

# INSTITUTIONAL DEVELOPMENT & BEHAVIOR

<b>SPRING TERM 2018</b>		<b>Tuesday Evenings, 7:00 p.m. to 9:30 p.m.</b>	
<b>Location:</b>	Woodward Hall - Room 149 & Zoom	<b>Office Hours:</b>	By Appointment in Office or Off-Campus Location
<b>Instructor:</b>	Steven G. Meilleur, Ph.D., SPHR	<b>Office:</b>	Social Sciences Bldg, 3rd floor – No Office Hours
<b>E-mail:</b>	<a href="mailto:smeilleu@unm.edu">smeilleu@unm.edu</a> (Primary Contact)	<b>Skype Contact:</b>	Bluesmeanie      By Appointment

## 1. COURSE OVERVIEW:

People in organizations don't always behave the way you think they will. As a result, your ability to understand, explain, and predict human behavior within organizations is a rare and valuable skill whether you are a new employee, a middle manager, or a top level executive. This course is designed to expose you to important theories and conceptual models for analyzing, understanding, and managing human behavior within organizations. In this seminar, we will study a wide range of organizational situations and examples of human behavior, and connect them to foundational theories and effective practical management methods. We seek to answer questions such as:

- Why do people behave the way they do when they are in organizations?
- Under what circumstances will peoples' behavior in organizations change?
- How do organizations impact the behavior of individuals, formal groups (such as departments), and informal groups (such as people from different departments who meet regularly for lunch)?
- Why do different groups in the same organization develop different behavioral norms?

In other management and public administration classes, you learn how to manage organizational information, how to analyze the accounting statements, how to make finance decisions based on quantitative economic analysis, and how to design and manage projects to a deadline. You learn all these things so that when you get out of college, you can join an organization and help it to further its mission and purpose. This course is different. In this course, you learn how to understand and deal with people, because without people, there is no such thing as "organizing". Without people, organizations don't exist.

The knowledge, skills, and abilities you will develop in this course will help you throughout your working life. Understanding and anticipating human attitudes and behavior in the organizational context is a useful and powerful capability, whether you are trying to participate effectively in a work group, make managerial decisions about pay and promotion, or motivate and lead an entire organization..

## 2. COURSE OBJECTIVES:

This course has four primary objectives:

1. To impart a theoretical understanding of the nature of individual and group behavior within organizations, such that you possess mastery of this knowledge
2. To increase your ability to draw conclusions and develop inferences about attitudes and behavior, when confronted with different situations that are common in modern organizations
3. To increase your skill in identifying motives and in discriminating between different behavioral and attitudinal mechanisms that affect members of organizations
4. To cultivate your abilities and skills in critical thinking, written communications, verbal discussion and debate, teamwork, and decision making

## 3. CLASS METHODOLOGY AND LEARNING APPROACH:

The course will utilize a variety of learning opportunities during the times that we meet, including lecture, discussion, individual and group exercises, case study analysis, videos, student research and presentations, and guest speakers as available. Productive participation and discussion requires that students come prepared for each class meeting to explore the assigned readings and case studies with their thoughtful critique and evaluation of the content, to be augmented by reflections on their own work experiences and additional reading as required. You are encouraged to share your own professional experience as employees, managers, volunteers and administrators, as it will enliven class discussions and lead to a better learning environment. Criteria for judging class participation include (1) cognitive dimensions, (2) expressive elements, (3) affective elements, and (4) contribution of comments to the process of group learning.

### "Safe Space" Policy: Ground Rules for a Positive Classroom Environment and Experience

For learning to occur when the class material is controversial, both tension and safety need to exist. There needs to be a safe classroom environment, so that students understand that they can speak their minds, and so that everyone feels comfortable and free to articulate ideas or viewpoints. Such a learning environment helps students to:

- Develop their abilities to understand the perspectives of others;
- Develop mutual respect;
- Make a commitment to understand positions that they do not understand from the context or point of view of their peers;
- Take risks in speaking honestly in the class in the service of their learning.

Expected class norms to enhance a safe learning environment include:

- Students should respect confidentiality-personal information or student comments should not get shared outside the classroom;
- Students should listen respectfully to different perspectives-let people finish sentences before responding;
- Students should respond to what has been said, not the person saying it-responses should not be personalized;
- Students should speak for themselves and not for others (including groups to which they belong);
- Students have the right to be silent in large group discussions.

All classroom discourse will exhibit respect for all other persons, not only within the confines of the classroom but also in general. There will no denigration of anyone in any context (including in relation to case materials or readings, videos, or any other point of reference), on account of race, color religion, national origin, ethnicity, gender, disability status, genetic information, veteran status, sexual orientation, gender identity, religion, political perspective, any other trait that is protected under local, state or federal law.

Class discussion allows for disagreement; however, comments must be sustained by evidence, in particular evidence from class materials and readings. Class comments are not to be unsupported assertions of opinion, and never ad hominem (personal) attacks. Incivility or rudeness of any kind is unacceptable. This includes carrying on conversations during class, checking cell phones or other electronic devices for messages, texting, and other distractions. The bottom line is this – my expectation is that you behave professionally at all times in class.

#### **4. COURSE MANAGEMENT:**

As an in-depth elective course, we will address new topics each session, endeavoring to understand their relationships as we discuss, analyze, and critique leadership theory and practice. I will utilize UNM Learn to post the course syllabus, course assignments, lecture notes, and discussions, as well as some email messaging. Primarily, students should use my regular UNM e-mail account to communicate and send assignments electronically. **DO NOT submit your papers to me via UNM Learn Mail.** Finally, students will be able to access Supplemental Readings online at the class UNM Learn site. Please do not hesitate to contact me with your course questions or problems.

#### **As a student you are responsible for:**

- Being prepared to discuss assigned course readings and exercises, and contribute to class each session.
- Contributing to and assisting with the learning of your classmates.
- Making up any missed readings, exercises, and assignments made or due during his/her absence.
- Reading for understanding the textbook chapters, supplemental readings, and exercises before class and actively participate in class discussions.
- Finding connections with your professional experiences and aspirations; consider the conceptual relationships among topics in the course and the practical application of course material to HR management.
- Regularly check the UNM Learn course homepage for updates, announcements, and new assignments.
- Preparing all written assignments per instructions in the syllabus and submit them per the course schedule.
- Take charge of what you want to get out of the course. You can explore a new topic or challenge to satisfy a curiosity. Alternatively, you can pick something close to your field of study or career goals and build on short- and medium-term needs for your intellectual or professional development.

#### **5. COURSE SCHEDULE AND ASSIGNMENTS:**

***NOTE: All reading assignments should be completed prior to class. It is solely the responsibility of the student to obtain notes, handouts, and summary of lesson/class activities, and to learn material from any missed class. Every written assignment must have compelling evidence of being proofread. See Graduate Writing Guidelines Rubric on UNM Learn Course Homepage.***

*Because I am not sure how rapidly we will proceed through the different modules of this course, the course schedule is subject to revision and should always be considered to be in draft form. Therefore, the actual timeline of the course topics*

and discussions held in class may change as the semester progresses, and you are encouraged to give me feedback about your learning needs.

**THIS SYLLABUS AND SCHEDULE IS SUBJECT TO REVISION AT THE INSTRUCTOR'S SOLE DISCRETION, AND SHOULD ALWAYS BE CONSIDERED TO BE IN DRAFT FORM. CONFIRM DEADLINES IN CLASS.**

DATE	TOPICS, and ASSIGNMENTS	READINGS
1/16/18	<b>Course Overview &amp; Syllabus Review, Introductions</b> <b>Introduction to Institutional Development &amp; Behavior</b> <i>Additional Readings and Pre-Class assignments will be posted on the Course Homepage hosted by UNM Learn. Students should regularly check the PADM 590 Course Homepage before each class.</i>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
1/23/18	<b>The Evolution of Management &amp; Organizational Theory</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
1/30/18	<b>Foundations of Organizational Behavior</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> <li>• Senge – Chapters 1-3</li> </ul>
2/6/18	<b>Human Motivation: Science or Art?</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
2/13/18	<b>Human Motivation: Science or Art? <i>Continued</i></b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> <li>• Senge – Chapters 4-7</li> </ul>
2/20/18	<b>Effective Leadership in Organizations</b> <b><i>Assignment #1 – Due by 2/23/18</i></b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
2/27/18	<b>Public Value Management &amp; The Role of the Public Manager</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> <li>• Moore – Chapters 1&amp;2</li> </ul>
3/6/18	<b>Organizational Culture, Leadership, and the Learning Organization</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> <li>• Senge – Chapters 8-11</li> </ul>
3/13/18	<i>UNM SPRING BREAK</i>	
3/20/18	<b>Organizational Strategy and Planning</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> <li>• Moore – Chapters 4&amp;5</li> </ul>
3/27/18	<b>Implementing and Leading Organizational Change</b> <b><i>Assignment #2 – Due by 3/30/18</i></b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> <li>• Moore – Chapter 3</li> <li>• Senge – Chapters 12-18</li> </ul>
4/3/18	<b>Conflict: Interpersonal, Group, and Organizational</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> <li>• Moore – Chapters 6&amp;7</li> </ul>
4/10/18	<b>Problem Solving and Decision-Making</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
4/17/18	<b><i>Assignment #3 Due Before Class</i></b> <b><i>Group Case Presentations and In-Class Discussion</i></b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
4/26/18	<b>Effective Teams in Organizations</b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
5/1/18	<b><i>Special Topics Discussion</i></b> <b><i>Assignment #4 – Due by 5/4/18</i></b>	<ul style="list-style-type: none"> <li>• Supplemental Materials – UNM Learn</li> </ul>
5/8/18	<i>UNM FINAL EXAM WEEK – No In-Class Final for this Class</i>	

**6. REQUIRED TEXT AND MATERIALS - NOTE: (All texts are available at [www.amazon.com](http://www.amazon.com))**

- Senge, Peter M. (2006). *The Fifth Discipline: The Art & Practice of the Learning Organization* (Revised edition). New York, NY: Currency-Doubleday (paper). ISBN-10: 9780385517256; ISBN-13: 978-0385517256
- Moore, Mark H., *Creating Public Value* (Harvard University Press, 1997), ISBN-10: 0674175581// ISBN-13: 978-0674175587 (either paperback 1997 edition or hardback 1995 may be purchased—they are identical except for the binding). Publications.
- Articles, research reports, and supplemental handout materials provided on-line through UNM Learn

## 7. GRADING AND COURSE REQUIREMENTS / DELIVERABLES:

Course Requirements – See Assignment Guidelines Below	% of Grade	Grading Scale	
1. Research Paper – Employee Motivation and Performance	15%	<b>A+</b>	98% to 100%
2. Research Paper – Organizational Strategy and Change Mgmt	15%	<b>A</b>	94% to 97.9%
3. Group Case Study & Analysis	30%	<b>-A</b>	90% to 93.9%
4. Applied Institutional Development & Behavior Research Paper	25%	<b>B+</b>	87% to 89.9%
5. Discretionary Grade (Attendance, Participation, Contributions)	15%	<b>B</b>	84% to 86.9%
		<b>-B</b>	80% to 83.9%
		<b>C</b>	75% to 79.9%
		<b>F</b>	Below 75%

### INCOMPLETE POLICY

Students are expected to behave in a professional manner and to turn in all materials at the designated time. In accordance with university regulations, a grade of “Incomplete” will only be given when the quality of work is satisfactory but a minor yet essential requirement of the course has not been completed for reasons acceptable to the instructor. Requests for a grade of “I” must be submitted in writing to the instructor no later than the date of the last class session of the term. Such requests must include a proposed timeline for submitting the work required for completing the course, and **you will be required to adhere to that timeline** once it is agreed to by the instructor. Failure to do so may result in a grade of “F” for the course.

### WRITING QUALITY

This is a writing intensive course. Although I am far more concerned about substance than form, please keep in mind that this is, after all, a professional, graduate level course. All of your written assignments should be prepared with the attention due to a professional presentation, and expected from a Master’s degree candidate. Yes, this means grammar and punctuation, too. Written assignments require proofreading and editing prior to submission, with attention to correct grammar, spelling, punctuation, paragraphs, and sentence structure. (See the Purdue University OWL site {[link on UNM Learn course homepage](#)} for further assistance).

**NOTE** that writing competency is extremely important in graduate school, as well as in your professional career. Master of Public Administration students must consistently demonstrate professional standards in writing if they are to be successful in enterprise leadership positions.

The grade penalty is significant for lack of simple proofing of grammar and spelling on all assignments, and for a lack of attention to professional writing and presentation of your paper. As a graduate student and a current and/or aspiring leader in public administration, you have a responsibility to the profession and those you will be representing to write professionally. It is wise to have a friend serve as an editor to proofread your written assignments.

It is wise to have a friend serve as an editor to proofread your written assignments. If you struggle with writing, I strongly encourage you to use the services of The University of New Mexico Center for Academic Program Support (CAPS). CAPS provides a variety of writing resources for graduate students (see <http://caps.unm.edu/writing>). The OGS Graduate Resource Center (GRC) also provides dedicated services available for any graduate or professional student engaged in most writing and research projects. The URL for that website is <http://caps.unm.edu/writing/grad>. Take this task seriously and consult the University of New Mexico OGS Graduate Resource Center (GRC) for assistance – the investment of time will pay off for you in the future.

### FORM OF WRITTEN PAPERS AND APA STYLE

All papers are **required** to follow current APA Style Format. Please submit all written papers via my UNM e-mail account to me, in MS Word format. **DO NOT submit your papers to me via UNM Learn Mail.** I will provide feedback to you on your written work using the MS-Word “Comments” function. Please let me know in advance if you use a word processor other than MS Word – in that case, you will probably need to submit your papers in RTF format.

**I have included an annotated sample APA Style paper for reference on the UNM Learn course homepage. My favorite website for APA Style is the Purdue University OWL site;** I have included the url for this excellent website on the UNM Learn Course Homepage. The Purdue OWL site also has excellent resources to improve your writing, as well as and reference material on conducting basic primary and secondary research. For further guidelines, refer to Publication Manual of the American Psychological Association, Current Edition. The APA Manual provides answers to all level of detail regarding citations of references, grammar, and other related issues. The APA is a widely held standard for manuscripts in the social sciences, including Public Administration, and is a frequent standard for graduate-level writing.

- **DO NOT submit your papers to me via UNM Learn Mail.** I will provide feedback to you on your written work using the MS-Word “Comments” function. Please let me know in advance if you use a word processor other than MS Word – in that case, you will probably need to submit your papers in RTF format.
- **THIS IS IMPORTANT!** All written assignments submitted electronically need to follow this naming convention for your document file that you submit electronically: **LAST NAME, FIRST INITIAL, ASSIGNMENT TITLE, PA525**. For example: **Smith\_S\_Current NPO Issues\_PA590**. **DO NOT MAKE THE TITLE TOO LONG !!!**
- **Proper reference sources** MUST be cited for your outside reference materials. Proper academic reference sources include primary and secondary research, journal articles (refereed, juried, or peer reviewed), professional and trade journals, abstracts, research reports and dissertations. Wikipedia is NOT a legitimate academic reference.
- **NOTE:** Paper length guidelines **do NOT include** your title page, abstract page, bibliography of references, or appendices. The guidelines refer to the length of the body of the paper.

## **ASSIGNMENTS AND COURSE DELIVERABLES**

### **1. RESEARCH PAPER – ASSESSMENT OF EMPLOYEE MOTIVATION AND PERFORMANCE**

The purpose of this assignment is for you to assess motivation and performance in your own workgroup and organization, and to make recommendations about how motivation and performance might be improved. Include a self-reflective assessment of your own level of motivation, and how it is impacted by management and leadership. The paper should be no more than eight (8) pages. A minimum of five (5) outside reference sources must be used and properly cited in APA style. Be sure to support your assessment and analysis with material from the texts and other outside reference sources.

### **2. RESEARCH PAPER – ASSESSMENT OF ORGANIZATIONAL STRATEGIC PLANNING AND CHANGE MANAGEMENT**

The purpose of this assignment is for you to assess the effectiveness of a selected organization (your own, or another you have access to), and to make recommendations about how planning and change management might be improved. The paper should be no more than eight (8) pages. A minimum of five (5) outside reference sources must be used and properly cited in APA style. Be sure to support your assessment and analysis with material from the texts and other outside reference sources.

### **3. GROUP/TEAM CASE ANALYSIS PAPER**

The purpose of the Case Analysis Paper is to apply the theory and concepts from the seminar to a practical, applied case assigned by the instructor. This case analysis should be done in teams of between 2 to 4 students. To analyze a case, you critically examine the organizational and employee issues confronted in the case. Most often you will need to read the case several times - once to grasp the overall picture of the situation and then to discover and understand the specific problems, dynamics, and work environment from the case. The case analysis requirements are as follows:

- Develop an overview of the case that summarizes the situation, individual & organizational behavior issues, and dynamics between employees and organization.
- Analyze the case based on organizational behavior & management theory and practice as presented in the textbook, lectures, supplemental readings, and other outside reference sources with a focus on how the case helps us better understand individual and organizational behavior in public and nonprofit organizations.
- Apply the concepts, tools and methods to the case that are covered by the texts and supplemental readings based on class lectures and discussions, and personal experience.
- Recommend a course of action to address the problems and/or issues presented in the case.

Use APA Style. In no more than twenty (20) pages, support your analysis with material from the text and other outside reference sources. A minimum of eight (8) outside reference sources must be used and properly cited in APA style.

***Each student is required to complete the “Student Self and Group Project Evaluation Form,” which is found in the Case Study folder on the UNM Learn course homepage. The completed form is due on the same day that the group case study is due. Up to half of your participation grade is based on the results of the “Student Self and Group Project Evaluation Form” for the Urbanopolis Case Study – clearly, you are expected to be an active, contributing member of your case study team.***

### **4. APPLIED INSTITUTIONAL DEVELOPMENT & BEHAVIOR RESEARCH PAPER**

An applied research paper is required that addresses one (or more if related) of the major topics covered in class applied to a real public, private or non-profit organization. The paper topic may be on anything read about or discussed in class

on or prior to its due date. Please present a thorough knowledge of the topic and apply your research and analysis to a real situation.

Your research and analysis of the institutional development & behavior issue, system or process you are investigating should reflect both the theoretical and practical dimensions of the issue, with the objective of increasing your understanding of the impact of the issue on management and leadership practice in public and non-profit organizations. The paper may draw on content from throughout the course, using journal articles, books, and primary research data to demonstrate your understanding of the issue.

**Note that** this is NOT to be an expository research paper, but rather you are expected to apply your research to a real organization in order to analyze a current institutional development & behavior-related process, and to make recommendations about how to change or improve that issue/system/process. For example, rather than write an expository research paper about what makes an effective on-boarding process, you would do applied research – look at what makes an effective on-boarding process, and then do a critical analysis of the effectiveness of the on-boarding process in your own organization. From there, you would make specific, well-researched, and substantiated recommendations about how to improve the on-boarding process in your organization.

Use APA Style. In no more than twelve (12) pages, *support your analysis* with material from the text and other outside reference sources. At least six (6) outside academic reference sources must be used and properly cited in APA style.

#### **5. DISCRETIONARY GRADE – ATTENDANCE, PARTICIPATION AND CONTRIBUTION**

This portion of your grade includes, but is not limited to class participation, demonstration that you have read the text and other materials, participation in team/group assignments, and timeliness of assignments. Ongoing student participation is encouraged and will be assessed as a part of the total course grade. Participation is reflected by course attendance, presentations, and contributions to discussions, particularly in analyzing and critiquing assigned readings and cases. The student's contribution to course discussions will be assessed in terms of the quantity and quality of the contribution, demonstrating critical thinking and analysis skills as opposed to the number of times a student speaks up in class. Therefore, it is important for students to be prepared for course discussions and presentations.

**NOTE TOO: Up to half of your participation grade is based on the results of the "Student Self and Group Project Evaluation Form" for the Group Case Study (assignment #2).**

### **8. POLICY STATEMENTS: UNIVERSITY AND COURSE POLICIES**

University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:

#### **ACADEMIC HONESTY**

The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.

In preparing written assignments, students need to be aware of the UNM Student Code of Conduct governing academic dishonesty, particularly plagiarism (see below). It is a violation University policy to claim credit for work not done or done by others, or misrepresenting the work as your own. There are numerous sources available through the UNM website to help you better understand the rules. (See the Pathfinder, Student Code of Conduct, 2.4.)

#### **PLAGIARISM**

Acknowledgement of sources is essential, in order to avoid plagiarism. Plagiarism, defined as presenting someone else's work as one's own, may result in failure in the paper assignment and may also eventuate in failure in the course. If referred to the University Dean of Students, it may also eventuate in other disciplinary action including suspension or expulsion from the Public Administration program, or from the University. This is consistent with the University's student code of conduct as well as University and School of Public Administration policy.

It is often an unintentional mistake, but plagiarism continues to be a problem given our easy access to the internet and the availability of tools to copy and paste to your computer. It is even more problematic to paraphrase the work of another author and not acknowledge the source. If you are unsure, cite the source and avoid any suggestion of plagiarism. Recognize that any wording presented in a paper without quotation marks or other citation is considered to be your own work.

Students who are discovered cheating or committing plagiarism will be awarded a failing grade for the course and may be subject to dismissal from the SPA program or other further discipline. Assignments and/or research projects may, at the instructor's discretion, be submitted to one of several online services that search for plagiarism from the World Wide Web and from various term paper companies that sell term papers via the World Wide Web. Students who are discovered

cheating or committing plagiarism may be awarded a failing grade for the course and may be subject to dismissal or further discipline by the university.

Assignments and/or research projects may, at the instructor's discretion, be submitted to one of several online services that search for plagiarism from the World Wide Web and from various term paper companies that sell term papers via the World Wide Web. All citations must conform with current APA Style Guidelines (**See FORM OF WRITTEN PAPERS AND APA STYLE above**).

#### **DROPS AND WITHDRAWALS**

In the event that you choose to drop or withdraw from the course, it is YOUR responsibility, not the instructor's. Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify UNM of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.

#### **DISTURBANCES**

Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.

#### **CLASS ATTENDANCE POLICY**

Students are expected to attend all class sessions, and full participation in the class is expected. In the case of unavoidable absences, the student must contact the instructor in advance. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work or for excessive or unexcused absences. It is the student's responsibility to secure all missed work and assignments. Students who are unable to complete course requirements because of illness or other justifiable circumstances may be allowed to take an incomplete grade in those cases where a major portion of the work (more than 50%) has been successfully completed.

#### **ACCOMMODATIONS**

Anyone requiring special accommodation or assistive technology is asked to advise Dr. Meilleur within the first two weeks of class, so that reasonable accommodation may be provided through the University. The School of Public Administration is committed to providing all necessary and feasible accommodation to students with disabilities so that they may fully participate in and contribute to their classes. Confidentiality will be maintained as indicated by the student's circumstances. Please consult and make sure that you follow and meet the UNM Accessibility Resource Center documentation requirements for disabilities at: <http://as2.unm.edu/students/current-students.html>

#### **TITLE IX COMPLIANCE NOTE**

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants (TA's), and Graduate Assistants (GA's) are considered "responsible employees" by the Department of Education (see page 15—<http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>). This designation requires that any report of gender discrimination which includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity ([oeo.unm.edu](http://oeo.unm.edu)). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

### **9. INSTRUCTOR GUIDANCE AND SYLLABUS MODIFICATION:**

**INSTRUCTOR GUIDANCE:** I will be happy to review your written work in progress at any time. You'd be amazed at how few people take advantage of this opportunity. Generally I will have my comments back to you within a day or two, barring unforeseen circumstances.

You are bound to run into problems with your projects along the way. I am happy to consult with you about your projects if you have questions, concerns, roadblocks, or if you just need a sounding board. Please contact me to set up these consultations by appointment, or during office hours. Again, you'd be surprised at how few people take me up on this offer. Please feel free to contact me at any time if you have questions or concerns about the course.

**SYLLABUS MODIFICATION:** The instructor reserves the right to change the class schedule, course requirements, or grading criteria based on changing circumstances and events, University policies, material deemed helpful for your individual projects, and/or class input.

## **10. INSTRUCTOR BACKGROUND:**

Steven G. Meilleur, Ph.D., SPHR currently is Senior Vice-President of Risk Services – HR & Employment, with Poms & Associates, a national brokerage firm that provides risk management training, consulting and information services for its clients and other businesses and organizations. Steve specializes in providing consulting and training in HR and employment practices for Poms' clientele in New Mexico and around the United States includes many nonprofit organizations and public entities, as well as private for-profit corporations.

Dr. Meilleur's extensive work experience in the nonprofit sector includes having served as Vice President of Human Resources and Risk Management with Adelante Development Center in Albuquerque, as Executive Director of the New Mexico Solar Energy Association, as Director of the State Bar of New Mexico's Center for Legal Education, and as Human Resources Team Leader and Manager of Organizational Learning with Plains Electric Generation & Transmission Cooperative. Dr. Meilleur has a long service record as a board member and volunteer for numerous non-profit organizations throughout New Mexico.

Dr. Meilleur is also President of PRAXIS Management Solutions, LLC, a training and consulting firm specializing in providing consulting and training services to non-profits throughout the country for over 35 years. PRAXIS specializes in human resource management and employment practices, risk management, performance management, strategic and operational planning, organizational development, quality and process improvement, and organizational research & assessment for non-profit organizations and public sector agencies.

He is faculty member at the UNM School of Public Administration, holding the position of Visiting Lecturer III and teaching in the areas of human resource management, public administration and policy, nonprofit organization management, employment and labor relations, dispute resolution, organizational change, and human resource development. He has also been on the faculty at Webster University in the graduate studies programs since 1994. He has spoken at numerous conferences and workshops across the country, and is a published author in the areas of human resources, leadership and management development, organizational change and innovation, non-profit organization management, and board development.

Dr. Meilleur received a BA in English Literature and Education from Bucknell University, an Executive MBA from the University of New Mexico, and his Ph.D. in Leadership and Organizational Learning from UNM. He received his certification as a Senior Professional in Human Resources (SPHR) by the Society for Human Resource Management in 1995, and has other professional certifications in areas such as employee relations, instructional design, leadership development, strategic planning, and conflict management.

## **11. FINAL REMARKS FROM DR. MEILLEUR**

*The more you put into this class, the more you will take from it. Reviewing scholarly work, pondering concepts, and making sense of theory in practice can be painful and time-consuming. I understand this! There will be times when your brain hurts. That's a good thing. Take it as a sign that some good learning is going on. In fact, good learning is often confusing and uncomfortable before it becomes fun. If you keep up with readings, actively engage in class dialogues and activities, and constantly seeking feedback and advice from your colleagues and course instructor, you should have a rewarding experience in this course.*