



EDAD 515 - Leading Effective Schools COURSE SYLLABUS Fall 2026

Instructor Information

Instructor: Dr. Lindsay Morgan

Office Location: Frank Young Education North

Office Hours: Tuesday 10:00 a.m. – 2:00 p.m. / Virtual (as requested by students)

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Preferred Form of Communication: Email

Communication Response Time: 24 hours

COURSE INFORMATION

This course requires two books.

Bambrick-Santoyo, P. (2018). *Leverage Leadership 2.0: A practical guide to building exceptional schools*. Jossey-Bass.

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association. <https://doi.org/10.1037/0000165-000>

COURSE DESCRIPTION

This introductory course provides an overview of school administration in Texas, which includes roles, functions, and duties of those who are charged with supervising schools in Texas. Critical review and analysis of principles of effective school leadership and organizational theories aligned to SBEC Principal Standards are examined and applied to the current challenges of leading 21st century schools in Texas.

COURSE CONTENT ALIGNMENT TO TAC PRINCIPAL STANDARDS AND TEXES COMPETENCIES

- *TAC Rule §241.15 Principal Standards I-VII*
- *TAC Rule §149.2001 Principal Standards 1-5*
- *TExES Competencies 001-011*

The following table displays the newly developed Texas principal standards, new certification examination and principal evaluation criteria. Note that this is the first time these administrator standards, certification, and evaluation has been taken to this degree of alignment.

COMPARISON OF STANDARDS, TEXES, AND EVALUATIONS

Texas Principal Standards (TAC §149.2001)	TExES 268 Domains Principal Framework	Texas Principal Evaluation and Support System (T-PESS)
1. Instructional Leadership	Domain II: Leading Learning	1. Instructional Leadership
2. Human Capital	Domain III: Human Capital	2. Human Capital
3. Executive Leadership	Domain IV: Executive Leadership	3. Executive Leadership
4. School Culture	Domain I: School Culture Domain VI: Ethics, Equity, and Diversity	4. School Culture
5. Strategic Operations	Domain V: Strategic Operations	5. Strategic Operations

STUDENT LEARNING OUTCOMES

This course surveys contemporary organization and management theories that are relevant to the administration of schools in Texas. Through reviewing, discussing, and writing about theory on complex organizations and organizational behavior, students will acquire professional knowledge needed for understanding processes, analyzing problems, developing services, and managing schools in Texas. To achieve the goals of this course, via course readings, lectures, activities and written assignments, the student will:

Student Learning Outcome #1

Critically examine the responsibility of the Texas principal in shaping campus culture by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. (*TExES Competency 001; Standard II-Learner Centered Leadership and Campus Culture-TAC Rule §241.15; Principal Standard 4: School Culture-TAC Rule §149.2001*)*

Student Learning Outcome #2

Critically review and analyze the governance system of Texas Public Education (*TExES Competency 007-009; Standard V-Learner Centered Organizational Leadership and Management-TAC Rule §241.15; Principal Standard 5: Strategic Operations-TAC Rule §149.2001*)

Student Learning Outcome #3

Identify effective educational programming (*TExES Competency 001-006; Standard I-Learner Centered Values and Ethics of Leadership and Standard II-Learner Centered The syllabus/schedule are subject to change. Leadership and Campus Culture and Standard VII-Learner Centered Instructional Leadership and Management-TAC Rule §241.15; Principal Standard 1: Instructional Leadership and Standard 3: Executive Leadership-TAC Rule §149.2001*)

Student Learning Outcome #4

Critically review and analyze management theories and empirical research on school leadership to determine the applicability of the theories to the roles and functions of school leaders in Texas (*TExES Competency 001-011; Standard I-Learner Centered Values and Ethics of Leadership, Standard III-Learner Centered Human Resources Leadership and Management, Standard V-Learner Centered Organizational Leadership and Management, Standard VI-Learner Centered Curriculum Planning and Development-TAC Rule §241.15; Principal Standard 1: Instructional Leadership, Principal Standard 2: Human Capital, Principal Standard 3: Executive Leadership, Principal Standard 4: School Culture and Principal Standard 5: Strategic Operations-TAC Rule §149.2001*)

Student Learning Outcome #5

Critically examine ethical school leadership and ethical decision making for school leaders in Texas that support the success of all students (*TExES Competency 003; Standard I- Learner Centered Values and Ethics of Leadership-TAC Rule §241.15; Principal Standard 3- Executive Leadership-TAC Rule §149.2001*)

COURSE OUTLINE AND EXPECTATIONS

DESIGN OF THE CLASS

Assignments are designed to be learning experiences for students, and it is presumed and expected that students actively participate in the class through the construction of their own learning. As a graduate-level course, the instructor expects quality work from each student supported by adequate preparation and involvement.

CLASS PARTICIPATION

Given the constructivist design of the class, this course will be interactive. It is expected that all students will participate fully in all activities and assignments to maximize their learning experience. This web-based course will be made up of several learning activities including (but not limited to) lecture notes and clarification, reflection activities, individual learning activities, and written papers. Students must be prepared to lead and/or enter discussions, ask relevant questions, and share the results of their study and reflection. This means that each student should be (1) conscious of the class schedule and the requirements for each class (knowing what to be prepared for), (2) self-disciplined (spending time to be fully prepared), and (3) eager to share with your classmates (participating actively by sharing what you have prepared).

ONLINE CLASS ENVIRONMENT

This is an online class. All of the instruction and assignments will be delivered using the D2L learning management system and thus, technological resources will be required. This web-based course relies heavily on written responses, interaction, and discussion. It is problem-based and inquiry oriented. Learning in this course will take place as a result of online discussion boards, lectures/power-point presentations, readings and concentrated study, and participation in intensive group learning exercises in online venues. Please practice courtesy, respect the opinions of others, be positive in speech and effort, encourage your classmates, respect confidentiality, and support each other's learning.

As a student enrolled at East Texas A&M, you have access to an email account via myLeo - all my emails sent from MyLeo Online (and all other university emails) will go to this account, so please be sure to check it regularly, daily. Conversely, you are to email me via the MyLeo Online email system or your myLeo email as our spam filters will catch Yahoo, Hotmail, etc. and I will not check for your email in spam. The syllabus/schedule are subject to change. When sending me an email please be sure that you have included your name and Course Number (EDAD 515) in the subject line.

If you are in an area that is prone to frequent internet outages, please seek alternate methods of accessing MyLeo Online. Please have a back-up plan for internet outages.

ASSIGNMENTS & GRADING

Assignments include a series of written responses to readings and online discussions. The readings cannot be neglected. It is important that you set aside time to read and digest the readings before you write or participate in discussion boards. A wide variety of instructional methods will be used to provide students with meaningful learning experiences including focused discussions, written reflections, problem-solving activities, case studies, independent/group research.

Each student is expected to work individually and/or with a group at the direction of the instructor to complete the assignments of the course. It is expected that all course work will be submitted by the posted deadline. Assignments will not be accepted via email to the professor. Please attach your assignments as indicated in the course module. Please be mindful of your submission deadlines.

Text Reading Assignments: The weekly assigned readings from the texts serve to provide you with strong theoretical contexts for your explorations into public education administration. The readings along with the threaded discussions allow for you and your classmates to extend your learning opportunities by seeing the concepts in the books through multiple perspectives.

Threaded Text Discussions—SLOs# 1-6 (20% of your grade): You will be provided with a weekly discussion prompt. The discussion forums are the place where we share ideas and observations. You are expected to engage in an ongoing discussion/debate with your learning community peers throughout the week. 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). You will be required to post your response first before you can see and respond to your peers' posts. You are required to post a minimum of TWO responses per week.

Your initial post and subsequent responses to your peers' posts should be supported by the readings and other instructional materials assigned during the week. Citation of your sources is required for ALL posts. Please do not attach documents in the discussion board.

Grading Criteria:

- The discussants will demonstrate an observable understanding of the content being discussed.
- The understanding will be at the critical thinking and synthesis level.
- The discussants will demonstrate an ability to engage the audience in a
- Discussion that is relevant to the content of the topics and related concepts.
- This can be done in a variety of ways including, but not limited to:
 - posing engaging questions;
 - eliciting responses;
 - engaging the learners in an activity or task.

The discussants will demonstrate the ability to effectively organize the discussion. This includes:

- keeping the discussion focused on the topic; o
- providing structure (beginning arguments, closing arguments, wrap-up or synthesis);
- staying within the timeframe allotted for discussion; o using effective media (if applicable).

The discussants will demonstrate the ability to respond to questions effectively. The discussants will demonstrate the ability to relate the concepts discussed in the articles to personal and professional experience by using examples from everyday practices.

Weekly Reflection Videos –SLOs #1-6 (25% of final grade)

Reflection videos are required weekly. You will be asked to reflect on the readings, videos and The syllabus/schedule are subject to change. articles assigned for each module. The reflection should be recorded and uploaded to D2L You will identify the Principal Standard and TExES Competency that is most aligned to the content presented for each respective module. You will then justify your selection. For example, if you believe that the content presented this week is most aligned to Principal Standard 2 and TExES Competency Five, share your rationale. Your rationale must include specifics from the instructional materials reviewed for this week.

In the reflection videos, your beliefs, experiences, recommendations or implications for current or future practice should be included.

For example—

- What does this practice mean to you as a current or aspiring administrator?
- How does this information assist you in doing a better job or being a better administrator?
- Were there two or three concepts that stood out to you-or scream to you that the framers of the policies were on the right track or completely wrong.

Leadership Paper (25% Of Grade) No Late Submissions

LEADERSHIP PAPER

(25% of Grade)

DUE AT THE END OF MODULE 3--NO LATE SUBMISSIONS

This paper will be based on your reflections about new insights gained about School Leadership in Texas. To help you organize your paper and provide some structure to your reflection, your paper should have the following sections:

1. Title Page
2. Body
 - a. Introduction-What does it mean to be a School Leader in Texas.
 - b. Provide an in depth narrative of how your thoughts on the role of the principal have changed from the “you” as teacher to “you” as the Texas school leader. This should be viewed via the lens of the Principal Competencies and Standards—remembering all that you will do as a school leader should be guided by the Principal Competencies and Standards. Your narrative should be supported (via citations) by the instructional materials you have been presented thus far in this course.
 - c. Identify at least one "thought leader" (i.e.: Pedro Noguero, Linda Darling-Hammond, Geoffrey Canada, Michael Fullan,) that you have been introduced to thus far in this course that has caused you to "reflect" on leadership; changed your thinking about leadership; changed your thinking about students or schools; made you have an AHA moment- identify the "thought leader" and exactly what the "thought leader" said or did and your response. Provide a detailed description The syllabus/schedule are subject to change. of the impact the “thought leader” had on you--- be specific in describing how you believe this will impact your practice as a leader moving forward.
3. Conclude your paper with your expectations for yourself as a novice Principal in Texas. (This section should be no more than a paragraph—no more than 1/3 of a page).
4. Reference page

Formatting Requirements

Your paper must be formatted using APA 7th Guidelines. Your reflection paper should 300-400 words. Failure to adhere to APA 7th Guidelines will result in a reduction of points. Please refer to your APA Manual for guidance in formatting your paper. All papers must have your name on them with an appropriate APA formatted cover page. Please place the word count at the end of your paper.

Papers should be double spaced, size 12 font (Times New Roman or Arial), and follow the format for papers as specified by the APA Publication Manual. It should also be free of technical errors (spelling, punctuation, proper use of grammar, etc.). While your paper is reflective in perspective—which means you can use “I”—it should otherwise be scholarly in tone and presentation.

Since your paper is reflective in content, you don’t have to worry about providing me with the “right answer” or giving me what you think I want you to say. This paper is designed to provide you with the opportunity to solidify your thinking on the main ideas of the course, which in many ways will provide an important foundation for courses yet to come.

Pillar Project-Group Project (30% of Grade) NO LATE SUBMISSIONS See corresponding course module for specific instructions, regarding this assignment.

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

Grades will be determined on a percentage basis. Your final course grade consists of the following:

Assessments	Total Points
Discussion Posts	20
Reflection Videos	25
Final Leadership Paper	25
Pillar Projects	30
Grand Total	100

No late work will be accepted.

TECHNOLOGY REQUIREMENTS

Minimal Technical Skills Needed

Students will need reliable computer and internet access for this course. Students must be able to effectively use myLeo email, myLeo Online D2L, and Microsoft Office.

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.etamu.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@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 TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

Interaction with Instructor

If you have any questions or are having difficulties with the course material, please contact your instructor. Correspondence will always be through university email (your “myLeo” mail) and announcements in myLeo online (D2L). You will not RECEIVE email through D2L, so be sure to check your ETAMU email for communication. Students are encouraged to check university email daily.

Include the Following in Emails with the Instructor:

- Course name and subject in the subject line
- Salutation (Good afternoon, Dr. Jackson)
- Proper email etiquette (no “text” emails – use proper grammar and punctuation)
- Student name and CWID after the body of the email (possibly add to student signature on email)

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>

STUDENT RESPONSIBILITIES FOR COURSE

CWID and Password

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.

Technology-Related Issues

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.

COURSE AND UNIVERSITY 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 in the assignment section of D2L along with instructions for each assignment. All projects should be submitted in the MyLeo Online Assignment Submission Folder and saved as a .doc or .docx file unless specified otherwise.

Late Work

Late work will not be accepted in the course.

Incompletes

An incomplete will not be available for this course.

Extra Credit

Extra Credit is not available for this 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.

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 online in the [Student Guidebook](#).

Students should also consult the [Rules of Netiquette Webpage](#) for more information regarding how to interact with students in an online forum.

ETAMU Attendance

For more information about the attendance policy, please view the [Attendance Webpage](#) and the [Class Attendance Policy](#)

Academic Integrity

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

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

[Undergraduate Student Academic Dishonesty Form](#)

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

[Graduate Student Academic Dishonesty Form](#)

Use of Artificial Intelligence

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

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@etamu.edu
Website: [Office of Student Disability 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 ETAMU 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.

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 Supports Students' Mental Health – Counseling Services

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 [Counseling Center | East Texas A&M University, ETAMU](#)

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.



EDAD 515 - Leading Effective Schools - Fall 2026 Course Calendar

First Day of Class: August 20, 2026

Last Day of Class: October 16, 2026

The schedule below is intended to serve as a guide for the course. Adjustments may be made as needed to best support student learning or address unforeseen circumstances. Any changes will be communicated promptly through D2L.

Module & Dates	Objectives	Key Readings	Activities & Due Dates
Module 1 Aug. 20 – Sept. 2	Meet classmates and instructor Examine the principal's role in shaping campus culture Explore Texas student diversity	Leverage Leadership – Introduction & Ch. 1 Principal Standards/Competencies Review PASL Handbook Review TExES Handbook	Student Lounge Introduction Post Discussion: Geoffrey Canada Reflection Paper #1 (Sun., Aug. 30) Meet with group members
Module 2 Sept. 3 – Sept. 16	Analyze Texas school governance Discuss resources in schools Connect principal standards to policy	Leverage Leadership – Ch. 2–3 Principal Standards/Competencies	Discussion: Champions Reflection Paper #2 (Sun., Sept. 13) Meet with group members
Module 3 Sept. 17 – Sept. 30	Examine ethical leadership Analyze management theories Reflect on your own leadership growth	Leverage Leadership – Ch. 4–5 Principal Standards/Competencies	Discussion: Ethical Decision-Making Case Leadership Paper (Sun., Sept. 27) Meet with group members
Module 4 Oct. 1 – Oct. 8	Build positive school culture Investigate change management	Leverage Leadership – Ch. 6–7 Principal Standards/Competencies	Discussion: Who Moved My Cheese? Reflection Paper #3 (Sun., Oct. 4) Meet with group members
Module 5 Oct. 9 – Oct. 16	Apply learning in group project Develop operational plans Practice teamwork and problem solving	Principal Standards/Competencies	Pillar Project Draft (Sun., Oct. 11) Discussion: AHA Moments (Thurs., Oct. 15) Final Pillar Project (Fri., Oct. 16)