Foundations of Educational Administration & Supervision 15:230:500
Syllabus - Spring 2019
Mondays, 4:30-7:30 PM
Scott Hall Room 202
CAC

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Office Hours: Mondays, 3:00 PM-4:15 PM
Other hours by appointment

Course Description:
This course is designed to help prospective public school principals better understand the foundational aspects of educational administration. It presents an analysis of conceptual, technical, and human resource skills associated with administrative and supervisory behavior in schools. It further emphasizes the foundations of leadership, communication, decision-making and human resource management.

Applicable Administrative Code and Standards
This course is designed to align with N.J.A.C. 6A:9B-12.5 Principal and the Professional Standards for Educational Leaders 2015, detailed in N.J.A.C. 6A:9-3.4 Professional Standards for School Leaders:

1. Mission, Vision, and Core Values
2. Ethics and Professional Norms
3. Equity and Cultural Responsiveness
4. Curriculum, Instruction and Assessment
5. Community of Care and Support for Students
6. Professional Capacity of School Personnel
7. Professional Community for Teachers and Staff
8. Meaningful Engagement of Families and Community
9. Operations and Management
10. School Improvement

1. General Leadership:
Effective educational leaders:
Standard 1. develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.
Standard 2. act ethically and according to professional norms to promote each student’s academic success and well-being.
Standard 3. strive for equity of educational opportunity and culturally responsive practices to promote each student’s academic success and well-being.
Standard 10. act as agents of continuous improvement to promote each student’s academic success and well-being.

2. **Instructional Leadership:**
   *Effective educational leaders:*
   - Standard 1. develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.
   - Standard 4. develop and support intellectually rigorous and coherent systems of curriculum, instruction, and assessment to promote each student’s academic success and well-being.
   - Standard 5. cultivate an inclusive, caring, and supportive school community that promotes the academic success and well-being of each student.
   - Standard 6. develop the professional capacity and practice of school personnel to promote each student’s academic success and well-being.
   - Standard 7. foster a professional community of teachers and other professional staff to promote each student’s academic success and well-being.
   - Standard 10. act as agents of continuous improvement to promote each student’s academic success and well-being.

3. **Management:**
   *Effective educational leaders:*
   - Standard 5. cultivate an inclusive, caring, and supportive school community that promotes the academic success and well-being of each student.
   - Standard 6. develop the professional capacity and practice of school personnel to promote each student’s academic success and well-being.
   - Standard 9. manage school operations and resources to promote each student’s academic success and well-being.

4. **Context/Community:**
   *Effective educational leaders:*
   - Standard 3. strive for equity of educational opportunity and culturally responsive practices to promote each student’s academic success and well-being.
   - Standard 8. engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student’s academic success and well-being.

**Course Expectations:**

The success of this class depends on the thoughtful, engaged participation of all class members. You should be well prepared to discuss all assigned readings and cases. Because classroom discussions are most productive when a variety of voices shape the dialogue, I ask you to come ready to participate as both a speaker and a listener. It is the responsibility of all class members to make room for, and to learn from, individuals with different views and different ways of engaging in public conversation. This means honoring the participation of others by respecting, critiquing, and building on the ideas of those who have spoken before you.
Text:

Readings: (for Report A- on Sakai Resources)


*Additional Readings on Course Assignment and Reading Schedule*
**Course Assignment and Reading Schedule**

*Students are expected to have completed the designated readings prior to class and come to class prepared to discuss the topic.*

*All class topic PowerPoint presentations available on Sakai Resources.*

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 28, 2019</td>
<td>Course Introduction/Overview; Syllabus</td>
<td>Course Procedures and Expectations 2015 PSEL Standards</td>
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<tr>
<td></td>
<td><strong>Topics Covered:</strong> What is the historical foundation of present educational administrators?</td>
<td>• PowerPoint Presentation: Leadership Within Instructional Settings- Historical Foundations (Sakai Resources)</td>
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<tr>
<td></td>
<td></td>
<td>• School administrators as organizational managers</td>
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<td>• School leaders as sources of influence and change</td>
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<tr>
<td>February 4, 2019</td>
<td>Hoy &amp; Miskel, Chapter 1- The School as a Social System</td>
<td><strong>Topics Covered:</strong></td>
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<tr>
<td></td>
<td></td>
<td>• theory and research</td>
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<td></td>
<td></td>
<td>• schools and systems</td>
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<td></td>
<td></td>
<td>• key elements of schools</td>
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<tr>
<td>February 11, 2019</td>
<td>Hoy &amp; Miskel, Chapter 2- The Technical Core: Learning and Teaching</td>
<td><strong>Topics Covered:</strong></td>
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<tr>
<td></td>
<td></td>
<td>• various applications associated with teaching and learning</td>
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<td></td>
<td></td>
<td>• basics of organizational theory and focus on student achievement</td>
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<tr>
<td></td>
<td></td>
<td>• theories of teaching and learning</td>
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<td>• instructional leadership</td>
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<td>February 18, 2019</td>
<td>Hoy &amp; Miskel, Chapter 3- Structure in Schools</td>
<td><strong>Topics Covered:</strong></td>
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<tr>
<td></td>
<td></td>
<td>• seminal structures of schools and systems</td>
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<td></td>
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<td>• basics of organizational structures</td>
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<td>• Conceptual Frameworks</td>
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<td>February 25, 2019</td>
<td>Hoy &amp; Miskel, Chapter 4- Individuals in Schools</td>
<td><strong>Topics Covered:</strong></td>
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<tr>
<td></td>
<td></td>
<td>• How individuals are motivated by needs, beliefs and goals of organizations</td>
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<td></td>
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<td>• Needs Theory and Motivation; Hygiene-Motivator Theory; Goal-Setting Theory; Attribution Theory; Equity Theory; Expectency Theory; Self-Efficacy Theory</td>
</tr>
<tr>
<td></td>
<td><strong>Additional Reading:</strong></td>
<td>Dweck, C.S. (January 2010). Mindsets and equitable education. <strong>Principal Leadership</strong>, p.26-29. (Sakai Resources)</td>
</tr>
</tbody>
</table>
March 4, 2019  Hoy & Miskel, Chapter 5- Organizational Culture of Schools

**Topics Covered:**
- organizational culture
- measurement
- operations

Additional Readings:


March 11, 2019  Hoy & Miskel, Chapter 6- Organizational Climate of Schools

**Topics Covered:**
- organizational climate
- measurement
- operations
- Discussion of Analysis of Lincoln School Case Study

*Report A due- Analysis of Lincoln School Case Study* (note: This is a required Demonstration Task assignment for the Ed Admin Student Portfolio. See rubric on Sakai Assignments)

A hard copy should be submitted at the beginning of class.  
A second copy must be uploaded as a Word Document to the student’s Sakai Assignments.  
Save and upload your files as follows:  501.Spring2019.Jones

March 18, 2019  **Spring Break**

March 25, 2019  Hoy & Miskel, Chapter 7- Power and Politics in Schools

**Topics Covered:**
- authority
- power
- perspectives of politics in schools
- rational systems
- power and manipulation
- School Boards and their role in educational organizations

April 1, 2019  Hoy & Miskel, Chapter 8- External Environments and Accountability of Schools
Topics Covered:
- perspectives of accountability in schools
- how social forces influence schools


April 8, 2019  Hoy & Miskel, Chapter 9- School Effectiveness
Topics Covered:
- social systems and school effectiveness

Additional Reading: Lavigne, A.L. (2014). Exploring the intended and unintended consequences of high-stakes teacher evaluation on schools, teachers, and students. *Teachers College Record, 116* (1). (Sakai Resources)

April 15, 2019  Hoy & Miskel, Chapter 10- Decision-Making in Schools
Topics Covered:
- models of decision making in school systems

Additional Reading: Murphy, Louis & Smylie (2017), Positive School Leadership- How the Professional Standards for Educational Leaders can be brought to life, *Kappan*, pp. 21-24 (Sakai Resources)

April 22, 2019  Hoy & Miskel, Chapter 11- Shared Decision-Making: Empowering Teachers
Topics Covered:
- Vroom Model
- systems of shared decision-making
- Hoy-Tarter Model

April 29, 2019  Hoy & Miskel, Chapter 12- Communication in Schools
Topics Covered:
- models of communication in schools

Additional Readings: (Sakai Resources)

May 6, 2019  Hoy & Miskel, Chapter 13- Leadership in Schools; Chapter 14- Review of School as a Social System

**Topics Covered:**
- the nature of administrative work
- leadership models and research
- Reflection on course learning

Additional Readings: (Sakai Resources)

**Report B due -Context of Your School**
A hard copy should be submitted at the beginning of class. A second copy must be uploaded as a [Word Document](#) to the student’s Sakai Assignments. (format- 501.Spring2019.Jones)
Report A - Analysis of Lincoln School Case Study - Due March 11, 2019
(Foundations “Demonstration Task” for Student Portfolio- See Demonstration Task Rubric and e-mail instructions on Sakai Resources)

- Read the case study “Scott O’Neill and Lincoln Elementary School by Michael Salmonowicz. (in Sakai Resources)
- Put yourself in the role of Principal O’Neill. It is your responsibility in your first year as principal to organize and lead the reshaping of Lincoln Elementary to meet the needs of all its students and restore high levels of academic performance.
- Write a 10-12 page paper (double-spaced) providing your analysis of the school’s situation and your action plan(s) to address the identified issues. Be sure your discussion covers each of the topics outlined below.

Objectives of Assignment:
- Critically examine a realistic case study; identify the issues to be addressed and develop a strategy for action.
- Apply the PSEL standards to the proposed strategy.
- Practice writing a concise, complete action plan.
- Practice providing sound rationale for proposed actions.

A. Analysis of School Situation
- Carefully study the facts presented in the case study.
- Identify the three (3) most important issues that face Lincoln School at present, stated as a problem.
- Be sure to provide rationale for why you have categorized an issue as “most important.”
- It is the principal’s responsibility to remedy each of these “most important” issues. In considering corrective actions, it is essential that a clear picture of the desired end results be established. For each issue that you have identified, present a concise statement of the desired results that must be achieved to correct that issue.
- Accurately determining the achievement of desired results is an important step in any proactive corrective action. Identify what specific measures you can use as principal to determine if the school has successfully addressed each “most important” issue.

B. Develop 3 Action Plans to Address the Priority Issues during one School Year
- Develop a specific, detailed action plan to address each “important issue” and achieve the desired results within one (1) school year.
- As principal, it will be your responsibility to lead and monitor the implementation of each plan.
- In preparing your plans it may be helpful to consider the findings of D. L. Duke (Sakai Resources) in his study of organizational issues commonly found in schools that implemented improvement efforts (Duke, 2006). Duke found that schools seeking to improve were successful if they addressed:
  * Assistance
  * Collaboration
  * Use of Data
  * Leadership
  * Organizational Structure
  * Staff Development
  * Alignment
  * Assessment
  * High Expectations
  * Parental Involvement
  * Scheduling
• Be sure that your plan for each issue includes a concrete way to assess achievement of the desired results.
• Please organize the written presentation of your plans as three separate discussions, one per each issue.
• You may choose to present your plans in chart or essay format. However, be sure that all details are covered in your choice of format.

C. **Connect Your Plans with the PSEL Standards**

• Conclude your paper with a brief discussion of how your three plans align with the PSEL standards.
• How are the actions that you propose consistent with the ten PSEL standards that guide educational administrative practice?
• You may choose to discuss the alignment for each plan separately, or discuss alignment for the combined activities of all three plans.
• Be sure to consider all ten (10) standards in your discussion.
Professional Standards for Educational Leaders (PSEL) 2015

Standard 1. Mission, Vision, and Core Values
Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.

Standard 2. Ethics and Professional Norms
Effective educational leaders act ethically and according to professional norms to promote each student’s academic success and well-being.

Standard 3. Equity and Cultural Responsiveness
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Standard 4. Curriculum, Instruction, and Assessment
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Standard 5. Community of Care and Support for Students
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Standard 7. Professional Community for Teachers and Staff
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Standard 8. Meaningful Engagement of Families and Community
Effective educational leaders engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student’s academic success and well-being.

Effective educational leaders manage school operations and resources to promote each student’s academic success and well-being.

Standard 10. School Improvement
Effective educational leaders act as agents of continuous improvement to promote each student’s academic success and well-being.
Report B.: The Context of Your School- Due May 6, 2019

To complete this assignment, you must be able to discuss the various contexts in which your school operates. You should check your district and school’s web sites, and any district and school-sponsored publications in determining the pressing issues that are currently confronting your school and district. It might be very helpful to see where your district and school “stand” in relation to the NJDOE website (DFG’s, etc.). Furthermore, your local newspaper can be a gold mine of information--particularly in the editorial/op-ed section. You should also be able to describe the school’s physical plant as well as the community in which it is located.

You will need to take fairly detailed notes throughout your data collection. Please note how school personnel interact with different constituents and the quality of these interactions (for ex., warm, business-like, brusque, hostile, etc.). You may wish to interview several teachers and principals regarding their perceptions of your school contexts, if space permits. Students are strongly encouraged to begin their data collection early in the semester so they will have enough time to analyze their data and complete their reports.

Report B will consist of 15-18 computer-written pages. YOU WILL NOT USE ACTUAL NAMES OF INDIVIDUALS, SCHOOLS OR SCHOOL DISTRICTS. Pseudonyms are fine and can be very descriptive. Report B should introduce the reader to your district and then the school in question by presenting relevant demographic, SES and DFG data. Only once the district and the school are introduced may the report proceed to the analytic section. This section MUST draw on the research presented in Hoy and Miskel and supplemental readings. Report B may address the actions of students, parents, teachers, administrators, as well as janitorial staff and the like.
Grading

Class discussion regarding the assigned readings and their relevance to current practice is a vital component of this class. Additionally, each student is expected to complete two reports that examine the culture of your school. The professor expects professionally written reports and will grade accordingly.

Grades will be assigned on a point-basis. Class discussion regarding the assigned readings and their relevance to current practice is a vital component of this class. Students will be evaluated on the basis of participation in all course activities, presentation of ideas, and quality of written assignments. All assignments must be posted to Sakai Assignments on the stipulated dates they are due. No late assignments will be accepted.

Students are reminded of the Rutgers Academic Integrity Policy, which governs all class activities and assignments. [http://academicintegrity.rutgers.edu/](http://academicintegrity.rutgers.edu/)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Point Values</th>
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<tbody>
<tr>
<td>Classroom discussion</td>
<td>15 points</td>
</tr>
<tr>
<td>Report A: Lincoln School Case Study <strong>March 11, 2019</strong></td>
<td>30 points</td>
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<tr>
<td>Report B: Context of Your School <strong>May 6, 2019</strong></td>
<td>55 points</td>
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<tr>
<td>Total Points</td>
<td>100 points</td>
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Grading Scale (based on points)
A  90-100
B+ 85-89
B  80-84
C+ 75-79
C  70-74
F  Below 60

The instructor expects professionally written papers and will grade accordingly. Assignments will be judged on the basis of responsiveness to the task, completeness, evidence of graduate level skills of clarity, depth, analysis, synthesis, and evaluation, and overall quality.

All papers need to be written and cited in APA format. Information on APA format can be found on Sakai-Resources- General Reference of on the APA website at [www.apastyle.org](http://www.apastyle.org).

Your written assignments must be prepared as follows:
Submitted as a **Word Document**, 12 point font, double spacing, and 1” margins.
Rutgers Sakai Site
To use this resource you must:
a) Have a Rutgers NetID - see  [http://oit.rutgers.edu/services/account/quick.html](http://oit.rutgers.edu/services/account/quick.html)
b) Access Sakai at:  [https://sakai.rutgers.edu/portal/site!/gateway/page!/gateway-100](https://sakai.rutgers.edu/portal/site!/gateway/page!/gateway-100)
c) Click the Upper Tab for Foundations in Education and then click Resources on left margin

Disability Accommodation Policy
Any student who believes that s/he may need an accommodation in this class due to a disability should contact Rutgers Office of Disability Services ([https://ods.rutgers.edu/](https://ods.rutgers.edu/)) in order to receive appropriate accommodations. Any student who has already received a “letter of accommodation” should contact the professor at the start of the semester to discuss implementation of his/her accommodations. Failure to discuss implementation of accommodations with the instructor promptly may result in denial of your accommodation(s).

INFORMATION FOR NEW AND CURRENT STUDENTS
[https://gse.rutgers.edu/information-for/current-students](https://gse.rutgers.edu/information-for/current-students)