

ATH-903: Coaching: Leadership and Team Cohesion

Independent Study Online Course Syllabus

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Number of Graduate Semester Units: 3

Target Audience: 3rd – 14th grade coaches and teachers

Course Access: <https://connect.fresno.edu>

Course Description

Any coach or athlete who achieves success in the arena of competitive sport does so because of a level of mastery in the mental aspects of athletic performance. Crucial to the success of any team is the role of the coach in the areas of leadership and team unity. Successful sport performance is intrinsically tied to the psychological dimension of achievement. Typically, the level of understanding by the coach or teacher, and subsequent application of sound psychological principles with regard to competitive sport performance falls far below what is needed for optimum athletic achievement. This course offers the athletics coach and/or scholar the opportunity to learn and apply correct psychological principles within the competitive sport context. The assignments contained in this course are closely aligned to National Content Standards in Physical Education for grades Kindergarten through 12th grade.

Note: Required textbooks must be acquired separately.

Required Texts and Course Materials

Books: Below are listed the booklets required for this course. Each is a short read (about 30 pages). You may purchase the hardcopy or the e-book versions (when available). You will often find yourself referring back to these booklets well after you have completed this course! Each booklet cost \$5.00. These booklets can be purchased directly from [Proactive Coaching LLC](#).

- "Called to Coach & Inspire: 7 Motivational Concepts for Great Coaches"
- "Equipping and Empowering Team Leaders"
- "Captains: Seven Ways to Lead Your Team"
- "Life Lessons for Athletes: Ten Lessons Your Athletes Should Learn From Their Athletic Experience"
- "First Steps to Creating a Successful Team – Core Covenants"
- "The 10 Disciplines"
- "Great Teams: The Seven Essentials"
- "Team Building Through Positive Conditioning"
- "The Impact of Trust"
- "Motivational Strategies for Coaches"

- **Note:** Students are responsible for purchasing their own textbook, analyzing the content, and applying what they learned to the course assignments. You are welcome to purchase used, e-book, or new versions to save money (when available). You can order the books directly from the publisher or from one of several discount aggregators such as Amazon if desired/available.

Canvas: This course will be delivered totally online. Canvas is a web-based learning management system (LMS) that provides students access to online resources, documents, videos, assignments, quizzes, forums, etc. Canvas is easy to learn and has a user-friendly interface.

Online Resources: Relevant online resources that support the course content and encourage further investigation will be available throughout the course assignments. Active hyperlinks are utilized throughout the course and will link to the appropriate information when clicked. These include videos, podcasts, worksheets, online activities, journal articles and other resources.

Course Dates

Self-paced; students may enroll at any time and take up to one year, from the date of registration, to complete assignments. Students may complete assignments in no less than three weeks for a 3-unit course (one week per unit).

National Standards Addressed in This Course

National Board for Professional Teaching Standards (NBPTS)

(<http://www.nbpts.org/standards-five-core-propositions/>)

First published in 1989 and updated in 2016, [*What Teachers Should Know and Be Able to Do*](#) articulates the National Board's Five Core Propositions for teaching. The Five Core Propositions - comparable to medicine's Hippocratic Oath — set forth the profession's vision for accomplished teaching. Together, the propositions form the basis of all National Board Standards and the foundation for National Board Certification. Course assignments have been designed so students can demonstrate excellence against these professional teaching standards whenever possible.

- Proposition 1: Teachers are committed to students and their learning
- Proposition 2: Teachers know the subject they teach and how to teach those subjects to students
- Proposition 3: Teachers are responsible for managing and monitoring student learning
- Proposition 4: Teachers think systematically about their practice and learn from experience
- Proposition 5: Teachers are members of learning communities

National Standards for Sport Coaches (<https://www.shapeamerica.org/standards/coaching>)

Coaches, coaching educators, administrators, athletes and the public use the National Standards for Sport Coaches for direction regarding the knowledge and skills that coaches should possess. The standards feature eight domains of coaching responsibilities and within them, 42 standards and subsequent benchmarks that represent the body of knowledge associated with each coaching responsibility and provide concrete examples of actions and orientations that constitute coaching competence within that particular domain.

Improve the quality of your program and instruction

Use the *National Standards for Sport Coaches* to:

- Provide quality training that will have a positive impact on coaches' performance.
- Establish benchmarks for hiring quality coaches into your program.

- Provide a performance guide for individual professional growth and skill development.
- Learn how a quality coach can optimize your sport experience.

Continuing Education Program Student Learning Outcomes

CE 1	Demonstrate proficient written communication by articulating a clear focus, synthesizing arguments, and utilizing standard formats in order to inform and persuade others, and present information applicable to targeted use.
CE 2	Demonstrate comprehension of content-specific knowledge and the ability to apply it in theoretical, personal, professional, or societal contexts.
CE 3	Reflect on their personal and professional growth and provide evidence of how such reflection is utilized to manage personal and professional improvement.
CE 4	Apply critical thinking competencies by generating probing questions, recognizing underlying assumptions, interpreting and evaluating relevant information, and applying their understandings to the professional setting.
CE 5	Reflect on values that inspire high standards of professional and ethical behavior as they pursue excellence in applying new learning to their chosen field.
CE 6	Identify information needed in order to fully understand a topic or task, organize that information, identify the best sources of information for a given enquiry, locate and critically evaluate sources, and accurately and effectively share that information.

Student Learning Outcomes (SLOs) for This Course

Student Learning Outcomes for This Course By the end of this course student will be able to:	National Standards Addressed in This Course*	Continuing Education Program Student Learning Outcomes Addressed**
1. The athletic coach and/or scholar will analyze and apply correct principles of performance psychology within the competitive sport context as these elements relate to the dynamics of leadership and team unity.	NSSC Standards 1,3, 4, 7, 8, 9, 10, 11, 12, 14, 15, 21, 22, 23, 27, 28, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42	CE 1, CE 2, CE 3, CE 4 CE 5, CE 6
2. The learner will identify and analyze crucial factors involving the elements of a servant leadership model of program and team leadership for both the coaching staff members and the athletes.	NSSC Standards 1,3, 4, 7, 8, 9, 10, 11, 12, 14, 15, 21, 22, 23, 27, 28, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42	CE 1, CE 2, CE 3, CE 4, CE 5, CE 6
3. The learner will identify and analyze the relationship between task success and group cohesion relative to the success for both the participant and the team.	NSSC Standards 1,3, 4, 7, 8, 9, 10, 11, 12, 14, 15, 21, 22, 23, 27, 28, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42	CE 1, CE 2, CE 3, CE 4, CE 5, CE 6
4. The learner will identify and analyze the topic of team cohesion as discussed from the positions of desire for group success, group motive, and group performance relative to	NSSC Standards 1,3, 4, 7, 8, 9, 10, 11, 12, 14, 15, 21, 22, 23, 27, 28, 31, 32,	CE 1, CE 2, CE 3, CE 4

team cohesion. These will be investigated both in theory and through practical interaction and observations within a real athletic context.	33, 34, 35, 36, 37, 38, 39, 40, 41, 42	
5. The learner will develop an understanding that utilizes sound psychologically-based leadership principles as useful vehicles not only for the purpose of improving athletic performances but also general human performance enhancement.	NSSC Standards 1,3, 4, 7, 8, 9, 10, 11, 12, 14, 15, 21, 22, 23, 27, 28, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42	CE 1, CE 2, CE 3, CE 4

* Please refer to the section on **National Standards Addressed in This Course**

** Please refer to the section on **Continuing Education Program Student Learning Outcomes**

Topics, Assignments, and Activities

Module Module Title	Module Assignments and Activities	Points Possible for Each Assignment
Welcome Module	<ul style="list-style-type: none"> Introduction video Course Syllabus Introduce Yourself Forum 	
Module 1 Intro to Great Team Leadership – The Coach as a Leader	<ul style="list-style-type: none"> Read: “Called to Coach & Inspire...” 1.1 Assignment: Analysis-Reaction Paper 1.2 Applied Activity: Web Search – Great Team Leadership: The Coach as a Leader 1.3 Reflective Forum: Servant Leadership - Coaching 	20 pts 100 pts 15 pts
Module 2 Introduction to Great Team Leadership – The Athlete as a Leader	<ul style="list-style-type: none"> Read: “Equipping and Empowering Team Leaders” Read: “Captains: Seven Ways to Lead Your Team” 2.1 Assignment: Enhanced Analysis-Reaction Paper 2.2 Applied Activity: Web Search – Great Team Leadership: The Athlete as a Leader 2.3 Reflective Forum: Great Team Leadership: The Athlete as a Leader 	30 pts 100 pts 15 pts
Module 3 Building Great Team Leadership	<ul style="list-style-type: none"> Read: “Life Lessons for Athletes: Ten Lessons Your Athletes Should Learn from Their Athletic Experience” Read: “Motivational Strategies for Coaches” 3.1 Assignment: Enhanced Analysis-Reaction Paper 3.2 Applied Activity: Interview: Successful Coach and Athlete 3.3 Reflective Forum: Building Great Team leadership – Who is Responsible? 	30 pts 100 pts 15 pts
Module 4 Introduction to Great Team Cohesion	<ul style="list-style-type: none"> Read: “First Steps to Creating a Successful Team – Core Covenants” & “The 10 Disciplines” 4.1 Assignment: Enhanced Analysis-Reaction Paper 4.2 Applied Activity: James Kerr’s “Legacy...” – Team-Building and Leadership Lessons from the “All-Blacks”. 4.3 Reflective Forum: Building Great Team/Program Cohesion within the Athletes 	30 pts 100 pts 15 pts

Module Module Title	Module Assignments and Activities	Points Possible for Each Assignment
Module 5 Coaching Staff Cohesion Activities	<ul style="list-style-type: none"> Read: "The Impact of Trust" Read: "Great Teams: The Seven Essentials" 5.1 Assignment: Enhanced Analysis-Reaction Paper 5.2 Applied Activity: Coaching Staff Cohesion Activities. 5.3 Reflective Forum: Ideas for Building Strong Coaching Staff Cohesion 	30 pts 100 pts 15 pts
Module 6 Team Cohesion Activities	<ul style="list-style-type: none"> Read: "Team Building Through Positive Conditioning" 6.1 Assignment: Analysis-Reaction Paper 6.2 Applied Activity: Team Cohesion Activities. 6.3 Reflective Forum: Building a Strong Cohesive Team 	20 pts 100 pts 15 pts
Module 7 Great Teams – Great Leadership, Great Cohesion, Great Performance	<ul style="list-style-type: none"> 7.1 Signature Activity – PowerPoint Presentation: "The Interactions and Impacts of great Leadership, Great Cohesion, Mental Toughness, and Character on Team Performance" 7.2 Signature Activity – Social Media Post 	200 pts 20 pts
Course Wrap-up – Grading and Evaluation	<ul style="list-style-type: none"> Final Reflection Forum Course Evaluation Course Completion Checklist Grade Request / Transcript Request 	
	TOTAL POINTS	1070 points

Grading Policies, Rubrics, and Requirements for Assignments

Grading Policies

- Assignments will be graded per criteria presented in the course rubrics.
- A = 90-100% and B = 80-89%, (anything below 80% will not receive credit.)
- The discernment between an A or a B letter grade is at the discretion of the instructor based on the quality of work submitted (see course rubrics).
- Coursework falling below a B grade will be returned with further instructions.
- All assignments must be completed to receive a grade and are expected to reflect the quality that teacher-training institutions require of professional educators. If completed assignments do not meet this standard, students will be notified with further instructions from the instructor.

Grading Rubrics

Grade	Percent	Description	Rubric
A	90-100%	Excellent	Meets all course / assignment requirements with significant evidence of subject mastery and demonstration of excellent graduate level professional development scholarship.
B	80-89%	Very Good	Adequately meets criteria for all course/assignment requirements - demonstrates subject competency with very good graduate level professional development scholarship.

NC	Below 80%	Unacceptable	Does not meet the minimum criteria for all course/assignment requirements and demonstrated little, if any, evidence of acceptable graduate level professional development scholarship.
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Writing Requirements

- **Superior:** Writing is clear, succinct, and reflects graduate level expectations. Clearly addresses all parts of the writing task. Maintains a consistent point of view and organizational structure. Include relevant facts, details, and explanations.
- **Standard:** Writing is acceptable with very few mistakes in grammar and spelling. Addresses most parts of the writing task. Maintains a mostly consistent point of view and organizational structure. Include mostly relevant facts, details, and explanations.
- **Sub-standard:** Writing contains noticeable mistakes in grammar and spelling. Does not address all parts of the writing task. Lacks a consistent point of view and organization structure. May include marginally relevant facts, details, and explanations.

Lesson Plan Requirements

- **Superior:** Instructional goals and objectives clearly stated. Instructional strategies appropriate for learning outcome(s). Method for assessing student learning and evaluating instruction is clearly delineated and authentic. All materials necessary for student and teacher to complete lesson clearly listed.
- **Standard:** Instructional goals and objectives are stated but are not easy to understand. Some instructional strategies are appropriate for learning outcome(s). Method for assessing student learning and evaluating instruction is present. Most materials necessary for student and teacher to complete lesson are listed.
- **Sub-standard:** Instructional goals and objectives are not stated. Learners cannot tell what is expected of them. Instructional strategies are missing or strategies used are inappropriate. Method for assessing student learning and evaluating instruction is missing. Materials necessary for student and teacher to complete lesson are missing.

Forum Requirements

- **Superior:** Response was at least 1 page (3 fully developed paragraphs) in length. Thoroughly answered all the posed questions, followed all the assignment directions, proper grammar and no spelling errors. Language is clear, concise, and easy to understand. Uses terminology appropriately and is logically organized.
- **Standard:** Response was ½ to 1 page in length (2-3 fully developed paragraphs). Answered all the questions but did not provide an in-depth analysis, followed most of the assignment directions, proper grammar and no spelling errors. Language is comprehensible, but there a few passages that are difficult to understand. The organization is generally good.
- **Sub-standard:** Response was less than ½ page in length (1 paragraph). Did not answer all the required questions and/or statements or responses were superficial, vague, or unclear, did not follow the assignment directions, many grammar and spelling errors. Is adequately written, but may use some terms incorrectly; may need to be read two or more times to be understood.

Instructor/Student Contact Information

Throughout the course participants will be communicating with the instructor and their classmates on a regular basis using asynchronous discussion forums. A virtual office is utilized for class questions and students are provided with instructor contact information in the event they want to

make email or phone contact. In addition, students are encouraged to email or phone the instructor at any time. Students will also receive feedback on the required assignments as they are submitted.

Forums

Participation is an important expectation of this course and all online courses. Online discussions promote reflection and analysis while allowing students to appreciate and evaluate positions that others express. While students may not be engaging with the same students throughout this course they will be expected to offer comments, questions, and replies to the discussion question whenever possible. The faculty role in the discussion forum is that of an observer and facilitator.

Coursework Hours

Based on the Carnegie Unit standard, a unit of graduate credit measures academic credit based on the number of hours the student is engaged in learning. This includes all time spent on the course: reading the textbook, watching videos, listening to audio lessons, researching topics, writing papers, creating projects, developing lesson plans, posting to discussion boards, etc. Coursework offered for FPU Continuing Education graduate credit adheres to 45 hours per semester unit for the 900-level courses. Therefore, a student will spend approximately 90 hours on a typical 2-unit course or 135 hours on a typical 3-unit course.

Services for Students with Disabilities

Students with disabilities are eligible for reasonable accommodations in their academic work in all classes. In order to receive assistance, the student with a disability must provide the Academic Support Center with documentation, which describes the specific disability. The documentation must be from a qualified professional in the area of the disability (i.e. psychologist, physician or educational diagnostician). Once documentation is on file, arrangements for reasonable accommodations can be made. For more information and for downloadable forms, please go to <https://www.fresno.edu/departments/disability-access-education>.

Plagiarism and Academic Honesty

All people participating in the educational process at Fresno Pacific University are expected to pursue honesty and integrity in all aspects of their academic work. Academic dishonesty, including plagiarism, will be handled per the procedures set forth in the Fresno Pacific University Catalogue - <https://www.fresno.edu/students/registrars-office/academic-catalogs>

Technology Requirements

To successfully complete the course requirements, course participants will need Internet access, can send and receive email, know how to manage simple files in a word processing program, and have a basic understanding of the Internet. Please remember that the instructor is not able to offer technical support. If you need technical support, please contact your Internet Service Provider.

Getting Help with Canvas: If you need help with Canvas, please contact the FPU Help Desk by phone: (559) 453-3410 or email: helpdesk@fresno.edu. Help is available Mon-Fri 8:00 am to 7:00 pm.

Final Course Grade and Transcripts

When all work for the course has been completed, students will need to logon to the Continuing Education website (<https://ce.fresno.edu/my-account>) and “Request Final Grade”. Once the instructor receives the requests and submits the grade online, students may log back in to view their Final Grade Report or order transcripts online. Please allow at least two weeks for the final grade to be posted. For more information, see the Continuing Education Policies and Procedures at <https://ce.fresno.edu/ce-policies-and-procedures>.

University Policies and Procedures

Students are responsible for becoming familiar with the information presented in the Academic Catalog and for knowing and observing all policies and procedures related to their participation in the university community. A summary of university policies may be found on the university website at <https://www.fresno.edu/departments/registrars-office/academic-catalogs>.

Fresno Pacific University Student Learning Outcomes (FPU-SLO)

FPU-SLO 1	Oral Communication: Students will <i>exhibit</i> clear, engaging, and confident oral communication – in both individual and group settings – and will critically <i>evaluate</i> content and delivery components.
FPU-SLO 2	Written Communication: Students will <i>demonstrate</i> proficient written communication by <i>articulating</i> a clear focus, <i>synthesizing</i> arguments, and utilizing standard formats in order to <i>inform</i> and <i>persuade</i> others.
FPU-SLO 3	Content Knowledge: Students will <i>demonstrate</i> comprehension of content-specific knowledge and the ability to apply it in theoretical, personal, professional, or societal contexts.
FPU-SLO 4	Reflection: Students will <i>reflect</i> on their personal and professional growth and <i>provide evidence</i> of how such reflection is utilized to manage personal and vocational improvement.
FPU-SLO 5	Critical Thinking: Students will <i>apply</i> critical thinking competencies by <i>generating</i> probing questions, <i>recognizing</i> underlying assumptions, <i>interpreting</i> and <i>evaluating</i> relevant information, and <i>applying</i> their understandings to new situations.
FPU-SLO 6	Moral Reasoning: Students will <i>identify</i> and <i>apply</i> moral reasoning and ethical decision-making skills, and <i>articulate</i> the norms and principles underlying a Christian worldview.
FPU-SLO 7	Service: Students will <i>demonstrate</i> service and reconciliation as a way of leadership.
FPU-SLO 8	Cultural and Global Perspective: Students will <i>identify</i> personal, cultural, and global perspectives and will employ these perspectives to <i>evaluate</i> complex systems.
FPU-SLO 9	Quantitative Reasoning: Students will accurately <i>compute</i> calculations and symbolic operations and <i>explain</i> their use in a field of study.
FPU-SLO 10	Information Literacy: Students will <i>identify</i> information needed in order to fully understand a topic or task, <i>explain</i> how that information is organized, <i>identify</i> the best sources of information for a given enquiry, <i>locate</i> and critically <i>evaluate</i> sources, and accurately and effectively <i>share</i> that information.