PHM 290W Health Leadership
A guided journey to personal and professional growth for health professionals
Fall 2019

Course Coordinator: Christopher R. Frei, PharmD, FCCP, BCPS
   Pronouns: he/his/him
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   Phone: (210) 567-8371 office & (210) 288-2518 mobile
   Office: McDermott Clinical Sciences Building (3.410)
   Office Hours: Thursdays (1-3pm), by request

Course Unique Number(s): 58385

Classroom(s): Online Asynchronous

Class Days/Times: Online Asynchronous

Course Faculty: Christopher R. Frei (see contact information above)

Teaching Assistants: None

Academic Assistants/Advanced Academic Assistants: None
Course Information

Course Description:
This introductory course will help health professionals from dentistry, medicine, nursing, pharmacy, and other health disciplines to develop skills necessary to: (1) identify and establish professional goals, (2) build and lead teams, (3) delegate effectively, (4) resolve conflicts, (5) network for career advancement, (6) document leadership experiences/abilities on their curriculum vitae and in their recommendation letters, and (7) demonstrate their leadership abilities during job interviews.

Course Prerequisites/Co-Requisites:
None.

Course Learning Objectives (CAPE Objectives):
1. Identify characteristics that reflect leadership versus management.
2. Develop relationships, value diverse opinions, and understand individual strengths and weaknesses to promote teamwork.
3. Persuasively communicate goals to the team to help build consensus.
4. Empower team members by actively listening, gathering input or feedback, and fostering collaboration.

Course Success:
Course registrants will participate in online asynchronous presentations, homework assignments, and tests. They will complete a team project. Teams of two students/team will identify a health leader in their local area. Then, the students will conduct and record a video interview with that health leader. Finally, the students will watch one another’s videos and will apply what they have learned in this course to identify leadership qualities and attributes displayed by the leader.

Each weekly presentation will have a pre-test and post-test. Participants will receive a participation grade (0% or 100%) for answering all questions on the pre-test and a numeric grade (0% to 100%) for correct answers on the post-test. The presentation, pre-test, and post-test will be handled according to the following weekly schedule:

<table>
<thead>
<tr>
<th>MONDAYS @ 5:00PM</th>
<th>WEDNESDAYS @ 11:59PM</th>
<th>SUNDAYS @ 11:59PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-test posted</td>
<td>Pre-test due</td>
<td>Post-test due</td>
</tr>
<tr>
<td>Presentation posted</td>
<td>Post-test posted</td>
<td>Homework due</td>
</tr>
</tbody>
</table>

Optional Course Activities
Course registrants are encouraged to participate in office hours. During these meetings, students may ask questions about the weekly presentations or homework. The coordinator may discuss leadership cases to stimulate student thought about key leadership decisions in the health care workplace. Students might also talk about their leadership experiences, goals, strategies, etc. This is an opportunity for the course coordinator to learn about the participants and their leadership aspirations. The course coordinator will use this information to adapt future course presentations and homework assignments to ensure those are relevant for course participants. These meetings will also be used to obtain timely feedback about the course content and format. It is very important to the course
coordinator that this course is helpful to participants. Finally, course registrants may also participate in a convocation event at the end of the course.

Course Website:
This course uses Canvas, a Web-based course management system in which a password-protected site is created for each course. Canvas will be used to distribute course materials, to communicate, and to post grades. Canvas is available at http://canvas.utexas.edu. Support is provided by the ITS Help Desk at 475-9400 Monday through Friday 8 am to 6 pm.

Course Communications:
Official course communications will take place in class, through e-mail and on the course Canvas website. Students are advised to configure their Canvas settings to forward course announcements to their official e-mail address. Canvas uses only the e-mail address listed on the official University of Texas directory, so please check the University’s online directory to ensure your e-mail address is listed correctly.

Course Recordings:
PowerPoint with audio recordings will be available to you for the balance of the semester, unless otherwise specified. Do not expect to have access after the semester is over. Faculty and students utilizing class recordings should be careful to not compromise the privacy of either themselves or other users (http://registrar.utexas.edu/students/records/ferpa), or the rights of the presenter. Students are free to make their own recordings of lectures unless specifically prohibited from doing so by the presenter. Any additional distribution of College- or student-generated recordings (regardless of format) is prohibited without the written and signed permission of the presenter and students identifiable on the recording. Likewise, all course materials developed by the faculty member (handouts, PowerPoints, etc.) are the intellectual property of that faculty member and cannot be distributed further without the permission of that faculty member.

Course Policies

Course Grading Policies:
The semester grade will consist of points accumulated from pre-tests, post-tests, homework assignments, and the group project. Tests and homework will be cumulative as later topics build upon basic principles introduced in earlier class sessions. All assignments, except for the group project, are to be completed independently. Weighting for each category is based on the number of items in that category.

<table>
<thead>
<tr>
<th></th>
<th>25% of the final course grade</th>
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</thead>
<tbody>
<tr>
<td>Pre-tests</td>
<td></td>
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<tr>
<td>Post-tests</td>
<td></td>
</tr>
<tr>
<td>Homework assignments</td>
<td></td>
</tr>
<tr>
<td>Group project</td>
<td></td>
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</tbody>
</table>

For all of these, the participant’s grade will be reduced by 25% each day that a test, homework assignment, or group project is late. After it is late for four days, the participant will not receive any points for that test, assignment, or group project.
Course Grade:
Letter grades will be assigned according to the following scale:

<table>
<thead>
<tr>
<th>Score</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.50-100</td>
<td>A</td>
</tr>
<tr>
<td>79.50-89.49</td>
<td>B</td>
</tr>
<tr>
<td>69.50-79.49</td>
<td>C</td>
</tr>
<tr>
<td>64.50-69.49</td>
<td>D</td>
</tr>
<tr>
<td>&lt;64.50</td>
<td>F</td>
</tr>
</tbody>
</table>

It is the prerogative of the course coordinator to evaluate course grades and determine if an upward curve or intermediate grades are warranted. Final scores will be rounded to the nearest whole number.

Attendance:

Class Attendance:
Participants must complete tests and homework assignments by the due date. Most weeks, there will be a pre-test due by Wednesday @ 11:59pm and a post-test and homework assignment due by Sunday @ 11:59pm. In addition, participants are strongly encouraged to participate in the weekly office hours.

Excused Absences:
The only absences that will be considered excused are for religious holy days or extenuating circumstances due to an emergency. If you plan to miss class due to observance of a religious holiday, please let the course coordinator know at least two weeks in advance, preferably at the beginning of the semester. You will not be penalized for this absence, although you will still be responsible for any work you will miss on that day if applicable. Check with the course coordinator for details or arrangements.

Attendance at Professional Meetings:
It is the student’s responsibility to ASK permission IN ADVANCE if they plan to attend a professional meeting that would necessitate missing an exam, assignment, or other required course activity. It is at the discretion of the course coordinator as to whether to grant permission and allow the student to make up any missed work.

Required Materials:
There is a required book for this course (#1 below). Beware of second-hand copies as you will need a copy that contains the unique access code to the Strengths Finder assessment tool. Each code is valid for one user only. Do not buy the book if the packet in the back of the book has already been opened. If you have already taken the Strengths Finder assessment, and know your “Top 5”, then you do not need to buy the book. There is also a required video that can be watched, free of charge, on YouTube (#2 below).

Recommended Materials:
Many of the ideas in this course come from classic books on leadership, mentoring, and coaching. Course participants will find these materials useful to help them master the course material; however, these books need not be purchased solely for this course:


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**Exam Policies**

**Exam Format:**
Exam questions will cover learning objectives given at the beginning of each topic. Exam questions may include: multiple choice, true/false, fill-in-the-blank, matching and/or short answer.

**Exam Grading:**
Grading of exams, along with statistical analysis and review of exam questions, will be the responsibility of the course coordinator and faculty, who may choose to grant credit for statistically poor questions.

**Exam Return:**
Exams and scores will be posted on the course Canvas site.

**Exam Reconsideration Requests:**
Students may submit reconsideration requests up to 72 hours after the exam is made available for review.

**Final Exam:**
This course does not have a final exam.
Request for an Alternate Exam Time:
No allowances will be made for an exam being missed, other than documented illness or emergency, or by prior approval by the Course Coordinator. An unexcused absence from an exam may result in a grade of "zero" for that exam. Any student requesting accommodation for an upcoming exam must submit the request to the course coordinator using the online form posted on Canvas® at least one month prior to the exam.

Note the new policy that an alternate exam time will be considered only if the student documents that they cannot be physically present on the date the exam is already scheduled.¹

Academic Integrity:
Students are expected to work independently on tests and homework assignments. Students who violate University rules on academic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. See College Policies and Information, and University Policies and Information for more details.

Religious Holy Days:
If you will miss a class, an examination, a work assignment or a project in order to observe a religious holy day, you must notify the course coordinator the first week of class so that arrangements for all such students can be made for the full semester.

Services for Students with Disabilities:
Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities at 471-6259 (voice) or 232-2937 (video phone) or https://diversity.utexas.edu/disability/. All University rules concerning accommodations must be followed, including the student arranging for special accommodations prior to each examination. In the absence of such prearrangement, it will be assumed that the student is not requesting special accommodations for that exam, and will be expected to take the exam with the rest of the class at the regularly scheduled exam time.

Please provide a copy of the letter to the course coordinator and the office of the Associate Dean for Academic Affairs as soon as possible after receipt.
## Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Assignments</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8/26 (MON)</td>
<td>Content Homework</td>
<td>Course &amp; Video Introductions Post introduction video. Frei</td>
</tr>
<tr>
<td>4</td>
<td>9/16 (MON)</td>
<td>Content Homework</td>
<td>Self-Management (Covey, The 7 Habits of Highly Effective People, 1989) Prepare and share your personal Mission Statement. Frei</td>
</tr>
<tr>
<td>5</td>
<td>9/23 (MON)</td>
<td>Content Homework</td>
<td>Public-Management (Covey, The 7 Habits of Highly Effective People, 1989) Establish one, three, and five-year leadership goals. Frei</td>
</tr>
<tr>
<td>6</td>
<td>9/30 (MON)</td>
<td>Content Homework</td>
<td>Curriculum Vitae Update your personal CV to emphasize leadership. Frei</td>
</tr>
<tr>
<td>7</td>
<td>10/7 (MON)</td>
<td>Content Homework</td>
<td>Team Leadership Part 1 (Collins, Good to Great, 2001) Explain the “Hedgehog Concept.” Frei</td>
</tr>
<tr>
<td>8</td>
<td>10/14 (MON)</td>
<td>Content Homework</td>
<td>Team Leadership Part 2 (Collins, Good to Great, 2001) Explain the “Hedgehog Concept.” Frei</td>
</tr>
<tr>
<td>9</td>
<td>10/21 (MON)</td>
<td>Content Homework</td>
<td>Team Leadership Part 3 (Wiseman, Multipliers, 2010) Explain how you can make your team smarter. Frei</td>
</tr>
<tr>
<td>10</td>
<td>10/28 (MON)</td>
<td>Content Homework</td>
<td>Recommendation Letters Write/revise your own recommendation letter to emphasize your leadership abilities/experiences. Frei</td>
</tr>
<tr>
<td>11</td>
<td>11/4 (MON)</td>
<td>Content Homework</td>
<td>Mentoring (Maxwell, Mentoring 101, 2008) Describe a good leadership mentor. Frei</td>
</tr>
<tr>
<td>12</td>
<td>11/11 (MON)</td>
<td>Content Homework</td>
<td>Networking &amp; Thank You Notes (Maggio, The Art of Talking to Anyone, 2005) Write and mail five “thank you” notes. Frei</td>
</tr>
<tr>
<td>13</td>
<td>11/18 (MON)</td>
<td>Content Homework</td>
<td>Delegation (Henshaw, How to Delegate, 2013) (Genett, If You Want It Done Right, you Don’t Have to Do It Yourself, 2004) Practice Henshaw’s “Elimination Exercise.” Frei</td>
</tr>
<tr>
<td>14</td>
<td>11/25 (MON)</td>
<td>Content Homework</td>
<td>Health Leader Interviews* Watch at least two of the videos posted here. Write a short essay to compare and contrast what is said in the video with the material covered in this course. Frei</td>
</tr>
<tr>
<td>15</td>
<td>12/2 (MON)</td>
<td>Content Assessment Homework</td>
<td>Conclusion &amp; Video Farewells Complete course and instructor surveys. Post a video to describe your course experience. Frei</td>
</tr>
</tbody>
</table>

* Please do not wait until the end of the semester to do your health leader interview!