George Mason University College of Education and Human Development Literacy Program

EDRD 634.DL1 – School-Based Leadership in Literacy 3 Credits, Fall 2023 Asynchronous, Online

Faculty

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Prerequisites/Corequisites

EDRD 630, EDRD 631, EDRD 632, EDRD 633, and EDRD 637

University Catalog Course Description

Prepares reading specialists as school leaders. Expands on literacy knowledge gained in prerequisite courses and applies it to professional development work with teachers in school settings. **Note:** This course requires students to conduct related practice in their own schools or specified field settings.

Course Overview

Not Applicable

Course Delivery Method

This course will be delivered online (76% or more) using a primarily asynchronous format via Blackboard Learning Management system (LMS) housed in the MyMason portal. You will log in to the Blackboard (Bb) course site using your Mason email name (everything before @masonlive.gmu.edu) and email password. The course site will be available on August 21.

At Mason, one credit hour represents one hour in the classroom and a minimum of two hours of out-of-class work per week throughout a 15-week semester (see Academic Policy 2.3 in the University Catalog). Thus, this 3-credit course requires a minimum of 3 hours of classroom instruction (or the equivalent work for asynchronous learning activities) and 6 hours of out-of-class work each week. Please schedule your time accordingly.

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

Technical Requirements

To participate in this course, students will need to satisfy the following technical requirements:

- High-speed Internet access with standard up-to-date browsers. To get a list of Blackboard's supported browsers see:
 - https://help.blackboard.com/Learn/Student/Ultra/Getting Started/Browser Support
- 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 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:
 - Adobe Acrobat Reader: https://get.adobe.com/reader/
 - Windows Media Player:
 https://support.microsoft.com/en-us/help/14209/get-windows-media-player
 - o Apple Quick Time Player: www.apple.com/quicktime/download/

Expectations

Course Week:

Because asynchronous class sessions do not have a "fixed" meeting day, our week will start on Wednesday, and finish on Tuesday.

– Log-in Frequency:

Students 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. In addition, students must log-in for all scheduled online synchronous meetings.

Participation:

Students are expected to actively engage in all course activities throughout the semester, which includes viewing all course materials, completing course activities and assignments, and participating in course discussions and group interactions.

- Technical Competence:

Students are expected to demonstrate competence in the use of all course technology. Students 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:

Students 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 instructor 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 that 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 ensure accessibility must be registered with George Mason University Disability Services.

Learner Outcomes or Objectives

This course is designed to enable students to do the following:

- 1. Apply foundational knowledge of literacy gained in prerequisite courses to develop, implement, and/or evaluate evidence-based literacy instructional practices and/or curriculum at their own school sites.
- 2. Design and implement specific literacy professional development activities at their own school sites using knowledge of adult learning.
- 3. Demonstrate leadership and facilitation skills when working with individuals and groups of educators.
- 4. Collaboratively create, implement, and evaluate a variety of professional development experiences for teachers, administrators, and paraprofessionals.

Professional Standards (aligned with standards from the International Literacy Association)

Upon completion of this course, students will have met the following Standards for Reading/Literacy Specialist Candidates from the International Literacy Association's 2017 *Standards for the Preparation of Literacy Professionals*:

- 1.4 Demonstrates knowledge of the historical and evidence-based foundations related to the role of the reading/literacy specialist.
- 2.1 Uses foundational knowledge to design, select, critique, adapt, and evaluate evidence-based literacy curricula that meet the needs of all learners.
- 2.4 Candidates collaborate with and coach school-based educators in developing, implementing, and evaluating literacy instructional practices and curriculum.
- 6.1 Demonstrates the ability to reflect on their professional practices, belong to professional organizations, and are critical consumers of research, policy, and practice.
- 6.2 Uses knowledge of adult learning to engage in collaborative decision making with colleagues to design, align, and assess instructional practices and interventions within and across classrooms.
- 6.3 Develops, refines, and demonstrates leadership and facilitation skills when working with individuals and groups.

Virginia Standards for Reading Specialist Programs addressed in this course:

- 6h. Demonstrate the ability to coach and support teachers through classroom observations, demonstrations, co-teaching, and other forms of job-embedded professional development.
- 6i. Demonstrate the ability to organize and supervise the reading program within the classroom, school, or division.
- 6j. Demonstrate effective communication skills in working with a variety of groups, including parents, teachers, administrators, community leaders.
- 6k. Demonstrate knowledge of current research and exemplary practices in English and reading.
- 6l. Understanding of and proficiency in grammar, usage, and mechanics and their integration in writing.

Required Texts

Shearer, B. A., Carr, D. A., & Vogt, M. (2019). *Reading specialists and literacy coaches in the real world* (4th ed.). Waveland Press.

GoReact must be purchased and used in this course. Details will be provided.

Additional readings will be made available on Blackboard and through GMU Library databases.

One of the following professional texts (to be assigned during the first module) for book club:

Allen, J. (2016). *Becoming a literacy leader: Supporting learning and change* (2nd ed.). Stenhouse Publishers.

Knight, J. (2016). Better conversations: Coaching ourselves and each other to be more credible, caring, and connected. Corwin.

Sweeney, D., & Harris, L. S. (2017). Student-centered coaching: The moves. Corwin.

Recommended Texts

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). https://doi.org/10.1037/0000165-000

Course Performance Evaluation

Students are expected to submit all assignments on time in the manner outlined by the instructor (e.g., Blackboard, VIA, hard copy).

Assignments and/or Examinations

1. Online Modules (17 points)

There will be 12 modules of varying length across the semester; 8 of these will be graded. Each graded module is worth 1 to 3 points. Most of these modules will involve an array of activities designed to encourage you to think deeply about the materials you read/view as you critically analyze, synthesize, and reflect on the course content while applying your new understanding.

Each module will open on Wednesday. All activities and assignments due within that module must be submitted by 11:59 p.m. on Tuesday as noted in the class schedule. Late work within modules will not be accepted without prior approval. Once each module is opened, it will remain open so that you may go back and review content from previous weeks. It is essential that all online modules be completed in order to be prepared for course assignments.

For each online module, you should thoughtfully and thoroughly complete all activities in the module. Your discussions and other work should reflect learning from readings, videos, and any other online content within the module. While your current knowledge as an educator is important to your understandings, demonstrating the way that deep engagement with the course content expands your knowledge and skills as a reflective practitioner is expected and necessary.

For each graded module, your engagement with the online activities will be scored using applicable components of the following rubric:

Criteria for	Meets	Partially Meets	Below
Evaluation	Expectations	Expectations	Expectations
Timeliness &	Online activities are <i>complete</i> and submitted <i>on time</i> .	Online activities are <i>complete</i> but are submitted <i>late</i> .	Online activities are incomplete.
Completeness	(0.5 points)	(0.4 points)	(0 points)
Quality of Responses	Most responses demonstrate thoughtful contemplation of ideas, demonstrate a clear understanding of course content, and include references to course materials and concepts. (1.5 points)	Most responses demonstrate a basic understanding of course content, though inaccuracies may exist. References to course materials and concepts are limited. (1.2 points)	Most responses demonstrate little or no understanding of course content OR no responses are submitted. (0 points)
Collaboration with Peers	Initial and feedback posts are completed in a <i>timely</i> manner. Responds to the <i>required</i> number of peers. Responses are <i>relevant</i> , <i>connected</i> to course content, and <i>stimulate</i> further thinking. (1 point)	Initial and feedback posts are completed but are <i>late</i> . OR Responds to <i>fewer</i> than the required number of peers. OR Responses are <i>vague</i> , with <i>few connections</i> to course content. (0.8 points)	No initial posts OR feedback posts are completed.

2. Online Professional Book Club (8 points)

You will work within a fixed small group of peers who have all chosen to read the same professional book on coaching. Your group will hold <u>one</u> planning meeting and <u>three</u> book club meetings online using GoReact. During the planning meeting, your group will determine meeting dates/times, assigned reading for each meeting, and your group norms (including the format you'll use to prepare for each discussion). Then, at the times designated by your group, all group members must join the GoReact session and participate in a 15- to 20-minute online discussion of your book. You will need to turn your camera and microphone on as you participate. There is no designated discussion leader—each of you is responsible for creating discussion questions or points for each online discussion. Your group will need to record the meeting in GoReact. Your discussion responses and participation in your group's book discussions are worth a total of 8 points (0.5 points point for planning and 2.5 points per session for participation).

Participation in each meeting of the Online Professional Book Club will be evaluated using the following rubric:

Criteria for Evaluation	Meets Expectations	Partially Meets Expectations	Below Expectations
Book Club Planning	Participates in the planning meeting and contributes ideas supportive of the group's activities.	Participates in the planning meeting but offers few contributions.	Does not participate in the planning meeting
	(0.5 points)	(0.4 points)	(0 points)
Book Club Participation	Prepared and shared thoughtful questions/discussion points for the session. AND Actively participated in the discussion, making connections to what others said or to class content.	Prepared questions/discussion points for the session but did not share them. OR Rarely participated in a meaningful way in the discussion.	Did not prepare questions/discussion points for the session. OR Did not participate in the discussion.
	(2.5 points)	(2 points)	(0 points)

3. Performance-Based Assessment: Literacy Coaching Project (45 points)

Through this PBA you will develop proficiency as a literacy coach as you design and implement professional learning and serve as a peer coach for a classmate.

With your instructor's guidance, identify a professional development topic appropriate for the teachers in the course. Then, design and implement 2 professional learning sessions for a small group of 3-4 peers.

Detailed descriptions of this assignment and rubric can be found at the end of the syllabus. Materials to support your work can be found on Bb.

4. Professional Learning Project (30 points)

In this assignment, you will have the opportunity to demonstrate your knowledge of the specific strengths and needs of the diversity of learners in a school along with adult/teacher development, effective professional learning practices, and effective literacy instructional practices. You will draw on course activities completed in EDRD 632.

1. Professional Learning Needs Assessment Survey, Analysis, & Presentation: You will refine the needs assessment survey (created in EDRD 632) for the teachers at your school. Obtain permission to distribute the survey to school colleagues, then disseminate, collect, and analyze

the results. Discuss the results of this survey with course colleagues along with your school administrator (if desired), to get ideas for the professional development proposal. (Note: If you are not currently working in a school, contact your instructor to discuss alternatives.)

- 2. Year-Long Professional Learning Plan: After analyzing the data from your Professional Learning Needs Assessment Survey, choose one or two overarching topics for teachers' professional learning and develop a year-long professional learning plan to address the specific professional learning goals you identify for the teachers at your school.
- 3. Professional Learning Proposal: Develop a written professional learning proposal to serve as an artifact of your learning for the course. In this proposal, describe the context of your school, summarize the key findings from your Professional Learning Needs Assessment Survey, justify your choice of professional learning goals, and provide a rationale for specific professional learning activities.

• Other Requirements

Assignment Guidelines

All assignments should be submitted by either class time (if needed for class) or by 11:59 p.m. on the date noted in the class schedule. <u>Unless arrangements have been made beforehand with your instructor</u>, 5% of the total points will be deducted from graded assignments for *each* day they are submitted late.

Assignments should follow APA (7th ed.) formatting (including 12-point Times New Roman font, double-spaced with one-inch margins). Writing quality (including mechanics, organization, and content) is figured into the overall score for each assignment, so proofread carefully and use formal, academic writing. Be sure to use APA format (7th ed.) when providing citations for relevant research. (See Blackboard for resources.) When submitting electronic files, please name the files using your first and last name and assignment title (ex: JOHNDOEResearchCritique1.docx).

Graduate level writing is expected for all assignments in this course. If you find that you need support, the University Writing Center (https://writingcenter.gmu.edu/) is available to you. They offer one-to-one consultations at any stage of the writing process. You can schedule in-person or video appointments with writing tutors on Mason's Fairfax and Arlington campuses. You can also use their Online Writing Lab (OWL) to receive written feedback on drafts of your writing if you are not able to meet during the Center's hours of operation.

The performance-based assessment (PBA) is designed to provide evidence that program candidates meet required program completion standards. Students may have one opportunity to revise PBA assignments in order to demonstrate proficiency with each of the associated standards. Successful completion of the performance-based assessment is required to move to the next course in your degree program. If you are concerned that you may be having difficulty meeting these requirements, please speak to your course instructor and your advisor.

Communication

Email is my preferred form of communication, so please check your GMU email account daily, as that will be the account I use to contact you. I am always available via email, but please allow a 48-hour response time for replies. If you have not heard from me within 48 hours, <u>please email me again</u>. I will also host regular online office hours throughout the semester or will meet with you by phone or online at other times by appointment.

Advising

Advising information is located on Blackboard, including timeline, program of study tracking, course sequencing, licensure exam registration information, graduation information, and program updates. To access, (a) login to Blackboard, (b) click the Organizations option in the main menu, and (c) go to the Literacy Program Advising Organization to find all documents. You are responsible for regularly checking the advising organization to maintain your program of study and desired program completion timeline.

Information about the Reading Specialist Praxis Exam

Students interested in seeking Virginia's K-12 Reading Specialist endorsement upon completion of their degree program must achieve a passing score on the Reading Specialist (5302) Praxis licensure exam. Mason must be named as a score recipient when registering for the test with ETS. The exam should be taken during or after completing EDRD 634. Additional information about the test can be found on the Literacy Program Advising Organization on Blackboard.

• Grading

Grading Scale			
Grade	Range		
A	= 94 - 100%		
A-	=90-93%		
B+	=85-89%		
В	= 80 - 84%		
C	=75-79%		
F	= below 75%		

Literacy students must re-take any course in which they receive a grade of C or lower, in order to be eligible for licensure (note that the grade of B- is not given). Incompletes must be cleared before moving to the next course in the instructional sequence.

Professional Dispositions

See https://cehd.gmu.edu/students/policies-procedures/

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 https://catalog.gmu.edu/policies/honor-code-system/).
- Students must follow the university policy for Responsible Use of Computing (see https://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 https://ds.gmu.edu/).

• Students must silence all sound emitting devices during class unless otherwise authorized by the instructor.

Campus Resources

- For information on student support resources on campus, see https://ctfe.gmu.edu/teaching/student-support-resources-on-campus

Notice of mandatory reporting of sexual assault, sexual harassment, interpersonal violence, and stalking:

As a faculty member, I am designated as a "Non-Confidential Employee," and must report all disclosures of sexual assault, sexual harassment, interpersonal violence, and stalking to Mason's Title IX Coordinator per <u>University Policy 1202</u>. If you wish to speak with someone confidentially, please contact one of Mason's confidential resources, such as <u>Student Support and Advocacy Center</u> (SSAC) at 703-380-1434 or <u>Counseling and Psychological Services</u> (CAPS) at 703-993-2380. You may also seek assistance or support measures from Mason's Title IX Coordinator by calling 703-993-8730 or emailing <u>titleix@gmu.edu</u>.

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

Class Schedule

Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

<u>Date</u>	<u>Topic</u>	Reading & Assignments Due
Module 1 August 23-29	The Role of the Reading Specialist	 READ Shearer et al. – Ch. 1 & 2 ILA Position Statement on the Multiple Roles of School-Based Specialized Literacy Professionals ILA Research Brief in Support of the Multiple Roles of School-Based Specialized Literacy Professionals ILA Literacy Leadership Brief on Coaching for Change DUE Complete module activities on Bb.
August 28		LAST DAY TO ADD
August 31	OPTIONAL Synchronous Class Session, 6:30-7:30 p.m.	
Module 2 August 30- September 5	Characteristics of Adult Learners	READ - Aguilar – Supporting Adult Learners - McKenna & Walpole – Serving Adult Learners - Walpole & Beauchat – Facilitating Teacher Study Groups DUE - Complete module activities on Bb.
September 5	LAST DAY TO DROP (100% TUITION REFUND)	
Module 3 September 6-12	Characteristics of Effective Professional Development	READ - Shearer et al. – Ch. 11 - Bates & Morgan – Seven Elements of Effective Professional Development - Sawyer & Stukey – Learning within Content DUE - Complete module activities on Bb. - Online Professional Book Club Planning Meeting (GoReact)
September 12		LAST DAY TO DROP (50% TUITION REFUND)
Module 4 September 13-26 (2 weeks)	Designing Activities Supportive of Professional Learning	 READ Aguilar & Cohen – Design Intentionally Sawyer & Stukey – Lead Learner Allen – Study Groups: Developing Voluntary Professional Development DUE Personal Goals as a Developing Literacy Leader video (GoReact) PL Session 1 Plan (full plan for session 1 and a brief description of what you anticipate will happen in session 2) (Bb)
September 26		Last Day to Withdraw (No Tuition Refund)

<u>Date</u>	Topic	Reading & Assignments Due
Module 5 September 27 – October 10 (2 weeks)* *There will be 2 mandatory synchronous sessions during this module. The specific dates/times will be determined in Module 1.	Professional Learning Session 1	 N YOUR ROLE AS PROFESSIONAL LEARNING FACILITATOR Lead and record your first PL session as assigned during the mandatory synchronous sessions. Before your session begins, be sure to let your peer coach know the type of feedback you are requesting. After leading your first PL session: add brief reflection notes to your session plan immediately following your session. upload the video of your session to GoReact, watch it, and add your reflection annotations by Tuesday, October 3. meet with your peer coach for a coaching session by Tuesday, October 10 (online via GoReact at a time TBD with your peer coach). After participating in the coaching session led by your peer coach: add brief reflection notes from your coaching session regarding the experience of being coached to your session plan. Using feedback from your peer coach, develop your second PL session plan. Submit your plan to your instructor for feedback by the end of the day on Tuesday, October 10. Be sure to address the information provided in the template. IN YOUR ROLE AS PEER COACH Participate in your peer coaching partner's first PL session as assigned during the mandatory synchronous sessions. Gather data (using a variety of coaching tools) to use as you lead a post-observation conference. Be sure to attend to your partner's requested feedback. After observing your coaching partner's first PL session: plan for a coaching session with your partner. meet with your partner and lead a coaching session by October 10. IN YOUR ROLE AS SESSION PARTICIPANT Participate in at least 2 other classmates' professional learning sessions as

<u>Date</u>	<u>Topic</u>	Reading & Assignments Due
Module 6 October 11-24 (2 weeks) *There will be 2 mandatory synchronous sessions during this module. The specific dates/times will be determined in Module 1.	Professional Learning Session 2 Revising Your PL Needs Assessment Survey	 IN YOUR ROLE AS PROFESSIONAL LEARNING FACILITATOR Lead and record your second PL session as assigned during the mandatory synchronous sessions. Before your session begins, be sure to let your peer coach know the type of feedback you are requesting. After leading your second PL session: add brief reflection notes to your session plan immediately following your session. upload the video of your session to GoReact, watch it, and add your reflection annotations by Tuesday, October 17. meet with your peer coach for a coaching session by Tuesday, October 24 (online via GoReact at a time TBD with your peer coach). After participating in the coaching session led by your peer coach: add brief reflection notes from your coaching session regarding the experience of being coached to your session plan. IN YOUR ROLE AS PEER COACH Participate in your peer coaching partner's second PL session as assigned during the mandatory synchronous sessions. Gather data (using a variety of coaching tools) to use as you lead a post-observation conference. Be sure to attend to your partner's requested feedback. After observing your coaching partner's second PL session: plan for a coaching session with your partner. meet with your partner and lead a coaching session by October 24 (online via GoReact at a time TBD with your partner). Watch the video of the coaching session you led in GoReact and add your reflection annotations by October 24. IN YOUR ROLE AS SESSION PARTICIPANT Participate in at least 2 other classmates' professional learning sessions as assigned during the mandatory synchronous sessions. If you participated in a third PL sessio
October 19	C	OPTIONAL Synchronous Class Session, 6:30-7:30 p.m.

<u>Date</u>	<u>Topic</u>	Reading & Assignments Due	
Module 7 October 25-31	Reflecting on Your Facilitation of PL & Coaching	 DUE PBA – Literacy Coaching Project (VIA) Once your PL Needs Assessment survey has been approved by your administrator, distribute it to colleagues at your school. All responses should be collected by November 7. 	
Module 8 November 1-7	Creating School-Wide Visions & Professional Learning Plans	READ - Shearer et al. – Ch. 3, 4 (review), & 5 - Risko & Vogt – Sustaining the Professional Learning Plan DUE - Complete module activities on Bb.	
Module 9 November 8-14	Principled Practice	READ - Shearer et al. – Ch. 6, 7 & 10, chapters 8 or 9 as applicable to your school context DUE - Complete module activities on Bb.	
Module 10 November 15-21	Developing a Professional Learning Plan	 DUE Meet with instructor as scheduled to discuss your PL Project assignment. Complete module activities on Bb. 	
November 22-26		Thanksgiving Recess	
Module 11 November 27- December 5	Balancing the Challenges of Coaching	 READ Pletcher et al. – Coaching on Borrowed Time: Balancing the Roles of the Literacy Professional Toll – 5 Perspectives for Leadership Success Toll – But I Don't Need a Coach! DUE Complete module activities on Bb. 	
Module 12 December 6-12	Finalizing the Professional Learning Project	 DUE Professional Learning Project (Bb) Any required or optional revisions for the PBA (VIA) 	

Performance-Based Assessment – Literacy Coaching Project

For this PBA, you will complete the Literacy Coaching Project. The purpose of this assignment is for candidates to develop proficiency as literacy coaches. You will have choices within this project, but everyone will be working toward the same standards, which are outlined on the rubric.

With your instructor's assistance, you will choose a literacy topic identified by the course professional learning needs assessment and design 2, 40-minute professional learning sessions for a small group of teachers within your course.

- a) Before each professional learning session, you will gather feedback on your plan from your peer coaching partner and then submit your plan to your instructor. Your instructor must approve your plan before you can lead the session. Each session should be video recorded.
- b) After each professional learning session, upload the video of your professional learning session to GoReact. View the video and reflect on your facilitation of teachers' learning and your coaching development. Meet with your peer coach for a coaching conversation where you discuss your ongoing coaching development and facilitation of teacher learning.
- c) Between sessions, ask participating teachers to try out some of the strategies they learned so that informal results can be discussed at the next session.

At the end of all of your professional learning sessions, you will develop an overall reflection paper where you reflect personal growth and coaching development, including your role as a classmate's peer coach.

Rubric for Literacy Coaching Project

ILA Standard/	Exceeds	Meets	Approaching	Below
Component	Expectations (4)	Expectations (3)	Expectations (2)	Expectations (1)
6.1 Demonstrates the	Provides exemplary	Provides satisfactory	Provides partial	Provides little or no
ability to reflect on	evidence of ability to			
their professional	reflect on their	reflect on their	reflect on their	reflect on their
practices, belong to	professional practices,	professional practices,	professional practices,	professional practices,
professional	belong to professional	belong to professional	belong to professional	belong to professional
organizations, and are	organizations, and are	organizations, and are	organizations, and are	organizations, and are
critical consumers of	critical consumers of	critical consumers of	critical consumers of	critical consumers of
research, policy, and	research, policy, and	research, policy, and	research, policy, and	research, policy, and
practice.	practice.	practice.	practice.	practice.
6.2 Uses knowledge of	Provides exemplary	Provides satisfactory	Provides partial	Provides little or no
adult learning to	evidence of knowledge	evidence of knowledge	evidence of knowledge	evidence of knowledge
engage in	of adult learning to			
collaborative decision	engage in collaborative	engage in collaborative	engage in collaborative	engage in collaborative
making with	decision making with	decision making with	decision making with	decision making with
colleagues to design,	colleagues to design,	colleagues to design,	colleagues to design,	colleagues to design,
align, and assess	align, and assess	align, and assess	align, and assess	align, and assess
instructional practices	instructional practices	instructional practices	instructional practices	instructional practices
and interventions	and interventions within	and interventions within	and interventions within	and interventions within
within and across	and across classrooms.	and across classrooms.	and across classrooms.	and across classrooms.
classrooms.				
6.3 Develops, refines,	Provides exemplary	Provides satisfactory	Provides partial	Provides little to no
and demonstrates	evidence of developing,	evidence of developing,	evidence of developing,	evidence of developing,
leadership and	refining, and	refining, and	refining, and	refining, and
facilitation skills when	demonstrating	demonstrating	demonstrating	demonstrating
working with	leadership and	leadership and	leadership and	leadership and
individuals and	facilitation skills when	facilitation skills when	facilitation skills when	facilitation skills when
groups.	working with	working with	working with	working with
	individuals and groups.	individuals and groups.	individuals and groups.	individuals and groups.