SUPervision and Evaluation of Instruction

Course Number: EL 5607
Semester Hours: Three
Prerequisites: Graduate Status
Limitations on Enrollment: 25
Required: For all Principal and Supervisor Candidates: elective for School Business Administrator Candidates.

Catalog Description

Theory, research and practice of supervision, approaches to staff development, evaluation, and in-service training.

N.B. In order to insure full class participation, any student with a disability condition requiring special accommodations (e.g., tape recorder, special adaptive equipment, special note taking or test taking procedures) is strongly encouraged to contact the professor at the beginning of the course.

Fall 2002
I. **Course Objectives**

Students will grow towards becoming informed, dynamic professionals by developing proficiency in knowledge, skill application and value development, as evidenced by demonstration of the ability to:

A. - integrate a variety of assumptions and beliefs regarding the nature of instructional supervision, including his/her own. (Knowledge/Skills/Values)

B. - describe various theories of instructional supervision. (Knowledge)

C. - apply research on adult development and supervisory orientations. (Knowledge/Skills)

D. - compare and contrast techniques of classroom observation for purposes of professional development and evaluation. (Knowledge/Skills)

E. - apply selected conference discussion strategies. (Knowledge/Skills)

F. - apply supervisory strategies for effective in-service training. (Knowledge/Skills)

G. - evaluate current instructional issues and their potential impact on the supervisory role. (Knowledge/Skills/Values)

H. - demonstrate a variety of supervisory styles. (Knowledge/Skills)

I. - demonstrate a personal philosophical and theoretical position regarding instructional supervision. (Knowledge/Skills/Values)
II. Course Content

A. Nature of Supervision

1. Characteristics of the effective supervisor
   a. collaborative techniques
   b. leadership theory
   c. motivations strategies

2. Use of guided imagery
   a. vision development
   b. mission statements

3. Characteristics of Supervisees
   a. McGregor's Theory X, Y
   b. Hersey-Blanchard
   c. Herzberg

4. Legal considerations
   a. New Jersey Administrative Code requirements
      1) Teacher observation and evaluation
      2) Professional Improvement Plans (PIP’s)
      3) Professional development hours
      4) Timeline requirements
      5) Evaluation content requirements
   b. Common law models
   c. Case studies

B. Theories of Supervision

1. Scientific
   a. Weber, Taylor
   b. Input-output

2. Neo-scientific
a. Behaviorists  
b. Management by objectives

3. Human relations  
a. Clinical supervision  
b. Cogan, Goldhammer

4. Human resources  
a. Value added concept  
b. Job enrichment

C. Developmental Supervision  
1. Factors in adult development  
a. Stages, ages  
b. Experience, commitment, abstract thinking

2. Supervisory orientations  
a. Directive  
b. Collaborative  
c. Non-directive

D. Observation  
1. Professional Development  
a. Cooperative evaluation  
b. Descriptive data  
c. Predetermined vs. open  
d. Formative  
e. Peer coaching
2. Evaluation
   a. Common Law
   b. Prescribed standards
   c. Summation

3. Specific techniques
   a. Check lists
   b. Rating sheets
   c. Situation specific instruments
   d. Anecdotal
   e. Scripting
   f. Laptop; distance learning; videotape

E. Conferencing
   1. Pre-observation
   2. Post-observation
   3. Preparation for conferencing
   4. Application of dissonance theory
   5. Importance of specificity
   6. Six types of conference discussions
   7. Communication skills needed

F. In-service training
   1. Criticism of programs
   2. Criteria for effective programs
   3. Planning, delivering, evaluating programs

G. Current instructional issues
1. Critics of education
2. Responding to the critics

H. Supervisory styles: Factors involved
1. Language system
2. Field dependence-independence
3. X-Y dominance
4. SPIRO (Styles Profile of Interaction Roles in Organization)
5. Training philosophies

I. Personal Development
1. Self-assessment
2. Writing personal developmental objectives

III. Methods of Instruction
A. Lecture
B. Discussion
C. Role-playing
D. Simulations
E. Small group activity - cooperative learning groups
F. Student presentations
G. Demonstrations and modeling
H. Case studies

I. Films and videotapes on supervision

IV. Methods of Evaluation

A. Writing assignment (Knowledge/Skills/Values)

B. Observation and conference report (Knowledge/Skills/Values)

C. Workshop presentation (cooperative group) (Knowledge/Skills/Values)

D. Position papers regarding instructional supervision (Knowledge/Skills/Values)

E. Examinations (Knowledge/Skills)

V. Recommended Text


VI. Bibliography


Norwood, MA. Christopher Gordon.


VIII. Seminal Works


IX. Recommended Periodicals


X. Non-Print Media

Audio-Visual Materials (Department Collection)
Educational Leadership for In-School Administrators (3 videocassettes) Mastery Teaching (20 videocassettes)

Audio-Visual Materials (CIRT Collection)
VHS-1359 Cooperative Learning Series
VHS-1802 Effective Schools for Children at Risk
VHS-149 Evaluating Teacher Performance
VHS-146 Principal as Instructional Leader
VHS-1677 Restructuring America's Schools
VHS-148 School Improvement & Staff Development
VHS-132 Selecting Appropriate Leadership Styles for Instructional Improvement
VHS-145 Supervising the Marginal Teacher
VHS-1872 Video Library of Teaching Episodes
VHS-147 The Supervisory Process: Helping Teachers
XI. Web Sites

1. www.aasa.org American Association of School Administrators
3. ericir.syr.edu Ask ERIC
4. www.ascd.org Association for Supervision and Curriculum Development
8. www.nsba.org National School Boards Association
9. www.njasa.net New Jersey School Administrators Association
10. www.state.nj.us/education New Jersey Department of Education
11. www.edweek.org Education Week
12. www.nj.com New Jersey on Line
13. www.njascd.org New Jersey Association for Supervision and Curriculum Development
14. www.njpsa.org New Jersey Principals and Supervisors Association
15. www.njasbo.com New Jersey Association of School Business Officials