University of Nevada, Las Vegas
Educational Policy and Leadership Program

EPL 720 **Introduction to Leadership & Organizations** **3 Credit Hours**

CONTACTING THE INSTRUCTOR

INSTRUCTOR NAME:
E-MAIL:
PHONE:
OFFICE LOCATION/HOURS:

I.   **CATALOG DESCRIPTION**

An introduction to general theories of leadership and organizational systems. In addition, this course serves as an orientation to the M.Ed. in Educational Policy and Leadership.

II.   **COURSE STANDARDS**

This course addresses the following Nevada Administrator Standards:

Instructional Leadership Domain

Standard 2: *Creating and Sustaining a Culture of Continuous Improvement*
- *Gathering and analyzing data from multiple sources to monitor and evaluate the progress of the school toward established goals for pupil performance and learning (IL 2.3)*
- *Operating with a belief that all children can achieve regardless of their race, perceived abilities or socioeconomic status (IL2.4)*

Standard 3: *Creating and Sustaining Productive Relationships*
- *Creating and maintaining a welcoming, respectful and caring environment that promotes the well-being of pupils, staff and school community (IL3.1)*

Professional Responsibilities Domain:

Standard 2: *Self-Reflection and Professional Growth*
- *Seeking feedback from colleagues and staff and using a variety of data and information to self-reflect and improve upon his or her practice (PR 2.1)*
- *Seeking opportunities to increase his or her professional knowledge to remain current on educational research and evidence-based practices (PR 2.2)*
- *Pursuing relevant professional learning opportunities to improve his or her leadership across the school community (PR 2.3)*

Standard 3: *Professional Obligations*

- *Modeling and advocating for fair, equitable and appropriate treatment of all school employees, pupils and the parents and families of pupils (PR 3.1)*
- *Modeling integrity and honesty in interactions with colleagues and staff, pupils and parents and families of pupils and the school community and respecting the confidentiality and dignity of such interactions (PR3.2)*

III. COURSE OUTCOMES

By the end of the course it is expected that participants will:

- Engage in self-reflection regarding their leadership styles and behaviors
- Begin development of a school portfolio by collecting demographic, perceptual, and school process data about your school
- Understand how organizational structure impacts leadership
- Apply organizational and leadership theory for effective decision making
- Use communication and motivation theories to develop systemic organizational structures that promote an organizational culture and environment conducive to growth and stakeholder satisfaction
- Understand how to develop organizational teams that include all stakeholders
- Reflect on one's personal and organizational vision
- Understand processes of change and the leadership necessary to become a change agent

IV. TEXTS AND SUPPLEMENTAL MATERIALS

REQUIRED TEXT:

Kaplan, L. S., & Owings, W. A. (2015). *Introduction to the principalship: Theory to practice*. Routledge.

V. COURSE REQUIREMENTS

Performance Assessments

Students' ability to apply organizational and leadership theories for effective decision making, judgment, and interpersonal communication will be assessed through:

(a) Written analysis of one case study: Each student will submit a written analysis of a case study as assigned by instructor. (100 points)
(b) School Data Portfolio: Begin development of a school data portfolio of your school site. The portfolio will include the Data Inventory Spreadsheet (provided on WebCampus) and several examples of data actually collected regarding demographics, perceptual data including that found in the District School Climate Survey, school processes, and student achievement. Examples will be compiled either in electronic files or in paper form in a binder (or both if needed). Save these examples of data for future reference. You will be adding to this portfolio as you progress through the program—and will be analyzing and using data as part of your field experience in your last two semesters. The deliverable for this performance assessment will be the completed Data Inventory Spreadsheet and a

written **summary** of the actual data you found and placed in your data portfolio. The **summary** will include using the following headings: (a) Demographic Data; (b) Perceptual Data; (c) School Processes Data and (d) Assessment Data. (100 points)

(c) Student Guided Discussion: In small groups, students will plan and lead a discussion on a specific topic of organizational theory as applies to their organizations. (100 points)

Other Assignments

Class Participation: Each student is expected to attend all classes, complete in-class assignments, and actively participate in class activities and discussions. (40 points)

Beginning the Leadership Journey: Each student is expected to make periodic entries (as assigned) as a reflective process about their own leadership development in relationship to class leadership topics. These will be posted to WebCampus. (60 points)

VI. GRADING POLICY

Points	Grade
376-400	A
360-375	A-
348-359	B+
336-347	B
320-335	B-
280-319	C
Below 280	F

CLASS SCHEDULE

The following outlines an approximate schedule of major topics, assignments, and preparation materials for each session. In addition to references listed here, please check WebCampus each week for other resources and activities the instructor may post for your preparation for specific class sessions.

Session	Topics	Assignments Due	References

Saturday, January 22nd 9:00 am-12:00 p.m.	● Overview and Orientation to Educational Policy and Leadership Program 　▪ Standards 　▪ Program Expectations and Outcomes 　▪ Leadership Ethics and Professional Responsibilities 　▪ Scope and Sequence of Program ● The Culture of a Cohort: Team Building Activities ● Course Overview/Assignments ● Beginning Your School Portfolio ● Team Assignments		Nevada Administrative Standards Culminating Poster Template
Thursday, August 27th 4:30 pm-9:00 pm	● Leadership Theories 　▪ Traits 　▪ Transactional versus Transformational Leadership 　▪ Situational Leadership 　▪ Distributed Leadership 　▪ Servant Leadership 　▪ Instructional Leadership ● Motivation ● Understanding Organizational Systems 　▪ Systems Thinking	Mentors 4:30-5:30 Reflection 1	Kaplan, L. S., & Owings, ch. 2 Items posted on WebCampus
Thursday, September 3rd 4:30 pm-9:00 pm	● Educational and Leadership Theories ● Applying Educational and Leadership Theories 　▪ Personal Leadership Mission and Vision 　▪ School Mission and Vision		Kaplan, L. S., & Owings, ch. 1 and 3 Items posted on WebCampus

Thursday, September 10th 4:30 pm-9:00 pm	● Organizational Culture 　▪ Relationship of Climate & Culture 　▪ Components of Culture 　▪ Changing Culture	Reflection 2	Kaplan, L. S., & Owings, ch. 4, Items posted on WebCampus
Thursday, September 17th 4:30 pm-9:00 pm	● Organizational Change 　▪ Organizations as Learning Organisms 　▪ Planned Change Models 　▪ Evolutionary Change Models	Student Guided Discussion: Focus on Building Teacher Capacity	Kaplan, L. S., & Owings, , ch. 5 Items posted on WebCampus
Thursday, September 24th	● Ethical Behavior, Culture, Trust	Student Guided Discussion: Focus on	Kaplan, L. S., & Owings, ch. 6

4:30 pm-9:00 pm	▪ Personal Ethical Behavior and School Culture ▪ Leadership, Trust, and School Effectiveness	Conflict Management Student Guided Discussion: Problem Solving and Decision Making	Items posted on WebCampus
Thursday, October 1st 4:30 pm-9:00 pm	● Communication ▪ Internal and External Communities ● Impact of Organizational Structure on Communication	Student Guided Discussion: Problem Solving and Decision Making	Kaplan, L. S., & Owings, ch. 7 Items posted on WebCampus
Thursday, October 8th 4:30 pm-9:00 pm	● Leadership and Accountability -Holding organizations accountable ● Learning, assessments and accountability	Student Guided Discussion: Data Driven Decision-Making	Items posted on WebCampus
Thursday, October 15th 4:30 pm-9:00 pm	● Leadership, Globalization and 22nd century skills. ● Globalization and education ● New skills and knowledge	Case Study Analysis Due	Items posted on WebCampus
Thursday October 22nd 4:30 p.m.- 9:00 p.m.	● Review of Educational Leadership literature, theories and data. ● Reflecting on career pathways and school leadership	School Portfolio Summary (Due TBD) Reflection 3 (Due TBD)	Items posted on WebCampus

University Expectations

Public Health Directives

Face coverings are mandatory for all faculty and students in the classroom. Students must follow all active UNLV public health directives while enrolled in this class. UNLV public health directives are found at https://www.unlv.edu/coronavirus/health-requirements. Students who do not comply with these directives may be asked to leave the classroom. Refusal to follow the guidelines may result in further disciplinary action according to the UNLV Code of Student Conduct, https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf, including being administratively withdrawn from the course.

Academic Misconduct

Academic integrity is a legitimate concern for every member of the University community. We all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the source(s). See the Student Conduct Code, https://www.unlv.edu/studentconduct/student-conduct.

Auditing Classes

Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

Classroom Conduct

Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn, or of instructors to teach. Use of electronic devices such as pagers, cellular phones, or recording devices, or potentially disruptive devices or activities are only permitted with the prior explicit consent of the instructor. The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative withdrawal of the student from the course.

Copyright
The University requires all members of the University Community to familiarize themselves with, and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you, nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional copyright policy information is available at https://www.unlv.edu/provost/copyright.

Disability Resource Center (DRC)
The UNLV Disability Resource Center (SSC-A, Room 143, https://www.unlv.edu/drc, telephone 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to injury, disability, or due to pregnancy should contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours, so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Final Examinations
The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The Final Exam schedule is typically available at the start of the semester, and the classroom locations are available approximately one month before the end of the semester. See the Final Exam Schedule, https://www.unlv.edu/registrar/calendars.

Identity Verification in Online Courses
All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus-Canvas.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the Student Academic Misconduct Policy, https://www.unlv.edu/studentconduct/misconduct/policy, which states that "acting or attempting to act as a substitute for another, or using or attempting to use a substitute, in any academic evaluation or assignment" is a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute, and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.

UNLV students enrolled in online courses are also expected to read and adhere to the Acceptable Use of Computing and Information Technology Resources Policy, https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-

resources-policy, which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus-Canvas or another UNLV-managed platform that requires ACE login credentials for access.

Incomplete Grades
The grade of "I" (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond the student's control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester. Graduate students receiving "I" grades in 500-, 600-, or 700- level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the period indicated, a grade of "F" will be recorded, and the student's GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the "I" grade.

Library Resources
Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the Libraries' Research Consultation website, https://guides.library.unlv.edu/appointments/librarian. You can also ask the library staff questions via chat and text message at https://ask.library.unlv.edu/.

Missed Classwork
Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except for modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Missed Work policy, under Registration Policies, on the Academic Policies webpage, https://catalog.unlv.edu/content.php?catoid=29&navoid=7326.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student provides official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider, for example, that in courses which offer a "Drop one" option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate's policy, and an infringement on the student's right to complete all work for the course.

This policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could be reasonably avoided. There should be a good faith effort by both the instructor and the student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed to the Department Chair/School Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to: academic recruitment activities, competitive intercollegiate athletics, fine arts activities, liberal arts competitions, science and engineering competitions, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

Rebelmail
Rebelmail is UNLV's official email system for students and by University policy, instructors and staff should only send emails to students' Rebelmail accounts. Rebelmail is one of the primary ways in which students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Emailing within WebCampus-Canvas is also acceptable.

Tutoring and Coaching
The Academic Success Center (ASC) provides tutoring, academic success coaching, and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, please visit the ASC website, https://www.unlv.edu/asc, or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library, and on the second floor of the College of Engineering building (TBE A 207).

UNLV Writing Center
One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, https://writingcenter.unlv.edu/, located in the Central Desert Complex, Building 3, Room 301 (CDC 3–301). Walk-in consultations are sometimes available, but students with appointments receive priority assistance. Students may make appointments in person or by calling the Center, telephone 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.

Diversity Statement
As an institution of higher learning, UNLV represents a rich diversity of human beings among its faculty, staff, and students, and is committed to aspiring to maintain a Campus environment that values that diversity. Accordingly, the University supports understanding and appreciation of all members of its community, regardless of race, sex, age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, gender, gender identity, marital status, pregnancy, genetic information, veteran status, or political affiliation. Please see University Statements and Compliance, https://www.unlv.edu/about/statements-compliance.

A successful learning experience requires mutual respect and trust between the students and the instructor. Accordingly, the instructor asks that students be willing to listen to one another's points of view, acknowledging that there may be disagreements, keep discussion and comments on topic, and use first person, positive language when expressing their perspectives.

Academic Misconduct – Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: http://studentconduct.unlv.edu/misconduct/policy.html.

Copyright – The University requires all members of the University Community to familiarize themselves and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you
to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at:
http://www.unlv.edu/provost/copyright.

Disability Resource Center (DRC) – The UNLV Disability Resource Center (SSC-A 143, http://drc.unlv.edu/, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you.

If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to me during office hours so that we may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and

will be treated as such. To maintain the confidentiality of your request, please do not approach me before or after class to discuss your accommodation needs.

Religious Holidays Policy – Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the end of the first two weeks of classes, February 8th, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. This policy shall not apply in the event that administering the test or examination at an alternate time would impose an undue hardship on the instructor or the university that could not have reasonably been avoided. For additional information, please visit: http://catalog.unlv.edu/content.php?catoid=6&navoid=531.

Incomplete Grades - The grade of I – Incomplete – can be granted when a student has satisfactorily completed all course work up to the withdrawal date of that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. A student who receives an I is responsible for making up whatever work was lacking at the end of the semester. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

Tutoring – The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex (SSC). Students may learn more about tutoring services by calling (702) 895-3177 or visiting the tutoring web site at: http://academicsuccess.unlv.edu/tutoring/.

UNLV Writing Center – One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are
requested for the consultation. More information can be found at:
http://writingcenter.unlv.edu/

Rebelmail – By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu.