

Updated 12/31/2025



WACO, TEXAS

**COURSE SYLLABUS
AND
INSTRUCTOR PLAN**

TEAM BUILDING

BMGT 1307.W080

M. BOYCE WILSON

NOTE: This is an Online 16-week course.

AN EQUAL OPPORTUNITY INSTITUTION

SPRING 2026

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Disclaimer:

The instructor reserves the right to change course policies, deadlines, assignments, or exams at their discretion with the proper notice. Proper notice is defined as an announcement in Brightspace or email to student email accounts at least 24 hours in advance of the change.

Course Description:

Presents the basic principles of building and sustaining teams in organizations including team dynamics and process improvement.

Prerequisites and/or Corequisites:

Prerequisite: BMGT 1327 Principles of Management -OR- consent of program director

Course Notes and Instructor Recommendations:

This course creates a dynamic, team-driven environment that will enable student to learn more about themselves, cooperation, conflict negotiation, and management while learning to address the unique challenges of the virtual team environment. Each student must work cohesively with their fellow team members to ensure their own success and the success of the team. **Please understand that you CANNOT pass this class without working effectively within your assigned team.** We will work hard, but we will have a lot of fun and learn a lot in the process!

All students will be required to earn 100% on the course's Orientation Quiz before any course content will become available. Do not wait until the deadline to complete the orientation quiz!

The textbook and Brightspace online learning environment play an integral role throughout this course. This is an online course, therefore all lecture notes, assignments, and exams will be completed in Brightspace. You must have basic computer skills to be successful in this course.

Essential business skills will be reinforced throughout this semester. These are skills necessary to achieve success in the workplace and in life. Your instructors' course policies are designed to enforce such skills as timeliness, accountability, responsibility, effective communication, professionalism, and integrity. Each of these policies is defined within the course syllabus.

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Instructor Information:

Instructor Name: M. Boyce Wilson
MCC Email: mwilson@mclennan.edu
Office Phone Number: (254) 299-8699
Office Location: BT 214
Office/Teacher Conference Hours: M 10 AM – 11 AM
T, W, TH 9 AM – 11 AM
Other Instruction Information: Zoom meetings available – must be scheduled in advance

Correspondence Policy:

Email is the preferred method of communication. Emails are returned within 24 hours of receipt, except when received over the weekend or during holidays. Emails received during weekends or holidays will be returned on the first business day that the College is open. Students are to include the course and section number (see instructor note below) in the subject of their emails. Failure to include the course and section number will result in a delay in response.

*****INSTRUCTOR NOTE:*****

Brightspace offers the ability to send an “instant message” to me from within the course. Please do not use this feature if you need to contact us and receive a response fairly quickly. The instant message (IM) feature does not alert my cell phone or email, both of which I monitor closely. Additionally, even though I may appear to be online, I may be actively teaching other courses and unable to respond. Email is the preferred method of communication, followed by Zoom meeting, text message, and then telephone call.

When contacting me by email for this course, you must follow these rules:

1. Write using formal English only (as if to the president of the company where you work).
2. Always begin your subject line with BMGT 1307.W080 (the class’s email will be sorted into a specific file).
3. Use your MCC student email address – external email addresses are often caught by the spam filter and will likely not be seen.
4. Attach documents using Microsoft Office formats (doc, docx, xls, xlsx, ppt, and pptx) or in Rich Text Format, when possible (see note in the Required Software section). Avoid sharing documents with your professor through OneDrive, Google Drive, or Dropbox unless absolutely necessary. Work will not be accepted by email.

Failure to do any of the above may result in my not seeing or reading your email. I read my e-mail at least twice a day during the week; however, if you send an e-mail at 11 PM with a

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question you need answered before tomorrow, I likely will not read it before you need a response. I do not always read e-mails on the weekends. Do not expect instantaneous responses from me. Instructors are not 24/7 call centers, and many students need assistance; you must plan ahead. Remember, poor planning on your part does not constitute an emergency for anyone else.

I do not answer e-mails asking when something is due. You have a schedule both here in the syllabus and in Brightspace, which will tell you exactly when everything is due. As a college student, you are expected to be both responsible and accountable.

Required Text & Materials:

Title: Group Dynamics for Teams (e-book)
Author: Levi, D., & Askay, D. A.
Edition: 6th
Publisher: SAGE
ISBN: 9781544309699

*****INSTRUCTOR NOTE:*****

This course is an inclusive access course. This means that the cost of your digital textbook and access to the McGraw-Hill Connect platform has been included in your tuition. You will receive Orientation Video instructions on how to access your textbook and other materials in the Course Orientation & Week 1 content topics as well as your syllabus. Please follow these instructions closely to access your materials. Your course text utilizes McGraw-Hill Connect, which is an interactive tool linked to your Brightspace shell.

Required Software:

Microsoft Office – available at no cost to students. Download for free at

<https://ithub.mclennan.edu/books/microsoft-office-365/page/how-to-access-microsoft-office-365>

Required Hardware:

While no specific hardware is required for the course, students must utilize a desktop or laptop computer that meets the computer system recommendations as defined by McLennan Community College. You may review these system requirements here:

<https://ithub.mclennan.edu/books/teaching-learning-tools/page/computer-system-recommendations>

*****IMPORTANT*****

Personal computer failure or failure of home internet access will not be accepted as a justifiable reason for late work.

Acceptable File Formats for Assignment Submission:

Microsoft Office file formats: *.docx, *.xlsx, *.pptx

Portable Document Format: *.pdf

Image Files: *.jpg, *.jpeg, *.png

*****IMPORTANT*****

Do not submit work in any format not listed previously. If you submit a file that cannot be opened by the instructor, you will be given a zero (0) for your submission and will not be allowed to resubmit the assignment or activity.

MCC Bookstore Website: <http://www.mclennan.edu/bookstore/>

Minimum Technical Skills:

Students should have a basic understanding of how to navigate web pages and utilize hyperlinks within website content.

Students should be able to develop basic presentations within Microsoft PowerPoint.

Students should be able to create basic documents within Microsoft Word.

Methods of Teaching and Learning:

1. This is an online course and will require a lot of self-discipline from students! You will be expected to read the required chapters and complete the required assignments on time. I am here to make sure you understand and are learning the objectives set in this course. Students are expected to be self-disciplined, use time management skills effectively, and be accountable for their actions in this course.
2. This course utilizes e-book reading, online quizzes and assignments, and exams to evaluate achievement of the course objectives. You should also understand that this can be a tough course. Reading the book is not optional. You will likely need to read the e-book several times in order to gain an understanding of the material. This class requires that you think critically and in a far different way than you are likely used to. Be prepared

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to put in the necessary time and effort into this course!

3. This is a team-centric course. 55% of your overall course grade will result from your ability to work cohesively within your assigned team to complete project requirements. You will need to monitor your student email daily. You will need to respond in a timely manner to your fellow team members. The team dynamic in this course will operate much differently from group work that you have experienced in other courses. Teams will not “carry the weight” of a team member who does not contribute!
4. Time is NOT your friend! For today’s college student (and today’s business professional), time is our most limited commodity. You must manage your time effectively to ensure that you complete all course requirements while maintaining your responsibilities at home, work, and in society. Learning to say “no” to things of lesser importance and managing your time well are practical skills that are beneficial in life and in your future profession!

Course Objectives and/or Competencies:

Upon successful completion of this course, students will:

- Analyze the process of team building;
- Integrate interpersonal skills and group dynamics;
- Assume leadership roles to direct and organize;
- Participate in a team to apply tools and techniques of the problem solving process;
- Negotiate among team members on functional and cross-functional teams;
- Monitor and correct peer performance;
- Create a team operating agreement;
- Identify the stages of group formation;
- Monitor team progress and improve its workings and systems as needed;
- Develop individual responsibility, self-esteem, self-management, sociability, and integrity; and,
- Discuss characteristics of being an effective team player and exhibit those characteristics while working within their teams.

Course Attendance/Participation Guidelines:

If a student is not in attendance in accordance with the policies/guidelines of the class as outlined in the course syllabus as of the course census date, faculty are required to drop students from their class roster prior to certifying the respective class roster. A student’s financial aid will be

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re-evaluated accordingly, and the student will only receive funding for those courses attended as of the course census date.

Definitions

The terminology we use is important.

Drops occur BEFORE the census date and do not count against the student's maximum withdrawal count of 6 classes, as defined by state law.

Withdrawals occur AFTER the census date and count in the student's maximum withdrawal count of 6 classes.

Online & Hyflex Course Attendance Policy (Business Division)

To be counted as attending BEFORE the census date, a student must complete and submit at least ONE assignment for each learning module prior to the Census date. Discussion boards, syllabus quizzes, the first set of homework, etc., are considered as meeting the criteria for an assignment. An email to the instructor does NOT count. Logging into Brightspace and accessing content does NOT count. Any student who fails to complete and submit at least one assignment each week prior to the census date will be dropped from the course.

Past the census date, students who fail to submit two consecutive modules of work without notification of an excused absence as per MCC policy prior to the 60% point of the term will be withdrawn from the course. If a student completes any part of a work module, they have "attended" and will not be withdrawn. If a student fails to submit two consecutive modules of work without notification of an excused absence (as defined below) as per MCC policy and the class is past the 60% point of the term, the instructor will NOT withdraw the student. The student will be assigned the grade earned at the end of the term.

Course Outline or Schedule:

In the event that a schedule change is necessary, students will be notified by course announcement in Brightspace, and the information will be changed on the course calendar located in Brightspace. All assignments must be submitted by 11:59 PM on the specified due date.

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Week	Lecture/Assignment Details	Due Date
1	[READING] Syllabus [QUIZ] Orientation Quiz [READING] Chapter 1: Understanding Teams [QUIZ] Chapter 1 Quiz [READING] Chapter 2: Defining Team Success [QUIZ] Chapter 2 Quiz [EXAM] Part I Exam (Chapters 1-2)	1/18/2026 11:59 PM
2	[READING] Chapter 3: Team Beginnings [QUIZ] Chapter 3 Quiz [TEAM ACTIVITY] Team Skills Inventory	1/25/2026 11:59 PM
3	[READING] Chapter 4: Understanding the Basic Team Processes [QUIZ] Chapter 4 Quiz [READING] Chapter 5: Cooperation and Competition [QUIZ] Chapter 5 Quiz	2/1/2026 11:59 PM
4	[READING] Chapter 6: Communication [QUIZ] Chapter 6 Quiz [EXAM] Part II Exam (Chapters 3-6) [TEAM ACTIVITY] Team Operating Agreement	2/8/2026 11:59 PM
5	[READING] Chapter 7: Managing Conflict [QUIZ] Chapter 7 Quiz	2/15/2026 11:59 PM
6	[READING] Chapter 8: Social Influence and Power [QUIZ] Chapter 8 Quiz [TEAM ACTIVITY] Project Plan	2/22/2026 11:59 PM
7	[READING] Chapter 9: Decision Making [QUIZ] Chapter 9 Quiz	3/1/2026 11:59 PM
8	[READING] Chapter 10: Leadership and Followership [QUIZ] Chapter 10 Quiz [TEAM EVALUATION] Mid-Term Team Member Evaluation	3/8/2026 11:59 PM
SPRING BREAK 3/9-15/2026		

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9	[READING] Chapter 11: Problem Solving [QUIZ] Chapter 11 Quiz	3/22/2026 11:59 PM
10	[READING] Chapter 12: Creativity, Innovation, and Design Thinking [QUIZ] Chapter 12 Quiz [TEAM ACTIVITY] Product Design & Packaging Mockup	3/29/2026 11:59 PM
11	[READING] Chapter 13: Diversity and Inclusion [QUIZ] Chapter 13 Quiz [EXAM] Part III Exam (Chapters 7-13)	4/5/2026 11:59 PM
12	[READING] Chapter 14: Team, Organizational, and International Culture [QUIZ] Chapter 14 Quiz	4/12/2026 11:59 PM
13	[READING] Chapter 15: Virtuality and Teamwork [QUIZ] Chapter 15 Quiz	4/19/2026 11:59 PM
14	[READING] Chapter 16: Evaluating and Rewarding Team Performance [QUIZ] Chapter 16 Quiz [TEAM ACTIVITY] Marketing Materials [TEAM EVALUATION] End-of-Semester Team Member Evaluation	4/26/2026 11:59 PM
15	[READING] Chapter 17: Team Development Interventions [QUIZ] Chapter 17 Quiz [EXAM] Part IV Exam (Chapters 14-17)	5/3/2026 11:59 PM
16	[EXAM] Comprehensive Final Exam	5/5/2026 11:59 PM

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Course Grading Information:

Grade categories will be weighted as follows:

Chapter Quizzes (17)	x	20%	=	_____
Part Exams (4)	x	15%	=	_____
Team Deliverables (5)	x	35%	=	_____
Peer Evaluations (2)	x	20%	=	_____
Comprehensive Final Exam	x	10%	=	_____
Total		100%	=	_____

90-100%	A
80-89.999%	B
70-79.999%	C
60-69.999%	D
0-59.999%	F

Course assignments, activities, and discussion board participation will be graded and a grade released within two (2) calendar weeks of the assignment’s due date. Any student without a submission on the due date will be assigned a zero (0) grade. The late work policy below establishes whether late work for unexcused absences will be accepted, any penalization that occurs due to the submission of late work, and how/when the grade will be updated.

Orientation Quiz

Located in Brightspace, the orientation quiz provides you with an opportunity to become familiar with the course, its layout, and its requirements. The orientation quiz also enables you to become familiar with Brightspace’s “Quizzes” tool that is used for all quizzes and exams in the course. You must make a 100 on the Orientation Quiz before the remainder of the course will become available to you. **Do NOT delay on completing this quiz—take it immediately!** Failure to earn a 100% on the orientation quiz by the end of Week 2 will result in the student being withdrawn from the course.

Chapter Quizzes—20%

For each chapter covered, you will be required to complete a chapter quiz. You will have 3 attempts to complete the quiz, each timed at 25 minutes for 10 questions, largely multiple choice and T/F. If you have accommodations on file with MCC, those accommodations will be made accordingly. The highest grade of your 3 attempts will be recorded in the gradebook. Your lowest 3 chapter quiz grades will be dropped from the gradebook.

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Semester/Part Exams—15%

Periodically, you will be required to complete an exam that covers several chapters. You will have 2 attempt to complete each exam, each timed at 45 minutes for the 20-question exam. If you have accommodations on file with MCC, those accommodations will be made accordingly. Like quizzes, exams will be largely multiple choice with possible T/F questions also. No part exams are dropped from the gradebook.

Team Deliverables—35%

Throughout the duration of the course, students will work with their teams to submit 5 project deliverables. Teams will need to apply the information contained in the text in order to successfully complete the activities. Teams will also need to rely on their understanding of previous courses to support the development of their project deliverables. All team members will receive the same grade for team deliverables unless extreme extenuating circumstances, as determined by the professor, exist.

Peer Evaluations—20%

Twice during the semester, each team member will objectively evaluate themselves and their fellow team members. These evaluations will be based on the ground rules established in the team operating agreement, the project plan outlining project work responsibilities, and an instructor-provided rubric. An average of all peer evaluations received for the student will be recorded as the grade for each evaluation. Students who fail to provide a peer evaluation will receive a zero for the evaluation. Students who fail to evaluate themselves as well as other team members will have a zero factored into their average.

Comprehensive Final Exam—10%

A 50-question comprehensive final exam is required. Students will be given 2 hours to complete the final and only 1 attempt will be given. Students cannot stop during this test. Please know that stopping for any reason will count as your attempt. Secondary attempts will not be awarded for computer issues, internet failures, or interruptions. Plan ahead when attempting your final exam and do not wait until the last minute to complete it.

Cheating & Plagiarism

Cheating is defined as “acting dishonestly or unfairly in order to gain an advantage.” Any form of plagiarism, the use of anyone else’s work, the completion of someone’s work for them, or the use of artificial intelligence to complete coursework beyond the allowed use of AI as defined below **are** considered cheating for the purposes of this class.

Plagiarism is defined as “an act or instance of using or closely imitating the language and thoughts of another author without authorization and the representation of that author’s work as one’s own, as by not crediting the original author.” Plagiarism includes but is not limited to, copying someone else’s work that they created and/or copying and pasting directly from a website or book without proper citation. If you are believed to be or found plagiarizing or cheating in any way, you will be given one written warning, be reported to the Conduct Officer, and will receive a zero on the assignment for the first offense. If you are found to be cheating or plagiarizing a second time, you will automatically be given an “F” for the course, without the option to drop the course for the grade of a “W,” and will be reported to the Conduct Officer with the possibility of academic suspension. For more information on plagiarism, visit <http://www.plagiarism.org/plagiarism-101/what-is-plagiarism/>.

Use of Artificial Intelligence (AI) in the Course

In this course, students may utilize AI writing aids only to generate ideas, provide feedback on written work, to assist in refining a near-complete draft of a written assignment, to generate foundational graphics that will be revised and edited to fit the needs of the student, or to craft complex analytical formulas. To align with the principles of academic integrity, the use of AI tools must be clearly and explicitly cited and the student must include the exact prompts utilized in any interactions with the AI tool. Failure to clearly and explicitly cite the use of AI tools within student submissions will be considered plagiarism and a breach of MCC’s academic integrity policy.

Use of Turn-It-In for Ensuring Academic Integrity

Turnitin (<https://www.turnitin.com/>): To help students learn proper composition skills and to promote academic honesty, this class may use the services provided by Turnitin (hereinafter, the “Service”). The above URL contains information about the capabilities, services, terms and conditions, and privacy policy of the Service. Faculty may use the Service to review all submitted assignments.

Students agree that by taking this course, all required papers may be subject to submission for textual similarity review to Turnitin for the detection of plagiarism and the unauthorized or uncited use of AI. All submitted papers will be included as source documents in the Turnitin reference database solely for the purpose of detecting plagiarism of such papers. Students further understand that if the results of the review support an allegation of academic dishonesty, the students’ work will be investigated and the student is subject to discipline according to policy.

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IMPORTANT

Deviation from any of the aforementioned course policies will result in the following penalties:

1st Offense: Written warning from the instructor, a zero grade issued for the activity in which the offense occurred, and a report made to the Conduct Officer. Conduct issues not involving a graded activity will be addressed by a written warning from the instructor and a report made to the Conduct Officer.

2nd Offense: Report made to Conduct Officer and immediate removal from the course with an “F” grade given for the course.

Late Work, Attendance, and Make-Up Work Policies:

Assignment due dates can be found on your schedule, within this syllabus, and associated with each assignment and exam on Brightspace. **All work is due on or before the assigned date and time (Sundays of the week in which the material was covered)! Late work will be penalized 15% for each day an assignment is late without substantial written documentation of a significant issue (i.e. doctor’s note, note from an attorney).** If there is something that you believe may hinder the completion of the final exams on time, it is your responsibility to contact the instructor to inform them **well in advance** of the due date. Also, you do not want to procrastinate in this course. The assignments and course activities will require that you spend an appropriate amount of time on them. If you wait until Sunday to complete your coursework, you will find that you do not have enough time and will miss the opportunity to submit some of your coursework.

INSTRUCTOR NOTE

I understand that people get sick. I understand that family events occur, work requires attendance, and many other things can temporarily disrupt a student’s academic experience. However, less than 20% of students receiving extensions on their work actually complete the work within the extended timeframe.

All coursework is available from the first day of the module. While an absence in class may be excused in accordance with the policy provided in this syllabus, you have ample time to complete course activities prior to the due date. As such, there are very few justified reasons why coursework will be allowed to be submitted following the due date. The attendance policy requires only that coursework missed during a scheduled class meeting be allowed to be submitted in the event of an excused absence. **As all coursework is approached as homework that is submitted in Brightspace, no late work will be accepted without the occurrence of a significant issue lasting more than 5 days and is reflected in written**

documentation from a physician, the Title IX office at MCC, or other appropriate source.

During the semester, students think they have plenty of time to work on their assignments, and you do, but do not procrastinate. This is not a self-paced course where everything is due at the end of the semester. Some of the work in each week may require significant time to complete. Plan ahead for this!

A grade of Incomplete (I) will only be issued for students who need to take only the comprehensive final exam and have an extenuating circumstance that resulted in an excused absence (documentation must be provided) for the day of the final exam.

Student Behavioral Expectations or Conduct Policy:

This is a business course in which you are learning the skills necessary to succeed as a professional in today's workforce. As such, you are expected to behave as a professional in all aspects of the course. Use this opportunity to emulate the behaviors expected of a professional. Yes, you are a college student, but you aspire to be something more – something greater...so start 'walking the talk' today!

Timeliness:

In business, you are expected to manage your time appropriately. It is highly unlikely that you will work for someone that allows you to arrive late, not show up, or complete your tasks late. In this course, time management will be emphasized. The late work policy above is designed to ensure that you adhere to course timelines. I understand that "life happens," but it will continue to happen, even when you are at work. It is your responsibility to ensure that you plan accordingly and manage your time in a manner that allows you to complete all coursework within the defined timeframes. If you procrastinate, you will find that when "life happens," you will be caught off-guard and may not be able to submit work on time.

Responsibility:

Whether you are a high school student, 100 years old, or anywhere in between, you will be expected to be responsible for your participation, work, and college experience. Essentially, you must assume responsibility for your education. If there is assigned work, it is your responsibility to complete it on time while meeting or surpassing the quality of work expected of a college student. If you don't understand something or need additional assistance, it is your responsibility to seek help from one of the many resources MCC offers to its students. You are responsible for reading all course materials, assignment instructions, and information provided by the me or

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within your textbooks/course resources. Failure to follow instructions will result in a loss of points on your assignments and course activities.

Accountability:

Just as in the professional world, you will be held accountable for your actions or inactions in this course. You will be rewarded for your efforts provided those efforts meet or exceed the requirements of the course. You will be penalized for incomplete work, work not submitted, work that does not adhere to the instructions provided, and any lack of participation in the course. Plan accordingly and pay attention to detail and you will surely find success!

Effective Communication:

You will be expected to communicate with me just as you would communicate with senior management at a company. You should be respectful of the instructor and your fellow classmates at all times. You are expected to maintain a professional tone in your communication with all the people associated with this class or college. Do not expect an immediate response to emails or telephone calls, especially if you attempt to contact me or one of your peers late in the evening or the middle of the night. Late night telephone calls or text messages are not acceptable. Lastly, be respectful of others' time. Be concise in your communications so that both your time and others' is maximized.

When communicating with your instructors or classmates, be sure to include the course and section number in your email's subject line. With the amount of emails that each person in the class receives, including the course number lets the recipient know that they need to read the email and to which class the email pertains.

Professionalism:

You are expected to be professional at all times throughout this semester. Professionalism is defined as the conduct, behavior, and attitude of a person within a work or business environment. Professionalism directly relates to the policies described above. How we choose to communicate with one another, whether we submit work on time, and the quality of the work we produce, all relate to professionalism. Additionally, the attitude you choose to take also relates to being professional. I understand that this may not be your favorite course. I understand that there are assignments that you may not like. That is okay; however, you will still be expected to approach this course and its activities with a positive attitude. Lastly, being professional means appearing professional. It has been said many times that you should dress for the job that you want. Do not come to class or an appointment with me (including a Zoom teleconference) wearing pajamas or anything that would be deemed inappropriate in the business world.

Integrity:

Integrity is defined by Merriam-Webster as “a firm adherence to a code of especially moral value.” A person with integrity is incorruptible. Each of us comes from a different background – our stories differ – but we each share one common trait: we are each born with integrity. Our integrity cannot be taken away by anyone or anything unless we choose to sacrifice it. In this course, you are expected to be honest. Own your mistakes, seek ways to improve, and you will find success. Cheating will not be tolerated, nor will plagiarism.

[Click Here for the MCC Attendance/Absences Policy](https://www.mclennan.edu/highlander-guide/policies.html)

(<https://www.mclennan.edu/highlander-guide/policies.html>)

Click on the link above for the college policies on attendance and absences. Your instructor may have additional guidelines specific to this course.

Extenuating Circumstances and Title IX

*****INSTRUCTOR NOTE:*****

You need to be concerned about your scholarship, grants, and graduation all during the semester, NOT after you earn an F or a W. Do not participate when the mood strikes you; you are expected to participate throughout the entire semester. Please contact me if you have extenuating circumstances. If your extenuating circumstances involve pregnancy or parenting, please contact MCC’s Title IX office at titleix@mclennan.edu. Exclusions to the policies defined in this course syllabus may apply in instances involving Title IX protections. Such situations must be addressed by the Title IX office before accommodations in the course can be made.

Please understand that I care for each of my students, especially when it comes to their safety and well-being. If, during the course of our discussions, an issue arises that I believe warrants a referral for Title IX or to our success coaches, I will not hesitate to make the referral. I will do my best to notify you in advance of the referral and will stand by your side as part of your circle of care for as long as you and the college will allow. Should these circumstances arise, please understand that the referral is not disciplinary, but rather an opportunity to intervene early and identify all resources that can help you find academic and personal success.