EAST TEXAS A&M UNIVERSITY

EDAD 637: Organizational Theory, Behavior, & Change
for School Improvement
Spring 2026 Syllabus
Department of Educational Leadership
East Texas A&M University

Instructor:	Dr. Danna M. Beaty
Office Hours:	Tuesdays
	10:00– 3:00 p.m.
	Virtually/As Needed/Upon Request
Cell Phone:	903-574-0792
University Email Address:	Danna.Beaty@etamu.edu

COURSE INFORMATION

Textbooks Required:

American Psychological Association. (2019). *Publishing manual of the American Psychological Association* (7th ed.). Washington, DC.

Capper, C. (2025). *Organizational Theory for Equity & Diversity, 2nd edition.* Taylor & Francis. **ISBN-13: 978-1032316635**

Hinnant-Crawford, B.N. (2025). *Improvement science in education: A primer, 2nd edition.* Gorham, ME: Myers Education Press, LLC.

Kotter, J. (2012). *Leading Change.* Cambridge, MA: Harvard Business Review Press.

Perry, J.A., Zambo, D. & Crow, R. (2020). *The improvement science dissertation in practice: A guide for faculty, committee members, and their students.* Gorham, ME: Myers Education Press, LLC   **ISBN-13:** 978-1975503208

COURSE DESCRIPTION

Three semester hours. This course is an examination of theory, focused on organizational behavior and change within educational systems. This course includes the development of a scholarly driven change model as it applies to the student's organizational context. Prerequisite: Doctoral status.

The *syllabus/schedule are subject to change.*

COURSE OBJECTIVES

1. To develop a comprehensive understanding of different organizational structures, processes, and theories.
2. To increase students understanding of organizational behavior and school improvement.
3. To develop skills to analyze organizational dynamics and critically evaluate organizational effectiveness.
4. To apply theoretical concepts to real-world situations to diagnose and solve organizational problems including issues related to leadership, culture, change management, and decision-making within organizational contexts.
5. To develop innovative approaches to lead educational change efforts.

COURSE REQUIREMENTS

Students will be engaging in varying amounts of the following activities at different points throughout the course. Evaluation will be based on successful demonstration of:

1. **Attendance and Active Participation**. Students are expected to "attend class" online by engaging in a variety of activities, including online discussion and assignment submission. Students should be active participants; they are to be prepared, forthcoming in sharing of their own ideas and thoughts, and inviting and considerate of the thoughts and ideas shared by others. Students will both post and respond to discussion forum items and to posting of classmates.

2. **Readings & Discussions:** Students will be responsible for reading assigned materials, both course texts and other readings as assigned, prior to participating in the discussions and/or developing written assignments. Students may be asked to work in groups to process the information gleaned from the readings; this may occur through a variety of technologies.

Reflective Discussion Posts. Students will respond to postings via the online discussion board. In addition to the original posting, students will respond to the observations/reflections of *at least two* other students, thus creating a virtual conversation about the topic. Students are expected to provide honest, thoughtful responses that are reflective of prior readings and experiences. ***Consideration*** of ideas differing from one's own perspective is required. If you are disputing an argument, you must offer evidence to support your position—other than your own expertise and/or opinion.

Weekly/Module Assignments. Each student will engage in and submit multiple assignments throughout the semester designed to assist in diagnosing and solving organizational problems including issues related to leadership, culture, change management, and decision-making within organizational contexts. Students are responsible for utilizing APA format, 7th edition. The assignments should adhere to specified standards, including the following: one-inch margins, 12-point type, and Times New Roman font.

Major Deliverables.

Actionable Problem of Practice. Each student will work with the instructor and assigned advisor to select a problem of inequity which has created an urgent need for change/improvement in the organization, can be "addressed with the leader's sphere of influence in mind, is feasible in terms of time, is connected to the organization's goals, tied to scholarly practices such as improvement science, and is concerned with scaling up and sustainability" (Perry et al., 2020). Students will frame the PoP and submit the proposed PoP at the end of the term for review and approval before being allowed to move on in the program course sequence.

Improvement Model. Using the Root Cause Analysis process, the student will focus on the selected PoP in

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his/her educational organization. The end product will incorporate the following criteria:

- *Describe a change situation that you face as a public-school administrator.*
- *Detail the theoretical underpinning you will use to guide the process of changing a complex institution like a public-school system.*
- *What data will you use to recognize that there is a need for change?*
- *What steps would you take, at what levels, to initiate the process?*
- *How will you monitor the change?*
- *What measures will you use to determine the success of the change initiative?*

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

Performance Expectations

This is a doctoral standing only course. Therefore, performance evaluations need to fit with the purpose of the doctoral program and the expectations for the doctoral student stated earlier. To that end, the following student expectations for this course have been generated.

While the final course grade is the **sole judgment of the professor**, the following scale will be used as a guide. <u>All assignments must be completed</u> to pass this course.

30%	Discussions
30%	Major Deliverables
40%	Weekly Assignments/Quizzes

There are no provisions for late work in this class.

Any academic dishonesty and/or plagiarism will result in an "F" in the course. If, you are unsure about academic dishonesty and/or plagiarism, consult the professor immediately.

Caveat: This syllabus represents a relationship between the professor and the student regarding the evaluative measures and the content included in EDAD 637. I reserve the right to amend, revise, or change the content of the syllabus as deemed necessary.

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TECHNOLOGY REQUIREMENTS

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

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@etamu.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.

Additionally, while I am happy to provide any reasonable amount of support with the course content to ensure your success, I am not able to provide technical support. Please seek tech support from appropriate outside resources

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COMMUNICATION AND SUPPORT
Brightspace Support
Need Help?

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Quality of Online Course Communication
We will be sharing personal experiences and individual reflections as we discuss course concepts. You are encouraged to share your personal and professional experiences. However, in order to assure that we can have a free and open discussion, we expect each person to respect the confidentiality of classmates. At the same time, you are asked to exercise good judgment in what you choose to share, avoiding non-public or competitively sensitive information.
Our discussion goal is to be collaborative, not combative. Experience suggests that even an innocent remark in the online environment can easily be misconstrued. We suggest you always reread and edit your responses carefully before posting in order to make certain that the wording in your message will not be seen as a personal attack. Personal attacks and harsh tones will not be tolerated and will negatively affect your grade. We expect you to be positive in your approach to others and diplomatic with your words. Your instructors are also committed to do the same in all of our communications.

Interaction with Instructor
Email is the best way to reach me during weekdays. During the workweek, a reply will be sent within 24-48 hours, depending upon the time your message was received. If you do not receive a response, please assume your message was not received and email again or contact me via phone (texting is also fine).
This course is an online course technically supported by the East Texas A&M University campus-wide computer platform D2L. We will have access to and begin using D2L the first day of class. If you are not familiar with the use of D2L or the Library Online Services, please avail yourself of the online tutorials easily accessible through your MyLeo web page.
It is critical for you to check your MyLeo email every day, as I will be communicating with you as we go both within the course online environment and through university email.

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Student Support

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

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Technical Support

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If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words "click here" to submit an issue via email.

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System Maintenance

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D2L runs monthly updates during the last week of the month, usually on Wednesday. The system should remain up during this time unless otherwise specified in an announcement. You may experience minimal impacts to performance and/or look and feel of the environment.

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Communication with Instructor

E-mail is the best method to contact me during the week. ETAMU D2L provides an efficient system of email for communication for class work and individual communication. I will check my e-mail each weekday. I am also available via cell phone if needed. If you would like to meet, please email me for an appointment. I will be happy to provide any reasonable support to help you succeed.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Procedures

Assignments

You will be able to check your grades in the grade book throughout the course. You will be graded on assignments, participation, and assessments, so be sure to turn in assignments on time. The grade will also be affected (either positively or negatively) by the mechanics of writing (i.e. spelling, punctuation, grammar, organization, flow, format, etc.). **PLEASE PROOFREAD!** Check your MyLeo email regularly (at least once each weekday) for information. I will be sharing information as we go. We will be using discussions groups in this course. You will need to participate within each module with responses to the discussion questions/issues.

Writing Style

All papers must be written according to the 7th Edition of the APA Manual. Papers must include references formatted using the APA style manual. All citations and references must be made using the APA style manual (7th edition). Please use the following format for all your documents: New Times Roman, double-spaced, one-inch margins, and 12-point type.

Assignment Policy

Assignments will be available in class and under the weekly modules in D2L. Reading responses should be submitted through D2L and saved as a .doc file unless specified otherwise.

Late Work

Late work will not be accepted.

Graduate Online Course Attendance Policy

A major component of this course is online interaction with peers and the instructor. Each class member is expected to participate fully in discussions, projects, journaling etc. each week of the course. Learning will be segmented into weeks or modules. It is important to stay on schedule with the course calendar.

University Specific Procedures

Academic Honesty Policy

Please see the *ETAMU Graduate Catalog at* http://catalog.etamu- .acalog.com/index.php?catoid=9 *and the Publication Manual of the American Psychological Association* for the discussion of academic honesty. Academic honesty is especially important

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when it comes to citing/quoting sources in research papers and assignments. Students are responsible for reading this material and becoming familiar with the conventions for acknowledging sources of information "Academic dishonesty" includes, but is not limited to, plagiarism (the appropriation or stealing of ideas or works of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments) and abuse (destruction, defacing, or removal) of resource material. *(East Texas A&M University, Graduate Catalog, 2009-2010)*

Incomplete Grades

Per university policy, you must visit with the instructor, develop, and sign "Plan for Completing the Grade of X" before you may receive an incomplete for the course. The reason for such requests is limited to "circumstances beyond student's control which prevented student from attending classes during Finals Week or the preceding three weeks" (Policy A 122.07, 1998). You are notified that the deadline date for all plans is not to exceed one semester. Failure to fulfill plan requirements within the specified time will result in a course grade of F.

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.

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.etamu.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: Netiquette http://www.albion.com/netiquette/corerules.html

ETAMU Attendance

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

http://www.etamu.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:

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[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

[http://www.etamu.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf](#)

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

[http://www.etamu.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf](#)

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

East Texas A&M University

Velma K. Waters Library- Room 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@etamu.edu

Website: [Office of Student Disability Resources and Services](#)

[http://www.etamu.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.

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 Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

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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.etamu.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 campuses. Report violations to the University Police Department at 903- 886-5868 or 9-1-1.

Counseling Center

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](tel:9038865145). For more information regarding Counseling Center events and confidential services, please visit www.etamu.edu/counsel

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