

Course ID:	Course Title:	Fall 2021
LE 503	Leadership and Leadership Formation	Prerequisite:
		Credits: 3

Hybrid Format – Weekends In Person / On- Line Availability

Class Information		Instructor Information		Important Dates	
Dates:	Sept 24/25 Oct 29/30 Nov 26/27, 2021	Instructor:	Terry C. Young, PhD	Last day to add/drop, or change to audit:	Sept 19, 2021
		Email:	teyoung@ambrose.edu	Last day to withdraw from course:	Nov 22, 2021
		Phone:	403-585-8592	Last day to apply for coursework extension:	Nov 23, 2021
		Office Hours:	NA – ZOOM Set Up for Conversations	Last day of Classes	Dec 13, 2021

Course Description

An exploration of the identity, responsibility, and character of leaders so as to develop skills in defining current reality, pursuing a preferred future, navigating through strategic process, and exercising courage and wisdom in leading change. These dimensions of leadership will be placed around the core issue of character and heart development as a leader – how to lead in a healthy, sustainable, and integral manner. The subjects of personal leadership development and how to develop leaders using equipping and multiplication strategies will also be explored.

Expected Learning Outcomes

Cultivating a heart after God by → Deepening awareness and understanding of how we can best engage as leaders over a lifetime. What does it mean to practice adaptive, faithful and heroic leadership?

Fostering vocational clarity and effectiveness by → Grasping a particular point of view towards leadership that includes – defining current reality / clarifying preferred future/ shaping strategic process / facing the challenge of change and the required courage to make the journey

Nurturing theological depth and breadth by → Exploring with co-learners several case studies on leadership from history and the sacred text of scripture

Inspiring redemptive engagement by → An appreciation for and application of the head, hands, and heart dimensions for personal leadership development with the added focus on arms (connection making) and eyes and ears (sense-making).

Textbooks

Bolsinger, T. (2015). Canoeing the mountains: Christian leadership in uncharted territory. Downers Grove, IL: IVP.

Helfetz, R. & Linsky, M. (2017). Leadership on the line: Staying alive through the dangers of change. Boston: Harvard Business Press.

Lowney, C. (2004). Heroic Leadership: Best practice from a 450-year-old company that changed the world. Chicago: Loyola Press.

Five Readers will also be provided on the five dimensions covered in this course plus a dedicated reader on Adaptive Leadership.

Course Schedule:

Weekend One – Sept 24-25, 2021 – Navigating the Maze of Leadership / Defining Current Reality / Picturing A Preferred Future

- Leadership On The Line – Book in Focus
- A Point-Of-View on Leadership
- The Journey From Now to Next
- Adaptive Leadership Concepts and Images

Weekend Two – October 29/30 – Taking Strategic Action / Courage & Change

- Heroic Leadership – Book in Focus
- The Good Strategy / Bad Strategy Tutorial
- Navigating Change In A Scrambled World

Weekend Three – November 26/27, 2021 - Self in The Midst

- Canoeing the Mountains – Book in Focus
- Leaders In The Midst
- Leadership Case Study Presentations

Requirements:

Course Assignment Summary:

#1 – Adaptive Leadership Images and Concepts – Applied to A Sacred Text Leader – 20% - Due October 22, 2021

Using the Template provided on Wise Adaptive Leadership Concepts and Images take time with each concept and pinpoint a sacred text leader who exemplifies this principle or concept. Provide a brief and concise sentence or two of how and where this characteristic is evidenced in their narrative. This assignment is a way of working with the adaptive leadership characteristics and their expression in biblical history.

#2 – Reflection Paper on Heroic Leadership – 25% - Due – November 12, 2021

Write a personal reflection paper on Heroic Leadership. Provide a concise summary of the work and then pay particular attention to your four greatest takeaways or impact points from your reading. This may be a reflection of your interest in these particular points or represent areas of your greatest development need. Reflect on why these characteristics are needed in your current/future leadership and how you would take practical steps in deepening these dimensions in your life.

Length – No more than 6 pages / appropriate formatting (See Style Guide in Overview Section of Moodle / references properly cited if references other than the book in focus are used.

#3 – Leadership Case Study Presentations – 20% - Due November 26,27, 2021

In teams of three, you are to select a leader, historical or contemporary and tell their story. Utilizing the point-of-view on leadership central to this course note the current reality, preferred future, strategic action, and evidence of courage and change navigation inherent in their story. In addition, weave into this case study the way in which the four pillars of Heroic Leadership find expression. Which pillar is the strongest in your chosen case study? In our final weekend we will provide 30 minutes for presenting on your case study followed by 10 minutes for Q & A. Each team is to submit their presentation via Moodle and this is to be your power point and the one page handout for all class participants.

#4 – Musing on Key Concepts Related to “Self in The Midst” – 20% - Due – December 3, 2021

This reflection project, based on Leadership On The Line is your opportunity to summarize and wrestle with those concepts that grabbed your attention as you think of your own leadership challenges these days. Encourage you to select at least four areas or concepts from Heitetz & Linsky – define the area of focus, assess where you are at in each area, and then muse on how you would address and strengthen your grip or practice in these areas of self-leadership or self-awareness and practice. This will most likely be a 4 to 6 pages of reflection and is to be double space formatting.

#5– Reading Report – 15% - Due December 10, 2021

You will be provided a reading report on Moodle for the course and it is to be handed into the Assignment Folder provided. This will assess your reading from the three main texts.

ASSIGNMENT SUMMARY:

#1 – Adaptive Leadership Concepts in Sacred Text	20%	Due Oct 22
#2 – Reflection Paper on Lowney	25%	Due Nov 12
#3 – Leadership Case Study Presentation	20%	Due Nov 26,27
#4 – Self in The Midst Musing	20%	Due Dec 3
#5 – Reading Report	15%	Due Dec 10

Attendance:

The nature of the class is such that attendance for Weekend Sessions is mandatory. Students will interact with the instructor, the material, and with fellow classmates through this means - this interaction is crucial to the design of this course. However, in view of COVID realities the class will be livestreamed via ZOOM for distant-students and in the event that someone must avoid an in-person environment for health or personal reasons. If a student is absent for the in-person or ZOOM link provision, please inform the instructor if you are going to be absent and a plan will be set for catching up on the missed segments of course interaction. **FOR THOSE STUDENTS ENGAGING ON-LINE, A ZOOM LINK WILL BE PROVIDED ON MOODLE FOR THE WEEKEND SESSIONS. THERE WILL BE A LINK FOR FRIDAY NIGHT, A LINK FOR SATURDAY MORNING, AND A LINK FOR SATURDAY AFTERNOON.**

Grade Summary:

Grade	Interpretation	Grade Points
A+	Mastery: Comprehensive understanding of subject matter	4.00
A		4.00
A-		3.70
B+	Proficient: Well-developed understanding of subject matter.	3.30
B		3.00
B-		2.70
C+	Basic: Developing understanding of subject matter	2.30
C		2.00
C-		1.70
D+	Minimal Pass: Limited understanding of subject matter	1.30
D		1.00
F	Failure: Failure to meet course requirements	0.00

Because of the nature of the Alpha 4.00 system, there can be no uniform University-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor’s assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

Leadership and Leadership Formation References

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- Borek, J., Lovett, D., & Towns, E. (2005). The good book on leadership: Case studies from the Bible. Nashville: Broadman & Holman.

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Ambrose University Academic Policies:

Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, they will need to forward all messages from the Ambrose account to another personal account.

Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline**; please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period. A grade of "W" will appear on their transcript.

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Exam Scheduling

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. Some professors will not allow the use of any electronic devices in class. The professor has the right to disallow the student to use a

laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a course Extension from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Registrar's Office in writing and providing the basis for appeal within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to acknowledge to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.

Note: Students are strongly advised to retain this syllabus for their records.