Syllabus
School Superintendency
EdAd 628

Course Description

School Superintendency. Three Semester Hours

The purpose of this course is to study the basic functions, duties, responsibilities, and current problems confronting practicing superintendents. Consideration is also given to administrative theories, organizational behavior, and relations with the school board. Prerequisite: Mid-Management certification and admission into the superintendent program. Co-requisite: Enrollment in EdAd 611.

Priority Topic Areas

1. Context items relating to the Superintendency
    - A brief history of the superintendency
    - A broad sketch of the superintendency and the superintendent
    - Preparing for the superintendency
    - Items relating to applying and interviewing for, board attitudes and processes, employment issues related to the superintendency
    - Expectations (TExES standards, ELCC Standards) & roles
    - Ethical values and standards
    - Student Products
        - Case study about superintendent roles

2. Management and Leadership
    - Compare and contrast management and leadership
    - Student Products
        - Case study project on leadership and management

3. Organizational behavior and managing organizational behavior
    - Individual Effectiveness
    - Group Effectiveness
    - Organizational Effectiveness
    - Managing organizations
        - Managerial activities that positively affect:
            - Individual and group behavior
            - Organizational structure
            - Policies, procedures, and processes
            - Change
        - Consider the external environment

4. The role of the superintendent in managing individual and group behavior
    - Individual effectiveness
        - Human resource administration
        - Group effectiveness
            - Leadership
                - Immediate staff
                - Board
                - Greater community
        - Student products
            - Case study on superintendent's role in human resource administration
            - Situational exercises on providing leadership to the staff
            - Situational exercise on board relations
            - A plan for preparing the agenda for a regular board meeting
            - Narrative describing how to conduct a board meeting incl. Who sets where, who says what and when, role of the superintendent, security, etc.
            - Bring to class a copy of the legal requirements for conducting an executive session with the board

5. Organizational Structure
        - How organizations are structured
        - Implications of structure to organizational effectiveness
        - Organizational Culture
        - Student products
            - Design and prepare an organization chart for a district (size of your own choosing) and be prepared to defend in regard to functions, number of personnel, and qualifications
            - Defend the concept of organizational culture and delineate its relative importance to organizational culture

6. Policy
    - Implication of policy-making in a school district
    - Design, adoption, and implementation of policy
    - Student products
        - Find or draft a proposed policy and detail the steps necessary to prepare the board, prepare your recommendation, and the number of board meetings from inception to adoption

7. Procedures and processes (Basically managing the operational functions of the district)
    - Role of the superintendent in instructional management
    - Role of the superintendent in fiscal management
    - Role of the superintendent in facility management
    - Student products

- Case studies involving problems and issues in each of the functional areas
- Flow chart and narrative detailing chain of command, communication, and roles and responsibilities of all personnel (incl. Superintendent) in these functional areas

8. Managing Change in an organization
   - Implications of change
     - Is change inevitable?
     - Create or manage?
- Student Products
     - A plan for instituting a needed change in your own organization

9. Personal Development
   - Stress (Is this job for you?)
   - Professional organizations
   - Professional growth

10. TExES Preparation

Links to TExES

The difficulty is not in determining links to the Texas Standards for the Superintendency, rather it is finding a break between this course and the standards. As it turns out, every standard is addressed in this course in some fashion. The course, approached properly, inevitably becomes an overview of the prescribed standards

Resources

Books

The Study of the American School Superintendency, American Association of School Administrators, 2010

Organizational Behavior and Management, Ivancevich, John M., Matteson, Michael T., Business Publications, Inc. 2011

Websites

Texas Education Agency: www.tea.state.ts.us
State Government: www.window.state.tx.us
www.capitol.state.tx.us/statutes/ed
American Association of School Administrators: www.aasa.org
Texas Association of School Administrators: www.tasanet.org
Association of Career and Technology Education: www.acteonline.org
Duncanville ISD Policy On-line: www.duncanvilleisd.org