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

3 Credits, Spring 2025 Semester
MWF | Period 4 (10:40 AM - 11:30 AM) Room: MCCB 3108

FACULTY INFORMATION

Dr. Natalie Coers, Lecturer
Global Agricultural Leadership Development
Director, Challenge 2050 Program
Department of Agricultural Education & Communication
Bryant Hall 117D
Office: 352.273.3586
Email: ncoers@ufl.edu
Office Hours: R 10:30AM – 1:30PM

TEACHING ASSISTANT

Gabi Sullivan
Masters Student
Agricultural Communications &
the Challenge 2050 Program
Rolfs Hall 406

Email: gabrielasullivan@ufl.edu
Office Hours: By appointment

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

ALS 2410	ALS 3415	ALS 3940	ALS 4419
GLOBAL UNCERTAINTY	TOOLS FOR CHANGE	THE EXPERIENCE	CREATING SOLUTIONS

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

REQUIREMENTS

Textbook(s):
- o Required: Justis, C. & Student, D. (2023). *Don't lead alone: Think like a system, act like a network, lead like a movement!* Fast Company Press.
- o Recommended: 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.

Technology:
To succeed in this course, you must have access to the following technology:
- Desktop Computer or Laptop
    - o Microsoft Word - Microsoft 365 basics video training
    - o Adobe Reader - Acrobat tutorials
- Internet Connection with access to Canvas
    - o Canvas is the course management system at the University of Florida in which students will find course content, links to video lectures, assignments, quizzes, discussions, and grades. The use of this system will vary by instructor, but the following videos describe the most common tools in Canvas. The full student guide is provided if you have additional questions.
    - o View Canvas Privacy Policy
- Web Browser - Chrome is the preferred browser for Canvas. If you do not have Chrome, you can download it.
- University of Florida Email - students are expected to check their my.ufl emails daily. View the Student Computing Requirements page for information on technology requirements and expectations.

MINIMUM TECHNICAL SKILLS:
- Proficiency in utilizing Canvas and navigating the internet effectively.
- Competence in using email for communication purposes, including sending and receiving messages and managing attachments.
- Familiarity with commonly used word processing applications (such as Microsoft Word or Google Docs), including the ability to create, edit, and format documents.
- Basic computer skills, including understanding fundamental operations like file management, using menus and toolbars, and navigating between different applications.
- Ability to perform online research using a variety of search engines and library databases.

INSTRUCTOR RESPONSE & FEEDBACK:
The instructor and graders are committed to responding to your Canvas and email messages (preferred) within 48 hours when feasible during the work week, Monday through Friday, except holidays. We also hold office hours each week. Grading typically occurs within 1-2 weeks of a submission deadline.

COURSE POLICIES:
Attendance policy: Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at: UF Attendance Policies. Attendance is expected as part of your commitment to the CALS Leadership Institute Program. Students who miss class for any reason assume complete responsibility for all information missed. **Absence is not an excuse for ignorance!**

Further, absence is not an excuse for submitting assignments late. *If you are going to miss class for any reason, it is a great idea to email the instructor!* Attendance is a factor in your overall Engagement grade for the class.

Late or missed assignments: For all assignments not received by the instructor on the specified date (as noted on the syllabus or in class), points will be deducted from the student's total score for each day past the assignment due date. Assignments submitted later than one week past the due date will receive a zero. For missed assignments without student-initiated communication to the instructor, the assignment will receive a grade of zero. Exceptions may be made in cases of demonstrated, appropriate, and verifiable emergencies or tragedies or where the student has **prior** approval from or communicated in a timely manner with the instructor.

Technology: Cell phones should be turned to silent for the duration of the class period. If you are expecting a call during class that you must take, please notify the instructor prior to class and sit near the exit with your phone on vibrate to take the call in the hallway.

In-Class Recording: Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.
A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or guest lecturer during a class session. Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another
student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.
UF IN-CLASS RECORDING

Cultural Accommodation: While I do my best to be cognizant of religious and cultural observations when creating our course syllabus, I may not always hit the mark. As you look through the course syllabus, if you have a religious or cultural observance conflict, contact me at the beginning of the semester and we will make appropriate arrangements.

Safe Space & Mutual Respect: My classroom and my office are safe spaces. What that means for you, as a student, is that while in class or in my office you have the right to express yourself freely and openly (and appropriately), and have me, your TA and your classmates respect your expression. In these safe spaces, mutual respect is expected; this means that both parties have respect for one another (note: this does not mean we always agree). In order to foster this environment conducive of learning and growth experiences, please join me in treating your classmates with respect.

Academic Honesty, Software Use, Campus Helping Resources, Services for Students with Disabilities:

Academic Honesty: 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)

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. UF ACCEPTABLE USE POLICY

<u>Student Services:</u>
Health & Wellness
- U Matter, We Care
  - If you or someone you know is in distress, please contact 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.
  - Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students.
- 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).
- GatorWell Health Promotion Services
  - For prevention services focused on optimal wellbeing, including Wellness Coaching for Academic Success, visit the [GatorWell website](#) or call 352-273-4450.

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.](#)

Services for Students with Disabilities
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. 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
0001 Reid Hall, 352-392-8565, UF Disability Resource Center.
Canvas Accessibility Standards
Zoom Accessibility Information

Course Evaluations: Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at: https://gatorevals.aa.ufl.edu/students/. 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 https://ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at: https://gatorevals.aa.ufl.edu/public-results/

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.

Case Application Notes – Students will reflect on individual Idea Brief progress and note course connections identified through a shared, in-class case study.

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.
- *Infographic* – An 11x17" infographics 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.

Assignments	Due Date	Points
Book Critique		50
Case Application Activities (in class) (6 @ 10 points)	Varies	60
Global Issue Idea Brief Project		
Organization Overview		35
Context		45
Technical Aspects		25
Process & Impact		35
Idea Brief Paper		100
Idea Brief Summary		25
Infographic		25
Engagement		100
Total		**500**

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 13-17	M	Course Overview		
		W	SDGs in Review		
		F	Adaptive Leadership Refresher		
2	Jan 20-24	M	No Class – MLK Day (UF Closed)		
		W	Communicating with NGOs		
		F	Idea Brief Brainstorming		
3	Jan 27-31	M	Background: Your Silo is Burning	Ch. 1	
		W	The Skills You'll Need	Ch. 2	
		F	The Skills You'll Acquire	Ch. 3	Book Selection Due
4	Feb 3-7	M	Think Like A System	Ch. 4-8	
		W	Think Like A System		
		F	Think Like A System: Case Day		Case Application Activity 1
5	Feb 10-14	M	Think Like A System	Ch. 9-12	
		W	Think Like A System		
		F	Think Like A System: Case Day		Case Application Activity 2
6	Feb 17-21	M	Act Like A Network	Ch. 13-17	IB Organization Info Due
		W	Act Like A Network		
		F	Act Like A Network	Ch. 18-21	
7	Feb 24-28	M	Act Like A Network		
		W	Act Like A Network: Case Day		Case Application Activity 3
		F	Design Thinking Tools		
8	Mar 3-7	M	Tools for Cultural Consideration		IB Context Due
		W	Appropriate Technology: Case Day		Case Application Activity 4
		F	Work Day		Book Critique Due
9	Mar 10-14	M	Book Discussions		
		W	Book Discussions		
		F	Book Discussions		
10	Mar 17-21	M	UF Spring Break		
		W	UF Spring Break		
		F	UF Spring Break		
11	Mar 24-28	M	Appropriate Technology: Case Day		Case Application Activity 6
		W	Lead Like A Movement	Ch. 22-26	
		F	Lead Like A Movement		
12	Mar 31 – Apr 4	M	Lead Like A Movement	Ch. 27-31	IB Technical Aspects Due
		W	Lead Like A Movement		
		F	Lead Like A Movement: Case Day		Case Application Activity 6
13	Apr 7-11	M	Design Thinking Tools		
		W	Design Thinking Tools		
		F	Work Day		IB Process & Impact Due
14	Apr 14-18	M	Leadership Tools for Change	Appendix	
		W	Leadership Tools for Change		
		F	Leadership Tools for Change: Case Day		Case Application Activity 7
15	Apr 21-25	M	Idea Brief Presentations		Idea Brief Infographic Due
		W	Idea Brief Presentations		
		F	Reading Days		