

Carnegie Mellon University

School of Drama

LEADERSHIP WORKSHOP: ETHICS & INNOVATION

COURSE SYLLABUS - SPRING 2015

* COURSE INFORMATION:

Instructor:	Molly McCarter
Course Number:	DRA 54360/DRA54760
Course Credit:	PTM Core Course, 6 units
Course Meeting:	TR 3:00-4:20pm
Office Hours:	PCA 336, By Appointment
Email:	mollyem@andrew.cmu.edu

* COURSE DESCRIPTION:

This course will be an exploration of both innovative strategies and the ethics of leadership within the performing arts. It will build on the management principles covered in foundational courses and is designed to offer the student an approach to leadership development that is tailored to the individuals strengths and needs as well as their role within theatrical organizations.

* LEARNING OBJECTIVES:

Upon completion of this course students should be able to

1. Reflect on how a particular leadership approach had a positive and/or negative impact on the production process.
2. Develop strategies on how to implement leadership skills into the production process.
3. Identify individual strengths and weaknesses, in the context of leadership.
4. Develop strategies to continue to cultivate strengths as well as improve in areas of weakness both now and into the future.
5. Develop an understanding of how ethics impact the decision making process within the context of leadership.
6. Develop a personal set of values and apply those to the decision making process, now and into the future.

* CLASS STRUCTURE:

CLASS SESSIONS: This course will consist of lecture, in class activities and general discussion. Class discussion will utilize real world examples from our own experiences. Skills in negotiating and problem solving will drive most of our discussion. Respectful class discussion is essential. Participation in this class should offer a safe and stimulating environment for students to hone their spoken communication skills. Students will be evaluated on both the quality and quantity of their participation as well as engagement. At times information shared in class may be of a confidential nature and everyone is asked to give any such confidence the utmost respect.

BLACKBOARD: Assignments, supplemental readings and grading will be managed through blackboard.

COURSE TEXT: The 5 Levels of Leadership, By John Maxwell. This is available on Amazon. You are welcome to purchase a book or digital version.

*** COURSEWORK:**

ASSIGNMENTS: All assignments must be submitted via blackboard. Each of the 5 levels will include an overarching assignment. There will be multiple assignment options for each unit and students will have the opportunity to select their own assignments, with teacher approval. Work must be completed to presentation standard. Before turning in any work, students should proofread for clarity, grammatical errors and spelling. The ability to communicate via the written word is important in life and in this class. It will be weighed heavily in grading. Students must also be prepared to present their findings from each assignment.

CLASS DISCUSSIONS: Each student will be assigned two class discussions/presentations. One will focus on a management theory and the other on historical leadership. Students will work in pairs and should incorporate visual presentations. Each project should consist of a presentation of material and discussion or activities and should encompass a 1/2 hour.

FINAL PROJECT: There will be a final project due at the end of the semester. This project will use the assignments as a jumping off point for further exploration of several areas of leadership that are specifically relevant to the individual student.

QUIZZES: There will be comprehension quizzes for each assigned reading. These will be managed via blackboard. They will be available 48 hours before class and must be completed before the start of class.

PARTICIPATION: Please review the participation rubric on blackboard. Your grade consists of attendance, quantity and quality of participation, required materials for class (case studies) listening skills and engagement.

PRESENTATION STANDARDS: For this course presentation standards are as follows:

1. Document Title
2. Preparer's name
3. Submission Date
4. Portrait configuration
5. PDF Format
6. Appropriate bookmarks, viewable upon opening

All formal papers must be written to MLA standards:
<https://owl.english.purdue.edu/owl/resource/747/01/>

*** GRADING:**

Your grade in this course will be assessed by the following percentages:

Assignments & Presentations-	35%
Class Discussion Presentations -	20%
Reading Quizzes -	10%
Final Project-	15%
Participation -	20%

Grading for this course will be ABCDR as shown in the School of Drama handbook. For this course, the SOD Conservatory grading scale is as follows:

100% - 93%	A
92% - 84%	B
83% - 74%	C
73% - 65%	D
64% and Below	R

Assignments will typically be graded on 100 point scale. Work submitted acceptably presenting everything as required by the project instructions will likely receive a score in the 80's depending on presentation. A 90 will be awarded for excellent work. To receive a 100 a student will have to demonstrate something special, a dimension to their work, presentation, or improvement that was exceptional and unexpected.

Quiz and exam scores will be evaluated on the same scale.

Any student not understanding any grade they have is encouraged (all but required) to make an appointment to discuss the work, expectations and their performance. All grades will include a rubric, please be sure to open this rubric for extensive feedback.

Up to date grading and feedback on all assignments is available throughout the term on blackboard. Please keep tabs on your performance as you go. Please seek out feedback!

*** COURSE POLICIES: THIS COURSE OPERATES ON A 2-2-2 POLICY**

2 ABSENCES: You are allowed two absences from this class for any reason. After your 2 absences each additional absence will drop your grade one full letter grade. If you are absent on a day when you are required to present or lead a discussion you will receive a 0 for that assignment.

2 TARDIES: You have a 3 minute window to get to class on time. After that it will count as a tardy. 2 Tardies equal one Absence and will be calculated as such.

2 EXTENSIONS: Scheduling can be difficult, but it can be anticipated. You are afforded 2 extensions. One must be requested at least 48 hours prior to the due date/time. The other extension must be requested 2 weeks prior to the due date. Any request made after 5p on Friday will be considered submitted at 9am on Monday. If you miss a deadline other than under these circumstances you have one week to submit the work for a 20 point reduction. If the work is not submitted

within the week you will receive a 0. These extensions cannot be used for leading class assignments.

TECHNOLOGY: Please review the “Classroom Conduct” portion of your School of Drama handbook. Students are required to silence all phones and other technology. Please put cell phones away during class. Any student disrupting class may be required to leave.

Students are allowed to bring to class and utilize laptop computers to help with note taking. However, class time is not an appropriate time to be using computers for other functions, nor should this be an excuse for lack of engagement. Students who abuse the laptop privilege or who are distracted from participation, will be instructed to leave their computers at home.

COLLABORATION/CHEATING: This course falls under the University policy on cheating and collaboration. That policy is available on the web at: <http://www.cmu.edu/policies/documents/Academic%20Integrity.htm> Please review this policy.

Note that submitting anyone else’s work (in full or in part) as your own and that collaborating on any assignment or exam without express direction to do so may be considered cheating under the University policy.

For the purpose of this course, you may not collaborate on any project without receiving specific instructions to do so from the instructor. When given, such instructions will apply to the current assignment only. Without additional instructions you must assume that future assignments must be completed independently.

Cheating and collaboration on assignments is a serious issue and can result in significant action. Please make an effort to stay informed of the specific instructions for each assignment.

**Leadership Workshop
Course Schedule
Spring 2016**

January

Tuesday	Thursday
12 1. Introduction	14 2. Servant Leadership
19 3. Data Analysis	21 4. Level 1
26 5. History I & Scientific Management	28 6. Theatre I

February

Tuesday	Thursday
2 7. Presentations I <i>Assignment I Due</i>	4 8. Jay Sheehan Visit
9 9. Level II	11 10. Theatre II
16 11. History II	18 12. Presentations II <i>Assignment II Due</i>
23 13. Level III	25 14. Theatre III

March

Tuesday	Thursday
1 15. History III	3 16. Presentations III <i>Assignment III Due</i>
8	10 <i>Spring Break - No Classes</i>
15	17 <i>USITT - No Classes</i>
22 17. Level IV	24 18. Theatre IV & Contingency Theory
29 19. History IV	31 20. Presentations IV <i>Assignment IV Due</i>

April

Tuesday	Thursday
5 21. Level V	8 22. History V
12 23. Theatre V	14 <i>Carnival - No Class</i>
19 24. Present V <i>Assignment V Due</i>	21 25. Theory Creation
26 26. Diversity	28 27. Capstone Presentations <i>Final Project Due</i>

EXTREMELY SUBJECT TO CHANGE