

Institutional Effectiveness Report

2018-19

Program: Instructional Leadership EdS

College and Department: College of Education – Curriculum and Instruction

Contact: Jeremy Wendt

Mission:

The mission of the Department of Curriculum & Instruction is to enhance education and policy for the well-being of society through the creation, communication and application of new knowledge; preparation of scholars, researchers, educators and other professionals to meet the needs of our increasingly diverse, global, technological society; and outreach initiatives engaged with matters related to the local community, state, nation, and world.

Mission Brief: Learn from the past. Impact the present. Focus on the future.

Vision: Evidence-based, student-focused, future-oriented education for life-long learners.

Program Goals

PG1: Faculty Excellence - C&I will be staffed with a faculty committed to excellence in the areas of: teaching, research, and service.

Student Learning Outcomes

SLO1: Candidate Content and Pedagogical Knowledge - Candidates in curriculum and instruction will demonstrate content and pedagogical knowledge in their teaching area as reflected by passing scores on state licensure examinations.

SLO2: Effective Research Field Experience - EdS Candidates in curriculum and instruction will demonstrate research methods knowledge, skill, and application as reflected by passing grades on the culminating field research project.

A departmentally developed curriculum map can be found in Appendix 1 that shows the connections between courses and student learning outcomes.

Assessment Methods

PG1: Faculty Excellence

1. Faculty Performance Objectives - Each faculty member submits a Faculty Performance Objectives annually to the chairperson of the department discussing their efforts for the previous calendar year in the areas of teaching, research, and service. The report addresses the following indicators. Teaching: number of courses taught, enrollment in each course, and appropriate teaching evaluations. Advisement: number of advisees. Research/Scholarship: publications, grants funded or continuing, presentations at international, national, state, or regional professional organizations,

manuscripts submitted for publication, grant applications submitted, and research in progress.
Service: service activities to the department, college, university, and community.

SLO1: Candidate Content and Pedagogical Knowledge

1. PRAXIS II Scores - Candidates in licensure programs must meet or exceed required scores on Praxis II exams for her or his program. These scores are reported to TTU directly from ETS. Performance at a level above or comparable to the state mean on the Praxis II Examination will be defined as TTU candidates having a mean score above or equal to the state mean. Praxis II scores are generally reported a year behind due to a delay with state reporting.
2. Comprehensive Exam - Comprehensive examinations will also assess all candidates' content and pedagogical knowledge.

SLO2: Effective Research Experience

1. Research Proposal - Candidates in all programs complete a sequence of research courses near the end of their program. A research proposal is developed in Research I (FOED 6820, FOED 6920, or FOED 6980) and the research is conducted and written up in Research II (CUED 6900). A rubric is used in all courses to provide data to inform the department of the preparedness of candidates. Data from applied research will be discussed among research faculty and shared in departmental meetings to help determine any recommended changes.

Results

PG1: Faculty Excellence

Professional Activity	Approximate Number
Grant involvement: PI/Co-PI/Senior Personnel	41
International Presentations	28
State/National/Intl Publications	52
Textbooks/Chapters	17
State/National/Intl Leadership Roles	80

Grants were applied for and received by many faculty members. A sampling of grant categories included: Access and Diversity; Quality Enhancement Program; URECA; Faculty Research; Tennessee Higher Ed Commission STEM; Tennessee Early Childhood Pilot Program; NSF Noyce Teacher Scholarship Program. C&I faculty also served as Co-PI and senior personnel on numerous other projects.

Additionally, IDEA unit summary reports are attached and are overwhelmingly positive. These attribute to the concept of faculty excellence based on the achievement and success of the individual faculty members.

Community/Professional Service

Faculty members are extremely active and well represented at the local, state, and national level for their service. This connection to the education field is vital for the success of the College of Education and is valued highly by the department. C&I faculty are in leadership roles for many organizations including: TTU's Habitat for Humanity, Student Tennessee Education Association, International Literacy Association, Tennessee Association for the Education of Young Children, National Association for Multicultural Education, TN National Association for Multicultural Education, Society for Information Technology and Teacher Education, Tennessee Council of Teachers of English, Tennessee Association of Middle Schools, and many others.

Sample grant projects from C&I:

PI: Jeffrey Boles, Chemistry

Project Inspire STEM Teacher Residency 2014-2020

National Science Foundation (NSF) Noyce Application

Co-PIs: Jeremy Wendt, C&I; Hamilton County Schools; PEF Chattanooga

(Funded: \$2,878,880)

PI: Martha Howard (Associate Professor, C&I)

Drs. Martha Howard and Amy Callender have been awarded approximately \$7 million in grant funding to provide Early Intervention services to eligible infants and toddlers with TEIS (Tennessee Early Intervention System) and the BRIDGES program. The grant serves eight Upper Cumberland counties over the course of several years.

The C&I department is also home to the newly launched Jere Whitson Freedom School: A 6-week summer literacy and cultural enrichment program offered free to 40 children from low-income families. Through a research-based and multicultural curriculum, the program aims to promote love of books and learning, to enhance reading skills, and to foster participants' belief in their ability to make a difference in self, family, community, nation, and world.

Selected Journals: SRATE Journal; Educational Action Research; Journal of International Students; Teacher Education & Practice; International Journal of Interdisciplinary Educational Studies; Journal of Sport and Human Performance; Mathematics Teacher; Journal of School Psychology; Education and Training in Autism and Developmental Disabilities

SLO1: Candidate Content and Pedagogical Knowledge

PRAXIS SCORES II:

Pass rates for Praxis exam:

	2017-18
Total N	8

# Pass	8
% Pass	100%

COMPREHENSIVE EXAM:

	Pass	Fail	Rewrite	Total
2017-18	21	0	0	21
2018-19	19	0	0	19

SLO2: Effective Research Experience

CUED 7910 Course Grades

	Satisfactory	General	Minimal	Below Expectations			
	A	B	C	D	F	I	IF
2017-18	75.0%	8.3%	0%	0%	0%	16.7%	0%
2018-19	83.3%	8.3%	0%	0%	0%	8.3%	0%

Modifications for Improvement:

PG1: Diversity

Program Goal 1 will be replaced in 2019-20 with a new Program Goal related to Diversity. The College of Education Recruitment, Retention, and Diversity Committee established three goals/related objectives resulting in a 5-year Recruitment and Diversity Plan with goals to:

- recruit and retain diverse candidates (10 objectives),
- prepare candidates to teach/serve diverse student populations (6 objectives), and
- ensure clinical experiences prepare candidates to work with diverse student populations (7 objectives).

SLO1: Candidate Content and Pedagogical Knowledge

Evaluation of coursework by faculty during the college data and assessment forum indicated that updates should be made in preparation of an upcoming state mandated licensure exam change. Changes to coursework and the POS were proposed and passed. This was in INSL MA, correct? The academic language in the Tennessee Instructional Leadership Standards (TILS) was updated by the State Department of Education and would soon be reflected in the state licensure exams. In addition, the updated licensure exam more closely aligns with state expectations for field-based experiences. The coursework/POS updates reflect that balance through changes in objectives and assignments. Data will be available on the success rates in the 2022 academic year.

Appendices

1. Curriculum Map

Appendix 1: Curriculum Map

TTU INSTRUCTIONAL LEADERSHIP SPECIALIST IN EDUCATION (Ed.S.) STANDARDS	Course Name & Description	Course Key Assignments	Clinical Experiments
Tennessee Instructional Leadership Standards			
TILS Standard A: Instructional Leadership for Continuous Improvement. An ethical and effective instructional leader facilitates professional practice that continually improves each student's learning.			
Indicators:	Link to all INSL Courses Descriptions		
1. Collaborates with stakeholders to establish and communicate a clear, compelling, shared vision for continuous school improvement.	INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
2. Builds capacity of educators to provide each student a rigorous curriculum aligned with the Tennessee Academic Standards.	INSL 6520 Human Resources, Management & Public Relations, INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
3. Collaborates with educators to analyze and use multiple forms of data throughout the year to establish specific goals and strategies targeting each student's achievement and growth.	INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
4. Empowers educators to develop and execute interventions to address each student's learning needs, grounded in multiple sources of data (academic, social, and/or emotional).	INSL 6510 School Leadership, Law & Ethics INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching INSL 7010 INSL INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
5. Systematically monitors and adjusts progress toward established goals and facilitates procedures and practices leading to continuous school improvement.	INSL 6510 School Leadership, Law & Ethics INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching, INSL 7010, INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form

TTU INSTRUCTIONAL LEADERSHIP SPECIALIST IN EDUCATION (Ed.S.) STANDARDS	Course Name & Description	Course Key Assignments	Clinical Experiments
Tennessee Instructional Leadership Standards			
TILS Standard B: Culture for Teaching and Learning. An ethical and effective instructional leader collaborates with stakeholders to create and sustain an inclusive, respectful, and safe environment providing equitable educational opportunities and culturally responsive practices conducive to learning and growth for each student.			
Indicators:	Link to all INSL Courses Descriptions		
1. Collaborates with stakeholders to establish and communicate a clear, compelling, shared vision for a culture conducive to teaching and learning.	INSL 6520 Human Resources, Management & Public Relations INSL 7010 INSL INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
2. Leverages educator strengths to ensure that each student has equitable access to effective teachers and meaningful, relevant, and equitable learning opportunities.	INSL 6520 Human Resources, Management & Public Relations INSL 7010 INSL INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
3. Fosters a safe, respectful, and orderly environment that cultivates an inclusive, caring, and supportive school community for each student.	INSL 6520 Human Resources, Management & Public Relations INSL 7010 INSL INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
4. Takes measures to actively involve families in the culturally responsive education of each student.	INSL 6520 Human Resources, Management & Public Relations, INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
5. Models and communicates expectations for individual and shared ownership of student, educator, and school success regardless of race, class, culture and language, gender and sexual orientation, and disability or special status.	INSL 6510 School Leadership, Law & Ethics, INSL 6520 Human Resources, Management & Public Relations, INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
6. Recognizes and celebrates improved educator and student performance related to school vision and goals.	INSL 6510 School Leadership, Law & Ethics INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching, INSL 7010, INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form

TTU INSTRUCTIONAL LEADERSHIP SPECIALIST IN EDUCATION (Ed.S.) STANDARDS	Course Name & Description	Course Key Assignments	Clinical Experiments
Tennessee Instructional Leadership Standards			
TILS Standard C: Professional Learning and Growth. An ethical and effective instructional leader develops capacity of each educator by designing, facilitating, and participating in collaborative learning informed by multiple sources of data.			
Indicators:	Link to all INSL Courses Descriptions		
1. Collaborates with stakeholders to establish, communicate, and facilitate a clear, compelling, shared vision for professional learning and growth.	INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
2. Implements and monitors a rigorous evaluation system using an approved Tennessee evaluation model.	INSL 6510 School Leadership, Law & Ethics, INSL 6520 Human Resources, Management & Public Relations, INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
3. Uses educator evaluation data to inform, assess, and adjust professional learning goals and plans.	INSL 6510 School Leadership, Law & Ethics, INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching INSL 7010 INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
4. Engages faculty and self in data-informed, differentiated professional learning opportunities that promote the academic success and well-being of each student and are aligned with the Tennessee Standards for Professional Learning.	INSL 7530 Assessment & Evaluation: Improvement in Teaching	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
5. Collaborates with others to recruit, induct, support, retain, and develop effective educators using various strategies based on multiple sources of data.	INSL 7530 Assessment & Evaluation: Improvement in Teaching, INSL 7010, INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
6. Identifies and supports potential teacher leaders and provides growth opportunities in alignment with the Tennessee Teacher Leadership Standards.	INSL 6510 School Leadership, Law & Ethics INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching, INSL 7010, INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
7. Improves self-practice based on multiple sources of feedback, including performance evaluation results and self-reflection.	INSL 6510 School Leadership, Law & Ethics INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching, INSL 7010, INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form

TTU INSTRUCTIONAL LEADERSHIP SPECIALIST IN EDUCATION (Ed.S.) STANDARDS	Course Name & Description	Course Key Assignments	Clinical Experiments
Tennessee Instructional Leadership Standards			
TILS Standard D: Resource Management. An ethical and effective instructional leader facilitates the development of a highly effective learning community through processes that enlist diverse stakeholders and resources.			
Indicators:	Link to all INSL Courses Descriptions		
1. Strategically and equitably utilizes community resources and partners to support the school's shared mission, vision, and goals.	INSL 6510 School Leadership, Law & Ethics, INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching INSL 7010 INSL INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
2. Includes a diverse set of educators and stakeholders in school improvement decisions.	INSL 6510 School Leadership, Law & Ethics, INSL 6520 Human Resources, Management & Public Relations INSL 7530 Assessment & Evaluation: Improvement in Teaching INSL 7010 INSL INSL 7400	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
3. Establishes, communicates, and enforces a set of standard operating procedures and routines that are equitable, culturally responsive, and aligned with district, state, and federal policy.	INSL 6510 School Leadership, Law & Ethics, INSL 6520 Human Resources, Management & Public Relations	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form
4. Performs all budgetary responsibilities with accuracy, transparency, and in the best interest of students and staff.	INSL 6510 School Leadership, Law & Ethics, INSL 6520 Human Resources, Management & Public Relations, INSL 6560 Technology for Administrators	Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form	45 hours in-school clinical hours: Clinical Activities Report of Experiences (CARE), TTU Individual Action Plan, Lead and Literacy Action Plan, Candidate Self-Reflection Field Experience Evaluation Form; LEA Mentor Field Experience Evaluation Form