

Supervision of Instruction
15:230:521
3 Credits

Instructor:Alyce Hunter, Ed.D	Day & Time:
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Mode of Instruction:	
. ___ Lecture	___ Hybrid
___ Seminar	_X_ Online

Learning goals

Successful learners will be able to

- Develop an operational definition of supervision including identification of tasks areas relationship to theoretical and practical knowledge bases
- Describe and evaluate models for systematically analyzing and improving teacher performance
- Understand and apply theories of and research on supervision
- Apply appropriate supervisory techniques in classroom observation, conferencing, questioning, and reflection
- Understand additional supervisory ways, including peer coaching, study groups, and self-directed professional development, for improving instruction
- Reflect on and assess one's own leadership/supervisory style, values, and goals as a leader
- Understand the impact of ethics on supervision practices and policies

Cognitive Goals

- 1) Understand the clinical supervision model
- 2) Understand communication strategies to be effective with adult learners
- 3) Understand various supervisory strategies for promoting instructional improvement

Skills

- 1) Conducting pre and post conferences using strategies that enable teachers to become reflective and self directed
- 2) Observing and critiquing effective supervisory strategies
- 3) Utilizing appropriate techniques to observe and evaluate teaching

Disposition Goals

- 1) Equity and fairness
- 2) Collegiality
- 3) Appreciation of diversity

Course catalogue description

The focus of this course is to provide emerging instructional supervisors and principals with leadership skills and reflective practices for recognizing the vital importance of high quality teaching as well as developing awareness of its complexity. Embedded in a supervision framework or process is important, interacting factors such as: New Jersey Core Curriculum Content Standards, collaborative supervision and professional development models, and ever emerging research on brain based learning and differentiated instruction.

Class materials/ Textbooks:

Collins, J. (2001) *Good to Great*. New York: HarperCollins.

Glickman, C., Gordon, S., & Ross-Gordon-J. (2014). *SuperVision and instructional leadership: A developmental approach*. (9th ed.) New York: Pearson.

Additional readings listed in doc.share

State or Professional Organization Standards:

This course is designed to further the following administrative certification standards detailed in New Jersey Administrative Code:

1. **General Leadership:**

- New Jersey Administrative Code Requirement 6A: 9-12.5 (a) 2:
 - i. Leading a common vision of learning in the school community (elements of developing and implementing shared vision);
 - v. Leading with integrity and fairness;

2. **Instructional Leadership:**

- New Jersey Administrative Code Requirement 6A: 9-12.5 (a) 2:
 - i. Leading a common vision of learning in the school community (instructional elements);
 - ii. Leading a climate and culture conducive to student learning and staff professional growth;

3. **Management:**

- New Jersey Administrative Code Requirement 6A: 9-12.5 (a) 2:
 - iii. Leading a safe and effective environment for learning;

4. Context/Community:

- New Jersey Administrative Code Requirement 6A: 9-12.5 (a) 2:
 - iv. Leading the mobilization of resources, response to diverse needs, and collaboration with families and communities;
 - vi. Leading with a perspective of the larger political, social, economic and legal context;

Course Objectives Consistent with Interstate School Leaders Licensure Consortium Standards for School Leaders (ISLLC)

Students will know and understand that a school administrator is an education leader who promotes the success of all students by:

1. facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community (Standard a) continuous school improvement
 - b) high standards of learning
 - c) assessment data related to student learning are used to develop the school vision and goals
2. advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth (Standard 2)
 - a) professional development promotes a focus on student learning
 - b) professional development is an integral part of school improvement
 - c) principles of effective instruction
 - d) a variety of supervisory and evaluation models
3. ensuring the management of the organization, operations, and resources for a safe, efficient, and effective learning environment (Standard 3)
 - a) human resource functions support the attainment of school goals
4. collaborating with families and community members, responding to diverse community interest and needs, and mobilizing community resources (Standard 4)
5. acting with integrity, fairness, and in an ethical manner (Standard 5)
 - a) protects the rights and confidentiality of students and staff
 - b) demonstrates and models values, beliefs, and attitudes that inspire others to higher levels of performance
 - c) treats individuals fairly, equitably, and with dignity and respect
6. responding to the larger political, social, economic, legal, and cultural context (Standard 6)

Grading and Activities:

Organization of Course:

The course is offered as an internet course—this means that learners are expected to spend the same amount of time required for a “regular” class on the lesson and assignments. Students are required to respond to class lecture postings and all assignments in the time frame provided by the professor. The course will be guided by a series of lectures, on-line discussions, and analyses of relevant scenarios. The lectures will serve as launching pads from which discussions, individual and group activities, additional readings, and on-line work-sessions will eventuate. Sufficient time will be allotted for discussions and informal and task-oriented group sessions. Most importantly, the course will be organized to provide an informative and valuable educational experience for its participants. Self reflection forms a most integral part of this course. Students are required to keep personal journals and develop an informed supervisory platform.

The instructor has provided additional information relating to how to succeed in the internet format in a separate document. Please read “How to Get an “A” in an Internet Course,” “Checklist for Internet Course Success,” and “Ethics for Our Internet Course” which are included at the end of this document.

ASSESSMENT:

Responses are due when assigned by professor. Submit assignments in the course drop box. Even if a student completes all responses, if they are not on time, student will not receive full credit.

Attainment of the course objectives will be determined and assessed by the following:

- 1. Complete personal journal assignment containing all required responses (topics provided by instructor and including responses to *Good to Great*) and summative reflection on journal process. 100 points*
- 2. Contribute three resources (articles, books, Internet sites, etc.) and personal written summaries for the class annotated bibliography of resources on supervision. Due to professor via drop box and posted on discussion board for classmates. 30 points*
- 3. Complete midterm. 20 points*
- 4. Complete the final exam. 10 points*

MAJOR PAPERS:

5. Paper One – Department Requirement (will be submitted to Graduate School of Education as fulfillment of course requirement)

Observation of Teachers and Classes -100 points

- Observe one class of each of three different teachers. Spend the entire period with the class. Choose teachers with three different levels of experience – one 1-4 yrs, one 5- 10, one more than 10. Be sure to make appropriate arrangements for observation.
- Total paper: 5 - 10 pages, double-spaced - see below.
- This paper has two parts. The first is the write up of your observations; however, you are observing the entire class .
- The second part is an analysis of what you observed. You will be discussing each class separately before drawing a general conclusion.

Objectives of Assignment:

- Plan an observation strategy before you go into the classroom.
- Practice in recording class activities while observing a class.
- Practice in writing a concise, complete description of observations.
- Practice in interpreting what you have observed.

A. Observation Strategy

- Read over the Analysis expected in D. below before you begin observing.
- Have an idea of what you will be looking for when you visit the classroom. Remember that you are observing the entire class - teachers and students.

B. Recording Method

- Develop a plan for how you will record your observations during the class. Remember that you have more to cover in observations for this assignment.
- The choice of recording format is yours. Choose what will work for you. You do not have to use the same format for all three observations. You will probably modify the instrument from one observation to the next.
- You do not have to turn in the recording notes.

C. Paper Part I: Observation Write –ups

(One-two page per observation, six pages maximum for paper)

- For each class that you have observed, write a one to two (1 – 2) page, (double-spaced) concise description of your observations. In this assignment you are to observe all aspects of the class – teacher activities, student behaviors, and teacher – student interaction, etc. Observe all those items that a supervisor would if he/she were in the class.
- You must limit yourself to a maximum two-page description per class.
- Observation write-ups are descriptions only. Do not interpret, offer opinion, draw conclusions, judge etc. Limit yourself to describing “this is what I actually saw.”
- Be sure to cover the class from start to finish.
- The two-page restriction is to give practice in writing actual classroom observations.

- You have the requirement of recording teacher activities and behavior. You will also have to be very selective in your writing. You need to portray the entire class, but you will be limited in use of detail.
- You will not be able to report each and every observation from a class. Be careful, however, to include observation details that you are going to rely upon and that will support your discussion in the second part of your paper.

D. Part II: Analysis

- Based upon the observations that you have reported in the three write-ups (you may not refer to anything that you observed but did not include in your write-up):
 - Individually for each class:**
 - Identify the instructional activities/strategies that you believe were most effective/successful. (Limit 3 best.) Provide rationale for your choices.
 - Identify the aspects that you believe were least effective/successful and need to be improved. (Limit 3 most needy.) Provide rationale for your choices.
 - Provide specific suggestions for the teacher to improve the aspects identified above as needing improvement. (Limit 3.) Again, provide rationale.
- Conclude your analysis section (and the paper) by identifying the one class of the three that you believe demonstrated the most effective student learning. Take into consideration not only the teachers' behaviors/actions but also those of the students. Do not jump to a conclusion because "A was the best teacher" or "this was a class of gifted student." Instead, focus upon actions and behaviors you observed. Provide rationale for your choice.
- In Part II resist the temptation of judging the quality of the teachers or discussing "what you might have done." You are observing one class out of context. You can make professional suggestions as to what might be done to improve the learning effectiveness in the class you observed without offering judgments about the overall quality of the teacher. Concentrate on constructive actions the teacher might take, additional activities, modifications to observed activities, etc. rather than making a judgmental statement like "the teacher could not handle the class."
- The idea is not to label the quality of the teacher or to rate the teacher's performance as you would in a formal evaluation, but to identify what was most successful in the class period and what in your opinion might be done to make weaker elements more successful.

General Notes: Do not identify in any manner the actual classes, teachers, or students observed. Label the classes observed as Class I, Class II, and Class III. If necessary to discuss individual students, label them A, B, C etc. This is a portfolio piece for students in the Ed. Administration Program.

J. Adamus Rev. 3. 9/2008

Name:			
Supervision: Evaluation Rubric			
Component	Not Acceptable	Proficient	Superior

<p>Observation: Description</p> <p><i>Provides a concise, complete description of class sessions. Activities identified. Fits within page limit.</i></p>	<p><input type="checkbox"/> Descriptions are fair. Some items are vague or unclear. Exceeds page limits</p>	<p><input type="checkbox"/> Descriptions are adequate. Covers all elements of class. Within page limit.</p>	<p><input type="checkbox"/> Clear, concise descriptions provided. Covers all elements of class in good detail. Within page limit.</p>
<p>Observation: Teacher</p> <p><i>Teacher's actions/behavior described. Opening/closure described. Presentation of activities detailed. Transition methods discussed. Classroom management described.</i></p>	<p><input type="checkbox"/> Minimal discussion of teacher actions/behaviors. Descriptions poorly organized and poorly expressed. Not all elements of class described.</p>	<p><input type="checkbox"/> Teacher actions described in some detail. All elements of class covered. Description flows from one activity to another. Classroom management discussed.</p>	<p><input type="checkbox"/> Clear, concise descriptions provided. Covers all elements of class in good detail. Discussion expressed and presented in logical progression.</p>
<p>Observation: Students</p> <p><i>Behavior of students is described. Student reaction to teacher presentation discussed. Engagement level of students noted. Evidences of learning cited.</i></p>	<p><input type="checkbox"/> Minimal discussion of student actions/behaviors. Descriptions poorly organized and poorly expressed. Not all elements of class described.</p>	<p><input type="checkbox"/> Student actions and behavior described in some detail. Reaction to teacher presentation described. Engagement level and evidence of learning discussed.</p>	<p><input type="checkbox"/> Clear, concise descriptions provided. Covers all elements of class in good detail. Discussion expressed and presented in logical progression.</p>
<p>Analysis: Teacher Strengths</p> <p>Most effective/successful learning activities/strategies discussed. Items were cited in Observation. Rationale provided for choice.</p>	<p><input type="checkbox"/> Elements identified as lesson strengths are not appropriate. Rationale limited or poorly presented. Elements were not reported in Observation</p>	<p><input type="checkbox"/> Elements identified as lesson strengths are appropriate. Discussed in some detail. Valid and sufficient rationale provided. Elements were reported in Observation.</p>	<p><input type="checkbox"/> Critical thinking demonstrated in choice of lesson strengths and rationale for choice. Clear, concise detail in discussion. Elements were reported in Observation.</p>
<p>Analysis: Teacher Needs</p> <p>Areas of least effective/successful learning activities/strategies discussed. Items were cited in Observation. Rationale provided for choice.</p>	<p><input type="checkbox"/> Elements identified as lesson needs are not well chosen. Some needs overlooked. Rationale poorly presented. Elements were not reported in Observation.</p>	<p><input type="checkbox"/> Elements identified as lesson needs are appropriate. Some detail in discussion. Valid and sufficient rationale provided. Elements were reported in Observation.</p>	<p><input type="checkbox"/> Critical thinking demonstrated in choice of lesson needs and rationale for choice. Clear, concise detail in discussion. Elements were reported in Observation.</p>
<p>Analysis: Improvements</p> <p><i>Suggestions for improving each need are presented.</i></p>	<p><input type="checkbox"/> Improvement recommendations are missing or not specific. Recommendations not</p>	<p><input type="checkbox"/> Specific improvement recommendations made.</p>	<p><input type="checkbox"/> Multiple, specific, appropriate improvement recommendations made. Choice of</p>

	appropriate or valid.	Recommendations are valid and appropriate.	recommendations reflects sound insight.
Conclusion <i>Class with most effective student learning is identified. Rationale provided for choice.</i>	<input type="checkbox"/> Most effective class not identified or choice inappropriate. Rationale provided is poor.	<input type="checkbox"/> Choice is well reasoned. Rationale provided for choice.	<input type="checkbox"/> Choice is well reasoned. Rationale provided for choice is sound.
Writing Quality	<input type="checkbox"/> Writing is average quality. Sentences and paragraphs weakly constructed. Noticeable errors in grammar, spelling, or mechanics.	<input type="checkbox"/> Above average writing quality. No errors in grammar, spelling mechanics.	<input type="checkbox"/> Clear, concise high - quality writing. Proper mechanics and presentation.
J.W.A. September 2008			

6. Major Paper 2: District/School Teacher Evaluation Analysis Project and Report

Details to follow- 100 points

7. Lesson questions and responses. Due to professor as indicated in course outline. 100 points

Grading:

A=400-460 points

B=350-399 points

C=300-349 points

D=250-299 points

F= 249 and below points

Format for Student Work

All students must use APA format for student papers, citation, and bibliography.

Academic Integrity Policy:

The Office of Student Conduct supervises issues related to violations of academic integrity

(see <http://academicintegrity.rutgers.edu>). Please familiarize yourself with the university policy on academic integrity at http://academicintegrity.rutgers.edu/files/documents/AI_Policy_2013.pdf

Office of Disability Services:

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>.

Course Schedule:

Tentative list of topics for discussions (by week)

Week	Topic	Assignments/ Readings
1	What is supervision?	G-pp. 3-16, 79-96, 409-411, C-1-16
2	What effects does school history have on supervision? What is the importance of adult learning theories?	G-17-78. C-17-40 Week one assignment due
3	What is my educational philosophy? How does this affect my beliefs about supervision?	G-pp.97-112 , C-41-64 Week two assignment due
4	What is developmental supervision? What are the differences between directive control directive informational, collaborative, and nondirective behaviors?	G-113-149, C-65-89 Week 3 assignment, due
5	How can developmental supervision be applied in practice?	G-150-168, C-90-119 Critiques due Week 4 assignment due
6	How can instruction be improved through observation and feedback? What are the types and purpose of the various types of observations? What are the proposed changes in NJ teacher evaluation?	G-197-242, C-120-143 Week 5 assignment due
7	What type of direct assistance can be given?	G-243-257, C-144-163 Midterm Week 6 assignment due
8	How does one apply developmental supervision to groups?	G-258-280, C-164-187 Week 7 assignment due
9	How does one develop the technical skills relating to professional development?	G-281-296, C-188-210 Paper one due Week 8 assignment due
10	How does one develop the technical skills relating to curriculum development?	G-297-320 Week 9 assignment due

11	How does one develop the technical skills relating to action research?	G-321-339 Journal assignment due Week 10 assignment due
12	How does a supervisor facilitate change?	G-343-364 Week 11 assignment due
13	How does a supervisor address the cultural task of issues relating to diversity?	G-365-389 Week 12 assignment due Paper two due
14	How does a supervisor work toward building a professional learning community?	G-390-417 Week 13 assignment due
15	What is supervision?	Final exam due