

University of North Texas at Dallas
EDAD 5380: The Leadership Externship
Summer 2025
8W1

Department of	Educational Leadership	School of	Education
Instructor Name:	Shelia Brown		
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Office Hours:	Wednesday 1:00 pm – 3:00 pm; Thursday 1:00 pm – 3:00 pm. By Appointment		
Classroom Location:	TBA		
Class Meeting Days & Times:	Tuesday 11:00 am – 4:50 pm		
Course Catalog Description:	This course provides learners an opportunity to engage in collegial inquiry to apply major principles of leadership through a robust, STEM focused externship experience. The learner will leverage a series of professionally centered field studies experiences to learn how to incorporate non-profit, corporate, governmental agencies, and international entities into the work of the school community while under the direction of the overseeing instructor and industry partners.		
Prerequisites:	EDLE 5330 EDLE 5300		
Required Text:	The instructor will provide excerpts from texts that align to the Principal as Instructional Leader standards/Principal Competencies		
Access to Learning Resources:		UNT Dallas Library: phone: (972) 780-1616 web: http://www.untDallas.edu/library email: library@untDallas.edu UNT Dallas Bookstore: phone: (972) 780-3652 web: http://www.untDallas.edu/bookstore e-mail: untDallas@bkstr.com	
Supported Browsers: Chrome 67 & 68 Firefox 60 & 61 Flash 29, 30 (for audio/video) Respondus Lockdown Browser Safari 10, 11 Supported Devices: iPhone Android Chromebook <i>(Tablet users can use the Canvas app)</i>		Access Canvas via untDallas.instructure.com <ul style="list-style-type: none"> • Username: your EUID # • Password: your password Getting Help with Canvas: Canvas 24/7 Phone Support for Students: 1-833-668-8634 Canvas Help Resources: Web: Canvas Student Guide For additional assistance, contact Student Assistance (Distance Learning): DAL 1, Rm 157 phone: (972)338-5580 email: distancelearning@untDallas.edu	

Screen Readers: VoiceOver (Safari) JAWS (Internet Explorer) NVDA (Firefox) <i>Note: There is no screen reader support for Canvas in Chrome</i>	<p><i>If you are working with Canvas 24/7 Support to resolve a technical issue, make sure to keep me updated on the troubleshooting progress.</i></p> <p><i>If you have a course-related issue (course content, assignment troubles, quiz difficulties) please contact me during office hours or by email.</i></p>
Course Goals or Overview: The goals of this course are as follows -	
<ul style="list-style-type: none"> •make explicit connections to TExES Principal Competencies through class lectures, course readings, collaborative projects presentations, and externship observations to inform school and community leadership •develop a strategic campus action plan that responds to campus data and the needs of all students that is inclusive of community stakeholders •reflect upon the individual and collective learning experiences designed for aspiring campus leaders •broaden stakeholder networks through interactive onsite learning experiences 	
Learning Objectives/Outcomes: At the end of this course, students will be able to:	
1	The leader will synthesize and use campus data to identify needs and opportunities for stakeholder involvement.
2	The leader will analyze stakeholder impact on the data, select an area of focus for improvement using root cause analysis, and develop a campus action plan to address the identified need(s).
3	The leader will discover and reflect upon the impact of non-profit partnerships at the campus level.
4	The leader will discover and reflect upon the impact of corporate partnerships at the campus level.
5	The leader will discover and reflect upon the impact of government agency partnerships at the campus level.
6	The leader will discover and reflect upon the impact of international entity partnerships at the campus level.
7	The leader will understand and reflect upon learning over the course and to share campus action plan with an emphasis on Bolman and Deal's Four Frames.
Texas Principal Competencies for this Course DOMAIN I — SCHOOL CULTURE - Competency 001, 002 DOMAIN III — HUMAN CAPITAL - Competency 006 DOMAIN IV — EXECUTIVE LEADERSHIP - Competency 007, 008 DOMAIN V — STRATEGIC OPERATIONS - Competency 009	

Schedule (Subject to Change)	Topic	Activities	Due Date
Week 1	Bolman & Deal Analysis Paper	Students will be able to apply Bolman and Deal's Four-Frame Model to educational leadership contexts. The four frames (Structural, Human Resource, Political, and Symbolic) offer powerful lenses through which to analyze and address complex organizational challenges in educational settings.	June 1 @ 11:59 APA Style No Plagerism Less than 18% AI
	268 Principal As Instructional Leader	Review 268 PAIL Materials *See Manual Link Below	Cohort/Participation Points
Week Two	Asynchronous Campus Data Dig/Introduction to Bolman & Deal's Four Frames	<p>The purpose of this session is for the leader to synthesize and use campus data to identify needs and opportunities for stakeholder involvement. The learner will prepare to determine if the area of focus is centered around the structural, human capital, political, or symbolic frame.</p> <p>Part I: Introductions of Bolman & Deal's Reframing Organizations through the Four Frames Article Discussion: Four Frames Activity Bolman & Deal's Four Frames</p> <p>Part II: Data Dig – Individual Work Review - Campus Needs Assessment</p> <p>Part III: Groupthink – Campus Needs Assessment – Identifying area(s) of focus using Bolman & Deal's Four Frames</p>	Class Reflection

Week Three	<p>UNT Dallas</p> <p>Introduction to Root Cause Analysis and Campus Action Plan Framework (Curtis & City)</p>	<p>The purpose of this session is for the leader to analyze stakeholder impact on the data, select an area of focus for improvement using root cause analysis, and develop a campus action plan to address the identified need(s).</p> <p>Part I: Lecture on the purpose of root cause analysis in the development of effective campus action plans</p> <p>Part II: Group share – Campus Needs Assessment & Area of Focus</p> <p>Part III: Stakeholder Presentation, Panel Discussion & Q and A</p>	Class Reflection
Week Four	Non-Profit Stakeholder Engagement	<p>The purpose of this session is for the leader to discover and reflect upon the impact of non-profit partnerships at the campus level.</p> <p>Part I: Lecture based on literature: Discovering School Community Asset Maps</p> <p>Part II: Partner share – Campus Needs Assessment & Area of Focus</p> <p>Part III: School Community Asset Mapping Activity</p>	<p>Class Reflection</p> <p>See Field Visit Calendar</p>
Session 4	Corporate Partner Stakeholder Engagement	<p>The purpose of this session is for the leader to discover and reflect upon the impact of corporate partnerships at the campus level.</p> <p>Part I: Lecture</p> <p>Part II: Case Consultancy to address a Problem of Practice (PoP) based on Asset Map Findings</p> <p>Part III: On-Site Stakeholder Presentation & Observation (2:00 – 4:30 pm)</p> <p>Part IV: Discuss Asset Map Spreadsheet</p>	<p>Class Reflection</p> <p>See Field Visit Calendar</p>

Session 5	Governmental Agency Stakeholder Engagement	<p>The purpose of this session is for the leader to understand and reflect upon the impact of government agency partnerships at the campus level.</p> <p>Part I: Lecture</p> <p>Part II: Group share – Asset Map Partnership Opportunities</p> <p>Part III: On-Site Stakeholder Presentation & Observation (2:00 – 4:30 pm)</p> <p>Part IV: Partner Activity - Generate a calendar of events for community partners using the Asset Map Spreadsheet</p>	<p>Class Reflection</p> <p>See Field Visit Calendar</p>
Session 6	International Partner Stakeholder Engagement	<p>The purpose of this session is for the leader to understand and reflect upon the impact of international entity partnerships at the campus level.</p> <p>Part I: Lecture, Review of Campus Action Plan Presentations & Rubric</p> <p>Part II: Groupthink– Developing Campus Needs Assessment Presentations</p>	<p>Class Reflection</p> <p>See Field Visit Calendar</p> <p>Prepare Strategic Action Plan</p>
Session 7	Strategic Action Plan Presentations	<p>The purpose of this session is for the leader to reflect upon learning over the course and to share campus action plan with an emphasis on Bolman and Deal's Four Frames.</p> <p>Presentation Day</p>	<p>Class Reflection</p> <p>Overall Summary</p> <p>Prepare Strategic Action Presentation</p>
Session 8	Strategic Action Plan Presentations	<p>The purpose of this session is for the leader to reflect upon learning over the course and to share campus action plan with an emphasis on Bolman and Deal's Four Frames.</p> <p>Presentation Day</p>	<p>Class Reflection</p> <p>Prepare Strategic Action Presentation</p>

Course Evaluation Methods

Attendance and Participation: 400 points

During face-to-face and online, students are expected to be prepared for discussions and questions related to the assigned information. Regular and prompt class attendance and active class participation are required in order to meet the requirements of this course. Instructional methods utilized in this course include class discussions, lectures, online, group discussions, final exam and oral presentations.

To underscore the importance of full engagement, we have instituted a points system for participation. Please be aware that missing a field visit will result in a deduction of **100** points for each absence.

Additionally, non-attendance of regular class sessions will also impact your standing, with **50** points deducted for each missed class. This policy highlights the significance of every aspect of our program in your educational journey. Together, let's make the most of this opportunity, fully embracing the learning and growth it offers.

Groupthink or Weekly Team Externship Reflections 800 points (100 pts reflections per week)

- What squared with you?
- What did you see from a new angle?
- What created a circle of knowledge for you?

Attendance/Participation: 400 points

268 PAIL Manual Link: https://dev.ccis.tx.es.pearson.com/Content/StudyGuide/TX_SG_about_268.asp

Class Reflections: 800 points

Special Assignments: 600 points

Bolman and Deal Frames Analysis Paper

Asset Map

Asset Map Spreadsheet

Strategic Action Plan

Project Discussion and/or Presentation: 450 points

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Course materials must be submitted on time to receive full credit. The awarding of grades is not automatic, and the judgment of the instructor will determine whether or not each assignment is completed satisfactorily. Neatness, thoroughness, and care in preparing course materials are required.

General criteria for evaluating student work are:

1. Construction of Knowledge: Students successfully interpret, analyze, evaluate, or synthesize
2. Depth of Understanding: Student understanding of course content and themes is relatively complex and deep, and they demonstrate that understanding through elaborated
3. Connection to Practice: Students successfully connect course content to practice and their specific. They explore implications that create value and significance for knowledge.

Course Grading Policy

Evaluation materials for this course are divided into categories with each assignment given a maximum point value for credit. Categories and point values are as follows:

GRADE DETERMINATION:

- Attendance/Discussion: 400 points
- Class Reflections Assignments 800 points
Special Assignments 600 points
- Projects: 600 points (200 pts for three projects)
- Project/Presentations: 450 points
- Total points: 2,250 points

A -- 2025-2250 B -- 1800-2024 C -- 1575-1799 D -- 1350-1574 F -- 0-1349

Attendance and Participation

Non-attendance of regular class sessions will also impact your standing, with 100 points deducted for each missed class. Please be aware that missing a field visit will result in a deduction of 100 points for each absence.

Assignment Policy (Late Work)

According to the instructor's discretion while working in concert with the division/program's guidelines. Late work submitted before the ten-day late period will be accepted with a 15-point penalty for the assignment and any grading deductions. Late work submitted 10 days after the due date will not be accepted.

Exam Policy

Online exams and the ability to retake is solely at the instructor's discretion. NOTE: Online exams may be proctored on campus per instructor's discretion.

University Policies and Procedures

Students with Disabilities (ADA Compliance):

Chapter 7(7.004) Disability Accommodations for Students:

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the

privacy of the student. For additional information see [Disability Services Office](#). You may also contact them by phone at 972-338-1777; by email at UNTDDisability@untDallas.edu or at Building PL, room 1104.

Disruptive Behavior in an Instructional Setting:

Students are expected to engage with the instructor and other students in this class in a respectful and civil manner at all times to promote a classroom environment that is conducive to teaching and learning. Students who engage in disruptive behavior will be directed to leave the classroom. A student who is directed to leave class due to disruptive behavior is not permitted to return to class until the student meets with a representative from the Dean of Students Office. It is the student's responsibility to meet with the Dean of Students before class meets again and to provide the instructor confirmation of the meeting. A student who is directed to leave class will be assigned an unexcused absent for that class period and any other classes the student misses as a result of not meeting with the Dean of Students. The student is responsible for material missed during all absences and the instructor is not responsible for providing missed material. In addition, the student will be assigned a failing grade for assignments, quizzes or examinations missed and will not be allowed to make up the work.

The Code of Student's Rights, Responsibilities, and Conduct (Policy 7.001) describes disruption as the obstructing or interfering with university functions or activity, including any behavior that interferes with students, faculty, or staff access to an appropriate educational environment. Examples of disruptive behavior that may result in a student being directed to leave the classroom include but are not limited to: failure to comply with reasonable directive of University officials, action or combination of actions that unreasonably interfere with, hinder, obstruct, or prevents the right of others to freely participate, threatening, assaulting, or causing harm to oneself or to another, uttering any words or performing any acts that cause physical injury, or threaten any individual, or interfere with any individual's rightful actions, and harassment. You are encouraged to read the Code of Student's Rights, Responsibilities, and Conduct for more information related to behaviors that could be considered disruptive.

Canvas Instructure Accessibility Statement:

University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. [Canvas Instructure Accessibility Statement is also provided.](#)

NOTE: Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance utilizing any of these tools.

Course Evaluation Policy:

Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work

to continually improve my teaching. I consider students' evaluations to be an important part of your participation in this class.

Assignment Policy: (According to the instructor's discretion while working in concert with the division/program's guidelines).

Exam Policy: (Online exams and the ability to retake is solely at the instructor's discretion). NOTE: Online exams may be proctored on campus per instructor's discretion.

Academic Integrity:

Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to [UNT Dallas' Student Code of Academic Integrity](#) for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection: Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

Classroom Policies

Online Attendance and Participation:

The University attendance policy is in effect for this course. Class attendance in the Canvas classroom and participation is expected because the class is designed as a shared learning experience, and because essential information not in the textbook will be discussed in the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency.

Attendance for this online or hybrid course is considered when you are logged in and active in Canvas, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to [UNT Dallas' Registrar](#) for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course.

Inclement Weather and Online Classes: Online classes may or may not be effected by campus closures

due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online “Netiquette”:

In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper “netiquette” (i.e., no writing in all caps (usually denotes yelling), no curse words, and no “flaming” messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University’s policies and procedures. Refer to [UNT Dallas Student Code of Conduct](#). Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Diversity/Tolerance Policy:

Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Dean of Students as the instructor deems appropriate.

Technology Assistance: In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements listed on the first page of the syllabus.

If you experience difficulty accessing or using components of the course, try using Google Chrome browser. If you still experience technical difficulties, first, notify your instructor.

If the problem is still not resolved, call Student Assistance (Distance Learning) at the phone number listed on the first page of the syllabus. Also, no matter what browser you use, always enable pop-ups. For more information see:

- [UNT Dallas Canvas Technical Requirements](#)
- [Canvas Instructure Supported & Unsupported Operating Systems](#)