EDAD 615 Leading Effective Schools  
COURSE SYLLABUS  
7-week session  

Please Note: All assignments and due dates are subject to change at the discretion of the instructor. Students will be advised of changes via university email and announcement postings in ECollege.

Instructor: Dr. Mary Webb, Assistant Professor  
Office Location: Remote Position  
Office Hours: 24/7  
Office Phone: NA  
Office Fax: NA  
University Email Address: mary.webb@tamuc.edu  
Cell Phone: 870-307-4038

NOTE: If after reviewing this syllabus, you are unsure about the correctness of a date or assignment, please email me ASAP so that I can provide clarification and/or correction.

COURSE INFORMATION

Required Texts:  
You will need two books for this course:


Course Description:  
This introductory course provides an overview of school administration in Texas, which includes roles, functions, and duties of those who are charged with supervising schools in Texas. Critical review and analysis of principles of effective school leadership and organizational theories aligned to SBEC Principal Standards are examined and applied to the current challenges of leading 21st century schools in Texas.
COURSE CONTENT ALIGNMENT TO TAC PRINCIPAL STANDARDS AND TEXES COMPETENCIES

- TAC Rule §241.15 Principal Standards I-VII
- TAC Rule §149.2001 Principal Standards I-5
- TeXes Competencies 001-009

Student Learning Outcomes:
This course surveys contemporary organization and management theories that are relevant to the administration of schools in Texas. Through reviewing, discussing, and writing about theory on complex organizations and organizational behavior, students will acquire professional knowledge needed for understanding processes, analyzing problems, developing services, and managing schools in Texas. To achieve the goals of this course, via course readings, lectures, activities and written assignments, the student will:

1. Critically examine the responsibility of the Texas principal in shaping campus culture by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. (TeXes Competency 001; Standard II-Learner Centered Leadership and Campus Culture-TAC Rule §241.15; Principal Standard 4: School Culture-TAC Rule §149.2001)*

2. Critically review and analyze the governance system of Texas Public Education (TeXes Competency 007-009; Standard V-Learner Centered Organizational Leadership and Management-TAC Rule §241.15; Principal Standard 5: Strategic Operations-TAC Rule §149.2001)

3. Historically examine and critically explore racial and ethnic groups in Texas to identify effective educational programming that is reflective of varied histories, cultures, hopes and aspirations of school children in Texas (TeXes Competency 001-006; Standard I-Learner Centered Values and Ethics of Leadership and Standard II-Learner Centered Leadership and Campus Culture and Standard VII-Learner Centered Instructional Leadership and Management-TAC Rule §241.15; Principal Standard 1: Instructional Leadership and Standard 3: Executive Leadership-TAC Rule §149.2001)

4. Critically review and analyze management theories and empirical research on school leadership to determine the applicability of the theories to the roles and functions of school leaders in Texas (TeXes Competency 001-009; Standard I-Learner Centered Values and Ethics of Leadership, Standard III-Learner Centered Human Resources Leadership and Management, Standard V-Learner Centered Organizational Leadership and Management, Standard VI-Learner Centered Curriculum Planning and Development-TAC Rule §241.15; Principal Standard 1: Instructional Leadership, Principal Standard 2: Human Capital, Principal Standard 3: Executive Leadership, Principal Standard 4: School Culture and Principal Standard 5: Strategic Operations-TAC Rule §149.2001)

5. Critically examine ethical school leadership and ethical decision making for school leaders in Texas that support the success of all students (TeXes Competency 003; Standard 1-
COURSE REQUIREMENTS

Design of the Class:

This is an online class. All of the instruction and assignments will be delivered using the eCollege learning media platform and thus, some obvious technological resources will be required:

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, daily. 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 please be sure that you have included your name and Course Number (EDAD 615) 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 experiences. Each class may consist of several learning activities including (but not limited to) group discussion, student-led learning activities, 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:
- conscious of the class schedule and the requirements for each class,
- self-disciplined,
- eager to share with your classmates. 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.

ASSIGNMENTS
(due Sunday by 11:59PM)

**Completion of assignments**
Each student is expected to work individually and/or with a group at the direction of the instructor to complete the assignments of the course. It is expected that all course work will be submitted by the posted deadline. Assignments will not be accepted via email to the professor and work submitted to the wrong dropbox will not be accepted. Please be mindful of your submission deadlines.

**Late Work Course Policy**
In each module there will be a late box. Work that is not completed by the due date may be placed in the late box. Late work will not be accepted beyond the second day after the due date. Please note that late work WILL be penalized. The penalty is as follows

- 1 day late: One Letter Grade Penalty
- 2 days late: Two Letter Grade Penalty

Points will be deducted from the graded assignment. For example, a student submits an assignment one day after the due date. The assignment is graded and the student earned a B on the assignment. An additional deduction is required because of the late submission. Therefore the final grade that the student will receive will be a C. Had the student submitted the work on time, the student would have earned a B. Therefore, it is imperative that you submit your work in on time.

**Internet Outages.**
In the instances when you experience internet outages and you are requesting an extension, documentation of the outage will need to be provided. Please contact your internet provider for the documentation. If you are in an area that is prone to frequent internet outages, I strongly urge you to seek alternate methods of accessing ECollege. Ecollege can be accessed on your smart phones. Additionally, there are numerous places where internet access is Free:

1. McDonalds
2. Starbucks
3. Public Library
4. Dairy Queen
5. Barnes and Nobles
6. TAMUC Campus

Please have a back up plan for internet outages.

**Computer/Technology Problems**
In the instances when you experience problems with accessing ECollege, please contact IT for assistance. Please provide the instructor the name of the IT technician that provided you with assistance. The technician will also provide you with a “ticket number;” that number should also be forwarded to the instructor.

**Text Reading Assignments:**
The weekly assigned readings from the texts 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.

**Threaded Text Discussions—SLOs# 1-6 (20% of your grade):**
You will be provided with a weekly discussion prompt. You must first post your response to the prompt and then you are required to respond to at least two of your peers’ posts for a total of three discussion posts weekly. Please see the instructions under the Discussion tab in the weekly modules. The first post must occur by Thursday of the week. *Of course we expect thoughtful and professional engagement during this phase of the course.*

**Criteria:**

- The discussants will demonstrate an observable understanding of the content 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 content of the topics 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.

**Weekly Reflection Papers –SLOs #1-6 (20% of your grade)**
Reflection assignments are required weekly. You will be asked to reflect on the readings, videos and article assigned for each module. You will identify the Principal Standard and TeXes Competency that is most aligned to the content presented for each respective module. You will then justify your selection. For example, if you believe that the content presented this week is most aligned to Principal Standard 2 and TeXes Competency Five, share your rationale. Your rationale must include specifics from the instructional materials reviewed for this week.

In the reflection, your beliefs, experiences, recommendations or implications for current or future practice should be included.

- For example--What does this practice mean to you as a current or aspiring administrator?
- How does this information assist you in doing a better job or being a better administrator?
How would this information help your current administration in terms of their practices and implementation of policies and protocols?

Were there two or three concepts that stood out to you—or scream to you that the framers of the policies were on the right track or completely wrong.

**Critical Assessment—SLO #1 (30% of your grade)**

Review Case Study

Congratulations, you are the new Principal of the school described in the assigned case study (Case study will be provided to you by the Instructor). You are being asked to create a plan of action for how you will shape the campus culture of the school presented in the case study. This plan should inclusive of the strategies that you will use to demonstrate how you as the Principal will facilitate the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

**Standards being assessed:** (TeXes Competency 001; Standard II-Learner Centered Leadership and Campus Culture-TAC Rule §241.15; Principal Standard 4: School Culture-TAC Rule §149.2001)*

<table>
<thead>
<tr>
<th>Basis for Evaluation</th>
<th>Unsatisfactory (0Pts)</th>
<th>Meets Expectations (10Pts)</th>
<th>Exceeds Expectations (12Pts)</th>
<th>Exemplary (13Pts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Summary</td>
<td>Did not include</td>
<td>Summary includes demographic data about students and faculty.</td>
<td>Summary includes school and community data.</td>
<td>Summary includes school and community data. Strengths and weaknesses are identified and linked to the vision of the school.</td>
</tr>
<tr>
<td>Strategies for creating a campus culture</td>
<td>Did not include</td>
<td>Specifically identifies strategies for creating a campus culture that sets high expectations, promotes learning, and provide intellectual stimulation for self, students and staff. References from the case study are included.</td>
<td>Specifically identifies strategies for creating a campus culture that sets high expectations, promotes learning, and provide intellectual stimulation for self, students and staff. Connects strategies to vision and campus culture. Data from the case study are included. Supports strategies with references from research.</td>
<td>Specifically identifies strategies for creating a campus culture that sets high expectations, promotes learning, and provide intellectual stimulation for self, students and staff. Connects strategies to vision and campus culture. Data from the case study are included and linked specifically to the strategy. Supports strategies with references from research.</td>
</tr>
<tr>
<td>Involvement of stakeholders</td>
<td>Did not include</td>
<td>Specifically identifies strategies for involving all stakeholders in planning processes to enable the collaborative development of a shared campus culture vision focused on teaching and learning. References from the case study are included.</td>
<td>Specifically identifies strategies for involving all stakeholders in planning processes to enable the collaborative development of a shared campus culture vision focused on teaching and learning. References from the case study are included. Connects strategies to vision and campus culture. Data from the case study are included. Connects those strategies to campus culture and vision. Supports strategies with references/citations for the research.</td>
<td>Specifically identifies strategies for involving all stakeholders in planning processes to enable the collaborative development of a shared campus culture vision focused on teaching and learning. Connects strategies to vision and campus culture. Data from the case study are included and linked specifically to the strategy. Supports strategies with references from research. Timeline provided. Names of business provided. Specific resources are identified and aligned to needs. Strategies are presented in S.M.A.R.T goals format</td>
</tr>
<tr>
<td>Parental and Community Data</td>
<td>Did not include</td>
<td>Specifically identifies</td>
<td>Specifically identifies strategies</td>
<td>Specifically identifies strategies in</td>
</tr>
<tr>
<td>Topic</td>
<td>Inclusion</td>
<td>Description</td>
<td>APA Format</td>
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<tr>
<td>Community engagement strategies in plan that ensures that parents and other members of the community are integral part of the campus culture. References from the case study are included.</td>
<td>Did not include</td>
<td>Provides strategies in plan that ensures that parents and other members of the community are integral part of the campus culture. Data from the case study are included. Connects strategies to campus culture and vision. Supports strategies with references/citations from the research.</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Collegial relationships and effective collaboration in schools.</td>
<td>Did not include</td>
<td>Provides strategies in plan to implement strategies to ensure the development of collegial relationships and effective collaboration. Data from the case study are included. Connects strategies to campus vision and culture. Data from the case study are included. Supports strategies with references/citations from the research.</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Diverse Campus Needs</td>
<td>Did not include</td>
<td>Provides strategies in plan to respond appropriately to diverse needs in shaping the campus culture. Data from the case study are included. Connects strategy to campus culture and vision. Data from the case study are included. Links strategies to research based practices/provides citations.</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Contributions of students, staff, parents and community members toward the realization of the campus vision</td>
<td>Did not include</td>
<td>Provides strategies in plan to acknowledge and celebrate the contributions of students, staff, parents and community members toward the realization of the campus vision. Data from the case study are included. Links strategies to research based practices/provides citations.</td>
<td>NO</td>
<td></td>
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**APA Format**

- **NO**
- **YES**

**GRADING**

- 90-104 A
- 80-89 B
- 70-79 C
- 0-69 F
Please adhere to APA 6th format guidelines. A copy of the transcribed interview should be included as an appendix.

This assignment should be uploaded to the appropriate dropbox.

**Leadership Paper—SLOs #1-6-Final (30% of your grade)**

Your culminating activity is a paper based on your reflections about new insights of School Leadership in Texas. To help you organize your paper and provide some structure to your reflection, your paper should have the following sections:

1. **Title page**
2. **Body**
   a. Introduction—What does it mean to be a school leader in Texas.
   b. Discussion of how your thoughts on the role of the principal have changed from the “you” as teacher to “you” as the Texas school leader.
   c. Identify and discuss three Principal competencies that you believe are the most important to a school leader in Texas. Identify one Principal competency that you believe is the least important to a school leader in Texas. Provide a rationale and justification for your selections.
   d. Identify one of the nine Principal competencies you believe you will master easily and which of the competencies you believe that you will need to put forth extra effort to master.
   e. Describe your plan for preparing to be an effective Principal in Texas
   f. How do you believe this program will help you to achieve your goals of becoming a school leader in Texas.
3. **Reference page**

This paper should have a minimum of 7 pages and a maximum of 10 pages in length (not including the title or reference pages). Papers should be double spaced, size 12 font (New Times Roman or Arial), and follow the format for papers as specified by the APA Publication Manual. It should also be free of technical errors (spelling, punctuation, proper use of grammar, etc.). While your paper is reflective in perspective—which means you can use “I”—it should otherwise be scholarly in tone and presentation.

Since your paper is reflective in content, you don’t have to worry about providing me with the “right answer” or giving me what you think I want you to say. This paper is designed to provide you with the opportunity to solidify your thinking on the main ideas of the course, which in many ways will provide an important foundation for courses yet to come. However, your paper will be graded with several things in mind, including the quality and depth of your response. We have covered a great deal of material in this course, and I am looking for your ability to analyze, synthesize, integrate, and discuss cogently what you have learned. *(NOTE: The appropriate use of quotes and references will greatly enhance the quality of your paper.)*

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

<table>
<thead>
<tr>
<th>Weekly Discussions</th>
<th>20 points</th>
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<tbody>
<tr>
<td>Weekly Reflection Writings</td>
<td>20 points</td>
</tr>
<tr>
<td>Critical Assessment</td>
<td>30 points</td>
</tr>
<tr>
<td>Final Leadership Paper</td>
<td>30 points</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
<td><strong>100 Points</strong></td>
</tr>
</tbody>
</table>

**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.

TECHNOLOGY REQUIREMENTS

- To fully participate in online courses, you will need to use a current, Flash enabled browser. For PC users, the suggested browser is Internet Explorer 9.0 or 10. For Mac users, the most current update of Firefox is suggested.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
  - 512 MB of RAM, 1 GB or more preferred
  - Broadband connection required courses are heavily video intensive
  - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution

- You must have a:
  - sound card, which is usually integrated into your desktop or laptop computer
  - speakers or headphones.
Depending on your course, you might also need a:
  - webcam
  - microphone

For courses where interactive tools are used, like VoiceThread or ClassLive Pro, headphones are suggested for use with recording and playback. We recommend a webcam with an integrated microphone, such as the Microsoft LifeCam Cinema. All devices should be installed and configured before class begins.

Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. Java can be downloaded at: http://www.java.com/en/download/manual.jsp

Current anti-virus software must be installed and kept up to date.

You will need some additional free software for enhanced web browsing. Ensure that you download the free versions of the following software:
  - Adobe Reader
  - Adobe Flash Player

At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

For additional information about system requirements, please see: https://secure.ecollege.com/tamuc/index.learn?action=technical

ACCESS AND NAVIGATION

Pearson LearningStudio (eCollege) Access and Log in Information
This course will be facilitated using Pearson LearningStudio, the learning management system used by Texas A&M University-Commerce. To get started with the course, go to:
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@tamuc.edu.

It is strongly recommended that you perform a “Browser Test” prior to the start of your course. To launch a browser test, login to Pearson LearningStudio, click on the ‘myCourses’ tab, and then select the “Browser Test” link under Support Services.

Pearson LearningStudio Student Technical Support
Texas A&M University-Commerce provides students technical support in the use of Pearson LearningStudio.
Technical assistance is available 24 hours a day/ 7 days a week.
If at any time you experience technical problems (e.g., you can't log in to the course, you can't see certain material, etc.) please contact the Pearson LearningStudio Help Desk, available 24 hours a day, seven days a week.

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 a Pearson LearningStudio Representative.
- **Phone**: 1-866-656-5511 (Toll Free) to speak with Pearson LearningStudio Technical Support Representative.
- **Email**: helpdesk@online.tamuc.org to initiate a support request with Pearson LearningStudio Technical Support Representative.

**Accessing Help from within Your Course**: Click on the 'Tech Support' icon on the upper left side of the screen inside the course. You will then be able to get assistance via online chat, email or by phone by calling the Help Desk number noted below.

**Note**: Personal computer problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, an Internet cafe, or a bookstore, such as Barnes & Noble, etc.

**Policy for Reporting Problems with Pearson LearningStudio**

Should students encounter Pearson LearningStudio based problems while submitting assignments/discussions/comments/exams, the following procedure **MUST** be followed?

1. Students must report the problem to the help desk. You may reach the helpdesk at helpdesk@online.tamuc.org or 1-866-656-5511
2. Students **MUST** file their problem with the helpdesk and obtain a helpdesk ticket number
3. Once a helpdesk ticket number is in your possession, students should email me to advise me of the problem and to provide me with the helpdesk ticket number
4. At that time, I will call the helpdesk to confirm your problem and follow up with you

**PLEASE NOTE**: Your personal computer/access problems are not a legitimate excuse for filing a ticket with the Pearson LearningStudio Help Desk. You are strongly encouraged to check for compatibility of your browser **BEFORE** the course begins and to take the Pearson LearningStudio tutorial offered for students who may require some extra assistance in navigating the Pearson LearningStudio platform. **ONLY** Pearson LearningStudio based problems are legitimate.

**Internet Access**

An Internet connection is necessary to participate in discussions and assignments, access readings, transfer course work, and receive feedback from your professor. View the requirements as outlined in Technology Requirements above for more information.

**myLeo Support**

Your myLeo email address is required to send and receive all student correspondence. Please email helpdesk@tamuc.edu or call us at 903-468-6000 with any questions about setting up your myLeo email account. You may also access information at https://leo.tamuc.edu.

**Learner Support**

Go to the following link One Stop Shop- created to serve you by attempting to provide as many resources as possible in one location.
Go to the following link Academic Success Center- focused on providing academic resources to help you achieve academic success.

Students with Disabilities
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- Room 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
StudentDisabilityServices@tamuc.edu

Student Conduct
All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. (See Code of Student Conduct from Student Guide Handbook). Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum:
http://www.albion.com/netiquette/corerules.html

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.