



Compliance Report
for
Rice Education Entrepreneurship Program (REEP)
at Rice University, Houston, Texas
February 3, 2010

The Texas Education Agency administers Texas Administrative Code rules required by the Texas legislature for the regulation of all educator preparation programs in the state. Please see the complete Texas Administrative Code rules at www.tea.state.tx.us for details contained in each rule.

A one-year compliance audit of the Rice Education Entrepreneurship Program (REEP) school principal certification program at Rice University was conducted by Texas Education Agency program specialists Dr. Mary S. Black and Dr. Phillip Eaglin on February 3, 2010. REEP was approved to offer principal certification by the State Board for Educator Certification on February 6, 2009. Information concerning compliance with Texas Administrative Code rules governing educator preparation programs was collected by electronic surveys to five program faculty, six staff, 32 interns, three field supervisors, and 13 Advisory Committee members. Of all the surveys sent out by email, six were completed and submitted to TEA from Advisory Committee members, two from faculty, two from program staff, one from a field supervisor, and 20 from interns. A review of documents, syllabi, and student folders also provided evidence regarding compliance. In addition, the program specialists informally interviewed program staff and two faculty members. REEP submitted a one-year self-report to TEA on January 27, 2010.

COMPONENT I: GOVERNANCE OF EDUCATOR PREPARATION PROGRAMS-- Texas Administrative Code (TAC) §228.20

Findings:

The Rice Education Entrepreneurship Program (REEP) principal certification program is in compliance with Texas Administrative Code (TAC) 228.20 regarding Governance of Educator Preparation Programs. The Advisory Committee (AC) consists of twelve people representing public/private EC-12 schools, business or community interests, and Institutions of Higher Education. The document review included detailed minutes and agendas of Advisory Committee meetings for the past two years. Since the program is new, the Advisory Committee has met six times from June 2008 to November 2009. As revealed in the minutes and through conversation with members the day of the

visit, the AC is highly involved in the design, delivery and evaluation of the program, as well as long-term planning, as rule requires.

Based on the evidence presented above, REEP is in compliance with TAC 228.20.

COMPONENT II. ADMISSION CRITERIA - Texas Administrative Code (TAC) §227.10

Findings:

REEP is in compliance with TAC 227.10 regarding Admission Criteria for the principal certificate. Rice is a highly selective university, and this is reflected in both pathways for the principal certificate. Since REEP is a graduate program, all candidates enter with a bachelor's degree from an accredited university with a minimum required 3.0 GPA. The average GPA of those admitted into the recent Advanced Leaders Cohort is 3.51. The average GPA for those admitted into the MBA cohort is 3.45. GMAT scores for MBA cohort I averaged 545, and have gone up for cohort II to 608.

According to information found in the document review, REEP screens candidates for qualities and values necessary for effective leadership. The process begins with an assessment of the candidates' online applications and letters of recommendation. Afterwards, invited candidates participate in a 30-minute telephone interview and staff complete reference checks. Some candidates are then invited to a full-day in-person interview consisting of four parts: an individual interview assessing behavioral fit with the program's expectations; discussion of a case study or scenario; discussion of a one-minute video leadership crisis situation; and a 25-minute collaborative group dynamics and leadership task with observation and debriefing by the assessors.

Each step in the selection process is screening for research-based qualities shown to be necessary for leadership positions, such as achievement orientation, self-awareness or maturity, respect, adaptability or willingness to accept change, intellectual curiosity, leadership, critical thinking, teamwork, communications skills, integrity, time management skill, and problem solving. These qualities have been determined by research to be essential to leaders in a variety of situations and settings.

Each step of the selection process has a discreet, detailed rubric which rates the candidate on various traits with scores of 0-4. At the end of the screening process, overall strengths and weaknesses of each candidate are discussed by the evaluators and candidates ranked into categories of "Turn Down," "Possible Admit," and "Strong Admit."

By selecting the right candidates for leadership training for the principal certificate, REEP creates a high expectation for success. As a result of this, the REEP Director, Andrea Hodge, stated that about two-thirds of the 26 candidates

currently in the REEP program have already been promoted in their schools or districts.

Based on the evidence presented above, REEP is in compliance with TAC 227.10.

Commendations: REEP is commended for having highly selective criteria for admission to the program.

COMPONENT III. EDUCATOR PREPARATION CURRICULUM -- Texas Administrative Code (TAC) §228.30

Findings:

REEP is in compliance with TAC 228.30 concerning the curriculum for the principal certificate. Because of the unique blend of business and leadership skills in the REEP curriculum, new principals can be trained to function effectively in large urban schools and districts. According to a review of documents, courses and modules in REEP are aligned with the Texas Standards for the principal certificate as required. Detailed syllabi and scope and sequence are available for each class, along with faculty vitae. Syllabi list the SBEC Learner-Centered standards, domains and competencies for each course so students clearly understand the purpose of each course for their principal certification.

Benchmarks and a variety of assessments are in place for each standard. Besides formal examinations, students are evaluated on class discussions, written reflections, role playing, case studies, and analysis of scenarios. Professors hold students accountable in order to set the tone throughout the program that accountability matters. In addition, an administrator with the REEP program sits in on each class during the Summer Institute specifically to monitor students and give feedback about their participation, articulation, or other necessary skills. REEP administrators also meet consistently with every instructor in the program for at least one hour to debrief from the class. This allows professors to give feedback about individual students which is then delivered by the administrator.

As one professor described it, the program is “teaching them to think with a senior leader mindset” by modeling how to manage staff. Faculty also said that the “peer effect is critical,” and that students hold their peers accountable for participation. This behavior expectation is being very carefully nurtured as the program begins in order to build a culture of high performance expectation in all students.

Based on the evidence presented above, REEP is in compliance with TAC 228.30.

**COMPONENT IV: PROGRAM DELIVERY AND ONGOING SUPPORT --
PREPARATION PROGRAM COURSEWORK AND/OR TRAINING -- Texas
Administrative Code (TAC) §228.35**

Findings:

REEP is in compliance with TAC 228.35 concerning program delivery and ongoing support. The MBA/Principal Certificate pathway requires 2487.5 clock hours to complete. In this pathway, students complete the two-year MBA degree (855 clock hours) at Rice University while being employed by a school or school district, and then complete the certification requirements for principal, including the Summer Institute of 118.5 hours. In the Business Certificate/Principal Certificate pathway for students already holding a master's degree, 1720.5 hours are required. In this pathway students complete 88 clock hours of business coursework, plus the Summer Institute of 118.5, among other requirements. Both pathways also require 1400 hours of residency (internship) which includes working and training at a school or district full time during the entire program; forty clock hours of direct mentoring (documented by time logs and comments); 36 documented hours of field supervision which includes coaching and observation; 16 hours of additional coursework over a variety of topics; 16 hours of documented peer-to-peer mentoring (for which students receive training); and six hours of preparation for the TExES examination for the principal certificate.

All coursework and mentoring is delivered face-to-face in order to build trust and long-term relationships. This also allows students to gain the most benefit possible from the faculty, which includes many highly regarded professors. Field Supervision is conducted by retired school principals and superintendents contracted through A+ Houston, a non-profit organization dedicated to the benefit of Houston area schools. Field Supervisors meet with candidates at least every two weeks for coaching and observation. The Field Supervisor and the candidate first meet at an informal dinner during the Summer Institute.

Candidates are required to choose their own campus mentors in order to build commitment to the process on both sides. According to one professor interviewed, the element of choice in the mentor relationship usually results in a highly committed pair and provides quality control. The document review revealed numerous observation forms, time logs, and progress reports kept by Field Supervisors and Mentors as well as handbooks and training materials.

As time goes on, the peer-to-peer mentoring during the 16-hour required Forum is expected to become a vehicle for continued alumni support. Candidates form peer networks in the Forum that are expected to last for many years. REEP alumni will be encouraged to participate in this network to mentor novice

principals as well as refresh their own thinking about leadership in school settings.

Based on the evidence presented above, REEP is in compliance with TAC 228.35.

Commendations: REEP is commended for requiring a full-year internship for the principal certificate. This allows candidates to try out leadership strategies and ideas and complete meaningful, long-term projects for campus improvement while receiving significant support.

COMPONENT V. PROGRAM EVALUATION - ASSESSMENT AND EVALUATION OF CANDIDATES FOR CERTIFICATION AND PROGRAM IMPROVEMENT.-- Texas Administrative Code (TAC) §228.40 -

Findings:

REEP is in compliance with TAC 228.40 regarding assessment and evaluation of candidates and overall program. Students are rigorously evaluated prior to admission, then at various benchmark points along the way. Surveys from 20 of the 26 candidates indicate that they experience a variety of classroom assessments in each course. Field Supervisors evaluate candidate work, participation, thinking and values during the year-long practicum. Students also continually evaluate faculty and peers in order to hold everyone accountable for program rigor and quality.

REEP staff, faculty and Advisory Committee are actively engaged in evaluating the program this first year. Document review included multiple qualitative evaluation instruments for the overall curriculum and program. In addition standard quantitative measures are also being used to judge program effectiveness.

Based on the evidence presented above, REEP is in compliance with TAC 228.40.

PROGRAM RECOMMENDATIONS

Program Compliance Recommendations are based on the findings of the Texas Education Agency one-year compliance audit. If the program is out of compliance with any component, please consult the Texas Administrative Code (TAC) rules and correct the issue IMMEDIATELY. General Recommendations are suggestions for program improvement only. Failure to comply with TAC rules governing educator preparation programs may result in action by the State Board for Educator Certification (SBEC) per TAC 229 beginning in 2010.

PROGRAM COMPLIANCE RECOMMENDATIONS: No compliance issues found. REEP is in compliance with all Texas Administrative Code rules.

GENERAL RECOMMENDATIONS: None.