**AUBURN UNIVERSITY**

**DEPARTMENT OF SPECIAL EDUCATION, REHABILITATION, AND COUNSELING**

**SYLLABUS**

**SPRING SEMESTER 2025**

**Course Number: COUN 7460-D01**

**Course Title: School Counselor Leadership and Advocacy**

**Credit Hours: 3 Semester Hours**

**Prerequisties: COUN 7910**

**Corequisites: COUN 7920**

**Date Syllabus Prepared:** 12/17, 12/18, 12/19, 12/20, 12/21, 12/22, 12/23, 12/24

**Instructor:** Malti Tuttle, PhD, LPC, CPCS, ATS, NCC, NCSC

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Phone: 334-844-3724

Office Hours: By appointment

**Required Textbooks:**

American School Counseling Association (2019). *ASCA National Model: A Framework for School Counseling Programs (4th ed.).* Author.

American School Counseling Association (2013). *School Counselor Leadership: An Essential Practice*. Author.

Dollarhide, C.T. & Lemberger-Truelove, M. E. (Eds). (2018). *Theories of School Counseling for the 21st Century.* Oxford University Press

\*\* full text available as e-book through AU Library website

Hatch, T. (2018). Pilots, Passengers, Prisoners & Hijackers: An Educator’s Guide to Handling Difficult People While Moving Forward. Author.

**Recommended:**

American Psychological Association (2020). *Publication Manual of the American Psychological Association,* (7th Ed.). Washington, DC: APA.

**Additional Readings:**

Bemak, F. (2020). Transforming the role of the counselor to provide leadership in educational reform through collaboration. Professional School Counseling, 3(5), 323–331.

Betters-Bubon, J. J., & Schultz, J. W. (2017). School counselors as social justice leaders: An

innovative school–family–community partnership with Latino students and families.

*Professional School Counseling*, *21*(1b), 2156759X1877360.

<https://doi.org/10.1177/2156759X18773601>

Brookover, D. L., (2024). The career development and social determinants framework: An

 integrative approach. *Professional School Counseling, 28*(1). 1-12.

 <https://doi.org/10.1177/2156759X241290494>

Johnson, K. F., Gantt-Howrey, A., Duyile, B.E., Robins, L.B., & Dockery, N. (2024). Career

 counselors addressing social determinants of mental health in rural communities. *The Professional Counselor, 14*(1). 1-14.

NOSCA (2011). Elementary school counselor’s guide.

NOSCA (2011). High school counselor’s guide.

NOSCA (2011). Middle school counselor’s guide.

Oehrtman, J.P. & Dollarhide, C.T. (2021). Advocacy without adversity: Developing an understanding of micropolitical theory to promote a comprehensive school counseling program. *Professional School Counseling, 25*(1). 1-9. <https://doi.org/10.1177/2156759X211006623>

Shields, C. M., Dollarhide, C. T., & Young, A. A. (2017). Transformative Leadership in School Counseling: An Emerging Paradigm for Equity and Excellence. *Professional School Counseling*, *21*(1b), 2156759X18773581. <https://doi.org/10.1177/2156759X18773581>

Schwallie-Giddis, P., Maat, M., & Pak. (2003). Initiating leadership by introducing and implementing the ASCA national model. *Professional School Counseling, 6*(3). 170-173.

Wimberly, C. L, & Brickman, S. (2014). Counselors in rural schools: A position of leadership. *The Rural Educator, 35*(2).

**Course Description:**

This course is designed to provide an overview of school counseling leadership and advocacy. School counselors in training will develop a deeper knowledge of their role as educational leaders while serving as school counselors. School counselors have the responsibility to help *all* students achieve high standards in their leadership roles. Understanding and implementing the American School Counselor Association’s National Model can ensure that all students have access to the benefits of effective school counseling.

**Student Learning Objectives (CACREP 2024 Standards):**

By the end of the course, through satisfactory performance, students should be able to demonstrate knowledge and understanding of the following CACREP 2024 standards:

1. School counselor roles as leaders, advocates, and systems change agents in PK-12 schools (CACREP 5.H.6)
2. Advocacy for comprehensive school counseling programs and associated school counselor roles (CACREP 5.H.8)
3. Qualities and styles of effective leadership in schools (CACREP 5.H.7)
4. Strategies for implementing and coordinating school-based interventions (CACREP 5.H.13)
5. Evidence-based and culturally sustaining interventions to promote academic development (CACREP 5.H.15)
6. Strategies to facilitate school and postsecondary transitions (CACREP 5.H.18)
7. Skills to critically examine the connections between social, familial, emotional, and behavior problems and academic achievement (CACREP 5.H.11)
8. Approaches to increase promotion and graduation rates (CACREP 5.H.16)
9. Interventions to promote postsecondary and career readiness (CACREP 5.H.17)
10. Strategies to promote equity in student achievement and access to postsecondary education opportunities (CACREP 5.H.19)

**Course Format:**

Discussions will be based on lecture information, material from the text, outside reading assignments, and relevant topics that are raised during class. The discussions place primary responsibility on each student to critically read and reflect upon the assigned reading material, to raise questions and constructively discuss issues relevant to the readings, and to discern differences between one’s knowledge and one’s beliefs and opinions.

**Course Requirements & Student Evaluation:**

Please note: Course assignments are due on the dates specified. When assignments are turned in late, without an excused or approved absence, scores for the assignments(s) will be reduced by 5% per day, with no assignments accepted more than 1 week past due. Please refer to the Class Policy Statements in the course syllabus for information about excused absences and making up assignments.

Students in this course are required to complete the specified course requirements. Student’s final evaluation is based on these components.

**Evaluation of Performance:**

1. Professional Leadership Exploration Project 100 points
2. Advocacy in Action 100 points
3. College and Career Readiness Project 100 points
4. Data and Advocacy Project 100 points

Total = 400 points

A = 350-400/90-100

B = 300-350/80-89

C = 250-299/70-79

D = 249-199/60-69

F = 198 and below/59 or below

1. **Professional Leadership Exploration Project**

 **Due:** February 10, 2025

 **100 Points**

Leadership is a key characteristic for professional school counselors. In this project, students will learn from school leaders, reflect on their own leadership, and plan for their future leadership as a school counselor. Leaders constantly work to become more self- aware. With this in mind students will engage in several activities in order to complete this project.

The project will include:

 **i. Completion of Myers-Briggs Personality Assessment**

 Take a personality self-assessment to use their findings to conceptualize their strengths

 and areas of growth as a leader.

 Myers-Briggs: Each of you will take the free Meyers-Briggs personality assessment offered through the website <https://www.16personalities.com/> After completing the assessment, read the profile about your personality carefully.

 **ii. Leader interviews:** Students will interview school leaders about their leadership style and their perspectives on school counselors as leaders. Students may choose to interview school counselors, district student support specialists, school principals, school assistant principals, district superintendents, or school counseling professional organization leaders. \*Make sure to include your site supervisor, school nurse, and ESOL

teacher.

**After completing the activities, students will complete a 4-5 page paper in APA Style**

**format to address the following:**

1. **Leadership Self-assessment and Myers-Briggs**

 Students will reflect on their own leadership style and how this style will manifest as a professional school counselor. Students should describe: What are your characteristics as a leader? What personal strengths do you possess that will help you become a good leader? What personal weaknesses do you possess that will challenge you as a leader? What are your strengths as a leader? What did this inventory teach you about your personality as a future counselor? What does the inventory tell you about yourself as an advocate? With this new information, how might you challenge yourself to grow as a leader? Your paper should explicitly list your four-letter Meyers-Briggs personality type (e.g. ENFP).

1. **Leadership Interviews**

 Students will include questions asked, their reactions to the responses provided, and address how the interviews impact their view of school counselor leadership and advocacy.

1. **School Counseling Leadership Plan**

 Students will create a plan for their future leadership role as a school counselor. Considering the leadership styles discussed in this class, students should (1) determine and describe which leadership approach they will use as a school counselor, (2) describe three key areas in their future schools of employment in which they will use their leadership skills, and (3) outline what leadership challenges they may face in the future and how they will overcome these challenges.

1. **Connection to P3H: Pilots, Passengers, Prisoners, & Hijackers**

Student will also share how the information from the book and information gathered for the interviews resonate with you as a school counselor. Also, include how you foresee the book assisting you in your future roles.

1. **Advocacy in Action**

 **Due:** March 3, 2025

 **100 Points**

As relevant to the counseling field (school or clinical mental health) identify an action step that you can do to advocate in some way for the field of school counseling, individuals in need of counseling services, or for schools and communities to gain access to counseling services. Examples may include: recognizing National School Counseling Week through Advocacy. You will submit a 1-2 page paper detailing what advocacy effort you participated in and the intended impact of your effort.

 \*\* If you choose to join a relevant professional counseling organization that you are not currently a member of you DO NOT HAVE to write the 1-2 page paper. You can submit proof of your membership (needs to clearly indicate that you are a new member no earlier than the start of class). You will only need to write 1-2 sentences stating what advocacy effort you participated in.

1. **College and Career Readiness Project**

**Due:** March 24, 2025

**100 points**

Professional school counselors are increasingly being looked to for leading the creation of college-going cultures and ensuring that all students, regardless of age, are working to become college and career ready. In this project, students will design a program or intervention for their internship site that will increase students’ college and career readiness. Creating the project includes six steps:

1. **Determine a program/intervention**: Students should review readings, books, and Internet sources for recommended programs and interventions for college and career readiness. Students must keep in mind their internship site’s needs and context when selecting a program or intervention.
2. **Seek approval:** Students should receive approval from their internship site supervisor, school administrator, and the instructor (in that order) for their intervention or program.
3. **Plan for data collection:** Students must collect pre- and post- data for their intervention. This should be planned in advance.
4. **Plan and implement the intervention:** Students are encouraged to document the intervention as it is implemented.
5. **Analyze data:** Students should examine their data and note any changes before and after the program or intervention.
6. **Prepare a presentation:** Students should prepare a presentation for their COUN 7460 instructor and classmates outlining: (1) their College and Career Readiness program or intervention, (2) how the program/intervention went, (3) collected data, (4) stakeholders’ reactions, (5) their own reactions, and (6) lessons learned.

This assignment is a CACREP 2024 Key Performance Indicator (CACREP 3.D. Demonstrates knowledge related to career theories and counseling practice) and will be uploaded to your comprehensive portfolio in Tevera.

**4.** **Data and Advocacy Project**

**Due:** April 7, 2025

**100 points (Presentation = 90, Reflection = 10)**

Data is a key tool for school counselors to use to advocate for students, school needs, and social justice. In this project, students will use data to determine a need at their internship site. They will then design an intervention to address this need, and present the data and proposed intervention to school stakeholders. Completing the project involves eight steps, after seeking approval from your internship site:

1. **Examine data:** Students will analyze school data to determine a student need. Students may consider examining student achievement data, discipline referrals, attendance records, or school counseling data.
2. **Select a need:** Students will select one student need apparent in the data they examined. This need may highlight an equity issue, disproportionate services, or other concern.
3. **Design an intervention:** Students will design a school counseling intervention to address the selected need. For example, the intervention could be part of the school counseling core curriculum, a series of small counseling groups, or a schoolwide initiative.
4. **Prepare a presentation:** Students will prepare a presentation highlighting the data they examined, need they found, and proposed intervention.
5. **Present to school stakeholders:** Students will deliver their presentation to a group of school stakeholders at their internship site, such as administrators, school counselors, parents, and teachers.
6. **Present to COUN 7460** Students will deliver their presentation to their classmates and instructor in COUN 7460
7. **Write a reflection:** Students will reflect on their Data and Advocacy Project, describing what the experience was like, how their stakeholders responded, and what they learned for the future. Reflections should be approximately 3-4 pages in length and follow APA style.
8. **Connect to Social Determinants of Mental Health:** Students are to include in their presentation or reflection how their intervention incorporates at least one of the SDOMH and promotes sustainability to aid K-12 students in their academic, career, and/or social emotional development.
9. **(Optional) Implement the intervention:** Optionally, students are encouraged to implement their intervention and collect future data to assess its impact on their identified need.

# Class Policy Statements:

1. Attendance: Students may miss up to one class without penalty. Additional absences will result in grade reduction, and students will be held responsible for any content covered in the event of an absence. Students are expected to be on time for class. This course requires in-person attendance; there will be no Zoom option for attendance.
2. Excused absences: Students are granted excused absences from class for the following reasons: illness of the student or serious illness of a member of the student’s immediate family, trips for student organizations sponsored by an academic unit, trips for university classes, trips for participation in intercollegiate athletic events, subpoena for a court appearance, and religious holidays. Students who wish to have excused absences from class for any other reason must contact the instructor in advance of the absence to request permission. The instructor will weigh the merits of the request and render a decision. When feasible, the student must notify the instructor prior to the occurrence of any excused absences, but in no case shall notification occur more than one week after the absence. Appropriate documentation for all excused absences is required. Please see University Policies https://sites.auburn.edu/admin/universitypolicies/default.aspx for more information on excused absences.
3. Make-Up Policy: Arrangement to make up a missed major examination (e.g., hour exams, mid-term exams) due to properly authorized excused absences must be initiated by the student within one week of the end of the period of the excused absence(s). Except in extraordinary circumstance, no make-up exams will be arranged during the last three days before the final exam period begins.
4. Academic Honesty Policy: All portions of the Auburn University student academic honesty code (Title XII) found in the University Policies https://sites.auburn.edu/admin/universitypolicies/Policies/Forms/Academic.aspx will apply to university courses. All academic honesty violations or alleged violations of the SGA Code of Laws will be reported to the Office of the Provost, which will then refer the case to the Academic Honesty Committee.
5. Accommodations Statement: Auburn University and the Counselor Education program are committed to ensuring student success by providing them with the appropriate supportive resources when necessary. We encourage students to exercise their right under the Americans with Disabilities Act to access academic accommodations. Students who need accommodations should submit their approved accommodations through the AIM Student Portal on AU Access and follow up with the instructor about an appointment. It is important for the student to complete these steps as soon as possible; accommodations are not retroactive. Students who have not established accommodations through the Office of Accessibility but need accommodations should contact the Office of Accessibility at ACCESSIBILITY@auburn.edu or (334) 844-2096 (V/TT). The Office of Accessibility is located in Haley Center 1228. Once a student has begun the process for accommodations, they are responsible for scheduling a meeting with faculty to discuss how these accommodations will be implemented in practice. Faculty are committed to working with students to support their needs in conjunction with the Office of Accessibility.
6. Course contingency: If normal class and/or lab activities are disrupted due to illness,

emergency, or crisis situation, the syllabus and other course plans and assignments may be modified to allow completion of the course. If this occurs, an addendum to your syllabus and/or course assignments will replace the original materials.

1. Professionalism: As faculty, staff, and students interact in professional settings, they

are expected to demonstrate professional behaviors as defined in the College’s conceptual framework. These professional commitments or dispositions are listed below:

* 1. Engage in responsible and ethical professional practices
	2. Contribute to collaborative learning communities
	3. Demonstrate a commitment to diversity
	4. Model and nurture intellectual vitality
1. Use of Electronics: Students will be required to utilize appropriate forms of technology to participate, complete assignments, and access reading materials. Electronics use should be limited to those specific times, and students are expected to refrain from using their phone or devices for personal messaging or internet access during class meetings.
2. Diversity Statement: A central foundation of the mission of the Counselor Education programs is the preparation of counselors and counselor educators to work in an increasingly diverse society. The program’s understanding of diversity encompasses culture, sexual and gender identity, race, ethnicity, socioeconomic status, ability, and other aspects of individual identity. The program believes that meeting these goals requires that students and faculty engage in advocacy, equity, inclusion, and culturally sustaining practices. This includes students demonstrating these principles in their academic, clinical practice and professional development engagement.
3. These principles are in alignment with our professional, ethical, and accreditation standards including: Council for the Accreditation of Counseling and Related Programs (2024 standards) American Counseling Association’s Code of Ethics (ACA, 2016), American Rehabilitation Counseling Association (ARCA), the Commission on Rehabilitation Counselor Certification (CRCC), American Mental Health Counselors Association (AMCHA), and the American School Counselor Association (ASCA). Overall, we seek to create educational and learning environments that support, sustain, and challenge students to address their development as professionals related to and representative of culturally sustaining practice.
4. Policy Related to the Use of AI for Classroom Assignments: The Counselor Education Programs (CED) has a comprehensive policy on the use of Artificial Intelligence (AI). As the acceptable use of AI varies, please consult your instructor on how AI can be used within specific courses and/or clinical settings. Please understand that violations of this policy can be considered a form of plagiarism. Please see the CED Programs Handbook for the full AI policy.
5. Policy Related to the Use of Zoom for Class Meetings: Zoom participation requires you to keep your video on and your microphone muted when you are not speaking.
	* If you have a need for technology to support your participation in this class or do not have a space conducive for participating - SERC provides private individual counseling spaces (Counseling Lab) that you can reserve and use for class sessions.
	* Please know that you can blur your background if you are not comfortable sharing your space or environment during classes conducted online.
	* Please limit all distractions such as your phone or attending to other work on your computer.  It is often very apparent that a student is distracted and that impacts the class environment for everyone.
	* Students can turn off their cameras briefly if needed (e.g., break).   These pauses should be *short*.  Having students on camera provides a higher level of engagement for all participants.
	* If you have questions during class, you can raise your hand (in real time or via Zoom).
	* Please know that sometimes it is challenging to be teaching and attending to students and reading messages in Chat, especially if I am also sharing content.   If I don’t respond to a comment or discussion in Chat, please let me know.
* Although you may be participating from your domicile, our Zoom meetings are professional interactions.
	+ You should dress and behave as you would in a normal F2F classroom.
	+ Please minimize distractions in the background as much as possible.
	+ Participating in spaces that are not conducive to zoom attendance (e.g., public spaces, vehicles) should be discussed with the instructor prior to the class session and should only be used when there are no other alternatives.
* Recording Sessions: Due to the nature of our classes and the possibility that we may be discussing content that is confidential in nature:
	+ Instructors can record sessions and will notify students when the class session is being recorded (e.g., teaching demonstrations, making the session available to other students, speakers)
		- Confidential content (e.g., supervision sessions) will be retained following appropriate ethical and legal practices as well as CED policies (e.g., password protected BOX folders).
		- Students can request that the recording be stopped if they wish to discuss a topic that they do not want recorded.  *In areas such as supervision this may not be possible*.
	+ You should participate in spaces that allow for these discussions and do not have others present in the room while you are using it for class or supervision.
	+ As per University policies, I reserve the right to dismiss anyone from a Zoom meeting whose environment or behavior is distracting or problematic.
	+ If you have any issues with sharing your video feed, adhering to this policy, or anything else related to your use of Zoom please notify me via email in the first week of class so we can discuss if accommodations are possible.

**CACREP Standards Matrix**

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| --- | --- | --- |
| **CACREP Standard-As a result of this course student learn/gain the following:** | **Curriculum Experience** | **Outcome Assessment** |
| CACREP Standard 5.H.6.Students will understand school counselor roles as leaders, advocates, and systems change agents in P-12 schools.  | * Students will read about the history of school counselors as leaders and advocates
* Students will read about leadership in school counseling
* Students will read about Advocacy in school counseling
 | * Professional Leadership Exploration Project
* Advocacy in Action
 |
| CACREP Standard 5.G.2.c.Students will understand school counselor roles in relation to college and career readiness. | * Students will read about advocacy and leadership for College and Career Readiness
 | * College and Career Readiness Project
 |
| CACREP Standard 5.H.7.Students will understand qualities and styles of effective leadership in schools | * Students will read about leadership in school counseling
 | * Advocacy in Action
* Professional Leadership Exploration Project
 |
| CACREP Standard 5.H.6.Students will know school counselor roles as leaders, advocates, and systems change agents in pk-12 schools | * Students will read about advocacy in school counseling
* Students will read about advocacy and social justice
 | * Professional Leadership Exploration Project
* Advocacy in Action
 |
| CACREP Standard 5.H.13.Students will be able to design and evaluate strategies for implementing and coordinating school-based interventions | * Students will read about using data for advocacy
 | * Advocacy in Action
* Data and Advocacy Project
 |
| CACREP Standard 5.H.15Students will be able to implement evidence-based and culturally sustaining interventions to promote academic development | * Students will read about advocating for equity in student achievement
 | * Advocacy in Action
* Data and Advocacy Project
 |
| CACREP Standard 5.H.18Students will be able to implement strategies to facilitate school and postsecondary transitions.  | * Students will read about advocacy and leadership for College and Career Readiness
 | * College and Career Readiness Project
 |
| CACREP Standards 5.H.19Students will develop skills and strategies to promote equity in student achievement and access to postsecondary education opportunities | * Students will read about advocating for equity in student achievement
 | * Data and Advocacy Project
 |
| CACREP Standard 5.H.16Students will be able to implement approaches to increase promotion and graduation rates.  | * Students will read about advocacy and leadership for College and Career Readiness
 | * College and Career Readiness Project
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**Tentative Course Schedule**

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| --- | --- | --- | --- |
| Class **#** | **Date** | **Topic** | **Readings/Assignments Due** |
| 1 | 1/13/25 | Course Introduction | Course Overview  |
| 2 | 1/20/25 | Leadership in SchoolsHistory of School Counselors as Leaders and AdvocatesPreparation for National School Counseling Week | READ: Chapters 1-4 in School Counselor Leadership: The Essential PracticeInitiating leadership by introducing and implementing the ASCA National Model, Schwallie-Giddis, der Maat, & Pak, 2003 (read only p. 1)Assigned readings-see folder on CANVAS |
| 3 | 1/27/25 | Leadership in School Counseling, Part I | READ:Chapters 5-8 in School Counselor Leadership: The Essential PracticeAssigned readings-see folder on CANVAS  |
| 4 | 2/3/25 | Leadership in School Counseling, Part II\*[National School Counseling Week](https://www.schoolcounselor.org/Events-Professional-Development/Events/National-School-Counseling-Week#:~:text=National%20School%20Counseling%20Week%202022,counselors%20within%20U.S.%20school%20systems.) | READ:Pilots, Passengers, Prisoners & Hijackers: An Educator’s Guide to Handling Difficult People While Moving ForwardAssigned readings-see folder on CANVAS  |
| 5 (cont.) | 2/10/25 | Advocacy in School Counseling  | **Professional Leadership Exploration Project Assignment Due**READ:*ASCA Position Statements:* *Equity for All Students (p.33), Students with Disabilities (p. 88), Supporting Students in Foster Care (p. 94).*Assigned readings-see folder on CANVAS |
| 6 | 2/17/25 | Advocacy and Leadership for College and Career Readiness, Part I  | READ: *ASCA Position Statements:* *Career and Technical Education (p. 9), Career Development (p. 11), College Access Professionals (p.20), Letters of Recommendation (p. 48), Student Postsecondary Recruitment (p. 84)*Assigned readings- see folder on CANVAS and* **Read one of these:**
* *Elementary School Counselor’s Guide, NOSCA, 2011*
* *Middle School Counselor’s Guide, NOSCA, 2011*
* *High School Counselor’s Guide, NOSCA, 2011*
 |
| 7 | 2/24/25 | Advocacy and Leadership for College and Career Readiness, Part II | National Association for College Admission Counseling:<https://www.nacacnet.org> Assigned readings- see folder on CANVAS  |
| 8 | 3/3/25 | Using Data for Advocacy | **Advocacy in Action Assignment Due** Assigned readings- see folder on |
| 9 | 3/10/25**No Class** | **Spring Break** | CANVASAU Spring BreakNo Class |
| 10 | 3/17/25 | Advocacy and Leadership for Social Justice | READ:*ASCA Position Statements:Gender Equity (p. 35), LGBTQ Youth (p.50), Transgender/Gender non-conforming Youth (p.98)*Assigned readings- see folder on CANVAS |
| 11 | 3/24/25 | College and Career Readiness Presentations  | **Assignment Due**: College and Career Readiness Presentations  |
| 12 | 3/31/25 | SC Supervision Model | Assigned readings- see folder on CANVAS Dollarhide and Lemberger-Truelove – electronic access through library website |
| 13 | 4/7/25 | Data and Advocacy Project  | **Assignment Due**: Data and Advocacy Presentations, Data and Advocacy Project Reflections  |
| 14 | 4/14/25 | Data and Advocacy Project  | **Assignment Due**: Data and Advocacy Presentations, Data and Advocacy Project Reflections  |
| 15 | 4/21/25 | Closing Thoughts on Advocacy and Leadership in School Counseling | Activity: growth in leadership& Advocacy |

# Justification for Graduate Credit:

This course includes content on leadership and advocacy for school counselors.  This includes content as specified by the Council for the Accreditation of Counseling and Related Programs (CACREP, 2024).  All academic content approved by CACREP is for advanced Masters and/or Doctoral graduate study.  This includes rigorous evaluation standards of students completing the learning outcomes specified in this syllabus.

# SYLLABUS DISCLAIMER:

The instructor reserves the right to make changes to the syllabus as needed due to the developmental needs of the students. In the event that changes are deemed necessary, the instructor will inform students at the earliest date possible in class or via email.