

# O'Neill

Lead for the Greater Good

## O'Neill School of Public and Environmental Affairs SPEA-H 585 Practicum 1 in Healthcare Leadership

**Instructor:** April Grudi, MPH CHES CLSSBB Faculty Program Director MSHM, Office A325, [agrudi@iu.edu](mailto:agrudi@iu.edu). [SCHEDULE A MEETING](#)

**Teaching Assistant:** Melanie Forbes MSHM, [melforbe@iu.edu](mailto:melforbe@iu.edu)

**Class Meeting:** Tuesdays and Thursdays, 10-11:15 am

**1:1 Coaching Hours:** If you would like to review homework questions, take a deeper dive into the content, ask for an extension on an assignment in advance if extenuating circumstances arise, discuss an issue at your practicum site, discuss your mental health, etc, I am happy to meet you! I have specific hours set aside for individual coaching AND am available outside of these hours, as well.

- **Set Hours:** I am available every Tuesday from 11:15 am – 12:00 pm.
- **Request a Different Time:** If you cannot make office hours, please use this link to schedule a meeting: [SCHEDULE A MEETING](#)

### Course Description

Welcome to your Practicum Experience! Many large health industry organizations offer leadership development courses paired with individualized coaching and mentoring to high-potential employees. These programs develop leadership skills in high performers. This class is designed in that format.

In this class, you will:

- Learn leadership skills critical for health industry leaders in the classroom
- Apply these skills as a leader at your practicum site
- Reflect on your application of the skills
- Adjust and grow your approach based on feedback from your professor and your preceptor

Each week you will spend 3 hours in class learning and developing health industry leadership skills and 12-20 hours a week in a health industry organization as a project manager. Think of this class as a skill-building class and me as your executive coach. We are going to work together to not only build the core leadership skills you need to thrive but also assess your personal strengths and opportunities and create an individualized plan to for your growth as well.

The goal of practicum is to provide students with a safe/brave space to take risks and experiment with the new skills they are learning in the classroom. This experience will develop courageous, competent leaders with practical experience and strong professional networks. A grade of B or higher is required to move on to Practicum 2.

We will address the following health industry leadership topics in this course:

- Paradigms and Principles
- Setting boundaries and expectations
- Personal Accountability
- Mission and Vision
- Gap Analysis, SMART Goals, and Action Plans
- Personal Development Plans
- Prioritization and Time Management
- Self Trust, Relationship Trust, and Accountability
- Meeting Facilitation
- Professional Communications

**Learning Objectives:** By the end of the semester, students will be able to:

- SLO 4.1: Articulate ideas, thoughts, recommendations, and other communications, concisely and persuasively to business audiences and peers.
- SLO 4.3: Construct a reflective, collaborative leadership style built on self-assessment, mutual trust, transparency, and a focus on improvement that encourages teamwork and supports diversity.
- SLO 6.2: Network inside and outside of organizations to enable career advancement.
- SLO 6.3: Construct and act upon a personal career vision through self-initiative.

### **Instructional Methods**

This class takes a "flipped classroom" approach. Students will learn new material independently through homework assignments. We will use classroom time for transformative, hands-on, differentiated, and personalized learning experiences.

The course will be taught residentially, including delivered content, PowerPoint presentations, virtual discussion, video demonstrations, group activities, video modeling activities, quizzes, collaborative writing and speaking activities, some online research, and other appropriate learning activities.

**Student Response Time:** I try to hand back homework within a week, but that is not always possible due to the complexity of the assignment, the number of students in my classes, and other commitments each week. I respond to email questions sent to [agrudi@iu.edu](mailto:agrudi@iu.edu), usually within 72 hours. I will not respond to emails outside regular business hours (evenings or weekends).

### **Course Requirements**

### **Assignments**

Please see the Canvas Syllabus page for a breakdown of all exams, quizzes, papers, and presentations that will factor into your grade. You can also find a list of percentage values for each assignment here.

### **Textbooks and Supplies**

This class utilizes a mixed-media approach. It relies on the Canvas Learning Management System, Zoom, Franklin Covey All Access Pass site, and the Jhana site (You will receive an email asking you to join).

### **Software Required – Please make sure to download it immediately.**

- Microsoft Office
- Microsoft Outlook
- Adobe PDF Reader
- Adobe Connect
- Flash Player
- High-Speed Internet
- Video capabilities

### **Course Policies:**

#### **Course Assessment Plan and Grading**

This course is designed to develop leaders. Students will be best served by focusing on their skills progression.

#### **Mastery Level:**

Grades will be awarded according to the following scale:

90 - 100 = A

80 - 89 = B

70 - 79 = C

60 - 69 = D

Below 60 = F

#### **Due Dates and Deadlines**

Assignments are expected to be completed by the due date. Presentations may NOT be rescheduled. You will be docked 25% PER DAY if your assignment is late. **Assignments that are four days late or more will not be accepted.**

#### **Class Attendance**

**Leaving in Mid-Session.** You should not leave class once a session has started except for personal emergencies. We understand, however, that there may be times when you will need to leave class early (e.g., for an interview). On these occasions, you should inform the professor before the class that you will be leaving.

1. **Missed Classes** - You are responsible for all material covered in all course sessions. You should inform the professor via e-mail if you plan to miss a class session.
2. **Late Work** - If you will be absent from a class in which an assignment is due, please hand in your work early. I will deduct 25% of the points per day for late assignments.

### Academic Honesty

1. **Teamwork** - In the case of group assignments, the work submitted is to be that of your team ONLY. Your team is not to receive any information on an assignment from members of other teams. Likewise, you are to refrain from providing information to members of other groups. If your team's work is judged to be highly similar to that of another team, both teams will be held equally culpable and will be dealt with accordingly. Penalties range from a "0" on the assignment to dismissal from the program. *[See "Kelley Code of Conduct" for more information about team assignments.]*
2. **Individual Work** - Individual assignments are to be done entirely independently. Unless the professor says otherwise, you are not to accept information or materials from anyone or provide information or materials to anyone. If your assignment is judged to be highly similar to that of another student, both students will be held equally culpable. Penalties are the same as above. *[See "Kelley Code of Conduct" for more information about individual work.]*
3. **Turnitin** - All written assignments will be submitted using the turnitin.com system integrated into Canvas. Turnitin is helpful in helping to determine whether or not a writer is relying too heavily upon sources. You are encouraged to use the Turnitin system to check your originality score before final submission of your assignment.
4. **Use of AI (such as ChatGPT) in this class.** IU has strict expectations around the use of AI. The only way ChatGPT (or other AI) content can be used without violating IU's Rights and Responsibilities is if it is a cited source and the student either uses quotation marks and cites ChatGPT (if the student takes directly from ChatGPT) or cites ChatGPT without quotation marks (if the student uses chat's "ideas"). A student has not committed plagiarism if the student, for example, asks ChatGPT to find three articles on a particular topic (just like the student could use Google Scholar to find three articles on the topic), reads the articles, and cites the articles. See <https://citl.indiana.edu/teaching-resources/academic-integrity/ai-generated-text.html> for comprehensive discussion of ChatGPT and other AI.
5. **Academic Integrity**- Please review your responsibilities here: <https://studentcode.iu.edu/>

### General Professional Conduct

1. **Constructive Input** - Like any organization, the IU evolves and changes over time. Student input is important to this process. If you have an issue or comment regarding this course, don't just sit back and complain. Please provide constructive suggestions to April Grudi, MSHM Program Director.
2. **You Are In Charge** - Ultimately, you are responsible for your learning. You are also expected to monitor your progress and track your performance. If you have problems

related to your understanding of the module material (or other problems that detract from your academic performance in this course), contact the appropriate professor(s) immediately. Early intervention to resolve the problem is very important.

3. **Extraordinary Circumstances** - During the year, some may experience unexpected and serious personal circumstances (e.g., illness, death of a family member, etc.). These circumstances may adversely affect your academic performance. The FPD will work with you during these times, but they must be informed immediately of any extraordinary situation that you think may be detrimental to your performance. If the circumstances are not brought forward in a timely manner, they will not be considered in assigning grades or as part of an appeals process.
4. **Interacting With Faculty and Fellow Students** - Respect your classmates and the faculty. MSHM students must abide by the Kelley Pledge and the Kelley Code of Conduct. Refer to the Kelley Code of Conduct for a detailed description of behaviors expected of all Kelley graduate students.
5. Professional behavior is one of the key attributes for success in the marketplace. Professional behavior is defined in the "Kelley Code" and includes behavior outside the classroom while a student is in the Graduate Program.
  1. This behavior includes appropriate attire, hygiene, and interactions with a customer/recruiter, peer, faculty, Program staff, and community member.
  2. **You must respond to any email O'Neill or Kelley faculty/staff sent to you within 48 Hours or TWO BUSINESS DAYS. This includes advising emails and career service emails.**
  3. Anyone (customer/recruiter, peer, faculty, Program staff) can report an incident of unprofessional behavior.
  4. Once a report has been made, you will be notified; the situation will be discussed and reviewed by your program Office, the program chair/director, and, if warranted, the Conduct Review committee.
  5. This behavior type falls under the grading component referenced as "Professionalism and Contribution" in this document. For specific class meetings, respective faculty may require different appropriate attire – understanding that students are still responsible for adhering to the Kelley Code and their respective graduate program guidelines, including this syllabus.

### **Grade Adjustments Based on Professionalism and Contribution**

In addition to the grade components listed above, **each student's course grade may be adjusted downward by as much as 10% if they do not meet the expected levels of professionalism and contribution to the class.**

Feedback from faculty, staff, preceptors, guest speakers, and school stakeholders will determine whether a student meets expectations. Such adjustments are within the sole discretion of the program director. The professionalism and contribution adjustment will reflect a failure to meet the expected levels of professionalism and contribution to the class. Expectations for General Professional Conduct are defined in the general professionalism section of this syllabus.

Behavior such as lack of professional behavior in or out of the classroom, violation of classroom etiquette, professional dress and hygiene, and lack of equitable contribution to teamwork will be

grounds for negative grade adjustment using this component in addition to potential and respective program level action. The default grade for this component is 0 (zero), which reflects expected levels of professionalism and participation based on the criteria and policies described in this syllabus. If you have questions about professionalism and/or contribution, please meet with the program director, Professor April Grudi, during the first week of class to ensure you fully understand the course expectations. **Note that it is your responsibility to ask questions and seek information early regarding your expected behavior in the class.**

**Late Withdrawal:** NOTE: The auto-W deadline is NO LONGER THE LAST DAY OF CLASS (as it was during and post-Covid). After the auto-W deadline, withdrawal will be significantly limited, and you will need permission to withdraw and must meet requirements established by O'Neill.

### **Technical Support**

For additional help with technical issues, consult:

- University Information Technology Services (UITS) (Links to an external site.) (human support)
- IU Knowledge Base (IUKB) (Links to an external site.) (guides)
- IUware (Links to an external site.) (download free software)

## O'Neill School expectations of civility and professional conduct<sup>1</sup>

The O'Neill School takes matters of honesty and integrity seriously because O'Neill is the training ground for future leaders in government, civic organizations, health organizations, and other institutions charged with providing resources for the public, and for members of society who are vulnerable and who are lacking in power and status. Precisely because O'Neill graduates tend to rise to positions of power and responsibility, it is critical that the lessons of honesty and integrity are learned early.

O'Neill requires that all members of its community – students, faculty, and staff – treat others with an attitude of mutual respect both in the classroom and during all academic and nonacademic activities outside the classroom. A student is expected to show respect through behavior that promotes conditions in which all students can learn without interruption or distraction. These behaviors foster an appropriate atmosphere inside and outside the classroom:

- Students are expected to attend class regularly and to be prepared for class.
- Students must be punctual in their arrival to class and be present and attentive for the duration of the class. Eating, sleeping, reading the newspaper, doing work for another class, wandering in and out of the classroom, and packing up or leaving class early are not civil or professional behaviors.
- Students must abide by the course policy regarding use of electronic devices in the classroom.
- Students must responsibly participate in class activities and during team meetings.
- Students must address faculty members, other students, and others appropriately and with respect, whether in person, in writing, or in electronic communications.
- Students must show tolerance and respect for diverse nationalities, religions, races, sexual orientations, and physical abilities.
- Students must not destroy or deface classroom property nor leave litter in the classroom.
- **Note Selling:** Several commercial services have approached students regarding selling class notes/study guides to their classmates. Selling the instructor's notes/study guides in this course is not permitted. Violations of this policy will be reported to the Dean of Students as academic misconduct (violation of course rules). Sanctions for academic misconduct may include a failing grade on the assignment for which the notes/study guides are being sold, a reduction in your final course grade, or a failing grade in the course, among other possibilities. Additionally, you should know that selling a faculty member's notes/study guides individually or on behalf of one of these services using IU email, or via Canvas may also constitute a violation of IU information technology and IU intellectual property policies; additional consequences may result.
- **Materials:** The faculty member teaching this course holds the exclusive right to distribute, modify, post, and reproduce course materials, including all written materials, study guides, lectures, assignments, exercises, and exams. While you are permitted to take notes on the online materials and lectures posted for this course for your personal use, you are not permitted to re-post in another forum, distribute, or reproduce content

---

<sup>1</sup> These expectations are excerpted from the O'Neill School Honor Code which can be found at: [https://oneill.indiana.edu/doc/undergraduate/ugrd\\_student\\_honorcode.pdf](https://oneill.indiana.edu/doc/undergraduate/ugrd_student_honorcode.pdf)

from this course without the express written permission of the faculty member. Any violation of this course rule will be reported to the appropriate university offices and officials, including to the Dean of Students as academic misconduct.

## **KELLEY CODE OF CONDUCT**

We support and enforce the Kelley Code of Conduct. You are encouraged to read the Code carefully, to ensure that your academic, professional, personal behavior is consistent with the Code's principles. Any violation of the Kelley Code of Conduct will be referred to your program's Faculty Program Director for further action.

The sections below provide additional details concerning a few specific matters, but it is your responsibility to familiarize yourself with all aspects of the Code. Violations of the policies detailed below will be treated as professional misconduct as well as a breach of the Kelley code of conduct and will be referred to your program's Faculty Program Director for further action. Policy violations can result in penalties ranging from significant grade penalties in your overall grade for the course to dismissal from your graduate program.

### **Counseling and Psychological Services**

For information about services offered to students by CAPS:  
<http://healthcenter.indiana.edu/counseling/index.shtml>.

### **TimelyCare**

Indiana students have free, 24/7 access to virtual mental health care services with TimelyCare. Students do not need insurance to access TimelyCare services. <https://www.iu.edu/mental-health/find-resources/timely-care.html#0>

### **Religious Observation**

In accordance with the Office of the Dean of Faculties, any student who wishes to receive an excused absence from class must submit a request form available from the Dean of Faculties for each day to be absent. This form must be presented to the course instructor by the end of the second week of this semester. A separate form must be submitted for each day. The instructor will fill in the bottom section of the form and then return the original to the student. Information about the policy on religious observation can be found at the following website: <http://vpfaa.indiana.edu/policies/bloomington/instructional-responsibilities/religious-observances.shtml>.

### **Disability Services for Students**

Securing accommodations for a student with disabilities is a responsibility shared by the student, the instructor and the DSS Office. For information about support services or accommodations available to students with disabilities, and for the procedures to be followed by students and instructors: <http://studentaffairs.iub.edu/dss/>.

### **Sexual Harassment**



As your instructor, one of my responsibilities is to help create a safe learning environment on our campus. Title IX and our own Sexual Misconduct policy prohibit sexual misconduct. If you have experienced sexual misconduct, or know someone who has, the University can help.

If you are seeking help and would like to talk to someone confidentially, you can make an appointment with:

- i. The Sexual Assault Crisis Service (SACS) at 812-855-8900
- ii. Counseling and Psychological Services (CAPS) at 812-855-5711
- iii. Confidential Victim Advocates (CVA) at 812-856-2469
- iv. IU Health Center at 812-855-4011

For more information about available resources:

<http://stopsexualviolence.iu.edu/help/index.html>. It is also important to know that federal regulations and University policy require me to promptly convey any information about potential sexual misconduct known to me to our campus' Deputy Title IX Coordinator or IU's Title IX Coordinator. In that event, they will work with a small number of others on campus to ensure that appropriate measures are taken, and resources are made available to the student who may have been harmed. Protecting a student's privacy is of utmost concern, and all involved will only share information with those that need to know to ensure the University can respond and assist. I encourage you to visit <http://stopsexualviolence.iu.edu/help/index.html> to learn more.

### **Commitment to Diversity: Find your home and community at IU**

#### **Asian Culture Center**

Address: 807 East Tenth Street, Bloomington, IN 47408

Phone: 812-856-5361

Email: [acc@indiana.edu](mailto:acc@indiana.edu)

Website: <https://asianresource.indiana.edu/index.html>

#### **First Nations Educational & Cultural Center**

Address: 712 E 8th St., Bloomington, IN 47408

Phone: 812-855-4814

Email: [fnecc@indiana.edu](mailto:fnecc@indiana.edu)

Website: <https://firstnations.indiana.edu/contact/index.html>

#### **LGBTQ+ Culture Center**

Address: 705 E 7th St., Bloomington, Indiana 47408

Phone: 812-855-4252

Email: [glbtserve@indiana.edu](mailto:glbtserve@indiana.edu)

Website: <https://lgbtq.indiana.edu/contact/index.html>

#### **La Casa Latino Culture Center**

Address: 715 E 7th St., Bloomington IN, 47408

Phone: 812-855-0174

Email: [lacasa@indiana.edu](mailto:lacasa@indiana.edu)

Website: <https://lacasa.indiana.edu/>

**Neal Marshall Black Culture Center**

Address: 275 N Jordan Ave Bloomington, Indiana 47405

Phone: 812-855-9271

Email: [nmgrad@indiana.edu](mailto:nmgrad@indiana.edu)

Website: <https://blackculture.indiana.edu/index.html>