

# LTEC 5670- Distributed Leadership

## Instructor Contact

**Name: John R. Turner**

**Office Location: Discovery Park, G150**

- Instructor: Associate Professor John R. Turner
- Office Hours: Virtual by appointment via email
- Email: john.turner@unt.edu

While I want to make myself as available as possible to each of you, I do have to place some limitations on when I can be contacted. I would prefer that most general questions go through the Q & A forum in the Discussion Board area. If you have a general question about the course or assignments, please post it there. Either I will answer it, or, one of your classmates will. This way we can all benefit from questions asked, and they can be answered in a venue that the whole class can see. You may also want to find someone in class to be a "buddy" with. This will give you at least one other person who you can email with questions.

If you have a private question, please contact me via email and I will respond within 24 hours on weekdays (usually sooner). Please do not expect a response over the weekend.

Normally, I will return feedback on all written assignments within 1 week of the due date. However, if I see that I will be unable to return your feedback that quickly I will post an 'Announcement' in Canvas to let everyone know when it can be expected. You can expect to see me participate in the discussion board after all student original posts have been submitted - usually on the Friday of the first week of the module.

## Welcome to UNT!

As members of the UNT community, we have all made a commitment to be part of an institution that respects and values the identities of the students and employees with whom we interact. UNT does not tolerate identity-based discrimination, harassment, and retaliation. UNT's full Non-Discrimination Policy can be found in the UNT Policies section of the syllabus.

## Course Description

This course provides an overview of the primary evolutionary trends in leadership (traditional, newer, collective, global) for students to gain an understanding of what leadership is and how it is relevant for today's workplace. Students will be able to differentiate between leader and leadership, leader development and leadership development, and leadership and management. The concept of leadership as a collective/social, multidiscipline, multidimensional, and multilevel construct is introduced to students. Students will also learn different perspectives on leadership and leadership development for each of the four different levels of analysis (individual, team, multiteam systems, organizational/community) encapsulated within the distributed leadership theory.

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## Course Structure

This course takes place 100% online. There are typically a few informal asynchronous video sessions using Zoom throughout the semester to discuss techniques for assignments and projects (these will be recorded and made available to all students). Other than that your interaction with me and with your fellow students will take place in Canvas. There are 14 weeks of content that you will move through. I will open up a new module every other week. Due to the extensive reading and writing requirements this course is designed around two-week blocks.

## Course Prerequisites or Other Restrictions

There are no required prerequisites for this course. However, in order to be successful in this course you will need to:

- Retrieve articles using the university online library system.
- Cite sources, giving credit to where you obtain information.
- Write clearly and concisely using APA 7th formatting guidelines.
- Network with others and utilize tact when offered differing perspectives.
- Make the commitment to spend at least 10 hours a week reading the assignments, reflecting on the material covered, and participating in activities/assignments throughout the course.

## Course Objectives

Students will become familiar with the following primary concepts during this course:

- Leadership - the ability to collaborate and influence others.
- Teamwork - the ability to work in synergistic relationships.
- Communication - the ability to convey and exchange information effectively and persuasively.
- Ethics - the ability to understand and apply social and professional standards.
- Diversity - the combination of traits, experiences and perspectives that make every person unique.
- Professionalism - the ability to demonstrate civility and interpersonal business skills.

Upon successful completion of this course, learners will be able to:

1. Identify the differences between leader and leadership.
2. Identify the different roles performed by management and leadership.
3. Evaluate positive and negative leadership capacities.
4. Recall the four evolutionary trends in leadership research.
5. Describe leadership as a collective/social phenomenon.
6. Assess leadership theories at each level of analysis (individual, team, multiteam system, organization/community).
7. Describe functional leadership, boundary spanner, shared leadership, strategic leadership, instrumental leadership, global leadership.
8. Illustrate the conceptualization of distributed leadership.

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## Materials

Required Textbook:

Northouse, P. D. (2022). Leadership: Theory and Practice (9<sup>th</sup> Edition). Sage.

## Course Technology & Skills

### Computer Skills & Digital Literacy

- Computer with Internet Access
  - Students will be required to access the following applications
    - Canvas
    - Zoom
    - Mural
    - misc. 3rd party applications for communication (to be determined by team members; e.g., Slack, Microsoft Teams, GroupMe)
- Microsoft Office Suite (Word, Excel)
- Microphone
- Webcam
  
- [Canvas Technical Requirements](https://clear.unt.edu/supported-technologies/canvas/requirements) (https://clear.unt.edu/supported-technologies/canvas/requirements)

Provide a list of course-specific technical skills learners must have to succeed in the course, such as:

- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs
- Using presentation and graphics programs

### Technical Assistance

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

**UIT Help Desk:** [UIT Student Help Desk site](http://www.unt.edu/helpdesk/index.htm) (http://www.unt.edu/helpdesk/index.htm)

**Email:** [helpdesk@unt.edu](mailto:helpdesk@unt.edu)

**Phone:** 940-565-2324

**In Person:** Sage Hall, Room 130

**Walk-In Availability:** 8am-9pm

**Telephone Availability:**

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

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**Laptop Checkout:** 8am-7pm

For additional support, visit [Canvas Technical Help](https://community.canvaslms.com/docs/DOC-10554-4212710328) (https://community.canvaslms.com/docs/DOC-10554-4212710328)

## Rules of Engagement

Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- Speak from personal experiences. Use “I” statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual’s experiences.
- Use your critical thinking skills to challenge other people’s ideas, instead of attacking individuals.
- Avoid using all caps while communicating digitally. This may be interpreted as “YELLING!”
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using “text-talk” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (https://clear.unt.edu/online-communication-tips) for more information.

## Course Requirements

### Course Activities & Assessments (337.5 points total)

#### Activities (points)

Task	Point Value
Introduction (1/16/2024 – 1/21/2024)	
Introduce Yourself to the Class	5
Syllabus Acknowledgement	5

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Self-leadership	10
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	20

### Module #1: Introduction to Leadership

(1/22/2024 – 2/4/2024)

Discussion	10
Readings Reflection Paper	15
Peer/Self-Evaluation	5
Presentation	12.5
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	42.5

### Module #2: Trends in Leadership Theory (Traditional)

(2/5/2024 - 2/18/2024)

Discussion	5
Self-Evaluation:	10
-Leadership Behavior Questionnaire	
-Skills Inventory	
Summary Paper	15
<del>Case Studies: Case 3.1</del>	
Presentation	12.5
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	42.5

### Module #3: Trends in Leadership Theory (Newer)

(2/19/2024 - 3/3/2024)

Discussion	5
Self-Evaluation: MLQ	5
Self-Evaluation: ALQ	5
Self-Evaluation Reflection	10
Summary Paper	15

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### ~~Case Studies: Case 7.1~~

Presentation	12.5
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	52.5

### Module #4: Trends in Leadership Theory (Collective)

(3/4/2024 - 3/24/2024; *Spring Break 3/11 – 3/17*)

Discussion	5
Self-Evaluation: Adaptive Leadership Questionnaire	5
Self-Evaluation: Followership Questionnaire	5
Self-Evaluation Reflection	10
Summary Paper	15

### ~~Case Studies: Case 12.2~~

Presentation	12.5
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	52.5

### Module #5: Trends in Leadership Theory (Global)

(3/25/2024 - 4/7/2024)

Discussion	5
Self-Evaluation: ELSQ	5
Self-Evaluation: The Dimensions of Culture Questionnaire	5
Self-Evaluation Reflection	10
Summary Paper	15

### ~~Case Studies: Case 13.3~~

Presentation	12.5
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	52.5

### ~~Module #6: Functional Leadership and the Boundary Spanner~~

Discussion	5
Paper Readings Summary	15

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Case Study: Cross-Cultural Behavior Patterns	20
Presentation	12.5
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	52.5

### Module #6: Hybrid Leadership Models

(4/8/2024 - 4/21/2024)

Discussion	5
Summary Paper	15
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	20

### Module #7: Distributed Leadership

(4/22/2024 - 5/10/2024)

Discussion	5
Final Paper: Hybrid Leadership Model	25
Presentation	25
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	55

## Grading

The following assessments will be used in individual or team assignments. There are a total of 337.5 points available during this course.

- **Reflective:** Students are provided with videos, articles, books/chapters, or guest testimonials, and students respond based on a set of thought-provoking questions.
- **Paper:** Writing about leadership research is a learned and necessary skill. Publishing original conceptual articles on leadership and leadership development is a measure of expertise in many disciplines. A paper assignment will act as the final exam.
- **Case Analysis:** An assigned reading, video, or experience depicts a real-world example of the issues or concepts the class is learning about. Students are asked to analyze problems and research, test, and present potential solutions.
- **Examination:** Standard formal quizzes.
- **Discussions:** Discussions can be in-class, online, and virtual providing students with opportunities to respond to a prompt from the instructor, a guest, or each other.
- **Presentation:** A method of presentation is used to primarily demonstrate influence through spoken forms of communication.
- **Peer/self-evaluations:** Feedback on the contributions that other students are making to a discussion, team projects, and overall learning.

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## Grading

- A: 337.5-304 points (Outstanding, excellent work. The student performs well above the minimum criteria.)
- B: 303-270 points (Good, impressive work. The student performs above the minimum criteria.)
- C: 269-236 points (Solid, college-level work. The student meets the criteria of the assignment.)
- D: 235-202 points (Below average work. The student fails to meet the minimum criteria.)
- F: 201 and below (Sub-par work. The student fails to complete the assignment.)

## Course Evaluation

Student Perceptions of Teaching (SPOT) is the student evaluation system for UNT and allows students the ability to confidentially provide constructive feedback to their instructor and department to improve the quality of student experiences in the course.

## Course Policies

### Assignment Policy

#### Late Work

I will not accept late work in this course. All work turned in after the deadline will receive a grade of zero unless the student has a [university-excused absence \(Links to an external site.\)](#) and provides documentation with 48 hours of the missed deadline.

#### Turnaround Time

I aim to return graded work to you within one week of the due date. When this is not possible, I will send an announcement to the class.

#### Grade Disputes

You are required to wait 24 hours before contacting me to dispute a grade. Within that time, I expect that you will review the assignment details and reflect on the quality of the work you turned in. If you would still like to meet, email me to set up a meeting ( I cannot discuss grades over email). You should come to our scheduled meeting with specific examples that demonstrate that you earned a higher grade than you received. If you miss your scheduled meeting, you forfeit your right to a grade dispute. If you do not contact me to schedule a meeting within seven days of receiving your grade, you also forfeit your right to a grade dispute.

#### Extra Credit

There are no extra credit opportunities in this course.

### Attendance Policy

Students must participate in class activities and discussions in order to get credit. Students must be



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involved to understand the requirements for assignments and team activities. If any student is absent without an excused absent, they will not receive a grade for lack of participation. It is highly recommended for students to be present in the courses and to be engaged in all activities, especially in an online format. This will only benefit the students' overall learning and success toward graduation.

### UNT Policies

#### Academic Integrity Policy

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. [Insert specific sanction or academic penalty for specific academic integrity violation.]

#### ADA Policy

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the [ODA website \(https://disability.unt.edu/\)](https://disability.unt.edu/).

#### Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

#### Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

#### Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe

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electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

### Acceptable Student Behavior

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT's [Code of Student Conduct](https://deanofstudents.unt.edu/conduct) (https://deanofstudents.unt.edu/conduct) to learn more.

### Access to Information - Eagle Connect

Students' access point for business and academic services at UNT is located at: [my.unt.edu](https://my.unt.edu). All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail [Eagle Connect](https://it.unt.edu/eagleconnect) (https://it.unt.edu/eagleconnect).

### Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 [insert administration dates] of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" ([no-reply@iasystem.org](mailto:no-reply@iasystem.org)) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the [SPOT website](http://spot.unt.edu/) (http://spot.unt.edu/) or email [spot@unt.edu](mailto:spot@unt.edu).

### Sexual Assault Prevention

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at [SurvivorAdvocate@unt.edu](mailto:SurvivorAdvocate@unt.edu) or by calling the Dean of

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Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at [oeo@unt.edu](mailto:oeo@unt.edu) or at (940) 565 2759.

### Important Notice for F-1 Students taking Distance Education Courses

#### **Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the [Electronic Code of Federal Regulations website](http://www.ecfr.gov/) (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

#### **University of North Texas Compliance**

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

(1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email [internationaladvising@unt.edu](mailto:internationaladvising@unt.edu)) to get clarification before the one-week deadline.

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### Student Verification

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See [UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses](https://policy.unt.edu/policy/07-002) (<https://policy.unt.edu/policy/07-002>).

### Use of Student Work

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

### **Transmission and Recording of Student Images in Electronically-Delivered Courses**

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

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No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

## Academic Support & Student Services

### Student Support Services

#### *Mental Health*

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- [Student Health and Wellness Center](https://studentaffairs.unt.edu/student-health-and-wellness-center) (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (https://studentaffairs.unt.edu/care)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

#### *Chosen Names*

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

*\*UNT eUIDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

#### *Pronouns*

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you, much like your name, and can be shared with a name when making an introduction, both virtually and in-person. Just as we ask and don't assume someone's name, we should also ask and not assume someone's pronouns.

You can [add your pronouns to your Canvas account](#) so that they follow your name when posting to discussion boards, submitting assignments, etc.

Below is a list of additional resources regarding pronouns and their usage:

- [What are pronouns and why are they important?](#)
- [How do I use pronouns?](#)

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- [How do I share my pronouns?](#)
- [How do I ask for another person's pronouns?](#)
- [How do I correct myself or others when the wrong pronoun is used?](#)

### *Additional Student Support Services*

- [Registrar](https://registrar.unt.edu/registration) (https://registrar.unt.edu/registration)
- [Financial Aid](https://financialaid.unt.edu/) (https://financialaid.unt.edu/)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (https://studentaffairs.unt.edu/student-legal-services)
- [Career Center](https://studentaffairs.unt.edu/career-center) (https://studentaffairs.unt.edu/career-center)
- [Multicultural Center](https://edo.unt.edu/multicultural-center) (https://edo.unt.edu/multicultural-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [Pride Alliance](https://edo.unt.edu/pridealliance) (https://edo.unt.edu/pridealliance)
- [UNT Food Pantry](https://deanofstudents.unt.edu/resources/food-pantry) (https://deanofstudents.unt.edu/resources/food-pantry)

### Academic Support Services

- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (https://clear.unt.edu/canvas/student-resources)
- [Academic Success Center](https://success.unt.edu/asc) (https://success.unt.edu/asc)
- [UNT Libraries](https://library.unt.edu/) (https://library.unt.edu/)
- [Writing Lab](http://writingcenter.unt.edu/) (http://writingcenter.unt.edu/)