

Coaching Fundamentals – Managing Your Program
University of Florida Sport Management Institute for Coaching Excellence
SPM 4905 | Summer 2023 | Online
Section UF12; Course # 17718

Instructor Contact Information

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You may call or text me between the hours of 8:00 am – 8:00 pm CST

Office hours: held on zoom by appointment

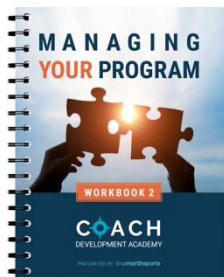
Course Description

This course is designed to help coaches prepare, plan, and organize the core areas of their program: *The Self: The Bedrock*; *Staff and Support Staff: The Cornerstones*; *The Team: The Centerpiece*; *The Leaders: The Key*; and *The Rest: The Connected*. The course builds on the foundation of the coach's philosophy by creating a detailed and systematic way to plan, organize, and manage all aspects of their program.

Course Objectives

Upon completion of this course, students will be prepared to successfully:

- Build their personal and coaching mission statements, formulate a plan for self-renewal, and implement the skills for planning weekly and acting daily.
- Assemble and organize their staff through the implementation of a staff purpose statement, job responsibilities, a master task list, and purposeful staff meetings.
- Explore and identify effective delegation strategies to manage their support staff.
- Construct and implement a plan to intentionally develop a culture of leadership within their team.
- Assemble and organize their team through the development and implementation of a team mission statement, core values, standards of behaviors, smarter goal setting, and keystone habits.
- Relate, communicate, and connect with stakeholders, such as recruits, parents, alumni, and community.



Required Textbook: *Managing Your Program* by Holly Hesse
<https://truenorthsports.net/product/the-coach-development-academy-managing-your-program/>

Recommended Additional Materials: *Not required
She Can Coach: Tools for Success from 20 Top Women Coaches
Edited by Cecile Reynaud
Every Moment Matters: How the World's Best Coaches Inspire Their Athletes and Build Championship Teams
by John O'Sullivan

Course Format

This is an online course and all class sessions (including discussion sessions) will be delivered through E-Learning @ UF.

The course is organized around 8 modules comprised of individual units that each run for one week.

In each module, students will:

- Watch the Module Video
- Complete the Module Activity
- Take the Module Quiz (Modules 2 through 7)
- Attend the live Zoom in Modules 2, 4, and 6 (with an optional Zoom in Module 8)

In each weekly unit, students will:

- Watch the Unit Lecture(s)/video(s)
- Read the Unit Workbook chapter(s)
- Post to the Unit Discussion Board
- Submit the Unit Worksheet

Course Content

All course readings and assignments can be found on the Course website at:

<https://ufl.instructure.com/courses/481440>

The exercises from the textbook: *Managing Your Program*, by Holly Hesse, are included as downloadable worksheets in each unit assignment page. PDF links for the Module 1 readings are provided to give you time to purchase the required textbook (workbook).

Course Requirements

The assignments will be used to assess the student's academic standing in this course. **Late assignments will not be accepted for credit unless arrangements have been made with the instructor prior to the due date for that particular assignment.** Failure to make prior arrangements may result in rejection of work submitted late as rescheduling/accepting assignments is at the discretion of the instructor. Requirements for class attendance and make-up exams, assignments, and other work are consistent with university policies: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Module Activities

Module Videos

Students will watch the module overview videos posted to each module page. Module Videos introduce concepts that are covered in the corresponding units.

Module Activity Assignment

Students will apply key concepts or strategies from the module content to a prompted peer discussion or a leadership practice situation. The Module Activity assignments are posted to each module page and are due at the conclusion of each module (excluding Module 8).

Module Activities that are presented as Discussion Boards run for the course of the module and are due on the same schedule as the Unit Discussion Boards, though are open for posting in the second week of the module for those modules that hold two units. Completion of the Module Activities that are presented as Discussion Boards require 3 posts total to the Canvas Discussion Board portal and are due on the Thursday of the final week of the module; follow up posts are due by the Sunday of the week.

Other Module Activities will have specific instructions detailed on their corresponding assignment page in Canvas.

Live Zoom Calls

Students will have the opportunity to interact with Coach Hesse on 3 live Zoom calls during the semester (with an optional 4th). Live calls will address and dive deeper into the most salient elements of the course work. Live calls will also provide real-world anecdotes that will be useful to students in creating the final project. The optional 4th live call will be offered during the last week of class as a question-and-answer session for students with questions about their final project. Group Live Calls are scheduled for Unit 2 (Managing Self: Self Leadership), Unit 6 (Managing Your Team: Mental Toughness Training), and Unit 10 (Managing Your Leaders: The Leadership Loop Collective Leadership, Super Leadership), with the optional Zoom in Unit 13 (Other Key Managing Skills and Putting it All Together: Tough Conversations, Ethical Decision Making, Emotional Intelligence, Managing Up). *Students who are not able to attend the Live Zoom should email Coach Hesse prior to the Zoom. After the Zoom, Coach Hesse will reply to the students unable to attend and provide them with a link to the Zoom recording and make-up assignment instructions.

Module Quizzes

Modules 2-7 conclude with a quiz. Quizzes will cover the key concepts from the lectures and Unit Worksheets from the course workbook: *Managing Your Program*.

Unit Activities

Unit Lectures and Readings

Students will complete the unit readings in the course workbook and watch the unit lectures prior to completing the unit assignments. Unit Lectures present nuance and depth to the concepts covered in the chapter readings and Worksheet Assignments.

Worksheet Assignments

Students are required to complete activities from the *Managing Your Program* Workbook. The activities are compiled in a comprehensive Unit Worksheet that is downloadable (as an editable Word document) from the corresponding worksheet assignment page in Canvas. Assignment exercises are intended to deepen the understanding of key concepts needed to manage a high functioning program.

Reflection Surveys

Students will submit a reflection survey with each of the chapter lectures; **the Reflections and Commitments Survey is included in the Unit Worksheets*. The Reflection Surveys are noted here because they are a critical element of active learning for students: the quality of engagement in this activity will be noted and graded accordingly

Discussion Boards

Students will participate in weekly discussion board assignments. The quality of engagement in this activity will be noted and graded accordingly. Discussion boards are used to weave key concepts presented in the videos and readings into an integrated whole to further develop an understanding of program management and ways with which coaches can be intentional about doing it. Each board will present questions and/or further information to consider and progress as a dialogue between small groups of students. The Unit Discussion Boards require 3 posts total to the Canvas Discussion Board portal and are due on the Thursday of the week of the unit; follow up posts are due by the Sunday of the week.

Final Project: Team Mission Board and Report Day Activity

Your final project will require you to put together a mission board comprised of the following:

- Mission Statement
- Core Values

- Championship Standards
- Team Milestones
- Standards of Behaviors
- Keystone Habits

Your final project will also include a Report Day Activity to introduce your team's mission, core values, standards of behaviors, championship standards, feedback, mental outlook, and work ethic.

Instructions for the Final Project are detailed on the corresponding assignment page. Students will have the opportunity to present drafts of the segments of the Final Project throughout the semester.

Grading & Point Distribution

● Module Quizzes (24 points each X 6)	144 pts
● Module Activity (20 pts each X 7)	140 pts
● Unit Discussion Boards (20 points each X 12)	240 pts
● Live Zoom Calls Attendance (50 pts each X 3)	150 pts
● Unit Worksheets (40 pts each X 12)	480 pts
● <u>Final Project</u>	<u>170 pts</u>
	1504 Total pts

Grading Standards

A = 100% - 93.00%

A- = 92.99% - 90.00

B+ = 89.99% - 87.00%

B = 86.99% - 83.00%

B- = 80.00% - 82.99%

C+ = 79.99% - 77.00%

C = 76.99% - 73.00%

C- = 70.00% - 72.99%

D+ = 69.99% - 67.00%

D = 66.99% - 63.00%

D- = 60.00% - 62.99%

See current UF Grading Policies for further details: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

Coaching Fundamentals: Managing Your Program Course Outline

Week #	Topic and Chapter	Assignments
Module 1		
Unit 1 May 15-21	Welcome & Course Overview Managing Your Program Workbook Chapter 1: Managing The Self: The Bedrock <ul style="list-style-type: none"> ● Mission Development 	Read Introduction pgs. 4-13 Read Chapter 1 Pgs. 15-31 Live Zoom Module Activity Unit 1 Worksheet Unit 1 Discussion Board
Unit 2 May 22-28	Managing Your Program Workbook Chapter 1: Managing Self: The Bedrock <ul style="list-style-type: none"> ● Self Leadership 	Read Chapter 1 pgs. 32-40 Module Activity Unit 2 Worksheet Unit 2 Discussion Board
Module 2		
Unit 3 May 30-June 4	Managing Your Program Workbook Chapter 2: Managing Your Staff: Cornerstone #1 Chapter 3: Managing Your Support Staff: Cornerstone #2	Read Chapter 2 pgs. 43-75 Module Activity Module Quiz Unit 3 Worksheet Unit 3 Discussion Board
Module 3		
Unit 4 June 5-11	Managing Your Program Workbook Chapter 4: Managing Your Team: The Centerpiece <ul style="list-style-type: none"> ● Introduce Final Project: Team Mission Board Development 	Read Chapter 4 pgs. 85-93 Module Activity Module Quiz Unit 4 Worksheet Unit 4 Discussion Board
Module 4		
Unit 5 June 12-18	Managing Your Program Workbook Chapter 4: Managing Your Team: The Centerpiece <ul style="list-style-type: none"> ● Practice Principles and Planning 	Read Chapter 4 pgs. 94-101 Module Activity Unit 5 Worksheet Unit 5 Discussion Board
Unit 6 June 19-25	Managing Your Program Workbook Managing Your Team: The Centerpiece <ul style="list-style-type: none"> ● Mental Toughness Training 	Read Chapter 4 pgs. 102-115 Live Zoom Module Activity Module Quiz Unit 6 Worksheet Unit 6 Discussion Board

Week 7 June 26-July 2: Summer Break		
Module 5		Quiz
Unit 7 July 3-9	Managing Your Program Workbook Managing Your Team: The Centerpiece <ul style="list-style-type: none"> • Creating Culture, Chemistry and Connections • PGMs and an Annual Plan 	Read Chapter 4 pgs. 115-136 Module Activity Module Quiz Unit 7 Worksheet Unit 7 Discussion Board
Module 6		Quiz; Live Zoom
Unit 8 July 10-16	Managing Your Program Workbook Managing Your Leadership: The Key <ul style="list-style-type: none"> • Leadership Model • Self-leadership • Modeling and Mentoring 	Read Chapter 5 pgs. 138-147 Live Zoom Module Activity Unit 8 Worksheet Unit 8 Discussion Board
Unit 9 July 17-23	Managing Your Program Workbook Managing Your Leadership: The Key <ul style="list-style-type: none"> • Leadership Loop • Collective Leadership • Super Leadership 	Read Chapter 5 pgs. 147-158 Module Activity Module Quiz Unit 9 Worksheet Unit 9 Discussion Board
Module 7		Quiz
Unit 10 July 24-30	Managing Your Program Workbook Managing the Rest: The Connected <ul style="list-style-type: none"> • Managing and Organizing Recruiting 	Read Chapter 6 pgs. 161-194 Module Activity Unit 10 Worksheet Unit 10 Discussion Board
Unit 11 July 31-Aug 6	Managing Your Program Workbook Other Key Managing Skills <ul style="list-style-type: none"> • Tough Conversations • Ethical Decision Making 	Read Chapter 7 pgs. 207-234 Module Activity Module Quiz Unit 11 Worksheet Unit 11 Discussion Board Final Project Work
Module 8		Final Project due; Live Zoom
Unit 12 August 7-11	Managing Your Program Workbook Other Key Managing Skills <ul style="list-style-type: none"> • Emotional Intelligence • Managing Up 	Read Chapter 7 pgs. 235-257; Chapter 8 pgs. 260-266 Live Zoom Unit 12 Worksheet Unit 12 Discussion Board Final Project

Student Engagement

Students are expected to exhibit a high degree of professionalism during all class meetings and when submitting work assigned throughout the course. Professional conduct includes using 'I' statements when making your points, respecting the viewpoints of fellow classmates, and addressing disagreements with maturity and grace.

Course Information and Policies

Students should be aware that online learning is different from a traditional classroom experience and can present unique challenges, particularly to individuals who do not possess good time management skills. The online classroom is available to you 24 hours a day. Unlike traditional instructional settings in which each student gets the same class at a set time and day, the online setting gives students the opportunity to tailor class to their particular learning style. You should note, however, that this course is not completely self-paced. As listed on the class calendar, there are select times during which units and course materials will be available and are due. You can view each unit's lectures at any time during the dates in which that specific unit is open. Please note that all quizzes, exams, assignments, discussion posts, etc. must be completed and submitted by the due date listed on the syllabus. Quizzes and exams will only be available to you on the date(s) and time(s) listed on the syllabus. Since we will not have in-class meeting times for me to remind you of critical dates, it is essential to familiarize yourself with the course schedule, deadlines, and due dates.

Statement of Inclusion

Education is transformative, and open intellectual inquiry is the foundation of a university education and a democratic society. In the spirit of shared humanity and concern for our community and world, the Department of Sport Management faculty celebrate diversity as central to our mission and affirm our solidarity with those individuals and groups most at risk. In line with our departmental goals, we disavow all racism, xenophobia, homophobia, sexism, Islamophobia, anti-Semitism, classism, ableism, and hate speech or actions that attempt to silence, threaten, and degrade others.

As educators, we affirm that language and texts, films and stories help us to understand the experiences of others whose lives are different from ours. We value critical reasoning, evidence-based arguments, self-reflection, and the imagination. Building on these capacities, we hope to inspire empathy, social and environmental justice, and an ethical framework for our actions. We advocate for a diverse campus, community, and nation inclusive of racial minorities, women, immigrants, the LGBTQ+ community, and people of all religious faiths.

Make Up Policy

Assignments/Quizzes/Discussion posts/etc. will not be accepted late, and on some days more than one of these tasks may be due. If personal circumstances arise that may interfere with your ability to meet a deadline, please let me know as soon as possible before the due date. Please keep in mind only university authorized excuses will be accepted, and documentation must be provided. Requirements for make-up exams, assignments, and other work are consistent with university policies:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

Communication and Questions

Students are responsible for getting a University of Florida email account (e.g., john.doe@ufl.edu) and should use this email for all university related correspondence – The instructor may not read emails from or send emails to any non-UF email addresses (e.g., john.doe@hotmail.com). Email subject should start with “SPM 4905 – First name, Last name - ...” Email use does not relieve students from the responsibility of confirming the communication with the instructor. Always sign your email – don’t make the instructor guess from whom the email was sent. The instructor will answer your email within two business days, when possible.

You may email me through the course site with any questions or concerns you have, and I will attempt to respond to your emails within 48 hours (typically sooner). If you have an urgent issue, please call or text my cell at 417-234-8451 and/or email my personal UF email, h.hesse@ufl.edu.

University Policy on Accommodating Students with Disabilities

Students with disabilities requesting accommodations should first register with the Disability Resource (DSR) Center (352-392-8565; <https://disability.ufl.edu/>) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. You must submit this documentation to your instructor prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the DSR office as soon as possible in the term for which they are seeking accommodations

Honor Code Policy

“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”

The following pledge will be either required or implied on all work:

“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

It is the duty of the student to abide by all rules set forth in the UF Undergraduate Catalog. Students are responsible for reporting any circumstances, which may facilitate academic dishonesty. University Policy on Academic Misconduct: Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at:

<https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>

Online Course Evaluation Process

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/>.

Academic Integrity

All students must adhere to university regulations regarding academic integrity. Any form of academic dishonesty (including but not limited to any form of cheating, plagiarism, misrepresentation, etc.) will

not be tolerated. Any student guilty of academic dishonesty will receive a failing grade (E) for the course, and the matter will be forwarded to the UF Office Student Affairs and the Dean of Students.

Grade Appeal Policy

Should you want to contest a grade, you will have up to three (3) days after a grade has been posted to contact me and discuss your issue; after which the grade is final.

Getting Help:

The University of Florida recognizes that pursuit of an online degree requires just as much student support as pursuit of a traditional on-campus degree and, therefore, each online program is responsible for providing the same student support services to both students who are in residence on the main campus and those who are seeking an online degree through distance learning. The following links provide support services for students:

[Online Computing Help Desk- e-Learning Support Services](#)

The UF Computing Help Desk is available to assist students with technical issues. If you have any issues accessing the online course materials you must contact the UF Computing Help Desk immediately for assistance and obtain a case number. I will not accept late assignments, or change any course dates, due to technology difficulties if you do not have a case number prior to the due date for the assignment.

For issues with technical difficulties in E-learning, please contact the UF Help Desk:

helpdesk@ufl.edu

(352) 392-4357

Other resources are available at: <https://distance.ufl.edu/getting-help/>

[Online Library Help Desk](#)

The help desk is available to assist students with access to all of the UF Libraries resources.

Disabilities Resource Center

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center. [Click here to get started with the Disability Resource Center](#). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

Mental Health: 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. You can get more information on the Counseling and Wellness Center at <https://counseling.ufl.edu/>. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Copyright Statement:

The materials used in this course are copyrighted. The content presented is the property of UF and may not be duplicated in any format without permission from the College of Health and Human Performance and UF and may not be used for any commercial purposes.

Content includes but is not limited to syllabi, videos, slides, quizzes, exams, lab problems, in-class materials, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have the right to copy or distribute the course materials, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.

Disclaimer

This syllabus represents the objectives and tentative plans for the course. As we go through the semester, those plans may need to change to enhance the class learning opportunity. Such changes, will be communicated clearly, are not unusual, and should be expected.