



Course Syllabus: Leading through Crisis
Gordon T. and Ellen West College of Education
EDLE 6013 Section X20/DX1
Spring 2023, January 17-May 5, 2023

Contact Information

Instructor: Kym Acuña

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Office hours: Tuesday 2:00-4:00pm, Wednesday 2:00-3:00pm, Thursday 10:00am-12:00pm, and By appointment

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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

- Johnson, T. (2018). *Crisis Leadership: How to lead in times of crisis, threat and uncertainty*. Bloomsbury. 978 1 4729 4282 1
- Blakenstein, A. (2000). *Breakthrough Leadership + Out of the Crisis* bundle. Sage. 9781071856352 (BryteWeave)
- 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

Study Hours and Tutoring Assistance

If applicable

Student Handbook

Refer to: [Student Handbook 2022-2023](#)

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

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.

Attendance Policy

Our projected dates for the Saturday courses in the Spring are:

January 21st, 2023 9:00 a.m. -12:00 p.m.

February 25th, 2023 9:00 a.m. -12:00 p.m.

April 1st, 2023 9:00 a.m. -12:00 p.m.

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

COVID policy – if a student is quarantined due to COVID, that student may Zoom a Saturday class. Under these circumstances a student will be required to provide documentation of quarantine requirements from his/her public health district or health care provider.

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.

Important Dates

Last day for term schedule changes: January 12, 2023.

Deadline to file for graduation: February 20, 2023.

Last Day to drop with a grade of “W:” March 27, 2023.

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

Students are expected to attend all meetings of the classes in which they are enrolled. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student’s grade where class attendance and class participation are deemed essential by the faculty member. In those classes where attendance is considered as part of the grade, the instructor should so inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor’s records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

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](#).

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) exist 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.

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 1/17-1/22	Read pages 1-18 <i>Caring in Crisis</i> (Begin reading <i>Crisis Communications Strategies</i> Text that is rather lengthy and will be used in week 8)	1/21/23 Face to Face Class Meeting 9:00am- 12:00pm
Week Two 1/23-1/29	Read pp. 25-91 <i>Caring in Crisis</i>	
Week Three 1/30-2/5	Engaging the Stories Assignment	Due 2/5/23
Week Four 2/6-2/12	Read <i>Crisis Leadership</i> pp.3-46 Discussion <i>Preparing for Crisis Leadership</i>	Must be completed by 2/12/23
Week Five 2/13-2/19	Read <i>Crisis Leadership</i> pp.47-71 Discussion <i>Getting Started in Crisis Leadership</i>	Must be completed by 2/19/23
Week Six 2/20-2/26	Read <i>Crisis Leadership</i> pp.72-105 Discussion <i>Decision Making for Crisis Leadership</i>	Must be completed by 2/26/23 2/25/23 Face to Face Class Meeting 9:00am- 12:00pm
Week Seven 2/27-3/5	Read Coda pp. 93-95 <i>Caring in Crisis</i> before class	Must be completed by 3/5/23
Week Eight 3/6-3/12	Read <i>Breakthrough Leadership</i> pp.13-151 Discussion <i>Breakthrough Leadership 1</i>	Must be completed by 3/12/23
Spring Break 3/12-3/19	No assignments due this week. Enjoy Spring Break!	
Week Nine 3/20-3/26	Driver Diagram Assignment	Due 3/26/23
Week Ten 3/27-4/2	Theory of Improvement Assignment	Due 4/2/23
Week Eleven 4/3-4/9	Read <i>Breakthrough Leadership</i> pp. 168- 195 Discussion <i>Breakthrough Leadership 2</i>	Must be completed by 4/9/23

Week or Module	Activities/Assignments/Exams	Due Date
Week Twelve 4/10-4/16	Read <i>Crisis Leadership</i> pp.106-218 Discussion <i>Crisis Leadership in Different Settings</i>	Must be completed by 4/16/23
Week Thirteen 4/17-4/23	Read <i>Crisis Leadership</i> pp.219-238 Discussion <i>Preparing Crisis Leaders</i>	Must be completed by 4/23/23
Week Fourteen 4/24-4/30	Read 4 Case Studies in Crisis Leadership before class. Prepare for Case Study in Crisis Leadership Presentation	4/21/23 Face to Face Class Meeting 9:00am- 12:00pm Presentation due to drop box 4/30/23
Week Fifteen 5/1-5/5	Change Strategies Framework Assignment	Due 5/5/23

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

Assignment/Module/ Course Activities	Standard or Competency
	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
Driver Diagrams	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
Theory of Improvement	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
Engaging the Stories	Component 2.1 Component 2.2 Component 2.3 Component 3.1 Component 3.2