



**EDAD 656 BUILDING CAPACITY FOR EFFECTIVE LEARNING**  
**COURSE SYLLABUS**  
**FALL 2016**

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**COURSE INFORMATION**

**Materials – Textbooks, Readings, Supplementary Readings**

**Textbook(s) Required**

1. Sorenson, R., & Goldsmith, L. (2009). *The principal's guide to managing school personnel*. Corwin Press. ISBN: 978-1-4129-6123-3.
2. Sorenson, R., & Goldsmith, L. (2013). *The principal's guide to school budgeting* (2<sup>nd</sup>. Ed.). Corwin Press. ISBN978-1-4522-16461.
3. Sampson,P., Vaughn,V., & Holt, C. (2013) *Taking the Mystery Out of Texas School Finance* (2<sup>nd</sup>. Ed.)
4. American Psychological Association. (2010). *Publication manual of the American psychological association* (6th ed.). Washington, D.C.: American Psychological Association

Other suggested readings and websites will be provided during the course.

## **Course Description**

EDAD 656. Building Capacity for Effective Learning. 3 Hours.

This school leadership course is designed to develop the candidate's knowledge and skills of human resources, the budgetary process, and the financial accounting system. The human resources section will focus on personnel management and instructional supervision skills needed to create an effective learning environment for all students. The budgeting and finance sections will focus on performance-based projects related to budget planning and development, resource acquisition and allocation, the accounting code system, and the school finance system.

Prerequisites: EDAD 615 and EDAD 595.

*TAMUC Graduate Catalog 2015-2016*

## **Program Principal Standards**

### ***TAC 241.15 Principal Curriculum Standards***

#### ***Standard 4-Learner-Centered human resources leadership and personnel management***

*The principal is an educational leader who promotes the success of all students by implementing a staff evaluation and development system to improve the performance of all staff members, selects and implements appropriate models for supervision and staff development, and applies the legal requirements for personnel management.*

- *Ensure the effective implementation of the professional development plan by allocation of appropriate time, funding, and other needed resources;*
- *Implement effective legal, and appropriate strategies for the recruitment, selection, assignment, and induction of campus staff.*

### ***TAC 241.15 Principal Curriculum Standards***

#### ***Standard 6-Learner-Centered organizational leadership and personnel management***

*The principal is an educational leader who promotes the success of all students through leadership and management of the organization, operations, and resources for a safe, efficient, and effective learning environment.*

- *Collaboratively plan and effectively manage the campus budget.*

### ***Principal Evaluation Standards 149.2001***

#### ***Standard 2 Human Capital***

The principal is responsible for ensuring there are high-quality teachers and staff in every classroom throughout the school.

- Targeted selection, placement, and retention. The principal selects, places, and retains effective teachers and staff.

## **Standard 5 – Strategic Operations**

- Tactical resource management – The principal aligns resources with the needs of the school and effectively monitors the impact on school goals.

### ***TExES Principal Competencies*** **Competency 008**

The principal knows how to apply effective leadership and management in relation to campus budgeting, personnel resource utilization, financial management, and technology by:

- Applying procedures for effective budget planning and management.
- Working collaboratively with stakeholders to develop campus budgets.
- Acquiring, allocating, and managing human, material, and financial resources according to district policies and campus priorities.

## **Course Learning Outcomes**

At the end of this course learners will be able to:

1. Evaluate the dynamics of personnel management and site-based leadership within the school setting.  
*TAC 241.15 – Standard 4-Learner-centered human resources leadership and management*  
*Competency 008*  
*149.2001 Standard 2 Human Capital (Targeted selection, placement, and retention)*
2. Analyze and apply principles and procedures related to recruitment, retention, interviewing, professional development and supervision.  
*TAC 241.15 – Standard 4-Learner-centered human resources leadership and management and TAC 241.15 Standard 8*  
*149.2001 Standard 2 Human Capital (Targeted selection, placement, and retention)*
3. Examine the causes of and procedures for the suspension, transfer, reduction and dismissal of personnel.  
*TAC 241.15 – Standard 4-Learner-centered human resources leadership and management*  
*149.2001 Standard 2 Human Capital (Targeted selection, placement, and retention)*

4. Describe the standards related to human resources, budgeting and funding.

*Competency 008*

*TAC 241.15 – Standard 4-Learner-centered human resources leadership and management*

*149.2001 Standard 2 Human Capital (Targeted selection, placement, and retention)*

*149.2001 Standard 5 – Strategic Operations*

*Tactical resource management – The principal aligns resources with the needs of the school and effectively monitors the impact on school goals.*

5. Manage the budgetary processes, practices and systems efficiently.

*Competency 8*

*149.2001 Standard 5 – Strategic Operations*

*Tactical resource management – The principal aligns resources with the needs of the school and effectively monitors the impact on school goals.*

*TAC 241.15 - Standard 6- Learner-Centered organizational leadership and management.*

*Collaborative plan and effective manage the campus budget.*

*149.2001 Standard 5 – Strategic Operations Tactical resource management – The principal aligns resources with the needs of the school and effectively monitors the impact on school goals*

6. Prepare an analysis of the budgetary process as outlined in Financial Accounting System Resource Guide (FASRG).

*Competency 8*

*TAC 241.15 - Standard 6- Learner-Centered organizational leadership and management.*

- *Collaborative plan and effective manage the campus budget*

*149.2001 Standard 5 – Strategic Operations Tactical resource management – The principal aligns resources with the needs of the school and effectively monitors the impact on school goals.*

7. Utilize the 20-digit FASRG expenditure codes in a simulation activity.

*Competency 8*

*TAC 241.15 - Standard 6- Learner-Centered organizational leadership and management.*

- *Collaborative plan and effective manage the campus budget*

*149.2001 Standard 5 – Strategic Operations Tactical resource management – The principal aligns resources with the needs of the school and effectively monitors the impact on school goals.*

8. Discuss the basic school finance principles as related to the school district.

*Competency 8*

*TAC 241.15 - Standard 6- Learner-Centered organizational leadership and management.*

- *Collaborative plan and effectively manage the campus budget.*

*149.2001 Standard 5 – Strategic Operations Tactical resource management – The principal aligns resources with the needs of the school and effectively monitors the impact on school goals.*

## **COURSE REQUIREMENTS**

### **Instructional / Methods / Activities Assessments**

This is a fully online course. It is instructor led with a course schedule.

The course content is presented in learning modules in LearningStudio (eCollege). Each module contains instructions, and the course schedule outlines the due dates. In each module you will work on various combinations of assignments, activities, discussions, readings, research, etc., which will be made available to you on the first day of the Module and will close on the last day of the module.

As a graduate level course the instructor expects quality work from each student supported by adequate preparation and involvement.

The instructor will create a learning environment and provide guidance for engagement with the content and learning activities.

The course learning outcomes and content are aligned with the principal standards and competencies. Evaluation will be based on all standards based assignments and modules completed. Assigned points will be awarded to each assignment, discussions, and other projects completed. The final course grade will be determined by the total points earned.

Assignments are designed to be learning experiences for students, and it is expected all students actively will participate in the class through discussion boards, completion of assignments and special projects.

## **GRADING**

Final grades in this course will be based on the following scales:

### Final Course Grades

A = 90 - 100%	A = 104 or more points
B = 80 - 89%	B = 92 - 103
C = 70 - 79%	C = 81 - 102
D = 60 - 69%	D = 69 - 101
F = 59% or below	F = 58 or less

Total course points possible = 115

Your final course grade consists of the following:

Assignments	40%
Discussions	20
Mid-Term Exam	20
Final Exam	<u>20</u>
Total	100%

### **Assessments**

Module Assignments: 54 Points

Each module will include readings and activity segments. Assignments related to these activities will reflect students' understanding of the topic. These assignments will be due at the end of each module and submitted through the eCollege drop box or as directed each week.

Meets Learning Outcomes: 1-8

### **Required Critical Assignment Project**

#### **Introductory Guidelines**

Textbook needed for this Critical Assignment: Sorenson and Goldsmith *The Principal's Guide to School Budgeting*, 2<sup>nd</sup> ed.

This assignment is worth 30 points and in this course students can earn a range of points from zero to 30.

This is a required institutional effectiveness compliance/TEA benchmark assignment to ensure the program is meeting its program objectives.

For the institutional effectiveness criteria to pass these assignment students must earn 30 points. There are no re-takes or make-ups allowed. The percentage of students who pass this assignment is reported to the institutional effectiveness department.

**Meets Learning Outcome: 5 and the following standards:**

**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.

**TAC Curriculum Standards 241.15**– Standard 4 Learner-Centered human resources leadership and personnel management.

**Section 149.2001** - Principal Standard 2: Human Capital -The principal is responsible for ensuring there are high-quality teachers and staff in every classroom and throughout the school.

**Section 149.2001**- Principal Standard 5: Strategic Operations – Tactical resource management- The principal aligns resources with the needs of the school.

**The Critical Assignment: Budgetary Systems**

Total Points: 30

Budgeting is a process involving planning, allocation, and expenditures of funds, and a continuous monitoring and evaluation of each of the pieces within the process (Brimley & Garfield, 2005).

The school budget serves numerous functions, often depending on which system of budget administration a school district uses. The most common budgetary systems are: zero-based budgeting, school-based budgeting, and function/object budgeting.

A description, strength and weakness of each of these budgetary systems are discussed in Chapter 5 Effective and Efficient Budgeting Practices in your textbook, *The Principal's Guide to School Budgeting, 2<sup>nd</sup> ed.*

After reviewing these budgetary systems, respond to the following discussion questions as a narrative paper. Use the APA format (6<sup>th</sup> ed.) for your narrative.

## Critical Assignment Questions

- Define budgeting as discussed in the Sorenson and Goldsmith textbook (*The Principal's Guide to School Budgeting 2<sup>nd</sup> ed.*).
- Compare and contrast budgeting and school finance.
- Explain the three budgetary systems described in the Sorenson and Goldsmith textbook (*The Principal's Guide to School Budgeting 2<sup>nd</sup> ed.*).
- Discuss the strengths and weaknesses of each budgetary system.
- Describe the budgetary system in your school or school district. Include four important points: Type, process for developing and evaluating the budget, and timeline/persons responsible.

## Grading Rubric

Points	EDAD 656 Critical Assignment Rubric: Budgetary Systems
<b>30</b>	Exemplary response to each of the assignment questions. Descriptive details and examples were provided for each of the assignment questions. Great organization and clarity of expression. Appropriate use of APA, 6 <sup>th</sup> edition. No grammatical errors.
<b>20</b>	Very good response to some of the assignment questions. Descriptive details and examples were provided for some of the assignment questions. Good organization and clarity of expression. A few APA, 6 <sup>th</sup> edition. Several grammatical errors were noted
<b>10</b>	Failed to discuss all of the assignment questions. Some details and examples were provided for some of the assignment questions. Poor organization and clarity of expression. Poor use of APA., 6 <sup>th</sup> edition Several grammatical errors were noted.
<b>0</b>	Assignment was not submitted.



## GRADING

### **Discussion Forums: 16 Points**

Each module will consist of several learning activities. Also, the modules will include small discussion, reflection activities, individual learning activities, and written papers. For this course to be beneficial, each student is expected to participate in online discussions daily, to ask relevant questions, demonstrate understanding of course content, and reflection. This means that each student should be conscious of the class schedule and prepared to share with classmates in conversation and activities content in weekly modules.

The discussion forums are related to the chapter readings, external resources, and activities. Upon completion or near completion of the assigned readings and activities, you are expected to engage in an ongoing discussion/debate with your learning community peers. Your contributions to the discussion forums will be graded for *quality not quantity*, timeliness of your contributions, and a detailed analysis of linking together theory (readings) to application (activities). The instructor will monitor discussions daily.

*Learning Outcomes- 1-8*

*Principal Program Standards: Competency 008; TAC 241.15 Learner-Centered Standards 4 and 6; Principal Evaluation Standards 149.2001 Standards 2 and 5.*

### **Exams: 45 Points**

Complete the exams online by accessing the eCollege exam tool. The exams will be timed and grades made available to you following the submission of the exam. If you lose Internet connectivity during the exam, log back in immediately and continue with the exam. Save your answers often (every 5-10 minutes). If you experience any issues while taking the exam, you must contact the eCollege Helpdesk immediately so that your issue is documented with a helpdesk ticket number. Considerations regarding exam issues will be made by the instructor on an individual basis based on the documentation.

*Learning Outcomes – 1 -8 and Principal Program Standards: Competency 008; TAC 241.15 Learner-Centered Standards 4 and 6; Principal Evaluation Standards 149.2001 Standards 2 and 5.*

Exams will be open book/open resource assessments. You should prepare for the exams using study guides as provided. Exams are intended to assess all the Learning Outcomes of the course at the application level.

## 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 Google Chrome or Mozilla Firefox. 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.
  - \*For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site](http://www.java.com/en/download/manual.jsp)  
<http://www.java.com/en/download/manual.jsp>
- Current anti-virus software must be installed and kept up to date.
- Run a browser check through the Pearson LearningStudio Technical Requirements website. [Browser Check](http://help.ecollege.com/LS_Tech_Reg_WebHelp/en-us/#LS_Technical_Requirements.htm#Browset)  
[http://help.ecollege.com/LS\\_Tech\\_Reg\\_WebHelp/en-us/#LS\\_Technical\\_Requirements.htm#Browset](http://help.ecollege.com/LS_Tech_Reg_WebHelp/en-us/#LS_Technical_Requirements.htm#Browset)

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
  - [Adobe Reader](https://get.adobe.com/reader/) <https://get.adobe.com/reader/>
  - [Adobe Flash Player](https://get.adobe.com/flashplayer/) (*version 17 or later*) <https://get.adobe.com/flashplayer/>
  - [Adobe Shockwave Player](https://get.adobe.com/shockwave/) <https://get.adobe.com/shockwave/>
  - [Apple Quick Time](http://www.apple.com/quicktime/download/) <http://www.apple.com/quicktime/download/>
- 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: [System Requirements for LearningStudio](https://secure.ecollege.com/tamuc/index.learn?action=technical) <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 [myLeo](http://www.tamuc.edu/myleo.aspx). <http://www.tamuc.edu/myleo.aspx>

**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](mailto:helpdesk@tamuc.edu).**

It is strongly recommended you perform a "Browser Test" prior to the start of your course. To launch a browser test, login to Pearson LearningStudio, click on the "My Courses" 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 you experience LearningStudio (eCollege) technical problems, contact the LearningStudio helpdesk at 1-866-656-5511 (toll free) or visit [Pearson 24/7 Customer Support Site](http://247support.custhelp.com/) <http://247support.custhelp.com/>

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.

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

**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 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.

### myLeo Support

Your myLeo email address is required to send and receive all student correspondence. Please email [helpdesk@tamuc.edu](mailto: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 [myLeo](https://leo.tamuc.edu). <https://leo.tamuc.edu>

### Learner Support

Go to the following link [One Stop Shop](http://www.tamuc.edu/admissions/onestopshop/)- created to serve you by attempting to provide as many resources as possible in one location.

<http://www.tamuc.edu/admissions/onestopshop/>


Go to the following link [Academic Success Center](http://www.tamuc.edu/campusLife/campusServices/academicSuccessCenter/)- focused on providing academic resources to help you achieve academic success.

<http://www.tamuc.edu/campusLife/campusServices/academicSuccessCenter/>

## FREE MOBILE APPS

The Courses apps for phones have been adapted to support the tasks students can easily complete on a smaller device. Due to the smaller screen size course content is not presented.

The Courses app is free of charge. The mobile Courses Apps are designed and adapted for different devices.

	<b>App Title:</b>	<b>iPhone – Pearson LearningStudio Courses for iPhone</b> <b>Android – LearningStudio Courses - Phone</b>
	<b>Operating System:</b>	<b>iPhone</b> - OS 6 and above <b>Android</b> – Jelly Bean, Kitkat, and Lollipop OS
	<b>iPhone App URL:</b>	<a href="https://itunes.apple.com/us/app/pearson-learningstudio-courses/id977280011?mt=8">https://itunes.apple.com/us/app/pearson-learningstudio-courses/id977280011?mt=8</a>
	<b>Android App URL:</b>	<a href="https://play.google.com/store/apps/details?id=com.pearson.lsp_hone">https://play.google.com/store/apps/details?id=com.pearson.lsp_hone</a>

Once downloaded, search for Texas A&M University-Commerce, and it should appear on the list. Then you will need to sign into the myLeo Mobile portal.

The Courses App for Android and iPhone contain the following feature set:

- View titles/code/Instructor of all Courses enrolled in online
- View and respond to all discussions in individual Courses
- View Instructor Announcements in individual Courses
- View Graded items, Grades and comments in individual Courses
- Grade to Date
- View Events (assignments) and Calendar in individual Courses
- View Activity Feed for all courses
- View course filters on activities
- View link to Privacy Policy
- Ability to Sign out
- Send Feedback

## **LEARNINGSTUDIO NOTIFICATIONS**

Students can be alerted to course activities via text on their mobile phones or up to two email addresses.

Based on their preferences, students can automatically receive a push notification with every new: course announcement, threaded discussion post, grade, and/or assignment without having to login to the course. Enrolled students will automatically receive email notifications for announcements and can opt out of this feature. To receive text notifications, students must opt in.

To begin setting up notifications, go into your course in LearningStudio and click on the bell-shaped Notifications icon on the main menu ribbon.

By default the student's university email address will appear. This cannot be changed in LearningStudio. Additional email addresses may be added by clicking the Add button. After all of the other selections are completed be sure to click the Save and Finish button.

## **COMMUNICATION AND SUPPORT**

### **Interaction with Instructor Statement**

(See syllabus tool for content suggestions)

## **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

### **Course Specific Procedures**

(See syllabus tool for content suggestions)

## **University Specific Procedures**

### **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 current Student Guidebook).

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](http://www.albion.com/netiquette/corerules.html)  
<http://www.albion.com/netiquette/corerules.html>

### **ADA Statement**

#### **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

Email: [Rebecca.Tuerk@tamuc.edu](mailto:Rebecca.Tuerk@tamuc.edu)

Website: [Office of Student Disability Resources and Services](http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

#### **Nondiscrimination Notice**

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.

#### **Campus Concealed Carry**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce

buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.