

Recommendations for the Proposed Reauthorization of  
UNC Master's of School Administration (MSA) Degree Programs

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## INTRODUCTION

In December 2006, the State Board of Education adopted new standards for principals in North Carolina. These standards, North Carolina Standards for School Executives, were to be used in creating a new evaluation instrument for principals employed in North Carolina schools and in reviewing principal preparation programs. The program reviews required by the State Board of Education are to determine whether programs should be approved to recommend a license for principal candidates. Approved programs will be able to recommend a North Carolina license for degree program completers. The State Board of Education review is mandated and guided by House Bill 536.

A committee working with the State Board of Education created the North Carolina School Executive Evaluation Rubric for Preservice Candidates to guide campuses in revising their programs. The State Board of Education indicated to institutions of higher education with programs for principal preparation that candidates must be proficient on all standards to be recommended for license. Additionally, the committee created Guidelines for Electronic Evidences that institutions were required to submit for initial program approval by the State Board of Education – this approval pertains to licensure only.

Simultaneously, UNC General Administration initiated a reauthorization review of MSA degree programs to ensure that UNC school leadership degree programs are of the highest quality. The university-based review required UNC campuses to submit additional information and data leading to reauthorization of Master's of School Administration (MSA) degree programs. While the reauthorization is directed at the MSA degree, a portion of the review is aligned and linked to the State Board of Education licensure requirements and includes a review of Guidelines for Electronic Evidences that were submitted to the State Board of Education.

A combined team of national and state-level reviewers were assembled for the following purposes:

- I. To review and contribute to the evaluation of the proposed revision and reauthorization of UNC MSA degree programs.
- II. To serve on a panel assembled to hear presentations of the proposed revisions to UNC MSA degree programs.

All UNC MSA degree programs were reviewed for alignment with the components identified in the review guidelines provided to the campuses by the UNC General Administration Division of Academic Planning. Dr. Alan Mabe, Senior Vice President for Academic Affairs and Dr. Alisa Chapman, Associate Vice President for Academic Affairs and University-School Programs, in consultation with Dr. Henry A. Peel, Special Advisor on School Leadership Development to the

Senior Vice President for Academic Affairs, identified the team of reviewers, with input from the UNC Council of Education Deans. Assessments and inputs from the reviewers were utilized by Academic Affairs in determining campus recommendations and in preparing each of the campus reports. The combined panel of national and state reviewers included the following individuals:

- Ms. Honor E. Fede, Coordinator, Educational Leadership Constituent Council (ELCC)
- Mr. Eric Guckian, New Leaders for New Schools (NLNS)
- Dr. Bill Harrison, Chairman, North Carolina State Board of Education (SBE)
- Dr. Lynn Johnson, Public Schools of North Carolina (NCDPI)
- Dr. Ed Dunlap, Executive Director, North Carolina School Boards' Association (NCSBA)
- Dr. Neil Shipman (Review Committee Chair), Founding Director, Interstate School Leaders Licensure Consortium (ISLLC)
- Dr. Pamela Barber-Freeman, Department Chair, Educational Leadership Program at Prairie View A&M University, Prairie View, Texas
- Dr. Gary Martin, Executive Director, National Council of Professors of Educational Administration (NCPEA)
- Dr. Mike Williams, Executive Director, UNC Center for School Leadership Development (UNC-CSLD)

The evaluation of the proposed reauthorization procedure for campus MSA programs included a review that corresponded to the guidelines. Prior to the panel session, many program components were reviewed by the Panel members, including the following:

- Executive Summary
- North Carolina Department of Public Instruction Guidelines for Electronic Evidences
- Description of the reauthorized MSA program addressing the following components:
  - Common core of knowledge
  - Interdisciplinary and inter-professional content
  - Faculty resources and development
  - Curriculum and instructional procedures and methodologies
  - Field experiences
  - Internship
  - Collaboration
  - Program relationships
  - Recruitment and retention
  - Evaluation plans
  - Instructional delivery
  - Other information pertinent to the proposed reauthorized program
- Budget

## **A COORDINATED APPROACH TO ADDRESSING SCHOOL LEADERSHIP PREPARATION ON UNC CONSTITUENT CAMPUSES**

In a time of high stakes, higher standards, and increasing accountability, it is essential that our public schools have high quality teachers and school leaders prepared to do everything possible to improve teaching and learning. Since UNC President Erskine Bowles took office in 2006, he has insisted that the University of North Carolina do all it possibly can to improve and strengthen K-12 education. Because UNC campuses produce a significant proportion of the teachers and principals for North Carolina's public schools, we have accepted this charge as our responsibility and we are making every effort to be a part of the solution. As a result of this strong commitment, the preparation of more and better teachers and school leaders is the University's highest priority.

UNC campuses are being held to high expectations in responding to this priority and have identified three primary strategies to guide the system's response. These strategies are recruitment, preparation, and better support to improve the retention of new teachers and school leaders. As a basis for continual program improvement, campuses are being held accountable to these strategies, as well as to the results from a system-wide teacher and school leadership quality research effort that addresses the entry, persistence, and impact (addressing student achievement and other measures of accountability) of teacher and school leaders prepared by UNC campuses.

UNC General Administration initiated the MSA reauthorization review to further ensure that UNC degree programs in school leadership are of the highest quality. Campuses have been fully engaged in this comprehensive review process.

The reviewer feedback was received and collated following the MSA National and State review panel meeting in Chapel Hill on November 18th, 19th and 20th. Suggestions are provided for each campus proposal and regardless of the campus's readiness for program reauthorization, there are certain identified areas in which system-wide coordination appears necessary. These areas are consistent across all school leadership preparation programs and were viewed by the panel as program components that need further study and system guidance.

The review of UNC MSA degree programs has lead to the identification of several action steps to ensure a continuing process of program improvement. These action steps may result in University regulations for all MSA programs. Advisory committees will be established in the following areas:

### **Advisory Committee 1: Recruitment, Selection, and Admission**

The *Recruitment, Selection, and Admission Advisory Committee* will be charged with exploring the most effective processes and practices to better recruit, select, and admit high-quality candidates to UNC principal preparation programs. While each campus's admission process

may differ, it is anticipated that there will be similar aspects of recruitment, selection, and admission identified across all programs.

**Advisory Committee 2: Internship and Early Field Experience**

The *Internship and Early Field Experience Advisory Committee* will be charged with reviewing and suggesting the most effective design for internships that prepare principals for current challenges faced in our public schools. The committee will be asked to provide guidance on the development of a consistent state-wide model for internships in both the university and school district setting, and in the mentoring of new graduates from our programs. Full-time and part-time internship designs will be addressed by the Committee, in addition to early field experiences for MSA program candidates.

**Advisory Committee 3: Public School Partnership and Principal Mentoring**

The *Public School Partnership and Principal Mentoring Advisory Committee* will be charged with outlining the expectations of public school partners as well as with designing a professional development model for supervising principals who will be mentoring MSA candidates in their internship. The Committee will be asked to provide guidance toward a consistent model for support for graduates in a new principalship, continuing professional development for principal mentors, and a strategy to provide support for entrenched principals.

The MSA reauthorization process is one that has encouraged a continual review for continual improvement. That is, the work of the identified advisory committees will be shared with all campuses, and strategies for improvement will be implemented as they are determined appropriate. In addition to the advisory committees, continuing discussion about teacher and school leadership quality research, as well as, strategies to address instructional leadership and formative assessment in our public schools and preparation programs, will be coordinated in collaboration with the Department of Public Instruction. The continuing process allows for initial approval with ongoing dialogue and for changes as necessary to keep MSA programs current and viable in meeting the needs of North Carolina public schools.

## **UNC MSA PROGRAM REVIEW RECOMMENDATIONS FOR PROGRAM REAUTHORIZATION**

All campuses have been provided an individualized report on the review and recommendation for reauthorization of their proposed MSA degree program. The reports identify specific questions, comments and suggestions that were generated as a part of the program review. The feedback was provided for each campus in most to all of the following areas: General Assessment; Guidelines for Electronic Evidences; Vision and Core Curriculum; Public School Collaboration; Distance Delivery; Internship and Field Experiences; Recruitment, Selection, and Admission; Assessment and Evaluation; and Faculty.

Individual campus reports have varying degrees of responses that are requested by UNC General Administration, from minimal clarifications to addressing specific issues in writing. After review by three readers from the panel and following an oral presentation with the full panel, MSA programs on the following campuses are recommended for reauthorization.

- East Carolina University
- Fayetteville State University
- North Carolina A&T State University
- North Carolina Central University
- North Carolina State University
- UNC Chapel Hill
- UNC Charlotte
- UNC Greensboro
- UNC Pembroke
- Western Carolina University

Other campus programs are in the process of providing additional information and may be ready for approval prior to the next Board meeting. As campuses respond satisfactorily, it is requested that the President have authority to approve the remaining programs and report back to UNC Board of Governors' Committee on Educational Planning, Policies, and Programs.

In addition to the reauthorization of these programs, Winston-Salem State University has submitted a request to establish a new MSA program. This campus has not been granted prior authorization for an MSA degree. UNC General Administration recommends approval of the proposed MSA degree program at WSSU to begin implementation in August 2011 under certain conditions and pending approval by the UNC Board of Governors. If the conditions of campus program support and the items identified in WSSU's campus report are adequately met, a formal request to establish an MSA program will be provided at a future date to the Educational Planning Committee.