



U.S. Coast Guard Leadership Development Center Senior Leader Transition Course (SLTC)

COURSE DESCRIPTION

Senior leaders operate in an environment of increasing scope, complexity, and uncertainty. Technical solutions rarely solve the adaptive challenges they face. Instead, their roles continually change as they seek to achieve results through their influence and collaboration with internal and external stakeholders. Success as a senior leader will require intellectual agility and finely tuned diagnostic skills to maneuver in the dynamic conditions they face daily.

The Senior Leader Transition Course (SLTC) will provide O-4s and GS-13s an environment of learning to activate their transition from operational leaders focused on tactical competency to leaders who can effectively engage on the strategic and organizational level required as a future senior leader. Students will develop their decision-making, strategic and systems thinking, and abilities to work with teams to execute positive change. This outcomes-based course is designed to challenge each student's mental models and assumptions while helping them expand their views, learn through personal reflection, and provide opportunities to practice and gain valuable feedback. SLTC is primarily focused on the Coast Guard Leadership Framework competency areas of Leading Performance and Change and Leading the Coast Guard.

COURSE VISION

To provide engaging, meaningful, and developmental experiences and activities to achieve outcomes dedicated to increasing leadership learning and improving performance. SLTC graduates will be inspired to accept the lifelong responsibility to develop themselves and others.

COURSE PERFORMANCE OBJECTIVES

Our goal for each unit is:

<i>Unit 1</i>	Problem Solving & Organizational Change	...help you learn how to make better decisions and sustainable change
<i>Unit 2</i>	Strategic Thinking	...increase your capacity to engage in higher levels of strategic and systems thinking
<i>Unit 3</i>	Teaming, Shared Leadership,	...improve your ability to lead teams of stakeholders to create positive change
<i>Unit 4</i>	Self-Reflection	...provide a framework for productive self-reflection



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COURSE LEARNING FRAMEWORK

This course is built on andragogy (adult learning) and transformational learning principles. It is likely different than many of the other courses students have taken as it will rely on students' experiences and discourse to generate ongoing learning. To gain the most from this course, it is crucial to be familiar with the following adult learning concepts the course utilizes:

- Experiential Learning Model based upon Kolb's Experiential Learning Cycle: Concrete Experience, Publish and Process, Generalize New Information, and Application. (Simplified as **input, processing, reflection, and application**)
- Transformational Learning Definition (Mezirow, 1994): the process of constructing and appropriating a new or revised interpretation of the meaning of one's experience as a guide to action
- Metacognitive Reflection (Fogarty, 1994): increasing awareness of and control over one's thinking behavior
- 4 Principles of Adult Learning (Knowles 1984):
 - o Involved adult learners – adults need to be involved in the planning and evaluation of their instruction
 - o Adult learners' experience – provides the basis for the learning activities
 - o Relevance and impact to learners' lives – adults are most interested in learning subjects that have immediate relevance and impact on their jobs or personal life
 - o Problem centered: adult learning is problem-centered rather than content-oriented

COURSE STRUCTURE

SLTC is a blended course consisting of a 4-week online pre-residency and a 2-week in-person residency. Students will graduate upon completion of the entire 6-week session if all course requirements are completed.

Workload: Your course workload will be consistent with a graduate-level course. The four-week pre-residency workload will comprise of asynchronous weekly assignments asking you to complete approximately a total of 3 hours of work. The two-week residency will involve 8 hours of in-class activities Monday through Friday with nightly homework assignments and course requirement deadlines.

Teams: Students will be divided into teams, and each team has an assigned staff member, who will act as a team advisor, coach, and facilitator. Also, this staff member should be a student's first point of contact for questions or concerns. Advanced notification of anticipated absences should be made to your assigned staff member. If you cannot reach your facilitator for any issue, please contact the lead staff member or Course Chief. Your team rosters will be sent in a separate document.

Access: You will need to access the Desire 2 Learn (D2L) learning management system to complete your pre-residency. Instructions on how to access this system will be sent via email.



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Schedule: The following is a tentative overview of the SLTC schedule (subject to change). You will be provided a detailed residency schedule at a later date.

Week	Assignments/Requirements/Activities
Week 1	<u>Pre-residency:</u> Welcome, Introductions, and Bios ☐ Read syllabus ☐ Post biography in D2L ☐ Start LPI/360 ☐ Introduce senior leader interview
Week 2	<u>Pre-residency:</u> Critical Thinking ☐ Start leadership philosophy ☐ Critical thinking reading ☐ Post critical thinking response in D2L ☐ Start DiSC ☐ Introduce Capstone Team Activity
Week 3	<u>Pre-residency:</u> Strategic Thinking ☐ Strategic documents readings ☐ Post strategic thinking response in D2L ☐ HQ knowledge overview
Week 4	<u>Pre-residency:</u> Systems Thinking ☐ Leadership philosophy draft due ☐ Senior leader interview due ☐ Post senior leader interview response in D2L ☐ Review Decision Making Resources
Week 5	<u>Residency Session:</u> Modules and Activities - Course Foundations - Guided Reflection - The Leadership Challenge / LPI Debrief - DiSC - Critical, Strategic, and Systems Thinking - Decision-Making - Problem-Solving - Coaching - Innovation and Change Management
Week 6	<u>Residency Session:</u> Modules and Activities - Guided Reflection - Capstone Team Activity - Senior Leader Perspective - The Leadership Challenge - Paratus Futurum - Decision-Making - SAPRR - Commitment Plan - PeBbLEs and Graduation



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COURSE REQUIREMENTS

To graduate SLTC, you must complete the pre-residency and the following **four** course requirements:

	Requirement	Supports/Connected to:	Deadlines	Submit via
1	Leadership Philosophy	SLTC Units 1/3/4	Draft – Pre-Res: Week 4 Iteration One – Res: Week 2	D2L
2	Reflection Paper	SLTC Units 1/2/3/4	Res: Week 2	D2L
3	Capstone Team Activity	SLTC Units 1/2/3	Res: Week 2	In class
4	Commitment Plan	SLTC Units 1/2/3	Res: Week 2	In class

You will be provided a separate document with more details for each requirement.

COURSE EVALUATION CRITERIA AND EXPECTATIONS

Pre-Residency Assignments Evaluation Criteria/Expectations: The online pre-residency work consists of weekly assignments beginning on a Monday and ending on a Sunday. Students should complete assignments during the applicable week and avoid working ahead to be “present” in current discussions with a student’s team, making the course more impactful. The intent of the online coursework is for students to learn from each other and engage in deepening discourse.

The staff will review all students’ posts, checking for quality and timeliness. The purpose of weekly grades is to provide feedback on the quality of their posts and ensure accountability for participation in online discussions. There is no final or cumulative grade at the end of the course, but students will not graduate with any grades less than 2. Weekly grades are assigned according to the following rubric:

- 2 – Meets Expectation: Completed assignment and post meets or exceeds expectations or requirements.
- 1 – Not Yet: Submitted assignment does not yet meet the expectations or requirements. (i.e. posts are missing, didn’t reply to 2 classmates, of low quality, etc.)
- 0 – Not Submitted: No effort made and no advanced notification made to team advisor

Team advisors will conduct the grading review one whole week after each week of the course has passed. For example, the assignment for Week 1 will be graded after the end of Week 2. If a student cannot complete assignments during the applicable week, he/she must notify their assigned team advisor.



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Course Requirements and Residency Assignments Evaluation Criteria/Expectations:

The in-person residency consists of sessions every day from Monday to Friday. Students are expected to attend all sessions, be prepared to engage, and complete all assignments.

Assignments will include course requirement deadlines, module homework, and team project work. Assignments will be evaluated through a mixture of peer and staff feedback. The criteria for evaluation of the course requirements and residency assignments will be according to the following rubric:

- Meets Expectation: Submitted assignment meets or exceeds expectations or requirements
- Not Yet: Submitted assignment does not yet meet the expectations or requirements
- Not submitted: Assignment has not been submitted

Written & Presentation Expectations:

Written Assignments: Students will be expected to produce high-quality written assignments that may require the use of materials outside those provided by this course. Your research should rely on official agency documents, published texts, or scholarly or peer-reviewed journals. Instructions and expectations for each written assignment will be provided to you.

Presentations: During the resident portion of the course, you will be required to present on a variety of issues relevant to organizational-level leaders. Instructions for each presentation will be provided to you.

COURSE DISENROLLMENT POLICY

Students may be disenrolled from the course for administrative or punitive reasons:

Administrative disenrollment – Students who have extenuating or emergent circumstances may be administratively disenrolled, and orders cancelled at any time. They should contact their assigned team advisor to start this process to get approval through the LDC chain of command. Students will be responsible for undertaking all of the necessary administrative coordination with their unit, ETQC, and LDC once their disenrollment is approved.

Punitive disenrollment – Students who engage in behavior contrary to our Coast Guard core values and/or fail to complete their assignments on time will be considered for disenrollment by the LDC chain of command. Specifically:

Pre-Residency. Students who make no effort and are behind by two weeks (i.e., no discussion posts of any kind) will be contacted by their assigned team advisor. Further action and warnings will be taken if no progress is made.

Residency. Students who miss sessions will be contacted by a staff member. Further action and warnings will be taken if the absences continue.

Remediation for administrative or punitive reasons will be considered on a case-by-case basis by the SLTC Course Chief.



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ATTENDANCE, PARTICIPATION, AND CONDUCT REQUIREMENTS

Student Responsibilities and Expectations:

Overall

- You are responsible for completing course requirements and assignments on time
- You are expected to display an inquisitive attitude and the willingness to engage constructively with peers and staff consistent with a graduate-level seminar experience
- You must attend the entire duration of the course to graduate

Pre-Residency

- SLTC students should continue to perform their primary duties and responsibilities while meeting the requirements of the online portion of the course. Managing schedules and meeting deadlines is a program expectation
- Learning during the online portions of the course is greatly enhanced through the exchange of ideas in the discussion forums, and you are expected to participate actively. Although there is no minimum word count, a high quality reflective response cannot be successfully conveyed in 2-3 sentences. Be sure to add the depth necessary to effectively support your response
- Making online posts after a discussion is finished does not meet the spirit of the course, so planning and thinking ahead are essential
- If, for any reason, you are unable to complete an assignment (due to operational or family time conflicts), notify your assigned team advisor at least one week in advance

Residency

- SLTC students receive orders to the in-person residency and are expected to be present on a full-time basis. Please ensure your supervisor and unit are prepared for your absence
- Students must contribute actively and positively in classroom discussions. Students must review assigned readings for modules and engage speakers with relevant, insightful questions to contribute to session discussions

Academic Honesty Policy: SLTC maintains a policy of strict academic honesty and integrity. Students shall strictly adhere to the Coast Guard core values of Honor, Respect, and Devotion to Duty. No exceptions will be made. Honesty in the performance of academic assignments is essential to the mastery of a subject and intellectual development. The responsibility for such honesty rests with the individual student. While teamwork and cooperation are encouraged, the following practices are expressly prohibited:

Cheating: Cheating is providing someone else's work as one's own. All work must be original.

Plagiarism: Plagiarism is using the exact words, phrases, ideas, or sentences of another person or paraphrasing information obtained from another person or his/her work (facts, opinions, ideas, or language) without proper documentation. Students should include citations for direct quotes and paraphrasing; print online posting of downloads for personal use only (do not alter or re-distribute); and always check permission restrictions for using electronic material.



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Course Material Copyright Restrictions: Copying or redistributing protected intellectual property violates copyright law. Copyrighted material limits access and use to students enrolled in SLTC for the course duration; therefore, copyrighted materials are used SLTC by students only while enrolled in the course.

Course Survey and Feedback: To continue improving and providing the best possible SLTC course, the LDC staff will be employing a variety of surveys during and after the course. Each student's critical, constructive and honest feedback is essential for future generations of the course. Detailed instructions for each survey will be provided via separate email correspondence to each student. Feedback from the students and their immediate supervisors will be solicited approximately six months after course completion. Please complete all surveys as completely and as honestly as you can. Feedback is a gift!

STAFF CONTACT INFORMATION

Assigned Staff Contact Information:

Staff Members (Role)	Email	Phone
CDR Cristina Nelson (OCLC School Chief)	work: Cristina.E.Nelson@uscg.mil	office: (860) 444-8309
Mr. Charlie Coiro (SLPS Course Chief)	work: Charles.D.Coiro@uscg.mil	office: (860) 701-6692
LCDR Antoine Adams (SLTC Course Chief)	work: Antoine.A.Adams@uscg.mil	office: (860) 701-6902
LCDR John Ramos (MOCTC Course Chief)	work: John.E.Ramos@uscg.mil	office: (860) 701-6245
Mr. Anthony Garcia (Instructor)	work: Anthony.D.Garcia@uscg.mil	office: (860) 444-8204
LT John Andres (Instructor)	work: John.A.Andres@uscg.mil	office: (860) 701-6699
LT Katie Nielsen (Instructor)	work: Katherine.D.Nielsen@uscg.mil	office: (860) 701-6699



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SUMMARY AND SUPPLEMENTAL DOCUMENTATION

The following is a summary of important information for your reference and documents you should expect to receive from the staff:

Important Info
<u>Course Objectives</u> 1. Problem Solving & Organizational Change 2. Strategic and Thinking 3. Teaming, Shared Leadership 4. Self-Reflection
<u>Course Schedule</u> - Week 1-4: Pre-Residency (Online) - Week 5-6: Residency (In-person)
<u>Course Requirements</u> ☐ Leadership Philosophy ☐ Reflection Paper ☐ Capstone Team Activity ☐ Commitment Plan
<u>Course Requirement Deadlines</u> - Pre-Residency Week 4: - o Leadership Philosophy draft - Residency Week 1: - o Leadership Philosophy Iteration One - Residency Week 2: - o Leadership Philosophy, Reflection Paper, Capstone Team Activity, and Commitment Plan
Supplemental Documentation
☐ Student Roster ☐ Team Assignment Roster ☐ D2L Tutorial Guide ☐ Course Requirement Guide "Leadership Portfolio" ☐ Residency Schedule (Will receive no later than a week before residency) ☐ Student Guide (Will receive at residency)
Next Steps
☐ Read entire syllabus ☐ Read Course Requirements Guide ☐ Review all other supplemental documentation ☐ Log into D2L to begin Pre-Residency assignments ☐ Contact your assigned team advisor with any questions or concerns!