

Course Assessment / Methods of Evaluation:

Assignments Assessment and Evaluation Methods	Percent
1. Module Written Assignments	20
2. Module Quizzettes – 1 Attempt Allowed / Open Book	10
3. Leadership Model Paper and PowerPoint Presentation 1. Paper = 30%	35
4. PowerPoint Presentation / Peer Review Ratings = 5%	
5. Final Exam / Closed Book	30
6. Participation / Zoom Calls / Online Participation	5
7. Total	100

NOTE: All assignments are based on a 100 point scale unless noted in the module.

Course Grade Scale (points): A: 90-100, B: 80-89, C: 70-79, F: < 70 points

Linked MHA Program Learning Outcomes:

The student learning outcomes listed address the following MHA Program PLOs:

- A.1 Identify appropriate sources and gather information, effectively and efficiently.
- A.3 Develop, understand and use data from performance, surveillance or monitoring systems.
- A.7 Economic analysis: Use basic microeconomic theory to understand how the incentives of consumers, providers, and payers affect behaviors, costs, and other outcomes; understand and apply basic econometric tools for the empirical study of issues in health economics.
- A.8 Operational analysis: Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.
- A.10 Decision Making: Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.
- B.1 Convey: Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.
- B.2 Listen: Receive, process, and respond appropriately to information conveyed by others.
- B.3 Interact: Perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others.
- C.1 Organizational Vision: Through effective governance, establish an organization’s values, vision, and mission; systematically enhance performance and human material and knowledge resources
- C.3 Accountability: Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization.
- C.4 Change Leadership: Energize stakeholders and sustain their commitment to the organization while adapting to changes in the environmental factors.

- C.5 Collaboration: Work collaboratively with others as part of a team or group, demonstrating commitment to the team's goal and encouraging individuals to put forth their best effort
- C.6 Organizational awareness: Understand and learn from governance structures, formal and informal decision-making structures, and power relationships in an organization, industry, or community
- D.2 Behave ethically and promote standards of ethical behavior throughout public and healthcare organizations and professional communities.
- E.1 Actively seek feedback from others, reflecting and learning from successes and failures of professionals in public health and healthcare.
- E.2 Develop an accurate view of own strengths and developmental needs, including the impact one has on others

Required Textbooks and Materials

Ledlow, Gerald R. & Stephens, James H. (2018). Leadership for Health Professionals: Theory, Skills and Applications. 3d edition. Jones and Bartlett Publishers, Inc: Sudbury, Massachusetts.
 ISBN-13: 9781284109412 | ***Purchase either a hard copy or an e-copy of the book.***

[CLICK here for the book link](#)

Gallup (February 2020). Now, Discover Your Strengths: The revolutionary Gallup program that shows you how to develop your unique talents and strengths. ISBN-13 : 978-0743201148
 You do not need to provide your StregnthFinder test results to the instructor. If you have already completed the StregnthFinder assessment and know your top 5 Strengths you may use those results for all assignments.


[CLICK Here for the Gallup Web Site to buy the Assessment](#)

IF YOU PURCHASE A COPY OF THE BOOK FROM A RETAILER BE SURE TO PURCHASE A BOOK WITH A SURVEY ACCESS CODE – DO NOT BUY USED

RHETI Test – The Enneagram Institute. To purchase and complete your Enneagram Test CLICK on the link below. The site will give you an option to either insert a code or buy a code. **You will need to buy a code.** You do not need to provide your Enneagram test results to the instructor. If you have already completed the Enneagram test and know your Enneagram Type you may use those results for all assignments.

[CLICK Here for the Enneagram Institute Link.](#)

Other readings may be assigned in the Course Calendar or Course Modules

Course Calendar			
Module	Date	Topic / Assignments	Textbook Chapters
Getting Started 1	8/22	<p>Semester Begins – Monday, August 22, 2022 at 8am</p> <p>New Module Week Begins Every Monday at 8am</p> <p>Leadership Foundations Leadership Thought / Why Study Leadership</p> <p>Understanding Leadership as a Theory – Why Study Theory</p> <p>DO: Module 1 Quizette</p>	Chap 1 Appendix B
2	8/29	<p>Leadership Foundations Determining Your Own Leadership Style</p> <p>Leadership Foundations Today's Health Leadership Challenges</p> <p>DO: Zoom Call - Tuesday, 8/30 @ 6pm – 730p</p> <ul style="list-style-type: none"> • Course / Module Overview / Bring Your Questions • Leadership Model Project Overview • Group Article Review & Discussion Theory to Practice <p>DO: Complete the Clifton StrengthFinder Assessment</p> <p>DO: Complete the Enneagram RHETI Test</p> <p>DO: Complete Dynamic Cultural Leadership Model</p> <p>DO: WA 1 – Self-Assessment Summary</p> <p>DO: Module 2 Quizette</p>	Chap 2 / 3
3	9/5	<div style="text-align: center;">  <p>September 5 is Labor Day!!!</p> </div> <p>Leadership Foundations Chronology of Leadership Study and Practice</p> <p>DO: WA 2 - Machiavelli Self-Assessment Activity</p> <p>DO: Course Feedback Survey #1</p>	Chap 4
4	9/12	<p>Leadership in Practice Competence I: Professional Competencies and Personal Skill and Responsibilities</p> <p>DO: WA 3 - Conflict Management Style Assessment</p> <p>DO: Module 4 Quizette</p>	Chap 5

5	9/19	<p>Leadership in Practice Competence II: Application of Skills, Tools, and Abilities</p> <p>DO: WA – 4 Acclaro Planning Manual Written Assignment DO: Module 5 Quizette</p>	Chap 6
6	9/26	<p>Leadership in Practice Leadership Assessment and Research: Individual, Team, and Organization</p> <p>DO: Zoom Call – Tuesday, 9/27 @ 6pm – 730pm</p> <ul style="list-style-type: none"> • Module Overview • Group Article Review & Discussion Theory to Practice <p>DO: WA 5 - Leadership Cycle Written Summary DO: Module 6 Quizette</p>	Chap 7
7	10/3	<p>Leadership in Practice Leadership Models in Practice</p> <p>DO: WA 6 – Bolman and Deal Reframing Assignment DO: Module 7 Quizette</p>	Chap 8
8	10/10	<p>Leadership in Health Organizations Leadership and the Complex Health Organization: Strategically Managing the Organizational Environment Before It Manages You</p> <p>Leadership in Health Organizations Ethics in Health Leadership</p> <p>DO: WA 7 – Ethical Principles DO: Module 8 Quizette</p>	Chap 9 / 10
9	10/17	<p>Leadership in Health Organizations Measuring the Outcomes of Leadership Initiatives</p> <p>DO: Module 9 Quizette</p>	Chap 11
10	10/24	<p>Leadership in Health Organizations Understanding the Executive Roles in Health Leadership</p> <p>DO: Zoom Call – Tuesday, 10/25 @ 6pm – 730pm</p> <ul style="list-style-type: none"> • Special Guest: Dr. Jerry Ledlow • Topic: Leadership Lessons <p>DO: WA 8 – Relationship Building Summary DO: Module 10 Quizette</p>	Chap 12

11	10/31	<p>Leading People and Managing Resources into the Future Complexity, Speed and Change: Leadership Challenges for the Next Decade</p> <p>Leading People and Managing Resources into the Future Leadership: A Critical Factor for the Future Success of the Industry</p> <p>DO: WA 9 – Leadership Model Summary DO: Module 11 Quizette</p>	Chap 13 / 14
12	11/7	<p>Leading People and Managing Resources into the Future Leading Nonperforming Employees: Leadership Responsibility</p> <p>DO: Zoom Call – Tuesday, 11/8 @ 6pm – 730pm</p> <ul style="list-style-type: none"> • Special Guest: Dr. Opella Ernest • Topic: Leadership Lessons <p>DO: WA 10 – Non-Performing Employees DO: Module 12 Quizette</p>	Chap 15
13	11/14	<p>Leading People and Managing Resources into the Future The Health Leader, Information, Decisions, Creating Knowledge Culture: The 4 Ps of Health Analytics Adoption</p> <p>DO: Work on your leadership model DO: Module 13 Quizette</p>	Chap 16
14	11/21	<p style="text-align: center;">Happy Thanksgiving!!!</p> <p>Leadership and Advocacy</p> <p style="text-align: center;">NO QUIZ OR MODULE ASSIGNMENT DUE THIS MODULE</p> <p>DO: Submit Leadership Model Paper and PowerPoint</p> <ul style="list-style-type: none"> • Monday, 11/28 @7:59am 	Text Mid-Edition Release
15	11/28	<p>Leading People and Managing Resources into the Future Responsibilities of Mentorship and Succession Planning</p> <p>DO: Complete Peer Review Review Peer PowerPoint DO: Module 15 Quizette (Chap 17)</p>	Chap 17
16	12/5	<p style="text-align: center;">Semester Ends – Friday, December 9, 2022 at 5pm</p> <p>DO: Final Exam – See Module for date and time</p>	

Student Assessments

Module Written Assignments / Quizzettes: Modules will contain both written assignments and quizzes that are quick hits for students to both learn module competencies and to earn points. See specific modules for activities and points.

- Module written assignment submissions should utilize 12-point font, Arial font, double-spaced formatting, and be submitted as a PDF. Late Journal submissions are not allowed without prior instructor approval. APA format should be followed regardless of references being utilized or not utilized. Module written assignments are graded on a 100 point scale.
- Module quizzes are open book. ProcturU is not required. Quizzes are timed and students are allowed one attempt.

Leadership Model Paper and Development Plan:

Paper:

- The student will write a paper of at least 7 pages not to exceed 10 pages including reference page (12-point font, Arial, double spaced) and develop a *personal application based leadership model* using theories and models covered in the course. Components of the several leadership theories/theorists including the Dynamic Cultural Leadership Model, Clifton StrengthFinders and your personal Enneagram results must be included in the paper.
- The paper should also include a single page action plan in table format for developing your leadership skills over the next 12 months. A Template is included in the Getting Started course module.
- References beyond the textbook must be included. A minimum of 8 sources over and above your textbook must be utilized. **The paper should be submitted in current edition APA format and submitted as a PDF.**

PowerPoint Presentation / Recorded and Posted:

- A PowerPoint presentation will accompany the Leadership Model Paper. The presentation should show the main tenets / principles of your leadership model paper with supporting evidence from the literature in 3 - 5 PowerPoint slides. Your development plan should be included in the presentation. Do not duplicate a separate reference slide. References will be included in your paper.
- You will be assigned to a Review Group. Each student will be required to review all video presentation given by each student in your Review Group. You will review all peer presentation and provide individual feedback to each peer using a Peer Review Tool. The peer and faculty review will be equally weighted to determine the final presentation grade.

Use of Student Projects:

- Outstanding Student Leadership Models can be tremendous learning tools for future Healthcare Leadership students. A de-identified / redacted sample of your model may be used in future classes as a sample of an outstanding student submission for future students. If you prefer your model not to be included in this pool please notify me via email prior to the end of this semester.

Final Examination: This Final exam may include the following evaluation formats: multiple choice, true or false or matching. This exam is based on Chapters 1 - 17 and Appendix B of the Textbook. The exam will be administered in Module 16. The exam will be closed book and students are required to use ProctorU.

Other Class Policies:

Attendance / Participation:

Students are encouraged to attend online synchronous sessions. Participation / Engagement in the online platform is required and important. Students should complete all module materials and required assignments.

Late Assignments:

For each day the assignment is late, 5% will be deducted from the total score. Late assignments will not be accepted after 5 days. No assignments will be accepted after Module 16, Friday December 9 at 5pm. The instructor has the discretion to alter this policy in the event of an emergency or illness if the student notifies the instructor in a timely manner. In this event, documentation may be required.

Academic Integrity:

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Academic Integrity training must be completed every 12 months and the certificate of completed training must be provided in the course module. Failure to provide the certificate will prevent the student from advancing beyond Module 3 in the course.

Cheating

Dishonesty of any kind involving examinations, assignments, alteration of records, wrongful possession of examinations, and unpermitted submission of duplicate papers for multiple classes or unauthorized use of keys to examinations is considered cheating. Cheating includes but is not limited to:

- Using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class.
- Falsifying or inventing any information, including citations, on an assigned exercise.
- Helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism

Plagiarism is presenting the words or ideas of another person as if they were your own. Materials, even ideas, borrowed from others necessitate full and complete acknowledgment of the original authors. Offering the work of another as one's own is plagiarism and is unacceptable in the academic community. A lack of adequate recognition constitutes plagiarism, whether it utilizes a few sentences, whole paragraphs, articles, books, audio-visual materials, or even the writing of a fellow student. In addition, the presentation of material gathered, assembled or formatted by others as one's own is also plagiarism. Because the university takes such misconduct very seriously, the student is urged to carefully read university policies on Misconduct in Research and Other Scholarly Activity 05.00. Examples of plagiarism are:

- Submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another.
- Submitting a work that has been purchased or otherwise obtained from an Internet source or another source.
- Incorporating the words or ideas of an author into one's paper without giving the author due credit.

Unicheck software will be used in this course to improve upon your writing skills. Unicheck is a software program that identifies areas of plagiarism. All students will be required to submit their papers through Unicheck.

Adding/Dropping:

The official deadline for adding and dropping courses is as published in the academic calendar and Graduate Bulletin (typically the day before Census Day). However, students are strongly encouraged to meet with their graduate advisor or the Program Coordinator prior to adding/dropping courses. Movement into and out of classes after the 4th class day requires approval of the Program Director. Students can drop until mid-semester without a WP or WF. Drops after mid-semester require approval of the Dean. Each student is responsible for their own enrollment status with the university.

Disability Accommodations:

UTHSCT abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, which mandate reasonable accommodations be provided for students with documented disabilities. If you have a disability and may require some type of instructional and/or examination accommodations, please contact me early in the semester so that I can provide or facilitate provision of accommodations you may need. If you have not already done so, you will need to register with the Student Services Office (located on the UT Tyler Campus). You may call 903-566-7079 for more information.

It is important to take the necessary precautions to ensure a healthy and successful year. UT Tyler continues to urge you to protect yourselves against the flu, COVID and any new threats that may be developing. Be diligent about preventive measures such as washing hands, covering sneezes/coughs, social distancing and vaccinations, which have proven to be successful in slowing the spread of viruses. Encourage those who don't feel well to stay home, and if they show symptoms, ask them to get tested for the flu or COVID. Self-isolation is important to reduce exposure ([CDC quarantine/isolation guidelines](https://www.cdc.gov/quarantine/isolation-guidelines)). Please work with your faculty members to maintain coursework and please consult [existing campus resources](#) for support.

Technical Support: <https://www.uthct.edu/technical-support>

Online Student Orientation: <https://www.uthct.edu/new-student-orientation>

INSTRUCTOR RETAINS THE RIGHT TO CHANGE THE SYLLABUS AT ANY TIME

#####END OF SYLLABUS#####