Course Syllabus: Leading through Crisis
College of Education and Professional Studies
EDLE 6013 Y10
Fall August 26 - December 6, 2024

Contact Information

Instructor: Kym Acuña
Office: BH 104E
Office hours: Tuesday 2:00-4:00pm, Wednesday 2:00-3:00pm, Thursday 2:00-4:00pm, and By appointment
Office phone: (940) 397-6220
Cell Phone: 940-397-1643
E-mail: kym.acuna@msutexas.edu

Instructor Response Policy

The best way to contact me is through email. I usually respond quickly. You can expect a response within 24 hours, however, it could be a little longer on weekends or holidays.

Textbook & Instructional Materials

o Johnson, T. (2018). *Crisis Leadership: How to lead in times of crisis, threat and uncertainty.* Bloomsbury. 978 1 4729 4282 1
o Smylie, M. & Murphy, J. (2021). *Caring in Crisis: Stories to inspire and guide school leaders.* Corwin Press. 9781071846988 (BryteWeave)

Course Description

This course focuses on methods for crisis leadership. The topic will flex to reflect current society and educational issues.

BIG QUESTIONS

- *How are the current social justice issues in society impacting district leadership?*
- *What are the some of the most salient educational equity issues that become more pronounced in crisis situations?*

Course Objectives/Learning Outcomes/Course Competencies

Candidate will:
- Explore strategies for leadership during turbulent times.
- Examine change leadership through the lens of current and emergent societal and educational issues.

NELP Standards

- *Component 2.1* Program completers understand and demonstrate the capacity to reflect on, communicate about, and cultivate professional dispositions and norms (i.e., equity, fairness, integrity, transparency, trust, collaboration, perseverance, reflection, lifelong learning, digital citizenship) and professional district and school cultures.

- *Component 2.2* Program completers understand and demonstrate the capacity to evaluate and advocate for ethical and legal decisions.

- *Component 2.3* Program completers understand and demonstrate the capacity to model ethical behavior in their personal conduct and relationships and to cultivate ethical behavior in others.

- *Component 3.1* Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for a supportive and inclusive district culture.

- *Component 3.2* Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for equitable access to safe and nurturing schools and the opportunities and resources, including instructional materials, technologies, classrooms, teachers, interventions, and adult relationships, necessary to support the success and well-being of each student.

- *Component 5.2* Program completers understand and demonstrate the capacity to understand, engage, and effectively collaborate and communicate with, through oral, written, and digital means, diverse families, community members, partners, and other constituencies to benefit learners, schools, and the district as a whole.

- *Component 7.2* Program completers understand and demonstrate the capacity to design, implement, cultivate, and evaluate effective and collaborative systems for district governance that engage multiple and diverse stakeholder groups, including school and district personnel, families, community stakeholders, and board members.

- *Component 7.3* Program completers understand and demonstrate the capacity to evaluate, engage in decision making around, implement, and appropriately communicate about district, state, and national policy, laws, rules, and regulations.

- *Component 7.4* Program completers understand the implications of larger cultural, social, economic, legal, and political interests, changes, and expectations and demonstrate the capacity to evaluate and represent district needs and priorities within larger policy conversations and advocate for district needs and priorities at the local, state, and national level.

See Appendix A for a complete list of standards/competencies (if applicable) and Appendix B for assignment/standards alignment matrix

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 individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.
Office of Student Conduct

Grading/Assessment

Course Grade- There will be 5 graded discussions, and 6 separate assignments: Engaging the Stories, Change Strategies Framework, Case Studies in Crisis Leadership Presentation, Driver Diagram, and Theory of Improvement.

Table 1: Points allocated to each assignment –

Assignments	Points
Discussions	20
Engaging the Stories	20
Change Strategies Framework	20
Case Studies in Crisis Leadership Presentation	20
Driver Diagram	10
Theory of Improvement	10
Total Points	100

Table 2: Total points for final grade.

Grade	Points
A	90
B	80 to 89
C	70 to 79
D	60 to 69
F	Less than 60

Class Policies

1. **Written Work:** *All* written work should be completed in a professional style. Using correct spelling and grammar are important writing skills you must know well because your students will learn from you.
2. **Adhering to Professional Ethics:** When using professional sources in your writing, please cite sources you have used or ideas you have adapted when completing assignments. Use of copyrighted materials must adhere to legal and ethical guidelines. If part of an assignment is submitted for credit in more than one course, both professors must pre-approve this dual credit and the dual use should be referenced clearly on both assignments.
3. **Plagiarism Statement:** "By enrolling in this course, the student expressly grants MSU a 'limited right' in all intellectual property created by the student for the purpose of this course. The 'limited right' shall include but shall not be limited to the right to reproduce the student's work product in order to verify originality, authenticity, and educational purposes." from Student Handbook.
4. **Submission of Assignments**: All assignments *must be submitted to the assignment page for this course in D2L* in a timely manner.
5. **Mutual Respect:** Remember that there are other human beings reading your postings, so treat everyone with respect. Don't post anything you wouldn't be willing to communicate face to face. Distance conveys a degree of anonymity. It is for this reason that we must be cognizant of our postings online. Become familiar with the following guidelines regarding both online discussions and email messages.

- Use appropriate language. Excessive use of "chat" or "instant messaging" jargon is not acceptable for class discussions.
- Read existing follow-up postings and do not repeat what has already been said.
- Inappropriate and/or offensive language, especially comments that might be construed as racist or sexist, are not appropriate and will be dealt with on an individual basis.
- Be careful with humor and sarcasm. One person's humorous comment can be another person's boorish or degrading remark.
- Do not use all caps in an online environment. Using all caps is considered SHOUTING.
- Use proper spelling, capitalization, grammar, usage, and punctuation. Utilize the Spell Check feature.
- Cite your sources. If your contribution to the conversation includes the intellectual property (authored material) of others, e.g., books, newspaper, magazine, or journal articles—online or in print—they must be given proper attribution.

Extra Credit
No extra credit assignments of opportunities will be given.

Late Work
Work must be turned in when it is due for full credit. Late work will only be accepted in emergency situations that have been cleared with Dr. Acuña. This means only illness or family emergency.

AI Guidelines
In all academic work, the ideas and contributions of others must be appropriately acknowledged and work that is presented as original must be, in fact, original. Using an AI-content generator (such as ChatGPT) to complete coursework without proper attribution or authorization is a form of academic dishonesty. While certain AI tools are useful, they should not be used to generate the narrative/writing of your dissertation. If you are unsure about whether something may be plagiarism or academic dishonesty, *please contact your instructor to discuss the issue*.

Important Dates
Last day for term schedule changes: Check date on Academic Calendar.
Deadline to file for graduation: Check date on Academic Calendar.
Last Day to drop with a grade of "W:" Check date on Academic Calendar.
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.

Attendance
Our projected dates for the Saturday courses in the Spring are:
    September 14th, 2024 9:00 a.m. -12:00 p.m. at Flower Mound
    October 26th, 2024 9:00 a.m. -12:00 p.m. at MSU
    December 7th, 2024 9:00 a.m. -12:00 p.m. at Flower Mound

Regular attendance is expected. If a class must be missed, please discuss with the professor beforehand. If an emergency arises, please either telephone or email the professor, if possible.

One of the cornerstones to the WCOE Ed.D experience is the opportunity to interact with colleagues from across other campuses, districts and professions. To this end, we hold Saturday classes three times per long semester. Students are expected to maintain a physical and professional engagement in these experiences. However, we do understand some circumstances cannot be avoided. Therefore, we have established the following policy

1 absence = make up required experiences/coursework with colleagues

2 absences = final grade will be lowered by one letter and make up required experiences/coursework with colleagues
3 absences = F

Online Computer Requirements

Taking an online class requires you to have access to 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, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. **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 in the world that 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 they are able to help you get connected to our online services. For help, log into D2L**.**

Inclement Weather

In the case of campus closure due to inclement weather on the dates for a Saturday session, the session will be moved to Zoom for that day.

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 that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/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) exists in determining the amount of the refund. (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, Midwestern 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 MSU TEXAS 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 Midwestern 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.

Campus Carry
Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit Campus Carry.

Active Shooter
The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit Safety / Emergency Procedures. Students are encouraged to watch the video entitled "*Run. Hide. Fight.*" which may be electronically accessed via the University police department's webpage: *"Run. Hide. Fight."*

Obligation to Report Sex Discrimination under State and Federal Law

Midwestern State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. State and federal law require University employees to report sex discrimination and sexual misconduct to the University's Office of Title IX. As a faculty member, I am required to report to the Title IX Coordinator any allegations, personally observed behavior, or other direct or indirect knowledge of conduct that reasonably may constitute sex discrimination or sexual misconduct, which includes sexual assault, sexual harassment, dating violence, or stalking, involving a student or employee. After a report is made, the office of Title IX will reach out to the affected student or employee in an effort to connect such person(s) with resources and options in addressing the allegations made in the report. You are also encouraged to report any incidents to the office of Title IX. You may do so by contacting:

Laura Hetrick
Title IX Coordinator
Sunwatcher Village Clubhouse
940-397-4213
laura.hetrick@msutexas.edu
You may also file an online report 24/7 at Maxient Reporting Form

Should you wish to visit with someone about your experience in confidence, you may contact the MSU Counseling Center at 940-397-4618. For more information on the University's policy on Title IX or sexual misconduct, please visit MSU Title IX

Grade Appeal Process
Update as needed. Students who wish to appeal a grade should consult the Midwestern State University MSU Catalog

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

Course Schedule:

Week or Module	Activities/Assignments/Exams	Due Date
Week One Aug 26-Sep 1	**Read** pages 1-18 *Caring in Crisis*	
Week Two Sep 2-8	**Read** pp. 25-91 *Caring in Crisis*	
Week Three Sep 9-15	**Engaging the Stories** Assignment	Due 9/15/24 9/14/24 Face to Face Class Meeting 9:00am-12:00pm- Flower Mound

Week or Module	Activities/Assignments/Exams	Due Date
Week Four Sep 16-22	**Read** Crisis Leadership pp.3-46 **Discussion** *Preparing for Crisis Leadership*	Must be completed by 9/22/24
Week Five Sep 23-29	**Read** Crisis Leadership pp.47-71 **Discussion** *Getting Started in Crisis Leadership*	Must be completed by 9/29/24
Week Six Sep 30-Oct 6	**Read** Crisis Leadership pp.72-105 **Discussion** *Decision Making for Crisis Leadership*	Must be completed by 10/6/24
Week Seven Oct 7-13	**Read** Crisis Leadership pp.106-218 **Discussion** *Crisis Leadership in Different Settings*	Must be completed by 10/13/24
Week Eight Oct 14-20	**Read** Coda pp. 93-95 Caring in Crisis Begin work on Case Study in Crisis Leadership Presentation	Must be completed by 10/20/24
Week Nine Oct 21-27	**Read** 4 Case Studies in Crisis Leadership before class. Prepare for **Case Study in Crisis Leadership Presentation**	Due 10/27/24 10/26/29 Face to Face Class Meeting 9:00am-12:00pm- MSU
Week Ten Oct 28-Nov 3	**Case Study in Crisis Leadership Presentation *Reflection Questions Due***	11/3/24
Week Eleven Nov 4-10	**Read** Crisis Leadership pp.219-238 **Discussion** *Preparing Crisis Leaders*	Must be completed by 11/10/24
Week Twelve Nov 11-17	**Driver Diagram** Assignment	Must be completed by 11/17/24
Week Thirteen Nov 18-24	**Theory of Improvement** Assignment	Must be completed by 11/24/24
Week Fourteen Nov 25-27 (short due to Thanksgiving Break)	Begin work on Change Strategies Framework	
Week Fifteen Dec 2-6	**Change Strategies Framework** Assignment	Due 12/6/24 12/7/24 Face to Face Class Meeting 9:00am-12:00pm- Flower Mound

References/Scientifically-Based Research/Additional Readings:

Shapiro, J., & Gross, S. (2008). Ethical Leadership in Turbulent Times: Re(solving) moral dilemmas. Lawrence Erlbaum Associates.

Goldsmith, M., & Osman, S. (2020). Leadership in a Time of Crisis: The way forward in a changed world. Rosetta books.

Slier, J. (2020). Thrive through the Five: Practical truths to powerfully lead through challenging times. Dave Burgess Consulting, Inc.

Appendix A: Standards/Competencies

Alignment to NELP Standards

Course Objectives or Student Learning Outcomes	Standard or Competency
Explore strategies for leadership during turbulent times.	Component 2.1 Component 2.2 Component 2.3 Component 3.1 Component 3.2 Component 5.2 Component 7.2 Component 7.3 Component 7.4
Examine change leadership through the lens of current and emergent societal and educational issues.	Component 2.1 Component 2.2 Component 2.3 Component 3.1 Component 3.2 Component 5.2 Component 7.2 Component 7.3 Component 7.4

Appendix B:

Required assignment/standard alignment matrix

Assignment/Module/ Course Activities	Standard or Competency
Discussions	Component 2.1 Component 2.2 Component 2.3 Component 3.1 Component 3.2 Component 5.2 Component 7.2 Component 7.3 Component 7.4
Change Strategies Framework	Component 5.2 Component 7.2 Component 7.3 Component 7.4
Case Studies in Crisis Leadership Presentation	Component 2.1 Component 2.2 Component 2.3 Component 3.1 Component 3.2 Component 5.2 Component 7.2 Component 7.3 Component 7.4

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