

## **AEC 6704 – Extension Administration and Supervision**

Summer 2020  
(3 credit hours)

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### **Instructors**

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### **Time and Location**

Tuesdays Periods 5 – 6 (2:00 – 4:45 p.m.)  
Online (Canvas and Zoom)

### **Course Description:**

The course is designed for graduate students who are interested in pursuing a career in Cooperative Extension or other formal and nonformal education settings, particularly those with administrative aspirations. The course focuses on leadership, administration and management principles, administrative and supervisory responsibilities, organizational management, and issues and trends facing organizations and institutions.

This course utilizes adult education principles; therefore, student participation in class is emphasized. Coursework is practical and hands on in nature. Classes will consist of discussion, case studies, guest speakers, student-led instruction and lectures.

### **Objectives:**

The general objectives of this course are to:

1. Develop an understanding of the science of management and an understanding of the differences between management, administration and leadership.
2. The administrative scope, functions, philosophy and general objectives of different types of systems.
3. Management principles and practices of planning, organizing, directing, staffing and evaluating as applied to management and supervision.
4. Administrative/supervisory responsibilities, including policies and procedures, program development and management, fiscal management, human resource management, office/facility management; and, relationship and liaisons.

### **Supplemental Texts and References**

Readings to be provided via Canvas

## **COURSE ASSIGNMENTS & DESCRIPTIONS**

### **Attendance and participation:**

Leadership development is not an individual endeavor. It requires the engagement of the community of leaders. Attendance in class is expected, and it will be taken into account in your final grade. Contact the instructors ahead of a scheduled class meeting in the event of an emergency that would prevent you from attending a session. This course will have a number of guest speakers – they are sharing their thoughts and experiences with you – please engage with these individuals by asking questions.

**Administrator Interview:**

Identify a key administrator that you respect and conduct a one-on-one interview. The assignment has two parts:

Part A: Interview Guide

- Name and contact information of person to be interviewed
- List of questions you plan to ask in the interview

Part B: Interview Summary

- 5 – 8 page summary of the interview.
- Be certain to connect the content of the interview to readings/discussions in class

**Student-Led Discussion:**

The area of Extension administration and supervision is diverse and wide in scope. Students will work in groups or individually (to be approved by the instructors) and select a topic within the scope of this course that interests them – within extension or within other organizations or institutions. Once this area is chosen, the team will select an article or series of articles that have been written within the past 7 year in peer reviewed research journals. You will then lead an hour-long class discussion on this topic. Please provide select articles to the instructor at least a week prior to the day of your presentation/discussion.

**Solution Paper and Presentation:**

Identify one key problem/issue within an organization. Conduct an investigation of the problem. Following your investigation and research, develop a paper (no more than 15 pages) that outlines the root cause, context/background, key players, description of why this is a problem, and possible ways leaders could address the situation. Suggested solutions should be supported by research and information shared during the course. Students will also develop a brief presentation on their paper to be presented to the class.

<b>COURSE ASSIGNMENTS</b>	<b>Points</b>
Attendance and Participation	200
Administrator Interview	200
Student-Led Discussion	250
Solution Paper (written document)	250
Solution Paper Presentation	100
<b>Total Points</b>	<b>1000</b>

**Grading Scale**

A = 930-1000	B- = 800-829	D+ = 660-699
A- = 900-929	C+ = 760-799	D = 630-659
B+ = 860-899	C = 730-759	D- = 600-629
B = 830-859	C- = 700-729	E = below 600

**Grades and Grade Points**

For information on current UF policies for assigning grade points, see <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.

**Attendance and Make-Up Work**

Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

### **Online Course Evaluation Process**

Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at: <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at: <https://gatorevals.aa.ufl.edu/public-results/>.

### **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/process/student-conduct-honor-code>.

### **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.

### **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

0001 Reid Hall, 352-392-8565, <https://disability.ufl.edu/>

### **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.

University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575, [www.counseling.ufl.edu](http://www.counseling.ufl.edu)

Counseling Services  
Groups and Workshops  
Outreach and Consultation  
Self-Help Library  
Wellness Coaching

U Matter We Care, [www.umatter.ufl.edu/](http://www.umatter.ufl.edu/)

Career Connections Center, First Floor JWRU, 392-1601, <https://career.ufl.edu/>.

Student Complaints:

Residential Course: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code>.

Online Course: <http://www.distance.ufl.edu/student-complaint-process>

## Course Calendar

Dates	Topics / Learning Experiences	Assignment Due
May 12	Introduction to Extension Administration & Supervision	
May 19	Visioning, strategic planning and leading change <i>Dr. Tracy Irani, Professor and Chair Department of Family, Youth, and Community Sciences</i>	
May 26	Approaches to management and administration <i>Dr. Hannah Carter, Dean UMaine Extension</i>	Group #1 Discussion topic
June 2	Extension yesterday, today, and tomorrow <i>Dr. Nick Place, Dean and Director UF/IFAS Extension</i>	Administrator Interview: Part A  Group #2 Discussion topic
June 9	Extension Program Leadership <i>Dr. Michael Gutter, Associate Dean and Program Leader 4-H Youth Development, Families and Communities</i>  <i>Dr. Saqib Mukhtar, Associate Dean and Program Leader Agricultural and Natural Resources Programs</i>	Group #3 Discussion topic
June 16	Being a State Specialist <i>Dr. Cortney Ohs, Associate Professor School of Forest Resources and Conservation Indian River Research and Education Center</i>  <i>Dr. Brent Sellers, Professor and Interim Center Director Department of Agronomy Range Cattle Research and Education Center</i>  <i>Dr. Karla Shelnett, Associate Professor Department of Family, Youth and Community Sciences</i>  <i>Dr. Bryan Unruh, Professor and Associate Center Director Department of Environmental Horticulture West Florida Research and Education Center</i>	Group #4 Discussion topic
June 23	No Class – Summer Break	
June 30	No Class – Summer Break	

Dates	Topics / Learning Experiences	Assignment Due
July 7	<p>Extension middle management</p> <p><i>Dr. Tom Obreza, Senior Associate Dean and Associate Director UF/IFAS Extension</i></p> <p><i>Dr. Anita Neal, District Extension Director Southeast District, UF/IFAS Extension</i></p> <p><i>Brenda Rogers, District Extension Director Southwest District, UF/IFAS Extension</i></p>	Group #5 Discussion topic
July 14	<p>Leading Extension at the local level</p> <p><i>Katherine Allen, Agent IV &amp; Former CED UF/IFAS Extension Suwannee County</i></p> <p><i>Stephen Gran, County Extension Director UF/IFAS Extension Hillsborough County</i></p> <p><i>Nick Simmons, County Extension Director UF/IFAS Extension Escambia County</i></p> <p><i>Nicole Walker, County Extension Director UF/IFAS Extension Polk County</i></p>	<p>Administrator Interview: Part B</p> <p>Group #6 Discussion topic</p>
July 21	<p>Crisis Communication</p> <p><i>Dr. Lisa Lundy, Associate Professor Department of Agricultural Education and Communication</i></p>	Group #7 Discussion topic
July 28	<p>Color of money – managing finances</p> <p><i>Alan West, Controller University of Florida</i></p>	Group #8 Discussion topic
Aug 4	<p>Resource Management – people, money, and relationships</p> <p><i>Dr. Jeanna Mastrodicasa, Associate Vice Pres for Operations UF/IFAS</i></p> <p><i>Mary Ann Hooks, Director of Governmental Affairs UF/IFAS</i></p>	Group #9 Discussion topic
Aug 11	Student Solution paper presentations	Solution Paper