COE MISSION STATEMENT
The College of Education at Texas A&M University-Corpus Christi is devoted to excellence in instruction, research, and service, prepares leaders representing diverse backgrounds and experiences to serve the educational needs of the global community.

COURSE DESCRIPTION
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.

GENERAL DESCRIPTION AND ORIENTATION OF CLASS
The purpose of this class is to help individuals better understand the importance of School Personnel Management in creating schools where all children succeed. This course will be delivered online and face-to-face. Students are expected to be able to utilize technology tools needed for success in this type of course delivery. Blackboard will be the primary means of communication of material and course discussions. Students are encouraged to access the IT Help Desk if you are unsure about how to access your Blackboard account. This is a graduate course. As such, the reading and requirements of this course are intensive and intended to build your knowledge and expertise in the area of personnel management in schools.

COURSE EXPECTATIONS
Engagement, participation, and active participation in class discussion are expected. It is also expected that course discussions be respectful and productive. Although much of this class is independent outside of classroom discussions, it is highly encouraged for you to form networks early in your professional career. The academic classroom is a perfect place to start these networks.

Course evaluations during the Fall 2015 semester will be conducted at the end of the term. Completion of this instrument is encouraged as I use the results of the course evaluations to improve the way that I structure the course and my teaching delivery. In addition to how evaluations assist me as a faculty member, the University uses course evaluations as a factor in evaluating my teaching effectiveness.
Policies

Classroom: Log in to Blackboard often and follow discussion threads on assigned readings and questions. Contact the instructor if you have any questions or concerns with the online classroom. Please be an active participant in class.

Communication: Email and Blackboard communication will be the best way to communicate with the instructor outside of class time. You can also schedule appointments for meeting.

Statement of Academic Continuity: In the event of an unforeseen adverse event, such as a major hurricane University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

Technology-- Blackboard and Email: All assignments are to be uploaded onto the Blackboard by the due date at 11:59pm of the assigned due date.

Assignment Format: All assignments are to be submitted electronically on Blackboard and in APA format.

The CASA Writing Center: The Center for Academic Student Achievement writing center is a wonderful resource provided to all TAMUCC students. The writing center is available online and at their office hours and by appointment. If you are struggling in any way with writing for any course at TAMUCC, or would like an independent opinion of your writing to help you improve, please do not hesitate to use this resource. http://casa.tamucc.edu/wc_services.php

Late/Missed Assignments: All assignments are due on the date assigned unless other arrangements have been successfully negotiated with the instructor for compelling reasons. Late work will not be accepted in this course.

Illness/Emergencies/Unforeseeable Absences: If an illness/emergency or unforeseeable circumstance arises and you cannot complete your online requirements of class, please email or call me ASAP.

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. It is the student’s responsibility to register with Disability Services Office and to contact the faculty member in a timely manner to arrange for appropriate accommodations.

Academic Honesty Policy. Learning and teaching take place best in an atmosphere of intellectual freedom, openness, and honesty. 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. Texas A&M University- Corpus Christi is a community of scholars where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered:

**Statement of Authorship**

The following statement must be completed and turned in with the critical reflection and the final research paper submitted for grading.

“I certify that I am the author of this paper titled ______________________ and that any assistance I received in its preparation is fully acknowledged and disclosed in the paper. I have also cited any sources from which I used data, ideas, or words, either quoted directly or paraphrased. I also certify that this paper was prepared by me specifically for this course and has not been submitted before in any class by me or anyone else. I understand that falsification of information will affect my status as a graduate student.”

**INSTRUCTIONAL OBJECTIVES**

As a result of activities, course readings, and interactive experiences, students will be able to:

- Effectively collaborate with peers, providing support through guidance, feedback, and reflective activities.
- Become more proficient in APA style.
- Examine and understand human resources leadership and its impact on effective schools.
- Plan effectively for staffing needs.
- Evaluate and select applicants for various positions in the school district.
- Understand the importance of managing conflict, building consensus, and communicating effectively both orally and in writing.
- Understand the relationship between theory and research in educational administration.
- Understand the relationship between theory and practice.
- Recognize and understand the importance of the induction process and its long term effects on both certificated and non-certificated personnel.
- Understand why some employees are highly motivated while others lack drive and commitment.
- Understand the importance of professional development for all school personnel.
- Understand the importance of the appraisal process for school personnel.
- Recognize and determine the legal issues that impact personnel decisions.
- Explore and understand current trends in compensation and rewards.
- Examine and understand productive work environments.
- Examine and understand collective bargaining in schools.
- Examine and understand termination and reduction of force.
- Identify, understand and reflect upon self-perceptions and others’ perceptions of you.
- Identify, understand and reflect upon the impact one has on others in the school and community environment.
- Assess one’s ability to communicate orally and in writing.
- Apply theory to practice.
- Assess one’s abilities to build and sustain positive and meaningful relationships within the context of your school and community.

This course covers the following ISLCC (Interstate School Leaders Licensure Consortium Standards for School Leaders) Standards:

- ISLCC Standard 2 – Developing a school culture and instructional program conducive to student learning and staff professional growth. An educational leader promotes the success
of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

- ISLCC Standard 4 – Collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources. An educational leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.

This course also covers the following domains and competencies for the State Board of Educator Certification Texas Examinations of Educator Standards (SBEC/TExES) Framework for Principal Certification

- **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.

- **DOMAIN II- INSTRUCTIONAL LEADERSHIP**
  - 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.
  - 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.

**COURSE REQUIRED TEXTBOOK**


**Other readings assigned and posted on Blackboard:**


**COURSE REQUIREMENTS/EVALUATION CRITERIA**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Resume</td>
<td>10</td>
<td>September 23rd</td>
</tr>
<tr>
<td>Critical Reflection Paper</td>
<td>20</td>
<td>October 28th</td>
</tr>
<tr>
<td>Final Exam</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Attendance, Participation and Engagement in Discussions</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Semester Research Paper on School Personnel Management</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td><strong>Total Possible Points</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Grading Scale:** 90-100 = A, 80-89 = B, 70-79 = C, 69 and below is failing

*Incompletes:* Incompletes will not be given for this course.

**COURSE ASSIGNMENT DESCRIPTIONS**

**Professional Resume** 10 points  **Due:** September 23rd
A benchmark for this course is to complete a professional resume. Ultimately, you will want to secure a position as a principal or an assistant principal. There will not be a prescribed resume format, however pay careful attention to the literature in Chapter 4 as well as the discussions on selection of administrative personnel. Your resume should include the core ideas covered in those assigned readings and discussions as much as possible.

**Critical Reflection Paper** 20 points  **Due:** October 28th
The reflection process is an important aspect of being a school leader. By this point in April, you will have read and participated in many discussions on school personnel management. This assignment will give you time to reflect on what you have learned and help you decide on a specific interest for your final paper. It is good practice for you to set aside time to write your impressions, ideas, applications, and emotional reactions as you read and as you participate in class. The context of these reflections should help you develop self-awareness of values, beliefs, and attitudes related to yourself, your life and school leadership as it relates to supervision and administration of personnel. Specific format for this assignment is as follows. 1) Your reflection should be NO MORE THAN THREE PAGES (word-processed, double-spaced, 12 point font), 2) It should be written in first person, 3) Avoid the urge to write editorials or position papers. 4) Work to personalize your efforts with connections to the readings, your work, your experience, and your life. 5) Don’t forget the reflection is about you, not other people. Focus on your reflections of what you’ve learned thus far.

**Participation and Engagement** 15 points  **Due:** Ongoing
Each week students should be prepared for class discussions by having previously read the assigned readings. Students should be prepared with talking points on the assigned readings. Talking points...
could include 2-3 questions based on the readings to provoke conversation. These questions may be related to a particular article/chapter, but also try to create questions that cut across articles touching on overall themes. Also, make sure to either record or highlight the most significant ideas, sentences, paragraphs from the readings that you connected to for reference during discussions. We will also do occasional in class group work. You need to be present and participate in these for full credit.

**Final Exam**

15 Points  Due: Opens December 3rd & Closes December 9th at 11:59

You will be expected to log on to Blackboard and complete a 30-question multiple-choice exam on the material covered in this course.

**Semester Research Paper**

40 points  Due: December 9th

Students are required to write a research paper on any aspect of school personnel management they choose. You need to have at least 10 references from peer-reviewed sources in your paper. The paper needs to be six to eight-pages long; this excludes the cover page and references. You are to use double-spaced, 12-point Times New Roman font, one-inch margins, with no “extra” or “larger” spaces between paragraphs and using current APA style and formatting. Your paper will not be graded if you write this in an outline or if you present the information in a question/answer format. You need to use your writing skills to synthesize and present your thoughts logically and analytically. Use the following outline to guide your work.

1. Cover page (does not count toward 8 page limit) (Do not forget statement of authorship)
   - a. Title of paper
   - b. Name
   - c. Course number and semester
   - d. Date of submission

2. Introduction (approximately .5 – 1 page)
   - a. Brief explanation of your experiences with administration and supervision
   - b. Research-based statement of your perspective on administration and supervision
   - c. Brief overview of the paper specifying the specific researched area of school personnel management

3. Literature Review (approximately 3-4 pages)
   - a. In this section, complete a literature review of the existing literature you found on the topic of choice

4. Plan for Personal and Organizational Supervision and Administration (approximately 2-3 pages)
   - a. In this section of your paper, identify your own strengths and weaknesses in relation to administration and supervision and the topic you chose. Based on the research you’ve completed, explain your plan for personal improvement and also explain the kinds of culture, structure and norms you will strive to establish in your school.

5. Conclusion (approximately .5 – 1 page)
   - a. Briefly summarize your research, findings, and personal perspective on supervision and administration and specifically the topic you chose.

6. References (does not count toward the 10 page limit)
   - a. Must use APA Style
   - b. Must include scholarly, peer-reviewed resources
<table>
<thead>
<tr>
<th>WEEK</th>
<th>CLASS</th>
<th>Topic</th>
<th>Readings &amp; Assignment Due Date</th>
<th>Delivery Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>26-Aug</td>
<td>Review of Syllabus &amp; Introduction to School Personnel</td>
<td>Face-to-Face</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>2-Sep</td>
<td>Human Resource Leadership and Effective Schools &amp; Planning for Staffing Needs</td>
<td>Seyfarth (2008) Ch. 1&amp;2</td>
<td>Face-to-Face</td>
</tr>
<tr>
<td>3</td>
<td>9-Sep</td>
<td>Creating Productive Work Settings</td>
<td>Zepeda (2005)</td>
<td>Face-to-Face</td>
</tr>
<tr>
<td>4</td>
<td>16-Sep</td>
<td>Ethics/Caring/Relationships</td>
<td>Starratt (1991) Professional Resume Due</td>
<td>Face-to-Face</td>
</tr>
<tr>
<td>5</td>
<td>23-Sep</td>
<td>Recruitment; Selection &amp; Placement</td>
<td>Seyfarth (2008) Ch.3 &amp;4 Resume Due</td>
<td>Online</td>
</tr>
<tr>
<td>9</td>
<td>21-Oct</td>
<td>Conflict</td>
<td>Seyfarth (2008) Ch. 13</td>
<td>Face-to-Face</td>
</tr>
<tr>
<td>10</td>
<td>28-Oct</td>
<td>Evaluation &amp; Termination</td>
<td>Seyfarth (2008) Ch.8 &amp; Ch.14 Reflection Due</td>
<td>Online</td>
</tr>
<tr>
<td>11</td>
<td>4-Nov</td>
<td>SuperVision</td>
<td>Stotko, Pajak, Goldsberry (2005)</td>
<td>Online</td>
</tr>
<tr>
<td>12</td>
<td>11-Nov</td>
<td>Compensation Process</td>
<td>Seyfarth (2008) Ch. 9</td>
<td>Online</td>
</tr>
<tr>
<td>13</td>
<td>18-Nov</td>
<td>SuperVision (cont.)</td>
<td>Zepeda (2005)</td>
<td>Online</td>
</tr>
<tr>
<td>15</td>
<td>2-Dec-9-Dec</td>
<td>Reading Day</td>
<td>Final Exam &amp; Research Paper Please complete on-line</td>
<td>Online</td>
</tr>
</tbody>
</table>