

Syllabus
Engineering Leadership
EGS 4038

Section (Class No.): GEN1 (13753)
Class Periods: Monday, Periods 2-4, 8:30 – 11:30 a.m.
Location: Online

Section (Class No.): GEN2 (13754)
Class Periods: Mondays, Periods 7-9, 1:55 – 4:55 p.m.
Location: Online

Academic Term: Fall 2020

1. Instructor:

Bill McElroy, P.E., Associate Director and Gene Fraser Teaching Professorship recipient, Engineering Leadership Institute, University of Florida (UF) Herbert Wertheim College of Engineering (HWCOE)

- a. E-mail address: mcelrowj@eng.ufl.edu
 - b. Office telephone: 352-294-7383
 - c. Office location: Wertheim Engineering Building Room 474
 - d. Office hours: By appointment. Generally flexible on Tuesdays, Thursdays and Fridays.
 - e. Web site: [e-Learning @ UF](#)
 - f. Blake Studer – Grader – blakestuder@ufl.edu
 - g. Course communications: The preferred first step is to email the instructor, using the Canvas course management email tool, for general questions about aspects of the course.
- 2. Course Description:** *Engineering Leadership* introduces engineering students to the concepts, theory and practice of engineering leadership; effective written and oral communications and presentations; engineering leadership characteristics, individual differences and self-awareness; developing and building teams; managing change, conflicts, and crises; and understanding real-world ethics and core values. 3 credit hours.
- 3. Credit Hours:** 3
- 4. Course Pre-Requisites/Co-Requisites:** none
- 5. Course Objectives:** The main goals for the course are summarized below. Students completing the course will be able to:
- enter *engineer-leader* roles in their professional careers, whether in the private, academic, public, or non-profit sectors
 - identify, interpret and apply the foundations of leadership to their individual leadership framework, with linkages to vision, high ethical standards and professionalism
 - develop their effective communications and presentation skills

- apply concepts to better manage collaborative team dynamics, drive change, and manage conflicts

Course completion is one of the prerequisites to obtain the Engineering Leadership Certificate offered by the HWCOE and issued by the UF.

<https://www.eng.ufl.edu/leadership/curriculum/certificates/>

- 6. Material and Supply Fees:** Students are required to obtain the PitchVantage presentation training software. The instructor will provide instructions in this regard at the outset of class. The price for the software license will be \$35.
- 7. Professional Component (ABET):** Not applicable as course is not specific to a major under ABET purview.
- 8. Relation to Program Outcomes (ABET):** Not applicable as course is not specific to a major under ABET purview.
- 9. Required Textbooks and Software:** Please note that this course is participating in the UF All Access program. Login at <https://www.bsd.ufl.edu/G1CO/IPay1f/start.aspx?TASK=INCLUDED> and Opt-In to gain access to your required course materials. UF All Access will provide you with your required materials digitally at a reduced price and the charges will post directly to your student account, allowing any available Financial Aid funds to cover the cost of your materials. This option will be available starting 1 week prior to the first day of classes and ending 3 weeks after the first day of class. For ISBN: UFALLACCESS

Alternatively, the text can be obtained through <https://www.wiley.com/en-us/Learning+Leadership%3A+The+Five+Fundamentals+of+Becoming+an+Exemplary+Leader+-p-9781119144281>:

- Title: Learning Leadership
- Authors: J.M. Kouzes and B.Z. Posner
- Publication Date and Edition: 2016
- ISBN numbers:
 - 978-1-119-14428-1 (hardcover)
 - 978-1-119-14429-8 (ePDF)
 - 978-1-119-14430-4 (ePub)

In addition, there will be additional assigned readings and information related to each module. Reading materials are articles that are either available for free to UF students electronically through the University e-library system, or postings on the Canvas course website. The instructor will outline the additional assigned materials during the first class session.

- 10. Recommended Materials:** Individual modules will also have additional recommended reading assignments and materials. These will also either be free articles available electronically through the University e-library system, or postings on the Canvas course website. The instructor will outline the additional materials during the first class session.

The instructor highly recommends that students also obtain and read the small book titled *Lincoln on Leadership* (Donald T. Phillips, 1992, ISBN number: 0-446-394459-9). This book is a quick, interesting and insightful look into the leadership attributes and behaviors of former President Abraham Lincoln that align well with effective leadership in modern day organizations.

- 11. Course Schedule:** The content of this 3 credit-hour course will be delivered weekly using a modified online approach. This will involve students working in an asynchronous and synchronous manner to complete specific actions through the Canvas course management system. Instructions are provided on the Canvas course site to assist students in meeting weekly course requirements through the semester.

Students registered for on-campus sections are expected to attend and participate in weekly virtual class sessions. These weekly sessions will be held during the time periods when the class is scheduled, and the timing of the virtual sessions will be announced by the instructor each week. These sessions may involve delivery of supporting content by the instructor, readiness assurance mini-quizzes, guest presenters, student-led discussions about the assigned case studies, videos, student presentations (at designated times), and other class activities (at designated times).

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.

Per UF guidelines, the course equates to 2.5 hours of equivalent weekly "contact periods" (50 minutes per period). The UF definition assumes that students may spend a minimum of 6 additional hours (2 hours per credit hour) outside of the weekly equivalent contact time in completing the course requirements.

The outline of main topics expected to be covered in each module, student learning objectives for each module, and key activities corresponding to each module are summarized below. The actual availability and due dates for assignments, activities, and quizzes are set in the Canvas course management system (see Syllabus page of Canvas course site):

Units	Weeks (Dates) ¹	Expected Coverage and Discussion Topics	Student Learning Objectives for Unit	Key Activities ²
1 Foundations of Leadership	1 (Aug 30-Sep 5) Classes begin Aug 31	course overview and initial leadership concepts	<ul style="list-style-type: none"> Identify and describe the course content and objectives Describe and appraise the components of engineering leadership Interpret and compare key common elements of effective leadership 	Submittals: none Complete syllabus quiz Obtain text Other: - review ILDP framework - self-assessments
	2 (Sep 6-12) no synchronous class session this week - holiday - Mon 9.7	leadership concepts and frameworks	<ul style="list-style-type: none"> Appraise and critique common leadership concepts and frameworks 	Submittals: - weekly class activity Initiate weekly Assignment 1 (A1) reading insights Complete other weekly readings (see instructions) Other: - complete PitchVantage (PV) Assignment 1 - begin initial ILDP submittal - initiate ongoing weekly Assignment 1 - initiate Assignment 2 (individual)
	3 (Sep 13-19)	leadership theories	<ul style="list-style-type: none"> Identify and compare common leadership theories that have evolved over time Compare and assess common leadership theory applications 	Submittals: - weekly A1 reading insights - PV Assignment 1 - weekly class activity Attend synchronous class session and complete weekly class activity Complete other weekly readings (see instructions) Other: - continue preparation of initial ILDP
	4 (Sep 20-26)	more leadership concepts	<ul style="list-style-type: none"> Compare and assess key differences between management and leadership in organizations Identify and compare key components of leadership and power Define and evaluate common aspects of ethical leadership and 	Submittals: - weekly A1 reading insights - Assignment 2 - weekly class activity Attend synchronous class session and complete weekly class activity Complete other weekly readings (see instructions)

			ethical organizational cultures	readings Prepare for Quiz 1 Other: - complete PV Assignment 2 - initiate Assignment 3 (team) - complete initial ILDP
2 Individual Leadership Development	5 (Sep 27-Oct 3)	persuasion and influence	<ul style="list-style-type: none"> Compare and assess the roles of and key differences between persuasion and influence in leadership Evaluate and compare the key principles of persuasion 	Submittals: - weekly A1 reading insights - initial ILDP - PV Assignment 2 - weekly class activity Complete Quiz 1 Attend synchronous class session and complete weekly class activity Complete other weekly readings (see instructions) Other: - continue Assignment 3 (team)
	6 (Oct 4-10)	persuasive communications	<ul style="list-style-type: none"> Understand and analyze concepts and principles used to develop persuasive written documents and presentations Apply and create persuasive written documents and presentations 	Submittals: - weekly A1 reading insights - Assignment 3 - weekly class activity Attend synchronous class session and complete weekly class activity Prepare for Quiz 2 Complete other weekly readings (see instructions) Other: - complete PV Assignment 3 - initiate Assignment 4 (team)
	7 (Oct 11-17)	conflict resolution; difficult conversations	<ul style="list-style-type: none"> Understand and interpret individual tendencies in conflict situations Compare and apply key concepts about conflict management approaches to improve individual and team communications and interactions Summarize the concept of credibility and identify its foundations Summarize and apply the concept of the standard of care in engineering 	Submittals: - weekly A1 reading insights - PV Assignment 3 - weekly class activity Complete Quiz 2 Attend synchronous class session and complete weekly class activity Complete other weekly readings (see instructions) Other: - continue Assignment 4

	8 (Oct 18-24)	emotional intelligence, personality, and communications	<ul style="list-style-type: none"> • Understand and assess the concept and role of emotional intelligence (EQ) in modern-day leadership • Identify and evaluate key attributes of EQ for individual growth and development • Understand and interpret individual preferences through evaluation of personality traits • Compare and apply key principles about personality traits for more effective communications 	<p>Submittals:</p> <ul style="list-style-type: none"> - weekly A1 reading insights - weekly class activity <p>Attend synchronous class session and complete weekly class activity</p> <p>Complete other weekly readings (see instructions)</p> <p>Other:</p> <ul style="list-style-type: none"> - complete PV Assignment 4 - continue Assignment 4 - initiate Assignment 5 (team)
	9 (Oct 25-31)	motivational theories and applications	<ul style="list-style-type: none"> • Compare and assess the fundamental aspects of key motivational concepts and theories 	<p>Submittals:</p> <ul style="list-style-type: none"> - weekly A1 reading insights - PV Assignment 4 - Assignment 4 - weekly class activity <p>Attend synchronous class session and complete weekly class activity</p> <p>Complete other weekly readings (see instructions)</p> <p>Prepare for Quiz 3</p> <p>Other</p> <ul style="list-style-type: none"> - none
3 Leadership and 21 st Century Organizations	10 (Nov 1-7)	teams, team dynamics and team development	<ul style="list-style-type: none"> • Compare and describe the terms commitment and engagement, and assess factors that impact them in teams and organizations • Identify key overarching factors impacting team development and effectiveness • Describe and interpret the common dynamics in teams and assess key factors in development of high-performance teams • Compare and describe key generational differences that can impact team dynamics, and practices to manage and lead different generations in the work force • Evaluate and apply best practices to hold difficult conversations with individuals 	<p>Submittals:</p> <ul style="list-style-type: none"> - weekly A1 reading insights - Assignment 5 (team) - weekly class activity <p>Complete Quiz 3</p> <p>Attend synchronous class session and complete weekly class activity</p> <p>Complete other weekly readings (see instructions)</p> <p>Other:</p> <ul style="list-style-type: none"> - none

	11 (Nov 8-14)	leading and managing change	<ul style="list-style-type: none"> Evaluate and apply best practices with respect to leading and managing change in projects and organizations 	<p>Submittals:</p> <ul style="list-style-type: none"> weekly A1 reading insights weekly class activity <p>Attend synchronous class session and complete weekly class activity</p> <p>Complete other weekly readings (see instructions)</p> <p>Other:</p> <ul style="list-style-type: none"> none
	12 (Nov 15-21)	corporate culture; some leadership realities in modern day organizations	<ul style="list-style-type: none"> Identify and assess key elements and factors that form strong cultures in modern-day organizations Evaluate and apply best practices when leading without authority and/or leading virtual teams 	<p>Submittals:</p> <ul style="list-style-type: none"> weekly A1 reading insights weekly class activity <p>Attend synchronous class session and complete weekly class activity</p> <p>Complete other weekly readings (see instructions)</p> <p>Prepare for Quiz 4</p> <p>Other:</p> <ul style="list-style-type: none"> initiate preparation of final ILDP
	13 (Nov 22-28)	leadership and creativity; diversity and inclusion	<ul style="list-style-type: none"> Identify and assess key elements and factors that improve creative leadership and ethical innovations Evaluate and apply best practices with respect to diversity and inclusion in groups and organizations 	<p>Submittals:</p> <ul style="list-style-type: none"> weekly A1 reading insights weekly class activity <p>Complete Quiz 4</p> <p>Attend synchronous class session and complete weekly class activity</p> <p>Complete other weekly readings (see instructions)</p> <p>Other:</p> <ul style="list-style-type: none"> none
	14 (Nov 29-Dec 5)	safety in engineering; sustainability in engineering	<ul style="list-style-type: none"> Examine the leadership mindset involved with integrating safety and sustainability into organizational cultures 	<p>Submittals:</p> <ul style="list-style-type: none"> weekly A1 reading insights final ILDP weekly class activity <p>Attend synchronous class session and complete weekly class activity</p> <p>Complete other weekly readings (see instructions)</p> <p>Prepare for Quiz 5</p>

				Other: - none
	15 (Dec 6-9)	professional credibility; professionalism course summary and close-out	<ul style="list-style-type: none"> Assess leadership differences and considerations in different cultures Identify and assess key aspects of professional credibility 	Submittals: - weekly A1 reading insights - weekly class activity - course evaluation Attend synchronous class session and complete weekly class activity Complete Quiz 5 Other: - none
NOTES:				
¹ Dates reflect Sunday-Saturday week for scheduling purposes ² Specific Canvas assignments will be made that will govern actual dates of availability and submittals. Other class activities may be involved; refer to follow Canvas course site.				

12. Policies and Class Expectations:

General

The learning environment for *Engineering Leadership* is intended to be professional, courteous and respectful. The course is designed around what are believed to be current and relevant topics and best practices to help create and/or develop Gator Engineers who are prepared to accept roles, and/or advance, as an engineer-leader in their career.

The instructor is fully invested in this course instructional effort. The instructor is more than willing to provide students with the corresponding subject matter expertise, professional experience, and judgment to accomplish course objectives and maximize student learning outcomes. The instructor is also open to suggestions and constructive criticisms to continually improve the online course. Students are expected to fully engage in completion of the course materials in a sequential and timely manner, in accordance with the schedule for the class.

To promote a more complete understanding and application of this course content, students will be required to complete an Individual Leadership Development Plan (ILDLP). The ILDP is intended to assist students in understanding and applying key competencies that are related to the course content and based on their individual strengths, and needed for effectiveness in their careers as engineering leaders. The ILDP is a requirement and a key deliverable for completion of the course. More about the ILDP can be found in the ILDP Framework document available on the Canvas course website.

Students will earn points at each class session, as part of the participation score component for the course. Students are expected to come to class sessions prepared to actively participate in class discussions and activities. Students should expect to be able to answer general questions about the assigned materials as part of each weekly class session. A syllabus quiz will be part of the preparation and participation points for the first week of class. For weeks when classes cannot be held, participation points will be obtained by completing specific assignments regarding the content for that week.

Students are expected to arrive to class sessions on time and to remain in sessions through completion. Excused absences must be consistent with university policies in the catalog ([UF Attendance Policies](#)). Preparation/participation points lost due to unexcused absences cannot be made up.

Turning in information that may be requested by the instructor, signing an attendance sheet, or otherwise assisting a non-attending student in obtaining weekly class points may be considered for honor code violation.

The course instructor has no ability to address or resolve technology issues related to the Canvas course management system. If a student believes that an issue of this nature was responsible for an event, such as a late individual or team submittal or some malfunction during a quiz, then it is that student's responsibility to discuss the issue with the UF HELP Desk (352-392-4357), obtain documentation from them about the issue, and follow-up with the instructor upon the supported conclusion that a Canvas issue was in fact involved with the event. The instructor will make time extensions for students having these or other legitimate reasons (for example, a documented health issue) for a late submittal, quiz accessibility issues, etc.

Other Specific Policies and Expectations:

Teams: Many of the main assignments are team-based. Students are allowed to form their own team across sections (consisting of 4 students per team, with possibly a few teams having 3 members, depending on total course enrollment) and self-assign themselves to one of the teams designated by the instructor in the Canvas course site. This must occur within the first few weeks of the course (as prescribed by the instructor). Once this prescribed period ends, the instructor will use the Canvas system to randomly assign the remaining students (who opted to NOT self-assign) into teams. Once set, the team structure will be final for the duration of the course.

Note that Canvas recognizes only the teams created by the instructor for team-based assignment grading purposes, so students must be assigned to one of the designated teams. Students may also form a student or project group in Canvas if they choose; however, this is incidental to and not a substitute for being assigned to one of the designated teams.

Engineering is a team-based "sport" in most organizations. As such, it's important to learn to work effectively in student teams, including working through differences and issues that will likely occur, in order to create a quality submittal within a scheduled delivery date. To this end, the expectations for the assignment teams in this course are summarized below:

- A different team member must take on the role of task manager (TM) on each team-based assignment. So, the role will shift to a different team member for each assignment. Note that in some cases (e.g., when teams consist of 3 members), a team member will have to serve in the TM role more than once during the semester.
- The TM has the primary responsibility to coordinate with the other team members in terms of their specific contributions to the assignment, and the schedule to develop and complete the assignment. The TM also has the responsibilities for: the completeness and quality of the submittal (which may be delegated to another team

member); resolving conflicts with participation levels of other team member(s); ensuring completion of a team assessment (see below); and for making the final assignment Canvas submittal.

- Participating team members must be listed in the header file of the assignment document. (The TM for the assignment should also be identified in the header entry.) Everyone listed will receive the same grade for the assignment, subject to the team assessment described below; those not listed will receive a grade of “0” for the assignment. It is up **TO THE TEAM** to assess and decide if an individual’s contributions and activity levels were sufficient to be considered as a participating team member as discussed more fully below.

- Team Assessments

Team members are expected to actively and fully participate in the development of each assignment. There is **ONE** submittal per team made by the TM for each assignment, which is graded, and the grade applies to all team members, subject to the following team assessment process:

It would be unfair to team members, and unacceptable to the instructor, for an individual to not meet their team obligations and yet receive the same grade as the other teammates on an assignment. If an individual has valid extenuating circumstances impacting their participation, they have the obligation to communicate this to their team members in a timely manner. Note that communicating issues of this nature at the “last minute” is unacceptable except in specific and documentable instances. Such documentation will be required, in case the instructor needs to get involved.

To this end, in order to receive an assignment grade, the team is required to complete a team performance assessment matrix. The assignment template (Canvas “Files” function=>Assignment Resources folder) contains such a matrix, and it is each TM’s responsibility to make sure that all members complete their portion of the matrix. Every member of the team must complete the assessment in order to have their names listed in the assignment header as a participating member. This means filling out the line of the matrix that has his/her name in the first column (in “matrix language”, E_{IJ} is member I’s evaluation of member J), according to the following qualitative rating system:

- 100 – Team member participated in all respects during development of the assignment; and all contributions were made in a timely manner
- 90 – Team member participated in most respects during development of the assignment; and all contributions were made in a timely manner
- 80 – Team member participated to some degree during development of the assignment; or some contributions were not made in a timely manner
- 70 – Team member participated only to a limited degree during development of the assignment; or some or all contributions were not made in a timely manner

- 0 – Team member did not participate

The TM must also calculate and record the **average** rating for each individual in the designated space in the matrix, and ensure that the team convenes to agree with the content in the assignment, including the content of the assessment matrix, prior to submittal.

Each team member will have their average percentage assessment score applied to the team grade on each assignment. For example, if a team member receives an average assessment score of 80% on an assignment, and the team grade on that assignment is 90, then that team member's grade on the assignment will be recorded as 72 (90×0.80).

Quizzes: Quizzes will be an open-book, open-note format and UF Honor Code provisions apply. Quizzes will use the Honorlock electronic proctoring system. (Refer to related announcements from the instructor in this regard.) Students will complete the quizzes electronically through the Canvas course website within prescribed periods in the course schedule that the quiz is available. Students are encouraged to stay on top of the Canvas course calendar, which contains all quiz dates and times. The instructor may also issue reminders about quiz dates.

No make-up quizzes will be available, subject to UF attendance policies. See [UF attendance policy](#) in the UF catalog.

Assignments: There will be up to seven larger Canvas assignments throughout the semester, of which one is the individual Weekly Reading Insights (more information below). Most of the assignments are team-based. Each assignment includes instructions for preparation, including the release and due dates. Microsoft (MS) Word templates are provided for student reuse in preparing these submittals (except for the weekly reading insights submittals where text-box entry format is acceptable). Students should expect a minimum 10% grade penalty for failure to follow all instructions indicated on the templates and the specific assignments (as applicable). Quality expectations for all written assignments exist; refer to the [Expectations for Quality of Work](#) section below for more information.

As previously explained, participating team members must be listed in the header file of the assignment document. (The TM for the assignment should also be identified in the header entry.) Everyone listed will receive the same team grade for the assignment; individual assignment grades will be subject to the team assessment process previously described. Those not listed will receive a grade of "0" for the assignment. **No late assignments will be accepted, subject to UF attendance policy.**

Requests (to the instructor or graders who may assist the instructor) for acceptance of late submittals (due to travel schedules, power outages, similar due dates for multiple class assignments, technology malfunctions, or similar issues) will not be considered. If a student responsible for making a team submittal believes that a Canvas related issue was the cause of the late submission, then it is that student's responsibility to discuss the issue with the UF HELP Desk and follow-up with the instructor upon their resolution that a Canvas issue was in fact involved. The instructor will make time extensions for students having other legitimate reasons (for example, a documented health issue) for a late submittal.

The course assignments can be turned in at any point during the open period and early submittals are encouraged, as feasible. Ample time is provided to complete these assignments and the choice of submittal time is up to the teams.

- **Weekly Reading Insights (individual):** Each week, all students are required to submit their Weekly Reading Insights, with reflections on a leadership-related article posted by the instructor. Student responses to the standard assignment questions will be entered in the text box of each weekly assignment. These weekly assignments (on-going Assignment 1) will cumulatively count as one main assignment grade, with the final grade for this assignment corresponding to the ratio of the number of assignments actually submitted to the number of weekly assignments required.
- **PitchVantage Assignments (individual):** There will be up to 5 individual assignments associated with use of the PitchVantage presentation training software. The software system helps students practice and improve their verbal presentation skills and provides instant feedback to help students improve. Presentations are made in front of a simulated audience that reacts based on how well you present. After each practice session, PitchVantage scores the presentation delivery and provides tips. PitchVantage also has 30 video tutorials covering every presentation skill that students can review any time.

The Canvas PitchVantage assignments build on each other, with the primary objective being to improve student contributions to their team presentation assignment. These assignments will be evaluated on a complete/incomplete basis, and students will need to meet target objectives for each assignment in order to be considered complete. Students will provide information requested using the text box in the each assignment.

- All other assignments:
 - will be evaluated against rubrics that will be available and each assignment page in Canvas
 - must be prepared using the MS Word assignment templates provided; these assignments must be submitted in pdf format
 - team assignment submittals must include the completed team assessment matrix as previously discussed
 - only one assignment submission per team is required (TM responsibility)
- **Expectations for Quality of Work:** Effective written communications are an important part of being an engineer, engineering leader and professional. While students are not expected to be able to write like English majors or accomplished authors, all students are expected to take sufficient care to produce assignment submittals that reflect a collegiate or working professional level of effort in terms of compositional structure and correct grammar usage. To this end, the instructor's expectations for all assignment submittals are outlined below:
 - ✓ Students will take ownership of producing high-quality assignment "deliverables" that they would submit to their employer.

- ✓ Submittals will reflect good, common practice in developing paragraphs and sentences (such as one topic per paragraph, use of complete sentences and not fragments, one thought per sentence that supports the paragraph topic, consistent fonts and structure, etc.). Good, common practice for this course does **not** include responses that involve long blocks of text containing multiple topics.
- ✓ Students will use standard resources available through MS Word (or other acceptable sources) to search for and correct grammatical issues prior to assignment submittal. Submittals that contain noticeable misspelled words, incomplete sentences and similar careless issues will be considered a non-professional submittal and subject to a minimum 10% grade penalty. (This may be in addition to the grade penalty assigned for not following assignment instructions.) The quality of team-based submittals is a shared responsibility among the team members.
- ✓ Team-based submittals mean that the document reflects a team compilation of contributions, endorsed by all participating team members. In finalizing the submittal, remember that there is no “I in team” and submittals should reflect this concept by removing words (such as “I” or “me”) that reflect only individual perspectives, unless they question asks for individual team member responses.
- ✓ Source and reference listings may be required for some assignment submittals. Assignments that fail to include references, as may be requested, will be considered incomplete and subject to a minimum 10% grade penalty. (This may be in addition to grade penalties assigned instructional or quality-based reasons.)
- ✓ To ensure that assignments are well-structured and carefully written, students are encouraged to avail themselves of the [University of Florida’s writing studio](#) that offers free on-campus and online writing assistance on writing projects and is available to students of all levels. The instructor clearly understands that English may not be the first language of many students at the University of Florida. However, this fact is not an excuse for poorly structured and carelessly written assignment submittals. Appointments with the studio staff are strongly encouraged. Call (352) 846-1138 for more information.

13. Evaluation of Grades: Weightings of each course component for determination of final course grades are indicated below:

Components	Points	Weighting Percentage of Final Grade
class preparation and participation	<ul style="list-style-type: none"> • weekly points (variable) related to synchronous weekly class sessions that will be held 	15%
Individual Leadership Development Plan	<ul style="list-style-type: none"> • 20 points (maximum) for initial submittal • 80 points (maximum) for final submittal 	20%

quizzes (up to 6)	<ul style="list-style-type: none"> maximum points will vary by quiz 	25%
main assignments (up to 7) may include presentations (up to 2)	<ul style="list-style-type: none"> 100 points (maximum) each Combined Weekly Reading Insights score will count as 1 assignment	30%
PitchVantage presentations (up to 5)	<ul style="list-style-type: none"> complete/incomplete (10 points each) 	10%
Total:		100%

14. Grading Policy:

The final course grade (as a total percentage rounded to the nearest tenths of a digit) will be compared against the following grade scale:

A = 90.0 or above	C = 72.0 – 74.9
A- = 87.0 – 89.9	C- = 69.0 – 71.9
B+ = 84.0 – 86.9	D+ = 66.0 – 68.9
B = 81.0 – 83.9	D = 63.0 – 65.9
B- = 78.0 – 80.9	D- = 60.0 – 62.9
C+ = 75.0 – 77.9	E = 59.9 or below

More information on UF grading policies may be found at the [Undergraduate Catalog Grading Policies page](#)

15. Students Requiring Accommodations

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, <https://www.dso.ufl.edu/drc>) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

16. Course Evaluation

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu/evals>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.ua.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.ua.ufl.edu/public-results/>.

17. University Honesty Policy

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students 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.” The Honor Code (<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

18. Commitment to a Safe and Inclusive Learning Environment

The Herbert Wertheim College of Engineering values broad diversity within our community and is committed to individual and group empowerment, inclusion, and the elimination of discrimination. It is expected that every person in this class will treat one another with dignity and respect regardless of gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture.

If you feel like your performance in class is being impacted by discrimination or harassment of any kind, please contact your instructor or any of the following:

- Your academic advisor or undergraduate Program Coordinator
- Robin Bielling, Director of Human Resources, 352-392-0903, rbielling@eng.ufl.edu
- Curtis Taylor, Associate Dean of Student Affairs, 352-392-2177, taylor@eng.ufl.edu
- Toshikazu Nishida, Associate Dean of Academic Affairs, 352-392-0943, nishida@eng.ufl.edu

19. 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. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

20. Student Privacy

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see: <https://registrar.ufl.edu/ferpa.html>

21. Campus Resources:

Health and Wellness

U Matter, We Care:

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-

1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc>, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Discrimination, Harassment, Assault, or Violence

If you or a friend has been subjected to sexual discrimination, sexual harassment, sexual assault, or violence contact the [Office of Title IX Compliance](#), located at Yon Hall Room 427, 1908 Stadium Road, (352) 273-1094, title-ix@ufl.edu

Sexual Assault Recovery Services (SARS)

Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or <http://www.police.ufl.edu/>.

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. <https://www.crc.ufl.edu/>.

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <https://teachingcenter.ufl.edu/>.

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. <https://writing.ufl.edu/writing-studio/>.

Student Complaints Campus:

https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf.

On-Line Students Complaints: <http://www.distance.ufl.edu/student-complaint-process>.