

Syllabus

Course Syllabus

Course Information

Hours: Three

This course is an in-depth, advanced examination of the emerging body of contemporary literature in change theory and conflict management within education organizational systems. The course includes a culminating experience with students developing their own scholarly driven change model as it applies to their education organizational context.

Prerequisites Doctoral status.

Student Objective:

Upon completion of this course students will be able to successfully construct and implement

an answer the following scenario:

Describe a change situation that you will have to face as a public school administrator. Detail the theoretical underpinning you will use to guide the process of changing a complex institution like a public school system. What data will you use to recognize that there is a need for change? What steps would you take, at what levels, to initiate the process? How will you monitor the change? What measures will you use to determine the success of the change initiative?

Required Texts:

No required texts for this class.

There are multiple articles and supplemental materials included in the Docshare tab

of our course for your use.

Supplemental Materials (Strongly Recommended):

American Psychological Association. (2001). *Publication manual of the American Psychological Association* (6th ed). Washington, DC: Author.

Texas Administrative Code; Title 19; Part 7; Chapter 242; Rule

§242.25

Superintendent Certificate Standards.

Student Learning Outcomes for EDAD 634 (*in italics*)

Upon completion of this course students will understand how to:

A. *Learner-Centered Values and Ethics of Leadership.*

A superintendent is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. A superintendent understands, values, and is able to:

(1) model and promote the highest standard of conduct, ethical principles, and integrity in decision making, actions, and behaviors;

(2) implement policies and procedures that encourage all school district personnel to comply with Chapter 247 of this title (relating to Educators' Code

of Ethics);

(3) serve as an articulate spokesperson for the importance of education in a free democratic society;

(4) enhance teaching and learning by participating in quality professional development activities, study of current professional literature and research, and interaction with the school district's staff and students;

(5) maintain personal physical and emotional wellness; and

(6) demonstrate the courage to be a champion for children.

B. *Learner-Centered Leadership and School District Culture.*

A superintendent is an educational leader who promotes the success of all students and shapes school district culture by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. A superintendent understands, values, and is able to:

(1) establish and support a school district culture that promotes learning, high expectations, and academic rigor for self, student, and staff performance;

(2) facilitate the development and implementation of a shared vision that focuses on teaching and learning;

(3) implement strategies for the involvement of all stakeholders in the planning processes and facilitate planning between constituencies;

(4) conduct and analyze school district/campus climate inventories for effective and responsive decision making;

(5) institute and monitor planning processes that include strategies designed to ensure the accomplishment of school district goals and objectives to achieve the school district's vision;

(7) recognize and celebrate contributions of staff and community toward realization of the school district's vision;

(8) demonstrate an awareness of emerging issues and trends affecting the education community;

(9) encourage and model innovative thinking and risk taking and view problems as learning opportunities; and

C. Learner-Centered Human Resources Leadership and Management.

A superintendent is an educational leader who promotes the success of all students by implementing a staff evaluation and development system to improve the performance of all staff members, selects and implements appropriate models for supervision and staff development, and applies the legal requirements for personnel management. A superintendent understands, values, and is able to:

- (1) develop, implement, and evaluate a comprehensive professional development plan designed specifically to address areas of identified school district, campus, and/or staff need;
- (2) facilitate the application of adult learning principles to all professional development activities, including the use of relevant issues and tasks and the use of support and follow-up strategies to facilitate implementation;
- (3) implement strategies to enhance professional capabilities at the school district and campus level to ensure support for a continuum of services and programming;
- (4) deliver effective presentations and facilitate the learning of both small and large groups;
- (5) implement effective strategies for the recruitment, selection, induction, development, and promotion of staff;
- (6) develop and institute comprehensive staff evaluation models appropriate to the position held that include both formative and summative assessment and appraisal strategies;
- (7) demonstrate use of school district and staff evaluation data for personnel policy development and decision making;
- (8) demonstrate and apply knowledge of certification requirements and standards; and
- (9) diagnose and improve organizational health/morale by the implementation of strategies and programs designed to provide on-going assistance and support to personnel.

D. Learner-Centered Policy and Governance.

A superintendent is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political,

social, economic, legal, and cultural context and by working with the board of trustees to define mutual expectations, policies, and standards. A superintendent understands, values, and is able to:

- (1) define and apply the general characteristics of internal and external political systems to the educational organization;
- (2) demonstrate and apply appropriate knowledge of legal issues affecting education;
- (3) provide leadership in defining superintendent and board of trustees roles, mutual expectations, and effective superintendent-board of trustees working relationships;
- (4) *determine the political, economic, and social aspects and/or needs of groups in the community, and those of the community at large, for effective and responsive decision making;*
- (5) *prepare and recommend school district policies to improve student learning and school district performance in compliance with state and federal requirements;*
- (6) use legal systems to protect the rights of students and staff and to improve learning opportunities;
- (7) apply laws, policies, and procedures fairly, wisely, and considerately; and
- (8) access state and national political systems to provide input on critical educational issues.

E. *Learner-Centered Communications and Community Relations.*

A superintendent is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

A superintendent understands, values, and is able to:

- (1) develop and implement an effective and comprehensive school district internal and external communications plan and public relations program;
- (2) *analyze community and school district structures and identify major opinion leaders and their relationships to school district goals and programs;*
- (3) establish partnerships with parents, area businesses, institutions of higher education, and community groups to strengthen programs and support school

district goals;

(4) implement effective strategies to systematically communicate with and gather input from all stakeholders in the school district;

(5) communicate effectively with all social, cultural, ethnic, and racial groups in the school district and community;

(6) develop and use formal and informal techniques to obtain accurate perceptions of the school district staff, parents, and community;

(7) use effective consensus-building and conflict-management skills;

(8) articulate the school district's vision and priorities to the community and to the media;

(9) influence the media by using proactive communication strategies that serve to enhance and promote the school district's vision;

(10) communicate an articulate position on educational issues; and

(11) demonstrate effective and forceful writing, speaking, and active listening skills.

F. *Learner-Centered Organizational Leadership and Management.*

A superintendent is an educational leader who promotes the success of all students by leadership and management of the organization, operations, and resources for a safe, efficient, and effective learning environment. A superintendent understands, values, and is able to:

(1) implement appropriate management techniques and group processes to define roles, assign functions, delegate effectively, and determine accountability for goal attainment;

(2) implement processes for gathering, analyzing, and using data for informed decision making;

(3) frame, analyze, and resolve problems using appropriate problem-solving techniques and decision-making skills;

(4) develop, implement, and evaluate change processes for organizational effectiveness;

(5) implement strategies that enable the physical plant, equipment, and support systems to operate safely, efficiently, and effectively to maintain a conducive

learning environment throughout the school district;

(6) apply legal concepts, regulations, and codes for school district operations;

(7) perform effective budget planning, management, account auditing, and monitoring and establish school district procedures for accurate and effective fiscal reporting;

(8) acquire, allocate, and manage resources according to school district vision and priorities;

(9) manage one's own time and the time of others to maximize attainment of school district goals; and

(10) use technology to enhance school district operations.

G. *Learner-Centered Curriculum Planning and Development.*

A superintendent is an educational leader who promotes the success of all students by facilitating the design and implementation of curricula and strategic plans that enhance teaching and learning; alignment of curriculum, curriculum resources, and assessment; and the use of various forms of assessment to measure student performance. A superintendent understands, values, and is able to:

(1) *apply understanding of pedagogy, cognitive development, and child and adolescent growth and development to facilitate effective school district curricular decisions;*

(2) implement curriculum planning methods to anticipate and respond to occupational and economic trends and to achieve optimal student learning;

(3) implement core curriculum design and delivery systems to ensure instructional continuity and instructional integrity across the school district;

(4) develop and implement collaborative processes for the systematic assessment and renewal of the curriculum to ensure appropriate scope, sequence, content, and alignment;

(5) evaluate and provide direction for improving school district curriculum in ways that are based upon sound, research-based practices;

(6) facilitate the use of technology, telecommunications, and information systems to enrich the school district curriculum and enhance learning for all students;

(7) facilitate the use of creative, critical-thinking, and problem-solving tools by staff and other school district stakeholders; and

(8) facilitate the effective coordination of school district and campus curricular and extracurricular programs.

H. *Learner-Centered Instructional Leadership and Management.*

A superintendent is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school district culture and instructional program conducive to student learning and staff professional growth. A superintendent understands, values, and is able to:

(1) *apply knowledge and understanding of motivational theories to create conditions that empower staff, students, families, and the community to strive to achieve the school district's vision;*

(2) facilitate the implementation of sound, research-based theories and techniques of classroom management, student discipline, and school safety to ensure a school district environment conducive to learning;

(3) facilitate the development of a learning organization that supports instructional improvement, builds and implements an appropriate curriculum, and incorporates best practice;

(4) facilitate the ongoing study of current best practice and relevant research and encourage the application of this knowledge to school district/campus improvement initiatives;

(5) plan and manage student activity programs to fulfill developmental, social, cultural, athletic, leadership, and scholastic needs (i.e., guidance and counseling programs and services);

(6) institute a comprehensive school district program of student assessment, interpretation of data, and reporting of state and national data results;

(7) apply knowledge and understanding of special programs to ensure that students with special needs are provided quality, flexible instructional programs and services;

(8) analyze and deploy available instructional resources in the most effective and equitable manner to enhance student learning;

(9) develop, implement, and evaluate change processes to improve student and adult learning and the climate for learning; and

(10) create an environment in which all students can learn.

Course Requirements

Design of the Class:

This is a web-enhanced class. Much of the instruction and assignments will be delivered using the eCollege learning media platform and thus, some obvious technological resources will be required.

- Access to a computer with Internet access (high-speed preferred)
- Access to a Webcam
- Document Productivity Software (Microsoft Office preferred)

As a student enrolled at Texas A&M University-Commerce, you have access to an email account via myLeo - all my emails sent from eCollege (and all other university emails) will go to this account, so please be sure to check it regularly. Conversely, you are to email me via the eCollege email system or your myLeo email as our spam filters will catch yahoo, hotmail, etc. and I will not check for your email in spam. When sending me an email be sure that you have the included your name and Course Number (EDAD 634) in the subject line.

This class design is based on constructivist learning principles. This means that the instructor creates an environment for learning by providing focus and guidance to the content. Assignments are designed to be learning experiences for students, and it is presumed and expected that students actively participate in the class through the construction of their own learning. As a graduate level course, the instructor expects quality work from each student supported by adequate preparation and involvement.

Class Participation:

Given the constructivist design of the class, this course will be interactive. It is my expectation that all students participate fully for all activities and assignments in order to maximize their learning experience.

Each class may consist of several learning activities including (but not limited to) small & large group discussion, student-led learning activities, lecture and clarification, reflection activities, individual learning activities, written papers, and reflective, integrative examinations.

In order for this class to be interesting and beneficial, each student is expected

to be prepared to lead and/or enter into discussions, to ask relevant questions, and to share the results of their study and reflection. This means that each student should be:

(1) conscious of the class schedule and the requirements for each class (knowing what to be prepared for),

(2) self-disciplined (spending time to be fully prepared),

(3) eager to share with your classmates (participating actively by sharing what you have prepared). Participation is an extremely important part of your experience in this class. When you miss participating in a class assignment, not only do you miss information presented, but you miss the interaction of your classmates, which can lead to the loss of key learning experiences.

Regardless of circumstance, all assignments are due on the date specified.

Assignments:

Reading Assignments:

The weekly assigned readings serve to provide you with strong theoretical contexts for your explorations into public education administration. The readings along with the threaded discussions allow for you and your classmates to extend your learning opportunities by seeing the concepts in the books through multiple perspectives.

Video Viewing Assignments:

The videos embedded into each module provide some alternate views of the topic under examination for that particular week.

Threaded Discussions:

These are the discussion board topics you will read about and respond to at least twice weekly. These are the activities that will allow us to build our knowledge of topics collectively as a learning community. Please see the instructions under the Discussion tab in the Modules.

Discussion Thread Criteria:

- The discussants will demonstrate an observable understanding of the

articles being discussed. The understanding will be at the critical thinking and synthesis level.

- The discussants will demonstrate an ability to engage the audience in a discussion that is relevant to the topics of the articles and related concepts. This can be done in a variety of ways including but not limited to:
 - posing engaging questions;
 - eliciting responses;
 - engaging the learners in an activity or task.
- The discussants will demonstrate the ability to effectively organize the discussion. This includes:
 - keeping the discussion focused on the topic;
 - providing structure (beginning arguments, closing arguments, wrap-up or synthesis);
 - staying within the timeframe allotted for discussion;
 - using effective media (if applicable).
- The discussants will demonstrate the ability to respond to questions effectively.
- The discussants will demonstrate the ability to relate the concepts discussed in the articles to personal and professional experience by using examples from everyday practices.

Scholarly Group Activity and Submission:

*Describe a change situation that you will have to face as a public school administrator. Detail the theoretical underpinning you will use to guide the process of changing a complex institution like a public school system. What data will you use to recognize that there is a need for change? What steps would you take, at what levels, to initiate the process? How will you monitor the change? What measures will you use to determine the success of the change initiative? **DETAILED INFORMATION ON THIS ASSIGNMENT WILL BE AVAILABLE IN THE COURSE SHELL.***

GRADING:

Student Performance Evaluation:

Evaluation will be based on successful completion of each of the performance expectations. Each expectation has been assigned points towards the total on which the final course grade will be based.

Active participation in class activities	200 points
Group Activity Submission	300 points
Threaded Discussions	500 points
Total	1000 POINTS

FINAL GRADE: A = 90-100%

B = 80-89%

C = 70-79%

D = 60-69%

F = 59% and below

Please Note: While students may receive numerical grades for various assignments listed in the syllabus based on the criteria provided by the instructor and which contribute to an overall grade average represented in the breakdown listed above, grades are given to primarily provide feedback to students and to guide the instructor in making an assessment of student work. The final grade awarded for the course, however, will be at the sole discretion of the instructor and will be based on several factors, including but not limited to the rubric provided (see Rubric for Course Grade attached).

Technology Requirements

This is an web-enhanced class. Great portions of the instructional activities and assignments will be delivered and received online using the eCollege learning media platform. This is an online/web/enhanced course and some obvious technological resources will be required.

- Access to a computer with Internet access (high-speed preferred)
- Document Productivity Software (Microsoft Office preferred)

Access and Navigation

As a student enrolled at Texas A&M University-Commerce, you have access to an email account via myLeo - all my emails sent from eCollege (and all other university emails) will go to this account. Please be sure to check it regularly. Conversely, you are to email me via the eCollege email system or your myLeo email as our spam filters will catch yahoo, hotmail, etc. and I will not check for your email in spam. When sending me an email be sure that you have the included your name and Course Number (EDAD 634) in the subject line.

Our campus is optimized to work in a Microsoft Windows environment. This means our courses work best if you are using a Windows operating system (XP or newer) and a recent version of Microsoft Internet Explorer (6.0, 7.0, or 8.0).

Your courses will also work with Macintosh OS X along with a recent version of Safari 2.0 or better. Along with Internet Explorer and Safari, eCollege also supports the Firefox browser (3.0) on both Windows and Mac operating systems.

It is strongly recommended that you perform a "Browser Test" prior to the start of your course. To launch a browser test, login in to eCollege, click on the 'myCourses' tab, and then select the "Browser Test" link under Support Services. eCollege Access and Log in Information (7.1)

This course will be facilitated using eCollege, the Learning Management System used by Texas A&M University-Commerce. To get started with the course, go to: <https://leo.tamu-commerce.edu/login.aspx>.

You will need your CWID and password to log in to the course. If you do not know your CWID or have forgotten your password, contact Technology Services at 903.468.6000 or helpdesk@tamu-commerce.edu.

Being a Successful Student

- [What Makes a Successful Online Student](#)

- [Self-Evaluation for Potential Online Students](#)

- [Readiness for Education at a Distance Indicator \(READI\)](#)

o Login Information: Login = tamuc; password = online

How is the eCollege Course Organized?

Our course is organized in weekly Modules. You must complete assignments

from Modules within the week it is assigned, whether online or in class.

1. The student will access and follow all course instructions found in the weekly/unit content area of the eCollege course. The weekly/unit content area of our course is found on the left navigation bar.

2. The student will listen to all online lectures provided if included. Lectures may be accessed through the lecture button in each module if included.

3. The student will complete the assigned 'online' exams (if appropriate) by accessing the 'exam' tool in the eCollege course.

4. The student will respond to posted online course discussion questions using the eCollege discussion tool. The discussion threads will be posted in each module and available for you to correspond and respond to topics in each weekly module.

5. The student will complete and submit assignments electronically using the eCollege dropbox tool/tab which is located in the Dropbox tab across the top of your eCollege home screen.

Communication and Support

COMMUNICATION AND SUPPORT

I will communicate with you through:

- *Email*

- *eCollege Announcements*

Interaction with Instructor Statement

Email is the primary mode of communication that will be used in this course when we are not in a face-to-face class day. I will attempt to answer emails within 24 hours. Please be sure that the email you have listed with TAMUC is the one you wish to use. Ecollege uses the MyLeo email that was provided to you upon admittance to the University, unless you have changed your primary email through the system.

eCollege Student Technical Support

Texas A&M University-Commerce provides students technical support in the use of eCollege. The student help desk may be reached by the following means 24 hours a day, seven days a week.

? **Chat Support:** Click on '*Live Support*' on the tool bar within your course to chat with an eCollege Representative.

? **Phone:** 1-866-656-5511 (Toll Free) to speak with eCollege Technical Support Representative.

? **Email:** helpdesk@online.tamuc.org to initiate a support request with eCollege Technical Support Representative.

? **Help:** Click on the '*Help*' button on the toolbar for information regarding working with eCollege (i.e. How to submit to dropbox, How to post to discussions etc...)

**Course and
University
Specific
Procedures and
Policies**

University Specific Procedures

ADA Statement:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library 132

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148 StudentDisabilityServices@tamuc.edu

Student Disability Resources & Services

Course Specific Procedures:

Citizenship:

All students enrolled at the University shall follow the tenets of common decency

and acceptable behavior conducive to a positive learning environment.

(See Student 92s Guide Handbook, Policies and Procedures. Conduct)

Late work:

Late work is not accepted. You will have plenty of notification and time to complete course assignments. If you know you are going to be out of town and unable to access a computer, plan ahead. See course semester outline at the bottom of this syllabus.

Attendance:

*This is an online class therefore attendance is up to you! You will be required to work as a team via various activities. **The quality of your contributions and regular participation in weekly activities will be considered attendance.** It is strongly encouraged that you attempt to log into the course each day – Monday through Friday. Please check your MyLeo email for messages in order to keep current. If we do synchronous sessions via ClassLive PRO, **these sessions will not be required.***

Scholarly Expectations:

All works submitted for credit must be original works created by the scholar uniquely for the class. It is considered inappropriate and unethical, particularly at the graduate level, to make duplicate submissions of a single work for credit in multiple classes, unless specifically requested by the instructor. Work submitted at the graduate level is expected to demonstrate higher-order thinking skills and be of significantly higher quality than work produced at the undergraduate level.

Courtesy regarding Cell Phones/Electronic Devices:

*If you carry a communication device/cell phone with you to **a face to face class session**, please be sure it is turned off. If you are involved in a crisis situation and need to be available via your cell phone, please talk with the instructor about the situation prior to the start of class. Your cooperation and your respect for our learning time are appreciated.*

Dropping the Class:

At times, we become overloaded or have unplanned events that demand our attention. If you need to adjust your schedule by dropping this course, please follow university procedures to officially drop the class. Please do not just

disappear. If you fail to officially drop the class, a grade must be assigned at the end of the course.

Incomplete Grades:

Per university policy, you must visit with the instructor, develop, and sign "A Plan for Completing the Grade of X" before you may receive an incomplete for the course. The reason for such requests is limited to "circumstances beyond student's control which prevented student from attending classes during Finals Week or the preceding three weeks" (Policy A 122.07, EDAD 671 Online Course Syllabus – MacDonald - 6/5/2010 12

1998). You are notified that the deadline date for all plans is not to exceed one semester. Failure to fulfill plan requirements within the specified time will result in a course grade of F.

Academic Honesty:

Please see the TAMU-C Graduate Catalog and the Publication Manual of the American Psychological Association (2001) for the discussion of academic honesty. Academic honesty is especially important when it comes to citing/quoting sources in research papers and assignments. Students are responsible for reading this material and becoming familiar with the conventions for acknowledging sources of information. Consequences for academic dishonesty range from failing a specific assignment to expulsion from the University.

"Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty, which includes, but is not limited to plagiarism (the appropriation or stealing of ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments) and abuse (destruction, defacing, or removal) of resource material."

(Texas A&M University –Commerce, Graduate Catalog).

Plagiarism:

Plagiarism WILL NOT be tolerated and will result in an automatic F in the course. Various versions of your work and final papers will be run through Turnitin software - this is not meant to "catch" you in the act, but rather assist you in seeing possible areas that may be unintentionally plagiarized and allow for editing your work.

Words or ideas that require citations include, but are not limited to, all hardcopy or electronic publications whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Submissions to any public meeting or private mailbox fall within the scope of words and ideas that require citations if used by someone other than the original author.

In a nutshell, the term "copyright" refers to a form of protection provided by the laws of the United States in Title 17 of the United States Code. Copyright protection is provided to authors of "original works of authorship" including literary, dramatic, musical, artistic, and other intellectual works. One aspect of copyright that complicates things is that no publication, registration, or other action is required to secure copyright protection under U. S. Law. Copyright is secured automatically when the work is created.

Academic dishonesty in an online learning environment could involve:

Having a tutor or friend complete a portion of your assignment.

Having a reviewer make extensive revisions to an assignment.

Copying work submitted by another student to a public class meeting.

Using information from Online information services without proper citations.

Again, all papers, reports, etc. will be submitted for review by the online libraryservice "Turitin". Specific instructions will be given at a later date for access and use.

**Course
Calendar**

The course calendar will be available in the eCollege shell after the class opening date.
