

Instructor: Janice Cook / Claire Mitton
Phone: (403) 220-3425/ (403) 220-2944
Email: jcook@ucalgary.ca
hmitton@ucalgary.ca

Room: KNA 160
Days: MWF
Time: 1:00 pm – 1:50 pm
September 10th – Dec. 7th

Office: KNB 252 / KNB 247
Office Hours: By appointment

Course Website: <http://blackboard.ucalgary.ca>

Course Description: Study and practice of foundational leadership concepts as applied to pedagogy and coaching.

Course Objectives: By the completion of this course students should:

1. Develop a repertoire of skills and knowledge to draw upon when placed within a leadership context.
2. Understand their personal leadership strengths and areas to develop with respect to teaching and coaching situations.
3. Have engaged in hands on experiential learning to internalize leadership processes.
4. Engage in service learning by interacting with students through SALT activities and volunteer opportunities.

Required Reading Materials: DuBrin, A. J., Gerrinck, T. (2009), Human Relations: Interpersonal, Job-Oriented Skills, Third Canadian Edition, Pearson Prentice Hall, Toronto.

Contacting the Instructor: Students requiring assistance are encouraged to speak with their instructor during class or office hours. Should you wish to meet with the instructor outside of office hours, please phone or email the instructor to make an appointment.

Email, while commonly used, does limit the effectiveness of communications and may not be the best way for instructors to answer student questions. Therefore, the instructor may request a telephone call or personal meeting. Your instructor will inform you as to his/her expectations about emails.

Methods of Instruction: This class will involve a variety of learning strategies including lectures, readings, group discussions and activities, videos and experiential practical leadership tasks.

Course Expectations: Students are expected to attend and actively participate in class sessions. Classes are designed to provide opportunity and time to practice leadership skills and for group development. In fairness to yourself and other class members' learning experience, it is important that you attend and contribute to class exercises.

Grading Scale:

Grade	Percent	Grade Point Value	Description
A+	97.0	4.00	Outstanding
A	92.0 – 96.9	4.00	Excellent - superior performance, showing comprehensive understanding of subject matter.
A-	87.0 – 91.9	3.70	
B+	82.0 – 86.9	3.30	
B	77.0 – 81.9	3.00	Good-clearly above average performance with knowledge of subject matter generally complete.
B-	72.0 – 76.9	2.70	
C+	67.0 – 71.9	2.30	
C	62.0 – 66.9	2.00	Satisfactory – basic understanding of the subject matter. Grade point average below 2.00 is not sufficient for promotion.
C-	58.0 – 61.9	1.70	Minimum grade required if needed as a prerequisite course.
D+	54.0 – 57.9	1.30	
D	50.0 – 53.9	1.00	Minimal pass – marginal performance; generally insufficient preparation for subsequent courses in the same subject.
F	Below 50.0	0	Fail – unsatisfactory performance or failure to meet course requirements.

Evaluation of Course Content:

Midterm 1 – October 22 nd	20 %
Midterm 2 – November 21 st	20 %
Leadership Book Assignment – Due October 31 st	10%
Student Activity Leadership Training (SALT)	15%
Volunteer Challenge – Due December 7 th	10%
Learning Journal, Leadership Goals and Reflection Paper – Due Nov. 30 th	25%

Evaluation Descriptions:**Midterms –#1 October 22nd – 20% and #2 November 21st – 20%**

The content evaluated will be from assigned readings, class notes, and individual/group activities. The format of the exams will be multiple choice and short answer/essay questions.

Leadership Book Assignment – 10% Due October 31st

Reading Leadership Literature helps develop leadership skills. There are hundreds of books written on leadership and on leaders. Your task is to select and read one that excites and interests you and then to identify and apply the key leadership principles to your life. A detailed description of this assignment including a book list is posted on Blackboard under “Assignments”.

Student Activity Leadership Training (SALT) – 15%

The purpose of this activity is to provide real leadership opportunities and group process experience. Student Activity Leadership Training (SALT) will involve small groups designing a challenge activity and leading the rest of the class in this task. These labs will take place in the Gold Gym. When leading this activity, each member of the group will have a role. A “Captain” will explain the task to the class; other group members will have different roles such as facilitating, being process observers and leading a final wrapping up/debrief. More details will be provided in class.

Evaluation of this assignment will have 3 components.

- I. Planning: Evaluated by the completion of a Planning Form due the day of your activity.
- II. Implementation: Effective leadership, organization and on-site debrief of the activity as evaluated by the instructors.
- III. Attendance: The success of this activity will depend on attendance of all group members. All group members must attend the planning lecture and lab days in the gym.

All equipment needs for the SALT activities must be submitted to Claire Mitton a minimum of two days prior to the activity day. You may provide this to Claire during the class prior to the lab or email her: hmitton@ucalgary.ca

Volunteer Opportunity – 10% Due December 7th

You have the opportunity to practice “service leadership” by volunteering at one of the sporting events taking place during the term (Oval Speed Skating Competition, Wrestling Tournament, other). Service Leadership is based on the philosophy of “Servant Leadership” developed by Robert Greenleaf, that a leader is a servant first, and the natural step from wanting to help is to aspire to lead. This opportunity is consistent with the university value to give back to the community. By helping others and the community, students will grow personally as leaders.

Students must submit a completed form about your experience (posted on Blackboard) by December 7th.

Learning Journal, Leadership Goals and Reflection Paper – 25% Due Nov. 30th

This assignment will provide an opportunity to set goals and explore your personal development of leadership skills throughout the course. The paper will allow you the opportunity to link your personal experiences in the course with leadership theory.

1. Leadership Goals – 5%
Submission 1 Due September 26th
Submission 2 Due November 7th
Follow model posted on Blackboard.
2. Learning Journal – 10%
Maintain a journal of your leadership experiences and development throughout the course. Include your Personal Mission Statement (2 Marks); reflections on your leadership strengths and areas you would like to develop; self-assessment quizzes such as values, development needs 1.1, learning styles, leadership styles, teacher styles, conflict management, communication skills, etc. (3 marks); and ongoing feedback on actions towards achieving leadership goals (from classmates or others) and comments on frequent practice of leadership skills. (2 Mark) Keep a running list of encounters; feelings, reactions, techniques, discoveries as the course evolves so you have a bank of material to draw upon when you begin to write up your reflection paper. Record your reactions to the self-concept bag, class exercises, SALT sessions and other activities outside of class where you have leadership experiences. These activities should provide plenty of opportunity to see yourself as a leader/follower and communicator. (3 Marks)

3. Reflection Paper – 10%
Drawing on your Learning Journal and leadership theory write a 3 page paper summarizing what you have learned about your personal leadership, including examples. Follow the assignment information on Blackboard which provides guiding questions, paper format and grading scheme.

Additional Course Information:

The demands of the SALT activities and other class activities may be harmful to a student with physical limitations. It is the student's responsibility to inform the instructor of any physical limitations (including a recent positive PAR-Q) **prior** to participating in any activity class. Appropriate activity modifications will be made to accommodate these students.

Course Content:

Leadership Models/Theories
Leadership Development, Self-Leadership
Self-Esteem, Self-Confidence, Self-Talk, Self-Concept/Perception
Personal Values and Mission
Cognitive Learning Styles and Personality Types, Leadership Styles
Teaching and Coaching Styles
Communication Process and Skills
Group Process and Team Building
Conflict: Benefits, Styles, Prevention and Resolution
Decision Making
Facilitation Skills
Motivating and Supporting Self and Others
Mindfulness Leadership and Stress Management
Leadership Ethics

Supplementary Course Information

In accordance with the University of Calgary Calendar

**Academic
Accommodation
Awareness Information:**

It is the student's responsibility to request academic accommodation. If you are a student with a documented disability who may require academic accommodation and have not registered with the Disability Resource Centre, please contact their office at 220-8237. You are also required to discuss your needs with your instructor no later than fourteen (14) days after the commencement of this course. Students who have not registered with the Disability Resource Centre are not eligible for formal academic accommodation.

**Plagiarism/Cheating/Other Academic Misconduct:
(see Calendar)**

A single offence of cheating, plagiarism, or other academic misconduct is a serious act that will not be tolerated in the Faculty of Kinesiology. Penalties for such acts will be determined by the Dean and may result in a failing grade, probation, suspension, or expulsion. Any student who is uncertain if an action falls into this category should consult the instructor and/or the Calendar.

Midterm Exam Policy:

The Faculty of Kinesiology policy is that all students are expected to write midterm exams on the dates listed on the course outline. Special accommodation may be granted by the instructor in exceptional circumstances only which include illness, participation in athletic events (varsity, national or international), domestic affliction, and religious conviction. It is the student's responsibility to supply proper documentation and/or notification prior to the originally scheduled

midterm to support their circumstance. Personal travel plans and arrangements are **not** valid reasons for requesting a special accommodation for a midterm exam. Failure to comply with this policy will result in a grade of zero for the midterm and possible failure in the course.

FOIP Policy:

Please note that the University is under the jurisdiction of the provincial Freedom of Information and Protection of Privacy (FOIP) Act. Please refer to the website for details: <http://www.ucalgary.ca/secretariat/privacy>

**Internet and Electronic
Communication Device
Information:**

Any surfing of the Internet during lectures that is not directly related to the class discussion is distracting and strictly forbidden. Additionally, the use of any electronic devices (e.g., cellular phones, Blackberrys) for e-mailing, texting, etc. is strictly prohibited. Please turn OFF your phone before the beginning of each lecture.

Instructors have the authority, at the discretion of the dean of their faculty, to require that specific course assignments, term papers and academic exercises be submitted in an electronic format. Instructors cannot require that multiple copies of an assignment be submitted.

**Emergency
Evacuation/Assembly
Points:**

For classes in the Kinesiology buildings Primary assembly point is the MacEwan Student Centre - North Courtyard and the Alternate assembly point is University Theatres Lobby

Safewalk Information:

Safewalk volunteers walk people safely to their destination on campus (including Health Sciences, Children's Hospital, McMahon Stadium, and University LRT station). This service is free and available to students, staff and campus visitors. Call 403-220-5333 (24 hours a day/7 days a week/365 days a year).

Student's Union:

The Kinesiology Representative is Calindy Ramsden - E-mail: kinesrep@su.ucalgary.ca

KNES 311 FALL 2012 Draft Course Schedule

Mon. Sept 10 (CM/JC)	Introductions, Course Outline, Experiential Learning Reading: Chapter 1: p. 1 – 15, Complete SA Quiz 1.1 Self-Assessment Exercise p. 179-180 Assertiveness Scale p. 170-171
Wed. Sept 12 (CM)	Leadership Fundamentals: Five Fundamental Practices of Leadership Ten Commitments of Leadership Reading: Chapter 8: p. 166 - 188
Fri. Sept 14 (JC)	Leadership Development: Personal Growth and Self-Awareness, Goal Setting, Leadership Learning Journal, Reflection Paper, Self-Concept Bag Set-up Reading: Chapter 1: p. 4-7, SB Exercise 8.4 p.185
Mon. Sept 17 (JC)	Self-Leadership: Self-Confidence and Esteem, Self-Concept Bag Presentations Reading: Chapter 2: p.24 - 34
Wed. Sept 19 (JC)	Personal Background, Core Beliefs, Values, Vision, Mission Statement Reading: Chapter: p. 18 – 24, p. 34 – 38, Ch 8: p.108 – 184 Complete Values Questionnaire (BB) prior to class
Fri. Sept 21 (CM)	Learning Styles and How this Works in Leadership/Olympic Game Activity Reading: Chapter 2: p.24 - 34 Complete Styles Questionnaires (BB) prior to class
Mon. Sept 24 (CM)	Teaching and Coaching Styles
Wed. Sept 26 (CM/JC)	Guest Speaker: Alice Humeny - Volunteering Leadership Goals Due
Fri. Sept 28 (CM)	SALT Set-Up: Plan and Design
Mon. Oct 1 (CM)	Communication Skills – Overview, Listening, Gender Reading: Chapter 3, SA Quiz 3.2 Listening Traps p.59
Wed. Oct 3 (JC)	Communication Skills – Non- Verbal Reading: Chapter 3: p.47 - 52
Fri. Oct 5 (CM/JC)	SALT 1- GOLD GYM
Mon. Oct 8	Thanksgiving – No class
Wed. Oct 10	Guest Speaker: Bill Richardson - Social Media
Fri. Oct 12 (CM/JC)	SALT 2 - GOLD GYM
Mon. Oct 15 (JC)	Groups: Definitions, Types and Stages of Group Development Reading: Chapter 4
Wed. Oct 17 (JC)	Groups: Effective Teams and Team Roles Reading: Chapter 4, SA Quiz 4.3 Team Player Roles, p. 78-79 SA Quiz 4-1 Team Player Attitudes, p.69

Fri. Oct 19 (CM/JC)	SALT 3 - GOLD GYM
Mon. Oct 22	Quiz #1
Wed. Oct 24 (CM)	Group Decision Making and Facilitation Skills Reading: Chapter 5
Fri. Oct 26 (CM/JC)	SALT 4- GOLD GYM
Mon. Oct 29 (CM)	Groups: Being a Follower
Wed. Oct 31 (JC)	Leadership Book Presentations and Discussion Leadership Book Assignment Due
Fri. Nov 2 (CM/JC)	SALT 5 - GOLD GYM
Mon. Nov 5 (JC)	Conflict Management Reading: Chapter 7, Complete SA Quiz 7.1 prior to class Conflict Styles Questionnaire posted on BB
Wed. Nov 7 (JC)	Giving and Receiving Feedback Submit Revised Leadership Goals Due
Fri. Nov 9 (CM/JC)	SALT 6 - GOLD GYM
Mon. Nov 12	READING DAY - No Class
Wed. Nov 14 (CM)	Motivating and Supporting Self and Others Reading: Chapter 9, Chapter 10
Fri. Nov 16 (CM/JC)	SALT 7- GOLD GYM
Mon. Nov 19 (CM)	Informative/Persuasive Speaking
Wed. Nov 21	MIDTERM #2
Fri. Nov 23 (CM/JC)	SALT 8- GOLD GYM
Mon. Nov 26 (CM/JC)	Guest Speaker – Sarah Williams (Bowness High Athletic Director)
Wed. Nov 28 (JC)	Mindful Leadership and Stress Management Tools Reading: Chapter 14
Fri. Nov 30 (CM/JC)	SALT 9- GOLD GYM
Mon. Dec 3 (JC)	Authentic Leadership
Wed. Dec 5 (CM)	Leadership Ethics Reading: Chapter 13
Fri. Dec 7 (CM/JC)	Course Wrap-Up