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COURSE INFORMATION

COURSE NUMBER
EDG 6340

COURSE TITLE
Structure and Organization

COURSE DELIVERY
This is a distance course utilizing the Blackboard course management tool with course requirements, learning activities, assignments, and due dates specified in the course calendar and modules in Blackboard. The course site can be accessed at http://blackboard.angelo.edu The course begins on October 21, 2019 and ends on December 11, 2019.

COURSE DESCRIPTION
A study of the organization and the administrative structure of the public school system. An introduction to organizational theory.

INSTRUCTOR INFORMATION

LEAD INSTRUCTOR
Kinsey O. Hansen, Ed.D.
Email: Kinsey.hansen@angelo.edu

INSTRUCTOR TEAM
Graduate courses in the Department of Curriculum and Instruction may utilize an instructor team to support the Lead Instructor. All members of the instructor team are highly qualified with educational and practical experiences related to the subject-matter of the course.

OFFICE HOURS
Email is the most accessible way to contact all instructors. The instructor team is available via email using only your ASU email address (angelo.edu). You should receive a response within 24 hours.

STUDENT LEARNING OUTCOMES

- Analyze Logical Positivism, Post-Positivism, Constructivism, and Scientific Management Theory – (Taylorism).
- Differentiate Logical Positivism, Post-Positivism, Constructivism, and Scientific Management Theory.
- Create a padlet comprised of the theoretical paradigms.
- Construct a paper analyzing four theoretical paradigms.
• Complete a gap versus overlap analysis.
• Illustrate an organizational structure redesign.
• Design a team configuration.
• Evaluate an institution’s human resource frame.
• Apply human resource strategies to an institution.
• Develop a presentation Justifying your findings of the institution’s human resource frame evaluation.
• Analyze the political environment in your organization (or organization of choice).
• Evaluate power sources within your organization.
• Construct a graphic organizer outlining some areas of politics in an organization.
• Analyze information gathered through the required readings and peers’ posts.
• Synthesize information to effectively communicate your understanding of the symbolic frame.
• Create a well-organized, logical, and thorough post in response to specific questions regarding the symbolic frame.
• Apply the theoretical, structural, human resource, political, and symbolic frames in a professional setting.
• Compare and contrast research and reading about organizational frames with application in the professional setting.
• Construct a paper summarizing the findings from your interview.
• Demonstrate application of the four frames in a professional setting.
• Design a training for new leaders entering the profession on reframing organizations and the four frames.
• Perform a training for new leaders entering the profession on reframing organizations and the four frames.
• Conduct a self-reflection evaluating what you have learned about reframing organizations.
• Examine the four frames and identity the frame you utilize the most and the frame that you need strengthen.
• Produce a podcast.

Professional Standards: This course aligns with the following professional standards:
Professional Standards for Educational Leaders – National Policy Board for Educational Administrations (NPBEA):

- **Standard One Mission, Vision, and Core Values:** Effective educational leaders develop advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.

- **Standard Two Ethics and Professional Norms:** Effective educational leaders act ethically and according to professional norms to promote each student’s academic success and
well-being.

- **Standard Six Professional Capacity of School Personnel:** Effective educational leaders develop the professional capacity and practice of school personnel to promote each student’s academic success and well-being.

- **Standard Nine Operations and Management:** Effective educational leaders manage school operations and resources to promote each student’s academic success and well-being.

**REQUIRED TEXTS AND MATERIALS**

**REQUIRED TEXTS**

**RECOMMENDED READINGS**
Course materials and readings are located in Blackboard. Candidates are expected to locate peer-reviewed, research-based resources for research on individual topics and learning activities.

**TECHNOLOGY REQUIREMENTS**
A complete list of technology requirements for online education at Angelo State University is available at [https://www.angelo.edu/online-education/technology_requirements.php](https://www.angelo.edu/online-education/technology_requirements.php). Internet connectivity problems and home computer problems are not considered adequate excuses for missing assigned learning activities. Technical support concerns should be submitted to the IT Service Center via phone at (325) 942-2911 or toll-free at (866) 942-2911.

**GRADING SYSTEM**
Each assignment will be worth a varying number of points. Grades will be determined by the percentage of the total possible points earned.

The following grading scale is in use for this course:
- A = 90.00-100%
- B = 80.00-89%
- C = 70.00-79%
- F = below 70%

**METHODS OF INSTRUCTION**
- Since this course is delivered online, candidates are responsible for understanding the assignments and learning the material. If questions arise, it is important to ask the instructor immediately for help since many of the tasks build on one another.
• Course design includes a combination of learning activities to strengthen the academic and professional competence of candidate’s writing skills, presentation skills, collaboration, analysis, and practical application/experience.

• Learning activities may include, but are not limited to critical analysis submissions incorporating research, writing, and reflection; digital presentations with multimedia and/or interactive elements; collaboration opportunities through online discussion boards, wikis, or blogs; practical case studies requiring research, writing, and collaboration; and other projects and activities such as interviews, field visits, modeling, and videos.

COMMUNICATION
The course is designed to offer regular and substantive interaction between candidates and instructors. Both candidates and instructors are responsible for effective, appropriate, and timely communications and interactions in the course.

CANDIDATE COMMUNICATIONS: Candidates should initiate communications with instructors through Class Café or the ASU email system. Check frequently for announcements and reminders. Scoring rubrics and module information outline the specific interaction and communication requirements for each learning activity.

Course content and subject-specific questions should be posted to Class Café for interactions with other candidates and instructors about the content. Technical support concerns should be submitted to the IT Service Center via phone at (325) 042-2911 or toll-free at (866) 942-2911.

WRITTEN SUBMISSIONS: It is an expectation of this department that you use academic and professional writing skills. Candidates should follow APA guidelines for formatting and citations in all learning activities unless otherwise specified. Failure to utilize accurate APA citations and references constitutes plagiarism.

USE GOOD “NETIQUETTE”: 
• Check the discussion frequently and respond appropriately and on subject.
• Focus on one subject per message and use pertinent subject titles.
• Capitalize words only to highlight a point or for titles. Otherwise, capitalizing is generally viewed as SHOUTING!
• Be professional and careful with your online interaction. Proper address for faculty is by formal title such as Dr. or Ms./Mr. Jones unless invited by faculty to use a less formal approach.
• Cite all quotes, references, and sources.
• When posting a long message, it is generally considered courteous to warn readers at the beginning of the message that it is a lengthy post.
• It is extremely rude to forward someone else’s messages without their permission.
• It is fine to use humor, but use it carefully. The absence of face-to-face cues can cause humor to be misinterpreted as criticism or flaming (angry, antagonistic criticism). Feel free to use emoticons such as J or :) to let others know you are being humorous.

(From “The Net User Guidelines and Netiquette” by A.H. Rinald, 1994, Florida Atlantic University. Adapted with permission.)

INSTRUCTOR COMMUNICATIONS: Instructors will provide communications relevant to the course and subject matter through weekly emails, Blackboard announcements, Class Café, interactions during learning activities such as moderating discussion boards, and feedback on submitted assignments. These course activities help build a sense of community among learners.

Instructors will typically respond to email within 24 hours. Class Café discussions will include both peer and instructor responses as appropriate to assist with candidate mastery of the subject. Instructors will typically provide feedback on assignments within 48-72 hours of submission of the assignment through Blackboard. Feedback communication is provided to candidates by instructors in Grade Center, Turn It In Feedback Center, or on scoring rubrics in Blackboard as appropriate for each assignment.

CANDIDATE PARTICIPATION
• Candidates are expected to be active learners. It is a basic assumption of the instructor that candidates will be involved discovering, processing, and applying the course information using peer-review journal articles and researching additional information through the ASU Online Library and Internet.
• Candidates are expected to engage with the material, their peers, and their instructors. Ensure that you are reading all of the materials provided in the Blackboard modules. Participate in discussions with your peers about the content through Class Cafe.
• If you have questions, it is important to ask immediately since many of the tasks build on one another.

ATTENDANCE
Distance course. Candidates are required to follow the course calendar and the expectations related to candidate participation. Candidates are expected to engage in course activities and submit assignments by due dates and times identified in the course calendar.

Faculty are required to confirm attendance of candidates in a course at the beginning of each term to the ASU Registrar Office as part of complying with regulations regarding the administration of federal financial aid. In accordance with ASU processes and federal regulations, academic attendance in a course is considered active engagement which includes but is not limited to submitting an academic assignment or participating in an online discussion in the course about academic matters. Logging into an online course without active participation does not meet academic attendance requirements. The last date of
course attendance for reporting to the Registrar will be the last date of active engagement in the course.

**LIBRARY RESOURCES**
Candidates should familiarize themselves with the numerous resources available through the Angelo State University Porter Henderson Library at [www.angelo.edu/services/library/](http://www.angelo.edu/services/library/). Information on library resources is available in the Orientation tab of each course. All candidates can also use the Ask A Librarian research support feature.

**ASSIGNMENT SUBMISSION**
In this class, all assignments need to be submitted through the posted Blackboard or TurnItIn link in the Blackboard course site. You should record the confirmation number received when you submit your work. Assignments are not accepted via email.

If a technology issue does occur regarding an assignment submission, email your instructor along with documentation that you notified the help desk. This process will document the problem and establish a timeline for submission.

**LATE WORK OR MISSED ASSIGNMENTS**
All learning activities should be submitted by the scheduled due dates. A 10% grade reduction may occur for each day the assignment is late. Documented medical or personal emergencies will be reviewed on a case-by-case basis with the appropriate documentation and in accordance with department policy.

**INCOMPLETE GRADE POLICY**
It is the policy that incomplete grades be reserved for student illness or personal misfortune. Please contact your faculty if you have serious illness or a personal misfortune that would keep you from completing course work. Documentation may be required. See ASU Operating Policy 10.11 Grading Procedures for more information.

**POLICIES RELATED TO THIS COURSE**
All candidates are required to follow the policies and procedures presented in the following documents:

- Angelo State University Student Handbook
- ASU Undergraduate and Graduate Catalog
  [http://www.angelo.edu/catalogs/](http://www.angelo.edu/catalogs/)
- Academic Calendar
  [https://www.angelo.edu/services/registrars_office/academic_calendar.php](https://www.angelo.edu/services/registrars_office/academic_calendar.php)

**ACADEMIC INTEGRITY**
Students are expected to maintain complete honesty and integrity in all work. Any student found guilty of any form of dishonesty in academic work is subject to disciplinary action and possible expulsion from ASU.

The Angelo State University Student Handbook provides a detailed list of behaviors that constitute academic misconduct and plagiarism. Academic misconduct includes, cheating, plagiarism, collusion, falsifying academic records, misrepresenting facts, violations of published professional ethics or standards, and/or any act or attempted act designed to give unfair academic advantage to oneself or another student.

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, ideas, etc., and passing it off as one’s own. Plagiarism is literary theft. In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

Candidates are expected to know and understand behaviors that can constitute academic misconduct. An academic integrity module is required of all candidates as part of their orientation to the program. Each course requires that the candidate complete an Academic Integrity Statement of Understanding acknowledging that the candidate has read and agrees to the Academic Integrity Standards, has passed the Academic Integrity Quiz with a score of 90% or higher, and understands the penalties associated with violations of the academic integrity standards.

COPYRIGHT POLICY
Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

STUDENTS WITH DISABILITIES
Angelo State University is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and subsequent legislation.

Student Disability Services is located in the Office of Student Affairs, and is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability. It is the student’s responsibility to initiate
such a request by contacting an employee of the Office of Student Affairs, in the Houston Harte University Center, Room 112, or contacting the department via email at ADA@angelo.edu. For more information about the application process and requirements, visit the Student Disability Services website at www.angelo.edu/ADA. The employee charged with the responsibility of reviewing and authorizing accommodation requests is:

Dallas Swafford  
Director of Student Disability Services  
Office of Student Affairs  
(325) 942-2047  
dallas.swafford@angelo.edu

STUDENT ABSENCE FOR OBSERVANCE OF RELIGIOUS HOLY DAYS
Candidates can find information on the observance of religious holy days in ASU Operating Policy 10.19. Candidates should also review the information related to course attendance.

TITLE IX
Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

Online: www.angelo.edu/incident-form  
Face to Face: Mayer Administration Building, Room 210  
Phone: 325-942-2022  
Email: michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171)

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s
BASIC NEEDS
Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact the Multicultural and Student Activities Programs Center (multicultural@angelo.edu; 325-942-2729).

The Multicultural and Student Activities Program Center has a food pantry and other resources to help. Furthermore, please notify the professor if you are comfortable in doing so. This will enable her to provide any resources that they may possess.

SYLLABUS CHANGES
The faculty member reserves the option to make changes as necessary to this syllabus and the course content. If changes become necessary during this course, the faculty will notify students of such changes by email, course announcements and/or via a discussion board announcement. It is the student’s responsibility to look for such communications about the course on a daily basis.

ASSIGNMENT OBJECTIVES & DUE DATES

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<th>OBJECTIVES</th>
<th>LEARNING ACTIVITY &amp; POINTS</th>
<th>DUE DATES</th>
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<tr>
<td>PREMODULE</td>
<td></td>
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<tr>
<td>Review and confirm understanding of plagiarism and academic integrity</td>
<td>Plagiarism Certificate 0 points</td>
<td>Wednesday October 23</td>
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<tr>
<td>Begin academic portfolio for documentation of course artifacts and reflection on program competencies.</td>
<td>Academic Portfolio Creation 0 points</td>
<td>Wednesday October 23</td>
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<tr>
<td>MODULE 1</td>
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<tr>
<td>Analyze Logical Positivism, Post-Positivism, Constructivism, and</td>
<td>Introductions-FlipGrid 5 points</td>
<td>Intro. Video: Wednesday October 23</td>
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Scientific Management Theory – (Taylorism).

Differentiate Logical Positivism, Post-Positivism, Constructivism, and Scientific Management Theory. Create a padlet comprised of the theoretical paradigms.

Construct a paper analyzing four theoretical paradigms.

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<td>Complete a gap versus overlap analysis</td>
<td>Theoretical Paradigms Padlet Project 10 points</td>
<td>Responses Sunday October 27</td>
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<td>Illustrate an organizational structure redesign</td>
<td></td>
<td>Sunday October 27</td>
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<tr>
<td>Design a team configuration</td>
<td>Structural Frame Analysis 10 points</td>
<td>Sunday November 3</td>
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<tr>
<th>MODULE 3</th>
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<td>Evaluate an institution’s human resource frame.</td>
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<tr>
<td>Apply human resource strategies to an institution.</td>
<td>Human Resources Frame HR Audit -Presentation 15 points</td>
<td>Sunday November 10</td>
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<tr>
<td>Develop a presentation justifying your findings of the institution’s human resource frame evaluation.</td>
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<tr>
<th>MODULE 4</th>
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<tr>
<td>Analyze the political environment in your organization (or organization of choice).</td>
<td>Political Frame Graphic Organizer 15 points</td>
<td>Sunday November 17</td>
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<tr>
<td>Evaluate power sources within your organization.</td>
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</tbody>
</table>
| Construct a graphic organizer outlining some areas of politics in an organization. | **MODULE 5**

Analyze information gathered through the required readings and peers’ posts.

Synthesize information to effectively communicate your understanding of the symbolic frame.

Create a well-organized, logical, and thorough post in response to specific questions regarding the symbolic frame.

| **MODULE 6:**

Apply the theoretical, structural, human resource, political, and symbolic frames in a professional setting.

Compare and contrast research and reading about organizational frames with application in the professional setting.

Construct a paper summarizing the findings from your interview.

| **MODULE 7**

Demonstrate application of the four frames in a professional setting.

Design a training for new leaders entering the profession on reframing organizations and the four frames.

Perform a training for new leaders entering the profession on reframing

<table>
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<th>Symbolic Frame Discussion 10 points</th>
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*Initial Post: Wednesday November 20*

*Response Posts: Sunday November 24, 2019*

*Plan ahead: This is Thanksgiving week and some organizations may close for the week!*

**Administrator Interview – Compare/Contrast Paper 15 points**

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<th>Reframing Organizations Training/Professional Development Summary - Presentation 15 points</th>
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| Sunday December 8 |
organizations and the four frames.

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<th>MODULE 8</th>
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<td>Conduct a self-reflection evaluating what you have learned about reframing organizations.</td>
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<td>Examine the four frames and identify the frame you utilize the most and the frame that you need strengthen.</td>
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<td>Produce a podcast.</td>
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<tr>
<td>Course Evaluation</td>
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<tr>
<td>Framework Reflection Synopsis Podcast</td>
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<tr>
<td>Academic Portfolio Submission and Reflection</td>
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<tr>
<td>Tuesday December 10</td>
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<td>Tuesday December 10</td>
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*Version Date: Approved for Fall B 2019*