



Course Syllabus: Developing Leadership Capabilities in Respiratory Care  
Robert D. & Carol Gunn College of Health & Human Services RESP 4133-X21  
Spring 2026 Parts of Term A: January 20 – March 20

Contact Information

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Communication Policy

Please include the course number and your name in the subject line when you email me. Here is an example: **RESP 4133/Last Name/First Name**. I teach several courses. This information will help me to respond promptly. I make every effort to respond to emails within 24 hours during the workweek and within 48-hours over the weekend. Please send a gentle reminder if I do not reply to your email in the 24-48 hours period.

Course Description

The focus of this online course is to introduce students to leadership theories in healthcare. This course provides a foundation for future healthcare leaders. Students are exposed to a series of alternative leadership perspectives, including collaborative models. Topics include defining leadership, interdisciplinary and inter-professional working, communication and leadership, and leadership for change.

Learning Objectives

Upon completion of this course, the student will be able to:

- Define Leadership
- Recognize the importance of clinical leaders in clinical practice
- Analyze and compare leadership theories
- Define concepts of interdisciplinary leadership teams
- Identify one's strengths and weaknesses as a leader or future leader
- Apply theoretical leadership concepts and prepare solutions in the healthcare setting

Textbook & Instructional Materials

Ledlow, G. R., Bosworth, M., & Maryon, T. *Leadership for Health Professionals: Theory, Skills, and Applications*. Jones & Bartlett Learning, 4<sup>th</sup> edition. ISBN: 978-1-284-25478-5

### Tutoring Assistance

Begin drafting papers and projects as early and take advantage of the [Distance Education Tutoring Services](#). Tutors will not edit your papers for you, but they will provide support and feedback at every stage of the writing process, from brainstorming to drafting, revising, and proofreading

### Student Handbook

Refer to: [Student Handbook](#)

### Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work, not the individuals to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

### AI-Powered Writing Assistance

Since writing, analytical, and critical thinking skills are part of the learning outcomes of this course, all writing assignments should be prepared by the student. Developing strong competencies in this area will prepare you for a competitive workplace. Therefore, AI-generated submissions are not permitted and will be treated as plagiarism.

### Self-Plagiarism

Commonly described as recycling or reusing one's own specific words from previously published or submitted work. While self-plagiarism does not cross the line of actual theft of others' ideas, it can create issues in the scholarly and academic realms. Beyond verbatim sections of text, self-plagiarism can also refer to the publication of identical papers in two places (sometimes called "duplicate publication.") Papers, projects, or other assignments previously submitted in other courses will not be accepted in this course.

Self-plagiarism occurs when a student submits their own previously submitted work (or portions of it) for a new assignment without proper acknowledgment or explicit permission from the instructor. This includes reusing papers, research, lab reports, or any other academic work created for previous courses or assignments.

Self-plagiarism is a form of academic dishonesty and violates the integrity of the learning process. In this course, all submitted work must be original and specific to the current assignment. If you wish to incorporate any part of prior work, you must consult with the instructor in advance and follow proper citation guidelines where applicable.

Consequences for self-plagiarism may include a failing grade on the assignment, a reduction in course grade, or other academic penalties as outlined in the university's academic integrity policy.

If you are unsure about what constitutes self-plagiarism, please ask for clarification before submitting your work.

## Grading

Course Grade - Graded assignments with their percentage of the total grade. A minimum grade of 75 (C) is required in all respiratory courses. Failure to attain a minimum grade of C will prevent the student from progressing in the program.

Table 1: Grade percentage allocated to each assignment

Assignments	Percentage of Total Grade
Discussion Boards	20%
Exams	40%
Interview Project	15%
Leadership Essay	15%
Homework Assignments	10%
Total	100%

Table 2: Approximate Grading Scale

Letter Grade	Percentage Grade
A	90-100%
B	80-89%
C	75-79%
D	60-74%
F	Below 60%

## Assignment Submissions

All assignment submissions made by students in D2L are considered final submissions. It is the student's responsibility to ensure that the correct and complete file has been uploaded. If a student submits an incorrect document, an incomplete draft, or any unintended version, the assignment will be graded as submitted. Students are strongly encouraged to double-check their upload before finalizing the submission.

Additionally, Apple file formats such as .pages or Keynote files will not be accepted. All submissions must be uploaded in Microsoft Office formats—such as .doc, .docx, .ppt, or .xlsx—or as otherwise specified in the assignment instructions.

## Email/Course Announcement Requirements

You are required to access and review your emails and D2L Course Announcements regularly. I will often email the entire class with updates regarding your discussions, projects, and assignments. It is your responsibility to check your email regularly to prevent the possibility of missing important information.

## Course Tools

1. **Syllabus:** Contains the syllabus.
2. **Announcements:** All announcements will be posted under the NEWS section on the course homepage.
3. **Weekly Course Content Modules:** I have broken down your reading assignments, discussion boards, and exams/quizzes and placed them into individual weekly modules. You will also find PowerPoints that pertain to the assigned chapters for that week.

4. **Learning Tools:** Here, you will find information that may help you during this course, including online research databases tips and APA Guidelines.
5. **Discussion Boards**---Here you will post your discussion assignments throughout the semester. Discussion and dialogue allow you to post questions, or comments related to the course.

### Discussion Boards

The discussion board is for you to post your comments, assessments, insights or questions on the readings for the week. I will post a specific question/case study/or discussion topic for certain weeks throughout the semester. Each student is required to make an initial post as their individual response to that week's question. Throughout the remainder of the week, you are required to read 2 other students' journals and give feedback. Your feedback should be constructive and should show that you have actually read their response. Responses of 1-2 lines are not acceptable. Post your journals under the Discussion Board.

**For the weeks designated with a discussion assignment, your initial entry should be posted by 11:59 pm on Wednesday and your two responses should be posted by 11:59 pm on Sunday.** For example, your first week's assignment includes a discussion covering Chapter 1. Your initial discussion post must be made by Wednesday and your responses must be posted by Sunday. Late posts do not allow for the possibility of good discussion and therefore are not accepted and will be graded as a 0. Discussions account for 20% of your final grade.

### DISCUSSION BOARD GRADING RUBRIC

**In all discussion boards, students are expected to:**

- 1.) Raise thoughtful questions**
- 2.) Incorporate content from readings**
- 3.) Build on the ideas of others (but do not copy their ideas)**
- 4.) Synthesize across readings and discussions**
- 5.) Expand the class' perspective**
- 6.) Appropriately challenge assumptions and perspectives**
- 7.) Use citations to support post in proper APA format**
- 8.) Initial post should be at least 200 words (approximately 1/2 page);**

### Homework Assignments

The homework portion of your grade includes a couple of necessary yet straightforward components of the course. By the end of the first week, you will need to complete the Myers-Briggs Type Indicator Test. I have provided a link to the test and a dropbox for you to submit your results in D2L. The Myers Briggs Test is due no later than **January 25<sup>th</sup> at 11:59 PM**. The second homework assignment is the Leadership Legacy Test (LLT). A link and dropbox are also provided for your results. The LLT is by **February 8<sup>th</sup> at 11:59 PM**. Your homework assignments make up 10% of your final grade.

### Exams

Four in-depth exams covering specified material given from your readings will be administered during the semester. Examinations may consist of true/false, multiple choice, short answer or essay questions. Exams must be submitted by 11:59 PM on the due dates. Each exam is worth 10% of your final grade, making all examinations 40% of your final grade. Exams will have a time limit and may be accessed only once. This

means that you cannot start the exam then return to it at a later time. Please be sure that you set aside enough time to start and complete the exam in the allotted time.

### Leadership Paper

The purpose of this paper is to explain your leadership style, principles, and foundational skills as related to the leadership assessment instruments discussed in Chapter 2. Complete at least four leadership-related assessments, apply those results to your leadership style and attach the results to your paper. Based on the four self-assessments of your personality style, leadership style, principles, and foundational skills, create a plan to improve your weaknesses while leveraging or enhancing your strengths. The Paper should consist of at least 2-3 pages of written material and be written according to APA guidelines, including in-text citations, page numbers, utilizing a font no greater than 12 with 1-inch margins, and double-spaced. While this paper must follow APA guidelines, an abstract is not required for this assignment. An excellent APA resource can be found on the [Purdue OWL website](#). I do expect well-written papers at a college level of writing. A rubric, which can be found in your D2L course, is used as a grading guideline for the essay. This assignment must be submitted as a **Word document (no PDFs)**. Students can sign up for free access to the Office 365 web edition at the [Microsoft Office 365 Education](#) site. Email the [MSU Helpdesk](#) or call 940-397-4680 should you have any issues. This assignment will be due by **Sunday, February 22<sup>nd</sup>, at 11:59 PM**. The Leadership Paper is worth 15% of your final grade.

### Interview Project

This project intends to advance student knowledge of leadership development from multiple perspectives through an interview process. You will be required to evaluate leadership development from the perspective of someone already in a leadership role. Although a leader within a healthcare organization would be optimal, the leader does not need to be from the healthcare setting. You will be required to submit a PowerPoint presentation that includes the findings from your interview. You will be required to ask and have responses to a minimum of 15 questions. You will need to submit a PowerPoint presentation that lists the questions you asked during your interview along with the answers you received. Please include one question/response per slide. You also need to have a summary of the overall experience of the interview, including ideas, tips, or revelations gained during the interview process.

The Interview Project is to be **submitted in two locations** by **March 4<sup>th</sup>**:

1. The Assignment Dropbox.
2. The discussion board under the Interview Project discussion post.
  - a. You will each be required to evaluate 2 of your classmates' projects, critique them and provide feedback.
  - b. Give insightful information to your peers.
  - c. Your feedback evaluating your classmates' projects is to be submitted by **March 8<sup>th</sup>**.

### Late Work

D2L is designed so that students are locked out of the system after the deadline has passed. Please make a note of all deadlines and adhere to them. All assignments must be completed by 11:59 PM on the due date. Any coursework not completed and

submitted on time will be graded as a zero. Before the due date, don't hesitate to contact me regarding circumstances that may prevent you from completing an assignment on time.

#### Important Dates

Deadline to file for May graduation: February 16

Last Day to drop with a grade of "W:" March 18

Refer to: [Drops, Withdrawals & Void](#)

#### Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

#### Online Computer Requirements

Taking an online class requires you to access a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. *Assignments and tests are due by the due date. Personal computer technical difficulties will not be considered a reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings. Your computer being down is not an excuse for missing a deadline!!* There are many places to access your class! Our online classes can be accessed from any computer globally, which is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations; however, we are able to help you get connected to our online services. For help, log into [D2L](#).

#### Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

#### Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees, and room/board charges paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans, or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the refund amount. (Examples of each refund calculation will be made available upon request).

#### Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the

Americans with Disabilities Act of 1990, Northwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397- 4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

#### College Policies

##### Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

##### Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated smoking areas at each location.

##### Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Northwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University- sponsored activities.

##### Grade Appeal Process

Students who wish to appeal a grade should consult the Northwestern State University [Undergraduate Catalog](#)

##### Notice

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.



## Course Schedule

Week	Activities/Assignments/Exams	Required Reading
Week 1 1/20 to 1/25	<ul style="list-style-type: none"> <li>• Introductions-Post in the discussion about yourself, where for are from, where you work, and any additional information you would like to share with your classmates.</li> <li>• Post to Discussion 1</li> <li>• Complete the <a href="#">Myers Briggs Test</a></li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 1-Leadership Thought</li> </ul>
Week 2 1/26 to 2/1	<ul style="list-style-type: none"> <li>• Exam #1 (Due Feb. 1 @ 1159 pm) <ul style="list-style-type: none"> <li>◦ Chapters 1, 2, 3</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 2- Determining Your Own Leadership Style</li> <li>• Chapter 3- Today's Health Leadership Challenges</li> </ul>
Week 3 2/2 to 2/8	<ul style="list-style-type: none"> <li>• Post to Discussion 2</li> <li>• Complete the <a href="#">Leadership Legacy Test</a></li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 5- Prof. Competencies, and Personal Skills and Responsibilities</li> <li>• Chapter 6- Application of Skills, Tools, and Abilities</li> </ul>
Week 4 2/9 to 2/15	<ul style="list-style-type: none"> <li>• Exam #2 (Due Feb. 15 @ 1159 pm) <ul style="list-style-type: none"> <li>◦ Chapters 5, 6, 7</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 7- Leadership Assessment &amp; Research</li> </ul>
Week 5 2/16 to 2/22	<ul style="list-style-type: none"> <li>• Submit Leadership Paper</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 9- Leadership and the Complex Health Organization</li> </ul>
Week 6 2/23 to 3/1	<ul style="list-style-type: none"> <li>• Post to Discussion #3</li> <li>• Take Exam #3 (Due March 1 @ 1159 pm) <ul style="list-style-type: none"> <li>◦ Chapters 9 &amp; 10</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 10- Ethics in Health Leadership</li> </ul>
Week 7 3/2 to 3/8	<ul style="list-style-type: none"> <li>• Submit Interview Project by March 4<sup>th</sup></li> <li>• Post Interview Project Feedback by March 8<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 13- Leadership Challenges for the Next Decade</li> </ul>
3/9 to 3/15	<b>Spring Break</b>	
Week 8 3/16 to 3/20	<ul style="list-style-type: none"> <li>• Take Exam #4 (Due March 20 @ 1159pm) <ul style="list-style-type: none"> <li>◦ Chapter 13, 14, 15</li> </ul> </li> <li>• Post Course Evaluations &amp; Feedback to the Discussion Board. Include what you found most interesting about this course and provide any feedback for improvements. <b>This will be a part of your discussion grade.</b></li> </ul> <p style="text-align: center;"><b>All work is due by March 20<sup>th</sup>!!</b></p>	<ul style="list-style-type: none"> <li>• Chapter 14- Leadership and Advocacy</li> <li>• Chapter 15- Leading Nonperforming Employees</li> </ul>