

CUE Leadership Development

X-PSD 91

Fall 2019

Course description:

The intent of this leadership course is to create a pool of CUE employees who have developed effective leadership skills that will assist them in their current and potential future roles at CUE.

Prerequisites: The program is only open to existing CUE employees (staff, faculty, sessional instructors, part-time and casual employees)

Co-requisites: None.

Hours: (2.0 - 0.0 - 0.0): 12.0 instructional hours.

Credit value: 0

Instructor(s):

Dr. Tim Loreman (President and Vice-Chancellor)

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Phone: +1 780 413 7831

Email: president@concordia.ab.ca

Office Hours: by appointment

Dr. Manfred Zeuch (Vice-President External Affairs and International Relations)

Office: G206

Phone: +1 780 479 9329

Email: vpinternational@concordia.ab.ca

Office Hours: by appointment

Dr. Barbara van Ingen (Vice-President Students Life and Learning)

Office: HA217

Phone: +1 780 479 9289

Email: barbara.vaningen@concordia.ab.ca

Office Hours: by appointment

Dr. Valerie Henitiuk (Vice-President Academic and Provost)

Office: HA 227

Phone: +1 780 479 9384

Email: vpacademic@concordia.ab.ca

Office Hours: by appointment

Lecture/seminar/lab times: 2-0-0

Required resources:

1. Moodle (CCMS) access. Students should check their course Moodle sites on a daily basis.

Optional resources:

Course objectives: The objectives of the leadership course include

- Employee skills development
- Leadership skills development
- Increasing the teamwork skill-set
- Improving communication skills
- Enhancing skills for supervising a team
- Examining unconscious bias
- Organization-specific training

Course outline

| Module | Topic | Time | Module leader |
|----------|--|------------------------------------|-----------------------|
| Module 1 | Exploring Leadership | 4:30-6:30 pm, October 15, 2019 | Dr. Tim Loreman |
| Module 2 | Teamwork | 4:30-6:30 pm, November 12, 2019 | Dr. Manfred Zeuch |
| Module 3 | Skills a supervisor needs: Part one: Communication | 4:30-6:30 pm, December 10, 2019 | TBD |
| Module 4 | Skills a supervisor needs: Part one: Supervising others | 4:30-6:30 pm, February 4, 2020 | Dr. Valerie Henitiuk |
| Module 5 | Examining unconscious bias | 4:30-6:30 pm, March 10, 2020 | Dr. Barbara van Ingen |
| Module 6 | Leadership at CUE | 4:30-6:30 pm, April 7, 2019 | Dr. Tim Loreman |



Lecture topics:

Module one: Exploring leadership

Module leader: Dr. Tim Loreman (President and Vice-Chancellor)

Workshop One:

- Leadership styles
- What sort of a leader are you?
- Can leadership be learned?
- Misconceptions about leadership
- Practices of successful leaders

Small group discussion scenario or case-study: TBD

Module two: Teamwork

Module leader: Dr. Manfred Zeuch (Vice-President External Affairs and International Relations)

Workshop Two:

- How to build and promote teamwork
- How to follow and when to follow
- Building consensus
- Confidence and empowerment of team members

Small group discussion scenario or case-study: TBD

Module three: Skills a Supervisor Needs (Communication)

Module leader: TBD

Workshop Three:

- Effective communication (being assertive)
- Listening/active listening
- How to have touch conversations (give/receive feedback)
- How to receive good news
- How to run efficient and effective meetings

Small group discussion scenario or case-study: TBD

*Leadership partner change at the mid-point of this module

Module four: Skills a Supervisor Needs (Supervising others)

Module leader: Dr. Valerie Henitiuk (Vice-President Academic and Provost)

Workshop four:

- How different people are motivated
- Understanding individual needs
- How to problem solved on the fly (within a broader context)
- Working with difficult people
- Manage and supervise other people's work
- Accountability



Small group discussion scenario or case-study: TBD

Module five: Examining unconscious bias

Module leader: Dr. Barbara van Ingen (Vice-President Student Life and Learning)

Workshop five:

- Unconscious bias – what is it?
- How unconscious bias can negatively influence workplace decisions
- Scientific research on unconscious bias and its influence in the workplace and society
- Take action to mitigate the influence of unconscious bias

Small group discussion scenario or case-study: TBD

Module six: Leadership at CUE

Module leader: Dr. Tim Loreman (President and Vice-Chancellor)

Workshop six :

- How to further the mission of the university
- Executing a strategic vision
- What kind of culture do we want to foster?
- Collaboration within the university (eliminate working in silos)
- Taking care of one’s own health (ethics of care)

Small group discussion scenario or case-study: TBD

Evaluation:

Students are expected to participate all the classes, complete all of the assignments and presentations. Students will be assigned a percentage grade, but only the standing will be displayed on the grades record or official transcript. These documents won't display any percentage or letter grade.

The standings are awarded for the following percentage grades:

- **Pass: 55% or higher**
- **Fail: less than 55%**

| CRITERIA | PERCENTAGE |
|---|------------|
| Attendance / Punctuality/in-class participation | 50% |
| Group Discussion or case study | 50% |
| TOTAL: | 100% |



NOTE: There is no Certificate of Extension and Culture Program. Upon completion the course, students will receive a Certificate of Completion.

See Concordia's [Extended Description of Grade Levels](#) (Section 9.3.2 of the Calendar) for further information on grading.

Course policies:

- i. Classroom
 - Concordia provides learning accommodation services for students with disabilities. Please refer to Section 8.4.1 of the Calendar for more details.
 - Recording of classes is permitted only if recording is part of an approved accommodation plan or with prior written consent of the instructor. Please refer to Section 9.2.3 of the Calendar for more details.
 - Please refer to Section 9.2.8 of the Calendar for details regarding Educational Decorum. It is the responsibility of both students and instructors to facilitate the educational process.
 - At Concordia, Faculty Advising allows students to build a relationship with faculty members so they can plan their university education and access appropriate resources and services. To make use of faculty advising, please talk to your instructor or program coordinator for input or referral.
 - ii. Laboratory etc.
 - iii. Exam procedures
 - iv. Missed work and missed exams
 - *Deferred Final Examination:* Deferred final examinations may be granted to students who are unable to write final examinations because of illness, severe family difficulty, religious observance, or circumstances beyond their control. Students are directed to Section 9.2.5 of the Calendar for further information. Of note is that the application for a deferred exam must normally be started within 48 hours of the missed examination.
 - *Academic Honesty:* Academic honesty is fundamental to the academic enterprise. Students are urged to familiarize themselves with Section 9.2.9 of the Calendar and to take note that cases of academic dishonesty (e.g., cheating, plagiarism, collusion, unauthorized submission for credit of previously graded work, and misrepresentation) are serious offenses. Penalties for academic dishonesty range from a grade of zero on the work in question to expulsion.
 - *Appeals:* refer to section 9.2.9 of the Calendar (Section G)
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Additional contacts and services:

- a. Academic Administration
 - i. Director, Office of Extension and Culture
Name: Dr. Xinxin Fang
Office: AW201
Email: xinxin.fang@concordia.ab.ca
Telephone: +1 780 378 8437
 - ii. Extension Officer
Name: Faye Salins, MCom, MSc
Office: HA107D
Email: faye.salins@concordia.ab.ca
Telephone: +1 780 378 8445
 - iii. Registrar's Office (HA120, registrar@concordia.ab.ca, +1 780 479 9250)
- b. Academic Support
 - i. Dean of Students (Dr. Barbara van Ingen, barbara.vaningen@concordia.ab.ca, +1 780 479 9289, HA217)
 - ii. Student Life and Learning (studentlife@concordia.ab.ca, +1 780 479 9241, HA114)
- c. Writing Centre
 - i. The Writing Centre (located in the Concordia library, L266) is a free service that provides support for teaching and learning through writing for students, staff, and faculty
 - Throughout the academic year, one-on-one consultations are offered (book online at: <http://studyspaces.concordia.ab.ca>).

Extension and Culture Program

Office of Extension and Culture

<https://concordia.ab.ca/external-affairs/office-of-extension-and-culture/>



Concordia Calendar Table 9.3.2: Extended Description of Grade Levels

| Grade Description | | Letter Grade | Grade Point Value |
|-------------------|---|--------------|-------------------|
| Outstanding | Outstanding performance, demonstrating complete and comprehensive understanding of the subject matter; full mastery of concepts and skills; exceptional interpretive and analytical ability; originality in the use of concepts and skills; achievement of all major and minor objectives of the course. | A+ | 4.0 |
| Excellent | Excellent performance, indicating superior grasp of subject matter and concepts; development of relevant skills to a high level; a high level of interpretive and analytical ability; originality or intellectual initiative; achievement of all major and minor objectives of the course. | A | 4.0 |
| | | A- | 3.7 |
| Very Good | Very good to good performance, indicating thorough understanding of subject matter and concepts; development of relevant skills to a fairly high level; good interpretive and analytical ability; evidence of intellectual initiative; achievement of major and minor objectives of the course. | B+ | 3.3 |
| Good | | B | 3.0 |
| | | B- | 2.7 |
| Satisfactory | Intellectually adequate performance, of fair but not good quality, demonstrating an acceptable understanding of the subject matter and concepts; development of skills to a satisfactory level; adequate interpretive and analytical ability; achievement of major objectives of the course; some minor objectives may not be achieved. The bottom of this range (C-) is the minimum satisfactory standard of achievement in a course. In courses graded CR or NC, CR denotes that the student has attained at least the C-level. | C+ | 2.3 |
| | | C | 2.0 |
| | | C- | 1.7 |
| Poor | Minimally acceptable performance, demonstrating some understanding of basic subject matter and concepts and partial development of relevant skills, with some evidence of interpretive or analytical ability; achievement of most but not all major objectives of the course; failure to achieve several minor objectives. The bottom of this range (D) indicates that the student has achieved a marginal level of performance which may not be sufficient background for success at the next level in the discipline. | D+ | 1.3 |
| Minimal Pass | | D | 1.0 |
| Failure | Unsatisfactory performance, demonstrating an inadequate understanding of the basic subject matter; failure to develop relevant skills; insufficient evidence of interpretive and analytical ability; and failure to achieve major and minor objectives of the course. | F | 0 |

