

Spring 2017: Public Health Leadership Program (PUBH 767) Team Leadership in Research Navigation

Instructors

- **William (Bill) A. Sollecito**, Professor, Public Health Leadership Program, Gillings School of Global Public Health; bill_sollecito@unc.edu, (919) 966-6878; 4102 McGavran-Greenberg Hall, Gillings School of Global Public Health
- **Lori A. Evarts**, Assistant Professor, Public Health Leadership Program; lori_evarts@unc.edu (919) 966-9043; 4109 McGavran-Greenberg Hall, Gillings School of Global Public Health

Location and Times

- **Class Meetings on Thursdays, 3:30 – 5:30 PM**
- **Location: 1303 McGavran-Greenberg Hall, Gillings School of Global Public Health**

Overview

This course presents an overview of team leadership and management principles and practices, emphasizing successful team leadership in multidisciplinary settings (e.g., clinical research). Understanding and employing team basics and team effectiveness strategies provide the framework for the development of successful leadership of teams. Collaborative learning techniques, guest speakers, access to NC TraCS Institute, and class discussion will afford students opportunities to address and improve their leadership skills. Once weekly face to face sessions will emphasize experiences of faculty and students to develop a set of "team leadership stories", i.e., shared experiences and lessons learned that will be the basis for cases studies used throughout the course. Face to face meetings will be supplemented by online lectures and required readings describing the basic management and leadership techniques that have proven successful in multidisciplinary team based activities.

Objectives

1. Learn the leadership and management aspects of multidisciplinary teams;
2. Apply the principles of communication, decision making, team building, and team motivation which lead to successful team based efforts;
3. Evaluate the current level of students' leadership in their current team efforts;
4. Develop an action plan to enhance and/or develop their team leadership.

Methods

This 3-credit, graduate, hybrid course combines online lectures and required weekly reading assignments from the Electronic Textbook, accessible through the course Sakai site, with face to face discussions and lectures at a required weekly face to face classroom session (a ninety minute class). Course participants and invited guest lecturers will present case studies of actual projects they have been involved with to reinforce key points and to share lessons learned based on their first hand experience. Written individual assignments are submitted for grading.

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Required Textbooks

- **Managing Scientists: Leadership Strategies in Scientific Research**, Alice M. Sapienza, Wiley-Liss, Inc., 2004, 2nd Edition. ISBN-13: 978-0-4712-2614-7 (approximately \$35 and up)
- **The Five Dysfunctions of a Team: A Leadership Fable**, Patrick M. Lencioni, Jossey-Bass, 2002. ISBN-13: 978-0-7879-6075-9 (approximately \$15, also available via UNC Library as eBook)
- **High Output Management**, Andrew S. Grove, Random House, 1995. ISBN-13: 978-0-6797-6288-1 (approximately \$10)

Course e-Reserves: PUBH 767 Readings – Required and Optional. **Available online using Sakai** <https://sakai.unc.edu>

NOTE: One book that we will use in this class is ***McLaughlin and Kaluzny's Continuous Quality Improvement in Health Care, 4th Ed. William A. Sollecito and Julie K. Johnson, Jones and Bartlett Publishers, 2013. ISBN: 9780763781545.*** This textbook is available in the UNC Libraries on campus and required readings are available digitally via Sakai; optional readings from this book are not available via Sakai. It should also be noted that a co-Instructor, William A. Sollecito, is the Lead Editor for this textbook, and an author of selected Chapters.

Grading

Student's final grade will be based on the following course components:

Class Participation	Individual	20%
Journal Entry Assignments	Individual	20%
Midterm Assignment	Individual	20%
Team Assignment & Peer Evaluations	Class/Team	20%
Final Project	Individual	15%
Final Project Presentation	Individual	5%

Student's taking the course for credit will receive a letter grade based on a combination of their participation and submission of assignments. Course grades are based on the Graduate Grading Scale per the Graduate Handbook <http://handbook.unc.edu>:

H	High Pass (Clear Excellence)
P	Pass (Entirely Satisfactory)
L	Low Pass
F	Fail
IN	Work Incomplete

Explanation: A grade of H can be earned only by exceeding all expectations in the assignment. An H - on an assignment would mean that you exceeded all expectations but you had some minor errors (but none that kept you from providing accurate answers to every request in the assignment). A P is "Perfectly Acceptable." This means that you met the expectations of the assignment. More than minor omissions or factual errors would result in a grade lower than a P.

Valuing Diversity

Promoting and valuing diversity in the classroom enriches learning and broadens everyone's perspectives. Inclusion and tolerance can lead to respect for others and their opinions and is critical to

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maximizing the learning that occurs in this course. This may challenge our own closely held ideas and personal comfort zones. The results, however, create a sense of community and promote excellence in the learning environment.

Diversity includes consideration of (1) the variety of life experiences other have had, and (2) factors related to “diversity of presence”, including, among others, age, economic circumstances, ethnic identification, disability, gender, geographic origin, race, religion, sexual orientation, social position.

This class follows principles of inclusion, respect, tolerance, and acceptance that support the values of diversity.

The University of North Carolina at Chapel Hill is committed to equality of educational opportunity. The University does not discriminate in offering access to its educational programs and activities on the basis of age, color, creed, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The Equal Opportunity and Compliance Office (100 E. Franklin Street, Unit 110, CB #9160, Chapel Hill, NC 27599-9160 or (919) 966-3576) has been designated to handle inquiries regarding the University’s non-discrimination policies. <http://policies.unc.edu/policies/nondiscrim/>

The University of North Carolina Honor Code

While the *Instrument* is continuously amended to address new circumstances and challenges, it remains the foundation of the system of student self-governance. The [*Instrument*](#) is available online.

For more than 130 years, Carolina students have pledged not to lie, cheat, or steal. Students enjoy a great deal of freedom at Carolina and have been entrusted to hold each other accountable for maintaining a just and safe community. As such, students hear and decide all alleged cases of conduct and academic integrity violations.

About the Honor Code

The Honor Code is the heart of integrity at Carolina. In brief, the Honor Code says that all students shall "Refrain from lying, cheating, or stealing," but the Honor Code means much more. It is the guiding force behind the students' responsible exercise of freedom, the foundation of student self-governance here at UNC-Chapel Hill. The University maintains an Honor Code because we believe that all members of our community should be responsible for upholding the values that have been agreed upon by the community. A written Honor Code is an affirmation of our commitment to high standards of conduct inside and outside of the classroom.

The Honor Code is found in a document known as the [*Instrument of Student Judicial Governance*](#). The Instrument is the University's official document containing the rules and regulations that guide the Honor System. The list of prohibited conduct and the possible sanctions given by the Honor Court can all be found in the *Instrument*. This document also includes information on the rights and responsibilities of all members of our community to the Honor System and under the Honor System.

IMPORTANT REMINDER: Students' Mid-term and Final Project must have the honor code pledge on the cover page or last page. Assignments submitted without the honor code pledge will not be graded.

Honor Code Pledge: "By including this sentence, I acknowledge that I understand that the Honor Code applies to this assignment and that further, I attest that I have neither given nor received help in completing this project."

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Course Policies and Requirements

- Complete the Orientation Assignments
- Class participation is encouraged and expected. You are expected to participate in class and group discussions and activities, as well as complete the journal entry and team assignments.
- Reading assignments and assigned online lectures are to be completed before class to ensure robust discussions and questions.
- Assignments should be submitted to the instructor via your Dropbox in Sakai.
- You are expected to attend all classes or notify the instructor if you are unavoidably absent. Although we do not call roll, we do check attendance.
- If there is something you do not understand, ask a question. If you do not want to ask during class, please feel free to email, call or drop by the School of Public Health. **However, please ask your question, as it is likely something that other class members might also not understand.**
- The Honor Code described above is in effect in this class. If you have a question about how certain activities, especially group activities, might be interpreted under the Honor Code, please ask.
- A grade of incomplete may be taken only because of illness or special circumstances and only with the permission of the instructor.
- If you wish to audit this course, please follow the UNC policy <http://registrar.unc.edu/registration/registration-policies/auditing-a-course/>. Those approved by the Instructor to audit the course should register for **PUBH767, section 01w** to be granted access to this class.
NOTE: Students who audit the course will be requested to be active members of the in-person class sessions.

Technical Support

If you need technical support during the course, there are a number of technical support options as follows.

General Computer Help: Contact UNC ITS Help Desk

- The UNC Information Technology Services (ITS) department provides technical support **24 hours per day, seven days per week**.
- General computer help refers to problems with computer hardware and printers, problems connecting to UNC, and problems with software (RealPlayer, Adobe Acrobat Reader, etc.).
- If you need general computer help, please contact the ITS Help Desk by phone at 919-962-HELP (919-962-4357), by email at help@unc.edu, by visiting their web site at <http://help.unc.edu>, or by UNC Live Chat at <http://its.unc.edu/itrc/chat>.

Course-Specific Sakai Help: Contact Course Instructor

- The course instructor can provide help with course-specific problems with Sakai.
- Course-specific technical problems refer to finding broken links or missing elements on course pages in Sakai, trouble accessing course materials, etc. If the course instructor is not able to resolve the problem s/he will forward your request to the ITS Help Desk and they will respond to you as soon as possible.
- When sending the course instructor an email requesting technical help, please type **TECHNICAL HELP** in the subject line of your email message so that s/he can respond quickly.

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Also, include a detailed description of your problem, including the page(s) where you encountered the problem, your phone number, preferred email, and the best time to reach you.

Computer Training and Documentation

- Use “Sakai Help” in the menu list (the left side panel) once you are logged onto the course Sakai site.

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Semester begins Wednesday, January 11, 2017

Prior to 1st class review each item on the Course Site in Sakai and the Course Syllabus

- [Complete Orientation Assignments on Sakai \(due: Jan 15th\)](#)
- [Complete “Welcome – Class Participants” Assignment on Sakai \(due Jan 15th\)](#)
- Begin reading [The Five Dysfunctions of a Team, A Leadership Fable](#) by Lencioni

RESEARCH PROCESSES

January 12th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Introduction and Overview

- a) Course Goals
- b) Leadership and the Role of Leaders in Research
 - Assigned Online Lectures:
 - Required Readings:
 - [Complete your Individual Case Study “Journal Entry 1-0” on Sakai \(due: Jan 17th\)](#)
 - [Complete NC TraCS Assignment on Sakai \(due: Jan 17th\)](#)

January 19th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Drug Development as a Model for System Design and Teamwork

- Assigned Online Lectures:
- Required Readings:
- [Complete Journal Entries 1-1 through 1-3 and post to Sakai \(due: Jan 24th\)](#)

LEADERSHIP AND TEAM WORK

January 26th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Leadership Styles (David Steffen – Guest Lecturer)

- Assigned Online Lectures:
- Required Readings:
 - Finish reading [The Five Dysfunctions of a Team, A Leadership Fable](#) by Lencioni
- [Complete Leadership Styles Journal Entry and post to Sakai \(due: Jan 31st\)](#)
- [Complete Lencioni Journal Entry and post to Sakai](#)

February 2nd class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Team Work & The Five Dysfunctions of a Team

- Required Readings:

February 9th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion:

- a) The Impact of Organizational and Team Culture on Research Projects
- b) Students’ Introduction of their Current Project (& flow chart)
 - Assigned Online Lectures:
 - Required Readings:
 - [Complete Journal Entries 2-1 through 2-3 and post to Sakai \(due: Feb.14th\)](#)

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February 16th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Leadership and Vision

- **Required Readings:**
- **Complete Journal Entries 3.1 through 3.4 and post to Sakai (due Feb 21st)**
- **Complete Team Vision and post to Sakai (due Feb 21st)**

NOTE: Midterm available on Sakai on Tue, Feb 21st (due: Tue, Mar. 7th)

RESEARCH ENVIRONMENT

February 23rd class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Organizational Structure and Your Team Efforts

- **Assigned Online Lectures:**
- **Required Readings:**
- **Complete Journal Entries 4-1 through 4-3 and post to Sakai (due: Feb 28th)**

March 2nd class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Key Project Management Principles to Apply to Your Research

- **Assigned Online Lectures:**
- **Required Readings:**
- **Midterm (Individual) Assignment due Tuesday, March 7th by 12:00-midnight Eastern**

March 9th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Communication and Conflict Resolution

- **Assigned Online Lectures:**
- **Required Readings:**
- **Complete Journal Entry 5 post to Sakai (due: Mar 10th)**
- **Complete Journal Entries 6-1 through 6-3 and post to Sakai (due: Mar 21st)**

No class March 16th – Spring Break

NOTE: Team Assignment available on Sakai at 1:00 AM, March 18th due by 10:00 PM on Tue, April 11th – post to Sakai Team Forum

March 23rd class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Team Efforts and Diversity

NOTE: Meet with your Team (outside of class) to develop your plan, schedule and process to complete your efforts in support of your Team Assignment

- **Required Readings:**
- **Complete Journal Entries 7-1 through 7-2 and post to Sakai (due: April 4th)**

March 30th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Motivation and Empowerment & Time to work on Team Assign.

- **Assigned Online Lectures:**
- **Required Readings:**

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RESEARCH INTEGRITY: ETHICS AND QUALITY

April 6th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: Ethics

- **Assigned Online Lectures:**
- **Required Readings:**
- **Team Assignment due by 10:00 PM on Tue, April 11th – post to Sakai Team Forum**
- **Complete your Peer Evaluation by 11:00 PM on Tue, April 11th**
- **Final Individual Assignment (available April 6th on Sakai) due by 12-noon on Tuesday, April 18th**

April 13th class, 3:30 – 5:30 pm:

In-class Lecture/Discussion: CQI Concepts in a Research Process

NOTE: Assignment of Date/Times for Final Student Presentations will be made in class

- **Assigned Online Lectures:**
- **Required Readings:**
- **Reminder: complete your Course Evaluation for PUBH 767. Thank you!**
- **Final Assignment due by noon on Tuesday, April 18th**

April 20th class, 3:30 – 5:30 pm: Final Individual Presentations

- **Reminder: complete your Course Evaluation for PUBH 767. Thank you!**

Depending on class size → Final Exam Period: Tuesday, May 2nd class, 4:00 – 6:00 pm: Final Individual Presentations

(exam date and time per University Registrar for classes that begin on Thursdays at 3:30 pm)

CLASSROOM LOCATION TO BE CONFIRMED

ENJOY YOUR SUMMER