George Mason University  
Graduate School of Education  
EDLE 614—Managing Financial and Human Resources  
Course Syllabus  
Fall 2005

Wednesday, August 31-December 7  
4:30 – 7:10 p.m.  

Instructor: Martin S. Dubin, Ed.D.  
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Course Description: This course will focus on theory, research and practice relating to financial and personnel administration in education. Emphasis will be placed on practical applications of resource procurement and allocation. The legalities, ethics and politics of managing human and financial resources will be explored.

Student Outcomes: Students will:
1) Apply major concepts related to financial and human resources administration to local, state and federal situations.
2) Demonstrate an understanding of the research and ethical foundations of financial and human resource management through regular class work and course projects.
3) Define and explain the most significant legal aspects of personnel administration, including due process, equal employment opportunity, and affirmative action.
4) Understand and utilize recruitment and interview strategies.
5) Analyze, compare and contrast local salary and benefits systems.
6) Design and develop a staffing plan and budget, in concert with school priorities and goals.

Relationship of Student Outcomes to Program Goals:
This course introduces students to major issues and practices in financial and human resource management as part of the EDLE licensure sequence. Students will:
1) engage in reflective practice with regard to financial and human resource management
2) strengthen and improve their communication skills through simulation, class discussion, and written work.
3) understand how resource acquisition and allocation supports or inhibits cultural, economic and learning diversity.
4) reflect on the ethical implications of resource allocation choices.
5) study school funding and the development of school staffing.

**GSE Expectations of All Students:**

1) Students are expected to exhibit professional behavior and dispositions
2) Students must follow the guidelines of the student honor code (see http://www.gmu.edu/catalog/apolicies/#TOC_H12)
3) Students must agree to abide by university policy for Responsible Use of Computing (http://mail.gmu.edu)
4) Students with disabilities who seek accommodations in a course must be registered with the GMU Disability Resource Center and must inform the instructor at course beginning.

**Internship in Education Leadership – EDLE 791**

Although the internship is a separate course, the Education Leadership Program has integrated internship activities into this and other courses. This course focuses on Professional Development, Organizational Management, Interpersonal Relationships, and Resource Allocation in the NCATE Standards which are found in Appendix A of the Internship Manual.

**Course Requirements:** Students will be required to attend class regularly, and to participate in class discussions. Each student will complete the required class projects, and will finish all readings as scheduled. Late projects may be accepted in extenuating circumstances, but will be subject to a minimum of a one grade penalty. Students may choose to submit written projects prior to the deadline date for feedback from the instructor. Access to a computer and email accounts will be required in order to complete class requirements.

**Course Activities:**

1- **Attendance and Participation**(10)

Students will be expected to participate in class discussions, and to interact with the instructor and other students. It is expected that students will arrive on time, and will notify the instructor in advance when an unavoidable conflict prevents the student from either arriving to class on time or attending a class. Maximum points for class participation will be earned by students who are present for each class, and who are actively engaged in role plays and other class interaction. Selected position papers and other written assignments will also be completed.

2- **Interview Project (20)**

*Internship Collective Record*

Students will participate in an interview for a school leadership position. Each student will receive
feedback following the interview, and will, subsequently, write a one page reflective paper, which must include the following components: 1. How well prepared was I for the interview?; 2. What did the interviewers suggest as my strengths and weaknesses?; and 3. What might I do differently when the next opportunity for an interview occurs?

3- Finance/Staffing Activity (20) *Internship Collective Record*
Students will work in teams to prepare a staffing plan with budget implications which will be presented* during class time. Each team will analyze a packet of authentic school data about a local school, and will determine school needs and priorities based on the information provided. As a part of the presentation, the team will prepare and justify a budget request. A written report will be presented to the instructor.

4- School Finance Officer Report (20)
Interview a school finance officer with a focus on purchasing and accounting procedures as well as relationships with base-school and central office personnel. A written report will be due for this assignment.

or

Managing Human & Financial Resources – Principal Interview Report (20)
Each student will interview a principal (administrator) and complete an analysis of how human and financial resources are managed in a local school. A written report will be due for this assignment.

5- Group Presentation (20, 10 each)
A) Students will research a selected topic as part of a team (see Sept. 14, Group Work), and will make a 30-35* minute interactive presentation. Each report should be summarized in a “Bulleted Paper” (not to exceed 2 pages)

B) Students will research a selected topic and make a 40-50 minute* interactive presentation to class. May focus on topics listed in the syllabus, or related topics. Each report should be summarized in a “Bulleted Paper” (not to exceed 2 pages)

*---grade penalties associated with failure to comply

6- Website Listings with Reflections & Justifications (10)
Locate and provide a written listing of five websites that address school finance and human resources. The listing should include a
short description and critique of the site as well as a brief justification for choosing the site for review.

**Grading Scale:**

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<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>95-100</td>
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<tr>
<td>A-</td>
<td>90-94</td>
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<tr>
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<tr>
<td>C</td>
<td>75-79</td>
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<tr>
<td>F</td>
<td>0-74</td>
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</tbody>
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**Tentative Course Schedule**

*August 31*  Introductions, review of syllabus, and course overview  
Topic: **Finance & HR Framework**  
Assignment:  
Read Chapters 1 & 2  
Review syllabus  
Consider selection of guest speaker (class choice of person for October 12th)

*September 7*  Topic: **Assets in Organizations**  
Assignment:  
Make appointment with school finance officer (due September 28, 2005)  
Read Chapters 4 & 5

*September 14*  **GROUP WORK**  
Americans with Disabilities Act, Civil Rights Act, Equal Employment Opportunity Commission, and Uniform Employee Selection Guidelines, 30 minute student presentations  
Assignment:  
Read Chapter 3

*September 21*  Topics: **Sources of Revenue and Budget Basics**  
Assignment:  
Review (for discussion on 9/28) your school’s budget development process  
Read Chapters 12

*September 28*  Topic: **Finance/Staffing Activity**  
*Finance Officer or Principal/Administrator Report Due*  
Assignment:  
Read Chapters 13 & 14

*October 5*  **Interviews**

Be prepared to discuss interview types and roles,
study the legal implications of interviewing and post findings.

October 12  
Topic: **Interviews and Interviewing – suggested date for guest speaker**

October 19  
Topic: **Recruiting and Selecting (Group Presentations)**  
Assignment:  
Read Chapters 9 & 10  
*Interview Project Paper due*

October 26  
Topic: **State Interest in Education**  
Assignment:  
Read Chapters 7

November 2  
Topic: **Federal Interest in Education**  
Assignment:  
Read Chapter 8

November 16  
Topic: **Legalities, Ethics and the Politics of Fiscal and HR Management**  
Assignment:  
Read Chapters 11, 13  
*Website Listings due*

November 30  
Topic: **Immersing Issues in Finance and HR**  
Assignment:  
Read Chapters 15 & 16

December 7  
**Class Evaluation and Wrap-up**