I. Course Description

EDAD 5366           3 sem. hrs.
School Personnel Management
Selection, assignment and evaluation of school personnel; salary and conditions of
service for administrators, and instructional and non-instructional personnel. Doctoral
students will do a research paper on some aspect of the human resource function of
school administration. Students who have taken EDAD 5366 may not enroll in EDAD
6366.

II. Rationale

This course is designed as an integral part of the Principalship Certificate Program and
Master of Science in Educational Administration Program by focusing on the issues of
school personnel management. Theories, principles and practices related to personnel
administration will be addressed, particularly as they relate to human resources
leadership, planning, selection, evaluation, motivation, induction, professional
development, appraisal, compensation, legal issues, collective bargaining, and
management of conflict in schools.

III. State Adapted Proficiencies Administrators- TExES Competencies

Domain I – School Community Leadership
Domain II – Instructional Leadership
Domain III – Administrative Leadership

DOMAIN I -SCHOOL COMMUNITY LEADERSHIP*

Competency 001

The principal knows how to shape campus culture by facilitating the
development, articulation, implementation, and stewardship of a vision of
learning that is shared and supported by the school community.

The principal knows how to:

1. create a campus culture that sets high expectations, promotes learning, and
   provides intellectual stimulation for self, students, and staff.
2. ensure that parents and other members of the community are an integral
   part of the campus culture.
3. implement strategies to ensure the development of collegial relationships
   and effective collaboration.
4. respond appropriately to diverse needs in shaping the campus culture.
5. use various types of information (e.g., demographic data, campus climate
   inventory results, student achievement data, emerging issues affecting
education) to develop a campus vision and create a plan for implementing the vision.
6. use strategies for involving all stakeholders in planning processes to enable the collaborative development of a shared campus vision focused on teaching and learning.
7. facilitate the collaborative development of a plan that clearly articulates objectives and strategies for implementing a campus vision.
8. align financial, human, and material resources to support implementation of a campus vision.
9. establish procedures to assess and modify implementation plans to ensure achievement of the campus vision.
10. support innovative thinking and risk taking within the school community and view unsuccessful experiences as learning opportunities.
11. acknowledge and celebrate the contributions of students, staff, parents and community members toward realization of the campus vision.
*School Community includes students, staff, parents/caregivers, and community members.

**Competency 002**

The principal knows how to communicate and collaborate with all members of the school community, respond to diverse interests and needs, and mobilize resources to promote student success.

The principal knows how to:

1. communicate effectively with families and other community members in varied educational contexts.
2. apply skills for building consensus and managing conflict.
3. implement effective strategies for systematically communicating with and gathering input from all campus stakeholders.
4. develop and implement strategies for effective internal and external communications.
5. develop and implement a comprehensive program of community relations that effectively involves and informs multiple constituencies, including the media.
6. provide varied and meaningful opportunities for parents/caregivers to be engaged in the education of their children.
7. establish partnerships with parents/caregivers, businesses, and others in the community to strengthen programs and support campus goals.
8. communicate and work effectively with diverse groups in the school community to ensure that all students have an equal opportunity for educational success.
9. respond to pertinent political, social, and economic issues in the internal and external environment.
**Competency 003**

The principal knows how to act with integrity, fairness, and in an ethical and legal manner.

The principal knows how 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 promote professional educator compliance with The Code of Ethics and Standard Practices for Texas Educators.
3. apply knowledge of ethical issues affecting education.
4. apply legal guidelines (e.g., in relation to students with disabilities, bilingual education, confidentiality, discrimination) to protect the rights of students and staff and to improve learning opportunities.
5. apply laws, policies, and procedures in a fair and reasonable manner.
6. articulate the importance of education in a free democratic society.
7. serve as an advocate for all children.
8. promote the continuous and appropriate development of all students.
9. promote awareness of learning differences, multicultural awareness, gender sensitivity, and ethnic appreciation

**DOMAIN II-INSTRUCTIONAL LEADERSHIP**

**Competency 004**

The principal knows how to facilitate the design and implementation of curricula and strategic plans that enhance teaching and learning; ensure alignment of curriculum, instruction, resources, and assessment; and promote the use of varied assessments to measure student performance.

The principal knows how to:

1. facilitate effective campus curriculum planning based on knowledge of various factors (e.g., emerging issues, occupational and economic trends, demographic data, student learning data, motivation theory, teaching and learning theory, principles of curriculum design, human development processes, and legal requirements).
2. facilitate the use of sound, research-based practice in the development, implementation, and evaluation of campus curricular, co-curricular, and extracurricular programs.
3. facilitate campus participation in collaborative district planning, implementation, monitoring, and revision of curriculum to ensure appropriate scope, sequence, content, and alignment.
facilitate the use of appropriate assessments to measure student learning and ensure educational accountability.

facilitate the use of technology, telecommunications, and information systems to enrich the campus curriculum.

facilitate the effective coordination of campus co-curricular, and extracurricular programs in relation to other district programs.

promote the use of creative thinking, critical thinking, and problem solving by staff and other campus stakeholders involved in curriculum design and delivery.

**Competency 005**

The principal knows how to advocate, nurture, and sustain an instructional program and a campus culture that are conducive to student learning and staff professional growth.

The principal knows how to:

1. facilitate the development of a campus learning organization that supports instructional improvement and change through ongoing study of relevant research and best practice.
2. facilitate the implementation of sound, research-based instructional strategies, decisions, and programs in which multiple opportunities to learn and be successful are available to all students.
3. create conditions that encourage staff, students, families/caregivers, and the community to strive to achieve the campus vision.
4. ensure that all students are provided high-quality, flexible instructional programs with appropriate resources and service to meet individual student needs.
5. use formative and summative student assessment data to develop support and improve campus instructional strategies and goals.
6. facilitate the use and integration of technology, telecommunications, and information systems to enhance learning.
7. facilitate the implementation of sound, research-based theories and techniques of teaching, learning, classroom management, student discipline, and school safety to ensure a campus environment conducive to teaching and learning.
8. facilitate the development, implementation, evaluation, and refinement of student services and activity programs to fulfill academic, developmental, social, and cultural needs.
9. analyze instructional needs and allocate resources effectively and equitably.
10. analyze the implications of various factors (e.g., staffing patterns, class scheduling formats, school organizational structures, student discipline practices for teaching and learning.
11. ensure responsiveness to diverse sociological, linguistic, cultural, and other factors that may affect students’ development and training.
**Competency 006**

The principal knows how to implement a staff evaluation and development system to improve the performance of all staff members, select and implement appropriate models for supervision and staff development, and apply the legal requirements for personnel management.

The principal knows how to:

1. work collaboratively with other campus personnel to develop, implement, evaluate, and revise a comprehensive campus professional development plan that addresses staff needs and aligns professional development with identified goals.
2. facilitate the application of adult learning principles and motivation theory to all campus professional development activities, including the use of appropriate content, processes, and contexts.
3. allocate appropriate time, funding, and other needed resources to ensure the effective implementation of professional development plans.
4. implement effective, appropriate, and legal strategies for the recruitment, screening, selection, assignment, induction, development, evaluation, promotion, discipline, and dismissal of campus staff.
5. use formative and summative evaluation procedures to enhance the knowledge and skills of campus staff.
6. diagnose campus organizational health and morale and implement strategies to provide ongoing support to campus staff.
7. engage in ongoing professional development activities to enhance one’s own knowledge and skills and to model lifelong learning.

**Competency 007**

The principal knows how to apply organizational, decision-making, and problem-solving skills to ensure an effective environment.

The principal knows how to:

1. implement appropriate management techniques and group process skills to define roles, assign functions, delegate authority, and determine accountability for campus goal attainment.
2. implement procedures for gathering, analyzing, and using data from a variety of sources for informed campus decision-making.
3. frame, analyze, and resolve problems using appropriate problem-solving techniques and decision-making skills.
4. use strategies for promoting collaborative decision making and problem solving, facilitating team building, and developing consensus.
5. encourage and facilitate positive change, enlist support for change, and overcome obstacles to change.
6. apply skills for monitoring and evaluating change and making needed adjustments to achieve goals.

**DOMAIN III-ADMINISTRATIVE LEADERSHIP**

**Competency 008**

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.

The principal knows how to:

1. apply procedures for effective budget planning and management.
2. work collaboratively with stakeholders to develop campus budgets.
3. acquire, allocate and manage human, material, and financial resources according to district policies and campus priorities.
4. apply laws and policies to ensure sound financial management in relation to accounts, bidding, purchasing, and grants.
5. use effective planning, time management, and organization of personnel to maximize attainment of district and campus goals.
6. develop and implement plans for using technology and information systems to enhance school management.

**Competency 009**

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.

The principal knows how to:

1. implement strategies that enable the school physical plant, equipment, and support systems to operate safely efficiently, and effectively.
2. apply strategies for ensuring the safety of students and personnel and for addressing emergencies and security concerns.
3. develop and implement procedures for crisis planning for responding to crises.
4. apply local, state, and federal laws and policies to support sound decision making related to school programs and operations (e.g., student services, food services, health services, transportation).

**IV. TExES Competencies**

(Please see Section III above)
V. Course Objectives and Outcomes

This course is designed to enable students to:

1. Examine and understand human resources leadership and its impact on effective schools.
2. Plan effectively for staffing needs.
3. Evaluate and select applicants for various positions in the school district.
4. Understand the importance of managing conflict, building consensus, and communicating effectively both orally and in writing.
5. Understand the relationship between theory and research in educational administration.
6. Understand the relationship between theory and practice.
7. Recognize and understand the importance of the induction process and its long term effects on both certificated and non-certificated personnel.
8. Understand why some employees are highly motivated while others lack drive and commitment.
9. Understand the importance of professional development for all school personnel.
10. Understand the importance of the appraisal process for school personnel.
11. Recognize and determine the legal issues that impact personnel decisions.
13. Examine and understand productive work environments.
15. Examine and understand termination and reduction of force.
16. Identify, understand and reflect upon self-perceptions and others’ perceptions of you.
17. Identify, understand and reflect upon the impact one has on others in the school and community environment.
18. Assess one’s ability to communicate orally and in writing.
19. Apply theory to practice.
20. Assess one’s abilities to build and sustain positive and meaningful relationships within the context of your school and community.

VI. Course Topics

The major topics to be considered are:

1. Human Resources Leadership and Effective Schools
2. Planning for Staffing Needs
3. Evaluating and Selecting Applicants
4. Selecting Administrative and Support Personnel
5. Motivation of Personnel
6. Induction
7. Professional Development for Educational Personnel
8. Evaluating Employee Performance
9. Compensation and Rewards
10. Creating Productive Work Environments
11. Legal Issues in Human Resources
12. Collective Bargaining in Schools
13. Managing Conflict in Schools
14. Termination and Reduction in Force
VII. Instructional Methods and Activities

*Methods and activities for instruction include:*

This course will be delivered primarily online and will include PowerPoint presentations, discussions, course feedback, and course assessments. We will have quizzes, a mid-term examination and a final examination. This course is reading intensive and, therefore, it is critical that the assigned chapters are read prior to answering questions on the quizzes, mid-term examination and final examination and prior to analyzing case studies. This course is also writing intensive and as such students should devote substantial time to writing drafts, editing, and completing final writing deliverables. Although this course is delivered primarily online, we will have three face to face meetings throughout the semester in order to:

- introduce you to the course,
- explain the syllabus,
- explain the requirements in detail,
- answer any questions you might have,
- address any concerns you might have,
- check for understanding and mastery of course concepts,
- enhance your active participation in the learning process,
- discuss TExES Competencies,
- discuss your real world examples,
- discuss my real world examples, and
- stimulate your critical thinking about human resources leadership and its complexities.

These three face to face meetings will be held on the following **Saturdays: January 26, March 2, and April 20, 2013.** I have reserved OCNR (O’Connor Building) Room 117 from 1:00 to 3:00 for these face to face meetings.

VIII. Evaluation and Grade Assignment

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Quizzes</td>
<td>20% = 20 points</td>
</tr>
<tr>
<td>Mid-Term Examination</td>
<td>20% = 20 points</td>
</tr>
<tr>
<td>Final Examination</td>
<td>20% = 20 points</td>
</tr>
<tr>
<td>Case Study Analyses</td>
<td>40% = 40 points</td>
</tr>
</tbody>
</table>

Grading Scale

- 90 – 100 points = A
- 80 – 89 points = B
- 70 – 79 points = C
- 60 – 69 points = D
- 59 and below = F
The letter grades used for graduate work are the same as those used in undergraduate work (A, B, C, D, and F), but graduate credit is allowed only for courses completed with grades of A, B, and C, although grades of D and F are used in computing grade point averages. Limits are placed on the number of C’s that are allowed for graduate credit. Grade points per semester hour are noted below:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Interpretation</th>
<th>Grade Points per Semester Hour*</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3</td>
</tr>
<tr>
<td>C</td>
<td>Average</td>
<td>2</td>
</tr>
<tr>
<td>D</td>
<td>Passing</td>
<td>1</td>
</tr>
<tr>
<td>F</td>
<td>Failure; work not passed</td>
<td>0</td>
</tr>
</tbody>
</table>

IX. Course Requirements

1. Students are required to read the chapters delineated on page 13 prior to completing each quiz.
2. Students are required to submit the answers to each quiz no later than midnight (12:00 am) on the dates delineated on page 13.
3. Students are required to submit their answers to the mid-term examination by midnight (12:00 am) on March 31, 2013.
4. Students are required to submit their answers to the final examination by midnight (12:00 am) on May 12, 2013.
5. Students are required to submit their case study analyses via email by midnight (12:00 am) on the dates delineated on the following pages. Case study analyses will be evaluated using the Writing Assessment Rubric for Case Study Analysis on page 14 of this syllabus. Students are required to submit case study analyses that are a minimum of two pages not including the title page. All analyses must be free of spelling errors, grammar errors, punctuation errors and sentence structure errors. Students will be graded according to the Writing Assessment Rubric on page nine of this syllabus. Students are required to adhere to the following APA writing guidelines. Specifically this requirement must:
   - Be typed, using 12 pt. Times New Roman font
   - Be double spaced
   - Have uniform margins of one inch at the top, bottom, left, and right of every page
   - Be free of spelling errors, grammar errors, and run on sentences
   - Have properly cited references in the analysis and in the reference list
   - Have properly numbered pages
   - Have a title page with the following three elements centered between the left and right margins and positioned in the upper half of the page
     - Title (First Case Study Analysis)
     - Byline (John J. Doe)
     - Institutional Affiliation (Texas A&M-Corpus Christi)
6. **Revisions:** Each of the first two case study analyses may be revised once for a higher grade. To be eligible for revisions, the original case study
must be turned in on time. Upon receipt of the student’s initial grade from Dr. Hensley he/she will be given 48 hours to complete the revision. After the 48 hour period the case study analysis will no longer be eligible for revision. It is the student’s responsibility to keep track of his or her particular 48 hour revision time frame.

X. Course Schedule and Policies

See Course Schedule and Policies on pages 12 and 13.

XI. Textbooks

The textbooks adopted for this course are:


XII. Bibliography

Suggested Supplemental Reading:


XIII. Grade Appeals

As stated in University Rule 13.02.99.C2, Student Grade appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamu.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

XIV. Disabilities Accommodations

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 accommodations of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Disability Services Office at (361) 825-5816 or visit the office in Driftwood 101.

XV. Course Expectations

1. Students are expected to engage as co-participants in this course working closely and consistently with professor and student colleagues.
2. Students are expected to show human concern for each of those with whom they work and study, while presenting a positive attitude and professional demeanor.
3. Students are expected to respect the rights and dignity of each member of the campus community.
4. Students are expected to engage respectfully in a dynamic classroom environment, creating and maintaining a safe place in which ideas can be explored, shared, and evaluated.
5. Students are expected to submit work that meets the academic honesty standards of Texas A&M Corpus Christi.
6. Students are expected to contact the instructor with questions, concerns, or issues that need to be addressed.

Policy

Academic Integrity/Plagiarism
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in an “F” in the course.
EDAD 5366 Online                    Dr. Susan Luis
Spring Semester, 2014
Office: ECDC Office Hours: Mondays and Friday 9:00-4:00
Telephone: (361)-825-3366     Email: Susan.Luis@tamucc.edu
Dr. Luis is available by phone seven days a week from 8:00 am to 4:00 pm
Cell Phone (anytime) 361-774-3234

Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Required Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 26</td>
<td>Introduction to the Course and Course Expectations</td>
<td>Chapters 1-2</td>
</tr>
<tr>
<td></td>
<td>Review Syllabus</td>
<td></td>
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<tr>
<td></td>
<td>Human Resources Leadership and Effective Schools</td>
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<tr>
<td></td>
<td>Planning for Staffing Needs</td>
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<tr>
<td></td>
<td><strong>Face to Face Meeting – 1:00 pm to 3:00 pm</strong></td>
<td></td>
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<tr>
<td>February 3</td>
<td>Quiz on Chapters 1-2 Due by Midnight</td>
<td></td>
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<tr>
<td>February 10</td>
<td>First Case Study Analysis Due by Midnight</td>
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<tr>
<td>February 17</td>
<td>Quiz on Chapter 3 Due by Midnight</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>February 24</td>
<td>Quiz on Chapter 4 Due by Midnight</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>March 2</td>
<td>Quiz on Chapter 5 Due by Midnight</td>
<td>Chapter 5</td>
</tr>
<tr>
<td></td>
<td><strong>Face to Face Meeting – 1:00 pm to 3:00 pm</strong></td>
<td></td>
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<tr>
<td>March 10</td>
<td>Second Case Study Analysis Due by Midnight</td>
<td></td>
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<tr>
<td>March 17</td>
<td>Quiz on Chapters 6-7 Due by Midnight</td>
<td>Chapters 6-7</td>
</tr>
<tr>
<td>March 24</td>
<td>Quiz on Chapters 8-9 Due by Midnight</td>
<td>Chapter 8-9</td>
</tr>
<tr>
<td>March 31</td>
<td>Mid-Term Examination on Chapters 1-9 Due by Midnight</td>
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<tr>
<td>April 7</td>
<td>Quiz on Chapter 10 Due by Midnight</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>April 14</td>
<td>Third Case Study Due by Midnight</td>
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<tr>
<td>April 21</td>
<td>Quiz on Chapters 11-12 Due by Midnight</td>
<td>Chapter 11-12</td>
</tr>
<tr>
<td></td>
<td><strong>Face to Face Meeting – 1:00 pm to 3:00 pm</strong></td>
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<tr>
<td>April 28</td>
<td>Quiz on Chapters 13-14 Due by Midnight</td>
<td>Chapters 13-14</td>
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<tr>
<td></td>
<td>Change Due by Midnight</td>
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<tr>
<td>May 5</td>
<td>Fourth Case Study Due by Midnight</td>
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<tr>
<td>May 12</td>
<td>Final Examination on Chapters 1-14 Due by Midnight</td>
<td></td>
</tr>
<tr>
<td>Points</td>
<td>CONTENT AND VOCABULARY</td>
<td>Points</td>
</tr>
<tr>
<td>--------</td>
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</tr>
<tr>
<td><strong>Exemplary</strong> (10 Possible Points)</td>
<td>All questions are answered in an in-depth manner, and answers to each question consist of supporting details related specifically to theory presented in the text and the TExES Competencies. Theory related vocabulary and language are used.</td>
<td><strong>Exemplary</strong> (10 Possible Points)</td>
</tr>
<tr>
<td><strong>7 Points for Content and Vocabulary</strong></td>
<td></td>
<td><strong>3 Points for Mechanics and APA</strong></td>
</tr>
<tr>
<td><strong>Proficient</strong> (6 Possible Points)</td>
<td>Some questions are answered in an in-depth manner, and some answers to each question consist of supporting details related specifically to theory presented in the text and the TExES Competencies. Vocabulary is appropriate and some theory related language is used.</td>
<td><strong>Proficient</strong> (3 Possible Points)</td>
</tr>
<tr>
<td><strong>6 Points for Content and Vocabulary</strong></td>
<td></td>
<td><strong>3 Points for Mechanics and APA</strong></td>
</tr>
<tr>
<td><strong>Developing</strong> (4 Possible Points)</td>
<td>Answers to questions are limited in scope and supporting details related specifically to theory presented in the text and the TExES Competencies are limited. Vocabulary is more suited to a “lay audience” and does not reflect educator preparation or experience.</td>
<td><strong>Developing</strong> (2 Possible Points)</td>
</tr>
<tr>
<td><strong>4 Points for Content and Vocabulary</strong></td>
<td></td>
<td><strong>2 Points for Mechanics and APA</strong></td>
</tr>
<tr>
<td><strong>Unacceptable</strong> (0-1.5 Possible Points)</td>
<td>Questions are not answered in an in-depth manner, and answers to each question do not consist of supporting details related specifically to theory presented in the text and the TExES Competencies. Language is unclear and void of theory.</td>
<td><strong>Unacceptable</strong> (1.5 Possible Points)</td>
</tr>
<tr>
<td><strong>0-1.5 Points for Content and Vocabulary</strong></td>
<td></td>
<td><strong>1.5 Points for Mechanics and APA</strong></td>
</tr>
</tbody>
</table>