



**ALS 3415 - Challenge 2050: Developing Tools for Changing the World**

3 Credits, Spring 2020 Semester

T | Period 3 (9:35 AM - 10:25 AM) Room: FLG 0210

R | Period 3 - 4 (9:35 AM - 11:30 AM) Room: RNK 0230

**FACULTY INFORMATION**

Dr. Natalie Coers, Lecturer  
Global Agricultural Leadership Development  
Director, Challenge 2050 Project  
Department of Agricultural Education & Communication  
Bryant Hall 117D  
Office: 352.273.3586  
Email: [ncoers@ufl.edu](mailto:ncoers@ufl.edu)  
Office Hours: W 9AM-Noon

**TEACHING ASSISTANT**

Amy Brown  
AEC PhD Student  
Leadership Development &  
Challenge 2050 Program  
Rolfs 217A  
  
Email: [amybrown@ufl.edu](mailto:amybrown@ufl.edu)  
Office Hours: TBD

**COURSE DESCRIPTION**

By the year 2050, the global human population is projected to exceed 9 billion people. Our Challenge 2050 requires innovative development of transdisciplinary solutions to complex, global challenges. Tools are needed in order to develop effective, adaptive solutions. This course explores individual and team-based application of tools indispensable to addressing our Challenge 2050.

**GLOBAL LEADERSHIP + CHANGE CERTIFICATE COURSEWORK**



**COURSE OBJECTIVES**

Given participation in the course, students will have the opportunity to engage in the following objectives:

- 1) Broaden perspectives regarding processes of individual and collaborative team problem solving
- 2) Recognize purposive application of skills and aptitudes necessary for addressing global challenges
- 3) Develop skills necessary for communicating the importance of the challenge
- 4) Design integrative and adaptive solutions for tackling complex, global challenges

## **COURSE MATERIALS**

Heifetz, R. A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Harvard Business Press.

Other readings will be provided for the course related to weekly topics and to engage student in domestic and global current events.

## **COURSE + UNIVERSITY POLICIES**

### ***Physical Classroom COVID Policy Updates:***

We will have face-to-face instructional sessions to accomplish the student learning objectives of this course. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom interactions.

- You are required to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
- This course has been assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
- Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
- Follow your instructor's guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
- If you are experiencing COVID-19 symptoms, please use the UF Health screening system and follow the instructions on whether you are able to attend class.

### ***COVID Safety Essentials:***

On face to face instruction days, faculty and students must adhere to the following practices:

- **Physical Distancing:** Whenever possible, maintain a physical distance of 6 feet from others while on the University of Florida properties and in common spaces until further notice.
- **Face Coverings:** Face coverings are required inside all campus buildings.
- **Wash Hands Frequently:** Wash your hands often with soap and water for at least 20 seconds, especially after going to the bathroom; before eating; and after blowing your nose, coughing or sneezing. If soap and water are not readily available, use an alcohol-based hand sanitizer with at least 60% alcohol. Always wash hands with soap and water if hands are visibly dirty.
- **Stay Home When Sick:** If you are sick, please stay home. Avoid close contact with people who are sick.

***Zoom Recording:*** Our class sessions may be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure

to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

**Attendance/Engagement:** It is an expectation that you attend every class session; we desire both your physical presence, as well as your mental engagement with the course content. Attendance/Engagement are a factor in your final grade for the course.

We are mindful of the strong relevance of our course content to the current state of our world. Inasmuch, we are aware that unexpected things happen in life (i.e. global pandemic, health emergencies, internet issues, etc.) that are outside of your control; we simply ask that you be open and honest regarding barriers to attendance/engagement so we can work something out. Should you be unable to attend class, please contact me *prior to* the class session you will be absent from. More information regarding university attendance policy can be found at <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

**E-Learning:** All students are expected to check Canvas (<http://lss.at.ufl.edu>) on a regular basis. Please ensure that you have access to this service. Additional handouts, readings and supplemental material will be housed on Canvas, this includes your grades.

**Software Use:** All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

**Course Add/Drop:** Courses may be dropped or added during the Drop/Add period without penalty. The Drop/Add period is the first five days of classes during fall or spring semester, and the first two days of classes for summer terms. The specific dates are listed in each term's [academic calendar](#).

After Drop/Add, students may withdraw from a course up to the date established in the university calendar. A grade of W will appear on the transcript, and students will be held liable for course fees. All drops after Drop/Add must be submitted to the Office of the University Registrar by the deadline.

**Online Course Evaluation System:** Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. [Click here for guidance on how to give feedback in a professional and respectful manner](#). Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via [ufl.bluera.com/ufl/](http://ufl.bluera.com/ufl/). [Summaries of course evaluation results are available to students here](#).

### ***Campus Resources:***

#### Health and Wellness

*U Matter, We Care:* If you or someone you know is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu), 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.

*Counseling and Wellness Center:* [Visit the Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.

*Student Health Care Center:* Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center website](#).

*University Police Department:* [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).

*UF Health Shands Emergency Room / Trauma Center:* For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website](#).

#### Academic Resources

*E-learning technical support:* Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).

*Career Connections Center:* Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

*Library Support:* Various ways to receive assistance with respect to using the libraries or finding resources.

*Teaching Center:* Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

*Writing Studio:* 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.

*Student Complaints On-Campus:* [Visit the Student Honor Code and Student Conduct Code webpage for more information](#).

*On-Line Students Complaints:* [View the Distance Learning Student Complaint Process](#).

***Students with Disabilities:*** "Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation." The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. 0001 Reid Hall, 392-8565, <https://disability.ufl.edu/students/get-started/>

**Late Assignments:** All work is due via Canvas by 11:59 PM on the assigned date unless otherwise specified. Assignments submitted within one week of the original due date will be evaluated less 10% of the assignment point value. Assignments submitted beyond one week of the original deadline are subject to the discretion of the instructor regarding possible points for evaluation (no more than 50% value possible beyond one week).

### **ACADEMIC INTEGRITY:**

In 1995 the UF student body enacted an [honor code](#) and voluntarily committed itself to the highest standards of honesty and integrity. When students enroll at the university, they commit themselves to the standard drafted and enacted by students.

**The Honor Pledge: We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.**

On all work submitted for credit by students at the university, the following pledge is either required or implied: "**On my honor, I have neither given nor received unauthorized aid in doing this assignment.**"

Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean, Student Honor Council, or Student Conduct and Conflict Resolution in the Dean of Students Office.

(Source: 2019 *The Orange Book*, UF Regulation 4.040, p. 12)

It is assumed all work will be completed independently unless the assignment is defined as a group project in writing by the instructor.

**Plagiarism:** A Student must not represent as the Student's own work all or any portion of the work of another. Plagiarism includes but is not limited to:

- Stealing, misquoting, insufficiently paraphrasing, or patch-writing.
- Self-plagiarism, which is the reuse of the Student's own submitted work, or the simultaneous submission of the Student's own work, without the full and clear acknowledgment and permission of the Faculty to whom it is submitted.
- Submitting materials from any source without proper attribution.
- Submitting a document, assignment, or material that, in whole or in part, is identical or substantially identical to a document or assignment the Student did not author.

(Source: 2019 *The Orange Book*, UF Regulation 4.040, p. 13)

### **COURSE REQUIREMENTS**

*Book Critique* – Each student will select and have approved a book relating to development work to read, critique, and facilitate an in-class discussion on in March.

*Reflection Papers* – Students will reflect on various activities and topics throughout the semester.

*Global Issue Idea Brief Project* – Students will engage upon a semester long inquiry to an organization and contextually specific idea focused on a global issue (Sustainable Development Goal). This project will encompass multiple parts that culminate in three elements:

- *Idea Brief Summary* – Each student will develop an executive summary of their idea.
- *Idea Brief Paper* – A 4-6 page factual brief with proper academic citations provides credibility for the proposed solution idea.

- *Presentation* – A means of communication will be developed for sharing the students’ idea.

Additional details for each element of the Global Issue Idea Brief Project will be provided in class and/or via Canvas.

*Engagement* – Active participation is critical to our course. Students are asked to embrace this idea and provide thought-provoking perspectives and researched facts that support our collective ability to address the 2050 challenge. Student will be evaluated on depth of thought, direction of perspectives, and overall benefit to the class and our collective learning.

### **COURSE GRADING**

Grades will be earned based on the degree to which the student fulfills the assigned requirements for the designated project, integrates course discussions and perspectives, provides support from the literature for his or her findings, and synthesizes his or her own independent thought into the assignment.

<b>Assignments</b>	<b>Due Date</b>	<b>Points</b>
Book Critique	3/9	50
Reflection Papers (3 @ 20 points)	Varies	60
<b><i>Global Issue Idea Brief Project</i></b>		
Organization Overview	2/2	35
Context	2/16	45
Technical Aspects	3/2	25
Process & Impact	3/23	35
Idea Brief Paper	3/30	100
Idea Brief Summary	4/13	25
Presentation	4/28	25
Engagement		100
<b>Total</b>		<b>500</b>

### **Course Grading Scale:**

A: 475-500 points	A-: 450-474 points	B+: 430-449 points
B: 415-429 points	B-: 400-414 points	C+: 380-399 points
C: 365-379 points	C-: 350-364 points	D+: 330-349 points
D: 315-329 points	D-: 300-314 points	E: 299 and Below

University of Florida Grade & Grade Points Policy can be found at:  
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx#grades>.

### ALS 3415 Course Calendar

Week	Date	Day	Topic	Readings	Assignments
1	Jan 11-15	T	Course Overview + Goals & Expectations		
		R	Sustainable Development Goals & Issue Review		
2	Jan 18-22	T	Setting the Context		
		R	Humility as a Tool for Change	Assigned Readings	
3	Jan 25-29	T	Politics of Change	Ch. 6	
		R	Political Tools for Change		Book Selection Due
4	Feb 1-5	T	Adaptive Organizations	Ch. 7	IB Organization Info Due
		R	Organizations as Tools for Change		
5	Feb 8-12	T	Make Interpretations	Ch. 8	Reflection Paper 1
		R	Ideation Process		
6	Feb 15-19	T	Design Effective Interventions	Ch. 9	IB Context Due
		R	Appropriate Technologies Case Studies		
7	Feb 22-26	T	Cultural Contexts for Interventions		
		R	Appropriate Technologies Case Studies		
8	Mar 1-5	T	Work Day		IB Technical Aspects Due
		R	Act Politically	Ch. 10	
9	Mar 8-12	T	Book Discussions		Book Critique Due
		R	Book Discussions		
10	Mar 15-19	T	Conflict Tools for Change	Ch. 11	Reflection Paper 2
		R	ECHO Virtual Field Trip (tentative)		
11	Mar 22-26	T	Building an Adaptive Culture	Ch. 12	IB Process & Impact Due
		R	Collaboration Tools for Change		
12	Mar 29 – Apr 2	T	Work Day		Idea Brief Due
		R	Organizational Tools for Change		
13	Apr 5-9	T	Poster Reviews – Peer Review in Class		
		R	Communication Tools for Change		
14	Apr 12-16	T	Developing Leadership Capacity		Idea Brief Final Edits Due + Idea Brief Summary Due
		R	Leadership Tools for Change		
15	Apr 19-23	T	Leading Change for 2050 Challenges		Reflection Paper 3
		R	UF Reading Days		
16	Apr 28	W	7:30-9:30AM Final Exam Slot (Tentative Presentations)		Presentations