



Course Syllabus: **Leading through Effective Communication**

West College of Education
EDLE 5713 Section DX1/X20
Spring 2022 Online

Instructor: Dr. Kym Acuña

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Office Hours: Tuesday 2:00-4:00pm, Wednesday 2:00-3:00pm, Thursday 2:00-4:00pm, and By appointment

Instructor Response Policy

The best way to contact me is through email. I will respond within 24 hours on weekdays and 48 hours on the weekend.

Course Description

This course is designed to help potential educational leaders develop skills necessary to build a positive institutional culture through effective communication. Additionally, they will examine methods to deal with conflict through: resolution, mediation, problem solving, decision-making, cognitive coaching, and mentoring. Course may not be used for students seeking principal certification.

Required Texts

Fisher, R., Ury, W.L., and Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving In* (3rd ed.). New York, NY: Penguin. ISBN: 9780143118756

Cloke, K. and Goldsmith, J. (2011). *Resolving Conflicts at Work: Ten Strategies for Everyone on the Job* (3rd ed.). San Francisco, CA: Jossey-Bass. ISBN: 9780470922248

Additional Readings

[The Leader's Guide to Storytelling](#)

Course Assignments and Grading Values

Activity	Description	Possible Points	Week and Due Dates
Discussions in Discussion Board	<i>Getting to Yes</i> and <i>Resolving Conflicts at Work</i> responses	200 (20 points per discussion)	Weekly (10 discussions)
Technology Integration: Multimedia School Message	Share school message using media/technology	150	Week 5 2/13
Conflict Resolution Practice in the Workplace	Strategy Implementation and Report	100	Week 11 4/3
School Vision Speech Documentation	Speech to stakeholders that conveys school vision, (This is also a TK20 portfolio activity that will be uploaded to both D2L and TK20).	200	Week 13 4/17
Presentation of Strategy Demonstration with Role Play	Demonstration of one of the strategies in <i>Resolving Conflicts at Work</i> (video)	200	Week 14 4/24
Negotiation Paper	<i>Getting to Yes</i> paper including scenario and script	150	Week 15 4/29

Grading Policy

- A- 900-1000 points
- B- 800-899 points
- C- 700-799 points
- D- 600-699 points
- F- Below 600

Week/Dates	Topics/Activities
Week One 1/10-1/16	Self-Presentation in Discussion Board Getting to Yes: Negotiating Agreement Without Giving In – Ch. 1 <i>Read Conflict Resolution in the Workplace Strategy Implementation Assignment to begin planning for it. It is found in the Week 11 folder. Please email me any questions.</i> Discussion Week 1
Week Two 1/17-1/23	Getting to Yes: Negotiating Agreement Without Giving In – Ch. 2 Resolving Conflicts at Work – Introduction and Strategy 1: Understand the Culture and Dynamics of Conflict Discussion Week 2
Week Three 1/24-1/30	Getting to Yes: Negotiating Agreement Without Giving In – Ch. 3 Resolving Conflicts at Work – Strategy 2: Listen Empathetically and Responsively

	<i>Read Technology Integration: Multimedia School Message Assignment to begin planning for it. It is found in the Week 5 folder. Please email me any questions.</i> Discussion Week 3
Week Four 1/31-2/6	Getting to Yes: Negotiating Agreement Without Giving In – Ch. 4 Resolving Conflicts at Work – Strategy 3: Search Beneath the Surface for Hidden Meaning Discussion Week 4
Week Five 2/7-2/13	Read Storytelling Document - Leader's Guide to Storytelling Technology Integration: Multimedia School Message
Week Six 2/14-2/20	Getting to Yes: Negotiating Agreement Without Giving In – Ch. 5 Resolving Conflicts at Work – Strategy 4: Acknowledge and Reframe Emotions <i>Read School Vision Speech to Stakeholders Assignment to begin planning for it. It is found in the Week 13 folder. Please email me any questions.</i> Discussion Week 6
Week Seven 2/21-2/27	Getting to Yes: Negotiating Agreement Without Giving In – Ch. 6 Resolving Conflicts at Work – Strategy 5: Separate What Matters from What Gets in the Way Discussion Week 7
Week Eight 2/28-3/6	Getting to Yes: Negotiating Agreement Without Giving In – Ch. 7 Resolving Conflicts at Work – Strategy 6: Solve Problems Paradoxically and Creatively Discussion Week 8
Week Nine 3/7-3/13	Getting to Yes: Negotiating Agreement Without Giving In – Ch. 8 and Conclusion Resolving Conflicts at Work – Strategy 7: Learn from Difficult Behaviors Discussion Week 9
Spring Break 3/14-3/20	No assignments due this week. Enjoy Spring Break!
Week Ten 3/21-3/27	Resolving Conflicts at Work – Strategy 8: Lead and Coach for Transformation <i>Read Presentation of Strategy Demonstration Role Play Assignment to begin planning for it. It is found in the Week 14 folder. Please email me any questions.</i> Discussion Week 10
Week Eleven 3/28-4/3	Conflict Resolution Practice in the Workplace Strategy Implementation
Week Twelve 4/4-4/10	Resolving Conflicts at Work – Strategies 9 & 10: Explore Resistance and Negotiate Collaboratively & Mediate and Design Systems for Prevention Discussion Week 12
Week Thirteen 4/11-4/17	School Vision Speech to Stakeholders Speech Documentation Form and Support Materials
Week Fourteen 4/18-4/24	Presentation of Strategy Demonstration with Role Play Presentation Link Upload
Week Fifteen 4/25-4/29	Getting to Yes Negotiation Paper

References/Scientificallly-Based Research/Additional Readings:

Aguilar, Elena. *The Art of Coaching: Effective Strategies for School Transformation*. John Wiley and Sons, Inc., 2013.

Desravines, Jean, Jaime Aquino, and Benjamin Fenton. *Breakthrough Principals: A Step-by-Step Guide to Building Stronger Schools*. Jossey-Bass, 2016.

Patterson, Kerry, Joseph Grenny, Ron McMillan, and Al Switzler. *Crucial Conversations: Tools for Talking When Stakes Are High*. 2nd ed., McGraw-Hill Education, 2012.

Stone, Douglass, Bruce Patton, and Sheila Heen. *Difficult Conversations: How to Discuss What Matters Most*. 10th anniversary ed., Penguin Books, 2010.

Important Dates

Last day for term schedule changes: January 13, 2022.

Deadline to file for graduation: February 14, 2022.

Last Day to drop with a grade of "W:" March 21, 2022.

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

Click here to edit text. 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

Click here to edit text. 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.