

PACS 4200 Leadership Theory for Volunteer Managers Syllabus

Instructor:

Norman Dolch, Ph.D.

Adjunct Professor

Telephone: 972-369-2395(C)

Email: please use course email

Campus Office Hours: please use the online office under the Discussion Board in Blackboard

Course Description:

This is a 100 % Internet course. The focus of the course is to apply the theories and research on leadership to developing leadership in each person taking the course. Students will have an opportunity to provide leadership in a nonprofit organization of their choice as a service learning experience and this will allow for recognition and application of knowledge and skills from the course.

Books:

Peter G. Northouse. 2015. *Introduction to Leadership: Concepts and Practice, Third Edition*. Thousand Oaks, CA: Sage Publishing. (eBook available and recommended. Please see this web site: <http://www.sagepub.com/productSearch.nav?siteId=sage-us&prodTypes=any&q=Northouse>)

Norman Dolch, Julianne Gassman, Ann Marie Kimell, Stephanie Krick, Regan Schaffer, Sue Ann Strom, Susan Cruise, and Ronald Wade. 2013. *Leadership Cases in Community Nonprofit Organizations*. Debuque, Iowa: Kendal Hunt. (only available as an eBook. Please see the following web site: http://www.kendallhunt.com/Dolch_leadership/)

Students who purchase other editions of the books may find themselves at a distinct disadvantage in the course. For example, in the third edition of the Northouse text there are exercises and questionnaires used on a weekly basis.

Course Pre-requisites, Co-requisites, and/or Other Restrictions:

There are no pre-requisites or restrictions.

Course Objectives:

A student who has successfully completed the course should be able to:

- Identify and analyze theoretical bases of leadership
- Examine and apply enduring insights and research on leadership.
- Identify personal characteristics associated with various leadership styles.
- Apply leadership skills needed by nonprofit professionals

Student Evaluation Procedures:

Students will be required to do the following in the course as described below:

Autobiographical Qualitative Research Technique (AQRT):

As they read chapters in the Northouse book, students will be asked periodically to develop a 1-3 paragraph self-analysis of their own leadership drawing upon the course material and especially the completion of the exercises. This autobiographical analysis will be placed in the discussion board area of Blackboard Learn and visible to others in the class who will have an opportunity to comment on the posted material..

Discussion Board:

The discussion board feature of Blackboard is used each week. Sometimes there will just be a question to answer, other times students will be asked to respond to case studies and sometimes they will be asked to use the Autobiographical Qualitative Research Technique (AQRT). These are graded with guidelines or what is known as a grading rubric and it is very important for you to read and note these in the remainder of this discussion. The first forum under Discussions reproduces these guidelines (rubrics) for quick reference when you participate in the discussion boards of the class.

The first forum found on the discussion board provides you with a ready reference regarding the Grading rubric (guidelines) used by your professor to grade your material on the discussion boards. Two types of discussion boards are used. One type is discussions on case studies and lesson content. A second discussion board is the Autobiographical Qualitative Research Technique (AQRT discussion boards). Rubric or grading guidelines are provided below for each type of discussion board.

Both types of discussion boards are usually graded within 5-7 days. A numerical grade is given corresponding to the rubric. Some notes are given and referencing the grading rubric gives you considerable feedback. For example, in the note section you might be told that post=4 and reply=4. Referencing the grading rubric indicates that 4/5 points on the discussion means that you explicitly referenced course material in your discussion but did not include any material from outside the course such as material from another class pertinent to the question nor material from a web site. Professional journal article, book, etc.

Guidelines or rubrics for the case studies and other lesson content are the following:

Generally speaking, your professor expects you to make insightful comments on the discussion boards and in group work on Blackboard. An approximate length is 125-150 words.

It is recommended that you type your response in a word document to verify spelling and length and then copy it into the discussion post.

Please note that the rubric applies to both your post and replies. Unless otherwise directed, always make a posting and reply to the posting of another person on the discussion boards.

Posts are graded on a scale of 1-5 points and the reply to at least one person is also graded on a scale of 1- 5 points . Generally, discussion boards are worth 10 points, 5 points for the post and 5 points for the reply to another. Each is graded separately and the total recorded as the grade.

Here is the basic grading rubric unless otherwise instructed:

5 points = A direct and explicit reference to the text or other course material plus a relationship to personal experience, something read, material from another class, etc.

4 points = A direct and explicit reference to the text or other course material

3.5 = A comment dealing with the topic at hand but lacking a direct and explicit reference to the text or other course material

3= A comment that is only remotely related to the topic of the discussion

2= A comment like "You made a good point"

Autobiographical Qualitative Research Technique Discussion Boards (AQRT):

20 points = A discussion with several direct and explicit reference to the text or other course material that also explicitly brings into the discussion material that is in addition to text and lesson material from the discussion board.

18 points =A discussion with several direct and explicit references to the text or other course material

17 points = A discussion that deals with the topic at hand but lacks direct and explicit references to the text or other course material

16 points= A discussion remotely related to the topic of the discussion or that are not very reflective.

15 points= A discussion that is not really related to the topic or not reflective.

If you fail to make a meaningful response to the AQRT posted by another person in the class, the score on your AQRT will be reduced by 3 points.

Exercises:

There are questionnaires at the end of each chapter in the Northouse text. These are to be completed and submitted as requested. The results are for your personal enlightenment regarding your leadership style. 10 points will be awarded for carefully completed exercises and zero points for incomplete work.

Reflective Essay on a Nonprofit Leadership Experience:

Students will select a nonprofit organization and volunteer 10 hours of their time. This may be a new nonprofit organization for the student or one in which they are already involved. During their 10 hours of involvement, students are to pay particular attention to the leadership provided by themselves and others. The only stipulation on a student's involvement is that it not be done at one particular time but spread out over several times.

Students will keep a journal on their experiences in the mandatory format explained under the assignments section in Blackboard. In this journal, the student will write observations about leadership. The journal and a time sheet signed by the nonprofit executive director or other professional of the organization are required as part of the requirements for this learning experience. They are found in the ASSIGNMENT area of Blackboard. Grading guidelines (grading rubric) for the reflective essay are also found there.

Professor Discussion Sessions:

Mandatory group telephone conferences with the professor will be held periodically throughout the semester and students will have several time options to participate. Topics discussed will range from those listed in the pamphlet "Succeed at UNT" to expansion and explanations of course material. Telephone calls 1&2 are worth 33 points and the 3rd one is worth 34 points. If you participate you get the points and if you do not then you receive none.

Exams and Quizzes:

There will be 12 short answer essay, timed quizzes on the Northouse chapters.

A midterm exam (100 points) and a comprehensive final exam (200 points) will be the examination of a case study requiring an essay response. .

Course Writing:

All writing must utilize the American Psychological Association (APA) Style Guidelines. A good resource on APA guidelines is found ~~here~~.
PACS 4200

<http://owl.english.purdue.edu/owl/resource/560/01/>.

Use these guidelines for writing the Reflective Essay and citing references. Also use them for other writing in the course such as on the discussion boards. .

Course Grades:

Grades are based on a percentage breakdown of the total points earned in the course as follows:

Evaluation Procedures	Total Points
Autobiographical Qualitative Research Technique (AQRT)	120
Discussion Boards (non-AQRT)	220
Reflective Essay on Nonprofit Leadership	100
Exercises	120
Professor Discussion Sessions	100

Quizzes	120
Midterm & Final Exam	300
Total Points	1,080

Grade equivalents are determined by the percentage of total points in the course as follows:

Letter Grade	Percentage of total points
A	100-90
B	89-80
C	79-70
D	69-60
F	59 & below

TECHNICAL REQUIREMENTS / ASSISTANCE

The following information is provided to assist you in preparation for the technological aspect of the course.

Hardware and software necessary to use Bb Learn: <http://www.unt.edu/helpdesk/bblearn/>
 Browser requirements: <http://kb.blackboard.com/pages/viewpage.action?pageId=84639794>
 Computer and Internet Literacy: http://clt.odu.edu/oso/index.php?src=pe_comp_lit
 Necessary plug-ins: <http://goo.gl/1lsVF> Internet Access
 with [compatible web browser](#) Headset/Microphone (if
 required for synchronous chats) Word Processor
[Other related hardware or software necessary for the course]

Minimum Technical Skills Needed:

Examples include:

Using the learning management system

Using email with attachments

Creating and submitting files in commonly used word processing program formats

Copying and pasting

Downloading and installing software

Using spreadsheet programs

ACCESS & NAVIGATION**Access and Log in Information**

This course was developed and will be facilitated utilizing the University of North Texas' Learning Management System, Blackboard Learn. To get started with the course, please go to:

<https://learn.unt.edu>

You will need your EUID and password to log in to the course. If you do not know your EUID or have forgotten your password, please go to: <http://ams.unt.edu>.

Student Resources

As a student, you will have access to:

- Student Orientation via Blackboard Learn. It is recommended that you become familiar with the tools and tutorials within the Orientation to better equip you in navigating the course.
- Blackboard's [On Demand Learning Center for Students](#) and [Blackboard Help for Students](#). It is recommended that you become familiar with the tools and tutorials to better equip you to navigate the course.
- The publisher of the Northouse text provides Sage edge at this web site: edge.sagepub.com/northouseintrp3e. The site includes eflashcards on key concepts, quizzes to assess mastery of material, video and audio resources, access to full-text journal articles, and other useful material.

Being a Successful Online Student

What makes a successful online student:

<http://www.ion.uillinois.edu/resources/tutorials/pedagogy/StudentProfile.asp>

Self evaluation for potential online students:

<http://www.ion.uillinois.edu/resources/tutorials/pedagogy/selfEval.asp>

Success at UNT :

<https://success.unt.edu/succeed-at-unt?>

Student Support

The University of North Texas provides student technical support in the use of Blackboard and supported resources. The student help desk may be reached at:

Email: helpdesk@unt.edu

Phone: 940.565-2324

In Person: Sage Hall, Room 130

Regular hours are maintained to provide support to students. Please refer to the website (<http://www.unt.edu/helpdesk/hours.htm>) for updated hours.

Course Policies:

This course will be governed by all policies in the current Faculty Handbook and the Student Guidebook of the University of North Texas.

- Students are prohibited from soliciting and /or receiving outside assistance for this class unless they have received prior approval from the instructor.
- Any and all deviations from this syllabus must be obtained from the instructor IN WRITING through the Instructor's e-mail.
- Students without acceptable reasons will not be permitted to make-up missed work.
- All students must abide by the Internet Policies and Procedures as outlined in their enrollment agreements. Please note that students may be dropped for non-attendance in this course. In this Internet class non-attendance will mean that a student has not posted any assignments by the 12th day audit or will have exceeded 3 unauthorized absences during the semester. It is the student's responsibility to watch the University official "drop" dates.
- A Notice of Unsatisfactory Progress will be sent to students who have either an attendance or grade problem by the University audit date each semester.
- Syllabus subject to change by the instructor. Students will be notified by email if this occurs.

Academic Integrity:

Academic dishonesty is defined in the UNT Policy on Student Standards for Academic Integrity. Any suspected case of Academic Dishonesty will be handled in accordance with University policy and procedures. Possible academic penalties range from a verbal or written admonition to a grade of "F" in the course. Further sanctions may apply to incidents involving major violations. You will find the policy and procedures at <http://vpaa.unt.edu/academic-integrity.htm>.

Student Behavior in the Classroom:

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 Center for Student Rights and Responsibilities 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. The Code of Student Conduct can be found at www.unt.edu/csrr.

Netiquet is very important. The course asks you to follow the Core Rules of *Netiquette* from the book *Netiquette* by Virginia Shea. Please go to www.albion.com/netiquette/corerules.html.

Please note that disability accommodations are not retroactive. Accommodations will be made only after a disability is officially verified.

Course Schedule

- Below you will find the course schedule by week.
- All discussion boards, quizzes and exercises are due on the following Monday by 11:30 p.m.
- Professor discussion Groups will be formed through course announcements.
- Weekly material is found under Course documents.
- Take your quizzes under Course Documents in the weekly fquiz older
- Submit your exercises and the Nonprofit Leadership Journal under “Assignments” in the dark area on the left margin of the course page.

Week 1, August 25-29, 2014

Course Document	Beginning of the Semester
Text Reading	None
Discussion Board	Week 1: Start Lesson

Week 2, September 1-5, 2014 (no classes Monday, September 1 for Labor Day)
Day)

Professor available on conference telephone call to answer questions	September 2 from 9-10pm on 16 port UNT connection. Call 940-369-7186
Course Document	Northouse Chapter 1. Being A Leader and differences between Nonprofit and Business Leadership
Text Reading	Northouse Chapter 1 Dolch and Associates Chapter 1
Exercise (found in Northouse Chapter 1. Submit under Assignments in the dark field on the left margin of the course page)	Conceptualizing Leadership Questionnaire
Discussion Board	Week 2: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Chapter 1 Quiz
Reflective Journal on Nonprofit Leadership Experience	Locate a nonprofit of your choice and make arrangements to volunteer so that you can do this assignment. Due November 11,2014 at 11:30 pm under the Assignments Area

Week 3, September 8-12, 2014

Course Document	Northouse Chapter 2. Recognizing Your Traits
Text Reading	Northouse Chapter 2 Dolch and Associates chapter 2

Exercise (found in Northouse Chapter 2. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Traits Questionnaire
Discussion Board	<p>Week 3a: Case Study “An Emerging Leader” in Northouse text Chapter 2</p> <p>Week3b: ESF, Inc.- thoughts on distinctive characteristics of a nonprofit organization</p>
Quiz (located in weekly course documents)	Chapter 2 quiz
Reflective Journal on Nonprofit Leadership Experience	If you have not already done so, locate a nonprofit of your choice and make arrangements to volunteer so that you can do this assignment. Due November 11,2013 at 11:30 pm under the Assignments Area

Week 4, September 15-19, 2014

Professor Discussion Sessions Session limited to 16 persons You must sign up for a time in advance Monday, September 15- 4 pm Tuesday, September 16-8pm Wednesday, September 17- 10am Thursday, September 18- 9pm	Telephone 940-369-7186 No password required. When you connect, please give your name. Your instructor is the facilitator.
Course Document	Northouse Chapter 3: Engaging People’s Strengths
Text Reading	Northouse Chapter 3
Exercise (found in Northouse Chapter 3. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Strengths Questionnaire

Discussion Board	Week 4: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Chapter 3 Quiz

Week 5, September 22-26, 2014

Course Document	Northouse Chapter 4. U n d e r s t a n d i n g Philosophy and Styles
Text Reading	Northouse Chapter 4 Dolch & Associates Chapter 3
Exercise (found in Northouse Chapter 3. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Styles Questionnaire
Discussion Board	Week 5: Examining the Case “Out of Homelessness” from Dolch & Associates
Quiz (located in weekly course documents)	Chapter 4 Quiz

Week 6, September 29- October 5, 2014

Course Document	Northouse Chapter 5. Attending to Tasks and Relationships
Text Reading	Northouse Chapter 5.
Exercise (found in Northouse Chapter 4. Submit under Assignments in the dark field on the left margin of the page.	Task and Relationship Questionnaire

Discussion Board	Week 6: Case Study “From Two to One” in Northouse text Chapter 5
Quiz (located in weekly course documents)	Northouse Chapter 5 Quiz
Bonus Point Opportunity	Attend the college Fall Forum in the UNT Coliseum 11am with a free lunch following. If you can not attend, watch for an announcement on watching the video.

Week 7, October 6-10, 2014

Course Document	Northouse Review of key ideas in Chapters 1-5
Text Reading	Dolch & Associates Chapter 5
Exercise	None this week
Discussion Board	Week 7: Case Study: “Stop Growling Stomachs: from Dolch & Associates (Chapter 5)
Quiz (located in weekly course documents)	None

Week 8, October 13-17, 2014

Professor Discussion Sessions Session limited to 16 persons You must sign up for a time in advance Monday, October 13- 4 pm Tuesday, October 14-8pm Wednesday, October 15- 10am Thursday, October 16- 9pm	Telephone 940-369-7186 No password required. When you connect, please give your name. Your instructor is the facilitator.
Course Document	Northouse Chapter 6. Developing Leadership Skills
Midterm Exam assigned	Please see the course documents. The exam is due Tuesday October 21 at 11:30 pm.
Text Reading	Chapter 6

Exercise (found in Northouse Chapter 5. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Skills Questionnaire
Discussion Board	Week 8: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Northouse Chapter 6 Quiz

Week 9, October 20-24, 2014

Course Document	Chapter 7. Creating a Vision
Text Reading	Northouse Chapter 7
Exercise (found in Northouse Chapter 6. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Vision Questionnaire
Discussion Board	Week 9: Case Study “A Clean Slate” in Northouse text Chapter 7
Quiz (located in weekly course documents)	Chapter 7 Quiz

Week 10, October 27-31, 2014

Course Document	Chapter 8 Establishing A Constructive Climate
Text Reading	Northouse Chapter 8
Exercise (found in Northouse Chapter 7. Submit under Assignments in the dark field on the left margin of the course page)	Organizational Climate Questionnaire

Discussion Board	Week 10: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course documents)	Chapter 8 Quiz

Week 11, November 3-7, 2014

Course Document	Northouse Review of key ideas in Chapters 6- 8
Text Reading	Dolch & Associates Chapter 7
Exercise	None this week
Discussion Board	Week 11: Case Study: “The Community Center” from Dolch & Associates (Chapter 7)
Quiz (located in weekly course documents)	None
Reflective Essay on Nonprofit Leadership	Due on Tuesday, November 11, 2014 by 11:30 pm

Week 12, November 10-14, 2014

Professor Discussion Sessions Session limited to 16 persons You must sign up for a time in advance Monday, November 10- 4 pm Tuesday, November 11- 8pm Wednesday, November 12- 10am Thursday, November 13- 9pm	
Reflective Essay on Nonprofit Leadership	Due on Tuesday, November 11, 2014 by 11:30pm
Course Document	Chapter 9. Listening to Out-Group Members

Text Reading	Northouse Chapter 9
Exercise (found in Northouse Chapter 8. Submit under Assignments in the dark field on the left margin of the course page)	Responding to Members of the Out-Group Questionnaire
Discussion Board	Week 12: Case Study “ Next Step” in Northouse text Chapter 9
Quiz (located in Weekly course documents)	Chapter 9 Quiz

Week 13, November 17-21, 2014

Course Document	Northouse Chapter 10. Handling Conflict
Text Reading	Northouse Chapter 10
Exercise (found in Northouse Chapter 9. Submit under assignments in the dark field on left of the course page)	Conflict Style questionnaire
Discussion Board	Week 13: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course	Chapter 10

Week 14, November 24-28, 2014

Course Document	Northouse Chapter 11 Addressing Ethics in Leadership
Text Reading	Northouse Chapter 11
Exercise (found in Northouse Chapter 11. Submit under Assignments in the dark field on the left margin of the course page)	Core Values Questionnaire

Discussion Board	Week 14: Case Study “The Write Choice” in Northouse text Chapter 11
Quiz (located in Weekly course	Chapter 11 Quiz

Week 15, December 1-5, 2014

Course Document	Northouse Chapter 12 Overcoming Obstacles
Text Reading	Northouse Chapter 12
Exercise (found in Northouse Chapter 10. Submit under assignments in the dark field on left of the course page)	Path-Goal Styles Questionnaire
Discussion Board	Week 15: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course documents)	Chapter 12 quiz

Week 16, December 8-12, 2014 (Finals Week)

Course Document	Some final Course Thoughts
Text Reading	none
Discussion Board	none
Final Exam as assigned	Due on December 9 at 11:30 p.m.

UNT POLICIES

Student Conduct and Discipline: [Student Handbook](#)

Please refer to the UNT Faculty Handbook or your department regarding the Student Code of Conduct Policy.

Academic Honesty Policy

Please refer to the UNT Faculty Handbook or your department regarding the Academic Policy. A sample statement may include the following:

"You are encouraged to become familiar with the University's Policy of Academic dishonesty found in the [Student Handbook](#). The content of the Handbook applies to this course. Additionally, the following specific requirements will be expected in this class: (enter specific requirements). If you are

in doubt regarding the requirements, please consult with me before you complete any requirements of the course."

ADA Policy

As per the Office of Disability Accommodation, a syllabus for a course SHALL include the following statement:

The University of North Texas 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 you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You 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 Office of Disability Accommodation website at <http://www.unt.edu/oda>. You may also contact them by phone at 940.565.4323.

Add/Drop Policy

Please refer to the UNT Faculty Handbook or your department regarding the Add/Drop Policy.

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 at <http://www.oea.gov/index.php/links/electronic-code-of-federal-regulations>. The specific portion concerning distance education courses is located at "Title 8 CFR 214.2 Paragraph (f) (6) (i) (G)" and can be found buried within this document: <http://www.gpo.gov/fdsys/pkg/CFR-2012-title8-vol1/xml/CFR-2012-title8-vol1-sec214-2.xml>

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) to get clarification before the one-week deadline.

RESOURCES

UNT Portal: <http://my.unt.edu>

UNT Blackboard Learn Student Resources: Technical Support: <http://www.unt.edu/helpdesk/>

UNT Library Information for Off-Campus Users:
<http://www.library.unt.edu/services/facilities-and-systems/campus-access>

UNT Computing and Information Technology Center:
<http://citc.unt.edu/services-solutions/students>

UNT Academic Resources for Students: <http://www.unt.edu/academics.htm>

Computer Labs: *[provide information if departmental labs are available for use to students]*. General access computer lab information (including locations and hours of operation) can be located at:
<http://www.gacl.unt.edu/>