

Facilitating Leadership Programs

AEC 6932

Spring 2025 – 3 Credits

# Instructor

Dr. Sarah Bush

Assistant Professor

Email: sab5271@ufl.edu

Office location: 117C Bryant Hall

Office hours: Wed. 10-11AM or by appointment

# Class Times Location

Thursday 4-6 periods (10:40-1:40) McCarty A 2186

# Course Description

Theory of planning and creation of facilitation and teaching methods for leadership education students; discovery of presentation and training activities to create change within an organization. In this course, students will plan and carry out a leadership training program to a particular clientele with leadership education needs.

# Course Objectives

1. To identify strategies for using facilitation in groups,
2. synthesize facilitation theory guiding action,
3. practicing facilitation in skills in leadership scenarios, and
4. expanding facilitation approaches to include training and development.

# Course Design

First and foremost, this class should be fun and enjoyable! With that, this is an interactive class with a high level of student engagement – you must participate. This course is pragmatic in its approach, and it is one that you will find useful in your future contacts and work with people.

Attendance is mandatory and recorded. It is up to you to attend class and make the most of it. All assignments are due at 11:55pm on the date indicated on Canvas and in this syllabus, unless otherwise noted. Late work is accepted, penalized by 10% per University business day.

# Requirements

## Textbook:

See Canvas for assigned readings

## Technology:

To succeed in this course, you must have access to the following technology:

* Desktop Computer or Laptop
* Audio Capabilities
* Webcam and Microphone for synchronous sessions
* Microsoft Word - [Microsoft 365 basics video training](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fsupport.microsoft.com%2Fen-us%2Foffice%2Fmicrosoft-365-basics-video-training-396b8d9e-e118-42d0-8a0d-87d1f2f055fb&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339169026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=TLW6NUAxqahJlebtSJzmI6gGZFi5bvKksQmj7nOsgPA%3D&reserved=0)
* Adobe Reader - [Acrobat tutorials](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhelpx.adobe.com%2Facrobat%2Ftutorials.html&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339169026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=hZA7%2FIKCV%2BzbSPu2MjomDnxCbI5usbBdV2%2FMV9lzRso%3D&reserved=0)
* Zoom - [Zoom Privacy Policy](https://explore.zoom.us/en/privacy/)
* Internet Connection with access to Canvas
* 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](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fcommunity.canvaslms.com%2Ft5%2FStudent-Guide%2Ftkb-p%2Fstudent&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339325259%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=584OMZNA3VDOhfbJir6w2cQXUz118ncUvLFwjg063fw%3D&reserved=0) is provided if you have additional questions.
* View [Canvas Privacy Policy](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.canvaslms.com%2Fpolicies%2Fprivacy&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339325259%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=MZOYIJ9jHRaqebfqNW15YE%2F6T%2Biy6S6znresFJaVMrQ%3D&reserved=0)
* **Web Browser - Chrome** is the preferred browser for Canvas. If you do not have Chrome, you can [download it.](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.google.com%2Furl%3Fsa%3Dt%26rct%3Dj%26q%3D%26esrc%3Ds%26source%3Dweb%26cd%3D2%26cad%3Drja%26uact%3D8%26sqi%3D2%26ved%3D0CDYQjBAwAQ%26url%3Dhttps%253A%252F%252Fsupport.google.com%252Fchrome%252Fanswer%252F95346%253Fhl%253Den%26ei%3D16T0U_61AZWAygT1vYHoAQ%26usg%3DAFQjCNHFiowHAaPSkTUo-EyAOIeZWDPSCw%26sig2%3DulcujkhFWJawLyO6J0SvpA%26bvm%3Dbv.73231344%2Cd.aWw&data=05%7C01%7Cbrooke.brammer%40ufl.edu%7Cfa687a99f8814d9457ff08db03a74f10%7C0d4da0f84a314d76ace60a62331e1b84%7C0%7C0%7C638107789339325259%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=NJn3IJOjWwtZLgxmHrwwCiuh0EKyquERtWcT9Vs%2FKus%3D&reserved=0)
* University of Florida Email
* Students are expected to check their my.ufl emails daily. View the [Student Computing Requirements](https://it.ufl.edu/policies/student-computing-requirements/) page for information on technology requirements and expectations.

## Minimum Technical Skills:

Minimum technical skills required:

* 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.

# Assignments

## Assignment Points & Explanation:

**FOR ALL ASSIGNMENTS- PLEASE DEFER TO THE RUBRIC!!**

**All assignments must be turned in on Canvas on the date assigned by 11:55pm. Emailed assignments will not be accepted unless pre-arranged (this includes through Canvas). All papers are expected to be typed in 12-point Times New Roman or Calibri with 1-inch margins and utilize APA style formatting. Each assignment must follow the requirements in the rubric. All rubrics are available on Canvas. All assignments will be returned to students on Canvas.**

**Personal Facilitator Reflection (30 points)**

Early on in the semester, you’ll be asked to write a 2-3 double-spaced page reflection on who you are as a facilitator, your personal leadership facilitation philosophy, and what niche you see yourself filling as a leadership program facilitator.

**Personal Facilitator Reflection Update (30 points)**

At the end of the semester, you’ll provide an additional 2-3 double-spaced page update to your previous reflection considering things you learned throughout the semester and feedback provided during and following your in-class facilitation. You’ll provide a critical reflection on what has changed or stayed the same about your original reflection and why.

**Case Studies (60 points)**

Each case study is worth 15 points. During class the week prior to the due date for each case study, a case study handout and questions will be provided to class members on that week’s topic (I.E. handout out week 3 it will be on week 3’s course material). These questions will relate to course material application for the case presented. Depending on the week, students will typically have some course time to review and begin responding to case study questions. Students will be responsible for turning in full case study responses before the due date.

**Facilitation Handbook (150 points)**

You will select an organization to create a leadership training for. You may work individually or in pairs on this handbook. You will complete a handbook for a two-day training designed to meet your set objectives and outcomes. The handbook should be constructed as if it was created by a consultant hired to help the organization. An example plan and further details will be provided throughout the semester.

**In Class Facilitation (50 points)**

During week’s 10-12, each class member will facilitate in a “mock facilitation”. You will be given approximately 20-25 minutes to complete a facilitation training with the class. This facilitation should include one component from your facilitation handbook. Following the facilitation, you will answer questions and receive feedback from fellow class members.

**Peer & Instructor Feedback/Takeaways (30 points)**

During week’s 10-12 various instructors and other class members will be facilitating lessons during class aimed at expanding your tool belt. Following the class each week, course members will be asked to complete a feedback survey to answer reflection questions for instructors and discussed tools and provide feedback to their peer’s facilitation.

**Evaluation Concept Mapping (100 points)**

You will be assigned a team and long-term program to evaluate. You will be provided with all of the evaluation data needed to evaluate and concept map how the program is meeting their mission, objectives, and outcomes. Teams will be asked to provide their concept maps, overview of methods, and discussion, conclusions, and recommendations. This will act as an exercise for providing a formal program evaluation.

**Consulting Company Proposals (35 points)**

At the end of this course, you will be tasked with creating your own consulting company. You’ll be asked to design a pitch for your company and what you’ll offer. You should provide an overview and introduction of yourself, what facilitation programming you offer, important background information on the programming and how to know if it is the right fit for your customer, budgeting, pricing, etc.

**Consulting Company Presentations (15 points)**

You’ll provide a short pitch for your consulting company in class.

## Course Grading:

### Grading Scale

| A: 465 - 500 pts | B+: 435 - 449 pts  | B-: 400 - 414 pts  | C: 365 - 384 pts | D+: 335 - 349 pts  | D-: 300 - 314 pts  |
| --- | --- | --- | --- | --- | --- |
| A-: 450 - 464 pts | B: 415 - 434 pts  | C+: 385 - 399 pts  | C-: 350 - 364 pts  | D: 315 - 334 pts  | E: 299 and Below |

Further information about UF grading policies can be found here:

<https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

## Reading & Assignment Schedule:

| **Assignment** | **Due Date** | **Points Available** | **Points Earned** |
| --- | --- | --- | --- |
| Personal Facilitator Reflection | 1/19 | 30 |  |
| Personal Facilitator Reflection Update | Finals Week | 30 |  |
| Case Studies | 1/26, 2/2, 2/9, 2/16 | 60 |  |
| Facilitation Handbook | 3/9 | 150 |  |
| Facilitation | 3/23, 3/30, or 4/6 | 50 |  |
| Peer & Instructor Feedback/Takeaways | 3/30, 4/6, 4/13 | 30 |  |
| Evaluation Concept Mapping | 4/6 | 100 |  |
| Consulting Company Proposals | Finals Week | 35 |  |
| Consulting Company Presentations | 4/20 | 15 |  |
| TOTAL POINTS AVAILABLE |  | 500 |  |

# Academic Integrity

## UF’s Academic Honesty Statement:

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following 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.”***You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: ***"On my honor, I have neither given nor received unauthorized aid in doing this assignment."***

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g., assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates dishonesty to the instructor, department chair, college dean or Student Honor Court. **It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code.** Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: [UF Student Code of Conduct Webpage.](https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/)

## Plagiarism:

Plagiarism includes taking **verbatim phrases of *just a few words***without permission or full attribution. It includes ***quoting too much*** from your sources, thereby substituting their expression for your own, orquoting too much from one source, effectively taking more than a *fair use*of their work. **Over quoting (direct quotes)**comprising more than 10% of any assignment will be considered plagiarism. Plagiarism includes ***unique expression***, which can be a phrase of a few words or a simple moniker. Our writing is mostly *our own expression*.  When writing for science and business, we base our work on **facts**obtained from a variety of **credible sources.** We give credit where it is due. We **cite our sources** so others can access the information we present. When appropriate, we very carefully, ethically, and lawfully use others’ expression of that information. We obtain permission to use our sources’ expression or give full credit for a *limited, fair use,*including direct quotes.

# Attendance Policies

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.](https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/).

# Institutional Policies

## Recording Statement

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](https://aa.ufl.edu/policies/in-class-recording/)

## 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](https://it.ufl.edu/it-policies/acceptable-use/acceptable-use-policy/#:~:text=IT%20users%20may%20not%20use,belong%20to%20UF%20or%20not)

## 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/>

# Student Services

## 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](https://umatter.ufl.edu/) 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](https://counseling.ufl.edu/) 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.](https://shcc.ufl.edu/)
* University Police Department
* Visit [UF Police Department website](https://police.ufl.edu/) 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](https://gatorwell.ufsa.ufl.edu/%22%20/t%20%22_blank%22%20%5Ct%20%22_blank) or call 352-273-4450.

## Academic Resources

* E-learning technical support
* Contact the [UF Computing Help Desk](https://helpdesk.ufl.edu/) at 352-392-4357 or via e-mail at helpdesk@ufl.edu.
* [Career Connections Center](https://career.ufl.edu/)
* Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.
* [Library Support](https://uflib.ufl.edu/)
* Various ways to receive assistance with respect to using the libraries or finding resources.
* [Teaching Center](https://academicresources.clas.ufl.edu/)
* Broward Hall, 352-392-2010 or to make an appointment 352-392-6420. General study skills and tutoring.
* [Writing Studio](https://writing.ufl.edu/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](https://sccr.dso.ufl.edu/policies/student-honor-%20code-student-conduct-code/) for more information.
* On-Line Students Complaints
* View the [Distance Learning Student Complaint Process.](https://www.ombuds.ufl.edu/)

## 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.](https://disability.ufl.edu/)

[Canvas Accessibility Standards](https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-Canvas-accessibility-standards/ta-p/1564)

[Zoom Accessibility Information](https://explore.zoom.us/en/accessibility/)

| **Week** | **Topic** | **Reading** | **Assignment Due** |
| --- | --- | --- | --- |
| 1Jan. 12 | Introduction/Syllabus |  |  |
| 2Jan. 19 | The Skilled Facilitator WayExploring your own Style & Niche | Schwarz, Chapter 1Lawson, Chapter 3 | * Personal Facilitator Reflection
 |
| 3Jan. 26 | Assessing NeedsUnderstanding LearnersDeveloping your Facilitation Style | Needs Assess. GuideMyers, EDIS PubSchwarz, Chapter 4 |  |
| 4Feb. 2 | Understanding Learning OutcomesSelecting, Designing, and Developing Active Training Methods | Train the Trainer HandoutLawson, Chapter 7 | * Case Study 1 Due
 |
| 5Feb. 9 | Understanding Team InterventionsFacilitating Teams & Groups | Franz, Chapter 1 | * Case Study 2 Due
 |
| 6Feb. 16 | Diagnosing & Intervening | See Canvas | * Case Study 3 Due
 |
| 7Feb. 23 | Creating Short-term Interventions from the 1-hour to the several days | See Canvas | * Case Study 4 Due
 |
| 8Mar. 2 | Long-term leadership programsLogic modeling and concept mapping | See Canvas | * Optional Facilitation Plan Review
 |
| 9Mar. 9 | Evaluating Leadership Programs | See Canvas | * 21st Century Topic Submission Due
 |
| **Spring Break** |
| 10Mar. 23 | Potential Tools for your Belt/ Class Member Facilitation | See Canvas | * Facilitation Handbook
 |
| 11Mar. 30 | Facilitating in the 21st Century- Topics of Choice | See Canvas |  |
| 12Apr. 6 | Potential Tools for your Belt/ Class Member Facilitation | See Canvas | * Evaluation Concept Mapping
* Peer & Instructor Feedback/Takeaways
 |
| 13April 13 | Developing your Consulting and Facilitation Business | See Canvas | * Peer & Instructor Feedback/Takeaways
 |
| 14April 20 | Developing your Brand & Who you are/ Potential Tools for your Belt | See Canvas | * Consulting Company Presentations
 |
| **Finals Week*** Personal Facilitator Reflection Update Due
* Consulting Company Proposals Due
 |

Drop/Add, 1/9-13 ------- Last Day to Drop, 4/14