EAST TEXAS A&M

Please, click on the following link to access East Texas A&M University Covid 19 Information, https://new.tamuc.edu/coronavirus/

EDAD 627 (01W.20470)
School District Organizational Leadership: Finance

COURSE SYLLABUS: Spring 2025 (Online)

Instructor Information

Instructor: Teresa Farler, Ed.D.
Office Location: Frank Young Education North, Room 112
Office Hours: Virtual upon request and online daily.
Cell: (214) 405-1592
Phone: (903) 886-5520 (EDAD Main Office at ETAMU)
University Email Address: Teresa.Farler@tamuc.edu
 Preferred Form of Communication: e-mail Communication
Response Time: 24 hours

Course Information

Materials – Textbooks, Readings, and Supplementary Readings

Farler, T., Thompson, R., Sampson, P., and Vaughn, V. (2023). Taking the Mystery Out of Texas School Finance (3rd Ed). ICPEL. ISBN 978-1-7923-9076-0 **(Required)**

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th Ed). ISBN 978-1-4338-3216-1 **(Required)**

Web based Materials:

Texas Examinations of Educator Standards (TExES) Program

Pearson TExES 195 Supt Cert

Additional Web based materials as assigned.

Secondary Materials:

Walsh, Jim, Kemerer, Frank, & Maniotis, Laurie. (2018). *The educator's guide to Texas school law.* Austin, Texas: University of Texas Press.

ISBN: 9781477315316, 1477315314

Course Description

This is a School Leadership course designed to develop candidates who have the knowledge and ability to apply effective leadership and management skills to the functions of resource acquisition, budgeting, accounting, and financial management.

Student Learning and Outcomes:

The student will be able to demonstrate and apply the following skills:
1. The learner will demonstrate an understanding of school business administration functions by creating an organization chart for campus business functions and developing a flow chart for making purchases.
2. The learner will demonstrate an understanding of the 20-digit account code structure by identifying elements of a coded expenditure and by coding stated expenditures.
3. The learner will become familiar with the Truth-in-Taxation publication and calculate revenues and tax rates given appropriate variables.
4. The learner will demonstrate an understanding of theoretical models of school funding by calculating school district revenue based on school district variables.
5. The learner will demonstrate an understanding of the Foundation School Program by accessing Summary of Finances documents and completing a worksheet for estimating school district revenue.
6. The learner will prepare a paper, which demonstrates an understanding of the relationship between budgeting and student academic achievement.
7. The learner will demonstrate an understanding of budgeting models, preparation, and administration by completing a budgeting project given various requirements and variables.
8. The learner will discuss and compare the problems and procedures that accompany the need for various auxiliary services.
9. The learner will demonstrate an understanding of the mental health in schools training and serving students with disabilities training (for administrators) as required by the ETAMU Certification office. Students will complete learning modules for both mental health in schools and serving students with disabilities, complete the required learning/discussions, and print the certificates for each course.

Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.

Course Requirements

Minimal Technical Skills Needed
Students should have basic knowledge of MS Office including Word, PowerPoint and Excel documents. The use of Leo Mail is **required** for communication with the professor and other students. The use of the Learning Management System (LMS) D2L is important to success in the course. Tutorials and support are available to learn these skills. Students should be able to do basic research including library database and internet searches for documents and publications.

Instructional Methods

This is an online course and uses a web-based learning management system. This course relies heavily on reading and understanding all of the content in the modules, research, and completing quality assignments for each module. It is problem-based and inquiry-oriented. Learning in this course will take place through in discussion topics, lectures/power-point presentations, readings and concentrated study, and participation in intensive group learning exercises via online venues.

Assignments will include independent written products as a result of original research and research/presentations to the class via assignments. Learning in this course will take place as a result of participating in online discussions and zoom presentations, discussion topics, readings and concentrated study from the texts and online sources. In addition, learning will result from individual assignments and professional level presentations.

Assignments include a series of written papers and projects as a result of original research. In addition, assignments will include presentations, group research and products, and partner/group presentations. The readings assigned cannot be neglected. It is important that you set aside time to read and research prior to completing the assignments or prepare for the upcoming class discussions. Each student is expected to participate actively in endeavors with the goal of contributing meaningfully and implementing higher order thinking skills.

The course will include a detailed overview of the TExES 195 Superintendent Certification exam and opportunities to practice for the certification exam. The course also includes a culminating performance assessment.

A wide variety of instructional methods will be used to provide students with meaningful learning experiences. Some of these will include focused discussions, written reflections, problem-solving activities, case studies, independent research, and the direct teaching model.

Superintendent Leadership Standards

This course, EDAD 627, will focus specifically on the following Superintendent Standards: **Standard I, Standard II, Standard IV, Standard VI and Standard VIII.** However, the other standards may be referenced in discussions and articles/documents.

Superintendent Standard I

Learner-entered Values and Ethics of Leadership: A superintendent is an educational leader who promotes the success of all students by acting with integrity, fairness and in an ethical manner.

Superintendent Standard II

Learner-Centered Leadership and School District Culture: A superintendent is an educational leader who promotes the success of all students and shapes school district culture by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

Superintendent Standard III

Learner-Centered Human Resources Leadership and Management: A superintendent 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.

Superintendent Standard IV

Learner-Centered Policy and Governance: A superintendent is an educational leader who promotes the success of all students by understanding, responding to and influencing the larger political, social, economic, legal and cultural context and by working with the board of trustees to define mutual expectations, policies and standards.

Superintendent Standard V

Learner-Centered Communications and Community Relations: A superintendent is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

Superintendent Standard VI

Learner-Centered Organizational Leadership and Management: A superintendent is an educational leader who promotes the success of all students by leadership and management of the organization, operations, and resources for a safe, efficient and effective learning environment.

Superintendent Standard VII
Learner-Centered Curriculum Planning and Development: A superintendent is an educational leader who promotes the success of all students by facilitating the design and implementation of curricula and strategic plans that enhance teaching and learning; alignment of curriculum, curriculum resources and assessment; and the use of various forms of assessment to measure student performance.

Superintendent Standard VIII
Learner-Centered Instructional Leadership and Management:
A superintendent is an educational leader who promotes the success of all students by advocating, nurturing and sustaining a school district culture and instructional program conducive to student learning and staff professional growth.

Domains and Competencies for the Superintendent Certification Exam (TExES 195)

Students in EDAD 627 will demonstrate and apply the Domains and Competencies below as part of the course learning. The complete list of the Domains and Competencies for TExES Superintendent (195) can be found at the following link http://www.tx.nesinc.com/content/docs/195PrepManual.pdf

The following domains and competencies will be used throughout the course in preparation for the TExES 195 Superintendent Certification exam.

Domain I — Leadership of the Educational Community
Competency 001: The superintendent knows how to act with integrity, fairness and in an ethical manner in order to promote the success of all students.

Competency 002: The superintendent knows how to shape district culture by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational community.

Competency 003: The superintendent knows how to communicate and collaborate with families and community members, respond to diverse community interests and needs and mobilize community resources to ensure educational success for all students.
Competency 004: The superintendent knows how to respond to and influence the larger political, social, economic, legal and cultural context, including working with the board of trustees, to achieve the district's educational vision.

Domain II – Instructional Leadership
Competency 005: The superintendent knows how to facilitate the planning and implementation of strategic plans that enhance teaching and learning; ensure alignment among curriculum, curriculum resources and assessment; use the current accountability system; and promote the use of varied assessments to measure student performance. The superintendent knows how to:

Competency 006: The superintendent knows how to advocate, promote and sustain an instructional program and a district culture that are conducive to student learning and staff professional growth.

Competency 007: The superintendent knows how to implement a staff evaluation and development system and select appropriate models for supervision and staff development to improve the performance of all staff members.

Domain III — Administrative Leadership

Competency 008: The superintendent knows how to apply principles of effective leadership and management in relation to district budgeting, personnel, resource utilization, financial management and technology applications.

Competency 009: The superintendent knows how to apply principles of leadership and management to the district's physical plant and support systems to ensure a safe and effective learning environment.

Competency 010: The superintendent knows how to apply organizational, decision-making, and problem-solving skills to comply with federal and state r   requirements and facilitate positive change in varied contexts.

Student Responsibilities

No late work will be accepted.

All course assignments, projects, etc. must be submitted in the D2L learning platform to be graded. If work is sent to the instructor via email, it will not be considered or graded.

This syllabus represents a relationship between the student and the instructor regarding the evaluative measures and the content included in EDAD 627. The instructor reserves the right to amend, revise, or change the content of the syllabus as deemed necessary.

Attendance: Quality time and work in the D2L course is required each week of the semester. The course is designed for weekly interaction instruction. Modules, presentation information, and assignments will be provided each week through the D2L learning platform. A course outline detailing the class schedule and assignment deadlines will be posted as a separate document in D2L. Please check it regularly for updates. Any changes in the course outline and due dates will also be posted under the announcements.

In addition, we will be referencing the Texas Examinations of Educator Standards (TExES) Program Preparation Manual for the Superintendent (195) exam.

Grading

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

A = 90%-100%
B = 80%-89%

C = 70%-79%
D = 60%-69%
F = 59% or Below

NOTE: In order to receive credit for this course at the Graduate Level, you must earn an A or B. A grade of a C or below is considered failing at the Graduate Level. If you are taking this course as part of your Educational Leadership Doctoral program, and you receive a C or lower, this will count toward your total of 3 grades below a B. After a doctoral student receives his/her third grade below a C, he/she is removed from the program (see the ETAMU Graduate Handbook).

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

A = 500 – 555 Points
B = 444 – 499 Points
C = 388 – 443 Points
D = 332 – 387 Points
F = 331 and below

Grades will be determined on a total point basis as follows:

Assignments	20 Points each (9)	180
Discussion Topics	7 Points each (5)	35
Group Project (Module 7- Assignment – District Facilities Research Project)	50 Points (1)	50
Exams/Quizzes	100 Points each (2)	200
Quiz - Prep for Certification Exam	40 Points (1)	40
Module 9 – Certifications	10 Points (5)	50
Total Points		555

*This list may be adjusted during the course.

Please Note: While students may receive numerical grades for various assignments listed in the syllabus based on the criteria provided by the instructor and which contribute to an overall grade average represented in the breakdown listed above, these grades are to provide feedback to the student and guide the instructor in assessing the student's work. The final grade awarded for the course, however, will be at the sole discretion of the instructor.

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:
https://community.brightspace.com/s/article/Brightspace-Platform-Requirements

LMS Browser Support:
https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

Zoom Video Conferencing Tool
https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection 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, Starbucks, a ETAMU campus open computer lab, etc.

Communication and Support

If you have any questions or are having difficulties with the course material, please contact your instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:
https://community.brightspace.com/support/s/contactsupport

Interaction with Instructor Statement

Communication with students will be established through the students' Leomail account. Please make sure to check your Leomail account on a daily basis. During the week, I will respond to your emails at Teresa.Farler@tamuc.edu within a 24-hour time frame. On

weekends, it may take up to 48 hours. Grades will be provided for assignments within seven days of the original submission date.

Zoom meetings will be provided during the course. These Zoom meetings will provide instruction for modules, clarification/discussion on completed assignments, and other instructional assistance from the instructor.

You may also reach me via my cell phone (214.405.1592). If you have questions regarding an assignment, feedback on your assignments/work, or need clarity for completing work, please feel free to call me. If I do not answer, be sure to leave a detailed message, and I will return your call in order to help you.

I encourage you to use either Leomail or my cell phone if you need assistance.

COURSE AND UNIVERSITY PROCEDURES/POLICIES:

Course Specific Procedures/Policies

Examination Policy
Questions will require analysis and synthesis requiring the student to formulate answers demonstrating their ability to apply knowledge.

Assignment Policy
Assignment due dates are posted on the course calendar and in D2L. Complete instructions are provided for each task or assignment. All projects should be submitted in the Assignment Folder and saved as a .doc or .docx file unless specified otherwise.

Late Work
Late work will not be accepted in the course.

Syllabus Change Policy
The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

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. The Code of Student Conduct is described in detail in the [Student Guidebook](http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx).
[http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuideboo k.aspx](http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx)

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: https://www.britannica.com/topic/netiquette

ETAMU Attendance
For more information about the attendance policy please visit the Attendance webpage and Procedure 13.99.99.R0.01.
http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf

Academic Integrity
Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty 13.99.99.R0.03
Undergraduate Student Academic Dishonesty Form

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf

Graduate Student Academic Dishonesty Form

http://www.tamuc.edu/academics/graduateschool/faculty/GraduateStudentAcademicDishonestyFormold.pdf

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf

Students with Disabilities-- ADA Statement
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
East Texas A&M University
Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu
Website: Office of Student Disability Resources and Services

Nondiscrimination Notice
East Texas A&M University 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 Statement
Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 East Texas A&M University Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the Carrying Concealed Handguns On Campus document and/or consult your event organizer.

Web url:
http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

East Texas A&M University Supports Students' Mental Health
The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit **www.tamuc.edu/counsel**
 Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.
http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: https://www.britannica.com/topic/netiquette

ETAMU Attendance

For more information about the attendance policy please visit the [Attendance](http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx) webpage and [Procedure 13.99.99.R0.01](http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf).
 http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf

Academic Integrity
Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty 13.99.99.R0.03

Undergraduate Student Academic Dishonesty Form

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf

Graduate Student Academic Dishonesty Form

http://www.tamuc.edu/academics/graduateschool/faculty/GraduateStudentAcademicDishonestyFormold.pdf

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf

AI Use Policy
East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

 Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

 Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors 'guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

 In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

Artificial Intelligence

East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence (AI), ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors 'guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.
Students with Disabilities-- ADA Statement

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
East Texas A&M University

Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu
Website: Office of Student Disability Resources and Services
http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServ ices/

Nondiscrimination Notice

East Texas A&M University 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.

Civility Statement

East Texas A&M University enhances civility and collegiality of administrators, faculty, staff, students, and guests through intentional acts of respect, trust, self- accountability,

and collaboration. We recognize our strength is found in togetherness as we commit to kindness through one on one communication, fostering a healthy environment of conflict resolution and teamwork. The university is also committed to incorporating the tenets of civility in ways that do not silence traditionally marginalized voices.
Counseling Center

The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

East Texas A&M University Supports Students' Mental Health
The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit **www.tamuc.edu/counsel**

Campus Concealed Carry Statement
Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 East Texas A&M University Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the Carrying Concealed Handguns On Campus document and/or consult your event organizer.

Web

URL

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf

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.

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf