## School of Education

<table>
<thead>
<tr>
<th>Course</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester</td>
<td>Name</td>
</tr>
<tr>
<td>Spring B 2016</td>
<td>Dr. John Haro</td>
</tr>
<tr>
<td>Number</td>
<td>Telephone</td>
</tr>
<tr>
<td>EDUC 5390</td>
<td>850-496-8658 (cell)</td>
</tr>
<tr>
<td>Title</td>
<td>Email</td>
</tr>
<tr>
<td>Educational Leadership</td>
<td><a href="mailto:haroj@stthom.edu">haroj@stthom.edu</a></td>
</tr>
<tr>
<td>Section</td>
<td></td>
</tr>
<tr>
<td>KL61</td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td>Office Hours</td>
</tr>
<tr>
<td>Early College High School</td>
<td>*Call my cell phone</td>
</tr>
<tr>
<td>2811 Hayes Road</td>
<td>*Text (make sure to identify yourself by name)</td>
</tr>
<tr>
<td>Houston, Texas 77082</td>
<td>*Email</td>
</tr>
<tr>
<td>Room: 148</td>
<td>*Schedule an appointment</td>
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### Prerequisites

|----------------------|---------------------------------------------------------------------------------------------------------|

### Course Description

This course provides an overview of the administrative role in educational settings, examines organizational theories and concepts, and develops skills in conceptual areas of school administration with particular emphasis on managing limited resources.

### Blackboard

Student internet access is essential since the features of Blackboard will be used extensively throughout the course. The course requires reading, study and the completion of weekly online assignments.

### UST Blackboard Help

www.stthom.edu/bbhelp

### Course Objectives/Learner Outcomes

<table>
<thead>
<tr>
<th>Domain Emphasis</th>
<th>III Administrative Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency 008</td>
<td>The principal knows how to apply principles of effective leadership and management in relation to campus budgeting, personnel, resource utilization, financial management, and technology use.</td>
</tr>
<tr>
<td>Competency 009</td>
<td>The principal knows how to apply principles of leadership and management to the campus physical plant and support systems to ensure a safe and effective learning environment.</td>
</tr>
</tbody>
</table>

### Social Justice Tenets Guiding this Course

The content and goals of this course are consistent with three tenets of Catholic social justice teaching that inform the School of Education programs.

- **Subsidiarity**: Educational institutions should be organized and governed as much as possible by the community being served; education should only be controlled at higher levels of society when it cannot be
done effectively locally.

- **Dignity and rights of children:** Children possess full human dignity and are bearers of rights which should be recognized and upheld in educational processes.
- **People have a right to an education:** All people have a responsibility, for the good of society, to contribute to and foster education.

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### Major Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Midterm and Final Exam.</strong></td>
<td>The Midterm Exam includes 30 multiple choice questions and a short essay question. The Final Exam includes 50 multiple choice questions. These will be open book/open notes tests. Both the midterm and final will be taken online, using Blackboard.</td>
</tr>
<tr>
<td><strong>Research Paper:</strong></td>
<td>A research paper related to budget (Competency 008) will be done during the course. <em>(A minimum of five full pages is required (may include tables or charts)).</em> APA format is required for the research.</td>
</tr>
<tr>
<td><strong>Short Paper Requirements:</strong></td>
<td>There are four (4) assigned short papers and the papers should be written in essay format using APA writing format. <em>(Each paper is required to be a minimum of two (2) full pages (not including the Title Page and Reference page)).</em> See Course Information in Blackboard for directions for each of the papers.</td>
</tr>
<tr>
<td><strong>Discussion Board:</strong></td>
<td>Students will complete 10 Discussion Boards. Directions for Discussion Board participation are found in Discussion Board or the Learning Modules. The topics for each response are listed in Discussion Board in Blackboard. Your response must be a minimum of 250 words and should be written in APA style <em>(exception, single space your response)</em>. Copy and paste your response in the following area. After clicking on Discussion Board, click on “Write Submission”. Copy and Paste your response in the section about 1” below the words “Write Submission”. Please do not attach or submit your response in “Comments”. No Title Page is required. <strong>In your discussions, please try to refer to the text, power points and readings to back up your statements and opinions.</strong></td>
</tr>
<tr>
<td><strong>Writing Prompts:</strong></td>
<td>There are two writing prompts to complete. Your response must be a minimum of 250 words. The prompts should be written in APA style (exception, single space). Copy and paste your essay in the appropriate Learning Module. For example… In Learning Module 3, click on “Writing Prompt…”. Then click on “Write Submission”. Copy and Paste your response in the section about 1” below the words “Write Submission”. Please do not submit your essay in “Comments”. No Title Page is required.</td>
</tr>
<tr>
<td><strong>Electronic Portfolio:</strong></td>
<td>Throughout the course, you will be prompted to add artifacts and/or reflections to your Electronic Portfolio. At the end of the course, you will reflect on your progress and include the reflection as a capable school leader in Domain III.</td>
</tr>
</tbody>
</table>
Grading Guidelines:

- Midterm examination 18%
- Final examination 18%
- Research Paper 15%
- Short reports (4) 20%
- Discussion Board (10) 20%
- Writing Prompts (2) 4%
- Electronic Portfolio 5%

Total 100%

Participation – Students will be expected to do the readings, review the power points, go to one school board meeting, write a research paper, compose four short papers, take a midterm and final exam online and complete in 10 online discussion boards and three writing prompts. Please email the instructor in advance if you have a problem and must be late for an assignment.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grade Points</th>
<th>Numeric Range Set by Instructor</th>
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<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>94-100%</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
<td>90-93%</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td>88-89%</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>84-87%</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
<td>80-83%</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
<td>76-79%</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
<td>73-75%</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
<td>70-72%</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
<td>65-69%</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
<td>60-64%</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
<td>Below 60%</td>
</tr>
</tbody>
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Criteria for Grading Written Work

- Address the topic and answer the questions and/or prompts and provide thoughtful and insightful comments.
- Writing skills are at a graduate school level.
- Use grammar, spelling, sentence structure, and punctuation, etc. correctly.
- Follow directions.
- Present material in a clear and logical manner.
- Give evidence of ability to synthesize information from various sources to support the topic.
- Makes pertinent references to texts and other readings.
- Show ability to apply theory to practical situations.
- The assignments are submitted on time. Late work usually results in grade reduction.

APA writing guidelines must be followed for all written papers. Some examples of APA guidelines are below:

- Times New Roman
- Font 12
- Margins - 1" top, bottom, left and right
- Double-space the entire paper, including between paragraphs. In a PC, go to Page Layout and make sure the “points” are set to “0”.
- Indent new paragraphs five spaces or tab.
- Do not use abbreviations.
When using acronyms, write out the words, and then place the acronym in parenthesis next to the word separated by a space. For example, State of Texas Assessments of Academic Readiness (STAAR) or The Admission, Review and Dismissal (ARD) process.

- Do not start a sentence with an acronym.
- Usually, numbers 1-9 are written (one, two, first, second, etc.) and numbers 10 and higher are numerals (10, 11, 10th, 11th, etc.). Spell out the number at the beginning of a sentence or rewrite the sentence with the number in the sentence.
- Percent’s are written as follows: 3%, 11%, 95%, etc. If you use a percent at the beginning of a sentence you should spell the word. For example - Ten percent of the students passed the exam.

**Other requirements**

- Do not repeat questions in your paper.
- Do not use headings.
- All papers are essay format.

**Point Deductions:**

**Late Assignments:**
- Anything submitted after 11:59pm to 1 day late – 5% deduction
- Each additional day - 5% deduction (For example, 3 days late results in a 15% deduction)
- After the due date, a zero will be assigned as the grade until the assignment is submitted.

**Grammar errors (spelling, punctuation, sentence structure, spacing, etc.)**
- 0-3 errors – 0% deduction
- 4-6 errors – 3% deduction
- 7-9 errors – 6% deduction
- 10+ errors - 10% deduction

**Major Miscellaneous APA errors: See guidelines in Syllabus**
- (For example: double spacing, Font 12, Times New Roman, 1” margins, etc.)
- Each error – 3% deduction

**Length Requirement:**
- Each written assignment that does not meet minimum length requirement of paper - 10% deduction

**Other Deductions:**
- Subjective: Answering question(s) completely, defending your position, overall flow of paper, etc. – Percent deduction is at professor’s discretion
Student Accommodations

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, the instructor will make all possible and reasonable adjustments in policies, practices, services, and facilities to ensure equal and optimal educational programs and activities. Whenever a special accommodation is necessary to ensure access to full participation by students with disabilities, the student must inform the instructor of any disability or needed accommodations.

The University Office for ADA Compliance may ask to seek proof of disability and specify accommodations as requested by students. Students with special needs should inform the instructor within the first two weeks of class. Students must also contact the Office of Counseling and Disability Services (2nd floor of Crooker Center) by calling Dr. Rose Signorello at 713-525-3162 or Ms. Debbie Jones at 713-525-6953; the Office is open 8-5 Monday through Friday.

The accommodations will become official when the instructor receives official, written notification from the officer in charge of ADA compliance. Students should contact the instructor immediately if new needs arise. All information will be confidential.

Professional Standards of Behavior for Students and Faculty

Academic integrity

Master's-level students in the School of Education demonstrate integrity in all of their activities, both personal and professional. Any unprofessional behavior or failure to adhere to the honor system is a serious violation of integrity and may result in failure of the course.

Plagiarism involves taking credit for another person's work. You must cite sources in APA style any time source material (e.g., books, journal articles, internet material, etc.) has been used, paraphrased, or quoted. Quoted material must be placed in quotation marks and referenced appropriately. Please note that copying information directly from a source without giving credit, using friends' work, buying papers online, re-using one's own work from previous classes, etc., all constitute plagiarism.

Any instance of plagiarism will result in failure of the course and may result in dismissal from UST. Ignorance is no excuse; if you remain uncertain about the guidelines for using and citing source material after
these issues are addressed, you should seek input from the instructor.

| Technology Requirements and Guidelines | This course relies heavily on Blackboard 9, which is best viewed in the Firefox or Chrome browser. (A free download can be obtained at [www.firefox.com](http://www.firefox.com) or [www.google.com/chrome](http://www.google.com/chrome).) Please familiarize yourself with Blackboard through the tutorial (in the Start Here! menu).

Additional information about technology requirements, skills, and Netiquette can be found on the Start Here! page in Blackboard. |
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<tbody>
<tr>
<td>Use of UST email accounts</td>
<td>You are encouraged to use your UST email account. The instructor may send messages through BlackBoard, which uses your UST address. If you have linked your UST account to another account, be sure to periodically clean out your UST mailbox so that it doesn’t become overloaded (which can prevent you from receiving new emails).</td>
</tr>
<tr>
<td>Instructor availability</td>
<td>The instructor will be available for consultation during office hours and during scheduled appointments. It is strongly recommended you not wait until too late in the course before seeking guidance. Please come prepared with questions so that the consultation time can be spent effectively.</td>
</tr>
<tr>
<td>Language diversity</td>
<td>The University of St. Thomas values the ability to speak more than one language. The Master’s programs at UST are especially sensitive to issues of language diversity. The instructor is available to meet with you if you need help with written English. In addition, computer support is available if you need additional review of English fundamentals.</td>
</tr>
<tr>
<td>Learning Module</td>
<td>Day of Class and Written Assignments Due Dates</td>
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<tr>
<td>Orientation</td>
<td>Class 1 Meets on January 20 Wednesday</td>
</tr>
</tbody>
</table>
|                 | Assignments Due January 24, Sunday 11:59pm | • Lunenburg & Ornstein, read Chapter 1 (Development of Administrative Theory)  
• Familiarize yourself with the [Principal Standards](#) and the [TExES framework](#)  
• Review Lecture Prezi  
• Review slide presentation: [School Finance Made Easy](#)  
• Begin electronic portfolio at [www.weebly.com](#)  
• Complete Discussion Board LM1 – Administrative Theory - Read: [Best Practices in Action](#)  
• Complete Writing Prompt 1: Principal Assessment |
| LM1             | Class 2 Meets on January 27 Wednesday | • Lunenburg & Ornstein, read Chapter 2 (Organizational Structure)  
• Read: [Site Based Decision Making Initiative and The Virtues of Leadership](#)  
• Review Lecture Prezi  
• Prepare to attend a district board of trustees meeting  
• Complete Discussion Board LM2 – Site Based Outcome  
• Complete Writing Prompt 2: Organizational Structure and Leadership Virtues |
|                 | Assignments Due January 24, Sunday 11:59pm |  |
| LM2             | Class 2 Meets on January 27 Wednesday | • Lunenburg & Ornstein, read Chapter 11 (School Finance and Productivity)  
• Review Lecture Prezi and [How is the Tax Load in Texas Distributed?](#) slides  
• Review: [Financial Allocation Study for Texas](#)  
• Submit your research topic  
• Complete Discussion Board LM3 – Funding  
• Submit Electronic Portfolio address and complete Leadership Survey in textbook and answer all questions and include responses in your “Portfolio” |
<p>|                 | Assignments Due January 24, Sunday 11:59pm |  |</p>
<table>
<thead>
<tr>
<th>Course</th>
<th>Assignments Due</th>
<th>Class Schedule</th>
<th>Assignments/Readings</th>
<th>Discussion Board</th>
</tr>
</thead>
</table>
| LM4    | January 31, Sunday 11:59pm | Class 3 Meets on February 3 Wednesday | • Read: *Tracking the Educational Dollar in Texas Public Schools*
• Review: *Report on School District Mandates: Cost Drivers in Public Education*
• Watch: TASB School Finance Update video
• Review Slide Presentation: The Account Code Structure for Principals
• **Submit Short Paper 1: TAPR** | |
| LM5    | January 31, Sunday 11:59pm | Class 3 Meets on February 3 Wednesday | • Lunenburg & Ornstein, read Chapter 3 (Organizational Structure)
• Review Lecture Prezi
• Read case study, *Let's Get Refocused*
• Watch: *Shaping a Vision of Academic Success for All Students, Part 1: William Bassell*
• Class discussion on school demographics
• **Complete Discussion Board LM5 - Organizational Culture** | |
| LM6    | February 7, Sunday 11:59pm | Class 4 Meets on February 10 Wednesday | • Lunenburg & Ornstein, read Chapter 4 (Motivation)
• Review Lecture Prezi
• Read case study, *What to Do?*
• Watch: *Cultivating Leadership in Others, Part 1: Jacquelyn Haynes*
• Watch: *Cultivating Leadership in Others, Part 2: Penny Young*
• Read *Money Does Matter!* (pg. 35-44) and be prepared for a class discussion.
• **Add to your Electronic Portfolio See “Electronic Portfolio in Learning Module 6.**
• **Complete Discussion Board LM6: Motivation** | |
| LM7    | February 7, Sunday 11:59pm | Class 4 Meets on February 10 Wednesday | • Lunenburg & Ornstein, read Chapter 5 (Leadership)
• Review Lecture Prezi
• Read case study, *Results! Results! Results!*
• Watch: *Managing People, Data, and Processes, Part 1: Jeanne Fagan*
• Watch: *Managing People, Data, and Processes, Part 2: Clayborn Knight*
• **Complete Discussion Board LM7: Leadership**
• **Submit Short Paper 3: Clean School Buildings and Grounds.** | |
| LM8   | Class 5  
|       | Meets on February 17 Wednesday  
|       | Assignment Due  
|       | February 14, Sunday  
|       | 11:59pm  
|       | Midterm Exam Online  
| LM9   | Class 5  
|       | Meets on February 17 Wednesday  
|       | Assignment Due  
|       | February 14, Sunday  
|       | 11:59pm  
|       |  
|       | Lunenburg & Ornstein, read Chapter 6 (Decision Making)  
|       | Review Lecture Prezi  
|       | Watch: *Shaping a Vision of Academic Success for All Students, Part 2: Susan Bearse* and be prepared for a class discussion.  
|       | Submit Short Paper 2: Decision Making  
|       | Complete Discussion Board LM9 – Different Strategies for Decision Making  
| LM10  | Class 6  
|       | Meets on February 24 Wednesday  
|       | Assignment Due  
|       | February 20, Sunday  
|       | 11:59pm  
|       | Lunenburg & Ornstein, read Chapter 7 (Communication)  
|       | Review Lecture Prezi  
|       | Read: *Crisis Communication in a Digital World* and *Say it with Social Media*  
|       | Submit Short Paper 4: School Board Meeting Report  
|       | Complete Discussion Board LM10 – Communication  

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<thead>
<tr>
<th>Class</th>
<th>Meets Date</th>
<th>Assignments Due</th>
<th>Weekly Activities</th>
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</thead>
</table>
| LM11   | February 24 Wednesday | February 20, Sunday 11:59pm | - Lunenburg & Ornstein, read Chapter 10 (Excellence, Equality, and Education)  
- Review Lecture Prezi  
- Read from UST library: *Improving the Physical and Social Environment of the School: A Question of Equity*  
- Electronic Portfolio: Read the following documents on Texas School Funding and lawsuits:  
  1) TTARA Research Foundation: read pages 25-31 in *An Introduction to School Finance in Texas Third Edition (Revised June 2014)*  
  2) Moak, Casey & Associates: *Litigation Update 2014*  
  3) Statesman: *Judge: Texas school finance system unconstitutional* and *Texas Supreme Court agrees to hear school finance case*  
- Add to your Electronic Portfolio See “Texas School Finance” in Learning Module 11.  
- Complete Discussion Board LM11 - School Environment and Equity |
| LM12   | March 2 Wednesday | February 28, Sunday 11:59pm | - Lunenburg & Ornstein, read Chapter 8 (Organizational Change)  
- Review Lecture Prezi  
- Review HB 5 Resources  
- Class Discussion: House Bill 5 passed by the Texas Legislature in 2013. Discuss how your district has implemented HB5 Graduation Plan Requirements and how these changes have been communicated to students and parents.  
- Submit Educational Leadership Research Paper |
| LM13   | March 2 Wednesday | February 28, Sunday 11:59pm | - Lunenburg & Ornstein, read Chapter 15 (Human Resources Development)  
- Review Lecture Prezi  
- Complete Discussion Board LM13 - Human Resources  
- Submit final Electronic Portfolio address and complete final contribution to your Portfolio. |
| LM14   | March 6 Sunday 11:59pm | | FINAL Exam Online |