GEORGE MASON UNIVERSITY
GRADUATE SCHOOL OF EDUCATION
Education Leadership Program

EDLE 610, Section DL-1: Leading Schools and Communities
3 Credits, Spring 2017
Course Term: January 20 - May 15, 2017

Faculty

Name: Beverly M. Woody, Ed. D.
Office Hours: By appointment via Skype. I am also available by email and phone.
Office Location: Thompson Hall, Suite 1300,
Phone: 703-819-6256 (cell)   Office (703-993-3643)
E-mail Address: bwoody@gmu.edu

Prerequisite(s)
EDLE 620; EDLE 690; EDLE 791; EDLE 612; EDLE 614; EDLE 616, and EDLE 618.

Course Description

EDLE 610 Leading Schools and Communities (3:3:0)
Examines critical functions of leadership and organizational management, complex decision making responsibilities of school executives, and constructive relationships between schools and communities.

Course Overview
In this course, candidates will apply research, theory, and practices that impact the school leadership, school direction, parents, and communities on student learning. Through discussions, activities, and readings, candidates will use research to develop plans that impact school and student success.
The foundation of the three units relate directly to effective schools research emphasizing the importance of school mission and vision and school, family, and community partnerships.

Course Delivery Method
This course will be delivered online(100%) using an **asynchronous** (not "real time") format via the Blackboard learning management system (LMS) housed in the MyMason porta. You will log in to the Blackboard course site using your Mason email name (everything before "@masonlive.gmu.edu) and email password. This course will be available on January 13.

Under no circumstances, may candidates participate in online sessions (either by phone or Internet) while operating motor vehicles. Further, as expected in a face-face class meeting, such online participation requires undivided attention to course content and communication.

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.*

Technology Requirements

To participate in this course, students will need to satisfy the following technical requirements:
- High-speed Internet access with a standard up-to-date browser, either Internet Explorer or Mozilla Firefox is required (note: Opera and Safari are not compatible with Blackboard).
- Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.
- Students will need a headset microphone for use with the Blackboard Collaborate web conferencing tool. [Delete this sentence if not applicable.]
- Students may be asked to create logins and passwords on supplemental websites and/or to download trial software to their computer or tablet as part of course requirements.
- The following software plug-ins for PCs and Macs, respectively, are available for free download: [Add or delete options, as desire.]
    - Adobe Acrobat Reader: https://get.adobe.com/reader/
    - Windows Media Player: https://windows.microsoft.com/en-us/windows/downloads/windows-media-player/
    - Apple Quick Time Player: www.apple.com/quicktime/download/

On-line Course Expectations

- Course Week**:** Because asynchronous courses do not have a "fixed" meeting day, our week will **start** on Monday and **finish** on Sunday.
- Log-in Frequency: Candidates must actively check the course Blackboard site and their GMU email for communications from the instructor, class discussions, and/or access to course materials at least 3 times per week.
- Participation: Candidates are expected to actively engage in all course activities throughout the semester, which include viewing of all course materials, completing course activities and assignments, and participating in course discussions and group interactions.
- Technical Competence: Candidates are expected to demonstrate competence in the use of all course technology. Candidates who are struggling with technical components of the course are expected to seek assistance from the instructor and/or College or University technical services.
- Technical Issues: Candidates should anticipate some technical difficulties during the semester and should, therefore, budget their time accordingly. Late work will not be accepted based on individual technical issues.
- Workload: Please be aware that this course is **not** self-paced. Students are expected to meet *specific deadlines* and *due dates* listed in the **Class Schedule** section of this syllabus. It is the student's responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.
- Instructor Support: Students may schedule a one-on-one meeting to discuss course requirements, content or other course-related issues. Those unable to come to a Mason campus can meet with the instructor via telephone or web conference. Students should email the instruc-

tor to schedule a one-on-one session, including their preferred meeting method and suggested dates/times.
- Netiquette: The course environment is a collaborative space. Experience shows that even an innocent remark typed in the online environment can be misconstrued. Students must always re-read their responses carefully before posting them, so as others do not consider them as personal offenses. *Be positive in your approach with others and diplomatic in selecting your words*. Remember that you are not competing with classmates, but sharing information and learning from others. All faculty are similarly expected to be respectful in all communications.
- Accommodations: Online learners who require effective accommodations to insure accessibility must be registered with George Mason University Disability Services.

Candidate Outcomes

Successful candidates will emerge from the course will be able to:

1. demonstrate knowledge and ability to collaborate with families and other community members, respond to diverse community interests and needs, and mobilize community resources to create and maintain a positive school culture which supports the success of all students;
2. Identify assess, and apply elements of a constructive relationship between a school and its community to support implementing the school's vision;
3. gain insight into power structures and pressure groups in the school community to create coalitions and increase support for school programs and goals; and
4. identify leadership knowledge and skills that promote success of all students through integrity, fairness and ethical behavior

Course Objectives

Candidates taking this course will deepen their understanding of:

1. the use of research findings and tools to lead schools and communities,
2. the nature and strengths of diverse communities,
3. how organizations function, and
4. how leaders influence school and community change and improvement.

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 this class is related to the internship. Students may write about embedded experiences in their internship journal and Collective Records, but they can only count over and above the minimum 320 hours required for the internship. There is one exception. This course requires a focus group and as a result this project can qualify for the required activity- "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"

Professional Standards (National Standards and Virginia Competencies)

Upon completion of this course, candidates will meet the following professional ELCC standards: 1.1, 1.2, 4.1, 4.2, 4.3 4.4 and 6.3 Virginia competencies include:

a7. Identification, analysis, and resolution of problems using effective problem-solving techniques;

d2. Working collaboratively with staff, families, and community members to secure resources and to support the success of a diverse population;

d3. Developing appropriate public relations and public engagement strategies and process;

d4. Principles of effective two-way communication, including consensus building and negotiation skills;

f3. Identify and respond to internal and external forces and influences on a school;

Required Text

There is no required textbook for this course. Required reading will be listed in the weekly schedule and will be available on Blackboard.

Recommended Resource*:* American Psychological Association (2009). *Publication manual of the American Psychological Association* (6th edition). Washington, D.C. American Psychological Association.

Course Performance Evaluation

Candidates can earn a total of 500 points in this course. Graded assignments account for 75% (375 points) of the overall grade, while course participation accounts for 25% (125 points). A description of each assignment and a rubric for grading each assignment are included at the end of this syllabus. Candidates are expected to submit all assignments, on time, in the manner outlined by the instructor.

- **Assignments (75%-375 points***)*
  The two graded assignments required for the course are as follows:
  School/Community Leaders Assessment of School Effectiveness* (175 points)
  Parent Involvement* (200 points)

  The School/Community Leaders Assessment of School Effectiveness and the Parent Involvement assignments are the *program-level Performance-Based Assessments (BPA) for this course. Each assignment relates to the application of educational research in your school setting.   A description and directions for each assignment and a rubric for grading each assignment are included at the end of this syllabus.

- **Participation Requirements (25%-125 points)**

To maximize learning and engagement in the online environment, candidates are expected to participate actively in asynchronous class discussions, asynchronous and synchronous group activities, and serve as critical friends to other students. In this course, participation points are given by unit, rather than per learning activity. Below is a list of all required learning activities, by unit, which will count toward your overall participation grade.

Orientation (5 points)

Unit 1 (50 points)
- Lessons 1 & 2 (Journal Entries)
- Lesson 3 (Small Group Discussion)
- Lesson 4 (Blog)
- Lesson 5 (Journal Entry)

Unit 2 (40 points)
- Lesson 1 (Discussion Board)
- Lesson 2 (Small Group)
- Lesson 3 (Blog)
- Lesson 4 (Discussion Board)

Unit 3 (30 points)
- Lesson 1 (Discussion Board)
- Lesson 2 (Discussion Board)

Grading

A+	=	500 points
A	=	475 - 499
A-	=	450 - 474
B+	=	435 - 449
B	=	415 - 434
B-	=	400 - 414
C	=	375 - 399
F	=	Below 375 points

Grading Policies
Papers are due as indicated in the course schedule. All assignments must be submitted **electronically through TK20.**

All work is expected on time, meaning no later than by midnight of the due date. If you happen to be absent on the day a paper is due, the due date remains and the paper must be submitted electronically. Assignments are not accepted after the due date though at the discretion, and unusual and compelling circumstances (e.g. serious illness) due dates may be negotiated.

Every student registered for any EDLE course with a required performance-based assessment (designated in the syllabus) is required to submit these assessment to TK20. In EDLE 610, the required performances are **School/Community Leaders Assessment of School Effectiveness and Parent Involvement.** Evaluation of the performance-based assessments will also be completed in TK20 through Blackboard. Failure to submit the assessment to TK20 through Blackboard will result in the course instructor reporting the course grade as Incomplete (IN). Unless this grade is changed upon completion of the required TK20 submission, the IN will convert to an F nine weeks into the following semester.

Professional Dispositions
Candidates are expected to exhibit professional behaviors and dispositions at all times.

Class Schedule
Proposed Class Schedule Spring DL 610:
Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.
Please refer to the Weekly Schedule on Blackboard for the most up-to-date version of the course schedule.

Week(s)/Dates	Lessons	Reading/Activities/Assignments
Week 1 Jan 23-27	Course Orientation and Overview Unit 1 Lesson 1: Effective Schools & Vision	The Effective Schools Movement Vision: Essential Scaffolding Participation Activities
Week 2 Jan 30-Feb 3	Unit 1 Lesson 2: School Vision: Considering the Future	The Eight Basic Competencies Participation Activities
Week 3 Feb 6- 10	Unit 1 Lesson 3 Shepherding the Vision	Followship First, Then Leadership Participation Activities
Weeks 4 & 5 Feb 13-Feb 20	Unit 1 Lessons 4: School Effectiveness: Research (School and Supporting Literature) and Fieldwork	Independent Research Participation Activities
Week 6 Feb 27- Mar 3	Unit 1 Lesson 5: Leadership and School Culture	School Culture, School Climate Participation Activities
Assignment #1 Due School/Community Leaders Assessment of School Effectiveness, March 5		
Week 7 Mar-6-10	Unit 2 Lesson 1: Perspectives of Parent-School Involvement	Toward a theory of family-school connections: Teacher practices and parent involvement Participation Activities
Mar 13-17 Spring Break (no class)		

Lesson 8 Mar 20-24	Unit 2 Lesson 2: Building Community Relations	Understanding Community Participation Activities
Weeks 9 &10 Mar 27-April 7	Unit 2 Lessons 3 Parent Involvement: School and Supporting Literature Research and Presentation Preparation	Independent Research Participation Activities
Week 11 April 10-14	Unit 2 Lesson 4 Working with Diverse Families	Equity Traps: A Useful Construct for Preparing Principals to Lead Schools That Are Successful With Racially Diverse Students Participation Activities
Week 12 April 17-21	**Assignment #2 Parent Involvement Presentations**	
Week 13 April 24-28	Unit 3 Lesson 1: Communication Matters	Involvement or Engagement Participation Activities
Week 14 May1-5	Unit 3 Lesson 2: Building Trust	Communicating with Families Across Cultures Participation Activities
Week 15 May 8-12	Course Wrap-up	
Assignment #2 Parent Involvement Assignment due Monday, May 15		

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: http://cehd.gmu.edu/values/.

GMU Policies and Resources for Students

Policies

- Students must adhere to the guidelines of the Mason Honor Code (see http://oai.gmu.edu/the-mason-honor-code/).

- Students must follow the university policy for Responsible Use of Computing (see http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/).

- Students are responsible for the content of university communications sent to their Mason email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students **solely** through their Mason email account.

- Students with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see http://ods.gmu.edu/).

- Students must follow the university policy stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

Campus Resources

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or https://cehd.gmu.edu/aero/tk20. Questions or concerns regarding use of Blackboard should be directed to http://coursessupport.gmu.edu/.

- The Writing Center 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/).

- The 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/).

- The Student Support & Advocacy Center staff helps students develop and maintain healthy lifestyles through confidential one-on-one support as well as through interactive programs and resources. Some of the topics they address are healthy relationships, stress management, nutrition, sexual assault, drug and alcohol use, and sexual health (see http://ssac.gmu.edu/). Students in need of these services may contact the office by phone at 703-993-3686. Concerned students, faculty and staff may also make a referral to express concern for the safety or well-being of a Mason student or the community by going to http://ssac.gmu.edu/make-a-referral/.

For additional information on the College of Education and Human Development, please visit our website https://cehd.gmu.edu/.

Other reminders:
- *GMU Add/Drop Policy:* The last day to drop this class without any penalty is provided on the GMU academic calendar page http://registrar.gmu.edu/calendar/. It is the student's

responsibility to check to verify that they are properly enrolled, as no credit will be awarded to students who are not.

- *Plagiarism Statement:* Plagiarism means using the exact words, opinions, or factual information from another person without giving that person credit. Writers give credit through accepted documentation styles, such as parenthetical citation, footnotes, or endnotes; a simple listing of books and articles is not sufficient. Plagiarism is the equivalent of intellectual robbery and cannot be tolerated in an academic setting (Statement of English Department at George Mason University).

- *Copyright:* Copyright rules also apply to users of the Internet who cite from Internet sources. Information and graphics accessed electronically must also be cited, giving credit to the sources. This material includes but is not limited to e-mail (don't cite or forward someone else's e-mail without permission), newsgroup material, information from Web sites, including graphics. Even if you give credit, you must get permission from the original source to put any graphic that you did not create on your web page. Shareware graphics are not free. Freeware clipart is available for you to freely use. If the material does not say "free," assume it is not. Putting someone else's Internet material on your web page is stealing intellectual property. Making links to a site is, at this time, okay, but getting permission is strongly advised, since many Web sites have their own requirements for linking to their material.

- *Academic Integrity & Inclusivity:* This course embodies the perspective that we all have differing perspectives and ideas and we each deserve the opportunity to share our thoughts. Therefore, we will conduct our discussions with respect for those differences, meaning we each have the freedom to express our ideas, but we should also do so keeping in mind that our colleagues deserve to hear differing thoughts in a respectful manner, i.e. we may disagree without being disagreeable. http://integrity.gmu.edu/

- *Diversity, Religious Holiday:* Please refer to George Mason University's calendar of religious holidays and observations (http://ulife.gmu.edu/calendar/religious -holiday-calendar/). It is the student's responsibility to speak to the instructor in advance should their religious observances impact their participation in class activities and assignments.

- *Student Privacy Policy:* George Mason University strives to fully comply with FERPA by protecting the privacy of student records and judiciously evaluating requests for release of information from those records. Please see George Mason University's student privacy policy https://registrar.gmu.edu/students/privacy/

Course Assignments

**Assignment 1: School/Community Leaders Assessment of School Effectiveness* (175 points)
Due March 5**

Rationale

It is easy (and popular) to talk about school vision, but it is rare that we check whether or not others perceive our schools as achieving the vision they set out for themselves. This assignment requires you to determine how leaders in your school community perceive your school's performance. Taking focus group discussions as raw data and analyzing them through the frame of your school's vision statements requires you to determine if your school's theories in use are well aligned with its espoused theories—an important initial step toward school improvement. Weaving community perceptions into the school improvement process is critical to building community support for change and advancement. Presenting your analysis and action plan is a crucial part of the process of leading for school improvement.

Process

1. Working with your intern supervisor/principal identify a minimum of 9 leaders in the school community, community at large or business community who have a stake in this issue.
2. Develop an interview protocol to be used in the discussion with the identified leaders, with the major question being "How well is our school implementing its vision statement? "
3. You will establish a meeting date and location and invite participants to attend. Provide a clear, concise summary of the purpose of the focus group, the nature of questions, how data will be used, the right to confidentiality of responses and the time needed for the interview meeting.
4. After conducting the focus group, build a matrix with questions and significant responses. Look for common themes that will be summarized in the paper, along with contrasting points of view, lack of clarity of the issue, and other significant concerns.

Your paper will include:
    a. an introduction that includes a thesis statement
    b. a profile of the school and community
    c. a summary of the methods used and results of the focus group discussion,   including a matrix of responses with the participant roles clearly labeled;
    d. a summary table of themes gathered from focus groups;
    e.. significant findings;
    f. a plan of action aimed to align espoused theories and theories in use based on the
     data collected; and
    g. a summary.

Be sure to conclude with a restatement of your thesis and a brief discussion of the implications of what you learned from the focus group experience and your action plan.

* This is a required program-level Performance-Based Assessment

NOTE: This paper should be 10 +/- pages excluding title and reference pages.

School/Community Leaders Assessment of School Effectiveness Assessment Rubric

Criteria:	Exceeds Expectations 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
Introduction and Thesis (10%)	The introduction provides a clear understanding of the purpose of the assignment. The thesis states what the author intends to prove or demonstrate	The introduction suggests some purpose of the assignment. The thesis statement appears in the introductory paragraph.	The introduction includes little information about the purpose of the assignment and the thesis is not clear.	There is no introduction and thesis.
Profile of the school and community: The profile helps the reader understand the nature of the school and community (10%)	The profile clearly defines demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.	The profile provides general information about demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.	The profile includes limited information about demographic and performance data, instructional practices and programs, improvement goals, school community trends, and areas for potential change.	There is no profile provided
The school vision: The school vision is identified and linked to the school programs and goals ELCC 1.2 (10%)	The school's vision statement is included and assessed **regarding the degree to which** it relates to current instructional programs, SIP goals, and resources.	The vision statement and its goals are identified and there is a general explanation of how its goals are supported.	The vision statement is identified. Its goals and support are not clearly identified.	There is no mention of the school vision and/or description of how the vision is supported.
Focus Group: The focus group offers an opportunity to	The narrative and matrix present a comprehensive summary of all	A narrative and matrix are presented. The narrative and/or	A narrative and matrix are presented. There is little detail in the	The narrative, matrix and/or findings or missing

measure school community perceptions of the school vision ELCC 4.1 (25%)	phases of the focus group discussions. Significant findings are specifically identified.	findings are discussed in a general manner.	narrative, matrix and findings.	
Action Plan: The action plan provides an approach to continuous improvement ELCC 1.1(20%)	The Action Plan is fully developed. Its relationship to the data collected and steps toward improvement are explicitly stated.	The Action Plan is outlined. There is some relationship shown between the plan and the data collected.	The Action Plan is vague. There is little relationship between the plan and the data collected.	The Action Plan is incomplete.
Summary/ Conclusion (10%)	The summary/conclusion clearly explains what was learned from completing this assignment.	The summary/conclusion suggests some of what was learned from completing this assignment.	The summary/conclusion adds little to the understanding of the assignment.	There is no conclusion/summary.
Support: Data and research form the basis for developing the relationship between school vision school effectiveness ELCC 6.3 (10%)	Points associated with school vision and school effectiveness are specific, fully explained, and supported by school data and research.	Points associated with school vision and school effectiveness are explained and supported with general references to data and research.	Most points are explained and supported but with minimal detail.	Many points are inadequately explained or supported.
Mechanics (5%)	The paper is error free.	There are only a few minor errors in the paper.	The paper has several errors indicating a lack of proofreading.	The paper contains many significant errors.

Assignment 2: Parent Involvement* (200 Points)

Due May 15

This assignment includes written and presentation components.

A written proposal for improved parent involvement that requires the use of Measures of School, Family, and Community Partnerships to conduct an assessment of parent involvement in your school and the development of recommendations and planning for improvement. This assignment also requires the development of a presentation that summarizes your findings, recommendation, and planning for improvement.

The proposal includes the following elements as described here and in the Parent Involvement Rubric:

Introduction

Describe in summary terms the current parent involvement program in your school and then foreshadow the results of your assessment and your recommendations to improve it.

Program Description and Assessment

Describe the parent involvement program in your school by indicating what the school is doing in regard to Epstein's six types of parent involvement (parenting, communicating, volunteering, learning at home, decision-making, and collaborating with the community).

Assess each type of parent involvement by explaining a. the degree to which the program addresses each type of parent involvement, b. the degree to which the efforts satisfy the needs of the parents, and c. the degree to which the efforts satisfy the needs of the school. In your assessment, cite any evaluations of the efforts that may be available and the findings of your own investigation.

Program Improvement Recommendations

Write recommendations for improving the program based on your assessment of the greatest needs for improvement. The program improvement recommendation should include:

Rationale Indicate why you are making the recommendations and the ways in which they respond to your assessment. A useful way to establish the rationale is to conduct a discrepancy analysis in which you describe what the ideal program would look like and how your current program compares.

Outcomes Specify in measurable terms two types of outcomes. *Process or implementation outcomes* describe major elements of what will change in the delivery of the program (e.g., the implementation of a new service, completing professional development efforts). *Substantive*

outcomes refer to changes in behavior (e.g., levels of parent commitment and involvement, and student achievement).

Program Description Describe the elements of your program changes and how they will be accomplished. Specify the essential attributes of your program by way of a program configuration checklist.

Implementation Plan Provide the steps for implementation, assuring that you will address the functions of

- planning,

- building support,

- building capacity to conduct the program,

- securing resources if needed,

- implementing programmatic interventions or activities,

- evaluating the process and evaluating substantive outcomes.

In addressing those functions, indicate
- the activity or task,

- who will be responsible for completing it,

- when (date) it will be completed,

- any resources required, and

- evidence that will be accepted as a sign of accomplishment.

Evaluation Plan Describe how you will evaluate both process and substantive outcomes, indicating
- what measures will be used

- how the data will be collected

- how the analysis will be accomplished

The proposal should be 10 pages (+/-) excluding title and reference pages

The parent involvement presentation includes the following elements as described here and in the Parent Involvement (Presentation) Rubric:
Using your proposal, develop a 15 minute presentation to be delivered to a mock panel of school administrators that highlights the assessment, recommendation, and planning for improved parent involvement at your school.

* This is a required program-level Performance-Based Assessment

Assignment 3: Parent Involvement* Writing and Presentation Rubric

Criteria:	Exceeds Expectations 4	Meets Expectations 3	Approaching Expectations 2	Falls Below Expectations 1
Introduction(5%) Summarizes the current parent involvement program and foreshadows the assessment and recommendations.	Describes clearly in summary terms the current parent involvement program in the school and then foreshadows the results of your assessment and your recommendations to improve it.	Describes the current parent involvement program in your school, but either leaves out important elements, or fails to foreshadow the results of the program assessment and/or the recommendations to improve the program.	Describes unclearly the current parent involvement program in the school, and fails to mention the results of the program assessment and/or recommendations to improve the program.	The introduction is missing or wholly inadequate.
Program Description and Assessment (10%). Describes the parent involvement program by reference to Epstein's six type of involvement according to specified referents. (ELCC 4.1)	Describes the parent involvement program in your school by indicating what the school is doing in regard to Epstein's six types of parent involvement. Each type of parent involvement is assessed by reference to a. the degree to which the program addresses each type of parent involvement, b. the degree to which the efforts satisfy the needs of the parents, and c.	Includes a depiction of the parent involvement program but may be missing key elements by reference to the degree to which Epstein's six types of involvement are discussed or in terms of the degree to which the efforts satisfy the needs of the parents or the school, or the extant evaluations of the program.	The program description and assessment is unclear, vague or missing a number of key elements.	The program description and assessment is either largely missing or inadequate.

	the degree to which the efforts satisfy the needs of the school. The description includes references to any evaluations of the program that exist or which you have conducted.			
Program Improvement Recommendations: Rationale (10%) Describes the importance of the recommendations by reference to discrepancies in comparison to the desired program. (ELCC 4.1)	Clear and persuasive statements are provided to support the importance of the recommendations and the need for their realization on the basis of a discrepancy analysis relating the proposed changes to an ideal program.	Clear and persuasive statements are provided to support the recommendations but are not supported by a discrepancy analysis or a discrepancy analysis is not accompanied by clear and persuasive statements supporting the importance of the recommendations.	Statements supporting the recommendations are made by are unclear or not supported by a discrepancy analysis.	The rationale is either missing or unclear.
Program Improvement Recommendations: Outcomes (10%) Specifies in measurable terms process or implementation outcomes and substantive outcomes (ELCC 4.1)	Specifies in measurable terms two types of outcomes. *Process or implementation outcomes* describe major elements of what will change in the delivery of the program. *Substantive outcomes* refer to changes in behavior related to the commitment or involvement of parents and student achievement.	Includes outcomes that may not be measurable, or elides process or substantive outcomes.	Omits important elements of outcomes.	Omits outcomes or outcome statements are not clear.
Program Improvement Recommendations:	Clearly delineates the elements of the program changes	Includes elements of the program changes, but	Omits either a narrative of program changes or	Omits the program description or leaves

Program Description (10%). Describes the elements of program changes and how they will be accomplished. Specifies the essential attributes of the program by way of a innovation configuration. (ELCC 4.2)	and how they will be accomplished. The essential attributes of the program are presented in a program configuration display. An element of the plan includes how community resources will be mobilized by promoting an understanding, appreciation, and use of the diverse cultural, social, and intellectual resources within the school community.	leaves one or more changes unclear.	ignores the program configuration.	the reader unsure what it is.
Program Improvement Recommendations: Implementation Plan-General (10%) A clear set of implementation steps that address the functions of planning, building support, building capacity to conduct the program, securing resources if needed, enacting interventions or activities, and evaluating process and substantive outcomes. (ELCC 4.3)	Addresses the functions specified and indicates for each task, who will be responsible for completing it, the date of completion, any resources required, and what will be counted as evidence of its successful completion.	Gives a sense of the plan of implementation but fails to include two or more required elements.	Address some of the functions but leaves their accomplishment unclear.	Fails to include the plan or presents it sketchily and/or unclearly.

Program Improvement Recommendations: Implementation Plan- Caregivers and parents (5%) **At least one implementation step includes** building and sustaining positive school relationships with families and caregivers. (ELCC 4.3)	Indicates a clear response to community interests and needs and a feasible path to building positive and sustaining positive relationships with families and caregivers.	The step is either infeasible or unclear.	The step is both infeasible and unclear.	The step is missing.
Program Improvement Recommendations: Implementation Plan—community partners (5%). **At least one implementation step includes building and sustaining positive school relationships with community partners. (ELCC 4.4)**	Indicates a clear response to community interests and needs and a feasible path to building and sustaining positive relationships with community partners.	The step is either unfeasible or unclear.	The step is both unfeasible and unclear.	The step is missing.
Program Improvement Recommendations: Evaluation Plan (10%) Describes the evaluation of both process and substantive outcomes, indicating the measures to be used, how the data will be collected, and how the analysis will be ac-	Specifies clearly the elements of the evaluation plan.	Omits one or more elements of the evaluation plan and/or describes one or more elements unclearly.	Describes evaluation activities but omits two or more elements.	Omits the evaluation plan or presents it so unclearly that the reader would not know how the evaluation will be completed.

complished. (ELCC 4.1)				
Quality of support for recommendations (5%)	The recommendations appear to be grounded in research about the topic in general and research about the specific elements of the school's program.	The recommendations may be grounded in research about the topic but unresponsive to actual school conditions or unresponsive to research and responsive to school conditions.	Recommendations are responsive neither to school conditions nor research.	It is unclear what recommendations are proposed.
Mechanics (5%)	The paper is written clearly with a minimal number of errors in spelling and/or APA format.	Occasional grammatical errors and questionable word choices.	Errors in grammar, spelling and punctuation,	Many errors in spelling, grammar, and punctuation.
Presentation (15%) Based on the parent involvement paper the presentation meets the criteria of clarity and persuasiveness of rationale, quality of recommendations, and quality of implementation and evaluation plans.	Exceeds all criteria	Exceeds most criteria	Does not meet two or more criteria	Represents an unclear presentation failing to meet most criteria.