

*University of Illinois at Urbana Champaign*  
**College of Education**  
**Department of Educational Organization and Leadership**  
Spring 2008 – Oak Brook (Wednesdays, 5:30-9:30 pm)

**EOL 541 Instructional Supervision**

4 semester hours

**Instructor**

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**Course Description**

Methods, theories, and research applying to the supervision and evaluation of classroom instruction; includes analysis and application of research in effective teaching practices, formative and summative evaluation, staff development, data collection techniques, and alternative feedback methods. Prerequisite: EOL 540 or consent of instructor.

**Course Objectives**

Upon completion of this course, the student will be able to:

- Understand the historical and contemporary perspectives on supervision and evaluation.
- Articulate, recognize, and support classroom practices that reflect the most current principles of learning.
- Articulate an understanding of the formative process of supervision in connecting the curriculum and learning, and the principal's role as a leader of learners.
- Demonstrate an understanding of the summative evaluation process and the various teacher evaluation models.
- Demonstrate an understanding of how supervisory models are differentiated to address teacher needs at varying stages in their careers, including professional development, the peer coaching process, and working with marginal staff members.
- Identify and understand the processes of organizational change that promote a culture that focuses on improved student learning.

**Relationship of Course to UIUC Conceptual Framework**

This course was built on the following goals of the University and College of Education's Professional Education Programs:

- **Establishing community in teaching and learning environments.** This course emphasizes the principal's role, functions, and tasks both in establishing and supervising the school's instructional program. As such, the principal has the primary responsibility for creating a campus climate conducive to the promotion of excellence in teaching and learning.

- **Guiding the development of inquiring and reflective minds.** A major role of the principal as instructional leader is the development of teacher capacity to study and reflect upon his/her own—and the school’s—professional practice. The use of group, professional, and curriculum development functions within a collaborative school setting will be emphasized in the course.
- **Fostering a commitment to service.** The importance of serving as an instructional resource in the school setting, and as a contributor to the development of teaching and learning in the profession, will be emphasized in the course.
- **Pursuing the understanding and effective application of technology in educational settings.** The course will expose students to the use of technology as a management aid in the supervision and evaluation of instructional personnel. It also will enable future principals to consider the appropriate use of technology in the instructional programs they will supervise.

### **Relationship of Course to the Illinois Professional School Leader Standards**

This course was developed using the state standards for the preparation of school leaders as presented below:

- **Standard 1: Facilitating a vision of educational excellence.** Part of the principal’s role as instructional supervisor is the development of a shared vision of effective learning, teaching, and supervision. Each student will develop a platform statement reflecting her/his beliefs in these areas.
- **Standard 2: School culture and instructional program.** This course will emphasize the development of a school culture that promotes collaborative forms of principal-teacher instructional improvement. The focus developed will center upon the idea of educational excellence through development supervisory practices, as the principal promotes her/his role as leader for learning.
- **Standard 3: Management.** The supportive role of management functions in the instructional supervision process will be explored. The importance of understanding and observing legal and policy guidelines for teacher supervision will be emphasized. Additionally, techniques in structuring workloads and developing technical skills related to observation, evaluation, and conferencing will be practiced.
- **Standard 4: Collaboration with families and communities.** This will emphasize the principal’s key role as the facilitator of interaction among families, communities, and instructional personnel in the development of instructional programs that promote educational excellence. The principal’s function as supervisor and evaluator will be stressed as an important link among the educational needs of families and communities, the teaching staff, and curriculum and instructional practices.
- **Standard 5: Acting with integrity, fairness, and in an ethical manner.** The importance of conducting supervision and evaluation practices with integrity and fairness will be emphasized, as well as the importance of confidentiality and respect for teachers and other staff.
- **Standard 6: The political, social, economic, legal and cultural context.** The course will explore the legal and policy bases for teacher evaluation and supervision, as well as the norms of the community and school that may be relevant to the interaction between the instructional supervisor and the instructional staff.

## Required Texts

Danielson, C., & McGreal, T. L. (2000). *Teacher evaluation to enhance professional practice*. Alexandria, VA: Association for Supervision and Curriculum Development.

Glickman, C. D., Gordon, S. P., & Ross-Gordon, J. M. (2007). *Supervision and instructional leadership: A developmental approach* (7<sup>th</sup> ed.). Boston: Allyn and Bacon.

## Recommended Text

American Psychological Association. (2001). *Publication manual of the American Psychological Association* (5<sup>th</sup> ed.). Washington, DC: Author.

## Course Organization and Expectations

A variety of approaches will be used to develop the student competencies associated with this course. Students will be required to conduct the projects identified in the course syllabus. Presentations of findings and recommendations for practical applications will be subjects of discussion and further study. Students are expected to maintain high standards of ethical and professional conduct in this course, including being adequately prepared, regularly and appropriately contributing to class discussions, submitting graduate-caliber work, and representing one's own work fairly and honestly. Students should review the Academic Integrity section of the university's *Code of Policies and Regulations* ([http://www.uiuc.edu/admin\\_manual/code/section\\_6.html](http://www.uiuc.edu/admin_manual/code/section_6.html)) to note expectations for student work.

All written assignments must be word-processed, adhering to the fifth edition of the *Publication Manual of the American Psychological Association*. Include a cover sheet with each assignment (no abstract is necessary), use 1.25-inch margins, Times New Roman font, and double spacing. Grade reductions will be made for assignments that are not submitted by the due date.

To ensure a quality learning environment, cell phones are to be placed on silent or vibrate. Students are to instruct family and friends that phone calls are only to be made in the event of an emergency situation. Students are encouraged to bring personal laptops for in-class notetaking purposes. However, email is only to be accessed during class breaks, and searching the internet is only to occur when students are directed to do so by the instructor during in-class activities.

## Course Requirements and Grades

Each student's performance in the course will be evaluated by the activities that follow.

- ***Class Participation.*** Come to class prepared, having completed the readings and any written assignments, and constructively participate in class discussions. Regular and punctual attendance at all class sessions is expected. Students will be assessed both upon their attendance and upon their engagement and constructive participation in class. (10%)
- ***Leadership for learning platform.*** Write a paper (double-spaced, 6-8 pages) describing your beliefs about effective learning and teaching principles, and your supervisory role as a leader

of learning. The paper should contain sections related to the following: (a) effective instructional practices that ensure student learning; and (b) as an exemplary supervisor, your role as a leader of learning. This paper must include appropriate citations to the literature related to best practices in teaching and supervision. (Due March 12, 10%)

- ***Clinical supervision activity.*** You are to complete one clinical supervision cycle with a volunteer teacher (preconference, observation, data analysis/interpretation, postconference). Upon completion of this activity, write a reflective paper, which includes all materials developed during the clinical cycle, as well as a critique of all process steps, to evaluate how well the process served the teacher and supervisor. This assignment is explained later in the syllabus. (Due April 9, 25%)
- ***Analysis of district evaluation plan.*** Students will critique a school district's teacher evaluation plan. This assignment is shared later in the syllabus and will be further explained in class. (Due April 30, 20%)
- ***In-class examination.*** This essay examination will be administered April 30. (35%)

Grades of A or A- will be reserved for outstanding performance. Grades in the B category will be awarded for solid high quality work, and C grades will be assigned to work that is not distinguished as professional quality at the graduate level. Lower grades may be assigned for failure to meet expectations for graduate quality work.

### **Students with Disabilities**

If you have a documented disability that may affect your ability to participate fully in the course or if you require special accommodations, you are encouraged to speak with the instructor so that appropriate accommodations can be arranged.

## Course Topic Outline

<i>Date</i>	<i>Topic</i>	<i>Readings</i>
Jan 16	Introduction to Instructional Supervision <ul style="list-style-type: none"> <li>History of supervision and evaluation</li> <li>Leadership in sustaining successful schools</li> </ul>	Glickman, Ch. 1-3; Danielson, Ch. 1; Marshall (2005)
Jan 23	Teacher Supervision <ul style="list-style-type: none"> <li>Adult learning principles, effective teaching</li> <li>Understanding the role of the supervisor</li> </ul>	Glickman, Ch. 4-6; Danielson, Ch. 2; Protheroe (2002)
Jan 30	Curriculum Leadership <ul style="list-style-type: none"> <li>Relationship of curriculum, teaching, learning, and the role of supervision</li> </ul>	Glickman, Ch. 19; Blase & Blase (1999); Yair Bring your district's evaluation documents
Feb 6	Teacher Evaluation and Supervision <ul style="list-style-type: none"> <li>Supervision and the evaluation framework</li> <li>Illinois Professional Teaching Standards</li> </ul>	Danielson, Ch. 3-4; Glickman, Ch. 15 (pp. 310-316), 16 (pp. 323-329)
Feb 13	Developmental Supervision <ul style="list-style-type: none"> <li>Continuum of supervisory behaviors</li> </ul>	Glickman, Ch. 7-11; Zimmerman & Deckert-Pelton (2003)
Feb 20	Standards-Based Supervision <ul style="list-style-type: none"> <li>Ensuring sufficient time for supervision</li> <li>Introduction to clinical supervision</li> </ul>	Glickman, Ch. 12, 13 (pp. 223-231); Dubrovich (2002)
Feb 27	Observational Data Collection <ul style="list-style-type: none"> <li>Sources, techniques, and practice</li> </ul>	Glickman, Ch. 14; Bushman (2006); Schmidt (2003)
Mar 5	Feedback Strategies <ul style="list-style-type: none"> <li>Techniques and practice</li> <li>Ethics and supervision</li> </ul>	
Mar 12	Data Collection and Feedback: practice	Leadership platform due
Mar 19	Additional Data Sources for Supervision <ul style="list-style-type: none"> <li>Portfolios, self-assessments, planning documents, teaching artifacts, student work</li> </ul>	Danielson, Ch. 5; Andrejko (1998)
Mar 26	No Class—AERA Convention	
Apr 2	The District Teacher Evaluation Model <ul style="list-style-type: none"> <li>Three-track model, Summative evaluation</li> </ul>	Danielson, Ch. 6-10 Clinical assignment due
Apr 9	No Class	Clinical assignment due
Apr 16	Providing Teacher Assistance <ul style="list-style-type: none"> <li>Group development, professional development, peer coaching, action research</li> </ul>	Glickman, Ch. 16 (pp. 329-338), 17-20; Cooper, Ehrensall, & Bromme (2005)
Apr 23	Leadership for Learning <ul style="list-style-type: none"> <li>Sustaining a learner-centered school</li> </ul>	Glickman, Ch. 21-22; Marks & Printy (2003)
Apr 30	Make-up session, if needed	Evaluation assignment due
May 7	Final examination (Apr 30, if no make-up needed)	

## Required Readings

- Andrejko, L. (1998). The case for the teacher portfolio. *Journal of Staff Development*, 19(4), 45-48.
- Blase, J., & Blase, J. (1999). Principal's instructional leadership and teacher development: Teachers' perspectives. *Educational Administration Quarterly*, 35, 349-378.
- Bushman, J. (2006). Teachers as walk-through partners. *Educational Leadership*, 63(6), 58-61.
- Cooper, B. S., Ehrensall, P. A. L., & Bromme, M. (2005). School-level politics and professional development: Traps in evaluating the quality of practicing teachers. *Educational Policy*, 19(1), 112-125.
- Dubrovich, M. A. (2002). Student achievement data: Holding teachers accountable. *Principal*, 81(4), 30-32, 34.
- Marks, H. M., & Printy, S. M. (2003). Principal leadership and school performance: An integration of transformational and instructional leadership. *Educational Administration Quarterly*, 39, 370-397.
- Marshall, K. (2005). It's time to rethink supervision and evaluation. *Phi Delta Kappan*, 86, 727-735.
- Protheroe, N. (2002). Improving instruction through teacher observation. *Principal*, 82(1), 48-51.
- Schmidt, L. (2003). Getting smarter about supervising instruction. *Principal*, 82(4), 24-25, 27-18.
- Yair, G. (2000). Not just about time: Instructional practices and productive time in school. *Educational Administration Quarterly*, 36, 485-512.
- Zimmerman, S., & Deckert-Pelton, M. (2005). Evaluating the evaluators: Teachers' perceptions of the principal's role in professional evaluation. *NASSP Bulletin*, 87(636), 28-37.

## Additional Recommended Readings

- Aseltine, J. M., Faryniarz, J. O., & Rigazio-DiGilio, A. J. (2006). *Supervision for learning*. Alexandria, VA: Association for Supervision and Curriculum Development.
- Costa, A. L., & Garmston, R. J. (2002). *Cognitive coaching: A foundation for Renaissance schools* (2<sup>nd</sup> ed.). Norwood, MA: Christopher-Gordon.
- Danielson, C. (1996). *Enhancing professional practice: A framework for teaching*. Alexandria, VA: Association for Supervision and Curriculum Development.

- Fisher, D., & Frey, N. (2007). *Checking for understanding: Formative assessment techniques for your classroom*. Alexandria, VA: Association for Supervision and Curriculum Development.
- Garner, B. K. (2007). *Getting to get it! Helping struggling students learn how to learn*. Alexandria, VA: Association for Supervision and Curriculum Development.
- Glickman, C. D. (2002). *Leadership for learning: How to help teachers succeed*. Alexandria, VA: Association for Supervision and Curriculum Development.
- Good, T. L., & Brophy, J. (2003). *Looking in classrooms* (9<sup>th</sup> ed.). Boston: Allyn and Bacon.
- Gordon, S. P. (2004). *Professional development for school improvement: Empowering learning communities*. Boston: Allyn and Bacon.
- Reiman, A., & Thies-Sprinthall, L. (1998). *Mentoring and supervision for teacher development*. New York: Longman.
- Sullivan, S., & Glanz, J. (2004). *Supervision that improves teaching: Strategies and techniques* (2<sup>nd</sup> ed.). Thousand Oaks, CA: Corwin Press.
- Tucker, P. D., & Stronge, J. H. (2005). *Linking teacher evaluation and student learning*. Alexandria, VA: Association for Supervision and Curriculum Development.
- Zemelman, S., Daniels, H., & Hyde, A. (2005). *Best practice: Today's standards for teaching and learning in America's schools* (3<sup>rd</sup> ed.). Portsmouth, NH: Heinemann.

## EOL541 Clinical Supervision Assignment

Complete one full clinical supervision cycle with a peer: preconference, observation, data analysis/interpretation, and postconference. ***Please obtain the principal's approval before beginning this process.***

**Preobservation Conference:** Use the “Preobservation Form” provided or your district’s form.

The teacher you observe should complete this form prior to or during the conference, using a fictitious name. Jointly decide on the focus of the observation and the data collection method to be used. Length of conference: 10-15 minutes.

**Observation:** Do your best to collect all relevant data. “If you didn’t write it down, it didn’t happen,” so whatever you discuss in the postconference must be recorded in your data. You do not have to record every classroom occurrence; simply get the “gist” of the lesson. In time, you will become much more proficient with data collection techniques. Length of observation: Minimum 30 minutes

**Data Analysis:** (Prior to postconference.) You may wish to ask the teacher to complete the “Observation Reflection Form” provided, to assist her/him in preparing for the feedback conference. Examine your data, include any notations or labels you wish to make, and develop any summary charts or figures you would like to use to present your data to the teacher. If it is appropriate (i.e., a directive conference), you may use the “Instructional Conference Plan” format presented in class. Make a listing of the information you wish to share with the teacher during the feedback conference.

**Postconference:** Use an appropriate format to guide you through this conference. Referring to Chapter 16 in the Glickman, Gordon, and Ross-Gordon text and Glickman’s four Developmental Supervision Conferences can help you with this discussion. Take appropriate notes to submit with your assignment. Your objective is to promote teacher reflection on his/her instruction, with at least 50% teacher talk. Time for conference: Approximately same length of time as the observation

**Submit the following:** a) completed *preobservation form*, b) handwritten *data collected*, c) handwritten data analysis, d) handwritten *postconference notes*, and 4) a minimum six-page, double-spaced typewritten *post-conference reflective analysis*. In this analysis, *do not* simply chronicle what occurred at each stage. This document should be a quality introspective paper, which analyzes each step in the clinical supervision process and notes how well it served the teacher and supervisor. Note the teacher’s impression of the process and indicate anything you might do differently. Explain how this activity improved your understanding of a leader’s role in facilitating a vision of learning and developing a learner-focused culture.

If you have any questions while completing this assignment, please do not hesitate to discuss it with me.

***Preobservation Form***

Teacher Name \_\_\_\_\_ School \_\_\_\_\_

Date of Preconference \_\_\_\_\_ Date/Time of Observation \_\_\_\_\_

Grade Level/Curriculum Area Observed \_\_\_\_\_

1. Briefly describe the students in this class, including those with special needs.	2. What are the goals for the lesson? What do you want the students to learn?
3. Why are these goals suitable for this group of students?	4. How do these goals support the district's curriculum, state frameworks, and the content standards?
5. How do these goals relate to broader curriculum goals in the discipline as a whole or in other disciplines?	6. How do you plan to engage students in the content? What will you do? What will the students do?
7. What difficulties do students typically experience in this area, and how do you plan to anticipate these difficulties?	8. What instructional materials or other resources, if any, will you use? (Attach sample materials you will be using in the lesson.)
9. How do you plan to assess student achievement of the goals? What procedures will you use? (Attach any tests or performance tasks, with rubrics or scoring guides.)	10. How do you plan to use the results of the assessment?

*Teaching comments pertaining to observation setting.* List any items you might want to call to the attention of the supervisor. (Use the back of this form if needed.)

*Observational Focus:*

\_\_\_\_\_  
Teacher's Signature/Date

\_\_\_\_\_  
Observer's Signature/Date

*(Signatures simply imply the content of this document has been discussed)*



## *Instructional Conference Plan*

### **PHASE I: *Introductory***

Greeting  
Feeling Tone  
Conference Sequence

### **PHASE II: *Completing the diagnosis***

General diagnosis of teaching:  
     Teacher's perceptions of positives  
     Teacher's perceptions of negatives  
 Specific diagnosis of teaching:  
     Replay . . . (Phase III)  
     Go over . . . (Phase IV)

### **PHASE III: *Reinforcing the teacher***

Focus statement  
Define the skill being reinforced (tie to Illinois Professional Teaching Standards)  
Generate examples from the lesson  
Teach the rationale (why it's important)  
State a recommendation for continued use  
Check for understanding

### **PHASE IV: *Growth objective***

Set (including objective)  
Define the skill being taught (tie to Illinois Professional Teaching Standards)  
Generate examples  
Rationale for continued use  
Guided practice (teacher creates examples. . . "tell me how you would use these ideas in the future")  
Check for understanding

### **PHASE V: *Planning the follow-up***

Chance to practice  
Accountability: "When can I come back and observe?"

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*NOTE: This format should only be used following a "wide lens" observation, when the supervisor determines a directive informational conference is appropriate. Format can be modified to facilitate a collaborative conference.*

### EOL541 Analysis of District Evaluation Plan

As Danielson and McGreal (2000) note, many teacher evaluation models are flawed systems, relying on outdated evaluative criteria, inappropriate assumptions about effective teaching and learning, lack of precision in evaluating performance, and using a one-size-fits-all approach for novice and veteran teachers. In addition, many district evaluation models do not recognize the difference between supervision and evaluation. In this assignment, you will review your district's evaluation plan, note its strengths and limitations, and provide a series of recommendations to improve the plan. Your completed assignment will contain the following materials:

- A. Provide copy of your district's evaluation plan (which might be contained in a handbook), along with any formative and summative forms used. *I'll keep these for my records.* If the document is lengthy, copy only the portions that you feel are pertinent. If your district does not have a handbook, copy the pertinent information from your district's negotiated teacher agreement.
  
- B. Write an analysis of your current evaluation model. The **first section** will address the following questions:
  1. Is the philosophy or purpose stated, and is the process consistent with this philosophy? For example, if the purpose is to improve instruction, do the activities support this belief system or do they merely serve to rate, rank, and evaluate teachers? Does the process appear to focus on the act of teaching or the process of learning?
  2. Is the distinction between the supervision and evaluation functions clearly delineated, both by definition and by practice?
  3. Are teaching standards and criteria clearly identified and sufficiently described so teachers know what behaviors are expected of them? Does the model use the Illinois Professional Teaching Standards?
  4. Are probationary and tenured teachers treated the same or different, in terms of the evaluation process? How many observations, if any, are required for each? Is there a specified evaluation cycle for tenured teachers? Is there a provision for teachers who need assistance?
  5. In addition to administrator observations of teaching, what other data sources (for example, peer consultation, teacher portfolios, student and parent evaluations, student performance data), if any, currently are used for evaluation?

In the **second section**, critique the current evaluation plan, keeping in mind the Illinois Professional Teaching Standards and Title 23 of the Illinois Administrative Code. What are the positives and what are the shortcomings, based upon the research and your beliefs concerning teacher supervision and evaluation? Most importantly, what changes do you recommend in your district's procedures, to make the plan effective in promoting teacher growth? **The second section requires a minimum of six full pages** (not including the title page or reference list), **and you must provide reference citations** (minimum of eight, not including the Illinois Professional Teaching Standards or Illinois Administrative Code) **to support your recommendations.**