



**Course Syllabus: Fall 2023
US 497.02E**

Leading US: A Practical Guide to Leadership Development in Higher Education

Mondays 5 p.m. – 8 p.m.; August 28 – October 6

**This class meets on Zoom, including plenary and breakouts.
*The September 25th class will meet as a hybrid class with the opportunity to attend in person if the participant desires; classroom TBD.***

INSTRUCTOR INFORMATION

Instructor of Record: Tammi Vacha-Haase, PhD, Provost and Vice President for Academic Affairs

Instructor: Ronald L. Carter, PhD, President & CEO, Carter & Associates, Presidential Sage, American Council of Education Fellows Program, Former President, Johnson C. Smith University

Group Leader: Carrie Klypchak, PhD, Senior Executive Director of Academic Investment and Professor of Theatre

Office Hours: Office hours will be conducted virtually by appointment with Dr. Carter.

Email Address: carter17ron@gmail.com

Preferred Form of Communication: Email

Communication Response Time: Under normal circumstances, response time will be within 24 hours.

COURSE INFORMATION

Materials: Text, Readings, Supplementary Readings

Text: Korn Ferry, *FYI, For Your Improvement: Competencies Development Guide*, will be available on reserve in the Library for class participants. All other course materials will be provided.

Course Description: The class explores principles and effective practices for “leading from where you are” as tenure-track faculty members.

This syllabus is tentative and subject to change.

Course Introduction:

This class is tailored for tenure-track faculty members in their 2nd to 6th year and have not yet been tenured. Its objective is to offer practical guidance on leadership in higher education and help them connect the dots between personal skills and behaviors for success and their aspirations to become effective higher education administrators. Additionally, the class emphasizes how good leadership can enhance effective governance in higher education.

During both plenary and breakout sessions, a range of practical and research-based methods are utilized to impart crucial leadership knowledge, skills, and attitudes. These methods cover personal assessment and analysis, group discussions on leadership philosophies, and leadership development in various contexts.

The goal of this learning activity is to assist individuals in transforming their leadership ideas and personal leadership philosophies into tangible actions that will influence their leadership journey, from being a faculty member to taking on an administrative position.

Student Learning Outcomes: By the end of this course, the participant will be able to:

1. Map and Identify their core leadership competencies and values.
2. Write an organic leadership statement.
3. Understand the context of 21st century higher education leadership
4. Outline a development plan for their career trajectory.

COURSE REQUIREMENTS

Instructional Methods/Activities/Assessments

Participation (5@20%): Grades for this course will be based on participation in each class. Expectations include full preparation, attendance, and active engagement in all class activities and with all course materials. **Measures Student Learning Outcomes 1, 2, 3, and 4.*

GRADING

Course Grades: The overall grade in the class will be assigned as either S (Satisfactory) = 60% - 100%, or U (Unsatisfactory) = 0% - 59%.

TECHNOLOGY REQUIREMENTS

LMS: All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements.

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

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.

COURSE AND UNIVERSITY PROCEDURES/POLICIES**Course-Specific Policies and Procedures**

Attendance: Attendance, preparation, and full participation are expected and required in this class.

Grades of Incomplete: A grade of Incomplete (X) will not be given in this class.

Late Work: Under normal circumstances, late work is not accepted in this class.

University-Specific Policies and 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: <https://www.britannica.com/topic/netiquette>

TAMUC Attendance:

For more information about the attendance policy please visit the [Attendance 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 Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

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

Students with Disabilities-- ADA Statement:

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

Velma K. Waters Library Rm 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/)

<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.

A&M-Commerce Supports Students' Mental Health:

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

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COURSE OUTLINE (All class assignments are scheduled tentatively at this time. They may be changed, but advance notice will be given in class.)

Date	Topic	Class Activities	Homework/Assignment
Week 1 Aug. 28	Know Yourself As a Leader and a Vision of Your Excellence	-Participants will learn how to map and develop their leadership image. - Participants will use the Korn Ferry Leadership Architect to identify their four core values during the second hour of the class session and discuss them with other class participants during the third hour of the class session.	-Participants will identify University Policies and Procedures that impact their short, midterm, and long-term goals and bring them to the Sep. 11 class. -Read handout for Sept. 11 class.
Week 2 Sept. 4	No Class – Labor Day		
Week 3 Sept. 11	Leading Progressively in Place	-Participants will outline a development plan to enhance their capacity to achieve short, mid-term, and long term goals. -Participants will review University Policies and Procedures that impact their development plan.	-Read handout for Sept. 18 class.
Week 4 Sept. 18	Understanding Yourself in a Leadership Context	-Participants will identify and discuss forces shaping the qualities and qualifications of 21st century leadership and the skills and behaviors in four factors that describe a successful leader.	-Read handout for Sept. 25 class.
Week 5 Sept. 25	Managing Up, Across and Down	-Participants will discuss ways to successfully meet the expectations of their supervisors, establish crossfunctional networks, and set expectations for their direct reports.	-In preparation for Oct. 2 class, participants will prepare a one-page personal leadership philosophy using the handout as a guide.
Week 6 Oct. 2	Leadership Philosophies	-Participants will review different leadership philosophies.	