office instructional personnel are not required to take and pass the school leaders assessment prescribed by the Board of Education.)

Course Objectives

Students taking this course will:

1. Know and understand how to apply planning, assessment, and instructional leadership that builds collective professional capacity;
2. Understand and apply their knowledge of systems theory and organization theory;
3. Apply management and leadership skills that achieve effective and efficient organizational operations;
4. Understand the purpose of education and the role of professionalism in advancing educational goals;
5. Apply basic leadership theories and understand influences that impact schools; and
6. Pursue improved student learning.

Student Outcomes and Course Goals

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

1. Take on leadership roles within their home schools, schools at another level, and the central office with confidence and competence;
2. Reflect on what they have learned through their leadership experiences;
3. Engage in self reflection and improvement, including participation in a 360 degree-type of evaluation and a site supervisor evaluation; and
4. Lead a specific, focused school improvement project.

All candidates seeking state licensure as a school administrator or supervisor are required by both the state and other accrediting agencies to complete a standards-based internship. The internship provides opportunities to apply theory to practice within a broad range of leadership and administrative tasks. The central focus of the internship is on planning, experiencing, and reflecting on major responsibilities in school administration and supervision. The internship focuses on the development of skills in the six areas defined within the ELCC standards for school leaders.

Students registered for EDLE 791 should be taking **EDLE 690 – Using Research to Lead School Improvement**, or should have already completed this class. (As a culminating activity in the EDLE 690 class, students develop a plan for implementing a school improvement project that becomes the capstone field experience within their internship.)

Enrollment in the internship must total not fewer than three credit hours, representing a minimum of 320 clock-hours of field-based internship experiences. The completion of the internship takes place over a period of *not fewer than* 12 months. The internship must be completed and the Collective Record submitted via TaskStream no later than 24 months after registration in EDLE 791. **For this section, that means all work must be completed by May 2013.** EDLE 791 will appear on your transcript as an “in progress” (IP) grade until all internship work is completed.

Students complete a set of required activities that scaffold to each of the ELCC standards, representing approximately half of the internship activities. One of the distinctive features of the internship within the EDLE program is that the remaining portion of the internship is designed based on a self-assessment of leadership competencies and career objectives.

Your internship plan is based on dialogue with your university supervisor and site supervisor, and your assessment of the leadership experiences that best demonstrate your knowledge and ability to perform the leadership proficiencies embodied in the ELCC standards.

A main goal of the initial semester of EDLE 791 is completion of the internship plan. Plans are based on ELCC standards. Approval of the internship plan marks the candidate’s admission to clinical practice in the EDLE program. Candidates must receive approval of their internship plan from their university supervisor before they may engage in internship activities.

Relationship of Course Goals to Program Goals

EDLE 791 student outcomes and activities are directly related to all ELCC Standards and the following program goals:

- Study and application of theories
- Reflective practice
- Improvement of communication skills
- Development of skills in bringing about change
- Utilization of technology as a management tool

Course Materials

Readings

Northouse, Peter G. [2010]. *Leadership: Theory & Practice*[5th edition]. Thousand Oaks, Ca: Sage Press.

Internship Manual for School Administration and Supervision Candidates, Fall 2009 (v. 4.5) (available via TaskStream)

ELCC Standards (available via TaskStream)

Recommended:

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

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 and to receive and assess student work. **All journals, logs, and the Collective Record 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, Performance-based Assessment, and Evaluation Criteria

Attendance

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 sessions or more, you will be assigned a grade of NC and will be**

required to re-enroll in EDLE 791 on campus and pay full tuition. If you come to class more than 30 minutes late or leave more than 30 minutes early, you will jeopardize your course grade and be at risk for receiving an NC grade.

Specific requirements in the internship are described in detail in the Internship Manual. These include the following:

1. The intern will understand and demonstrate proficiencies and dispositions consistent with the ELCC Standards for School Leaders.
2. The intern will work with their his or her university supervisor, site supervisor, and other school leaders to prepare an Internship Plan that describes field experiences the intern will pursue in order to demonstrate his/her development of the range of leadership proficiencies associated with each standard. The internship plan will include each of the required activities, including enactment and evaluation of the School Improvement Project planned during completion of EDLE 690.
3. The intern will implement the internship plan (previously approved by the University supervisor). During implementation, the intern will maintain up-to-date records, including internship hour verification; frequent reflective journal entries demonstrating growth and understanding; and compilation of artifacts reflecting accomplishments. The final portfolio must include descriptions, artifacts, and reflections for each of the required activities.
4. Internship activities will result in a *minimum* of 320 clock-hours of field-based experience. Experiences should include a balance of activities, some of which will be outside of the primary area of assignment. Experiences must be completed and described in the reflective journal in at least three of the four areas of assignment (high, elementary, middle, and/or central office). At least 40-hours must be logged in each of the secondary assignments.
5. The intern will participate in at least one meeting with the university supervisor per semester.
6. The intern will complete a Collective Record (electronic portfolio) of internship accomplishments. The preparation of the Collective Record is an ongoing and culminating part of the internship experience.
7. The intern will seek guidance and feedback from the site supervisor throughout completion of field experiences, and solicit a summative assessment in the form of the *Evaluation of Student Intern*, which is completed by the site supervisor at the end of the internship.
8. The intern will present the web-based Collective Record to the university supervisor upon completion of all requirements. An individual meeting will be conducted to discuss the record and internship experiences prior to completion of the course.

Taking and passing the School Leaders Licensure Assessment (SLLA) is a requirement for receiving an S grade for EDLE 791. **The candidate's SLLA record must be scanned into the appropriate section of the Collective Record. The SLLA is a required performance for EDLE 791.**

This course takes place over an extended period of time, so students receive a grade of IP (“in-progress”) at the end of the first semester. Students are ultimately graded as “satisfactory” (S) or “no credit” (NC).

Students are required to submit journals and logs every two months for the first 12 months of the internship (see schedule below). **Any student who fails to submit journals and logs by two consecutive due dates, or who misses three or more journal/log submissions during the 12-month period will be assigned a grade of NC and will be required to re-enroll in EDLE 791 on campus and pay full tuition.**

Students are required to complete their internship work and submit their Collective Record via a TaskStream portfolio no later than May 2013. Any student failing to meet this deadline **will be assigned a grade of NC and will be required to re-enroll in EDLE 791 on campus and pay full tuition.**

Students experiencing extenuating circumstances must notify the professor and arrange for deadline extensions **well in advance of the relevant deadline(s).**

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.

Students must follow the guidelines of the University Honor Code. See http://www.gmu.edu/catalog/apolicies/#TOC_H12 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 or call 703-993-2474 to access the DRC.

Class Schedule (Subject to Change)

Session	Topic	Reading Assignments	Writing Assignments to be submitted
(May 10– Pre- Meeting]	<ul style="list-style-type: none"> • Introduction to Internship and the Internship Plan Required Activities 		
June 3, 2011	<ul style="list-style-type: none"> • Understanding and applying ELCC standards • Draft Internship Plans due 	<ul style="list-style-type: none"> • Internship manual, all • ELCC standards • Northouse, Ch 1, 2 & 6 	Completed and signed Internship Application Form turned in (Appendix D)
June 10, 2011	<ul style="list-style-type: none"> • Internship Plans [cont]- Peer review • Taskstream 101 • The meaning of reflective practice 	Northouse, Ch 3, 7 & 8	
June 17, 2011	<ul style="list-style-type: none"> • School improvement projects as reflective practice • Understanding submissions <ul style="list-style-type: none"> ➤ Logs and journals ➤ Collective Record[1] 	Northouse, Ch 4, 9 & 10	Internship plan—final draft due
June 24, 2011	<ul style="list-style-type: none"> • Taskstream 102 • Collective Record [2] 	Northouse, Ch 5 & 11	
August 15, 2011			First log/journal submission
Oct 15, 2011			Second log/journal submission
Dec 15, 2011			Third log/journal submission
Feb 15, 2012			Fourth log/journal submission
Apr 15, 2012			Fifth log/journal submission
June 15, 2012			Sixth log/journal submission
October 15, 2012			Final log/journal; submission

	Required Activity (approximate hour minimum)
Standard 1	<ul style="list-style-type: none"> • Serve as a member or leader of the school improvement planning team (16) • Compare and contrast your school’s mission statement with the district’s mission and strategic goals, and with at least one other school’s mission statement. Prepare recommendations for updating the mission; present recommendations to administration (6)
Standard 2	<ul style="list-style-type: none"> • Implement and evaluate the school improvement project (60) • Lead a staff development program based on assessed needs of the school and the school’s vision and goals (12) • Conduct walkthrough observations using a template or observation tool that exists in your school. Meet with an assistant principal and discuss data that were collected. Follow up with teachers to the extent recommended by the assistant principal (8)
Standard 3	<ul style="list-style-type: none"> • Review hiring procedures at your school, and participate in the process of interviewing potential new hires (8) • Participate in the development of the school’s master schedule and/or the school budget proposal (8) • Participate in a building maintenance or safety audit or walk-through (6)
Standard 4	<ul style="list-style-type: none"> • Organize and participate in an activity that involves parents and/or families in students’ learning (12) • Organize and run one or more community focus groups dealing with suggestions for improving visibility and communications with the local school community. Present recommendations to administration (12)
Standard 5	<ul style="list-style-type: none"> • Lead a group of fellow professionals in the school to study your school’s disciplinary procedures and practices, with an emphasis on fairness and equity. Prepare recommendations for improvement (8) • Attend one or more special education placement or annual review meetings (8)
Standard 6	<ul style="list-style-type: none"> • Attend at least 1 school board meeting and record actions taken and reasons for the actions, including policies and regulations that affect schools or the educational opportunity of students (6) • Participate in or lead the process of writing a grant application for the school (8)