



*Leadership Academy*

May 2020

Dear 2020 Leadership Academy Cohort:

**Please read this letter carefully and completely. This correspondence includes important information regarding the summer program and the work required for completion prior to the official start of the program on July 7, 2020. We thank you in advance for your attention, and ...**

Congratulations on your acceptance into our program!

We look forward to working with you. Though we will not be able to meet on campus this summer, we look forward to meeting you at our online orientation program the week of June 21, 2020. You will receive more detailed information about the orientation program and schedule in a future email. Please continue to monitor the LA website for updates, including registration information.

The following pages contains information regarding your ***summer courses and pre-practicum responsibilities***. Please read these sections thoroughly.

**Section I: – p.2. Pre-Practicums, Spring Preparation, Summer Courses Overview, future updates**

**Section II: – p.4. Required Readings, Course Assignments and Preparation (to be completed by June 30, 2020)**

**SECTION III: – p. 12. Submitting Work**

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**Log of Hours: sample; guidelines – p.14**

**Log of Hours: template – p. 15**

## Section I: Pre-Practicums, Spring Preparation, and Summer Courses Overview

This section contains information regarding your pre-program requirements in anticipation of your summer coursework. There is information about the two 3-credit courses you will be taking during the summer, one of the 3-credit courses you will take in the spring, and the three 1-credit pre-practicums associated with them.

The following is a list of the courses you will complete this spring and the associated courses you will complete during the program (e.g. ADMN 627 is the pre-practicum for ADMN 626; ADM 637 is the pre-practicum for ADMN 636, and ADMN 647 is the pre-practicum for ADMN 646).

SPRING 2020 PRE-PRACTICUM COURSES	CORRESPONDING COURSES
ADMN 627: Education Policy and Standards	ADMN 626: Leading Schools in Context (Summer '20)
ADMN 637: Data and Equity Audit	ADMN 636: Data Analysis and Action Planning (Summer '20)
ADMN 647: Educator Evaluation	ADMN 646: Supervising Teaching and Learning (Spring '21)

### Pre-practicum Responsibilities

There are three (3) pre-practicums that accompany three (3) courses. Two of these courses are scheduled for Summer 2020, and one is scheduled for Spring 2021. Additionally, these pre-practicum experiences set a foundation for all courses and the internship (practicum). Part of the expectation for each pre-practicum is that you:

- compile a number of artifacts and documents,
- begin to analyze the accumulated artifacts (looking for trends and themes), and
- have your proposed Site Supervisor, principal/assistant principal/director or some other licensed administrator sign off on your pre-practicum work.

These artifacts and trend analyses will be submitted digitally to MCLA's *Canvas* platform. (You'll find information about the *Canvas* platform at the end of this document.) The summer faculty will evaluate pre-practicum assignments once the program begins and provide feedback on your pre-practicum work soon after the program begins on July 7, 2020.

**Important:** In addition to the artifacts you compile and upload for each pre-practicum, you must also maintain **hard copies of the following documents for EACH pre-practicum**. This is a Massachusetts Department of Elementary and Secondary Education requirement. These hard copy materials will be collected at a future date.

- Pre-practicum Record Forms** for each course that **must** be signed by you and your Site Supervisor (record forms – **also referred to as cover sheets** – are included in this packet.)
- A log of hours for your pre-practicum work is required.** The log must include the date of any pre-practicum work, a brief description of that work, the number of hours dedicated to that work (counted in quarter hours), and the pre-practicum assignment (e.g., Policy, Data, or Evaluation) for which the work applies.

**Important Note:** one log can contain work toward all three courses/pre-practicums, and a copy of the log must be submitted to each pre-practicum course. **The log must be signed by your Site Supervisor**

**noting that you have dedicated at least 25 hours (this is the total for all three pre-practicums—minimum 8 hours for each pre-practicum).** A sample log of hours at the end of this document has been provided for your use or reference.

Once the summer courses begin, your instructors will complete the pre-practicum grading process with you. Your grade will not be posted until all materials, including the signed record of hours, are uploaded to *Canvas* thus on file at MCLA. If more/updated/adjusted materials are needed, the Leadership Academy staff and instructors will work with you.

If you have already completed administrative work that fits the description for any of the *pre-practicums*, you may submit those hours as long as your Site Supervisor will sign off for that work.

Please continue to check our website for updates. You can expect email updates and correspondence from Marianne Young, Leadership Academy Director and/or Michelle Delisle, Education Department Administrative Assistant.

If you have any questions about any information contained in this correspondence, please contact Marianne Young at [marianne.young@mcla.edu](mailto:marianne.young@mcla.edu) or Michelle Delisle at [m.delisle@mcla.edu](mailto:m.delisle@mcla.edu).

## Section II: Required Readings, Course Assignments and Preparation (to be completed by June 30, 2020)

### 1. ADMN 626: Leading Schools in Context. 3 credits. Professor: Patrick Slattery

#### **Books:**

1. Skrla, L., McKenzie, K. B., & Scherich, J. (2009). *Using Equity Audits to Create Equitable and Excellent Schools*. New York: Corwin.
2. Slattery, P. (2013). **Third Edition.** *Curriculum Development in the Postmodern Era: Teaching and Learning in an Age of Accountability*. New York: Routledge.

#### **Assignments to prepare:**

- Please write a 3-5 page summary and reflection on the book *Using Equity Audits to Create Equitable and Excellent Schools*. Upload this paper to **the course site in Canvas**. **Note:** this assignment is not related to the Data course.
- Preview *Curriculum Development in the Postmodern Era*. Focus your reading on the preface, introduction, and glossary. You may wish to annotate the text, jotting down any questions, confusions or points of clarification needed. This reading will be absolutely necessary to understand essential concepts explored and discussed in this course.

### ADMN 627 Education Policy and Standards, Pre-practicum 1 (1 credit): Professor: Patrick Slattery

This pre-practicum provides students with an opportunity to collect information and artifacts related to policy and standards in their schools and districts. Students will collect available documents from online sites related to equity and social context during ADMN 626 and ADMN 627. If these artifacts are available online, students will collect policy guidebooks, contracts, mission statements, and handbooks of the school district to attain a more complex understanding of the environment in which educational leaders work. (There is no need to collect all documents before the course (ADMN 626) begins on July 7, 2020. This exercise will continue throughout the course.) You will submit hard copies of your completed cover page and signed log of hours.

#### **ASSIGNMENTS-TO-SUBMIT for ADMN 626 and 627: Due June 30, 2020**

- \_\_\_ ADMN 626: 3-5 page book review reflection of *Using Equity Audits to Create Equitable and Excellent Schools*. Submit via *Canvas*
- \_\_\_ ADMN 627: Pre-practicum 1 Record Form - Submit via *Canvas* and via hard copy
- \_\_\_ Log of Hours (copy #1) – Submit via *Canvas* and via hard copy.

**LEADERSHIP ACADEMY SUMMER 2020**  
**Massachusetts College of Liberal Arts**

**Pre-Practicum 1 Record Form**  
**ADMN 627: Education Policy and Standards**

To be completed by student and Site Supervisor (Principal/Assistant Principal/Director).

Name of student: \_\_\_\_\_ Student ID#: \_\_\_\_\_

**Part I. Pre-Approval**

Site: \_\_\_\_\_ Grade/Level: \_\_\_\_\_

Start Date: \_\_\_\_\_ Ending Date: \_\_\_\_\_

Objectives/Activities:

1. Students will locate accountability and equity data with their local administrator and/or Site Supervisor.
2. Students will build upload artifacts in *Canvas*.

Signature of Student: \_\_\_\_\_ Date: \_\_\_\_\_

Site Supervisor Approval: \_\_\_\_\_ Date: \_\_\_\_\_

**Part II. Review and Evaluation**

Documentation: Date of final submission \_\_\_\_\_

\_\_\_\_ Log of Hours

\_\_\_\_ Artifact Portfolio (*Canvas*)

Grade Assigned: \_\_\_\_\_

Instructor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments of Instructor:

**2. ADMN 636: Data Analysis and Action Planning. 3 credits. Professor: Kimberly Roberts-Morandi**

**Books:**

1. Boudett, K., City, E. & Murnane, R. (2013). *Data Wise: A Step-by-Step Guide to Using Assessment Results to Improve Teaching and Learning*. Revised and expanded edition. Cambridge: Harvard. **\*NOTE: It is crucial you obtain the 2013 edition of Data Wise and not an older edition as the 2013 edition has specific additions that will be used in this course.**
2. Fullan, M. (2017). *Indelible Leadership: Always Leave Them Learning*. Thousand Oaks, CA: Corwin.

**Assignments to prepare:**

- Using *Data Wise: A Step-by-Step Guide to Using Assessment Results to Improve Teaching and Learning*, create a 1-2 page “Assessment Inventory” chart as described in Chapter 1 (page 25) that provides a summary of existing external and internal assessment practices. Include a column in the chart that briefly identifies if/how the assessment is linked to the curriculum. For example, is the assessment aligned to the curriculum map/pacing guide? Is it a district-scheduled event? Craft this document as a Word chart, using headings and brief, precise descriptors. Be sure to include at the bottom of the chart any gaps that you have uncovered in what you have for available data vs. what you feel is still needed. Upload to the appropriate Canvas section as LastNameFirstInitial\_AssessmentInventory by June 30, 2020.
- Using *Indelible Leadership: Always Leave Them Learning*, address the following:
  1. Provide a 4-6 sentence synthesis of each of the chapter take-aways. What resonated with you and why? (one paragraph per chapter)
  2. Then, in the same paper, after the chapter responses, address the following:

*In the book, the first theme Fullan presents is that of the moral imperative and uplifting leadership, with the essential tension being that the “...moral imperative is sometimes uttered without mobilizing people to enact it.”*

*What does this quote mean to you and how can it help to drive your work throughout the duration of this program? Include your interpretation and support it with an example or short vignette.*

*Which of Fullan’s 6 Cs would you rely on the most to address this tension, and why?*

This assignment is NOT to exceed three (3) typed pages, single spaced, Times New Roman 12 pt. Upload to Canvas for the Fullan assignment and saved as your: LastNameFirstInitial by June 30, 2020.

**ADMN 637: Data and Equity Audit, Pre-practicum 2. 1 credit. Professor: Kimberly Roberts-Morandi**

This pre-practicum provides students with an opportunity to collect accountability and demographic data in their schools and districts in an effort to understand the “big picture” of your district or school (choose the one that is most applicable based on your current role). Under the supervision of the Site Supervisor or district/school administrator, locate, collect, and examine all relevant equity data at the site related to accountability, demographics, and funding including, but not limited to: disaggregated census and test scores sorted by economically disadvantaged students, all racial or ethnic minorities, disabled students, and limited English students; teacher certification and teacher turnover rates; enrollment in bilingual and special education programs; attendance statistics; availability of counselors and technology. Additionally, local demographic information that impacts equity in the school district will be collected, including, but not limited to, the following: household income and employment; free and reduced meals (often identified federally as

“Economically Disadvantaged”); health and medical factors the community may be experiencing; transportation; extracurricular activity availability and participation. It is likely that multiple web sites will be required in order to locate all of the information needed to provide a full overview of the trends discovered. Students will begin to analyze and interpret the data, concentrating on larger trends and painting a picture for the reader. The analysis statements can be either in paragraph form or bulleted lists; however, do not simply state the data points in each case. Rather, include interpretive or comparison statements where appropriate. Please identify the sources of the data used at the end of your document under the heading of “References”. Not to exceed 2 pages, single spaced, Times New Roman 12pt. Upload to Canvas in the noted area with document saved as LastNameFirstInitial\_DataAnalysis by June 30, 2020.

You will also upload copies of your completed cover page and signed log of hours.

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**ASSIGNMENTS-TO-SUBMIT for ADMN 636 and 637: Due June 30, 2020**

- \_\_\_ ADMN 636: 1 page Assessment Inventory based on Data Wise book - submit via *Canvas*
- \_\_\_ ADMN 636: 2-3 page reflection on prompts from Fullan book – submit via *Canvas*
- \_\_\_ ADMN 637: 2 page reflection on participant’s school & community data – submit via *Canvas*
- \_\_\_ ADMN 637: Pre-practicum II Record Form – Submit via *Canvas* and via hard copy
- \_\_\_ Log of Hours (copy #2) – Submit via *Canvas* and via hard copy

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**Massachusetts College of Liberal Arts**

**Pre-practicum 2 Record Form**  
**ADMN 637: Data and Equity Audit**

To be completed by student and Site Supervisor (Principal/Assistant Principal/Director).

Name of student: \_\_\_\_\_ Student ID#: \_\_\_\_\_

**Part I. Pre-Approval**

Site: \_\_\_\_\_ Grade/Level(s): \_\_\_\_\_

Start Date: \_\_\_\_\_ Ending Date: \_\_\_\_\_

Objectives/Activities:

1. Students will locate, collect, and examine all relevant equity data at the school site related to accountability, demographics, and funding including, but not limited to: disaggregated census and test scores sorted by economically disadvantaged students, all racial or ethnic minorities, disabled students, and limited English students; teacher certification and teacher turnover rates; enrollment in bilingual and special education programs; attendance statistics; availability of counselors and technology. Additionally, local demographic information that impacts equity in the school district will be collected, including, but not limited to, the following: household income and employment; free and reduced meals (now identified federally as "Economically Disadvantaged"); health and medical factors the community may be experiencing; transportation; extracurricular activity availability and participation.
2. Students will build an artifact portfolio.
3. Students will locate and review the mission and vision statements of the school.
4. Students will begin to analyze the documents and look for larger trends (1-2 pages).

Signature of Student: \_\_\_\_\_ Date: \_\_\_\_\_

Site Supervisor Approval: \_\_\_\_\_ Date: \_\_\_\_\_

**Part II. Review and Evaluation**

Documentation: Date of final submission \_\_\_\_\_

\_\_\_\_ Log of Hours

\_\_\_\_ Artifact Portfolio (*Canvas*)

Grade Assigned: \_\_\_\_\_

Instructor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments of Instructor:



### 3. ADMN 647: Educator Evaluation, Pre-practicum 3. 1 credit. Professor: TBA

**Note:** ADMN 646 Supervising Teaching and Learning will be scheduled for the Spring 2021 semester.

#### **Books:**

1. Glickman, C.D., Gordon, S.P. & Ross-Gordon, J.M. (2010). *SuperVision and Instructional Leadership: A Developmental Approach*, 9th ed.

#### **Assignments to prepare:**

Follow the directions in Chapter 5, *SuperVision...* and prepare a DRAFT 2-3 page educational platform and a DRAFT 2-3 page supervisory platform. Upload both documents to *Canvas* by June 30, 2020.

This pre-practicum provides students an opportunity to collect information and artifacts related to supervision and evaluation in their schools and districts. With the guidance of the Site Supervisor or another local school administrator, students will locate and collect all relevant documents including: school's/district's teacher evaluation forms; copies or complete written descriptions of the policies, rules, guidelines, and approved procedures for their teacher evaluation system; and copies or complete descriptions of the approved policies and procedures for the use of student growth measures. **Students will analyze the school/district supervision and evaluation program in a 1-2 page analysis of documents and trends.** Students will begin to analyze and interpret the data concentrating larger trends. Students will maintain hard copies of completed cover page and signed log of hours for future collection.

\*If some documents are lengthy, feel free to provide Internet links and be able to access them upon arrival.

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#### **ASSIGNMENTS-TO-SUBMIT for ADMN 646 and 647: Due June 30, 2020**

- \_\_\_ ADMN 646: DRAFT educational platform – Submit via *Canvas*
- \_\_\_ ADMN 646: DRAFT supervisory platform – Submit via *Canvas*
- \_\_\_ ADMN 647: 1-2 page analysis of educator evaluation documents and trends – Submit via *Canvas*
- \_\_\_ ADMN 647: Pre-practicum 3 Record Form – Submit via *Canvas* and via hard copy
- \_\_\_ Log of Hours (copy #3) – Submit via *Canvas* and via hard copy

**LEADERSHIP ACADEMY SUMMER 2020**  
**Massachusetts College of Liberal Arts**  
**Pre-Practicum 3 Record Form**  
**ADMN 647: Educator Evaluation**

To be completed by student and building supervisor (Principal/Assistant Principal/Director). Name of student: \_\_\_\_\_ Student ID#: \_\_\_\_\_

**Part I. Pre-Approval**

Site: \_\_\_\_\_ Grade/Level: \_\_\_\_\_

Start Date: \_\_\_\_\_ Ending Date: \_\_\_\_\_

Objectives/Activities:

1. Students will locate and review supervision and evaluation documents including forms, contracts, policy guides, etc. in a local school district with an administrative mentor.
2. Students will begin to analyze the documents/online sources and look for larger trends (2 pages).

Signature of Student: \_\_\_\_\_ Date: \_\_\_\_\_

On-site Supervisor Approval: \_\_\_\_\_ Date: \_\_\_\_\_

**Part II. Review and Evaluation**

Documentation: Date of final submission \_\_\_\_\_

\_\_\_\_ Log of Hours

\_\_\_\_ Artifact Portfolio (*Canvas*)

Grade Assigned: \_\_\_\_\_

Instructor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments of Instructor:

## Required Readings, continued

### Additional Required Text:

Greene, Maxine. *Releasing The Imagination: Essays on Education, the Arts, and Social Change*. San Francisco :Jossey-Bass Publishers, 1995.

*Releasing the Imagination: Essays on Education, the Arts and Social Change* will be used throughout the program in various class discussions. You should feel free to use the ideas, concepts and interpretations of the text in your respective coursework assignments.

Please note: while you will begin the program with many of these assignments completed, you will be expected to revise certain assignments when directed to do so as classes progress. Professors will ask that, as your course work continues, you synthesize new concepts, understandings, and course content into modified and updated papers demonstrative of your shifting perspectives and newly gathered insights, considerations and understandings.

**STORING AND SUBMISSION OF WORK**

The following describes how you will submit your work:

**Pre-practicum assignments (Spring 2020):** All pre-practicum course assignments will be uploaded to MCLA's *Canvas* platform. You will be receiving an email outlining instructions on how to access and use this platform. In the meantime, you may follow this link to the *Canvas Student Guide*:

<https://community.canvaslms.com/docs/DOC-10701>

**The Leadership Academy *Canvas* page will open for your use on or around June 1, 2020. You will be notified by email.**

**Leadership Academy Courses:** You will be uploading your work for Leadership Academy courses to MCLA's *Canvas* platform. You will receive an email with information on accessing and using the *Canvas* platform. Follow this link to the *Canvas Student Guide*: <https://community.canvaslms.com/docs/DOC-10701>

**Internship:** You will be uploading all required internship documents and assignments to MCLA's *Canvas* platform. You will meet with College Supervisors during your summer program to review these guidelines and processes.

**For pre-practicums and internships:** paper copies of your log of hours are required as we need original signatures (see below). We will collect these when we can, so please save them. Again, the paired pre-practicums and courses are as follows: ADMN 626 & ADMN 627; ADMN 636 & ADMN 637; ADMN 646 & ADMN 647. You will also keep a Log of Hours for your 500 hour internship.

**HARD-COPIES:** Although you are submitting all materials for each pre-practicum (as well as the required separate coursework assignments) via *Canvas*, you will still need to have a hard copy print out of certain materials. Please collect these and save them until further notice.

You will need to print and provide:

- Pre-practicum Record Forms 1, 2 and 3
- Log of Hours (3 printed copies of the same log showing the total hours – one per course/pre practicum). Multiple copies are required because they must be approved by each course instructor and they become a part of the course's permanent record.

**FORMATTING:** Please save and upload each assignment as either a .DOC file (if appropriate) or a .PDF file. Some of the artifacts uploaded to support your analysis of trends may only be available in .PDF format. This is acceptable. Your analysis papers and assignments (see following pages) are to be in .DOC format. You are welcome to use the sample Log of Hours or create your own.

Technology tools you'll need to complete Leadership Academy courses and access *Canvas*, MCLA's online platform include:

A fully updated browser to use *Canvas*. MCLA recommends that you use **Chrome**, **Firefox**, or **Safari** as your browser when using *Canvas*.

Here is the link to MCLA's recommendations: <https://community.canvaslms.com/docs/DOC-10720>

If needed, here are some links for downloads:

- [Download Google Chrome.](#)
- [Download Mozilla Firefox.](#)
- [Download Apple Safari.](#)

You may also want to install the *Canvas* app:

for iOS: <https://apps.apple.com/us/app/canvas-for-ios/id480883488>

for Android: <https://play.google.com/store/apps/details?id=com.instructure.candroid&hl=en>

Here's the link to the *Canvas* Student Guide:

<https://community.canvaslms.com/docs/DOC-10701>

### Other Requirements

Below are some links to other applications you'll need during this program:

**Microsoft Office:** All MCLA students can get a **free** copy of Word, PowerPoint, Excel, and more.

[https://techhelp.mcla.edu/index.php/Install\\_Office\\_365\\_ProPlus](https://techhelp.mcla.edu/index.php/Install_Office_365_ProPlus)

MCLA uses Microsoft **Teams** for group sessions. You'll want to install the app. Using just the web version will limit your options.

**Adobe Reader:** To read PDF files. [Click here to download Adobe Reader.](#)

You will need a webcam, microphone, and speakers.

Anytime you have technology-related difficulties or questions, contact the [MCLA HelpDesk \(Links to an external site.\)](#) at [helpdesk@mcla.edu](mailto:helpdesk@mcla.edu) or 413-662-5276.



*Leadership Academy*

**SAMPLE Pre-Practicum LOG OF HOURS and Guidelines**

Student Name: \_\_\_\_\_ ID#: \_\_\_\_\_

School Name: \_\_\_\_\_

Address: \_\_\_\_\_

School Contact Information: \_\_\_\_\_

*Activities eligible to be counted as pre-practicum hours:*

*-collecting data and documents*

*-meetings with school/district personnel to collect and review data/documents*

*-analyzing data*

*-writing: analysis, findings, etc.*

*Note: reading assigned texts may not count toward pre-practicum hours*

Date (2020)	Number of Hours <i>Count in .25 increments</i>	Pre-Practicum 1, 2 or 3	Activity Description	Administrator's Approval (initials)
6/1/20	2.25	1	Compile documents re: Contract, mission	SS
6/2/20	3.00	2	Review school attendance rates, discipline data, test scores	SS
6/3/20	1	3	Meet w/admin to review evaluation model;	SS
6/3/20	2	3	Review District evaluation model; review state guidelines	SS
6/5/20	2.75	3	Written analysis/observations re: evaluation data	SS
6/8/20	2	2	Written 1-page assessment inventory	SS
<i>continue to total of 25; at least 8 per pre-practicum</i>				

Total Number of Hours Logged: 25

Site Supervisor/Administrator's Name (Print):

Site Supervisor

Site Supervisor/Administrator's Signature:

Site Supervisor



*Leadership Academy*

## Pre-Practicum LOG OF HOURS

**Student Name:** \_\_\_\_\_ **ID#:** \_\_\_\_\_

**School Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**School Contact Information:** \_\_\_\_\_

[illegible]

**Total Number of Hours Logged:** \_\_\_\_\_ **Site Supervisor/Administrator's Name (Print):** \_\_\_\_\_

Site Supervisor/Administrator's Signature: \_\_\_\_\_