



**Course Syllabus: Spring 2024
US 497.03E**

Leadership, Career & Us: Practical Steps to Individual Leader Development in Higher Education

Tuesdays 6 p.m. – 8 p.m.; January 16 – February 20

This class meets on Zoom, including plenary and breakouts.

There may be an opportunity at some point during the course for people to meet in person for class in Commerce, depending on Dr. Ron Carter's travel schedule. If that opportunity arises, we will let you know in advance of the hybrid option (participants may zoom-in per the usual or attend face-to-face in such an instance).

INSTRUCTOR INFORMATION

Instructors of Record: Tammi Vacha-Haase, PhD, Provost and Vice President for Academic Affairs; Carrie Klypchak, PhD, Senior Executive Director of Academic Investment and Professor of Theatre

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

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 two-hour reserve in the Library for class participants. All other course materials will be provided.

Course Description: This course is exclusively designed for Associate Professors who have tenure in academia. The primary objective of this course is to provide practical guidance on connecting leader development with career goals. The course uses various research-based methods during both plenary and breakout sessions to impart critical leadership self-awareness, skills, and attitudes. These methods include competency mapping and analysis, group discussions on leadership philosophies, and leader development in various contexts. The ultimate goal of this learning activity is to help academic professionals find their leadership voice and turn their leadership ideas, philosophies, core values, and competencies into actionable steps that will positively impact their leadership journey within academia, including academic promotion.

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

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

COURSE REQUIREMENTS

Instructional Methods/Activities/Assessments

Participation (First class = 10%; Second – Sixth class = 18% per): 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. Beyond the first class, each meeting will expect advance preparation from participants to fully engage in activities. **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 the 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>

AI Use Policy:

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course. Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism). Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed. In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

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](http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf) 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

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 Jan. 16	Collegial Culture and Behavior: How has collegial culture changed over the years? What role does leadership in place play for professional academics today? Three Underlying Presumptions about Leader Development	Participants will discuss how collegial culture and behavior influence leadership in place for them. Participants will learn how to map and develop their leadership image.	Review your CV and identify demonstrated experiences of leading in place. Note whether the leadership was/is formal or informal. Participants will use the Korn Ferry Leadership Architect and text to identify their four core values and competencies and discuss them with other class participants in the January 23rd Class.
Week 2 Jan. 23	Deepening Your Understanding of Leadership Competencies and Personal Leader Narrative	Participants will talk about their demonstrated experiences of leading in place as an academic professional and their four core values and competencies.	Participants will outline a development plan to enhance their capacity to achieve short-term, mid-term, and long-term goals.
Week 3 Jan. 30	Leading Progressively in Place	Participants will present their development plan to enhance their capacity to achieve short-term, mid-term, and long-term goals. Participants will discuss what support they might need to progress and	TBA

		what might impede their development plan.	
Week 4 Feb. 6	Understanding Yourself in a Leadership Context	Participants will identify and discuss forces shaping the qualities and qualifications of 21st-century academic leadership and the skills and behaviors in four factors that describe a successful academic leader.	TBA
Week 5 Feb. 13	Managing Up, Down, and Across as an Associate Professor	Participants will discuss ways to successfully meet the expectations of their department chairs, deans, and provost and how to establish cross-functional networks as their “netwealth.”	In preparation for the February 20th class, participants will prepare a one-page personal leadership philosophy using the handout as a guide.
Week 6 Feb. 20	Leadership Philosophies	Participants will review different leadership philosophies.	