

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

**Room:** KNA 160  
**Days:** MW  
**Time:** 1:00 pm – 2:25 pm  
January 10<sup>th</sup> – April 15<sup>th</sup>

**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 will:

1. Have developed 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. Have engaged in service learning through volunteer opportunities and with the community through involvement with Vincent Massey Junior High School.
5. Have engaged in the fundamentals of program planning as an essential component of effective leadership.

**NOTE:** The class will participate in a one-day capstone event called *Leadership Practicum Project (LPP)* on Saturday, April 6<sup>th</sup> in the RED GYM. Please make arrangements to be available for this day. Preparation for this event will include a visit to Vincent Massey Junior High School.

**Optional Text:** 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, self-assessment tests, guests, 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:**

1. Leadership Book Assignment –10% Due Wed. Feb. 6<sup>th</sup>
2. Student Activity Leadership Training (SALT) – 10% (Five Sessions)
3. Class Contribution/Participation – 5% Ongoing
4. Volunteer Challenge –10% Due March 27<sup>th</sup>
5. Exam –25% April 1<sup>st</sup>
6. Leadership Goals, Learning Journal and Reflection Paper –20% Due April 8<sup>th</sup>
7. Leadership Practicum Project (LPP) – Event April 6<sup>th</sup>  
Strategic Program Plan – 10%  
Leadership Performance and Contribution - 10%

**Evaluation Descriptions:****1. Leadership Book Assignment – 10% Due Wed. Feb. 6<sup>th</sup>**

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". Select book by January 30<sup>th</sup> to sign list in class.

**2. Student Activity Leadership Training (SALT) – 10% Dates: Wed. Feb. 13, 27, March 6, 16, and 20**

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 Red 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](mailto:hmitton@ucalgary.ca)

### **3. Class Participation/Contribution – 5%**

Active participation and interaction are an important part of learning and skill development. Students are expected to arrive to class on time, participate in activities and discussion and have completed questionnaires or other assignments and readings as requested prior to class. Sharing of experiences, contribution to discussions and active engagement in class will be recognized and rewarded as part of class participation and contribution.

### **4. Volunteer Opportunity – 10% Due March 27<sup>th</sup>**

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. 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, KIN Games, other). 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 March 27<sup>th</sup>.

OVAL Dates:

Jan 3-6/13 Canadian Champ./Canada Cup 2 (Long Track)

Jan 12/13 Short Track Series #5

Feb 9/13 Short Track Series #6

Feb 23/13 Short Track Winterfest

Mar 6-11/13 Oval Finale/Canada Cup Final

KIN Games: March 22-24

Other volunteer opportunities must be approved by Claire Mitton; email her [hmitton@ucalgary.ca](mailto:hmitton@ucalgary.ca)

### **5. Exam –25% April 1<sup>st</sup>**

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

## **6. Leadership Goals, Learning Journal and Reflection Paper – 20% Due April 8<sup>th</sup>**

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.

### **Leadership Goals and Learning Journal – 10%**

Goals Submission 1 Due Wed. January 23<sup>rd</sup> (2 Marks)

Goals Submission 2 Due March 4<sup>th</sup> (1 Mark)

Follow model posted on Blackboard.

Maintain a journal of your leadership experiences and development throughout the course. Include your Personal Mission Statement (1 Mark); 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. (2 Marks); and ongoing feedback on actions towards achieving leadership goals (from classmates or others) and comments on frequent practice of leadership skills. (2 Marks) 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. (2 Marks) These activities should provide plenty of opportunity to see yourself as a leader/follower and communicator.

### **Reflection Paper – 10%**

Drawing on your Learning Journal and leadership theory write a 4 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.

## **7. Leadership Practicum Project (LPP) 20% Event April 6th**

### **LPP Strategic Program Plan – 10%**

A program planning paper will be prepared including: Philosophy, Purpose and Objectives; Operational Guidelines; Safety Management Plan; Lesson Plan; etc. More details will be explained in class and grading details will be posted on Blackboard.

### **Leadership Performance and Contribution - 10%**

#### **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.

<b>Course Content:</b>	<p>Leadership Models/Theories</p> <p>Leadership Development, Self-Leadership</p> <p>Self-Esteem, Self-Confidence, Self-Talk, Self-Concept/Perception</p> <p>Personal Values and Mission</p> <p>Cognitive Learning Styles and Personality Types, Leadership Styles</p> <p>Teaching and Coaching Styles</p> <p>Communication Process and Skills (Listening, Gender Differences, Non-verbal)</p> <p>Group Process and Team Building, Facilitation Skills</p> <p>Conflict: Benefits, Styles, Prevention and Resolution</p> <p>Decision Making and Problem Solving</p> <p>Motivating and Supporting Self and Others</p> <p>Mindfulness Leadership and Stress Management</p> <p>Leadership Ethics</p> <p>Program Planning and Project Management</p>
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## **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**

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

**Information:** 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](mailto:kinesrep@su.ucalgary.ca)

## **KNES 311 Winter 2013 Tentative Course Schedule**

<b>Wed. Jan 9 (CM/JC)</b>	Introductions, Course Outline, Experiential Learning Leadership Fundamentals: Five Fundamental Practices of Leadership Ten Commitments of Leadership <b>Optional Readings:</b> Chapter 1: p. 1 – 15, Chapter 8: p. 166 – 188 Complete SA Quiz 1.1, Self-Assessment Exercise p. 179-180, Assertiveness Scale p. 170-171
<b>Mon. Jan 14 (JC)</b>	Leadership Development: Personal Growth and Self-Awareness, Goal Setting, Leadership Learning Journal, Reflection Paper, Self-Concept Bag Set-up <b>Optional Reading:</b> Chapter 1: p. 4-7, SB Exercise 8.4 p.185
<b>Wed. Jan 16 (JC)</b>	Personal Background, Core Beliefs, Values, Vision, Mission Statement Self-Leadership: Self-Confidence and Esteem, Self-Concept Bag Presentations <b>Optional Reading:</b> Chapter 2: p. 18 – 38, Ch 8: p.108 – 184 <b>Complete Values Questionnaire (BB) prior to class</b>
<b>Mon. Jan 21 (CM)</b>	Learning Styles and How this Works in Leadership/Olympic Game Activity <b>Optional Reading:</b> Chapter 2: p.24 - 34 <b>DUE: Leadership Book Selected</b>
<b>Wed. Jan 23 (CM)</b>	Volunteerism (Guest), Leadership Styles, Teaching and Coaching Styles <b>DUE: Leadership Goals Draft 1</b>
<b>Mon. Jan 28 (CM)</b>	Communication Skills – Overview, Clear 7, Gender SALT Set-Up: Plan and Design
<b>Wed. Jan 30 (JC)</b>	Communication Skills – Overview, Non-Verbal
<b>Mon. Feb 4 (JC)</b>	Communication Skills – Listening, Giving and Receiving Feedback <b>Optional Reading:</b> Chapter 3: p.47 - 52, SA Quiz 3.2 Listening Traps p.59
<b>Wed. Feb 6 (JC)</b>	Leadership Book Presentations and Discussion <b>DUE: Leadership Book Assignment</b>
<b>Mon. Feb 11 (JC)</b>	Groups: Definitions, Types and Stages of Group Development, Effective Teams and Team Roles <b>Optional Reading:</b> Chapter 4, SA Quiz 4.3 Team Player Roles, p. 78-79, SA Quiz 4-1 Team Player Attitudes, p.69
<b>Wed. Feb 13 (CM/JC)</b>	SALT 1- RED GYM
<b>Mon. Feb. 18 and 20</b>	<b>Reading Week</b>
<b>Mon. Feb 25 (CM)</b>	Group Decision Making and Problem Solving Informative/Persuasive Speaking <b>Optional Reading:</b> Chapter 5
<b>Wed. Feb 27 (CM/JC)</b>	SALT 2 - RED GYM



<b>Mon. Mar 4 (JC)</b>	LPP Set-Up <b>DUE: Submit Revised Leadership Goals</b>
<b>Wed. Mar 6 (CM/JC)</b>	SALT 3- RED GYM
<b>Mon. Mar 11 (JC)</b>	LPP Planning
<b>Wed. Mar 13 (CM/JC)</b>	SALT 4 - RED GYM
<b>Mon. Mar 18 (JC)</b>	Conflict Management LPP Planning <b>Optional Reading:</b> Chapter 7, Complete SA Quiz 7.1 prior to class <b>Conflict Styles Questionnaire posted on BB</b>
<b>Wed. Mar 20</b>	SALT 5 - RED GYM
<b>Mon. Mar 25 (CM)</b>	Motivating and Supporting Self and Others <b>Optional Reading:</b> Chapter 9, Chapter 10
<b>Wed. Mar 27 (CM)</b>	Leadership Ethics and LPP Planning <b>Optional Reading:</b> Chapter 13 <b>DUE:</b> Volunteer Challenge
<b>Mon. Apr 1 (JC/CM)</b>	<b>Exam</b>
<b>Wed. Apr 3 (JC)</b>	Final LPP Planning
<b>Saturday, Apr 6</b>	<b>LPP DAY</b>
<b>Mon. Apr 8 (CM/JC)</b>	LPP Debrief, Evaluation <b>DUE: Learning Journal, Leadership Goals and Reflection Paper</b>
<b>Wed. Apr 10 (JC)</b>	Authentic/Mindful Leadership and Stress Management Tools <b>Reading:</b> Chapter 14
<b>Mon. Apr 15 (JC)</b>	Course Summary/Wrap-Up