



**AEC 3414 - Leadership Development**  
**Agricultural Education and Communication**

**Course Instructor:**

Dr. Matthew Sowcik

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**Office Hours:** Since this is an online course – we have set up two different options. We will be hosting weekly online office hours (please see announcements for dates/times) and you can make an appointment (Meeting face-to-face and over Zoom)

**Course TAs:**

**Annie Muscato** - [afmuscato@ufl.edu](mailto:afmuscato@ufl.edu)

- Please Get in Touch with Annie For **ALL** Questions concerning the Course

**Jonathan Orsini** - [jorsini@ufl.edu](mailto:jorsini@ufl.edu)

- Jonathan will be doing the grading on all assignments throughout the semester

**Course Time:**

Online – Modules will open weekly on Monday and Close on Sunday

**Course Description:**

An understanding of the dynamic interactions of personal characteristics, technical skills, interpersonal influence, commitment, goals and power necessary for effective organizational leader and follower behaviors.

Leadership Development is designed to help you understand the complexity of leadership. Many leadership scholars support the notion that leadership is a scholarly discipline that can be taught (Bennis, 1989; Bass, 1994). It is important that you understand the difference between the socialization of a leader and leadership theory education. Many successful leaders obtain their leadership skills from practice, in other words, they are socialized into leadership as they have learned from their experiences. AEC 3414; however, is a collegiate leadership education course where we study the scholarly discipline of leadership theory.

**Course Objectives:**

1. Recognize prominent historical and contemporary leadership theories,
2. Identify components of historical and contemporary leadership theories,
3. Analyze leadership theory and models,
4. Synthesize leadership theory as a philosophy,
5. Evaluate models in leadership theory.
6. Apply leadership theory and competency based models to real world situations.

### **Course Textbooks Required:**

**Northouse, P.G. *Leadership: Theory and practice*. Thousand Oaks, CA: Sage.**

### **E-Learning:**

Since this is an online course, the entire course (instruction, readings and work) will be listed on E-Learning Canvas (<http://elearning.ufl.edu>). If you have difficulty accessing the site contact the Help Desk at 352-392-HELP (4357) or [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).

### **In The Current Times:**

Our class sessions may be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

### **Course Expectations:**

First and foremost, this class should be a mix of learning and fun! The class was designed in a way that is intentional about providing you the optimal educational experience. Please know that you can reach out to me at any point with questions and concerns and I will get back to you (or one of the TAs) within 48 hours.

Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

As part of this course and a citizen of the UF Community, you will be requested to complete a course evaluation at the end of the semester. This is such an important part of the process and will certainly aid in the development of this course.

### **Expectations for Writing:**

In all courses in the Department of Agricultural Education and Communication's Communication and Leadership Development (CLD) specialization, the following **writing standards** are expected to be followed, unless otherwise specified for a particular writing assignment. Not following these writing standards will result in substantially lower grades on writing assignments.

- Proper grammar and punctuation are mandatory.
- Proper sentence structure is required. This means...
  - Not using "tweet-talk" in your assignments.

- Making sure that your sentences have a subject, verb, and (when needed) an object.
- Not having sentence fragments.
- And anything else that would pertain to “proper sentence structure.”
- Good thoughts/content throughout the writing assignment.
- For assignments that require citations, use American Psychological Association style. Proper APA citation and reference document is expected.
- For assignments that are more reporter-style articles (news stories, news releases, public relations writing), you are expected to follow Associated Press Style, as discussed in AEC 4031.

### **Academic Honesty:**

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: “*We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.*” You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: “*On my honor, I have neither given nor received unauthorized aid in doing this assignment.*”

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: <http://www.dso.ufl.edu/SCCR/honorcodes/honorcode.php>.

### **Software Use:**

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

### **Campus Helping Resources:**

Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university’s counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

#### **Health and Wellness**

*U Matter, We Care:* If you or someone you know is in distress, please contact

[umatter@ufl.edu](mailto:umatter@ufl.edu), 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.

*Counseling and Wellness Center:* [Visit the Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.

*Student Health Care Center:* Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center website](#).

*University Police Department:* [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).

*UF Health Shands Emergency Room / Trauma Center:* For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road,

Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website](#).

## **Academic Resources**

*E-learning technical support:* Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).

[Career Connections Center:](#) Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

[Library Support:](#) Various ways to receive assistance with respect to using the libraries or finding resources.

[Teaching Center:](#) Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

[Writing Studio:](#) 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.

*Student Complaints On-Campus:* [Visit the Student Honor Code and Student Conduct Code webpage for more information](#).

*On-Line Students Complaints:* [View the Distance Learning Student Complaint Process](#).

## **Services for Students with Disabilities:**

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation. Students should follow this procedure as early as possible in the semester. 0001 Reid Hall, 352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)

### Other Issues:

Please see the University of Florida Student Guide (<http://www.dso.ufl.edu/studentguide>) for specific questions concerning your college experience.

### Course Evaluations:

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Towards the end of the semester, students will receive an e-mail with specific times when they can complete this feedback.

Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>

**Grade Breakdown:** Please note grades are based on points not percentages. For information on current UF policies for assigning grade points, see <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

A: 94%	B+: 87%	B-: 80%	C: 73%	D+: 67%	D-: 60%
A-: 90%	B: 83%	C+: 77%	C-: 70%	D: 64%	E: Below 60%

### Grade Record:

Assignment	Due Date
Lab Reflections	Throughout the Course
Leadership Interview	March 31st
Exam 1	Feb 11-12
Exam 2	March 18-19
Exam 3	April 20-21
Philosophy Statement Draft	March 24
Philosophy Statement Final Paper	April 14

### Assignment Descriptions:

**10 Contextual Leadership Assignments: The New York Times in Leadership Reflections.** 100 points  
You will be asked to read over an article throughout the week (or watch a video) and engage in discussion and reflection on that assignment.

As part of the UF community you can enjoy a year of complimentary access to NYTimes.com  
Activate today at [my.ufl.edu](http://my.ufl.edu)

To claim your pass:

1. Visit **my.ufl.edu**
2. Click on **Main Menu**, go to **QuickLinks**
3. Click on NY Times and follow the simple directions, using your ufl.edu email address
4. Now enjoy access from any location!!!!

If the confirmation email didn't arrive, check your spam folder. If it isn't there, send an email to [edu@nytimes.com](mailto:edu@nytimes.com) from your school email address to request confirmation. Other questions? Visit [nytimes.com/passes](http://nytimes.com/passes) to view our FAQ.

***Leadership Interview (Video): 75 Points***

***(SEE THE VIDEO POSTED ON CANVAS FOR MORE THOROUGH INSTRUCTIONS)***

After thoroughly addressing a majority of the leadership styles and theories explored within this course, students will be asked to interview a leader of their choice (NOTE: No peer interviews, please.). In the video (which is a personal reflection NOT the actual interview with the leader), which should be no more than **10 minutes**, each student will cover the following items:

1. Explanation of why the interview participant was selected for the interview.
2. Your perceptions of the leader during the interview.
3. The key leadership characteristics discussed by the individual being interviewed (during the interview).
4. Your perception of the individual as a leader (your reflection after the interview).
5. Key statements made by this individual that aided in your understanding of leadership on a practical level.



**Philosophy Statement:**

***(SEE THE VIDEO POSTED ON CANVAS FOR MORE THOROUGH INSTRUCTIONS)***

Every successful leader carries deep within a statement of leadership and the beliefs held about leadership. A philosophy statement is the critical analysis of fundamental assumptions or beliefs – it is highly personal. It is expected to be introspective, as well as cumulative of the course experience.

**Assignment:** This assignment contains two components: 1) a Philosophy Statement of beliefs and 2) Justification and explanation of your beliefs. First person appropriate.

**Philosophy Statement Draft:**

**Personal Draft, 25 points**

You will submit a draft copy of the initial first page of your Philosophy Statement\* for review by a Graduate Assistant.

**Final Submission: 100 points**

**First Component:** Philosophy Statement\* of beliefs, 1 page, single-spaced statement. (this is the first page that will be handed in as a draft, reviewed by the TA, and then rewritten by you based on the TA's feedback).

The philosophy will only be effective if it is read, so keep it short. Most leaders are able to keep theirs to no more than two typewritten pages. A one-pager is even better. Some key ingredients should be:

- \*How do you define a leader?
- ~Traits, Competencies/Skills, Behaviors, etc. you believe a leader should have.
- \*How do you define leadership?
- ~What is the process like, what do you believe it should be

**Second Component:** Justification and Explanation, 5-6 page double spaced paper (1 inch margins 12pt. font) – While this is part of the entire Philosophy statement, it is added on after the first part has been written. Please see the video and rubric for this assignment on the canvas class home page.


- \*What environmental, organizational, or cultural experiences contribute to your understanding of leadership?
- \*Any theories discussed in this course that might align to your personal philosophy of leadership.

For each “belief” statement, be prepared to provide examples from personal experiences and support those statements with theories from the text. Although there is no wrong answer – please continually ask yourself “**why?**” – why do you hold the beliefs you do and the impact they have made on your leadership philosophy. Use any personal stories or examples.

**Examinations: All worth 50 points**

There are three exams during the semester.

**\*\*FOR CLD STUDENTS\*\***

During the semester you will have an opportunity to create items appropriate for inclusion in your professional portfolio. Specific items, like your Philosophy Statement are denoted with the  ; however there are a number of personal assessments that we complete that are also appropriate to include.

**Course Outline:**

Week	Topic	Readings: Due	Assignments
1 Jan 11	Course Introduction		
	Exploring Leadership: Introduction	<b>Chapter 1</b>	
	NY Times Context Assignment		<b>Reflection 1</b>
2	Trait Leadership	<b>Chapter 2</b>	
	Humility		

Week	Topic	Readings: Due	Assignments
Jan 18	NY Times Context Assignment		<b>Reflection 2</b>
3	Skills Approach	<b>Chapter 3</b>	
	Communication		
Jan 25	NY Times Context Assignment		<b>Reflection 3</b>
4	Behavioral Approach	<b>Chapter 4</b>	
	Dealing with emotions		
Feb 1	NY Times Context Assignment		<b>Reflection 4</b>
5	Situational Approach	<b>Chapter 5</b>	
	Exam 1 and Philosophy Statement Review		
Feb 8	<b>Exam 1</b>	<b>Chapters 1 - 5</b>	<b>EXAM 1</b>
<b>You will have a 48-hour period to take the test online starting Feb 11<sup>th</sup>, Thursday (at 8:00am) and going until Feb 12<sup>th</sup>, Friday (11:59pm) – NO MAKE UP EXAMS</b>			
6	Path-Goal Theory	<b>Chapter 6</b>	
	Creativity		
Feb 15	NY Times Context Assignment		<b>Reflection 5</b>
7	Leader Member Exchange	<b>Chapter 7</b>	
	Conflict		
Feb 22	NY Times Context Assignment		<b>Reflection 6</b>
8	Transformational Leadership	<b>Chapter 8</b>	
	Leadership and Change		
March 1	NY Times Context Assignment		<b>Reflection 7</b>
Week	Topic	Readings	Assignments



Week	Topic	Readings: Due	Assignments
9 March 8	Authentic Leadership	<b>Chapter 9</b>	
	Purpose and Personal Branding		
	NY Times Context Assignment		<b>Reflection 8</b>
10 March 15	Adaptive Leadership	<b>Chapter 11</b>	
	<b>Exam 2</b>		<b>Exam 2</b>
<p><b>You will have a 48-hour period to take the test online starting March 18<sup>th</sup>, Thursday (at 8:00am) and going until March 19<sup>th</sup>, Friday (11:59pm)</b></p>			
11 March 22	Servant Leadership	<b>Chapter 10</b>	
	Philosophy Statement Review		<u><b>Personal Draft Due:</b></u> <ul style="list-style-type: none"> <li>• <b>Due March 24<sup>th</sup></b></li> <li>• <b>See syllabus or Canvas video/rubric for information</b></li> </ul>
	NY Times Context Assignment		<b>Reflection 9</b>
12 March 29	Psychodynamic Approach	<b>Chapter 12</b>	
	Myers Briggs Personality Type		
			<b>Leadership Interview Due:</b> <ul style="list-style-type: none"> <li>• <b>Due March 31<sup>st</sup></b></li> <li>• <b>See syllabus or Canvas video/rubric for information</b></li> </ul>
13 April 5	Leadership Ethics	<b>Chapter 13</b>	
	Leading in Teams	<b>Chapter 14</b>	

<b>Week</b>	<b>Topic</b>	<b>Readings: Due</b>	<b>Assignments</b>
	NY Times Context Assignment		
14 April 12	Women and Leadership	<b>Chapter 16</b>	
	Culture and Leadership		
	Philosophy Statement Review NY Times Context Assignment		<b>Philosophy Statement Due</b> <ul style="list-style-type: none"><li>• April 14<sup>th</sup></li></ul> <b>Reflection 10</b>
15 April 19	Exam 3 Prep – Class Wrap Up		
	<b>Exam 3</b>		
<b>You will have a 48-hour period to take the test online starting April 20<sup>th</sup>, Tuesday (at 8:00am) and going until April 21<sup>st</sup>, Wednesday (11:59pm)</b>			