

EDAD 6301 SYLLABUS

Instructor:

Texas A&M San Antonio
College of Education
Department of Educator and Leadership Preparation
One University Way
San Antonio, TX 78224

Office location/hours:

Office Telephone #:

E-mail:

Course Title:

EDAD 6301 Leadership in the Pursuit of Educational Excellence

Credits:

3

Time/Location:

Course Description: This course provides an organization-specific analysis of various aspects of educational excellence, including high performing/high poverty/high minority campuses; success of specific student populations; and strategies leading to the recruitment and retention of highly qualified faculty. Throughout this course, students will engage with relevant literature and analyze available data within their own organization to inform and deepen their understanding of strategies that lead to educational excellence

Course Requirements:

1. **Participation in Class Discussion:** Students are expected to have their cameras on during synchronous class meetings unless they have an approved accommodation or have communicated a temporary circumstance to the instructor. Students should fully participate in class discussions, and lead a discussion on their final culminating assignment (10% of total grade).
2. **Completion of online assignments:** You are asked to complete a total of 7 online activities. Online activities will vary from week to week and will include such items as problems of practice, leadership identity, and leadership framework analysis. More details can be found in the bottom of the syllabus. Additional information on each assignment can be found in Blackboard under "Course Content". Due dates for online activities can be found in the course calendar (35% of total grade).
3. **Completion of peer consultations:** You are asked to complete a total of 5 peer consultations. Each peer consultation should be approximately 150-200 words. Peer consultation is not intended to evaluate, grade, edit, or proofread a colleague's work. Instead, your role is to serve as a scholarly colleague who helps the author see the Problem of Practice from another perspective. The peer consultations should provide feedback on at least one specific strength, insight or effective analysis, should identify at least one question to help your colleague think more deeply, and should include at least one suggestion for strengthening the paper being reviewed. Additional information on peer consultations can be found in Blackboard under "Course Content" and at the bottom of the syllabus. Due dates for peer consultations can be found in the course calendar (15% of total grade).

4. **Culminating Assignment: Leadership and Organizational Inquiry Analysis** The final culminating assignment for this course will synthesize learning across all of the previous assignments, peer consultations, and in-class discussions. Rather than presenting the four frames as four separate analyses, you should synthesize them to develop a more comprehensive understanding of the problem of practice you have selected. This assignment is explained in more detail later in the syllabus (40% of total grade).

Lecture or Discussion Topics:

- **Entering Doctoral Study & Becoming a Scholar-Practitioner**
- **Problem of Practice & Leadership Identity & History**
- **Understanding Organizations: Structure, People & Purpose**
- **The Structural & Human Resource Frames**
- **Reframing Organizations: Learning to See Differently**
- **Political Organizations & Leadership**
- **Leading in Political Organizations**
- **Organizations as Cultures: Meaning, Symbols & Stories**
- **Reflective Leadership & Organizational Sensemaking**
- **Integrating the Organizational Frames**
- **What Does Educational Excellence Mean?**
- **Improvement as a Leadership Practice**
- **From Problems of Practice to Improvement**
- **Organizational Inquiry & Learning to Improve**
- **Leading for Improvement & Educational Excellence**

Required Reading:

- Bolman, L. G., & Deal, T. E. (2026). *Reframing organizations: Artistry, choice, and leadership* (8th ed.). Wiley.
- American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association.