

Chancellor's Leadership Class
Winter 2002
Wednesday 4:00 – 5:30 PM

How wonderful it is that nobody need wait a single moment to improve the world.
Anne Frank

Instructors

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Course Objectives

The Chancellor's Leadership Class will engage you in experiential and interactive learning initiatives designed to help you:

- * identify and develop a personal leadership style;
- * increase your competencies in the skills essential for effective leadership;
- * explore, participate, and reflect on the concept of leadership for social change;
- * increase your awareness of opportunities for campus and community involvement;
- * apply your leadership skills and knowledge through participation in experiential education and community service.

Course Expectations

This class is designed to be an interactive exploration of personal leadership development. Active learning on the part of each individual is an essential component of this valuable experience. **Active learning involves more than just attending class and completing course assignments--it requires that you engage in the critical reflection of readings and class discussions, question unclear concepts and ideas, formulate individual perspectives on the issues raised in the course, and actively participate in the exchange of ideas with peers.** Your contributions to this process include:

- * Arriving to class on time with class materials;
- * reading and reflecting on assignments prior to class;
- * actively participating in class discussions and activities (this includes both sharing ideas and actively listening to the views of others);
- * completing all assignments by designated due dates.

The instructors' contributions to this process will be:

- * being approachable and available to students;
- * facilitating the development of an open, flexible, and collaborative learning community
- * being on time and prepared for class meetings;
- * providing clear and constructive feedback;
- * returning all assignments in a timely manner.

It is time for a new generation of leadership, to cope with new problems and new opportunities.

John F. Kennedy, 1960

Course Policies

Class Times and Locations - Class will meet every Wednesday from 4:00 – 5:30 PM in Memorial Union South 204.

Attendance - Regular class attendance is a vital component of active learning. Attendance will be taken every class period. If you are unable to attend a class, please contact one of the instructors prior to the class. Your course grade will drop one letter grade for your third and all subsequent unexcused absences. For example, after your third missed class, the highest grade you could attain would be an A-. All absences will be considered in assigning participation grades

Class Participation - Again, due to the interactive and experiential nature of CLC, active involvement with the course material, your classmates, and our guests is essential for a high quality experience. Given this fact, participation will account for 200 points of your final course grade.

Course Credit and Grading – CLC is a two-semester program. You will earn one university credit each semester.

Grading Scale

1000-975	A+
974-935	A
934-895	A-
894-865	B+
864-825	B
824-795	B-
794-765	C+
764-735	C
734-695	C-

Point Distribution

Class Participation	200 points
Vision Project (100 points each)	400 points
CLC Inspiration	100 points
<u>Service Reflection Project</u>	<u>300 points</u>
Total	1000 points

Revisions: Students may revise their work and re-submit it for evaluation according to the following guidelines: 1) Revisions must be turned in within one week, 2) the original copy of the assignment (including instructor comments) must be attached to the revision, 3) the final grade will be the average of the original and the revision.

Required Readings – We will read the rest of “A Higher Standard of Leadership” The first chapter of this book was in your reading packet from last semester. The text is available in the bookstore. An even smaller amount of reading is required this semester than last, so it is assumed that all readings will be completed. Failure to complete readings will be reflected in your participation grade. The citation for the text is:

Keshavan N. (1997). A Higher Standard of Leadership. Berrett Koehler Publishers Inc.: San Francisco.

ADA Statement - If you have special needs as recognized by the ADA or have other requests for accommodation, please consult with an instructor for assistance. All efforts will be made to comply with the ADA.

Cell Phones – As last semester, cell phones going on in class will result in a deduction in participation grades. Please ensure that your phone is turned off at the beginning of each class.

A Statement of Values: The Chancellor’s Leadership Class will strive to incorporate the University of Missouri’s Statement of Values into all class assignments, activities, and discussions. Please carefully read the Statement of Values attached to the back of last semester’s syllabus.

CLC Winter 2002 Outline

Date	Theme	Location
January 22	Welcome Back !!!	Memorial Union South 204
January 29	Building a Vision	Memorial Union South 204
February 5	Guest Leader Dr. Cathy Scroggs, Interim Vice Chancellor for Student Affairs Review: A Single Standard of Conduct	Memorial Union South 204
February 12	Vision Workshop Due: Vision Statement Draft	Memorial Union South 204
February 19	Leadership Capital: Credibility Reading: The Spirit of Service Due: Vision Project Part I (Vision Statement)	Memorial Union South 204
February 26	Leadership and Character - Libby Due: Community Service Project Update	Memorial Union South 204
March 5	Building Relationships Understanding Power	Memorial Union South 204
March 12	Translating a Vision into Reality Reading: Decisions and Actions Bound by Moral Character Due: Vision Project II Due (Resources & Relationships)	Memorial Union South 204
March 19	Motivation Due: Vision Project III (Goals and Action Plans)	Memorial Union South 204
April 2	Communicating Your Vision	Memorial Union South 204
April 9	Vision Project Presentations	Memorial Union South 204
April 16	Vision Project Presentations	Memorial Union South 204
April 23	Exploring Failure (Ropes) Class will meet from 4:00 – 8:00	TBA
April 30	Reflections on Service & Leadership Due: Team Integration Project	Memorial Union South 204
May 8	Wrap-up/Closure	Memorial Union South 204

Vision Project

Purpose

- 1) To explore, practice, and reflect on the concepts of personal leadership, visioning, and institutional change
- 2) To encourage the integration of CLC with your personal leadership experiences and goals
- 3) To initiate positive changes at the University of Missouri - Columbia

Guidelines

This assignment is intended to strengthen your personal leadership skills through the creation of a vision and action plan that will address a campus or organizational need of your choice. We will explore the process of visioning and examine the key principles associated with bringing about institutional change (e.g., building coalitions, effective communication, goal setting, etc.). The project spans the entire semester and includes several components. Please be sure to review the entire assignment and note assignment deadlines.

Part I. Vision Statement – February 19

- Identify a campus or organizational issue that you would like to serve as the focus of this project. The issue may be of campus-wide concern or specific to an organization of which you are a member.
- Prepare a vision statement that provides the following information: 1) Brief discussion of the issue and 2) your vision for the future (**Statement should not exceed 2 pages**)
- **We will conduct a vision workshop on February 12. Please bring a draft of your vision statement to this class.**

Part II. Resources & Relationships – March 12

- Submit a written *analysis* of the resources, stakeholders, partners, and team members who will be involved in the process of turning your vision into a reality.

Part III. Goals & Action Plans – March 19

- Identify three “stretch goals” that will help move your vision forward over the next twelve months. Please be specific about how you will measure your success and the date by which you will complete each goal.
- Outline at least one action step for each goal.

Part IV. Sharing your Vision – April 9 or April 16

- Prepare a 7minute presentation for the class that effectively shares your vision.

Factors considered in the evaluation of this project will include:

- 1) Well organized and coherent writing style
- 2) Integration of class discussions and materials with personal experience
- 3) Articulate presentation of vision
- 4) Focus of vision reflects real change

Community Service Initiative

Purpose:

- 1) To enrich your understanding of social issues facing our local, state, national, and global communities.
- 2) To explore, practice, and reflect on the concepts of civic leadership and social activism
- 3) To gain practical experience in the development, implementation, and evaluation of a team project

Project Update – Due February 26

A. Project timeline

Please develop and submit a calendar that outlines significant project dates (e.g., training, service, team meetings, etc.)

B. Agency Contact Information (name, address, phone number, and e-mail for agency contact)

C. An overview of your progress and the steps that you plan to take to overcome anticipated obstacles

Team Integration Project- Due April 30

A and B above and

C. Description of your final integration project

This aspect of the project is designed to allow your team maximum creative freedom with respect to documenting and reflecting on the leadership lessons of your community service experience

- 1) **Team Insights** – Provides insight into your team’s service experience. What did you do? What did you learn about leadership, the agency, or social issue? What does
- 2) **Individual Insights** – Each team member should submit a paper that discusses the strengths and limitations of the service team dynamics. How were challenges addressed? What did you learn about teamwork? Analyze your group with significant depth, paying attention to the theory behind group dynamics

Final projects will be due on April 30.

Each team will have a chance to share their project with the class briefly.

CLC Inspirations

Each week, 2-3 members of the CLC class will have an opportunity to facilitate an opening activity for the group starting February 5th. The format and content of the activity is entirely up to the facilitators, however, they must adhere to a 10-minute time limit. Points will be deducted for time over 15 minutes. The goal of the inspiration should be to explore a leadership or leadership related topic, provide insight into leadership in current events, or initiate a substantive class discussion. The facilitators will be evaluated on the following criteria: preparation, facilitation, and the appropriateness of the activity. Groups are encouraged to get approval for their topic before presenting. Criteria for evaluation is as follows:

Connection to Leadership Theory: 25 points
Preparedness and facilitation ability: 30 points
Interest of topic: 20 points
Interactive nature or inspiration: 15 points
Creativity or topic or presentation: 10 points
Total: 100 points

