M.A. in Urban Leadership Development Program Handbook

Welcome

Mission Statement
The M.A. in Urban Leadership Development prepares future school and community leaders to meet the challenges they will face in Southern Nevada in the 21st century.

Purpose
The purpose of this handbook is to provide program specific information that is not found in the UNLV Graduate Catalog. Students are responsible for understanding and following the policies and procedures delineated in this document and the UNLV Graduate Catalog, as well as the NSHE Code, UNLV Bylaws, and the UNLV Student Conduct Code. Questions about policies should be directed to the Graduate College: valarie.burke@unlv.edu or kendall.hartley@unlv.edu.

Department Graduate Faculty
A current listing of the graduate faculty can be found in the UNLV Graduate Catalog. Faculty must hold either associate or full graduate faculty status to be involved in graduate education at UNLV. For up to date information regarding graduate faculty status in your department, visit the Graduate Faculty status web page.

Program Information
M.A. in Urban Leadership Development
Specialization in Educational Leadership

Contact Information
http://www.unlv.edu/uld

Planning Director
Patti L. Chance, Ph.D.
Greenspun Hall 4161
patti.chance@unlv.edu

ULD Main Office
Mariela Preciado, Administrative Assistant
Greenspun Hall 4164
mariela.preciado@unlv.edu
702-895-1781

Program Requirements
Program requirements regarding admission, coursework and culminating experience are found in the graduate catalog.

Degree Program Benchmarks
Field-based, performance benchmarks include the following:
1. Field Experience (over one full academic year): ULD students will work at their school site, under the guidance of their site administrator and university supervisor, to identify a targeted group of students and provide leadership for teachers, parents, and other stakeholders to
develop a plan and implement strategies directed at increasing achievement for these students.

2. Capstone Seminar & Poster Presentation: Students will complete a Capstone Seminar (ULD 780) for 2 credits and complete a poster presentation as a culminating degree experience. The poster presentation will serve as a portfolio and oral comprehensive examination. This presentation will demonstrate candidates’ proficiency in meeting program standards and connecting theory to practice.

Program Timeline
The Specialization in Educational Leadership is cohorted and all students will enroll in the following courses:

**Spring I**
**Introduction to Urban Leadership**
ULD 720 (3 credits)
An introduction to general theories of leadership and organizational systems. In addition, this course serves as an orientation to the Urban Leadership Program and area of specialization.

**Research and Analytic Methods**
ULD 722 (3 credits)
An introduction to research for organizational leaders, including an overview of quantitative and qualitative research methods. The role of research in organizational change and strategic planning will be emphasized. Specific applications of research in terms of program evaluation and action research will be addressed, focusing on the role research plays to inform leaders about best practices.

**Leading a Learning Organization for the Next Generation**
ULD 731 (3 credits)
This course focuses on the role of educational leaders in creating and sustaining systems and processes to align curriculum, instruction, and assessment with appropriate 21st century skills for college and career readiness, including the use and applications of digital technologies to support learning and organizational goals.

**Summer I**
**Special Topics in Urban Leadership: Conflict Resolution**
ULD 700 (1 credit)
Leadership applications for resolving conflicts among students, teachers, parents, and other stakeholders. Students learn win-win strategies to find solutions and create opportunities for growth.

**Leading a Learning Organization Through Community Building**
ULD 732 (2 credits)
This course focuses on how to work effectively with diverse families and community members in: assessing and responding to diverse community interests and needs; sharing leadership with stakeholders; motivating and mobilizing community resources; and examining relationships between schools and communities from demographic and political perspectives — all in the service of student achievement.

**Education Law and Public Policy Seminar: Student Rights and Responsibilities**
ULD 751 (1 credit)
This seminar addresses applicable federal, state, and local requirements and public policy for student rights and responsibilities through a carefully designed series of case studies intended to develop the student's capacity to create a safe and productive school culture where a common understanding among staff insures legal protection of all is emphasized, due process is properly employed, and clear expectations are understood. Essential to the content is the development of the skill and knowledge necessary to collect and analyze essential data regarding student discipline using that data to improve the school culture.

**Special Topics Seminar: Educational Leaders as Financial and Social Entrepreneurs**
ULD 700 (3 credits)
This seminar will explore educational leaders’ roles as entrepreneurs within existing organizational structures as well as how educational leaders can develop partnerships with various community, government, and business entities to augment financial and human resources toward increasing student learning.
Education Law and Public Policy Seminar: Resource Management for Student Learning
ULD 753 (2 credits)
This seminar focuses on the management of fiscal and human resources of a school to achieve the goal of greater student performance. Case study and simulations will be employed to develop the necessary management knowledge and skills.

Fall I
Leading a Learning Organization through Evidence-Based Decisions
ULD 735 (3 credits)
This course applies evidence-based decision-making methods aimed at creating a culture of continuous school improvement, including (1) the collection, analysis, and interpretation of multiple measures (2) the inter-relationships between evidence-based interventions and educational outcomes; (3) commonly used analytic strategies and processes; (4) a step-by-step approach to evidence-based decisions; (5) keys to when action is warranted; and (6) opportunities for widespread implementation of evidence-based decision-making through distributed leadership and communities of practice.

Education Law and Public Policy Seminar: Exceptional and At-Risk Students
ULD 755 (1 credit)
This seminar addresses applicable federal, state, and local requirements and public policy for providing services to exceptional and at-risk student populations through study of contemporary case law, case study analysis, and evidence-based program design and supervision.

Special Topics in Urban Leadership: Common Core Standards
ULD 700 (1 credit)
This overview of Common Core Standards includes how these apply to effective instruction. Emphasis will be placed on supervising the instructional program relative to Common Core Standards.

Instructional Leadership Seminar: Designing and Monitoring the Instructional Program
ULD 740 (1 credit)
This seminar focuses on instructional strategies to meet the needs of all learners, with an emphasis on developing systems to guide instructional supervision through the use of research-based instructional frameworks.

Leadership Field Experience
ULD 742 (3 credit)
Field experiences engage aspiring administrators in the real work of leading for school improvement in student achievement. Students must enroll in both fall and spring semesters in order to maintain a continuous experience throughout the school year.

Spring II
Leading for Teaching and Learning
ULD 737 (3 credits)
This course focuses on the practice of teacher supervision with emphases on instructional leadership and professional development. The course addresses coaching, adult learning, and distributive leadership to support the culture of learning and equity in the organization.

Education Law and Public Policy Seminar: Teacher Evaluation
ULD 757 (1 credit)
This seminar addresses applicable federal, state, and local requirements and public policy for high stakes assessment of teachers with an emphasis on continuous improvement through carefully designed personnel supervision and collaboration, complemented by targeted evidence-based staff development. Contract management, employee discipline and recognition, and procedural expectations for ensuring fairness and equity will be addressed.

Capstone Seminar: Educational Leadership
ULD 780 (2 credits)
The capstone seminar provides students with the opportunity to synthesize core and major coursework completed during the program of graduate student, culminating in a portfolio or poster presentation demonstrating competencies in educational leadership as evidenced by field-based experiences.

Leadership Field Experience
ULD 742 (3 credits)
Field experiences engage aspiring administrators in the real work of leading for school improvement.
in student achievement. Students must enroll in both fall and spring semesters in order to maintain a continuous experience throughout the year.

Professional Code of Ethics/Discipline Guidelines
UNLV Graduate College policy regarding academic integrity can be found in the graduate catalog.

Annual Review Procedures
Each spring term, graduate students are required to complete the Graduate Student Annual Review survey. This survey will be sent by the Graduate College to the student’s Rebelmail account. The review covers the prior calendar year and assesses student progress while setting goals for the year ahead.

Additional Program Information
The specialization in educational leadership is designed to develop educational leaders who understand the urban environment and the community in which schools exist. Program participants will receive a firm foundation of knowledge and skills in order to meet the demands and expectations of school administrators — all within a systems approach for transforming schools within an urban community.

The M.A. in Urban Leadership Development with a specialization in educational leadership:
- is a 36-semester-hour program scheduled through a four-semester, year-round format
- meets the requirements for the Nevada Endorsement as Administrator of a School
- meets new state standards for school administrators

Successful graduates will have the knowledge, skills, and dispositions to:
- Create a positive organizational culture that effectively engages members of diverse communities
- Identify issues and take actions focused on producing meaningful and effective change
- Manage data and use data-driven decision-making in strategic planning of organizational goals and priorities
- Ensure transparent accountability processes and procedures that foster community trust
- Model leadership grounded in integrity and ethical behavior
- Understand the needs of diverse stakeholder in an urban environment

Features of Educational Leadership Specialization:

Integrated Field Experiences: Field-based experiences are central to the program, offering participants the opportunity to immediately apply course-based knowledge and skills to real-world situations. During the third and fourth semesters, aspiring educational leaders will be engaged in the real work of leading school improvement. Aspiring leaders will work at their school sites, under the guidance of their site administrators and university supervisor, to identify a targeted group of students and provide leadership for teachers, parents, and other stakeholders to develop a plan and implement strategies directed at increasing achievement for these students. In addition, aspiring leaders will participate in shadowing experiences at two schools other than their own.

Mentoring/Coaching: In addition to working with the site-based supervisor, each student will be assigned an experienced school leader who will serve as mentor and coach. UNLV is working with Clark County School District (CCSD) to identify mentors for their teachers admitted to this program. In addition, UNLV and CCSD are working together regarding additional leadership development for program participants relative to the specific district requirements of leadership. For participants employed in schools outside CCSD, university faculty will work with administrators in their schools to develop similar mentoring opportunities.

Cohort Approach: The program is designed so that students participate in a sequence of classes in which students stay together as a cohort. The cohort approach provides a system of support and network for students as well as other school and district personnel involved in the program.
Standards-Based: The specialization in educational leadership was developed based on the newly adopted Nevada Educator Performance Framework and standards for school administrators. Thus, program participants will be learning the content and skills that will be expected of their performance as entry-level school administrators and upon which they will be evaluated.

Scheduling Designed for the Working Professional: The educational leadership specialization has been designed for professionals currently employed as teachers or other school professionals. The program is designed around four modules (one per semester) starting in a spring semester with continuous course work in the subsequent summer, fall, and final spring semesters. Thus, students will complete the program in less than 18 months. Classes will be offered one evening per week and some weekends (no more than once/month). Each major course will meet for eight weeks, thus allowing students to focus on one course at a time. In addition, some one-credit courses addressing specific topics will be offered as weekend seminars.

Discipline Resources

Professional Organizations:
National Association of Secondary School Principals (http://www.nassp.org/)
National Association of Elementary School Principals (http://www.naesp.org/)
American Association of School Administrators (http://www.aasa.org/)
Association for Middle Level Education (http://www.amle.org/)
Association for Supervision and Curriculum Development (http://www.ascd.org/)
Learning Forward: The Professional Learning Organization (http://learningforward.org/)
University Council of Educational Administration (http://www.ucea.org/)

Journals:
Educational Administration Quarterly
Journal of School Leadership
Journal of Cases in Educational Leadership
Journal of Research on Leadership Education

Style Sheet:

University Resources

Academic Success Center
The goal of the Academic Success Center is to help students do well academically and complete their studies on time. They offer or will refer you to such programs and resources as tutoring, advising, skills testing, career exploration and more. They guide students every step of the way to the many established resources created to ensure they complete their educational goals. Learn more about the programs and services the center currently offers.

Alumni Association
With an alumni base 90,000 strong, the UNLV Alumni Association offers a variety of services and opportunities in support of alumni and their families. UNLV alumni are encouraged to support the values of higher learning through advocacy, involvement, and giving.

Commencement Office
Located in the UNLV Registrar’s Office, the commencement office is the last step in the graduation process. Please check with the commencement office for information on the commencement ceremony and your diploma; for all other information about graduate student degree completion and graduation, including thesis/dissertation requirements and doctoral hooding, please contact the Graduate College.

Office of Diversity Initiatives
The vision of the Office of Diversity Initiatives is to advocate, promote, and support the advancement of equity, inclusiveness, and empowerment of a continuously changing collegiate and global community. The mission of the Office of Diversity Initiatives is to provide leadership and
support for UNLV’s diversity mission: *to nurture equity, diversity, and inclusiveness that promotes respect, support, and empowerment.* This Office also handles UNLV Title IX questions, inquiries, and reporting.

**Disability Resource Center (DRC)**
The DRC is committed to supporting students with disabilities at UNLV through the appropriate use of advocacy, accommodations, and supportive services to ensure access to campus courses, services, and activities. The DRC is the university-designated office that determines and facilitates reasonable accommodations in compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973. Graduate students with disabilities must disclose to the DRC in order to receive appropriate accommodations.

**Office of International Student and Scholars**
International Students and Scholars (ISS) ensures compliance with both SEVIS (Student and Exchange Visitor Information System) and federal law, so that the university can continue to be authorized by the U.S. federal government to enroll international students; host and hire international scholars; assist and advise employment eligibility and authorization relating to international students and scholars, and visa, travel, and immigration issues; provide critical and specialized services to the international students and scholars of the UNLV community; and facilitate their transition to the campus and the U.S.

**Jean Nidetch Women's Center**
The Jean Nidetch Women's Center is committed to creating a supportive and inclusive environment for all genders through programming, services, and advocacy for the UNLV community. The Women's Center has informational resources, brochures, and flyers for a variety of on and off campus organizations to help empower and protect yourself, and learn about your options. They also provide free tampons, pads, and condoms.

**UNLV Libraries**
UNLV Libraries has always been more than books; they are about encouraging students and creating quality programs that elevate growth and learning. Please visit their website for important information about the services they offer to graduate students.

**Graduate & Professional Student Association (GPSA)**
The Graduate & Professional Student Association serves all currently enrolled University of Nevada, Las Vegas graduate and professional students. The GPSA maintains the Graduate Student Commons located in the Lied Library room 2141. The facility a working office equipped with a copier, fax, flatbed scanners, color laser printer, office supplies, and computers with printers and a small kitchen area. The GPSA is the graduate student governance body at UNLV; the GPSA Council consists of one graduate student representative from each graduate department, and they meet monthly. The GPSA also provides volunteer opportunities, sponsors social events, and supports graduate student research through the graduate research and travel grants program.

**Office of Student Conduct**
The Office of Student Conduct is a student-centered, service-oriented office located within the Division of Student Affairs. The Office of Student Conduct collaborates with the UNLV community to provide an inclusive system through enforcement of the *UNLV Student Code of Conduct* by:

- Promoting awareness of student rights and responsibilities;
- Establishing accountability for student choices;
- Creating opportunities for involvement in the process; and
- Striving to uphold the values and ethics that advance the common good.

**Office of Veteran Services**
The UNLV Office of Veteran Services is staffed with veterans and GI Bill-experienced staff to assist more than 1,000 veterans, dependents, active duty service members, National Guard members, and reservists. Their mission is to develop a welcoming, veteran-friendly campus environment that fosters academic and personal success.
The Financial Aid & Scholarships Office
The Financial Aid & Scholarships Office supports higher-education access and persistence by
providing financial aid to eligible students. The office partners with student organizations, the UNLV
Foundation, the Graduate College, and other external constituents to provide financial aid learning
opportunities and scholarship support for graduate students.

Writing Center
This is a free service to UNLV students to help you with any writing project, from papers to creative
writing, to resumes, and we can work with you at any stage of the writing process. The center can help
you brainstorm, make an outline, work on your drafts, or just be a soundboard for your ideas. The
center staff can assist you in person, or via the Online Writing Lab (OWL) page.

University Policies and Procedures
Graduate students are responsible for knowing and acting in accordance with UNLV Policies and
Procedures. To view the most commonly referenced campus policies and procedures, you can refer to
the following websites:

- Academic Integrity
- Activation for Military Service
- Change of Address
- FERPA/Privacy Rights
- Health Insurance - Mandatory
- Jeanne Clery Campus Safety and Security Report
- Proof of Immunization
- Policies and Procedures on the Protection of Research Subjects
- Rebelmail Policy
- Student Conduct Code
- Student Computer Use Policy
- Title IX

To ensure compliance with Graduate College policies and procedures, please review the relevant
sections of the Graduate Catalog:

- Academic Calendar
- Academic Policies
- Admission and Registration Information
- Degree Progression Policies & Procedures

In addition, the Graduate College website contains additional information regarding policies and
procedures.

Nothing in this handbook supersedes any NSHE, UNLV, or Graduate College policy.

Handbook Information

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