Valencia College

School of Health Sciences

Radiologic & Imaging Sciences Program

Cardiopulmonary Sciences Program

# HSA 4184-12314 Leadership in Healthcare

# Syllabus – Fall 2024

## (3 credits)

| ***Instructor*** | Susan Gosnell Ed.D., RT (R) (CT) (QM) (MR) |
| --- | --- |
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## Course Description and Overview

This course involves the study of theories, principles and skills needed to function in a leadership position. Emphasis is placed on the development of competencies applicable to not only your professional practice, but also your role as a member of the community.

This is an online course delivered through the Canvas learning platform. Students must have consistent access to a computer and reliable internet service.

### Prerequisites:

Admission into the Radiologic and Imaging Sciences or Cardiopulmonary Sciences BS degree

### Meeting days/times/location:

This is an instructor-facilitated course in the online Canvas learning management system. All learning activities, discussions and assignments are completed online. There is 24/7 access to the course, and students are expected to plan their own schedules to complete the readings, learning activities and assignments within the deadlines indicated. There are no required class meetings on campus. The expected time commitment for this 3 credit online course is a minimum of 9 hours of student work and participation per week.

## Valencia Student Core Competencies

Valencia faculty have defined four interrelated competencies (Think, Value, Communicate, Act) that prepare students to succeed in the world community.

In this program, through lecture and discussion, group work, and other learning activities, you will further develop your mastery of these competencies which are also outlined in the College Catalog. These competencies and include:

**Think—**Critical thinking is a vital skill for healthcare professionals. You need to think clearly, critically, and creatively in workplace settings. You need to be able to analyze, synthesize, integrate, and evaluate information quickly and correctly to be able to meet the needs of your patients and the profession.

**Value--** Making reasoned value judgments and responsible commitments are a part of being a health professional. With empathy and fair-mindedness, individually and in groups, a health professional needs to:

* Recognize values as expressed in attitudes, choices, and commitments among personal, ethical, aesthetic, cultural, and scientific values.
* Employ values and standards of judgment from different disciplines.
* Evaluate own and others’ values from individual, cultural, and global perspectives.
* Articulate a considered and self-determined set of values.

**Communicate—**Effective skills and strategies for communication with different audiences using varied and appropriate methods (oral, written, visual/graphic, nonverbal) is essential in the medical fields. In speaking, listening, reading and writing, in verbal and non-verbal ways, with honesty and civility, in different disciplines and settings, health professionals need to:

* Identify own strengths and need for improvement as a communicator.
* Employ methods of communication appropriate to audience and purpose.
* Evaluate the effectiveness of own and others’ communication.

**Act—**Medical professionals must integrate all their technical skills and knowledge in order to act purposefully, reflectively, and responsibly in their personal and professional community. A health professional needs to:

* Apply disciplinary knowledge, skills, and values to the workplace and beyond.
* Implement effective problem-solving, decision-making, and goal setting strategies.
* Act effectively and appropriately in personal and professional settings.
* Assess the effectiveness of personal behavior choices.
* Respond appropriately to changing circumstances.

## Required Textbook:

Leadership Vantage Learning Platform Theory and Practice; Peter Northouse

**Required: SAGE vantage** ISBN: 978-1071821169

This course requires SAGE vantage from SAGE Publishing. SAGE vantage is an online learning environment that includes access to an interactive integrated ebook with assignments including video activities, knowledge checks, and end of chapter test. You will enter SAGE vantage through the link in our **Canvas** course.  You will have access for a 2-week grace period at the beginning of the semester, but will need to purchase access for the remainder of the course.

## Course Outcomes:

* Compare and contrast leadership theories.
* Analyze effective leadership behaviors in simulated professional scenarios.
* Identify personal skills and traits that relate to effective leadership.
* Integrate oral and written communication to coordinate accurate and safe patient care.

### Additional Handouts, Readings and Learning Resources:

Additional learning resources will be provided within Canvas by the instructor; Internet-based learning resources and research may also be assigned.

Library Resources:

There are a multitude of Valencia Library services available to students; the following services as well as many others can be found at: [Valencia Library](http://valenciacollege.edu/library)

Borrowing and Circulation. Students can borrow books from the library; there are also many eBooks available online.

Reference Services. Reference librarians are available to help students. This is a free service on campus to help students with research, located at the library 2nd floor reference desk.

Online Resources. Most research can be done from home, as many resources and help from librarians, are also available online.

Free Skillshops. The Library’s Computer Access Lab offers many free, 1-hr workshops on all types of computer software, including Microsoft Office products, Canvas, and Windows.

Ask-a-Librarian E-mail, Chat and Texting. Students can contact a Florida librarian with research questions using this statewide service with extended hours.

## Course Policies

### Attendance/Tardiness/Withdrawal Policy

Consistency in class attendance and participation is vital to your academic success, therefore, you are encouraged to log into the course often and participate in all class learning activities according to the schedule.

Valencia policy states, students who are not actively participating in an online class must be withdrawn by the instructor at the end of the first week. For me to document that you are in the class and actively participating, you need to submit the first week’s assignments by the scheduled due date. If you are experiencing extenuating circumstances, please reach out to me as soon as possibles so we can discuss your options.

**If you have decided not to complete this course, it is better for you to drop the course yourself during the drop/refund period to avoid negative consequences.** Please be aware that during a first or second attempt in the same course at Valencia, if you withdraw, you will receive a W (Withdrawn). You will not receive credit for the course, and the W will not be calculated in your grade point average; however, the enrollment will count in your total attempts in the specific course.

### Withdrawal Deadline and Policy:

According to Valencia College policy: “A student who withdraws from class before the withdrawal deadline will receive a grade of “W.” It is the student’s own responsibility to withdraw before the withdrawal deadline. A student is not permitted to withdraw class after the withdrawal deadline; if you remain in the class after the withdrawal deadline, you will receive a grade of A, B, C, D, F or I, based on work completed. An “I” grade will only be assigned under extraordinary circumstances that occur near the end of the semester. If you receive an “I”, the work missed must be made up during the following semester, at which time you will get an A, B,C,D or F. Failure to make up the work during the following semester will result in you getting a grade of “F” in the course. Any student who withdraws from this class during a third or subsequent attempt in this course will be assigned a grade of “F.”

Note: Students on financial aid should consult an advisor or counselor before withdrawing from a course; there may be financial implications to the student which he or she must know about to make an informed decision before withdrawing from a course. Students with certain forms of scholarships who withdraw or are withdrawn from a class must pay the college for the cost of the class. Other scholarship sponsors may also require repayment.

### Important Dates

The student is responsible to keep track of important dates and events. These can be accessed at: [College Calendars](http://valenciacollege.edu/calendar/)

| Classes Begin | August 19, 2024 |
| --- | --- |
| Drop/refund deadline | August 26, 2024 |
| Withdrawal Deadline | October 25, 2024 |
| Last day of semester | December 8, 2024 |
| Holidays | September 2, 2024 (Labor Day)November 27 – December 1, 2024 (Thanksgiving) |

## General Course Guidelines

### Evaluation/Grading Scale

Your grade will be determined as follows:

| **Grading Criteria** | **Percent** |
| --- | --- |
| Discussions (6) | 50 % |
| Chapter Quizzes (15) | 20 % |
| Mid-Term Exam (1) | 15 % |
| Final Exam (1) | 15 % |

### Grading Scale

| **Letter grade** | **Percent range** |  |
| --- | --- | --- |
| A | 93 - 100% | Excellent |
| B | 85 - 92% | Proficient |
| C | 75 - 84% | Base Level |
| D | 69 - 74% | Not Proficient |
| F | Below 69% |  |

A minimum grade of C is required to earn credit for all BS level program courses.

## Reading and Knowledge Checks

Each module will have direct links to SAGE Vantage that allow you to read the assigned chapter and answer the knowledge check questions embedded in the reading. There are no points awarded for these, however, they will enhance your learning of the content and therefore your performance on the chapter quizzes and Midterm and Final Exams.

## Chapter Quizzes:

At the end of each chapter is a quiz on the content. The purpose of these quizzes is to allow you an opportunity to think about the module content and enhance your learning by answering related questions. You may use your module content and other print or online resources, but you may not collaborate with any other person(s).

These learning activities are not quizzes in the traditional sense. There will be a time limit, and you must complete the quiz and submit your answers the same way you would for a traditional quiz, however, because this is a learning exercise, you will complete each quiz up to 3 times and your highest score will be recorded as your grade. Therefore, use this as a learning tool to practice answering questions and to assess whether you have mastered the module content. It is strongly recommended that you use all 3 attempts since the questions are randomly selected and some of the questions on each attempt will be new.

To gain the most benefit from this activity you should always spread out the attempts and not try to complete them all in a single day. Complete your first attempt early in the week to allow time to reread the chapter and other resources before the next attempt. All 3 attempts must be completed prior to the due date listed on the course schedule.

### Late Quizzes:

The correct answers to the questions will become available to you after the assigned due date. Because of this, only a single attempt will be accepted for late assessments. There will also be a 20% late penalty applied.

## Written Assignments/Discussions

In order to demonstrate your understanding and application of the assigned reading, there will be specific discussion questions posted for each module. You should always read the assignment instructions and prompts, and compose a quality written response that thoroughly addresses each prompt.

In cases where you include content you learned from an outside source (including any AI generator), you must use properly formatted citations and references to the source of your information, as required. Sources should be formatted according to the APA style and must include the author, date of publication and title of the article. The URL link to the source must also be included. (Proper APA formatting rules can be found through the resources link on the course home page.)

Use proper English grammar and a professional writing style. Avoid informal language or slang terms. Inaccurate or incomplete answers will not receive full credit.

Consider this a substitute for in class discussions and be sure to read your classmates postings and respond appropriately. Submit your original discussion post prior to the deadline to the proper discussion board by clicking “Create a new thread” then typing your discussion directly into the text box. You may also upload a word document as an attachment.

You are required to respond to at least 2 of your classmates’ papers for each assignment. Responses must be completed before the response deadline which is 2 days after the initial post deadline. For this class, the discussion is due to be posted on Sunday at midnight, therefore, you must reply to your classmates after this time but before Tuesday at midnight.

Respond by clicking on the reply button for the posting you choose.

**3CQ Model - Compliment, Connect, Comment and Question**

**Description:** In this course we will be using the 3CQ Model of discussion (Compliment-Connect-
Comment-Question) to help facilitate effective communication in our online discussion forums. It
provides a structure for responding to peer posts, and consists of four parts to each response:

• **Compliment.** Acknowledge the contributions of others. You should start by praising a specific aspect of the post. An example is to begin your post with the phrase, “I like that your post...”
• **Connect.** This step is also about building community and connection. It’s about relating, on a
personal level, with what the person said. For example, you might write, “I had the same
thing happen to me when...” or “I read a similar story in X which...”
• **Comment.** The next step adds to what was said in the post by providing a response to it. It may
be a statement of agreement or disagreement. The response may begin with, “What I would
add to your post is that...” or “I might come to a different conclusion because...”
• **Question**. The last step is about keeping the conversation going by asking a specific question
about the topic under discussion. An example of how to state this is to write, “I wonder why...” or “What
effect might X have on...”

You will be using this modeled approach in the comments that you make to other student's posted
discussions. You don't have to label each component but be sure to include all four components in your
response to other student's posts. You are also strongly encouraged to answer any questions posed to
your original discussion by your classmates.

You will not receive full credit for inappropriate or inadequate responses.

### Late assignments:

Assignments are due before midnight (11:59 p.m.) on the assigned date according to the attached schedule. Any assignments turned in after this time maybe subject to a late penalty of 20 %. No credit will be given for assignments submitted more than 24 hours late. Late responses to classmate’s posts will not receive credit. Contact me as soon as possible if there are extenuating circumstances that I should be aware of.

## Midterm and Final Exams:

The Mid-term and Final exams will be administered online in Canvas.

Exams will be made available for a specified time period. Students will select a one-hour window on one of the specified dates to complete the exam. No outside resources or assistance may be utilized in completing the exams. Academic integrity policies are expected to be followed. There will be only one attempt for these exams and no make-ups available.

Completed exams will not be routinely made available for review by the student; however, this may be scheduled by contacting the instructor via phone or e-mail. The printing and/or distribution of any quiz or exam items are strictly prohibited.

### Make-up exams:

If the student is unable to take an exam as scheduled, he/she must notify the instructor prior to the beginning of the scheduled test window. Make up exams will not be available unless prior arrangements have been made. Approved make-up examinations must be scheduled within 24 hours of the missed exam. Make-up exams may be subject to a 20% late penalty.

## Extra Credit Policy:

There will be no opportunities to earn extra credit or to make up for missed assignments. In the case of extenuating circumstances, these must be communicated to the instructor at the time of the missed assignment and a make-up opportunity may be approved.

## Additional Classroom Information

### Faculty/Student Communication:

Valencia College is committed to providing each student a quality educational experience. Faculty members have set high standards of instruction for themselves and for you. If you have a problem in a class, your first step is to talk to your instructor. If you are still dissatisfied, you may talk with the academic dean of the division. We are committed to working together to resolve any issues that may arise.

  Please note:

Post any questions you may have regarding course assignments to the specified discussion topic (Open Forum). Please do not send me questions about assignments via e-mail. If you have a question, chances are someone else may have the same question and the whole class will benefit from seeing the answer.

Personal questions or comments should be sent through course mail.

You can expect me to respond to your emailed questions or concerns within 24 hours (during the normal business week). I am generally unavailable on the weekends or holidays.

### Expected Student Conduct:

By enrolling at Valencia College, the student assumes responsibility for becoming familiar with and abiding by the general rules of conduct. The primary responsibility for managing the online classroom environment rests with the faculty. Violation of any online classroom or Valencia rules may lead to disciplinary action up to and including expulsion from Valencia. Disciplinary action could include being withdrawn from class, disciplinary warning, probation, suspension, expulsion, or other appropriate and authorized actions. You will find the Student Code of Conduct in the current Valencia Student Handbook.

### Academic Integrity:

As healthcare professionals you are expected to adhere to and maintain the highest standards of academic integrity and professional and ethical conduct. I expect you to submit only your own original work and not cheat by giving answers to others or taking them from anyone else. Ethics violations will be reported to the ARRT and the Fl. Department of Health for investigation.

Unless otherwise stated, all assignments, quizzes and exams are to be completed individually by each student enrolled. You may not communicate with other students during completion of a quiz or examination. Working with other students, giving or receiving assistance during quizzes or exams is a form of academic dishonesty and will be considered cheating. Copying or printing of any quiz or test questions (for any purpose) is expressly prohibited and also considered cheating.

Plagiarism and Cheating of any kind on an examination, quiz, or assignment will result in at least an "F" for that assignment (and may, depending on the severity of the case, lead to an "F" for the entire course); and may be subject to appropriate sanctions according to the Student Code of Conduct in the current Valencia Student Handbook.

### Plagiarism Detection Software

All written assignments are subject to submission through plagiarism detection software as deemed necessary by the instructor. If you are unsure of what exactly constitutes plagiarism, it is your responsibility to access appropriate resources such as the college writing center.

Valencia College utilizes Turnitin.com, to monitor your written work. This is an automated system which instructors can use to quickly and easily compare each student's assignment with billions of web sites, as well as an enormous database of student papers that grows with each submission. After the assignment is processed, as an instructor I receive a report from Turnitin that states if and how another author's work was used in the assignment.

## Online Rules of Student Behavior / Netiquette:

The term "netiquette" refers to the awareness of the need for a certain code of behavior (etiquette) in electronic environments (the net) ... Net + Etiquette = netiquette.

All students are expected to:

* Show respect for the instructor and for other students in the class.
* Respect the privacy of other students.
* Express differences of opinion in a polite and rational way.
* Maintain an environment of constructive criticism when commenting on the work of other students.
* Avoid bringing up irrelevant topics when involved in group discussions or other collaborative activities.

Students should not:

* Show disrespect for the instructor or for other students in the class.
* Send messages or comments that are threatening, harassing, or offensive.
* Use inappropriate or offensive language.
* Convey a hostile or confrontational tone when communicating or working collaboratively with other students.
* USE ALL UPPERCASE IN THEIR MESSAGES -- THIS IS THE EQUIVALENT OF SHOUTING!!

If a faculty member feels that a student is violating any of the above guidelines, they will contact that student to discuss the situation in person. If you feel that another student is behaving inappropriately, please send your instructor a private e-mail message explaining the situation as soon as possible.

## Resources and Technical Requirements for Online Courses:

In order to participate in online courses, students must have access to a computer with reliable internet access. Valencia offers many online resources to help students with the online learning environment.

“Getting Started Online, Valencia 101” is a great place to start. Steps needed to determine computer system requirements and browser compatibility, as well as tutorials and strategies for online learning using the Canvas learning system, are all available at: [Learning Technology Services](http://valenciacollege.edu/oit/learning-technology-services/student-resources/)

### Computer/Equipment Use Policy:

Use of computers in the Business, IT, and Public Service classrooms at Valencia College is restricted to those activities designated by the instructor to enhance the class materials. Any other use is strictly forbidden. Inappropriate use includes, but is not limited to:

* Use of computer to send E-mail or access Internet sites not specifically assigned in class.
* Use of computer for job, internship, homework or other activities not assigned in class.
* Modifying any hardware or software system configuration or setting.
* Activities not in accordance with the Valencia Student Code of Conduct
* Use of computers in the departmental open lab is limited to those activities involved with preparing homework or coursework in this department and is subject to the same restriction as listed above.

Computer use is remotely monitored; any student using computers inappropriately may be subject to dismissal from class or banishment from the lab. Subsequent offenses may be sent to the campus administration for further disciplinary action.

## Valencia I.D. Cards

Valencia ID cards are required for LRC, Testing Center, and IMC usage. No other form of ID at those locations will be accepted. Possession and utilization of a Valencia ID is mandatory in order to obtain many of these services. The testing centers now accept a valid driver’s license as an alternative form of identification. After you have registered and paid for your fees, bring a photo ID to the Security Department to obtain your Student ID card. Student ID's are free. If your ID is lost, there is a $5 fee to replace it.

## Student Help/Support Services

Your success is very important to us! Students are encouraged to seek assistance from the instructor as needed. When additional support is needed, Valencia provides many student support resources including: Computer Labs, Learning Centers, Student Success Workshops, Online Tutoring, Testing Center Support and Writing Consultations. For more information, go to: [Learning Support](http://valenciacollege.edu/learning-support/)

## Baycare Behavioral Health’s Student Assistance Program:

Valencia College is interested in making sure all our students have a rewarding and successful college experience.  To that purpose, Valencia students can get immediate help with issues dealing with stress, anxiety, depression, adjustment difficulties, substance abuse, time management as well as relationship problems dealing with school, home or work.  Some very helpful resources for dealing with a wide range of stressful issues can be accessed here [Student Assistance Program](https://valencia.personaladvantage.com/gateway.jsp?SingleSignIn:refid=10393936)

BayCare Behavioral Health Student Assistance Program (SAP) services are free to all Valencia students and available 24 hours a day by calling (800) 878-5470. Free face-to-face counseling is also available.

## Students with Disabilities

Students with disabilities who qualify for academic accommodations must provide a Notification to Instructor (NTI) form from the Office for Students with Disabilities (OSD) and discuss specific needs with the instructor, preferably during the first two weeks of class. The Office for Students with Disabilities determines accommodations based on appropriate documentation of disabilities. The West Campus Office is located in the Student Services Building (SSB), Room 102.

You can contact them by phone: 407-582-1523; Fax: 407-582-1326; TTY: 407-582-1222

## Disclaimer Statement

Changes in this syllabus and/or schedule may be made at any time during the semester at the discretion of the instructor. The course content may be enhanced and edited throughout the course. Wait to print needed information until the assigned time frame.