Leadership Development 

AEC 3414

Summer A 2025- 3 Credits

# Instructor

Dr. Matthew Sowcik

Tel. 352.273.2654 | Email. [sowcik@ufl.edu](mailto:sowcik@ufl.edu) | Office. 217 Rolfs Hall

**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)

Zoom links can be found on the Contact page, accessible from the Home Page.

# Learning Assistant {or Teaching Assistant, etc. whatever is appropriate for your class, or remove this section if needed}

There are no teaching assistants for this course

# Class Times Location

This course is fully online. Modules are expected to be completed weekly, between Monday through 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.

# Requirements

## Textbook:

* Sowcik, M. (2022). The H-Factor: The intersection between humility and great leadership. New Degree Press.
  + You will be able to purchase this book through Perusall, an online platform that we will utilize to not only read the text, but also annotate together as a class. The book is currently listed in Perusall for $18.04 and you will have perpetual access to this book. That means, after the class ends, you can still access the book on Perusall’s website. For more information, please review the [Perusall Information page](https://ufl.instructure.com/courses/535420/pages/perusall-instructions) within Canvas.
* Northouse, P.G. (2016).  *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage.

## Technology:

To succeed in this course, you must have access to the following technology:

* Desktop Computer or Laptop
* Audio Capabilities
* Webcam and Microphone for synchronous sessions
* Microsoft Word - [Microsoft 365 basics video training](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fsupport.microsoft.com%2Fen-us%2Foffice%2Fmicrosoft-365-basics-video-training-396b8d9e-e118-42d0-8a0d-87d1f2f055fb&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339169026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=TLW6NUAxqahJlebtSJzmI6gGZFi5bvKksQmj7nOsgPA%3D&reserved=0)
* Adobe Reader - [Acrobat tutorials](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhelpx.adobe.com%2Facrobat%2Ftutorials.html&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339169026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=hZA7%2FIKCV%2BzbSPu2MjomDnxCbI5usbBdV2%2FMV9lzRso%3D&reserved=0)
* Zoom - [Zoom Privacy Policy](https://explore.zoom.us/en/privacy/)
* Internet Connection with access to Canvas
* Canvas is the course management system at the University of Florida in which students will find course content, links to video lectures, assignments, quizzes, discussions, and grades. The use of this system will vary by instructor, but the following videos describe the most common tools in Canvas. The [full student guide](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fcommunity.canvaslms.com%2Ft5%2FStudent-Guide%2Ftkb-p%2Fstudent&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339325259%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=584OMZNA3VDOhfbJir6w2cQXUz118ncUvLFwjg063fw%3D&reserved=0) is provided if you have additional questions.
* View [Canvas Privacy Policy](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.canvaslms.com%2Fpolicies%2Fprivacy&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339325259%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=MZOYIJ9jHRaqebfqNW15YE%2F6T%2Biy6S6znresFJaVMrQ%3D&reserved=0)
* **Web Browser - Chrome** is the preferred browser for Canvas. If you do not have Chrome, you can [download it.](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.google.com%2Furl%3Fsa%3Dt%26rct%3Dj%26q%3D%26esrc%3Ds%26source%3Dweb%26cd%3D2%26cad%3Drja%26uact%3D8%26sqi%3D2%26ved%3D0CDYQjBAwAQ%26url%3Dhttps%253A%252F%252Fsupport.google.com%252Fchrome%252Fanswer%252F95346%253Fhl%253Den%26ei%3D16T0U_61AZWAygT1vYHoAQ%26usg%3DAFQjCNHFiowHAaPSkTUo-EyAOIeZWDPSCw%26sig2%3DulcujkhFWJawLyO6J0SvpA%26bvm%3Dbv.73231344%2Cd.aWw&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339325259%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=NJn3IJOjWwtZLgxmHrwwCiuh0EKyquERtWcT9Vs%2FKus%3D&reserved=0)
* University of Florida Email
* Students are expected to check their my.ufl emails daily. View the [Student Computing Requirements](https://it.ufl.edu/policies/student-computing-requirements/) page for information on technology requirements and expectations.

 Perusall - Please visit the [Perusall Instructions](https://ufl.instructure.com/courses/535420/pages/perusall-instructions) page for more information.

## Prerequisite Knowledge:

There are no pre-requisite courses required to take AEC3414. There is no pre-requisite knowledge or experience required in the areas of leadership theory, communication theory, positional leadership experience, or experience working in teams, to be successful in the course.

## Minimum Technical Skills:

Minimum technical skills required:

* Proficiency in utilizing Canvas and navigating the internet effectively.
* Competence in using email for communication purposes, including sending and receiving messages and managing attachments.
* Familiarity with commonly used word processing applications (such as Microsoft Word or Google Docs), including the ability to create, edit, and format documents.
* Basic computer skills, including understanding fundamental operations like file management, using menus and toolbars, and navigating between different applications.
* Ability to perform online research using a variety of search engines and library databases.

# Instructor Response & Feedback

The instructor and graders are committed to responding to your Canvas and email messages **within 24 hours** when feasible during the work week, Monday through Friday, *except holidays*. We also hold office hours each week via Zoom; links provided in the Contact section accessible from the Home Page. The major assignments will be graded, with *meaningful feedback* provided, **within one week of their submission**. Tests are graded automatically upon submission.

# Assignments

Below, you will find information regarding the courses assignments and their point values, the grading scale, and more.

Visit [UF's webpage for grades and grading policies](https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/) for more information regarding grading polices for assignment grade points.

**ALL assignments and tests will unlock the week they are due on Mondays at 12:00am, and be due by Sunday at 11:59pm of that same week.**

## Assignment Points & Explanation:

* ***Perusall Guided Reading Reflections****. 20 points each*

You will be asked to read chapters of the H-Factor book and engage in discussion and reflection on the assigned chapters. Theis will be completed through Perusall, a web program that is linked through Canvas. For more information on Perusall, please visit the [Perusall Information Page](https://ufl.instructure.com/courses/535420/pages/perusall-instructions) within this course.

* ***Course Tests:*** *There will be 3 tests, each worth 35 points*
* ***Philosophy Statement:*** *125 Points (25 points for the Draft, 100 points for the Final)*

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

## Course Grading:

### Grading Scale

| A = 93-100% | C+ = 76 – 79.99% | F = Below 60% |
| --- | --- | --- |
| A- = 90 – 92.99% | C = 73 – 75.99% |  |
| B+ = 86 – 89.99% | C- = 70 – 72.99% |  |
| B = 83 – 85.99% | D+ = 66 – 69.99% |  |
| B- = 80 – 82.99% | D = 63 – 65.99% |  |
|  | D- = 60 – 62.99% |  |

Further information about UF grading policies can be found here:

<https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

## Reading & Assignment Schedule:

{Insert your reading and assignment schedule here. If using a table, be reserved with using split cells, they make it more difficult for screen readers to bounce through. You can test the ease of this by using the tab function on your keyboard to tab through the table and see how it moves}

|  |  |  |
| --- | --- | --- |
| **Week** | **Topic** | **Assignments** |
| 1 | **Course Introduction**   * Exploring Leadership * Trait Leadership & Humility | * Post your introduction and respond to two classmates in our [Introduction Discussion Assignment.](https://ufl.instructure.com/courses/535420/discussion_topics/4776654) * Post your Leadership Definitions in the discussion post - [Definition: What is Leadership](https://ufl.instructure.com/courses/535420/discussion_topics/4776653) * Read Chapter 1 - Northouse * [Perusall - Chapter 1 A & B Sowcik](https://ufl.instructure.com/courses/535420/assignments/6594955) * This is your first Perusall assignment. Before you begin, please review the [Perusall Information page](https://ufl.instructure.com/courses/535420/pages/perusall-instructions)! You can find the page referenced in the syllabus as well.   Read Chapter 2 - Northouse |
| 2 | * Skills/Emotional Intelligence * Behavioral/Communication * Situational/Conflict Mgmt | * [Perusall - Chapter 2A&B](https://ufl.instructure.com/courses/535420/assignments/6594956) * Reach Chapter 3 - Northouse * Read Chapter 4 - Northouse   Take [Test 1.](https://ufl.instructure.com/courses/535420/quizzes/1480248) |
| 3 | * Path Goal Theory & Change * Leader Member Exchange | * [Perusall - Chapter 3 A & B Sowcik](https://ufl.instructure.com/courses/535420/assignments/6594957) * Read Chapter 6 - Northouse   [Philosophy Paper Draft](https://ufl.instructure.com/courses/535420/assignments/6594954) |
| 4 | * Transformational Leadership * Authentic Leadership & Branding * Adaptive Leadership | * [Perusall - Chapter 4 A, B, & C Sowcik](https://ufl.instructure.com/courses/535420/assignments/6594945) * Read Chapter 8 - Northouse * [Extra Credit Assignment](https://ufl.instructure.com/courses/535420/assignments/6594948) * Read Chapter 9 - Northouse * Complete the [Personal Brand](https://ufl.instructure.com/courses/535420/assignments/6594953) assignment. * Read Chapter 11 - Northouse * Take [Test 2](https://ufl.instructure.com/courses/535420/quizzes/1480249) |
| 5 | * Servant Leadership * Other Dimensions of Leadership | * [Perusall - Chapter 5 A, B, C Sowcik](https://ufl.instructure.com/courses/535420/assignments/6594946) * Read Chapter 10 & 13 - Northouse * Read Chapter 15 - Northouse |
| 6 | * Power & Teamwork * Contextual Leadership | * [Perusall - Chapter 6A & B Sowcik](https://ufl.instructure.com/courses/535420/assignments/6594947) * Read Chapter 14 - Northouse * Read Chapter 16 - Northouse * Complete [Final Philosophy Paper](https://ufl.instructure.com/courses/535420/assignments/6594951) * [Final Reflection](https://ufl.instructure.com/courses/535420/assignments/6594952)   [Please take Test 3](https://ufl.instructure.com/courses/535420/quizzes/1480247) |

# Academic Integrity

## UF’s Academic Honesty Statement:

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 dishonesty to the instructor, department chair, college dean or Student Honor Court. **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: [UF Student Code of Conduct Webpage.](https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/)

## Plagiarism:

Plagiarism includes taking **verbatim phrases of *just a few words***without permission or full attribution. It includes ***quoting too much*** from your sources, thereby substituting their expression for your own, orquoting too much from one source, effectively taking more than a *fair use*of their work. **Over quoting (direct quotes)**comprising more than 10% of any assignment will be considered plagiarism. Plagiarism includes ***unique expression***, which can be a phrase of a few words or a simple moniker. Our writing is mostly *our own expression*.  When writing for science and business, we base our work on **facts**obtained from a variety of **credible sources.** We give credit where it is due. We **cite our sources** so others can access the information we present. When appropriate, we very carefully, ethically, and lawfully use others’ expression of that information. We obtain permission to use our sources’ expression or give full credit for a *limited, fair use,*including direct quotes.

# Attendance Policies

Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at: [UF Attendance Policies.](https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/) Students may only participate in classes if they are registered officially or approved to audit with evidence of having paid audit fees. The Office of the University Registrar provides official class rolls to instructors.

Students are responsible for satisfying all academic objectives as defined by the instructor. Absences count from the first-class meeting.

Acceptable reasons for absence from or failure to engage in class include illness; Title IX-related situations; serious accidents or emergencies affecting the student, their roommates, or their family; special curricular requirements (e.g., judging trips, field trips, professional conferences); military obligation; severe weather conditions that prevent class participation; religious holidays; participation in official university activities (e.g., music performances, athletic competition, debate); and  court-imposed legal obligations (e.g., jury duty or subpoena).  Other reasons (e.g., a job interview or club activity) may be deemed acceptable if approved by the instructor.

For all planned absences, a student in a situation that allows an excused absence from a class, or any required class activity must inform the instructor as early as possible prior to the class. For all unplanned absences because of accidents or emergency situations, students should contact their instructor as soon as conditions permit.

Students shall be permitted a reasonable amount of time to make up the material or activities covered during absence from class or inability to engage in class activities because of the reasons outlined above.

If a student does not participate in at least one of the first two class meetings of a course or laboratory in which they are registered, and they have not contacted the department to indicate their intent, the student can be dropped from the course. Students must not assume that they will be dropped, however. The department will notify students if they have been dropped from a course or laboratory.

The university recognizes the right of the instructor to make attendance mandatory and require documentation for absences (except for religious holidays), missed work, or inability to fully engage in class. After due warning, an instructor can prohibit further attendance and subsequently assign a failing grade for excessive absences.

# Institutional Policies

## Recording Statement

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.   
A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or guest lecturer during a class session. Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another   
student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code. [UF IN-CLASS RECORDING](https://aa.ufl.edu/policies/in-class-recording/)

## 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. [UF ACCEPTABLE USE POLICY](https://it.ufl.edu/it-policies/acceptable-use/acceptable-use-policy/#:~:text=IT%20users%20may%20not%20use,belong%20to%20UF%20or%20not)

## Course Evaluations

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/>

# Student Services

## Health & 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](https://umatter.ufl.edu/) 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](https://counseling.ufl.edu/) or call 352-392-1575 for information on crisis services as well as non-crisis services.
* 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.
* 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.](https://shcc.ufl.edu/)
* University Police Department
* Visit [UF Police Department website](https://police.ufl.edu/) or call 352-392-1111 (or 9-1-1 for emergencies).
* GatorWell Health Promotion Services
* For prevention services focused on optimal wellbeing, including Wellness Coaching for Academic Success, visit the [GatorWell website](https://gatorwell.ufsa.ufl.edu/%22%20/t%20%22_blank" \t "_blank) or call 352-273-4450.

## Academic Resources

* E-learning technical support
* Contact the [UF Computing Help Desk](https://helpdesk.ufl.edu/) at 352-392-4357 or via e-mail at [helpdesk@ufl.edu.](mailto:helpdesk@ufl.edu)
* [Career Connections Center](https://career.ufl.edu/)
* Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.
* [Library Support](https://uflib.ufl.edu/)
* Various ways to receive assistance with respect to using the libraries or finding resources.
* [Teaching Center](https://academicresources.clas.ufl.edu/)
* Broward Hall, 352-392-2010 or to make an appointment 352-392-6420. General study skills and tutoring.
* [Writing Studio](https://writing.ufl.edu/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](https://sccr.dso.ufl.edu/policies/student-honor-%20code-student-conduct-code/) for more information.
* On-Line Students Complaints
* View the [Distance Learning Student Complaint Process.](https://www.ombuds.ufl.edu/)

## 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, [UF Disability Resource Center.](https://disability.ufl.edu/)

[Canvas Accessibility Standards](https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-Canvas-accessibility-standards/ta-p/1564)

[Zoom Accessibility Information](https://explore.zoom.us/en/accessibility/)