

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
AUSTIN PEAY STATE UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	E
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	E
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	E
Assessment System	M
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	E

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
BETHEL UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	PM
Screening and Selecting Candidates	PM
LEA Perception Survey	M
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	PM
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	M

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

AREAS OF CONCERN – Bethel University

Section 1 - Partnership with LEAs

1.2 – Roles and responsibilities

Area of Concern: The program’s partnership agreement does not explain how the program will meet the leadership needs of LEAs and how a jointly shared vision and program design are created.

1.3 – Screening and Selecting Candidates

Area of Concern: The program’s partnership agreement lacks a focus on how the program and LEA partner select candidates who have:

- (1) expertise in curriculum and instruction;
- (2) evidence of leadership potential (program-defined); and
- (3) a track record of improving student achievement.

Section 3 – Program Curriculum

3.2 – Assessment System

Area of Concern: The program provided a clear set of assessments (aligned to the TILS) used throughout the program, however, evaluation tools for major assessments and evidence that candidates receive specific and actionable feedback on these assessments were not clearly present.

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
CARSON NEWMAN UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	M
SLLA First Time Pass Rate	N/A
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	E

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
CHRISTIAN BROTHERS UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	E
Assessment System	E
SLLA First Time Pass Rate	M
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	M

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
CUMBERLAND UNIVERSITY
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	E
Screening and Selecting Candidates	M
LEA Perception Survey	M
Candidate Selection	
Selection Processes	E
Selection Criteria	E
Preparation Curriculum	
Alignment to TILS	E
Assessment System	M
SLLA First Time Pass Rate	N/A
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	M

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
EAST TENNESSEE STATE UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	M
SLLA First Time Pass Rate	N/A
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	E

- E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met
- N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
FREED HARDEMAN UNIVERSITY
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	E
SLLA First Time Pass Rate	M
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	E

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
LEE UNIVERSITY
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	E
Assessment System	E
SLLA First Time Pass Rate	N/A
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	M

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
LINCOLN MEMORIAL UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	E
Selection Criteria	E
Preparation Curriculum	
Alignment to TILS	E
Assessment System	E
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	E

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
LIPSCOMB UNIVERSITY
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	E
LEA Perception Survey	E
Candidate Selection	
Selection Processes	E
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	E
Assessment System	E
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	E

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
MIDDLE TENNESSEE STATE UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	PM
Screening and Selecting Candidates	PM
LEA Perception Survey	E
Candidate Selection	
Selection Processes	PM
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	PM
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	PM
Mentor Selection	PM
Evaluation of Candidates	M

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

AREAS OF CONCERN – MIDDLE TENNESSEE STATE UNIVERSITY

Section 1 - Partnership with LEAs

1.2 – Roles and responsibilities

Area of Concern: The program’s partnership agreement does not explain how the program will meet the leadership needs of LEAs and how a jointly shared vision and program design are created.

1.3 – Screening and Selecting Candidates

Area of Concern: The program’s partnership agreement lacks a focus on how the program and LEA partner select candidates who have:

- (1) expertise in curriculum and instruction;
- (2) evidence of leadership potential (program-defined); and
- (3) a track record of improving student achievement.

Section 2 – Candidate Selection

2.1 – Selection Processes

Area of Concern: Evidence was limited or missing to indicate that the program has a clear process for selecting screening and evaluation committee members.

Section 3 – Program Curriculum

3.2 – Assessment System

Area of Concern: The program’s assessment system is unclear in both its design and alignment to the TILS.

Section 4 – Practicum

4.1 – Practicum Handbook and Materials

Area of Concern: The program provided insufficient detail regarding the expectations, processes and schedules for the practicum.

4.2 – Mentor Selection

Area of Concern: The program did not provide evidence of communication between the program and LEA regarding the selection of mentors.

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
TENNESSEE STATE UNIVERSITY
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	E
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	E
SLLA First Time Pass Rate	M
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	E

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
TREVECCA NAZARENE UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	E
Preparation Curriculum	
Alignment to TILS	M
Assessment System	E
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	M

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
TENNESSEE TECHNOLOGICAL UNIVERSITY
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	E
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	E
Preparation Curriculum	
Alignment to TILS	M
Assessment System	M
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	M

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
UNION UNIVERSITY
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	M
SLLA First Time Pass Rate	M
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	M

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
UNIVERSITY OF MEMPHIS
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	PM
LEA Perception Survey	M
Candidate Selection	
Selection Processes	PM
Selection Criteria	PM
Preparation Curriculum	
Alignment to TILS	M
Assessment System	PM
SLLA First Time Pass Rate	M
Practicum	
Handbook and Materials	PM
Mentor Selection	NM
Evaluation of Candidates	M

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

AREAS OF CONCERN – UNIVERSITY OF MEMPHIS

Section 1 - Partnership with LEAs

1.3 – Screening and Selecting Candidates

Area of Concern: The program’s partnership agreement lacks a focus on how the program and LEA partner select candidates who have:

- (1) expertise in curriculum and instruction;
- (2) evidence of leadership potential (program-defined); and
- (3) a track record of improving student achievement.

Section 2 – Candidate Selection

2.1 – Selection Processes

Area of Concern: Evidence was limited or missing to indicate that the program has:

- (1) clear application procedures and timelines;
- (2) clearly defined screening and evaluation procedures;
- (3) a process for selecting screening and evaluation committee members;
and
- (4) a clear description of how multiple measures inform the selection of candidates.

2.2 – Selection Criteria

Area of Concern: Evidence was limited (narrative form only; no tools or protocols) or missing to clearly indicate that the program indicates that applicants must:

- (1) Demonstrate evidence of ability to improve student achievement; and
- (2) Demonstrate effective oral and written communication skills.

Section 3 – Program Curriculum

3.2 – Assessment System

Area of Concern: The program provided a clear set of assessments (aligned to the TILS) throughout the program, however, evaluation tools for major assessments and evidence that candidates receive specific and actionable feedback on these assessments were not clearly present.

Section 4 – Practicum

4.1 – Practicum Handbook and Materials

Area of Concern: The program provided insufficient detail regarding the expectations, processes and schedules for the practicum.

AREAS OF CONCERN – UNIVERSITY OF MEMPHIS

4.2 – Mentor Selection

Area of Concern: The program provided insufficient evidence demonstrating that they have developed criteria for the selection of exemplary mentors. Evidence of communication between the program and LEA regarding the selection of mentors was not present.

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
UNIVERSITY OF TENNESSEE CHATTANOOGA
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	TBD
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	TBD
Assessment System	TBD
SLLA First Time Pass Rate	N/A
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	E

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

AREAS OF CONCERN – UNIVERSITY OF TENNESSEE CHATTANOOGA

Section 1 – Partnership with LEAs

1.4 – LEA Perception Survey

Area of Concern: The LEA partner(s) did not respond to multiple requests for information. During the conditional approval extension, TDOE will conduct an additional survey.

Section 3 – Preparation Curriculum

3.1 – Alignment to Revised TILS (2013)

Area of Concern: The program is currently in the process of revising coursework with the revised TILS. For the purpose of this review, they submitted an alignment matrix that addresses the previous version of the TILS. This matrix sufficiently demonstrates the programs incorporation of all of the TILS (2008). The program indicated the revision process would likely be completed this academic year. Once this is complete, the program will be required to submit a curriculum matrix aligned to the revised TILS, which will allow reviewers to determine if expectations are met on this indicator.

3.2 – Assessment System

Area of Concern: The program is currently in the process of revising their assessment system to align with the revised TILS. For the purpose of this review, they submitted a set of assessments and evaluation tools that address the previous version of the TILS. This evidence sufficiently demonstrates the programs incorporation of all of the TILS (2008). The program indicated the revision process would likely be completed this academic year. Once this is complete, the program will be required to submit an updated set of assessments and evaluation tools aligned to the revised TILS, which will allow reviewers to determine if expectations are met on this indicator.

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
UNIVERSITY OF TENNESSEE KNOXVILLE
 January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	E
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	E
Assessment System	M
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	M
Evaluation of Candidates	M

E = Expectation Exceeded
 M = Expectation Met
 PM = Expectation Partially Met
 NM = Expectation Not Met

N/A = Sufficient data not available
 TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
UNIVERSITY OF TENNESSEE KNOXVILLE (LEADERSHIP ACADEMY)
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	E
Screening and Selecting Candidates	E
LEA Perception Survey	E
Candidate Selection	
Selection Processes	E
Selection Criteria	E
Preparation Curriculum	
Alignment to TILS	E
Assessment System	E
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	E

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence

TENNESSEE STATE BOARD OF EDUCATION
INSTRUCTIONAL LEADERSHIP PREPARATION PROGRAM
ACTION REPORT
FOR
UNIVERSITY OF TENNESSEE MARTIN
January 30, 2015

REVIEW SUMMARY

Learning Centered Leadership Policy – Area of Focus	Rating
Partnership with LEAs	
Formal Partnership Agreement	M
Roles and Responsibilities	M
Screening and Selecting Candidates	M
LEA Perception Survey	E
Candidate Selection	
Selection Processes	M
Selection Criteria	M
Preparation Curriculum	
Alignment to TILS	M
Assessment System	M
SLLA First Time Pass Rate	E
Practicum	
Handbook and Materials	M
Mentor Selection	E
Evaluation of Candidates	E

E = Expectation Exceeded
M = Expectation Met
PM = Expectation Partially Met
NM = Expectation Not Met

N/A = Sufficient data not available
TBD = To be determined upon further review of evidence