



AEC 3414 - Leadership Development
Agricultural Education and Communication

Course Instructor:

Rachel Biderman, M.S.

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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

- Annie will be working with students whose last name starts with A - L

Ashley Johnson - johnsonashley1@ufl.edu

- Ashley will be working with students whose last name starts with M – Z

*Please contact your TA if you have any questions!

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:

Sowcik, M. (2022). *The H-Factor: The intersection between humility and great leadership*. New Degree Press.

Course Textbook Required:

Northouse, P.G. (2016). *Leadership: Theory and practice* (7th ed.). 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.

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 72 hours.

Students requesting class 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, 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.

[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/

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	April 5
Exam 1	Feb 8-9
Exam 2	March 21-22
Exam 3	April 24-25
Philosophy Statement Draft	March 29
Philosophy Statement Final Paper	April 19

Assignment Descriptions:

Lab Reflections. 100 points

You will be asked to read over an article, humility book or other activity 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

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 from your school email address to request confirmation. Other questions? Visit 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 35 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	Major Assignments
1 Jan 8	Course Introduction		
	Exploring Leadership: Introduction		Covering Chapter 1 of Northouse
	Welcome to the First Week of Class!!!!		
2 Jan 15	Trait Leadership		Covering Chapter 2 of Northouse
	Humility		
	Lab Assignment		Covering Chapter 1 A&B of Sowcik
3 Jan 22	Skills Approach		Covering Chapter 3 of Northouse
	Communication		
	Lab Assignment		Covering Chapter 2 A&B of Sowcik

4 Jan 29	Behavioral Approach		Covering Chapter 4 of Northouse
	Dealing with emotions		
	Lab Assignment		Covering Chapter 3 A&B of Sowcik
5 Feb 5	Situational Approach		Covering Chapter 5 of Northouse
	Exam 1 and Philosophy Statement Review		
	Exam 1		EXAM 1
You will have a 48-hour period to take the test online starting Feb 8th, Thursday (at 8:00am) and going until Feb 9th, Friday (11:59pm) – NO MAKE UP EXAMS			
6 Feb 12	Path-Goal Theory		Covering Chapter 6 of Northouse
	Creativity		
	Lab Assignment		Covering Chapter 4 & A of Sowcik
7 Feb 19	Leader Member Exchange		Covering Chapter 7 of Northouse
	Conflict		
	Lab Assignment		Covering Chapter 4B of Sowcik
8 Feb 26	Transformational Leadership		Covering Chapter 8 of Northouse
	Leadership and Change		
	Lab Assignment		Covering Chapter 4C of Northouse
Week	Topic	Readings	Assignments
9 March 4	Authentic Leadership		Covering Chapter 9 of Northouse
	Purpose and Personal Branding		

	Lab Assignment		Covering Chapter 5 & A of Sowcik
Spring Break: March 9-16			
10 March 18	Adaptive Leadership		Covering Chapter 11 of Northouse
	Exam 2		Exam 2
You will have a 48-hour period to take the test online starting March 21st, Thursday (at 8:00am) and going until March 22nd, Friday (11:59pm)			
11 March 25	Servant Leadership	Chapter 10	
	Philosophy Statement Review		<u>Personal Draft Due:</u> <ul style="list-style-type: none"> • Due March 29 • See syllabus or Canvas video/rubric for information
	Lab Assignment		Covering Chapter 5B of Sowcik
12 April 1	Psychodynamic Approach		Covering Chapter 12 of Northouse
	Myers Briggs Personality Type		Covering Chapter 5C of Sowcik
			Leadership Interview Due: <ul style="list-style-type: none"> • Due April 5 • See syllabus or Canvas video/rubric for information
13 April 8	Leadership Ethics		Covering Chapter 13 of Northouse
	Leading in Teams		
	Lab Assignment		Covering Chapter 6 & A of Sowcik
14	Women and Leadership		Covering Chapter 16 of Northouse
	Culture and Leadership		

April 15	Philosophy Statement Review NY Times Context Assignment		Philosophy Statement Due • April 19 Chapter 6 B
15 April 22	Exam 3 Prep – Class Wrap Up		
	Exam 3		
You will have a 48-hour period to take the test online starting April 24th, Wednesday (at 8:00am) and going until April 25th, Thursday (11:59pm)			