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**Course Syllabus**

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# EDLD 7520/6: Leadership of the Learning Organization College of Education | EFLT

To view the list of assignments, you can click the **Jump to Today** link in the top right corner of this page. This page is printer-friendly.

## [Dr. Lisa Kensler](#_bookmark0) [Graduate Assistant - Joy Miller](#_bookmark0)

**Course Description**

Leading schools as learning organizations; issues related to student wellbeing, learning and achievement through attention to organizational components and whole school sustainability.

### Prerequisite: None

(Credits: 3)

## Student Learning Outcomes (SLOs) and Course Objectives

[Course Objectives:](#_bookmark5)

This course addresses the Instructional Leadership Standards of the [Alabama State Department of Education 290-3-](http://www.alabamaadministrativecode.state.al.us/docs/ed/290-3-3.pdf)

[3-.48 (2)(a) through (2)(j) (Links to an external site.)](http://www.alabamaadministrativecode.state.al.us/docs/ed/290-3-3.pdf), with a particular focus on (e) Community of Care and Support for Students. These ALSDE standards are based on the Professional Standards for Educational Leaders (PSELs).

### Community of Care and Support for Students

**Objective #1:** Build and maintain a safe, caring, and healthy school environment that meets the academic, social, emotional, and physical needs of each student.

**Objective #2:** Create and sustain a school environment in which each student is known, accepted and valued, trusted and respected, cared for, and encouraged to be an active and responsible member of the school community.

**Objective #3:** Provide coherent systems of academic and social supports, services, extracurricular activities, and accommodations to meet the range of learning needs of each student.

**Objective #4:** Promote adult-student, student-peer, and school-community relationships that value and support academic learning and positive social and emotional development.

**Objective #5:** Cultivate and reinforce student engagement in school and positive student conduct. **Objective #6:** Infuse the school’s learning environment with the cultures and languages of the school’s community.

## Materials and Resources

### TextBooks:

Goleman, D., & Senge, P. M. (2014). *The Triple Focus: A New Approach to Education*. Florence, MA: More Than Sound, LLC. (often referred to as TTF in this course)

Kensler, L. A. W., & Uline, C. L. (2017). *Leadership for Green Schools: Sustainability for Our Children, Our Communities, and Our Planet*. New York: Routledge, Taylor & Francis Group. (often referred to as LGS in this course)

Senge, P. M., Cambron-McCabe, N., Lucas, T., Smith, B., & Dutton, J. (2012). *Schools that learn (updated and revised): A fifth discipline fieldbook for educators, parents, and everyone who cares about education*. New York: Crown Business. (often referred to as STL in this course) - [Do you have the e-book?](#_bookmark0)

National Policy Board for Educational Administration (2015). Professional Standards for Educational Leaders 2015. Reston, VA: Author. Available free here: [http://npbea.org/wp-content/uploads/2017/06/Professional-Standards-for-](http://npbea.org/wp-content/uploads/2017/06/Professional-Standards-for-Educational-Leaders_2015.pdf) [Educational-Leaders\_2015.pdf](http://npbea.org/wp-content/uploads/2017/06/Professional-Standards-for-Educational-Leaders_2015.pdf) [(Links to an external site.)](http://npbea.org/wp-content/uploads/2017/06/Professional-Standards-for-Educational-Leaders_2015.pdf)(Often referred to as PSELs)

Vogt, E. E., Brown, J., & Isaacs, D. (2003). *The art of powerful questions*. Mill Valley, CA: Whole Systems Associates. Available here: [http://www.theworldcafe.com/store.html (Links to an external site.)](http://www.theworldcafe.com/store.html) (*You may also wish to Google this resource for other availability*)

### Additional Readings:

Articles pertinent to each module’s topics will be posted for students on Canvas. You can find a full list of additional module readings [here.](https://auburn.instructure.com/courses/1387856/pages/connected-resources)

## Online Student Learning Expectations

All students in this course are expected to have all the equipment and software needed to be successful in the course.

All students are expected to contribute to their own learning as active and well-prepared participants. Weekly modules will provide various opportunities for reading, reflection, applied experiences, collaboration, and writing. Since these activities are woven through the entire week and generally do not require your “electronic presence” at any particular time or day, there should be no need to "miss" class. You should plan on spending the same amount of preparation and “in class” time on this course as you would if you were taking the course face-to-face.

[Logging On](#_bookmark8) [Posting Responses](#_bookmark0)

[Building Community](#_bookmark0)

[Required Synchronous Sessions](#_bookmark0)

The learning activities for each week are carefully sequenced and offered in small chunks so you can accomplish reasonable amounts throughout the week. You should log on to the course website regularly to work through course materials and participate in course discussions.

## Course Structure

The course will follow this general pattern:

At the start of each module, students will review and read the assigned readings and supplemental material. To supplement the textbook, students will engage with the online activities and videos.

At the end of each module, students will complete the assigned discussion posts and portfolio assignments. Throughout the course, students should keep up with assigned due dates and contact the instructor with concerns about late assignments before the assignment is late.

### The syllabus is subject to change at the discretion of the class instructor. Students will be notified in a timely manner of any syllabus changes via email.

**Outline of Course**

This course will be broken up into eleven modules. You can find a list of the modules [here.](https://auburn.instructure.com/courses/1387856/pages/course-overview) [Here](#_bookmark0) is a summary of Modules and Assignments by week.

## Assignments and Projects (100 points)

[MOU](#_bookmark11)

[Discussions](#_bookmark0)

[Portfolio Assignments](#_bookmark0)

[Green Pathways Action Plan and Vision Board](#_bookmark0) [Class Participation](#_bookmark0)

Download the PDF form from the [Canvas Assignment](https://auburn.instructure.com/courses/1387856/assignments/10671877). Discuss the relevant assignments listed in the form ([Portfolio #3](https://auburn.instructure.com/courses/1387856/assignments/10671880) and [#6](https://auburn.instructure.com/courses/1387856/assignments/10671883)) with your immediate supervisor and both of you sign the agreement, then submit. The purpose of this memorandum is to express our respect for your current supervisor. It is thoughtful to alert your school leaders to assignments that ask you to work with your school-based colleagues. In your conversation with your supervisor, be sure to ask if there are specific topics of interest that they would like you to consider discussing. If your supervisor has any

concerns about this assignment, please share my contact information. *If you have concerns about speaking with your supervisor about these assignments for any reason, please reach out to me. I will be happy to discuss.*

A complete list of assignments and due dates is posted below. You can also view assignments by accessing your **Calendar.**

## Grading and Evaluation

Achievement in this course will be assessed through completion of the following activities:

|  |  |  |
| --- | --- | --- |
| Assignment Type | Points | Grade % |
| Discussions | 12 | 12% |
| Portfolios | 60 | 60% |
| Action Plan & Vision Board | 10 | 10% |
| Participation | 15 | 15% |
| MOU | 3 | 3% |
| **Total** | **100** | **100%** |
| **Grading Scale** |  |  |

Grades are determined on straight percentages as follows:

|  |  |  |
| --- | --- | --- |
| Letter | Points | Range |
| A | 90 | 90%+ |
| B | 80-89 | 80-89% |
| C | 70-79 | 70-79% |
| D | 60-69 | 60-69% |
| F | 59 or less | 59% or less |

### \*Grades will *NOT* be rounded up at semester end.

At Auburn University, a 4.0 grade scale is used. An A equals 4.0; B, 3.0; C, 2.0; D, 1.0; and F equals 0.0.

Students must maintain a 2.0 average GPA in all courses in order to progress in this program. If addition, students must earn at least a D in each individual course in order to earn credit and progress to the next course.

For more detailed information about university grading standards, please refer to information on the following link: [Auburn University Graduate Academic Policies on Grades (Links to an external site.)](http://bulletin.auburn.edu/thegraduateschool/other/#gradstudyuniv)

### Posting/Appealing Assignment Grades

All assignment grades will be posted to Canvas. Students will have five business days from the date that the exam/assignment scores are posted on Canvas to send an email to the instructor requesting grade adjustments on their work. To appeal a grade that you have received, please compose and send an email to your instructor writing out the assignment in question, indicating the answer you submitted, and providing a written justification from the reading/class notes/etc. on why you think your answer is correct.

Once received, the instructor may or may not communicate with you regarding your appeal. Ultimately, the instructor will render a decision. If no appeal is sent to the instructor after five business days, the

assignment score is final. Failure to monitor your progress as the semester progresses does not warrant a re- grade on assignments evaluated earlier in the semester. Once the 5-day appeal period has passed, students forfeit their right to have the graded material reassessed at a later date.

## Course Policies

[Late Assignment Policy](#_bookmark14)

[Faculty Communication and Feedback](#_bookmark0) [Instructor Assistance with Course Performance](#_bookmark0) [Diversity Statement](#_bookmark0)

It is very important that students submit work on time, or they will find it very difficult to catch up. All work in the course (e.g., assignments, discussions, exams, quizzes, etc.) will be due by 9:00AM CT on the date noted on the class calendar. Any assignment that is submitted after the due date may have one letter grade deducted from it per day late. Students should reach out to their instructor immediately to discuss any concerns. In situations where you are experiencing technical difficulties submitting your assignment near the deadline, please consult the Canvas help desk resources available in left navigation. Please work to avoid encountering technical difficulties near the assignment due dates by completing your work ahead of deadlines.

I can be very understanding and accommodating of extenuating circumstances, if you communicate with me ahead of the assignment due date. When you wish to ask for an extension, please email me and let me know when you expect to be able to submit the assignment. Please strive to submit your work on time, but know that you can communicate with me regarding challenging circumstances.

I strive to provide feedback/grades relatively quickly for work submitted on time. I may not be able to provide as timely feedback for work submitted late.

## Program Policies

[Accessibility](#_bookmark16) [Academic Integrity](#_bookmark0) [Professionalism](#_bookmark0)

Students who need accommodations are asked to electronically submit their approved accommodations through AU Access and to arrange a meeting during office hours the first week of classes, or as soon as possible if accommodations are immediately needed. If you need accommodations but have not established them, make an appointment with the

Office of Accessibility, 1228 Haley Center, 334-844-2096.

## COVID Related Policies

Due to the Coronavirus pandemic, public health measures have been implemented across Auburn’s campus. Students should stay current with these practices and expectations through the campus reentry plan, [A Healthier U (Links to an](https://ahealthieru.auburn.edu/) [external site.)](https://ahealthieru.auburn.edu/). The sections below provide expectations and conduct related to COVID-19 issues.

Collapse All Panels

Expand All Panels

[**Health and wellbeing resources**](#_bookmark0)

[**Statement on COVID-19 physical distancing (N/A for our class, but applicable across campus)**](#_bookmark0)[**Face covering policy**](#_bookmark0)

[**Assignments / schedule subject to change due to pandemic**](#_bookmark0)

[**In the event a student in class tests positive (N/A for our class, but applicable across campus)**](#_bookmark0)[**In the event that I become ill**](#_bookmark0)

[**Zoom policies**](#_bookmark0)[**Attendance**](#_bookmark0)

Your health and safety, and the health and safety of your peers, are my top priorities and the very reason that our team

decided to be fully online this semester. If you are experiencing any symptoms of COVID-19, or if you discover that you have been in close contact with others who have symptoms or who have tested positive, you should quarantine. My hope is that if you are feeling ill or if you have been exposed to someone with the virus, you will stay home to protect others.

Please do the following in the event of an illness or COVID-related absence:

Notify me in advance of your absence if possible Keep up with coursework as much as possible

Participate in class activities and submit assignments electronically as much as possible Notify me if you require a modification to the deadline of an assignment or exam

Finally, if remaining in a class and fulfilling the necessary requirements becomes impossible due to illness or other COVID-related issues, please let me know as soon as possible so we can discuss your options.

Lets Get Started Button

# Course Summary:

### Date Details Due

Wed May 19,

2021

Sat May 22,

2021

Wed May 26,

2021

Wed Jun 2,

2021

Wed Jun 9,

2021

Assignment [Module #1 Discussion](https://auburn.instructure.com/courses/1387856/assignments/10671872) due by

9am

Calendar Event [Synchronous ZOOM Class Meeting](https://auburn.instructure.com/calendar?event_id=1932230&include_contexts=course_1387856) 9am to 5pm

Assignment [Module #2 Discussion](https://auburn.instructure.com/courses/1387856/assignments/10671873) due by

9am

Assignment [MOU - Memorandum of Understanding](https://auburn.instructure.com/courses/1387856/assignments/10671877) due by 9am

Assignment [Portfolio #1 Mental Models and Personal Mastery](https://auburn.instructure.com/courses/1387856/assignments/10671878) due by 9am

Assignment [Module #3/4 Discussion](https://auburn.instructure.com/courses/1387856/assignments/10671870) due by

9am

Assignment [Portfolio #2 Built Environments](https://auburn.instructure.com/courses/1387856/assignments/10671879) due by 9am

Wed Jun 16,

2021

Assignment [REMINDER: Complete CliftonStrengths Assessment before our synchronous](https://auburn.instructure.com/courses/1387856/assignments/10671884) [class!](https://auburn.instructure.com/courses/1387856/assignments/10671884)

Calendar Event [REMINDER MODULE 5: Complete Action Plan (Green Pathways) and](https://auburn.instructure.com/calendar?event_id=1932233&include_contexts=course_1387856) [Vision Board](https://auburn.instructure.com/calendar?event_id=1932233&include_contexts=course_1387856)

due by 9am

12am

Assignment [Module #5 Discussion](https://auburn.instructure.com/courses/1387856/assignments/10671874) due by

9am

Wed Jun 23, due by

2021 Assignment [Portfolio #3 Team Learning](https://auburn.instructure.com/courses/1387856/assignments/10671880) 9am

Sat Jun 26,

2021

Calendar Event [Synchronous ZOOM Meeting](https://auburn.instructure.com/calendar?event_id=1932231&include_contexts=course_1387856) 9am to 5pm

Wed Jun 30,

2021

Calendar Event [REMINDER MODULE 6/7/8: Complete Action Plan (Green Pathways) and](https://auburn.instructure.com/calendar?event_id=1932234&include_contexts=course_1387856) [Vision Board](https://auburn.instructure.com/calendar?event_id=1932234&include_contexts=course_1387856)

12am

Assignment [Module #6/7/8 Discussion](https://auburn.instructure.com/courses/1387856/assignments/10671869) due by

9am

Assignment [Portfolio #4 Family Engagement & Equity](https://auburn.instructure.com/courses/1387856/assignments/10671881) due by 9am

Wed Jul 7,

2021

Calendar Event [REMINDER MODULE 9: Complete Action Plan (Green Pathways) and](https://auburn.instructure.com/calendar?event_id=1932235&include_contexts=course_1387856) [Vision Board](https://auburn.instructure.com/calendar?event_id=1932235&include_contexts=course_1387856)

12am

Sat Jul 10,

2021

Assignment [Module #9 Discussion](https://auburn.instructure.com/courses/1387856/assignments/10671875) due by

9am

Calendar Event [Synchronous ZOOM Class Meeting](https://auburn.instructure.com/calendar?event_id=1932232&include_contexts=course_1387856) 9am to 5pm

Wed Jul 14,

2021

Calendar Event [REMINDER MODULE 10: Complete Action Plan (Green Pathways) and](https://auburn.instructure.com/calendar?event_id=1932236&include_contexts=course_1387856) [Vision Board](https://auburn.instructure.com/calendar?event_id=1932236&include_contexts=course_1387856)

12am

Assignment [Module #10 Discussion](https://auburn.instructure.com/courses/1387856/assignments/10671871) due by

9am

Wed Jul 21,

2021

Calendar Event [REMINDER: Complete Action Plan (Green Pathways) and Vision Board](https://auburn.instructure.com/calendar?event_id=1932237&include_contexts=course_1387856) [Assignments for next week](https://auburn.instructure.com/calendar?event_id=1932237&include_contexts=course_1387856)

12am

Wed Jul 28,

2021

Assignment [Portfolio #5 Systems Thinking - case analysis](https://auburn.instructure.com/courses/1387856/assignments/10671882) due by 9am

Assignment [Action Plan and Vision Board](https://auburn.instructure.com/courses/1387856/assignments/10671876) due by

9am

Assignment [Portfolio #6 Systems Thinking-iceberg](https://auburn.instructure.com/courses/1387856/assignments/10671883) due by 9am

Assignment [Roll Call Attendance](https://auburn.instructure.com/courses/1387856/assignments/10671885)

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# Course assignments are not weighted.

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