Instructor: Richard Skuza, Ed.D.  
Office: HS 309  
Office Phone: 936.468.1756  
Email: richard.skuza@sfasu.edu  

You may expect a response to emails and phone calls within 24-48 hours.

The James I. Perkins College of Education Diversity Statement is found at the following link: http://coe.sfasu.edu/about-us

I. Course Description:
This Synthesis in Educational Leadership course is designed to provide candidates opportunities to expand the depth of their understanding of what principals need to know and be able to do as set forth in the State Board for Educator Certification (SBEC) and the CAEP-approved Educational Leadership Constituent Council (ELCC) standards. This course is necessary to prepare candidates to pass the mandated Principal TExES Certification exam, and to prepare candidates to master each of the CAEP-approved ELCC standards. This course content relates to three major points: culmination of leadership material in order to pass the TExES, how to get a leadership position, and how to actually do the job. These three components will be based upon the three Texas SBEC Domains, the nine Texas SBEC competencies, and the seven ELCC standards.

II. Intended Learning Outcomes/Goals/Objectives (Program/Student Learning Outcomes):
The vision of the Principal Preparation program is aligned with the vision of the James I. College of Education (COE) and the University’s Strategic Plan. We want the principal preparation program to be the national model of a high quality, student-focused, comprehensive program whose graduates are productive citizens and successful leaders. Therefore, this course was added to the curriculum. In addition, the candidates will demonstrate an awareness of the COE core values through written discussion and written work. The core values are: academic excellence through critical, reflective, and creative thinking; life-long learning; collaborative and shared decision making; openness to new ideas to culturally diverse people and to innovation and change; integrity, and responsibility. All instructional activities are aligned with the SBEC standards and CAEP-approved ELCC standards.

Through this course of the principal program, our mission is to provide our candidates a foundation for success, a passion for learning, and a commitment to responsible global citizenship in a community dedicated to teaching, research, creativity, and service.
Program/Student Learning Outcomes

1. The student will apply skills, content knowledge, and knowledge of necessary dispositions regarding the role of an effective school leader.
2. The student will demonstrate an understanding of basic principles and foundations of school leadership.
3. The student will demonstrate instructional leadership skills in working with faculty on issues of instruction, curriculum, culture, and professional development.
4. The student will demonstrate and apply leadership skills through school-level practicum experiences.
5. The student will demonstrate building level leadership skills in supporting P-12 student learning within a school.
6. The student will exhibit school leadership skills in organizational management and community relations developing effective school-based management and resource systems and school-community partnerships.

Student Learning Outcomes:

1. Students will be able to describe the SBEC competencies as presented in the coursework. (PLO 1, 2, 3, 4, 5)
2. Students will complete a pre-test to 80% mastery. (PLO 1, 2, 3)
3. Students will complete a variety of assignments representing their accomplishments in the three areas of this course: TExES review, how to get a job and how to do the job. (PLO 2, 3, 4, 5; submit into Livetext/Watermark)
4. Students will take the 068 Principal TExES test with a 98% passing rate. (PLO 1, 2, 3, 4, 5)

Texas Principal Standards
Chapter 149. Commissioner’s Rules Concerning Educator Standards
Subchapter BB. Administrator Standards
§149.2001. Principal Standards.

(a) Purpose. The standards, indicators, knowledge, and skills identified in this section shall be used to align with the training, appraisal, and professional development of principals.

(b) Standards.

(1) Standard 1--Instructional Leadership. The principal is responsible for ensuring every student receives high-quality instruction.

(A) Knowledge and skills.

(i) Effective instructional leaders:

(I) prioritize instruction and student achievement by developing and sharing a clear definition of high-quality instruction based on best practices from research;
(II) implement a rigorous curriculum aligned with state standards;

(III) analyze the curriculum to ensure that teachers align content across grades and that curricular scopes and sequences meet the particular needs of their diverse student populations;

(IV) model instructional strategies and set expectations for the content, rigor, and structure of lessons and unit plans; and

(V) routinely monitor and improve instruction by visiting classrooms, giving formative feedback to teachers, and attending grade or team meetings.

(ii) In schools led by effective instructional leaders, data are used to determine instructional decisions and monitor progress. Principals implement common interim assessment cycles to track classroom trends and determine appropriate interventions. Staff have the capacity to use data to drive effective instructional practices and interventions. The principal's focus on instruction results in a school filled with effective teachers who can describe, plan, and implement strong instruction and classrooms filled with students actively engaged in cognitively challenging and differentiated activities.

(B) Indicators.

(i) Rigorous and aligned curriculum and assessment. The principal implements rigorous curricula and assessments aligned with state standards, including college and career readiness standards.

(ii) Effective instructional practices. The principal develops high-quality instructional practices among teachers that improve student learning.

(iii) Data-driven instruction and interventions. The principal monitors multiple forms of student data to inform instructional and intervention decisions and to close the achievement gap.

(2) Standard 2--Human Capital. The principal is responsible for ensuring there are high-quality teachers and staff in every classroom and throughout the school.

(A) Knowledge and skills.

(i) Effective leaders of human capital:

(I) treat faculty/staff members as their most valuable resource and invest in the development, support, and supervision of the staff;

(II) ensure all staff have clear goals and expectations that guide them and by which they are assessed;

(III) are strategic in selecting and hiring candidates whose vision aligns with the school's vision and whose skills match the school's needs;
(IV) ensure that, once hired, teachers develop and grow by building layered supports that include regular observations, actionable feedback, and coaching and school-wide supports so that teachers know how they are performing;

(V) facilitate professional learning communities to review data and support development;

(VI) create opportunities for effective teachers and staff to take on a variety of leadership roles and delegate responsibilities to staff and administrators on the leadership team; and

(VII) use data from multiple points of the year to complete accurate evaluations of all staff, using evidence from regular observations, student data, and other sources to evaluate the effectiveness of teachers and staff.

(ii) In schools with effective leaders of human capital, staff understand how they are being evaluated and what the expectations are for their performance. Staff can identify areas of strength and have opportunities to practice and receive feedback on growth areas from the leadership team and peers. Staff evaluation data show variation based on effectiveness but also show improvement across years as development and retention efforts take effect. Across the school, staff support each other’s development through regular opportunities for collaboration, and effective staff have access to a variety of leadership roles in the school.

(B) Indicators.

(i) Targeted selection, placement, and retention. The principal selects, places, and retains effective teachers and staff.

(ii) Tailored development, feedback, and coaching. The principal coaches and develops teachers by giving individualized feedback and aligned professional development opportunities.

(iii) Staff collaboration and leadership. The principal implements collaborative structures and provides leadership opportunities for effective teachers and staff.

(iv) Systematic evaluation and supervision. The principal conducts rigorous evaluations of all staff using multiple data sources.

(3) Standard 3—Executive Leadership. The principal is responsible for modeling a consistent focus on and commitment to improving student learning.

(A) Knowledge and skills.

(i) Effective executive leaders:

(I) are committed to ensuring the success of the school;

(II) motivate the school community by modeling a relentless pursuit of excellence;
(II) are reflective in their practice and strive to continually improve, learn, and grow;

(IV) view unsuccessful experiences as learning opportunities, remaining focused on solutions, and are not stymied by challenges or setbacks. When a strategy fails, these principals analyze data, assess implementation, and talk with stakeholders to understand what went wrong and how to adapt strategies moving forward;

(V) keep staff inspired and focused on the end goal even as they support effective change management;

(VI) have strong communication skills and understand how to communicate a message in different ways to meet the needs of various audiences;

(VII) are willing to listen to others and create opportunities for staff and stakeholders to provide feedback; and

(VIII) treat all members of the community with respect and develop strong, positive relationships with them.

(ii) In schools with effective executive leaders, teachers and staff are motivated and committed to excellence. They are vested in the school's improvement and participate in candid discussions of progress and challenges. They are comfortable providing feedback to the principal and other school leaders in pursuit of ongoing improvement, and they welcome feedback from students' families in support of improved student outcomes.

(B) Indicators.

(i) Resiliency and change management. The principal remains solutions-oriented, treats challenges as opportunities, and supports staff through changes.

(ii) Commitment to ongoing learning. The principal proactively seeks and acts on feedback, reflects on personal growth areas and seeks development opportunities, and accepts responsibility for mistakes.

(iii) Communication and interpersonal skills. The principal tailors communication strategies to the audience and develops meaningful and positive relationships.

(iv) Ethical behavior. The principal adheres to the educators' code of ethics in §247.2 of this title (relating to Code of Ethics and Standard Practices for Texas Educators), including following policies and procedures at his or her respective district.

(4) Standard 4--School Culture. The principal is responsible for establishing and implementing a shared vision and culture of high expectations for all staff and students.

(A) Knowledge and skills.

(i) Effective culture leaders:

(I) leverage school culture to drive improved outcomes and create high expectations;
(II) establish and implement a shared vision of high achievement for all students and use that vision as the foundation for key decisions and priorities for the school;

(III) establish and communicate consistent expectations for staff and students, providing supportive feedback to ensure a positive campus environment;

(IV) focus on students' social and emotional development and help students develop resiliency and self-advocacy skills; and

(V) treat families as key partners to support student learning, creating structures for two-way communication and regular updates on student progress. Regular opportunities exist for both families and the community to engage with the school and participate in school functions.

(ii) In schools with effective culture leaders, staff believe in and are inspired by the school vision and have high expectations for all students. Staff take responsibility for communicating the vision in their classrooms and for implementing behavioral expectations throughout the building, not only in their own classrooms. Teachers regularly communicate with the families of their students to provide updates on progress and actively work with families to support learning at home. Members of the broader community regularly engage with the school community.

(B) Indicators.

(i) Shared vision of high achievement. The principal develops and implements a shared vision of high expectations for students and staff.

(ii) Culture of high expectations. The principal establishes and monitors clear expectations for adult and student conduct and implements social and emotional supports for students.

(iii) Intentional family and community engagement. The principal engages families and community members in student learning.

(iv) Safe school environment. The principal creates an atmosphere of safety that encourages the social, emotional, and physical well-being of staff and students.

(v) Discipline. The principal oversees an orderly environment, maintaining expectations for student behavior while implementing a variety of student discipline techniques to meet the needs of individual students.

(5) Standard 5--Strategic Operations. The principal is responsible for implementing systems that align with the school's vision and improve the quality of instruction.

(A) Knowledge and skills.

(i) Effective leaders of strategic operations:
(I) assess the current needs of their schools, reviewing a wide set of evidence to
determine the schools' priorities and set ambitious and measurable school goals, targets,
and strategies that form the schools' strategic plans;

(II) with their leadership teams, regularly monitor multiple data points to evaluate
progress toward goals, adjusting strategies that are proving ineffective;

(III) develop a year-long calendar and a daily schedule that strategically use time to both
maximize instructional time and to create regular time for teacher collaboration and data
review;

(IV) are deliberate in the allocation of resources (e.g., staff time, dollars, and tools),
aligning them to the school priorities and goals, and work to access additional resources
as needed to support learning; and

(V) treat central office staff as partners in achieving goals and collaborate with staff
throughout the district to adapt policies as needed to meet the needs of students and
staff.

(ii) In schools with effective leaders of strategic operations, staff have access to
resources needed to meet the needs of all students. Staff understand the goals and
expectations for students, have clear strategies for meeting those goals, and have the
capacity to track progress. Members of the staff collaborate with the principal to develop
the school calendar. Teacher teams and administrator teams meet regularly to review
and improve instructional strategies and analyze student data. Throughout the year, all
staff participate in formal development opportunities that build the capacity to identify
and implement strategies aligned to the school's improvement goals.

(B) Indicators.

(i) Strategic planning. The principal outlines and tracks clear goals, targets, and strategies
aligned to a school vision that improves teacher effectiveness and student outcomes.

(ii) Maximized learning time. The principal implements daily schedules and a year-long
calendar that plan for regular data-driven instruction cycles, give students access to
diverse and rigorous course offerings, and build in time for staff professional
development.

(iii) Tactical resource management. The principal aligns resources with the needs of the
school and effectively monitors the impact on school goals.

(iv) Policy implementation and advocacy. The principal collaborates with district staff to
implement and advocate for district policies that meet the needs of students and staff.

Statutory Authority: The provisions of this §149.2001 issued under the Texas Education
Code, §21.3541.

Source: The provisions of this §149.2001 adopted to be effective June 8, 2014, 39 TexReg
4245.
ELCC Standards

Standard 1.0: A building-level education leader applies knowledge that promotes the success of every student by collaboratively facilitating the development, articulation, implementation, and stewardship of a shared school vision of learning through the collection and use of data to identify school goals, assess organizational effectiveness, and implement school plans to achieve school goals; promotion of continual and sustainable school improvement; and evaluation of school progress and revision of school plans supported by school-based stakeholders.

1.1 Candidates understand and can collaboratively develop, articulate, implement, and steward a shared vision of learning for a school. 1.2 Candidates understand and can collect and use data to identify school goals, assess organizational effectiveness, and implement plans to achieve school goals. 1.3 Candidates understand and can promote continual and sustainable school improvement. 1.4 Candidates understand and can evaluate school progress and revise school plans supported by school stakeholders.

Standard 2.0: A building-level education leader applies knowledge that promotes the success of every student by sustaining a school culture and instructional program conducive to student learning through collaboration, trust, and a personalized learning environment with high expectations for students; creating and evaluating a comprehensive, rigorous and coherent curricular and instructional school program; developing and supervising the instructional and leadership capacity of school staff; and promoting the most effective and appropriate technologies to support teaching and learning within a school environment.

2.1 Candidates understand and can sustain a school culture and instructional program conducive to student learning through collaboration, trust, and a personalized learning environment with high expectations for students. 2.2 Candidates understand and can create and evaluate a comprehensive, rigorous, and coherent curricular and instructional school program. 2.3 Candidates understand and can develop and supervise the instructional and leadership capacity of school staff. 2.4 Candidates understand and can promote the most effective and appropriate technologies to support teaching and learning in a school environment.

Standard 3.0: A building-level education leader applies knowledge that promotes the success of every student by ensuring the management of the school organization, operation, and resources through monitoring and evaluating the school management and operational systems; efficiently using human, fiscal, and technological resources in a school environment; promoting and protecting the welfare and safety of school students and staff; developing school capacity for distributed leadership; and ensuring that teacher and organizational time is focused to support high-quality instruction and student learning.

3.1 Candidates understand and can monitor and evaluate school management and operational systems. 3.2 Candidates understand and can efficiently use human, fiscal, and technological resources to manage school operations. 3.3 Candidates understand and can promote school-based policies and procedures that protect the welfare and safety of students and staff within the school. 3.4 Candidates understand and can develop school capacity for distributed leadership. 3.5 Candidates understand and can
ensure teacher and organizational time focuses on supporting high-quality school instruction and student learning.

Standard 4.0: A building-level education leader applies knowledge that promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources on behalf of the school by collecting and analyzing information pertinent to improvement of the school’s educational environment; promoting an understanding, appreciation, and use of the diverse cultural, social, and intellectual resources within the school community; building and sustaining positive school relationships with families and caregivers; and cultivating productive school relationships with community partners.

4.1 Candidates understand and can collaborate with faculty and community members by collecting and analyzing information pertinent to the improvement of the school’s educational environment. 4.2 Candidates understand and can mobilize community resources by promoting an understanding, appreciation, and use of diverse cultural, social, and intellectual resources within the school community. 4.3 Candidates understand and can respond to community interests and needs by building and sustaining positive school relationships with families and caregivers. 4.4 Candidates understand and can respond to community interests and needs by building and sustaining productive school relationships with community partners.

Standard 5.0: A building-level education leader applies knowledge that promotes the success of every student by acting with integrity, fairness, and in an ethical manner to ensure a school system of accountability for every student’s academic and social success by modeling school principles of self-awareness, reflective practice, transparency, and ethical behavior as related to their roles within the school; safeguarding the values of democracy, equity, and diversity within the school; evaluating the potential moral and legal consequences of decision making in the school; and promoting social justice within the school to ensure that individual student needs inform all aspects of schooling.

5.1 Candidates understand and can act with integrity and fairness to ensure a school system of accountability for every student’s academic and social success. 5.2 Candidates understand and can model principles of self-awareness, reflective practice, transparency, and ethical behavior as related to their roles within the school. 5.3 Candidates understand and can safeguard the values of democracy, equity, and diversity within the school. 5.4 Candidates understand and can evaluate the potential moral and legal consequences of decision making in the school. 5.5 Candidates understand and can promote social justice within the school to ensure that individual student needs inform all aspects of schooling.

Standard 6.0: A building-level education leader applies knowledge that promotes the success of every student by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context through advocating for school students, families, and caregivers; acting to influence local, district, state, and national decisions affecting student learning in a school environment; and anticipating and assessing emerging trends and initiatives in order to adapt school-based leadership strategies.

6.1 Candidates understand and can advocate for school students, families, and caregivers. 6.2 Candidates understand and can act to influence local, district, state, and
national decisions affecting student learning in a school environment. 6.3 Candidates understand and can anticipate and assess emerging trends and initiatives in order to adapt school-based leadership strategies.

Standard 7.0: A building-level education leader applies knowledge that promotes the success of every student through a substantial and sustained educational leadership internship experience that has school-based field experiences and clinical internship practice within a school setting and is monitored by a qualified, on-site mentor.

7.1 Substantial Field and Clinical Internship Experience: The program provides significant field experiences and clinical internship practice for candidates within a school environment to synthesize and apply the content knowledge and develop professional skills identified in the other Educational Leadership Building-Level Program Standards through authentic, school-based leadership experiences. 7.2 Sustained Internship Experience: Candidates are provided a six-month, concentrated (9–12 hours per week) internship that includes field experiences within a school-based environment. 7.3 Qualified On-Site Mentor: An on-site school mentor who has demonstrated experience as an educational leader within a school and is selected collaboratively by the intern and program faculty with training by the supervising institution.

**Upon completion of this course, the candidate will be able to:**

- Describe the key concepts for each of the Texas State Board for Educator Certification (SBEC) Domains and Competencies.
- Describe the key concepts for each of the ELCC Standards.
- Explain and give examples of the behaviors expected of administrators in each of the indicators of the SBEC Domains and Competencies and ELCC Standards.
- Describe the benefits of an administrator demonstrating the SBEC/ELCC standards.
- Given a variety of situations, determine the appropriate administrative response/action.
- Describe the leadership expectations for effective, successful leaders in the schools of today.
- Synthesize (practicum) and apply the knowledge and practice.
- Develop the skills identified in the Texas Principal Standards through substantial, sustained, standards-based work in real settings, planning and guided cooperatively by the institution and school district personnel for graduate credit.
- Participate in an interview the principal/mentor for a principal or assistant principal position.
- Analyze data

**Course Topics** (CAEP-approved ELCC standard Activities)
The major topics that will be addressed are:

- Exemplary Leadership
- Leadership and Management
- Leadership Theory, Styles, and Practice
- The Texas State Board for Educator Certification (SBEC) domains and competencies
- The CAEP-approved Educational Leadership Constituent Council (ELCC) standards
- Test-taking strategies for the TExES exam – both 068 and 268, introduction to PASL
• An expanded understanding of the leadership role of the principal
• How to obtain a leadership position

III. Course Assignments, Activities, Instructional Strategies, use of Technology:

A. Attendance and Participation
   Each student in this course is expected to take an active part in the discussion pieces as well as complete all assignments in a timely manner. Be sure to log into the online course at least every other day.

B. Competency Guide
   Each candidate will complete a study chart on the SBEC competencies.

C. PASL Assignment
   The PASL assignment is designed to prepare you for the PASL (368) exam, which you will take after you take and pass the PIL - 268 exam. For this assignment, you are to read the PASL handbook to familiarize yourself with the 3 Tasks of the PASL. You are then to brainstorm how would approach the scenario for each task and record your approach on the template provided. The end result should be: **3 separate completed templates.** All the resources you need to complete this activity are located in dropbox. **This is not the ACTUAL PASL exam, just an activity to prepare you for the actual PASL.**

D. Principal and Technology (Stand Alone Assignment)
   Each candidate will complete the assignment regarding the principal and his/her responsibilities as a manager of technologies on a campus.

E. Resume and Cover Letter
   Each candidate will locate a leadership position of his/her interest. Then, the candidate will create a cover letter and a resume for the application process of that particular position. The ad as well as the cover letter and resume will be uploaded.

F. Interview
   Each candidate will participate in either an audio or video interview with their mentor. The questions will be at the discretion of the site supervisor (mentor) but will not be distributed to the candidate before the actual interview. Then, the candidate will write a two-page critique of the interview discussing strengths and weaknesses. The audio/video will be uploaded as well as the paper. The audio/video must be able to be heard in order to get credit for this assignment.

G. Case studies – Chapter assignments from text
   Read the case study and answer the assigned questions. You will need to follow the problem framing process, which can be found in the introduction section of your text. The answers must be well thought out and thorough.

H. Course Evaluation
   Each candidate is asked to complete the online evaluation regarding the course. Comments and ratings are confidential and will in no way impact a student’s grade.
IV. Evaluation and Assessments (Grading):

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome Zoom – 5:30 p.m.</td>
<td></td>
<td>Oct. 23</td>
</tr>
<tr>
<td>Student Data Form</td>
<td></td>
<td>Oct. 24</td>
</tr>
<tr>
<td><strong>Competencies Chart</strong></td>
<td>10</td>
<td>Oct. 26</td>
</tr>
<tr>
<td><strong>Certification Testing Material Quiz</strong></td>
<td>10</td>
<td>Oct. 27</td>
</tr>
<tr>
<td>Chapter 2-Who Should Create the School’s Vision?</td>
<td>10</td>
<td>Oct. 31</td>
</tr>
<tr>
<td>Chapter 5-The Career Center’s Revolving Door</td>
<td>10</td>
<td>Nov. 2</td>
</tr>
<tr>
<td>Chapter 6-Let the Committee Decide</td>
<td>10</td>
<td>Nov. 7</td>
</tr>
<tr>
<td>Chapter 7-Old School Culture and a Principal</td>
<td>10</td>
<td>Nov. 9</td>
</tr>
<tr>
<td>Chapter 8-School Improvement/Better Grading Practices</td>
<td>10</td>
<td>Nov. 14</td>
</tr>
<tr>
<td><strong>PASL Activity</strong></td>
<td>25</td>
<td>Nov. 16</td>
</tr>
<tr>
<td>Chapter 13-An Ambitious Assistant Principal</td>
<td>10</td>
<td>Nov. 20</td>
</tr>
<tr>
<td>Chapter 14-Let’s Get Strategic</td>
<td>10</td>
<td>Nov. 28</td>
</tr>
<tr>
<td><strong>Principal and Technology</strong></td>
<td>10</td>
<td>Nov. 30</td>
</tr>
<tr>
<td>Chapter 16-Appropriate Punishment v. Political Expediency</td>
<td>10</td>
<td>Dec. 5</td>
</tr>
<tr>
<td><strong>Resume and Cover Letter with Ad completed</strong></td>
<td>20</td>
<td>Dec. 7</td>
</tr>
<tr>
<td>Chapter 22-Is the Devil Teaching Spelling?</td>
<td>10</td>
<td>Dec. 12</td>
</tr>
<tr>
<td><strong>Interview Assignment completed</strong></td>
<td>35</td>
<td>Dec. 14</td>
</tr>
<tr>
<td><strong>Pearson 268 Practice Exam</strong></td>
<td>25</td>
<td>Dec. 14</td>
</tr>
<tr>
<td><strong>Total Possible Points</strong></td>
<td><strong>225</strong></td>
<td></td>
</tr>
</tbody>
</table>


**Important notes about grades:**

1) All assignments must be completed in order to receive an A in the course.

2) Assignments not completed by the due date may only receive up to 80% of the total grade. For example, if you would have otherwise made a 100 on a late assignment, then you will receive an 80. Had you made a 90, then you will receive a 72. The only late work accepted is approved in advance by the professor.

Should a medical emergency or death in the family occur, it is the responsibility of the student to immediately notify the professor. Students will not be penalized for such events.

V. Tentative Course Outline/Calendar:

The course expectations and due dates are outlined in the content page and in the dropbox of this online class.

EDLE 5399 – Synthesis in Educational Leadership (3 credits; fully online) spans 15 weeks or the Summer session equivalent. The course contains extensive written content that
includes the same information students in a similar face-to-face lecture course receive, requiring students to engage the online modules for at least three hours per week. Primary source readings are woven into the content to support key concepts or provide perspective on educational leadership topics. In addition, students are required to read at least one monograph-length work during the semester, complete quizzes/discussions over the course content, and complete multiple writing assignments that evaluate their ability to think globally, interpret primary sources, and consider multiple sides of theoretical arguments and scenarios. For every hour a student spends engaging with the content, he/she spends at least two hours completing associated activities and assessments.

VI. Readings

The following text book is required for this class:

EDLE 5399: Synthesis in Educational Leadership

Recommended—including texts, websites, articles, etc.:

These are SUGGESTIONS as possible resources for testing strategies and practice: Most students enrolled in this course for Spring 2019 will be preparing for the new 268 Principal as Instructional Leader EC-12 exam. As material is available and released it will be shared with you. The materials listed below are geared toward preparation for the 068 Principal EC-12 exam.

The Texas State Board for Educator Certification (SBEC) Domains and Competencies

For the 268 Principal as Instructional Leader EC-12 certification exam and PASL (Performance Assessment for School Leaders), there is a wealth of material posted in a user friendly format on the Texas Education Agency website.

Certify Teacher (Electronic) Google as a possible testing practice. (Warning: This costs money and is NOT required!) This is just another study aid possibility!

VII. Course Evaluations:

Near the conclusion of each semester, students in the College of Education electronically evaluate courses taken within the COE. Evaluation data is used for a variety of important purposes including: 1. Course and program improvement, planning, and accreditation; 2. Instruction evaluation purposes; and 3. Making decisions on faculty tenure, promotion, pay, and retention. As you evaluate this course, please be thoughtful, thorough, and accurate in completing the evaluation. Please know that the COE faculty is committed to excellence in teaching and continued improvement. Therefore, your response is critical!

In the College of Education, the course evaluation process has been simplified and is completed electronically through MySFA. Although I will be able to view the names of students who complete the survey, all ratings and comments are confidential and anonymous, and will not be available to me until after final grades are posted.
VIII. Student Ethics and Other Policy Information:

Attendance:

Regular, punctual attendance, documented participation, and, if indicated in the syllabus, submission of completed assignments are expected at all classes, laboratories, and other activities for which the student is registered. Based on university policy, failure of students to adhere to these requirements shall influence the course grade, financial assistance, and/or enrollment status. The instructor shall maintain an accurate record of each student’s attendance and participation as well as note this information in required reports and in determining final grades. Students may be excused from attendance for reasons such as health, family emergencies, or student participation in approved university-sponsored events. However, students are responsible for notifying their instructors in advance, when possible, for excusable absences. Whether absences are excused or unexcused, a student is still responsible for all course content and assignments. Students with accepted excuses may be permitted to make up work for up to three weeks of absences during a semester or one week of a summer term, depending on the nature of the missed work. Make-up work must be completed as soon as possible after returning from an absence.

Students with Disabilities:

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 468-3004 as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilities/.

Other Support Services

SFASU values students’ mental health and the role it plays in academic and overall student success. SFA provides a variety of resources to support students’ mental health and wellness. Many of these resources are free, and all of them are confidential.

On-campus Resources:

On-campus Resources:

SFASU Counseling Services • www.sfasu.edu/counselingservices
Health and Wellness Hub (corner of E. College and Raguet) • 936-468-2401

SFASU Human Services Counseling Clinic • www.sfasu.edu/humanservices/139.asp
Human Services Room 202 • 936-468-1041

Crisis Resources:

Burke 24-hour crisis line 1(800) 392-8343
Suicide Prevention Lifeline 1(800) 273-TALK (8255)
Crisis Text Line: Text HELLO to 741-741
Academic Integrity – Policy 4.1

The Code of Student Conduct and Academic Integrity (https://www.sfasu.edu/docs/policies/10.4.pdf) outlines the prohibited conduct by any student enrolled in a course at SFA. It is the responsibility of all members of all faculty, staff, and students to adhere to and uphold this policy. Articles IV, VI, and VII of the new Code of Student Conduct and Academic Integrity outline the violations and procedures concerning academic conduct, including cheating, plagiarism, collusion, and misrepresentation. Cheating includes, but is not limited to: (1) Copying from the test paper (or other assignment) of another student, (2) Possession and/or use during a test of materials that are not authorized by the person giving the test, (3) Using, obtaining, or attempting to obtain by any means the whole or any part of a non-administered test, test key, homework solution, or computer program, or using a test that has been administered in prior classes or semesters without permission of the Faculty member, (4) Substituting for another person, or permitting another person to substitute for one’s self, to take a test, (5) Falsifying research data, laboratory reports, and/or other records or academic work offered for credit, (6) Using any sort of unauthorized resources or technology in completion of educational activities. Plagiarism is the appropriation of material that is attributable in whole or in part to another source or the use of one’s own previous work in another context without citing that it was used previously, without any indication of the original source, including words, ideas, illustrations, structure, computer code, and other expression or media, and presenting that material as one’s own academic work being offered for credit or in conjunction with a program course or degree requirements. Collusion is the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any provision of the rules on academic dishonesty, including disclosing and/or distributing the contents of an exam. Misrepresentation is providing false grades or résumés; providing false or misleading information in an effort to receive a postponement or an extension on a test, quiz, or other assignment for the purpose of obtaining an academic or financial benefit for oneself or another individual or to injure another student academically or financially.

Penalties for Academic Dishonesty:

Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university.

If a student has been found guilty of academic dishonesty, a grade of “WP” or “WH” may be changed to “WF” at the discretion of the faculty member. In the case of a grade change to “WF”, the course will not count towards the six course drop limit since the student is incurring an academic penalty.

Student Appeals:

A student who wishes to appeal decisions related to academic dishonesty should follow procedures outlined in Academic Appeals by Students (6.3).
**Withheld Grades (Semester Grades Policy):**

Ordinarily, at the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy [i.e., Active Military Service (6.14)]. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.

**Student Code of Conduct: Policy (10.4):**

Disruptive Behavior--Interference or disruption of students, faculty, administration, staff, the educational mission, or routine operations of the university is prohibited. Such activity includes, but is not limited to, behavior in a classroom or instructional program that interferes with the instructor or presenter’s ability to conduct the class or program, or the ability of others to profit from the class or program. To remain in the vicinity of activity that is disrupting normal university functions when requested to leave by a university official is prohibited. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the Early Alert Program at SFA.

**Code of Ethics for the Texas Educator:**

The Texas educator shall comply with standard practices and ethical conduct toward students, professional colleagues, school officials, parents, and members of the community and shall safeguard academic freedom. The Texas educator, in maintaining the dignity of the profession, shall respect and obey the law, demonstrate personal integrity, and exemplify honesty and good moral character. The Texas educator, in exemplifying ethical relations with colleagues, shall extend just and equitable treatment to all members of the profession. The Texas educator, in accepting a position of public trust, shall measure success by the progress of each student toward realization of his or her potential as an effective citizen. The Texas educator, in fulfilling responsibilities in the community, shall cooperate with parents and others to improve the public schools of the community. This chapter shall apply to educators and candidates for certification.

IX. Texas Certification

To complete Certification/Licensing Requirements in Texas related to public education, you will be required to:

1. Candidates must undergo a criminal history background check prior to clinical teaching and prior to employment as an educator. The public school campuses are responsible for completing the criminal background check. A person who is enrolled or planning to enroll in a State Board for Educator Certification-approved educator preparation program or planning to take a certification examination may request a preliminary criminal history evaluation letter regarding the person's potential ineligibility for certification due to a conviction or deferred adjudication for a felony or misdemeanor offense.

A Preliminary Criminal History Evaluation is a non-mandatory, non-binding evaluation of an individual’s self-reported criminal history. In addition, the agency obtains your name-based Texas criminal history information. The service is provided to the requestor for a non-refundable fee. The requestor will receive an evaluation letter by email from agency staff advising of potential ineligibility for educator certification. You are eligible to request a Preliminary Criminal History Evaluation if:

- You enrolled or planning to enroll in an educator preparation program or
- You are planning to take a certification exam for initial educator certification, and
- You have reason to believe that you may be ineligible for educator certification due to a conviction or deferred adjudication for a felony or misdemeanor offense.

You are not eligible for a preliminary evaluation of your criminal history if you do not have a conviction or deferred adjudication for a felony or misdemeanor offense.

In addition, you must complete the fingerprinting process when you apply for certification. Participation in the evaluation does not preclude you from submitting to a national criminal history review at the time you apply for your educator certification. Your criminal history will be reviewed and you may be subject to an investigation based on that criminal history, including any information you failed to submit for evaluation. Additional information can be found at https://tea.texas.gov/Texas_Educators/Investigations/Preliminary_Criminal_History_Evaluation-FAQs/.

2. Provide one of the following primary ID documents: passport, driver’s license, state or providence ID cards, a national ID card, or military ID card to take the TExES exams (additional information available at http://www.tx.nesinc.com/PageView.aspx?f=GEN_Tests.html. YOU must provide legal documentation to be allowed to take these mandated examinations that are related to certification/licensing requirements in Texas. If you do not have legal documentation, you may want to reconsider your major while at SFASU.
3. Successfully complete state mandated a fingerprint background check. If you have a history of criminal activity, you may want to reconsider your major while at SFASU.

For further information, contact the Office of Assessment and Accountability at 936-468-1282 or edprep@sfasu.edu.

X. Other Relevant Course Information

Refer to the online course CONTENT Page for additional information.

**Communication and Response Time**

When communicating by e-mail, please use the e-mail within D2L. In most cases, you can expect a response within 48 hours. You can also communicate by phone/text and in most cases, you can expect a response within 24 hours. If you choose to communicate by text, please identify yourself and provide your section number.