



COURSE HIED 653 Community College Instructional Leadership

COURSE SYLLABUS: Summer 2020

INSTRUCTOR INFORMATION

Instructor: JoHyun (Jo) Kim, Ph.D. - Associate Professor in Higher Education and Learning Technologies

Office Location: Commerce - Young Education North #115; Frisco

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COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbook(s) Required

Myran, G., Baker, G., Simone, B. & Zeiss, T. (2003). *Leadership Strategies for Community College Executives*. Washington DC: Community College Press.

Nevarez, C. & Wood, L. (2010). *Community College Leadership and Administration: Theory, Practice and Change*. New York, NY: Peter Lang Publishing.

Recommended:

American Psychological Association. (2010). *Publishing manual of the American Psychological Association* (6th ed.). Washington, DC: Author.

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Bennis, W., Spreitzer, G. & Cummings, T. (Ed.s) (2001). *The Future of Leadership*. San Francisco, CA: Jossey Bass.

Bergquest, W. & Pawlak, K. (2008). *Engaging the Six Cultures of the Academy*. San Francisco, CA: Jossey Bass.

Deutsch, M. & Coleman, P. (Ed.s) (2000). *The Handbook of Conflict Resolution: Theory and Practice*. San Francisco, CA: Jossey Bass.

Eddy, P.L. (2010). *Community College Leadership: A Multidimensional Model for Leading Change*. Stylus Publishing.

Jensen, R., Giles, R. & Kirklin, P. (2000). *Insider's Guide to Community College Administration*. Washington D.C.: Community College Press.

Jones-Kavalier, B. & Flannigan, S. (2008). *The Hiring Game: Reshaping Community College Practices*. Washington DC: Community College Press.

Kenney, D., Dumont, R. & Kenney, G. (2005). *Mission and Place: Strengthening Learning and Community through Campus Design*. Westport, CT: American Council on Education and Praeger Publishers.

McGrath, D. & Spear, M. (1991). *The Academic Crisis of the Community College*. New York: SUNY Press.

O'Banion, Terry (1997). *A Learning College for the 21st Century*. West Port, CT: Oryx Press.

Welkener, M.W. (Ed.) (2010). *Teaching & Learning in the College Classroom* (3rd Edition) (ASHE Reader). Pearson Learning Solutions.

Course Description

This course introduces the students to organizational theories, leadership theories, and learning theories as they relate to community college instructional leadership. Practical application of these theories will be examined and leadership strategies for the dean, division chair, and department chair will be emphasized. Curriculum development, organization for instruction, resource development, and other community college leadership skills will be also emphasized, particularly as they apply to strategies for faculty development to enhance teaching and learning.

Student Learning Outcomes

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Upon completion of this course, the student will be able to

1. Interpret and evaluate organizational theories. Specifically the student will be able to
 - 1.1. Describe and explain the nature of organizational structure and behavior
 - 1.2. Explain how organizations function.
2. Interpret and evaluate leadership theories. Specifically the student will be able to
 - 2.1. Critically differentiate between leadership and management.
 - 2.2. Analyze leadership strategies and decision-making techniques.
 - 2.3. Identify and analyze the roles of instructional leaders.
3. Demonstrate an understanding of instructional processes. Specifically, the student will be able to
 - 3.1. Describe and analyze theories of learning and student development.
 - 3.2. Evaluate strategies and ethical principles in instruction.
 - 3.3. Identify and analyze available procedures for student and program assessment.
 - 3.4. Evaluate procedures for curriculum development and coordination.
4. Demonstrate an understanding of the process and strategies for the development of personnel. Specifically, the student will be able to
 - 4.1. Design and implement a faculty development plan.
 - 4.2. Analyze faculty evaluation plans and incentives.
5. Demonstrate an understanding of the process and strategies for the development of resource. Specifically, the student will be able to
 - 5.1. Explain administration of fiscal, budget and material resources
 - 5.2. Describe and explain human resource management and human capital in the community college

COURSE REQUIREMENTS

Readings in the course text as well as additional outside reading

Papers MUST conform to the requirements of the *APA Style Manual*.

Papers must be thoroughly edited—grades will be lowered for all writing errors.

A minimum expectation of graduate study is the self-motivated continuing search for information/understanding.

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Assignments that you complete for this course should not have been used in other courses.

Late module assignments will lose one letter grade (10%) per day late. The measurement of days ends at 11:59pm the following day of class. A new day begins at Midnight (12 am) at continues to 11:59 pm. Late assignments may be turned in via email.

GRADING

Grading Rubric: A: 200-180 B: 179-160 C: 159-140 D: 139-120 F: 119-0

Module Discussion Forums (5 @ 20 points each):

We will have five discussion assignments. The sharing of feedback with your classmates is expected to strengthen your learning.

Research Paper (100 points)

TECHNOLOGY REQUIREMENTS

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.

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- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	<p>The current major version of iOS (the latest minor or point release of that major version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version.</p> <p>Chrome: Latest version for the iOS browser.</p>

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Device	Operating System	Browser	Supported Browser Version(s)
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - 512 MB of RAM, 1 GB or more preferred
 - Broadband connection required courses are heavily video intensive
 - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
 - Sound card, which is usually integrated into your desktop or laptop computer
 - Speakers or headphones.
 - *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site http://www.java.com/en/download/manual.jsp](http://www.java.com/en/download/manual.jsp)
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - [Adobe Reader https://get.adobe.com/reader/](https://get.adobe.com/reader/)
 - [Adobe Flash Player \(version 17 or later\) https://get.adobe.com/flashplayer/](https://get.adobe.com/flashplayer/)
 - [Adobe Shockwave Player https://get.adobe.com/shockwave/](https://get.adobe.com/shockwave/)
 - [Apple Quick Time http://www.apple.com/quicktime/download/](http://www.apple.com/quicktime/download/)
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is

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the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

Brightspace Support

Need Help?

Student Support

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words “[click here](#)” to submit an issue via email.



System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Interaction with Instructor Statement

Please regularly review your MyLeo email account in case I need to send you a confidential message. Although I will reply to emails from non-university email accounts,

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I will only send original messages to MyLeo email accounts. Thank you for understanding my request, as I have no control over firewalls from your home or work.

Participation & Communication: I expect each of you to be active and thoughtful participants within the learning environment (D2L) and your learning community. You are to expect the same of me.

- Email is the best way to reach me as I check it daily. A reply will be sent within 48 hours, depending upon the time your message was received. However, I encourage you to post all generic questions to the Virtual Office of the course in order to avoid duplicate questions. The chances are that your peers will have the same question. While you are welcome to email me in reference to personal matters, I prefer that you ask non-confidential questions through the Virtual Office forums.
- You can meet me during my office hours by appointment (Tuesdays 9:00-1:00 Commerce #115 & Thursdays 9:00-1:00 Frisco). Another way to interact with me is through Zoom. If you prefer to use Skype, feel free to contact me through Skype (jkim244). Or if you want to talk via phone, you may contact me via my cell phone 217-493-5739 (Please leave detailed message if I do not answer).

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Writing Requirements

All papers are to follow APA format guidelines. Begin papers with an APA title page. Font is to be 12 point, New Times Roman, double-spaced. Normal margins: one inch left, right, top, and bottom. Written assignments will be graded according to the following criteria:

- Completeness of response to the assignment
- Organization and coherence
- Appropriate grammar, punctuation, spelling
- Use of disciplinary format and citation style: Paper displays correct use of student's disciplinary format and citation style (APA, 6th Edition).

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

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University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](#)

<http://www.albion.com/netiquette/corerules.html>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf>

ADA Statement

Students with Disabilities

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other

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things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

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