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**FORMAT 1**

**Submit original with signatures + 1 copy + electronic copy to UAF Governance.**

See <http://www.uaf.edu/uafgov/faculty/cd> for a complete description of the rules governing curriculum & course changes.

**TRIAL COURSE OR NEW COURSE PROPOSAL**

**SUBMITTED BY:**

<b>Department</b>	<b>Emergency Management Program</b>	<b>College/School</b>	<b>School of Management</b>
<b>Prepared by</b>	<b>C. Carlson</b>	<b>Phone</b>	<b>474-6537</b>
<b>Email Contact</b>	<b>cdcarlson@alaska.edu</b>	<b>Faculty Contact</b>	<b>C. Carlson</b>

**1. ACTION DESIRED (CHECK ONE):**

Trial Course	<input type="checkbox"/>	New Course	<input checked="" type="checkbox"/>
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**2. COURSE IDENTIFICATION:**

Dept	HSEM	Course #	456	No. of Credits	3
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Justify upper/lower division status & number of credits:	The course is designed to build upon lower division courses in order to provide the operations management portion of the emergency management curriculum. Contact hours and course structure are consistent with other nationally recognized programs.
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**3. PROPOSED COURSE TITLE:** Leadership and Influence During Crisis

**4. CROSS LISTED?** YES/NO Yes  If yes, Dept: LEAD Course # 456

(Requires approval of both departments and deans involved. Add lines at end of form for such signatures.)

**5. STACKED?** YES/NO No  If yes, Dept. Course #

**6. FREQUENCY OF OFFERING:** Fall or Spring

(Every or Alternate) Fall, Spring, Summer — or As Demand Warrants

**7. SEMESTER & YEAR OF FIRST OFFERING (if approved)** Fall 2011

**8. COURSE FORMAT:**

NOTE: Course hours may not be compressed into fewer than three days per credit. Any course compressed into fewer than six weeks must be approved by the college or school's curriculum council. Furthermore, any core course compressed to less than six weeks must be approved by the core review committee.

**COURSE FORMAT:** (check one)

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input checked="" type="checkbox"/> 6 weeks to full semester
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**OTHER FORMAT (specify)**

Mode of delivery (specify lecture, field trips, labs, etc)

**9. CONTACT HOURS PER WEEK:**

3	LECTURE hours/weeks		LAB hours /week		PRACTICUM hours /week
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Note: # of credits are based on contact hours. 800 minutes of lecture=1 credit. 2400 minutes of lab in a science course=1 credit. 1600 minutes in non-science lab=1 credit. 2400-4800 minutes of practicum=1 credit. 2400-8000 minutes of internship=1 credit. This must match with the syllabus. See <http://www.uaf.edu/uafgov/faculty/cd/credits.html> for more information on number of credits.

**OTHER HOURS (specify type)**

**10. COMPLETE CATALOG DESCRIPTION including dept., number, title and credits (50 words or less, if possible):**

HSEM 456 Leadership & Influence During Crisis: This course focuses on the challenges faced by those who serve as leaders during crisis and emergency circumstances. During emergency circumstances, leading others, being able to influence and motivate them during periods of crisis is critical. Topics including leadership and followership, crisis decision making, fear and emotion and the unique circumstances of an emergency manager/homeland security professional are examined.

**11. COURSE CLASSIFICATIONS:** (undergraduate courses only. Use approved criteria found on Page 10 & 17 of the manual. If justification is needed, attach on separate sheet.)

H = Humanities  N = Natural Science  S = Social Sciences

Will this course be used to fulfill a requirement for the baccalaureate core?  YES  NO

IF YES, check which core requirements it could be used to fulfill:

O = Oral Intensive, Format 6  W = Writing Intensive, Format 7  Natural Science, Format 8

**12. COURSE REPEATABILITY:**

Is this course repeatable for credit?  YES  NO

Justification: Indicate why the course can be repeated (for example, the course follows a different theme each time).

How many times may the course be repeated for credit?  TIMES

If the course can be repeated with variable credit, what is the maximum number of credit hours that may be earned for this course?  CREDITS

**13. GRADING SYSTEM:**

LETTER:

PASS/FAIL:

REVISED 1/21/2011. Remove ENGL courses; add: "or permission of instructor."

**RESTRICTIONS ON ENROLLMENT (if any)**

**14. PREREQUISITES** HSEM 301; ENGL 111 or 211 or 213 and upper division standing

These will be required before the student is allowed to enroll in the course.

**RECOMMENDED**

Classes, etc. that student is strongly encouraged to complete prior to this course.

**15. SPECIAL RESTRICTIONS, CONDITIONS**

**16. PROPOSED COURSE FEES**

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Has a memo been submitted through your dean to the Provost & VCAS for fee approval?  
Yes/No

**17. PREVIOUS HISTORY**

Has the course been offered as special topics or trial course previously? Yes/No

If yes, give semester, year, course #, etc.:

**18. ESTIMATED IMPACT**

WHAT IMPACT, IF ANY, WILL THIS HAVE ON BUDGET, FACILITIES/SPACE, FACULTY, ETC.

None; Faculty member is already in place.

**19. LIBRARY COLLECTIONS**

Have you contacted the library collection development officer (ffklj@uaf.edu, 474-6695) with regard to the adequacy of library/media collections, equipment, and services available for the proposed course? If so, give date of contact and resolution. If not, explain why not.

No  Yes

**20. IMPACTS ON PROGRAMS/DEPTS**

What programs/departments will be affected by this proposed action?  
Include information on the Programs/Departments contacted (e.g., email, memo)

None

**21. POSITIVE AND NEGATIVE IMPACTS**

Please specify positive and negative impacts on other courses, programs and departments resulting from the proposed action.

Positive impact: course/curriculum changes will result in recognition by the Emergency Management Institute's Higher Ed Project as an "approved" program for endorsement and promotion by FEMA and

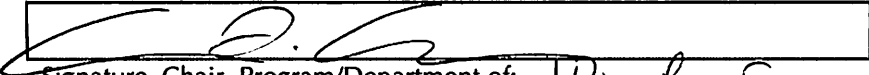
the Department of Homeland Security.


**JUSTIFICATION FOR ACTION REQUESTED**

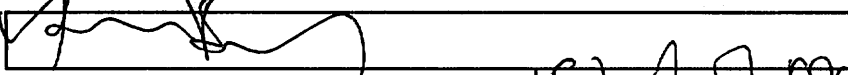
The purpose of the department and campus-wide curriculum committees is to scrutinize course change and new course applications to make sure that the quality of UAF education is not lowered as a result of the proposed change. Please address this in your response. This section needs to be self-explanatory. Use as much space as needed to fully justify the proposed course.

The addition of this course to the current Bachelor of Emergency Management curriculum supports the academic needs of the students within the program and changes taking place within the field of Emergency Management and Homeland Security.

**APPROVALS:**

 Date 25 Oct 2010  
Signature, Chair, Program/Department of: Director, Emergency Management Program

 Date 26 OCT 2010  
Signature, Chair, College/School Curriculum Council for: Chair, Sem Curriculum

 Date \_\_\_\_\_  
Signature, Dean, College/School of: School of Management

\_\_\_\_\_  
Date \_\_\_\_\_

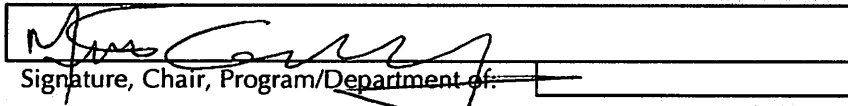
Signature of Provost (if applicable)

**Offerings above the level of approved programs must be approved in advance by the Provost.**

**ALL SIGNATURES MUST BE OBTAINED PRIOR TO SUBMISSION TO THE GOVERNANCE OFFICE**

\_\_\_\_\_  
Date \_\_\_\_\_  
Signature, Chair, UAF Faculty Senate Curriculum Review Committee

**ADDITIONAL SIGNATURES: (If required)**

 Date 10/25/10  
Signature, Chair, Program/Department of: \_\_\_\_\_

\_\_\_\_\_  
Date \_\_\_\_\_  
Signature, Chair, College/School Curriculum Council for: \_\_\_\_\_

\_\_\_\_\_  
Date \_\_\_\_\_  
Signature, Dean, College/School of: \_\_\_\_\_

## **Course Syllabus: HSEM 456**

### **Leadership & Influence During Crisis (W)**

**--3 credits**

Take out ENGL courses.

**Prerequisites: HSEM 301; ENGL 111 or 211 or 213 and upper division standing** Revised 1/21/2011. ADD: or permission of instructor.

**Location: Bunnell xxx**

**Time Mon 0:00 – 0:00**

**Instructor: Cameron Carlson**

Director, Emergency Management & Homeland Security Program  
School of Management, University of Alaska Fairbanks

Office: 219 F Bunnell  
Office Hours: TBD  
Telephone: 474-6537  
e-mail: cdcarlson@alaska.edu

### **Course Description**

This course focuses on the challenges faced by those who serve as leaders during crisis and emergency circumstances. During emergency circumstances, leading others, being able to influence and motivate them during periods of crisis is critical. Topics including leadership and followership, crisis decision making, fear and emotion and the unique circumstances of an emergency manager/homeland security professional are examined.

### **Course Objectives**

- Understand the differences day-to-day management and a leadership during a crisis or in extremis circumstance.
- Leadership from within.
- Leadership and Followership.
- How to facilitate change.
- The use of personal influence.
- Learning about Fear and Emotion.

### **Course Text Books**

In Extremis Leadership: Leading As If Your Life Depended On It (2007)  
Kolditz, Thomas A., Leader to Leader Institute

Leadership and Influence, IS-240., Federal Emergency Management Institute  
(to be posted on Blackboard)

## **Additional Reading**

Additional reading assignments have been selected from articles and Web Sites. Where possible, the course author has obtained permission to include session handouts of the assigned reading.

## **Instructional Method**

The course format includes lecture, class discussions, reading assignments and internet-based assignments via Blackboard. Case Studies will additionally be utilized as part of the instructional method with guest speakers facilitating discussions through lecture and questions developed as a class. Student led projects and exercises will be used as part of the leadership development process.

Recommended preparation: 2 hours weekly beyond class instruction

## **Evaluation**

Weekly Reviews/Discussion Management 15%. (Students are required to turn in a review of the assigned weekly readings at the beginning of each class. The review is to be two pages (typed), font 11—double spaced. Additionally, students will be prepared to lead discussions/contribute to the lecture.

Quizzes will account for 10% of the overall grade. (True-False, Fill in the blank, Multiple choice, Short answer)

A Mid Term will account for 25%. (Essay)

Written Projects = 50%

1. Case study paper: Each student will complete a case study of a crisis or disaster.

The case study is to be original work, 5 – 10 pages long, size 11 font, one inch margin, single spaced. A cover page (author name and topic) and a reference page are to be included. Case study papers must include subtopics clearly marked per guidelines attached. 20 %

2. Two leadership profile presentations are scheduled throughout the course sessions, and will be either 15 minutes long if an individual presentation, or 30 minutes for presentations by a pair of students. Students will allow time for questions and answers within the time allotted. Presentations may be illustrated by power points, photos, or other media. Written narrative paper accompanying both leadership profile presentations is to be between 4-6 typed pages in length.

## **Grading**

Weekly Reviews/Discussion Management (Participation) = 15% (150 points)

Quizzes = 10% (100 points)

Mid Term = 25% (250 points)

Written Projects = 50% (500 points)

A= 90-100%

B= 80-89%

C= 70-79%

D= 60-69%

F= 59 % or les

## **Course Policies:**

Students are expected to attend and participate in both the class and discussions generated. Students will be penalized for the late submission of class assignments and for non—attendance (outside of emergency or mutually agreed upon circumstances).

Plagiarism on assignments and cheating on exams will not be tolerated. Students caught plagiarizing or cheating will be disciplined according to the appropriate University of Alaska guidelines.

## **Support Services:**

Students are encouraged to utilize the UAF Writing Center in 801 Gruening, ph 474-5314 as needed to assist in the development and refinement of their written products. Please contact me as required should you need to contact other subject matter support services relevant to the development of your leadership or classroom projects/topics.

## **Students with Disabilities:**

Students with learning or other disabilities who may need classroom accommodations are encouraged to make an appointment with the Office of Disability Services (Phone # 474-7043). Please inform me of your needs and if I

need to meet with the Office of Disability Services to provide the appropriate accommodations and support to assist you in meeting the goals of the course.

## **Course Schedule**

**Week 1** Introduction, definitions, descriptions of emergencies, disaster & catastrophes. Introduction to leadership issues (Handout Writing Assessment)

**Week 2** Leadership and Influence Unit 1. Course Intro from FEMA Course Manual (is-240) Case Study examination from unit 1. (Writing Assessment Due)

**Week 3** In Extremis Leadership Chp 1 – Key Characteristics of In Extremis Leaders (Topic 1 due)

**Week 4** Leadership and Influence Unit 2 – (Leadership from Within)  
(Complete Self Assessment) \*\* Leadership Profile Presentation /Paper #1

**Week 5** Leadership and Influence Unit 3 (Facilitating Change)

**Week 6** Leadership and Influence Unit 4 (Building and Rebuilding Trust)

**Week 7** Leadership and Influence Unit 5 & 6 (Personal Influence and Political Savvy & Fostering a Leadership Environment)

**Week 8 Mid Term**

**Week 9** In Extremis Leadership Chp 3: The In Extremis Leadership Model

**Week 10** In Extremis Leadership Chapter 2 – In Extremis Lessons for Business

**Week 11** In Extremis Leadership Chapter 4 – Learning about Fear and Leadership from Dangerous Settings

**Week 12** Leadership Profile Presentation/Paper #2

**Week 13** In Extremis Leadership Chapter 5 – Leading when Tragedy Strikes

**Week 14** In Extremis Leadership Chapter 6 – Building Teams that Build Leaders

**Week 15** Student led Case Study Discussions

**Week 16** Student led Case Study Discussions (cont) **Case Study Paper Due**

**ATTACHMENT 1:  
Case Study Paper Format**

- A. Event considerations:**
  - a. Geographical considerations, history
  - b. Timeline, event dynamics
  
- B. Mission areas:**
  - a. Prevention/deterrence
  - b. Preparedness
  - c. Emergency assessment/diagnosis
  - d. Emergency management/response
  - e. Hazard mitigation
  - f. Recovery/remediation
  
- C. Leadership issues**
  - a. Preparedness/planning
  - b. Recognition of problem/issue
  - c. Initial actions
  - d. Delegation of responsibility/activities
  - e. Accountability
  - f. Communications inside the organization
  - g. Communications outside the organization
  - h. Transition to recovery
  
- D. Key Lessons**



## **ATTACHMENT 2: Leadership Presentation**

The leadership presentation should include, as appropriate:

- Brief biography of the leader – preparation for this event
- Crisis background – how did this occur
- Leader's role – institutional and/or improvised
- Conclusion of crisis – how did it end? How is it remembered now?
- Impact of event on the leader – what happened to them after the crisis?