

The University of Texas at Tyler
College of Education and Psychology
School of Education
EDLR 5350 Personnel Administration

Instructor Information

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Course Catalog Description

Study of the administrator's role in recruiting, selecting, assigning, training, and evaluating staff. Such topics as personnel policy, salary schedules, fringe benefits, contractual practices and procedures, and academic freedom are considered.

Student Learning Outcomes & Assessments

Students will be encouraged to take ownership of their own learning through critical and reflective thinking regarding the roles and responsibilities of effective superintendents. Students will explore educational issues, problem-solve and apply knowledge learned through a systematic examination of critical issues in educational leadership and a formal inquiry-based approach.

EDLR 5360 is an integral component of the Educational Leadership Program. Student Learning Outcomes for 5360 are derived from the Student Learning Outcomes for the Educational Leadership Program. These outcomes are infused into the internship experience and assessed in the TExES required for all students who are awarded a Texas Superintendent's Certificate.

Superintendent Leadership Standards

<http://ritter.tea.state.tx.us/sbecrules/tac/chapter242/ch242.html>Links to an external site.

Assessment Specifics & Assignments

Final Grade Calculations

A = 90% - 100% of points available

B = 80% - 89% of points available

C = 70% - 79% of points available

D = 60% - 69% of points available

F = 50% or less of points available

All assignments must be completed by **MIDNIGHT** on Sunday night, **EXCEPT** during the week of **FINAL EXAMS**. All assignments are expected to be completed at a graduate-level quality and adhere to the stated assignment criteria. Assignments not meeting graduate-level quality and require the student to redo and resubmit will be adjusted by 10%.

Late assignments will only be accepted with prior permission of the instructor and will be subject to a penalty of 10% and an additional 10% will be deducted for each week the assignment is past due. Please do not wait until the last minute to submit your assignment as sometimes technology and online systems do not always cooperate. Please do not hesitate to email your instructor if you need help, clarification, or extra time.

Required Text and Related Readings

Vornberg, J. A., Oliveras-Ortiz, Y., & Templeton, N. (2024). *Texas public school organization and administration: 2020* (19th ed.). Dubuque, IA: Kendall Hunt Publishing.

ISBN: 978-1-5249-9357-3

Walsh, J., & Orman, S. (2023). *The educator's guide to Texas school law* (10th ed.). University of Texas Press.

ISBN: 978-1477324721

Text Statement

A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

Course Policies

Expectations for individual and group responsible contributions are the same as you would expect for your students. As a professional educator, therefore, be polite and respectful of others; be attentive to timelines and assignments requirements; read and listen carefully; and think critically. There are no provisions for making-up quizzes or assignments.

Criminal History Acknowledgement

As required by Texas HB1508, applicants need to be aware of the following.

1. In order to receive a superintendent certification, you must pass a criminal history background check.
2. If you have been convicted of an offense that is considered not appropriate for a superintendent, you could be ineligible to earn this certification from the state of Texas.
3. You have a right to request a criminal history evaluation letter from the Texas Education Agency. The Texas Education Agency currently charges a \$50 fee for this criminal history evaluation.

For more information, see [Preliminary Criminal History Evaluation](#)[Links to an external site.](#).

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar. Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three-course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career.

This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date). Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

University Withdrawal Dates

*****Last day to withdraw to receive a W or Q is Monday, March 31, 2025**

Students may not officially withdraw from a course after the "Last Day to Withdraw," as listed on the Academic Calendar. Late submissions will not be processed. Students who miss the withdrawal deadline or cease to complete work toward their courses after this point will automatically receive an F, or whatever grade they would earn based on their already completed work in the course.

UT TYLER'S SCHOOL OF EDUCATION STANDARDS FOR EDUCATOR PREPARATION PROGRAMS

[Texas Education StandardsLinks to an external site.](#): The School of Education are committed to teaching and implementing the Texas Educator Standards at the highest level. The School of Education faculty use the Texas Education Standards, along with the Interstate New Teacher Assessment and Support Consortium (InTASC) standards used by educator preparation programs throughout the United States.

The list of [Texas Education StandardsLinks to an external site.](#) can be accessed [hereLinks to an external site.](#)

Access the [Code of Ethics and Standard Practices for Texas EducatorsLinks to an external site.](#)

BIBLIOGRAPHY

JOURNALS AND PERIODICALS

ASCD Education Update, Association for Supervision and Curriculum Development. *Communicator*, National Association of Elementary School Principals. *Educational Administration Quarterly*, University Council for Educational Administration.

Educational Leadership, Association for Supervision and Curriculum Development. *Educational Researcher*, American Educational Research Association. *INSIGHT*, Texas Association of School Administrators.

Instructional Leader, Texas Elementary Principals and Supervisors Association. *Newsleader*, National Association of Secondary School Principals.

Phi Delta Kappan, Phi Delta Kappa.

Principal, National Association of Elementary School Principals.

Principal Leadership, National Association of Secondary School Principals.

OTHER RESOURCES

Aguilar, E. (2013). *The art of coaching: Effective strategies for school transformation*. San Francisco, Calif.: Jossey-Bass.

Bambrick-Santoyo, P. (2012). *Leverage leadership: A practical guide to building exceptional schools*. San Francisco, Calif.: Jossey-Bass.

Daresh, J. C. (2006). *Beginning the principalship: A practical guide for new school leaders*, Third Edition. Thousand Oaks, Calif.: Corwin Press.

Davis, S., Darling-Hammond, L., LaPointe, M., & Meyerson, D. (2005). *School leadership study: Developing successful principals*. Stanford, Calif.: Stanford University, Stanford Educational Leadership Institute.

Deal, T. E., & Peterson, K. D. (2009). *Shaping school culture: Pitfalls, paradoxes and promises*, Second Edition. San Francisco, Calif.: Jossey-Bass.

DuFour, R. & Marzano, R. J. (2011). *Leaders of learning: How district, school, and classroom leaders improve student achievement*. Bloomington, Ind.: Solution Tree Press.

Fullan, M. (2014). *The principal: Three keys to maximizing impact*. San Francisco, Calif.: Jossey-Bass.

Glickman, C. D., Gordon, S. P., & Ross-Gordon, J. M. (2013). *SuperVision and instructional leadership: A developmental approach*, Ninth Edition. New York, N.Y.: Pearson Education.

Grogan, M. (Ed.) (2013). *The Jossey-Bass reader on educational leadership*, Third Edition. San Francisco, Calif.: Jossey-Bass.

Hodkinson, A. (2015). *Key issues in special educational needs and inclusion*, Second Edition. Thousand Oaks, Calif.: Sage.

Kowalski, T. J. (2011). *Case studies on educational administration*, Sixth Edition. Upper Saddle River, N.J.: Pearson.

Martin, L. E., Kragler, S., Quatroche, D. J., & Bauserman, K. L. (Eds.). (2015).

Handbook of professional development in education: Successful models and practices, PreK-12. New York, N.Y.: The Guilford Press.

Marzano, R. (2003). *What works in schools: Translating research into action*. Alexandria, Va.: Association for Supervision and Curriculum Development.

Marzano, R., Waters, T., & McNulty, B. (2005). *School leadership that works*. Alexandria, Va.: Association for Supervision and Curriculum Development.

McDonald, J. P. & The Cities and Schools Research Group. (2014). *American school reform: What works, what fails, and why*. Chicago, Ill.: University of Chicago.

- McTighe, J. & Wiggins, G. (2013). *Essential questions: Opening doors to student understanding*. Alexandria, Va.: Association for Supervision and Curriculum Development.
- Osborne, A.G. & Russo, C.J. (2014). *Special education and the law: A guide for practitioners*, Third Edition. Thousand Oaks, Calif.: Corwin.
- Sadeghi, L. & Callahan, K. (Eds.). (2015). *Educational leadership in action: A casebook for aspiring administrators*. New York, N.Y.: Routledge.
- Schlechty, P. C. (2011). *Engaging students: The next level of working on the work*. San Francisco, Calif.: Jossey-Bass.
- Schlechty, P. C. (2009). *Leading for learning: How to transform schools into learning organizations*. San Francisco, Calif.: Jossey-Bass.
- Schmoker, M. (2006). *Results now: How we can achieve unprecedented improvements in teaching and learning*. Alexandria, Va.: Association for Supervision and Curriculum Development.
- Schmoker, M. (2011). *Focus: Elevating the essentials to radically improve student learning*. Alexandria, Va.: Association for Supervision and Curriculum Development.
- Sergiovanni, T. J. (2007). *Rethinking leadership: A collection of articles*, Second Edition. Thousand Oaks, Calif.: Corwin Press.
- Sergiovanni, T. J. (2005). *Strengthening the heartbeat: Leading and learning together in schools*. San Francisco, Calif.: Jossey-Bass.
- Tschannen-Moran, M. (2014). *Trust matters: Leadership for successful schools*, Second Edition. San Francisco, Calif.: Jossey-Bass.
- Ubben, G. C., Hughes, L. W., Norris, C. J. (2015). *The principal: Creative leadership for excellence in schools*, Eighth Edition. Upper Saddle River, N.J.: Pearson.
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- Wiggins, G. & McTighe, J. (2013). *The understanding by design guide to creating high quality units*. New York, N.Y.: Routledge.
- Zepeda, S. J. (2013). *The principal as instructional leader: A practical handbook*, Third Edition. New York, N.Y.: Routledge.

ONLINE RESOURCES

Education Commission of the States — www.ecs.org

Education Law – Guide to Education Law – www.hg.org/edu.html

National Center on Educational Outcomes – www.cehd.umn.edu/nceo

Texas Administrative Code – www.sos.state.tx.us/tac/index.shtml

Texas Constitution and Statutes/Texas Education Code – www.statutes.legis.state.tx.us

Texas Education Agency – www.tea.texas.gov

Texas Project FIRST – www.texasprojectfirst.org [Links to an external site.](#)

U.S. Department of Education – www.ed.gov