

PACS 4200 Leadership Theory for Volunteer Managers Syllabus

Instructor:

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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 apply the knowledge, skills, research, and theories from the course as well as draw on their experiences with various types of organizations to solve case studies dealing with nonprofit organizations.

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: <https://us.sagepub.com/en-us/nam/introduction-to-leadership/book239769>)

Norman Dolch, Julianne Gassman, Ann Marie Kimell, Stephanie Krick, Regan Schaffer, Sue hAnn Strom, Susan Cruise, and Ronald Wade. 2013. *Leadership Cases in Community Nonprofit Organizations, Second Edition*. Debuque, Iowa: Kendal Hunt. (only available as an eBook. Please see the following web site: <https://he.kendallhunt.com/product/leadership-cases-community-nonprofit-organizations-ebook>)

Students who purchase other editions of the books may find themselves at a distinct disadvantage in the course.

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:

Discussion Board:

The discussion board feature of Blackboard is used each week. There will be a forum on the assigned case for the week. It is graded with guidelines 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 the DISCUSSIONS area of Blackboard reproduces these guidelines (rubrics) for quick reference when you participate in the discussion boards of the class.

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 are as follow:

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.

Case study posts are graded on a scale of 0-20 points and the reply to at least one person is also graded on a scale of 0-20 points . The case study discussion boards are worth 40 points, 20 points for the post and 20 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:

20 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.

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

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

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

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

0= no comment then no points

Exercises:

There are questionnaires at the end of each chapter in the Northouse text. You are encouraged to complete these and use them in formulating your AQRT DISCUSSION for the midterm and final exam. .

Student Learning Journal

Students are required to keep a learning journal in which they record the information from the text and Blackboard COURSE DOCUMENTS. In the journal, students will record information that they consider important for future use in leading others. The weekly journal will be submitted as an exercise. The format provided under ASSIGNMENTS must be used. The weekly learning journal is worth 100 points. 50 points for material on each of the weekly chapters from the Northouse Text and 50 points for material from each assigned folder in COURSE DOCUMENTS for the week.

Professor Conference Sessions:

Two optional group telephone conferences with the professor will be held during the course. One in week 2 and one in week 4. Topics discussed will range from those listed in the pamphlet "Succeed at UNT" to expansion and explanations of course material or assignments such as the midterm and final exam.

Exams

There will be a midterm exam worth 100 points and a final exam worth 200 points. These exams will use the Autobiographical Qualitative Research Technique (AQRT). Students are to write a brief essay using the AQRT that reflects on their leadership experiences and opportunities. The midterm will focus on Chapters 1-6 in Northouse and the folders for those chapters in COURSE DOCUMENTS. The final exm wil concentrate on Northouse chapters 7-

12 and the corresponding COURSE DOCUMENTS. These will be assigned and submitted

under the ASSIGNMENTS section of Blackboard.

This is the grading rubric for Autobiographical Qualitative Research Technique (AQRT) based midterm and final exam:

100 % of the points = A well written discussion with three or more direct and explicit references to the text and COUSE DOCUMENT material. Each reference to text or course material is related to a personal leadership experience or opportunity. The answer explicitly brings into the discussion material that is in addition to text and lesson materials. This additional material is identified clearly in the essay and references are provided at the end of the essay in in APA style.

85% of the points= A well written discussion with three or more direct and explicit references to the text and COUSE DOCUMENT material. Each reference to text or course material is related to a personal leadership experience or opportunity. There is no additional material to the text or lesson material included n the answer.

75% of the points= A discussion that deals with three or more direct and explicit references to the text and COURSE DOCUMENT material. At least one of the references are related to a personal experience or leadership opportunity. There is no additional material to the text or lesson material included in the answer.

65% of the points= A discussion that deals with three or more direct and explicit references to the text and COURSE DOCUMENT material. No references are related to a personal experience or leadership opportunity. There is no additional material to the text or lesson material included n the answer.

55% of the points- A discussion that deals with less than three direct and explicit references to the text and COURSE DOCUMENT material. No references are related to a personal experience or leadership opportunity. There is no additional material to the text or lesson material included n the answer.

0% of the points= no essay is submitted

Course Writing:

It is strongly suggested that you utilize the American Psychological Association (APA) Style Guidelines in your writing for the course. A good resource on APA guidelines is found here:

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

Course Grades:

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

Evaluation Procedures	Total Points
Case Study Discussion Boards	200
Student Learning Journal	500
Midterm & Final Exam	300
Total Points	1,000

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.

Netiquette 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. except for week 5 when all course work is due by 11:30 p.m. on Thursday, August 11, 2016.
- Weekly material is found under Course documents.

Week 1, July 11-15, 2016

Course Document	Northouse chapters 1, 2, & 3
Text Reading	Northouse chapters 1-3/ Dolch chapters 1 & 2
Discussion Board	Week 1: Literacy Plus

Week 2, July 18-22, 2016

Course Document	Northouse chapters 4-5
Text Reading	Northouse 4-5 / Dolch chapter 5
Discussion Board	Week 2: Growling Stomachs
Midterm exam	See Assignments. Due July 27 at 11:30 pm

Week 3, July 25-29, 2016

Course Document	Northouse chapters 6-7
Text Reading	Northouse chapters 6-7
Discussion Board	Week3 : The Community Center
Midterm Exam	See ASSIGNMENTS Due July 27 at 11:30 pm
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Week 4, August 1-5, 2016

Course Document	Northouse Chapters 8-10
Text Reading	Northouse Chapters 8-10
Discussion Board	Week 4: Gulf Coast Shelter

Week 5, August 8-11, 2016

Course Document	Northouse Chapters 11-12
Text Reading	Northouse Chapters 11-12
Discussion Board	Week 5: Examining the Case “Out of Homelessness” from Dolch & Associates
Final Exam	See ASSIGNMENTS on Blackboard Due August 11 at 11:30 p.m.

Final Exam Day, August 12, 2016

Course Document	Some final Course Thoughts
Text Reading	none
Discussion Board	none

Syllabus Policies – Revised Summer 2016 (5WK2)

Student Conduct: Any student behavior that interferes with an instructor's ability to conduct class or other students' opportunity to learn is unacceptable and will not be tolerated in any instructional setting at UNT. This includes traditional face-to-face classes, online or blended classes, labs, discussion groups or boards, field trips, and verbal and/or written (including email) communication with the instructor and/or other students. Examples of unacceptable behavior include, but are not limited to, disrespectful treatment of other students (verbal or written), disrupting lecture, and use of inappropriate or profane language or gestures in class or other instructional settings.

A student engaging in unacceptable behavior may be directed to leave the classroom or other instructional setting and may also be referred to the Dean of Students to consider whether his/her conduct violates UNT's Student Code of Conduct.

Academic Integrity: Academic integrity emanates from a culture that embraces the core values of trust and honesty necessary for full learning to occur. As a student-centered public research university, UNT promotes the integrity of the learning process by establishing and enforcing academic standards. Academic dishonesty breaches the mutual trust necessary in an academic environment and undermines all scholarship. Academic dishonesty includes cheating, plagiarism, forging the signature of the instructor or of another student, fabrication, and/or facilitating or sabotaging the academic dishonesty of other students.

Any suspected occurrence of academic dishonesty will be investigated and handled in accordance with UNT policy and procedures. The following academic penalties may be assessed at the instructor's discretion upon determination that academic dishonesty has occurred. *Admonitions and educational assignments are not appealable.*

1. *Admonition.* The student may be issued a verbal or written warning.
2. *Assignment of Educational Coursework.* The student may be required to perform additional coursework not required of other students in the specific course.
3. *Partial or no credit for an assignment or assessment.* The instructor may award partial or no credit for the assignment or assessment on which the student engaged in academic dishonesty, to be calculated into the final course grade.
4. *Course Failure.* The instructor may assign a failing grade for the course.

Should the procedure for appeal of a case of academic dishonesty extend beyond the date when the instructor submits course grades for the semester, the student will be assigned a grade that reflects the penalty, which shall be adjusted, as appropriate, at the conclusion of any appeal process.

Specific details and description of UNT's Policy on Student Standards of Academic Integrity (18.1.16) and students' right to appeal are available at <https://policy.unt.edu/policydesc/student-standards-academic-integrity-18-1-16>.

Disability Accommodation: In accordance with university policies and state and federal regulations, UNT is committed to full academic access for all qualified students, including those with disabilities. To this end, all academic units are willing to make reasonable and appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies in order to facilitate equality of educational access for persons 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 the student with an accommodation letter to be hand delivered to the instructor to begin a private discussion regarding the student's specific needs in the course.

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. Every semester, students must obtain a new letter of accommodation, and they must meet with each faculty member prior to implementation in each class.

Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to request that students discuss such letters during their designated office hours in order to protect the privacy of the student.

For additional information, visit the Office of Disability Accommodation (ODA) in Sage Hall, suite 167, or their website at <http://disability.unt.edu>. You may also contact the ODA office by phone at 940.565.4323. Specific information on UNT's policies related to disability accommodations is available at <http://policy.unt.edu/policy/18-1-14>.

Please note that disability accommodations are not retroactively applied to the start of a course. Accommodations in the course become effective after the student has delivered an official accommodation letter from UNT's ODA.

Requests for an Incomplete: Students may request a grade of incomplete ("I") only if he/she meets all of the following conditions:

- The request occurs on or after **August 4, 2016**;
- The student is passing the course;
- There is a justifiable and documented reason beyond the control of the student (e.g., serious illness or military service) for not completing the course on schedule; and,
- The student has the approval of the instructor and the department chair.

Students meeting these criteria must arrange with the instructor to finish the course at a later date by completing specific requirements outlined by the instructor. These requirements must be listed on a "Request for Grade of Incomplete" form signed by the instructor, student, and department chair. More information on UNT's Incomplete Grade policy is available at <http://registrar.unt.edu/grades/incompletes>.

Requests to drop the class: We want you to succeed in this class and at UNT. If you are concerned about your progress in the course, or believe you need to drop for other reasons, it is important that you contact the instructor as soon as possible. We want to make sure that dropping the course is your best or only option.

There are consequences to dropping classes that extend beyond losing your invested time, money, and effort. Dropping one or more classes may make you ineligible for financial aid. There are also limits on the number of courses you can drop. You can learn more about this at <http://registrar.unt.edu/registration/dropping-class>.

If you absolutely have to drop the course, you must pick up a drop form from the Eagle Student Services Center and take it to the instructor for her/his signature. Once the instructor signs the form, you are responsible for taking it to the Registrar's Office in the Eagle Student Services Center to have it processed. Please be aware that when you choose to drop can affect your grade:

July 21, 2016 Last day to drop a class with an automatic grade of "W" for courses that a student is not passing

August 3, 2016

Last day a student may elect to drop a class. The instructor will assign a grade of "W" or "WF" based on the student's actual performance-to-date in the course.

Emergency Notifications & Procedures: UNT uses a system called Eagle Alert to quickly notify you 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). The system sends voice messages (and text messages upon permission) to the phones of all currently enrolled students. Please make certain to update your phone numbers at <https://my.unt.edu/>. Some helpful emergency preparedness actions include: 1) know the evacuation routes and severe weather shelter areas in the buildings where your classes are held, 2) determine how you will contact family and friends if phones are temporarily unavailable, and 3) identify where you will go if you need to evacuate the Denton area suddenly. In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.