



## **Course Syllabus: EDLE 6003 District Level Leadership**

Gordon T. & Ellen West College of Education  
EDLE-6003-X20 District Level Leadership  
Spring Semester 2026: January 20 – May 8, 2026

### **Contact Information**

Instructor: Daniel L. Frazier, Ed.D.  
Office: Bridwell Hall, Room 222  
Office hours: Tuesday and Thursday, 9:00 - 11:00 A.M., Wednesday, 1:00 - 2:00 P.M., and by appointment.  
Office telephone: (940) 397-4073  
eMail: [daniel.frazier@msutexas.edu](mailto:daniel.frazier@msutexas.edu)

### **Instructor Response Policy**

The best way to contact me is through email. I usually respond quickly. You can expect a response within 24 hours; however, it could be a little longer on weekends or holidays.

### **Textbook & Instructional Materials**

Sinek, Simon (2014). *Leaders Eat Last: Why Some Teams Pull Together and Others Don't*. Penguin Random House, New York, New York (368 pages) ISBN 9781101623039 (ebook).

Reeves, Douglas (2021). *Deep Change Leadership: A Model for Renewing and Strengthening Schools and Districts* (A resource for effective school leadership and change efforts). Solution Tree Press, Bloomington, Indiana (168 pages) ISBN 9781952812088 (ebook).

Sharp, William L. and James K. Walter (2004). *The School Superintendent: The Profession and the Person*, 2nd edition. Rowman & Littlefield, Maryland (282 pages).

### **EDLE 6003 Course Description**

Examination of the direction and issues of a school district and the impact of various levels of district leadership.

## **Course Objectives/Learning Outcomes/Course Competencies**

Coursework for 6003 District Level Leadership will prepare students to apply general leadership skills to public school administration within established research frameworks in the social media age.

### Domain I—Leadership of the Educational Community

Competency 001—The superintendent knows how to act with integrity, fairness and in an ethical manner in order to promote the success of all students.

Competency 002—The superintendent knows how to shape district culture by facilitating the development, articulation, implementation and stewardship of a vision of learning that is shared and supported by the educational community.

Competency 003—The superintendent knows how to communicate and collaborate with families and community members, respond to diverse community interests and needs and mobilize community resources to ensure educational success for all students.

See Appendix A for a complete list of standards/competencies (if applicable) and Appendix B for assignment/standards alignment matrix

## **Grading/Assessment**

Table 1: Points allocated to each assignment.

<u>Assignments</u>	<u>Points</u>	<u>Due Date</u>
Weekly Participation (15 weeks X 5 pts)	75	
Tuesday Participation (3 X 5 pts)	15	
Leadership Legacy Statement	10	March 1
Career Plan	10	March 29
Components of the Case Study: • Identifying a Topic for the Study • Writing a Problem Statement • Theoretical or Conceptual Framework • Resources for the Literature Review • Identifying Sources for Data Analysis	25 Total (5 each)	Feb. 15 Feb. 22 March 8 March 22 April 5
Case Study	65	May 3
<b>TOTAL POINTS</b>	<b>500</b>	

Table 2: Total points for final grade.

<u>Grade</u>	<u>Points</u>
A	180 to 200
B	160 to 179
C	140 to 159
D	120 to 139
F	Less than 120

## **Syllabus Changes or Updates**

This syllabus is subject to change based on a variety of factors that may impact the hybrid course design.

## **Projects Required**

There will be a weekly online discussion based on assigned readings. Additionally, there are two brief papers and one major paper, along with submissions in support of the major paper. Please see descriptions of each within the course.

## **Attendance Policy**

Our projected dates for the Tuesday class meetings in the spring are:

Tuesday, February 3, 2026:	7:00-8:00 P.M.
Tuesday, March 3, 2026:	7:00-8:00 P.M.
Tuesday, April 7, 2026:	7:00-8:00 P.M.

Class meetings take place online with a video-conference application.

Regular attendance is expected. If a class must be missed, please discuss it with the professor beforehand. If an emergency arises, please either telephone or email the professor, if possible.

One of the cornerstones to the WCOE Ed.D. experience is the opportunity to interact with colleagues from across other campuses, districts, and professions. To this end, I hold Tuesday meeting three times per semester. Students are expected to maintain a physical and professional engagement in these experiences. However, we do understand some circumstances cannot be avoided. Therefore, we have established the following policy:

- 1 absence = make up required experiences/coursework with colleagues
- 2 absences = final grade will be lowered by one letter and make up required experiences/coursework with colleagues
- 3 absences = Failing

## **Attendance/Participation**

Regular online participation is required. Please attend to discussions in a timely manner. Professional dialogue opportunities are part of this class; participation will be considered part of the grade.

## **Late Work**

Work should be turned in on time. Any issues that impact your timeliness should be discussed with the instructor.

## **Quality Requirements**

"Turning in" all assignments is not enough to ensure an "A" in the course. Quality of work turned in on time is the most important criterion for receiving an "A."

### **Expectations for Written Work**

- Correct grammar, punctuation, and spelling are expected on all written assignments (although web discussions are not held to the high standard of a research project or other written assignment).
- Written assignments should be done in Microsoft Word and turned in as an attachment in Dropbox on D2L.
- Discussions should be completed within the D2L discussion space and *NOT* uploaded as an attachment.
- Due dates should be honored in order to receive the highest grade.
- When referring to the ideas of others, works should be cited using the APA format.

### **Adhering to Professional Ethics**

When using professional sources in your writing, please cite sources you have used or ideas you have adapted when completing assignments. Use of copyrighted materials must adhere to legal and ethical guidelines. If part of an assignment is submitted for credit in more than one course, both professors must pre-approve this dual credit and the dual use should be referenced clearly on both assignments.

### **Artificial Intelligence**

Advances in Artificial Intelligence (AI) have now provided generative and creative applications such as Chat GPT, Google Gemini, Claude, Perplexity, and others. Certainly, these tools can be quite useful in the learning process; however, the content they generate do not represent the effort and learning of the student. Submitting AI generated work in place of the original and genuine work of the student will be considered a form of academic misconduct.

### **Online Posts and Mutual Respect**

Remember that there are other human beings reading your postings, so treat everyone with respect. Don't post anything you wouldn't be willing to communicate face to face. Distance conveys a degree of anonymity. It is for this reason that we must be cognizant of our postings online. You are provided with Netiquette Guidelines and Rules for Discussion Posts. Please observe them.

### **Desire-to-Learn (D2L)**

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

## **Online Computer Requirements**

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings. Computers are available on campus in various areas of the buildings as well as the Academic Success Center. Your computer being down is not an excuse for missing a deadline!! There are many places to access your class! Our online classes can be accessed from any computer in the world that is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

## **Student Handbook**

Refer to: [Student Handbook](#)

## **Academic Misconduct Policy & Procedures**

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

## **Important Dates**

Last day for term schedule changes: Check date on [Academic Calendar](#).

Deadline to file for graduation: Check date on [Academic Calendar](#).

Last Day to drop with a grade of "W:" Check date on [Academic Calendar](#).

Refer to: [Drops, Withdrawals & Void](#)

## **Change of Schedule**

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the [Schedule of Classes](#) each semester.

## **Refund and Repayment Policy**

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. **HOWEVER**, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state)

exists in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

### **Services for Students with Disabilities**

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

### **College Policies**

#### **Campus Carry Rules/Policies**

Refer to: [Campus Carry Rules and Policies](#)

#### **Smoking/Tobacco Policy**

College policy strictly prohibits the use of tobacco products in any building owned or operated by MSU TEXAS. Adult students may smoke only in the outside designated-smoking areas at each location.

#### **Alcohol and Drug Policy**

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

#### **Campus Carry**

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

#### **Active Shooter**

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the

information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [Safety / Emergency Procedures](#). Students are encouraged to watch the video entitled "Run. Hide. Fight." which may be electronically accessed via the University police department's webpage: ["Run. Hide. Fight."](#)

### **Obligation to Report Sex Discrimination under State and Federal Law**

Midwestern 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. State and federal law require University employees to report sex discrimination and sexual misconduct to the University's Office of Title IX. As a faculty member, I am required to report to the Title IX Coordinator any allegations, personally observed behavior, or other direct or indirect knowledge of conduct that reasonably may constitute sex discrimination or sexual misconduct, which includes sexual assault, sexual harassment, dating violence, or stalking, involving a student or employee. After a report is made, the office of Title IX will reach out to the affected student or employee in an effort to connect such person(s) with resources and options in addressing the allegations made in the report. You are also encouraged to report any incidents to the office of Title IX. You may do so by contacting:

Laura Hetrick  
Title IX Coordinator  
Sunwatcher Village Clubhouse  
940-397-4213  
[laura.hetrick@msutexas.edu](mailto:laura.hetrick@msutexas.edu)

You may also file an online report 24/7 at

[https://cm.maxient.com/reportingform.php?MSUTexas&layout\\_id=6](https://cm.maxient.com/reportingform.php?MSUTexas&layout_id=6)

Should you wish to visit with someone about your experience in confidence, you may contact the MSU Counseling Center at 940-397-4618. For more information on the University's policy on Title IX or sexual misconduct, please visit <https://msutexas.edu/titleix/>

### **Grade Appeal Process**

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

**NOTICE:**

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

**Course Schedule:**

<u>Week or Module</u>	<u>Activities/Assignments/Exams</u>	<u>Due Date</u>
Module 1 1/20 to 1/25	Read the syllabus and explore the course content. Read Part 1 in Simon Sinek's <i>Leaders Eat Last</i> .	Jan. 25
Module 2 1/25 to 2/1	Read Sinek, Parts 2 and 3.	Feb. 1
Module 3 2/1 to 2/8	Read Sinek, Parts 4 and 5.	Feb. 8
Module 4 2/8 to 2/15	Read Sinek, Part 6. Identify a topic for the case study.	Feb. 15
Module 5 2/15 to 2/22	Read Sinek, Parts 7 and 8. Write a problem statement for the case study.	Feb. 22
Module 6 2/22 to 3/1	Read Reeves' <i>Deep Change Leadership</i> , the Introduction and Chapter 1. Leadership Legacy Statement due.	March 1
Module 7 3/1 to 3/15	Theoretical or conceptual framework due March 8. Read Reeves, Chapters 2 – 4.	March 15
Module 8 3/15 to 3/22	Read Reeves, Chapters 5 and 6. Identify resources for the literature review.	March 22
Module 9 3/22 to 3/29	Read Reeves, Chapters 7 through 9. Career Plan due.	March 29
Module 10 3/29 to 4/5	Read Reeves, Chapter 10 through the end of the book (Conclusion, Reflection, and Epilogue). Sources for data analysis due.	April 5
Module 11 4/5 to 4/12	Read Sharp & Walter's <i>The School Superintendent</i> , Chapter 1.	April 12
Module 12 4/12 to 4/19	Read Sharp & Walter, Chapter 3. Skip Chapter 2.	April 19
Module 13 4/19 to 4/26	Read Sharp & Walter, Chapter 4 - 6.	April 26
Module 14 4/26 to 5/3	Read Sharp & Walter, Chapter 7 - 9. Case study due.	May 3
Module 15 5/3 to 5/8	Read Sharp & Walter, Chapter 10 - 13. Skip Chap 12.	May 8

# **Texas Examinations of Educator Standards (TExES)**

## **Domain I—Leadership of the Educational Community**

- Competency 001—The superintendent knows how to act with integrity, fairness and in an ethical manner in order to promote the success of all students.
- Competency 002—The superintendent knows how to shape district culture by facilitating the development, articulation, implementation and stewardship of a vision of learning that is shared and supported by the educational community.
- Competency 003—The superintendent knows how to communicate and collaborate with families and community members, respond to diverse community interests and needs and mobilize community resources to ensure educational success for all students.
- Competency 004—The superintendent knows how to respond to and influence the larger political, social, economic, legal and cultural context, including working with the board of trustees, to achieve the district’s educational vision.

## **Domain II—Instructional Leadership**

- Competency 005—The superintendent knows how to facilitate the planning and implementation of strategic plans that enhance teaching and learning; ensure alignment among curriculum, curriculum resources and assessment; use the current accountability system; and promote the use of varied assessments to measure student performance.
- Competency 006—The superintendent knows how to advocate, promote and sustain an instructional program and a district culture that are conducive to student learning and staff professional growth.
- Competency 007—The superintendent knows how to implement a staff evaluation and development system and select appropriate models for supervision and staff development to improve the performance of all staff members.

## **Domain III—Administrative Leadership**

- Competency 008—The superintendent knows how to apply principles of effective leadership and management in relation to district budgeting, personnel, resource utilization, financial management and technology applications.
- Competency 009—The superintendent knows how to apply principles of leadership and management to the district’s physical plant and support systems to ensure a safe and effective learning environment.
- Competency 010—The superintendent knows how to apply organizational, decision-making and problem-solving skills to comply with federal and state requirements and facilitate positive change in varied contexts.

## **National Education Leadership Preparation (NELP) Standards**

Component 1.1 Program completers understand and demonstrate the capacity to collaboratively design, communicate, and evaluate a district mission and vision that reflects a core set of values and priorities that include data use, technology, values, equity, diversity, digital citizenship, and community.

Component 1.2 Program completers understand and demonstrate the capacity to lead district strategic planning and continuous improvement processes that engage diverse stakeholders in data collection, diagnosis, design, implementation, and evaluation.

Component 2.1 Program completers understand and demonstrate the capacity to reflect on, communicate about, and cultivate professional dispositions and norms (i.e., equity, fairness, integrity, transparency, trust, collaboration, perseverance, reflection, lifelong learning, digital citizenship) and professional district and school cultures.

Component 2.2 Program completers understand and demonstrate the capacity to evaluate and advocate for ethical and legal decisions.

Component 2.3 Program completers understand and demonstrate the capacity to model ethical behavior in their personal conduct and relationships and to cultivate ethical behavior in others.

Component 3.1 Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for a supportive and inclusive district culture.

Component 3.2 Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for equitable access to safe and nurturing schools and the opportunities and resources, including instructional materials, technologies, classrooms, teachers, interventions, and adult relationships, necessary to support the success and well-being of each student.

Component 3.3 Program completers understand and demonstrate the capacity to evaluate, advocate, and cultivate equitable, inclusive, and culturally responsive instructional and behavior support practices among teachers and staff.

Component 4.1 Program completers understand and can demonstrate the capacity to evaluate, design, and implement high-quality curricula, the use of technology, and other services and supports for academic and non-academic student programs.

Component 4.2 Program completers understand and can demonstrate the capacity to collaboratively evaluate, design, and cultivate coherent systems of support, coaching, and professional development for educators, educational professionals, and school and district leaders, including themselves, that promote reflection, digital literacy, distributed leadership, data literacy, equity, improvement, and student success.

Component 4.3 Program completers understand and can demonstrate the capacity to design, implement, and evaluate a developmentally appropriate, accessible, and culturally responsive system of assessments and data collection, management, and analysis that support instructional improvement, equity, student learning and well-being, and instructional leadership.

Component 4.4 Program completers understand and demonstrate the capacity to design, implement, and evaluate district-wide use of coherent systems of curriculum,

instruction, assessment, student services, technology, and instructional resources that support the needs of each student in the district.

Component 5.1 Program completers understand and demonstrate the capacity to represent and support district schools in engaging diverse families in strengthening student learning in and out of school.

Component 5.2 Program completers understand and demonstrate the capacity to understand, engage, and effectively collaborate and communicate with, through oral, written, and digital means, diverse families, community members, partners, and other constituencies to benefit learners, schools, and the district as a whole.

Component 5.3 Program completers understand and demonstrate the capacity to communicate through oral, written, and digital means within the larger organizational, community, and political contexts and cultivate relationships with members of the business, civic, and policy community in support of their advocacy for district, school, student, and community needs.

Component 6.1 Program completers understand and demonstrate the capacity to develop, communicate, implement, and evaluate data-informed and equitable management, communication, technology, governance, and operation systems at the district level to support schools in realizing the district's mission and vision.

Component 6.2 Program completers understand and demonstrate the capacity to develop, communicate, implement, and evaluate a data-based district resourcing plan and support schools in developing their school-level resourcing plans.

Component 6.3 Program completers understand and demonstrate the capacity to develop, implement, and evaluate coordinated, data-informed systems for hiring, retaining, supervising, and developing school and district staff in order to support the district's collective instructional and leadership capacity.

Component 7.1 Program completers understand and demonstrate the capacity to represent the district, advocate for district needs, and cultivate a respectful and responsive relationship with the district's board of education focused on achieving the district's shared mission and vision.

Component 7.2 Program completers understand and demonstrate the capacity to design, implement, cultivate, and evaluate effective and collaborative systems for district governance that engage multiple and diverse stakeholder groups, including school and district personnel, families, community stakeholders, and board members.

Component 7.3 Program completers understand and demonstrate the capacity to evaluate, engage in decision making around, implement, and appropriately communicate about district, state, and national policy, laws, rules, and regulations.

Component 7.4 Program completers understand the implications of larger cultural, social, economic, legal, and political interests, changes, and expectations and demonstrate the capacity to evaluate and represent district needs and priorities within larger policy conversations and advocate for district needs and priorities at the local, state, and national level.