Term Information

Effective Term	Spring 2026

General Information

Course Bulletin Listing/Subject Area	Arts and Sciences
Fiscal Unit/Academic Org	ASC Administration - D4350
College/Academic Group	Arts and Sciences
Level/Career	Undergraduate
Course Number/Catalog	3600
Course Title	Sports Leadership
Transcript Abbreviation	Sports Leadership
Course Description	This course is a hands-on exploration of leadership in sports. Students will actively practice leadership skills through simulations, role-playing, team projects, case studies, and real-world problem solving. Focused on building practical experience, the course integrates leadership theory with active, collaborative, and reflective learning.
Semester Credit Hours/Units	Fixed: 3

Offering Information

Length Of Course	14 Week, 12 Week, 8 Week, 7 Week, 6 Week, 4 Week
Flexibly Scheduled Course	Never
Does any section of this course have a distance education component?	No
Grading Basis	Letter Grade
Repeatable	No
Course Components	Lecture
Grade Roster Component	Lecture
Credit Available by Exam	No
Admission Condition Course	No
Off Campus	Never
Campus of Offering	Columbus, Lima, Mansfield, Marion, Newark, Wooster

Prerequisites and Exclusions

Prerequisites/Corequisites	
Exclusions	
Electronically Enforced	Yes

Cross-Listings

Cross-Listings	

Subject/CIP Code

Subject/CIP Code	24.0101
Subsidy Level	Baccalaureate Course
Intended Rank	Sophomore, Junior

Requirement/Elective Designation

Required for this unit's degrees, majors, and/or minors

The course is an elective (for this or other units) or is a service course for other units

Course Details

Course goals or learning objectives/outcomes	• Apply leadership theories in real-world sports scenarios
	• Practice communication, decision making, and conflict management
	• Analyze ethical dilemas and propose leadership solutions
	• Develop personal leadership strategies through reflection and feedback
	• Responding skillfully to public scrutiny and external crises
	• Examine the journeys of current leaders in Sports Management
Content Topic List	• sports leadership and management
	• strategic decision-making
	• crisis leadership
	• team leadership
	• athlete empowerment
	• reputation management
Sought Concurrence	No

Attachments

• Leadership Curriculum Map 5.13.2025.pdf: Curriculum Map 05-22-2025

   (Other Supporting Documentation. Owner: Steele,Rachel Lea)

• Sports Leadership Syllabus JG 5.13.2025.docx: Syllabus 05-22-2025

   (Syllabus. Owner: Steele,Rachel Lea)

Comments

Workflow Information

Status	User(s)	Date/Time	Step
Submitted	Steele,Rachel Lea	05/28/2025 05:46 PM	Submitted for Approval
Approved	Vankeerbergen,Bernadette Chantal	08/11/2025 11:36 AM	Unit Approval
Approved	Vankeerbergen,Bernadette Chantal	08/11/2025 11:36 AM	College Approval
Pending Approval	Jenkins,Mary Ellen Bigler Hilty,Michael Neff,Jennifer Vankeerbergen,Bernadette Chantal Steele,Rachel Lea	08/11/2025 11:36 AM	ASCCAO Approval

SYLLABUS: ASC 3XXX

Sports Leadership
Tuesday/Thursday 11:30 a.m. to 1:20 p.m.
281 Journalism Building
X hashtag: #osusportsleaders
Slack Signup:

Instructor

Instructor: Dr. Nicole Kraft (please call me Nicole)
Email address: kraft.42@osu.edu Phone
number: 614-407-6612
Twitter: @nicole_kraft
Office Hours:
T/R 1:20-2:20 281 Journalism
Wednesday 2-4 p.m. on Zoom: https://go.osu.edu/kraftcommoffice_zoom_sp25

Teaching Assistant:
Office Hours:
By appointment

Course Description

This course is a hands-on exploration of leadership in sports. Students will actively practice leadership skills through simulations, role-playing, team projects, case studies, and real-world problem solving. Focused on building practical experience, the course integrates leadership theory with active, collaborative, and reflective learning.

I. Course overview

Leadership in the sports world is not simply about winning games or building rosters. It is about developing people, managing pressure, navigating crises, and influencing culture both on and off the field. In ASC 34XX: Sports Leadership, students will engage in a dynamic, action-based exploration of what it truly means to lead in the high-pressure, high-impact world of sports organizations — and beyond. This course sees sports as a proving ground, leadership as a human calling, and each student as a future force for positive change.

Leadership Is a Human Skill
At its core, leadership is not about titles or authority. It is about building trust, communicating vision, making decisions under pressure, and influencing others through credibility and example.
This course frames sports leadership as a deeply human endeavor, where success depends on developing people, building teams, navigating uncertainty, and leading without formal authority. You will practice leadership as a set of relational skills that extend far beyond the playing field or executive suite.

Ethical, Social, and Cultural Dimensions Are Central
Sports leadership carries enormous ethical and cultural responsibilities. Sports are not isolated games — they shape activism, equity conversations, national pride, and political movements. In here we will wrestle with real-world leadership dilemmas: managing crises, promoting inclusivity, responding to social change, and leading ethically when power dynamics are complicated. This course challenges you to lead with integrity, courage, and cultural awareness in a world where the actions of sports leaders reverberate far beyond the arena.

Learn Transferable Leadership Skills
Sports offer a visible, pressure-filled laboratory for leadership lessons that apply in any field — business, nonprofits, government, startups, media, and education.
This class will help you build leadership skills such as:

- Leading diverse teams through adversity
- Communicating compelling visions under pressure
- Building organizational trust and cohesion
- Navigating ethical grey areas with sound judgment
- Responding skillfully to public scrutiny and external crises

You will be challenged to see leadership not as situational to sports, but as a lifelong, transferable skill set that transcends industries.

4. Develop Critical Thinking About Leadership Styles

Leadership is not "one size fits all." Great leaders adapt their styles based on the needs of their teams, their organizations, and the moments they face. Rather than memorizing theories, you will actively experiment with different leadership styles:

- When should a leader be transformational and inspirational?
- When should a leader focus on tasks and accountability?
- When should a leader step back and empower others?

Through simulations, case studies, and reflection, students will build a flexible leadership toolkit you can apply across a variety of high-stakes settings.

Identity, Character, and Personal Growth

Ultimately, this course challenges you to answer the most important leadership question: *What kind of leader do you want to become?*

You will be guided through a structured process of self-reflection, self-assessment, and personal philosophy development. You will leave the course not just with theories and skills, but with a clear sense of their leadership identity — shaped by your values, experiences and aspirations.

This course is not just about knowing what leaders do. It is about helping you become the kind of leader the sports world needs.

Learning outcomes

By the end of the semester, journalists will have the ability to:

- Apply leadership theories in real-world sports scenarios
- Practice communication, decision-making, and conflict management
- Analyze ethical dilemmas and propose leadership solutions
- Develop personal leadership strategies through reflection and feedback
- Examine the journeys of current leaders in Sport Management.

Mode of Delivery

This class is an in-person course, which means we will meet together in class two days per week. This is a 3 CREDIT course, which means the workload inside and outside class should equal about 9 hours of work per week.

How this course works

This class follows what is known as the "flipped, active learning model". That means students develop a knowledge foundation through readings and videos before class. Class time is then dedicated to engaging with the material through a variety of activities and assessments to determine and build comprehension."

We do not have lectures like conventional classes. With this active learning model, students establish the foundation as part of the at-home pre-work, and then we build the structure of learning together, allowing us to see and correct weaknesses in the foundation and the structure. That means you must do the readings and watch videos BEFORE you join us for our class sessions. Here is a good schedule to follow:

1. **Monday or Tuesday before class**, do readings and watch videos.
2. Come to class **Tuesday** ready to put into play the ideas you learned in readings and videos, including in-class activities and assignments.
3. Discussions are due **Thursday** by 11:59 p.m. Responses are due **Sunday** at 11:59 p.m.
4. Major assignments are due **Sunday** at 11:59 p.m.

The quality and quantity of in-class learning means that student attendance and participation are crucial to your success. Being organized is key.

Course materials

Wooden, J., & Jamison, S. (2005). Wooden on leadership: How to create a winning organization. McGraw-Hill.

  $12.90 on Amazon

  Read The Athletic section "Peak," focusing on sports leadership

  Selected readings, podcasts, videos, and leadership case studies (all posted on Carmen)

Course technology

For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at https://ocio.osu.edu/help/hours.

- **Carmen:**
    - Carmen, Ohio State's Learning Management System, will be used to host materials and activities throughout this course. To access Carmen, visit Carmen.osu.edu. Log in to Carmen using your name.# and password. If you have not setup a name.# and password, visit my.osu.edu.
    - Help guides on the use of Carmen can be found at: https://resourcecenter.odee.osu.edu/carmen
    - This course requires use of Carmen (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.
        - Carmen accessibility

    Slack: Sign Up Here!

    This course uses an app called Slack to communicate inside and outside of class and it will, for all intents and purposes, replace class email. Slack is fundamentally an instant messaging and collaboration system in which "channels" are used to separate communities and discussions. We can also have private, one-on-one conversations through Slack by sending a direct message. I will respond to comments on Slack consistently between the hours of 9 a.m. and 8 p.m. weekdays, except while I am in class. All students have all been invited to the class Slack and are encouraged to sign-up and accept ASAP. I am also happy to meet with you by appointment. Please reach out so I can get to know you and your class needs better!
    - Help guides can be found here: https://get.slack.help/hc/en-us/categories/202622877-Slack-Guides
    - Here is a link to Slack's privacy policy, which explains how Slack collects, uses and discloses information, and what choices you have with respect to the information: https://slack.com/privacy-policy ,

- **Turnitin:**
    - Students at The Ohio State University are accountable for the integrity of the work they submit. Therefore, you should be familiar with the guidelines provided by the Committee on Academic Misconduct (COAM) and Section A of OSU's Code of Student Conduct in order to meet the academic expectations concerning appropriate documentation of sources. In addition, OSU has made Turnitin, a learning tool and plagiarism prevention system, available to instructors. For this class, you will submit your papers to Turnitin from Carmen. When grading your work, I will interpret the originality report, following Section A of OSU's Code of Student Conduct as appropriate. For more information about Turnitin, please see the vendor's guide for students. Note that submitted final papers become part of the OSU database.

Baseline technical skills necessary for courses

- Basic computer and web-browsing skills

- Navigating Carmen
  Necessary equipment

- iPad with high-speed internet connection (we will provide if you need it)   .
  Necessary software

- OSU students have access to Microsoft Office products <u>free of charge</u>. To install, please visit https://osuitsm.service-now.com/selfservice/kb_view.do?sysparm_article=kb04733

- Word processor with the ability to save files under .doc, .docx, .rtf, or .pdf. Most popular word processing software programs including Microsoft Word and Mac Pages have these abilities.

Making Deadlines

All assignments are due either at the beginning or end of class on the date listed on the syllabus. Assignments will be submitted to Canvas. This course relies heavily on access to computers, specific software, and the Internet.

Computer: Friend or Foe?

At some point during the semester you will likely have a problem with technology. Your laptop will crash; your iPad battery will die; a recording you make will disappear; you will accidentally delete a file; the wireless will go down at a crucial time.

These, however, are inevitabilities of life, not emergencies. Technology problems are not excuses for unfinished or late work. Bad things may happen, but you can protect yourself by doing the following:

- Plan ahead: A deadline is the last minute to turn in material. You can start--and finish--early, particularly if challenging resources are required, or you know it will be time consuming to finish this project.
- Save work early and often: Think how much work you do in 10 minutes. I auto save every two minutes.
- Make regular backups of files in a different location: Between Box, Google Drive, Dropbox and iCloud, you have ample places to store and back up your materials. Use them.

II. Grading & faculty response
Grades

Assignment or category	Points and Percent
Discussion Posts	100/10%
Class Activities	130/13%
Weekly Leadership Labs (Short Writeups)	120/12%
Personal Leadership Growth Journal	150/15%
Midterm Group Simulation: Leading a Crisis	200/20%
Final Project: Team Leadership Challenge	300/ 30%
TOTAL	**1000/100%**

These points tallied together will give you your final grade of the following (100-93=A; 92-90=A-; 89-88 B+; 87-82=B; 81-80=B-; 79-78=C+; 77-72=C; 71-70=C-; 69-60=D; 59 and below=E). I am not able to negotiate grades, either during or after the semester.

Assignment submissions
Assignments will be submitted to Canvas. (I'll make sure you know how!)

Grading Philosophy

This course will focus on qualitative not quantitative assessment, something we'll discuss during the class. I will be asking you questions and making comments that engage your work rather than simply evaluate it. You will also be reflecting carefully on your own work and the work of your peers. The intention here is to help you focus on working in a more organic way, as opposed to working as you think you're expected to. If this process causes more anxiety than it alleviates, see me at any point to confer about your progress in the course to date. If you are worried about your grade, your best strategy should be to join the discussions, do the reading, and complete the assignments. **You should consider this course a "busy-work-free zone." If an assignment does not feel productive, we can find ways to modify, remix, or repurpose the instruction.**

Assignment Guide

Discussion Posts (100 points)

This semester students will be asked a question that will be answered as part of our class discussion around leadership theories and practices, as well as current events in sports leadership. You will explore how you personally would engage with them. You will be asked to write a discussion post on the topic, and then respond to at least two classmates.

Class Activities (130 points)

We will have an in-class activity each week, worth 10 points each. See list on page XX

Leadership Labs (120 points)

- These short, weekly reflections will connect in-class activities to your personal leadership development. After each week's active learning session, you will submit a 150–250 word reflection. There are 13 reflections total (lowest score dropped)
  Guidelines:
  - Identify 1–2 key leadership skills practiced that week
  - Reflect on a success or challenge you experienced
  - Connect the week's activity to your own leadership goals.

Leadership Profile (150 points)

Students will get to complete a face-to-face interview with a selected leader (approved by your teaching team). You will shadow and observe the leader "in action, "and conduct informal interviews with the leader's colleagues or others who are familiar with the selected leader. The format and details will be distributed students in more detail.

Midterm (200 points)

Your team will face a fictional crisis (e.g., scandal, player misconduct, financial trouble) and must develop and present a leadership response.

Requirements:
- Written Crisis Plan (3–5 pages), including:
  o Situation summary
  o Immediate response steps
  o Internal messaging strategy
  o External communication (press release, talking points)
- Live Team Simulation (10-minute presentation):
  o Hold a simulated press conference or team meeting
  o Field 2–3 "media" questions from classmates
    Key Dates:
    - Crisis scenarios assigned: Week 7
    - In-class preparation: Week 8 Tuesday
    - Live simulations: Week 8 Thursday

Written plan due: Week 8 Thursday by 11:59 p.m. (Carmen)

Final Project: Executive Leadership Challenge (300 points)

Teams will design a leadership strategy to lead a fictional or real sports organization through a major strategic challenge (e.g., launching a new program, restoring a damaged brand, creating an inclusive environment).

Requirements:
- Executive Leadership Plan (8–10 pages)
  o Leadership vision and philosophy
  o Team structure and communication plan
  o Motivational and team-building strategies
  o Ethical frameworks and decision-making models
  o Crisis contingency plans
- Executive Briefing Presentation (10 minutes to a guest panel)
  o Overview of leadership plan
  o Leadership philosophies highlighted
  o Response to 2–3 panel questions
    Key Dates:

- Project Guidelines Released: Week 12
- Progress Workshop: Week 15 Tuesday
- Final Presentations: Week 16
- Final Plan Submission: Week 16 Thursday by 11:59 p.m.
  All assignments are explained fully inside the weekly Carmen modules.

Academic integrity policies for this class
- **Written assignments**: Your written assignments, including discussion posts, should be your own original work. In formal assignments, you should follow AP style to cite the ideas and words of your research sources. You are encouraged to ask a trusted person to proofread your assignments before you turn them in--but no one else should revise or rewrite your work.
- **Plagiarism** (stealing work from others, including scraping from websites) and fabrication (making things up) are EXTREMELY serious academic misconduct issues. If you have any questions if something is allowable, ask before you do it to avoid visiting COAM (see below).
- **Reusing past work**: In general, you are prohibited in university courses from turning in work from a past class to your current class, even if you modify it. If you want to build on past research or revisit a topic you've explored in previous courses, please discuss the situation with me.
- **Open AI**: Use of Open Ai is allowed in this class for specific purposes. Please see full policy below.

Open AI

Can you use Open AI? The answer is, "It depends." We have structured ways that we encourage the use of Open AI to maximize your writing and learning, and these assignments will be clear and evident in class.

Students are allowed to use Open AI and other language models for certain aspects of this course. This policy outlines the guidelines and expectations for using Open AI.

Purpose of Using Open AI:
Open AI is designed to provide assistance in generating human-like text responses based on given prompts. In this course, you may use Open AI to brainstorm, generate ideas, improve your writing, or explore complex concepts. However, it is essential to remember that Open AI should complement your efforts, not replace critical thinking and the core learning process.

You are permitted to use Open AI in the following ways:
- *Brainstorming*: Use Open AI to generate ideas, concepts, or potential solutions to specific problems or assignments.
- *Writing Assistance*: Leverage Open AI to enhance your OWN writing, receive suggestions on sentence structure, grammar, and style and refine your written work.
- *Concept Exploration*: Use Open AI to gain insights into challenging topics, explore different perspectives and deepen your understanding of course materials.

Responsible Use and Academic Integrity:
While Open AI can be an invaluable resource, it is crucial to uphold academic integrity and responsible use. **Plagiarism and cheating are strictly prohibited and will result in a report to COAM**. When using Open AI, you must always provide appropriate attribution if you incorporate any generated content into your assignments or projects.

Limitations of Open AI

Keep in mind that Open AI is a machine-learning model and has its limitations. It may not always produce accurate or reliable information. As such, you must critically evaluate the responses generated by Open AI and verify the information from reliable sources before incorporating it into your work.

Support and Guidance
If you are unsure about the appropriate use of Open AI or have any questions related to its implementation, please ASK before you use and submit!

Experimentation and Feedback
This course encourages experimentation and learning through hands-on experiences. You are encouraged to explore the capabilities of Open AI, share your experiences with the class and provide constructive feedback on how it enhances or impacts your learning process.

III. Class Details

Gentle Reminders

At the end of every week Nicole will send via Slack a "Gentle Reminder" post to look ahead at assignments and goals coming in the next week. Reading your Gentle Reminder is required and items in there may be included on weekly assessments.

Dress Code

This class is a quasi-professional environment that will involve you meeting with people from all walks of life. Dressing the part will be key to your professionalism. To that end, please wear clothing that would allow you to feel comfortable meeting any guest. That means, for our class purposes, no pajamas, slippers, crop tops, sweats or excessively ripped clothes. When we cover specific events, I will recommend business casual attire.

What's in a Name?

Communicating clearly with each other is important. Please help me by letting me know how to pronounce your name, or what different name you use. Please also let me know if you have a preferred pronoun.

My name is Nicole, and I welcome you to call me that. Let's avoid using the interjection "hey" in messaging, as some of your faculty will likely find it a bit unprofessional.
There has been, since the Wall Street Journal column on Dr. Jill Biden, much discussion about the use of titles.

You can always be safe calling your faculty professor, as in "I am Prof. Kraft." The term Doctor (Dr.) is for professors who have a Ph.D. Ed.D. (or the equivalent). So, if you would prefer to address me with a title, it would be Dr. Kraft, since I have an Ed.D.
Mr., Mrs. and Ms. are often not used in college, although they were likely expected of you in high K-12.

Faculty feedback and response time

For weekly assignments, you can generally expect feedback within **2 days**. For major assignments, feedback will come in no more than three days.

Slack
This course uses an app called Slack to communicate inside and outside of class and it will, for all intents and purposes, replace class email. Slack is fundamentally an instant messaging and collaboration system in which "channels" are used to separate communities and discussions. We can also have private, one-on-one conversations through Slack by sending a direct message. I will respond to comments on Slack consistently between the hours of 9 a.m. and 8 p.m. on weekdays, except while I am in class. All students have been invited to the class Slack and are encouraged to sign up and accept ASAP. I am also happy to meet with you by appointment, or for coffee or lunch. Please reach

out so I can get to know you and your class needs better!

Extra Credit

Everyone will have the opportunity throughout the semester to attend virtual events and meetings for Scarlet and Gray Sports Radio, Society of Professional Journalists and the Sports and Society Initiative for extra credit, up to 20 points. All extra credit will be reported in Carmen. The deadline for completion and reporting to me all of the extra credit is the last day of classes.

IV. Learning Details

Syllabus as a contract

This syllabus is an agreement between the instructor and the student. The instructor reserves the right to make changes to the syllabus as deemed necessary. By staying enrolled in this class, the student agrees to abide by the policies described herein.

Every effort has been made to create a syllabus that is as comprehensive and accurate as possible, but each class is a living entity and changes may arise. Please know I will notify you by email and in our next class session as soon as any syllabus change may arise.

Lunch Anyone?

Arts & Sciences has a program called "Take Your Professor to Lunch," and I would LOVE to have lunch with you! This program is student initiated with an undergraduate student inviting a College of Arts and Sciences teacher to lunch. Meal cards are limited and distributed first-come, first-served.

Attendance and Make-Up Policy

Only students enrolled in this section are permitted to attend class. Attendance (both physical and mental) is key to your success in this class. Your grade is largely contingent on your presence and participation in class. Listen, take notes, and ask questions. Much of the material presented in class is not found in your readings.

If you miss class for whatever reason, it is your responsibility to obtain notes from a classmate; the instructor will not provide notes in any circumstance. If you miss class, you will not be able to make up any in-class work or extra credit opportunities. Late assignments are not accepted unless you discuss with Nicole at least 24 hours BEFORE the deadline.

We spend have a lot of material to learn in a short period of time. It is important that you attend all of our class sessions. All of the material is available on Carmen at the beginning of the semester. Readings and videos must be consumed before our live class session so we can work on active learning experiences.

The following is a summary of everyone's expected participation:

Readings and lectures:
- There will be readings and lecture videos every week that should be viewed BEFORE class on Tuesday. Also before class, please take the AP Style Assessment.
- **Weekly activities:** We will have activities (participation) and/or assignments in most classes.
- **Open Office Time**: We are available to help you to learn, understand, and grow as individuals. If your question is something that you believe may be of interest to others in the class, please post to "**asknicoleanything**" channel in Slack.

Discussion and communication

The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

Tone and civility: Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm doesn't always come across online and is not always appreciated in-person. Nicole and Kate work very hard to provide a positive learning experience. Please keep this in mind and remain civilized and respectful in your class communications.

Optimal Learning Experience

Previous courses have provided insights from students on how to improve the learning experience and optimize outcomes. Here are a few tips from previous students to encourage your success in this course:

- Students kept up with the schedule and assignment due dates.
- Students had access to at least one reliable device and a backup plan in case of a technological issue.
- Students have made plans to back up work. OSU provides free access to data storage through [Microsoft One Drive](#).
- Students reported that completing assigned readings before class helped them to be prepared to follow along with lectures and participate in discussions.
- Students scheduled time to complete activities at a steady pace during the week. Keeping a schedule prevented a last-minute rush and kept the workload manageable.
- Students approached the material by thinking about the connections between readings, lectures, and assignments.

Canceling Class

Should in-person classes be canceled, I will notify you as to which alternative methods of teaching will be offered to ensure continuity of instruction for this class. Communication will be via Slack.

V. Class Schedule *(subject to change)*

Complete, accessible schedule is available each week in Carmen under MODULES

Week 1: Introduction to Leadership
Learning Outcomes:

- Define leadership vs. management
- Understand class expectations and course structure

Course Roadmap:

- Review syllabus, course policies, Canvas navigation

This Week in Class:
Tuesday: Leadership Role-Play (Leader/Follower/Observer)

Before Class (Thursday):
Read: "Leadership vs. Management in Sports" article

Thursday: Emotional Intelligence Self-Assessment & Discussion

After Class:
Submit Leadership Lab #1 (Reflection on role-play and self-assessment)

Week 2: Leadership Models and Theories
Learning Outcomes:

- Identify major leadership theories
- Apply leadership models to sports examples

Course Roadmap:
Group assignment: Leadership model presentations

Before Class:
Read: Leadership Models Overview (Trait, Behavioral, Situational, Transformational)
Watch: Mini-lectures on each theory

This Week in Class:
Tuesday: Assign "Choose Your Theory" Groups
Thursday: Theory Application Presentations + Sports Scenarios

After Class:
Leadership Lab #2 (Apply a theory to a sports leadership situation)

Week 3: Positive Leadership and Motivation

Learning Outcomes:
- Understand key motivational strategies for teams
- Design motivation plans for performance improvement

Course Roadmap:
Start planning Motivation Plan Pitch

Before Class:
Read: "Drive" by Daniel Pink (Ch. 2)
Watch: Motivation Theories in Action Video

This Week in Class:
Tuesday: Design Motivation Plan Workshop
Thursday: Motivation Plan Pitches + Peer Feedback

After Class:
Leadership Lab #3 (Reflect on designing motivation strategies)

Week 4: Ethical Leadership and Strategic Decision-Making
Learning Outcomes:
- Analyze ethical dilemmas in sports
- Make decisions using leadership frameworks

Course Roadmap:
Prep for ethical simulation

Before Class:
Read: Case Studies in Sports Ethics
Watch: Ethical Decision-Making Framework Video

This Week in Class:
Tuesday: Ethical Dilemma Simulation (Student ADs)
Thursday: Crisis Management: Drafting Crisis Responses

After Class:
Leadership Lab #4 (Reflect on ethics under pressure)

Week 5: Communication and Crisis Leadership
Learning Outcomes:
- Prepare and deliver crisis communication messages
- Practice speaking with clarity under pressure

Course Roadmap:
Mock press conference prep

Before Class:
Read: Effective Sports Crisis Communication Tactics
Watch: Mock Press Conference Best Practices

This Week in Class:

Tuesday: Prepare Mock Press Conference Statements
Thursday: Deliver Mock Press Conferences + Debrief

After Class:
Leadership Lab #5 (Lessons from handling tough media questions)

Week 6: Team Leadership and Crisis Simulation
Learning Outcomes:

- Collaborate under stress
- Execute strategic crisis plans

Course Roadmap:
Midterm team crisis simulation

Before Class:
No new readings – focus on crisis plan finalization

This Week in Class:
Tuesday: Finalize Crisis Response Plans
Thursday: Midterm Crisis Simulations (Live)

After Class:
Submit Midterm Crisis Project

Week 7: Forging Change and Innovation
Learning Outcomes:

- Foster innovation in leadership
- Pitch creative solutions to modern sports challenges

Course Roadmap:
Innovation Lab next week

Before Class:
Read: "Innovation in Sports Organizations" article
Watch: Case Study: Athlete-Led Initiatives

This Week in Class:
Tuesday: Innovation Lab: Design New Sports Initiative
Thursday: Present Initiatives + Peer Judging

After Class:
Leadership Lab #6 (Reflect on fostering change)

Week 8: Diversity, Equity, and Inclusion Leadership
Learning Outcomes:

- Lead inclusively and account for diverse identities
- Navigate difficult conversations around identity in sports

Course Roadmap:
Prepare for Inclusion Case Study Debate

Before Class:
Read: "Inclusive Leadership in Athletics"
Watch: Identity and Bias in Sports Organizations

This Week in Class:
Tuesday: Identity Circles Exercise
Thursday: Inclusion Case Study Debate (Athlete Activism)—guest from Buckeye Inclusion

After Class:
Leadership Lab #7 (Reflection on inclusive leadership)

Week 9: Athlete Empowerment and NIL Leadership
Learning Outcomes:

- Understand NIL dynamics and athlete leadership
- Practice negotiation under high-stakes conditions

Course Roadmap:
NIL negotiation simulation prep

Before Class:
Read: NIL and Player Empowerment Overview
Watch: NIL Negotiations

This Week in Class:
Tuesday: Group Strategy Sessions (Player Union vs. Admin)
Thursday: NIL Negotiation Simulation + Debrief

After Class:
Leadership Lab #8 (Insights on leadership and empowerment)

Week 10: SPRING BREAK
No Class

Week 11: Reputation Management and Ethical Courage
Learning Outcomes:

- Manage leadership image and crisis response
- Practice ethical intervention as a leader

Course Roadmap:
Social media strategy and intervention skills

Before Class:
Read: Social Media Crisis Strategy Guide
Watch: Responding to Scandals in Sport Video

This Week in Class:
Tuesday: Design Social Media Crisis Strategies
Thursday: Bystander Intervention Roleplay

After Class:

Leadership Lab #9 (Reflect on standing up under pressure)

Week 12: Global Leadership and Cross-Cultural Skills
Learning Outcomes:
Lead across different cultural contexts
Negotiate across value differences

Course Roadmap:
Prep for negotiation simulation

Before Class:
Read: Global Leadership and Cultural Intelligence
Watch: Cross-Cultural Miscommunications in Sports

This Week in Class:
Tuesday: Cross-Cultural Negotiation
Thursday: Global Team Collaboration Challenge

After Class:
Leadership Lab #10 (Lessons from global leadership)
Submit Final Personal Leadership Philosophy Paper

Week 13: Gender, Race, and Sports Leadership Gaps
Learning Outcomes:
Address structural inequities in sports leadership
Form leadership strategies for inclusivity

Course Roadmap:
Future trends

Before Class:
Read: Gender and Racial Disparities in Sports Leadership
Watch: Interviews with Diverse Athletic Leaders

This Week in Class:
Tuesday: Inclusion Case Study
Thursday: Discuss pathways for equity in leadership

After Class:
Leadership Lab #11 (Equity in leadership action steps)

Week 14: Future of Sports Leadership
Learning Outcomes:
Debate emerging trends shaping leadership
Predict future skills needed in sports leadership

Course Roadmap:
Leadership Philosophy Paper draft due next week

Before Class:
Read: Future Trends in Sports Leadership
Watch: Predicting the Next Era of Sports Management

This Week in Class:
Tuesday: Future Trends
Thursday: Future Trends

After Class:
Leadership Lab #12 (How to prepare for future leadership)

Week 15: Personal Leadership Development
Learning Outcomes:
Articulate a personal leadership philosophy
Reflect on leadership journey

Before Class:
No new readings – focus on leadership philosophy writing

This Week in Class:
Tuesday: Journaling Workshop + Peer Feedback
Thursday: Final Project Prep: Strategy Plan Reviews

Week 16: Final Leadership Showcase
Learning Outcomes:
Present executive leadership strategy
Reflect on leadership development journey

Course Roadmap:
Final Executive Leadership Project submission

This Week in Class:
Tuesday: Final Presentations (Half teams)
Thursday: Final Presentations (Remaining teams) + Class Reflection

After Class:
Submit Final Executive Leadership Project

Week	Theme	Activity	Instructions
1	Orientation + Defining Leadership	Leadership Role-Play: Leader/Follower/Observer	Break into trios: 1 leads a task, 1 follows instructions, 1 observes leadership behaviors. Debrief key differences.
2	Leadership Models and Theories	"Choose Your Theory" Presentations	Assign groups leadership models (Trait, Behavioral, Situational, Transformational). Prepare and present 5-minutes applying to a sports situation.
3	Positive Leadership and Motivation	Motivation Plan Design and Pitch	Create a fictional sports team. Design and pitch a motivation strategy based on Daniel Pink's Drive (Autonomy, Mastery, Purpose).
4	Ethical Leadership and Strategic Thinking	Simulated Ethical Dilemma: Student ADs	Give each group a moral dilemma (e.g., star player cheats, media controversy). Groups develop response frameworks. Present and defend decisions.
5	Communication and Crisis Management	Mock Press Conferences	Prepare crisis communication statements about made-up sports scandals. Practice delivering statements under pressure; classmates act as reporters.
6	Strategic Leadership and Crisis Simulation	Team Crisis Simulation	Groups finalize crisis response plans and present under simulated breaking news conditions. Focus on leadership and adaptability.
7	Forging Change and Innovation	Innovation Lab: New Sports Initiatives	Design a fictional program (e.g., NIL education, mental health advocacy). Short innovation pitches judged by classmates.
8	Inclusion, Diversity, and Equity	Identity Circles Exercise	Create "identity wheels" mapping visible/invisible identities. Discuss how leadership changes when you lead diverse teams.
9	Athlete Empowerment and NIL	NIL Negotiation Simulation	Half the class as athletes' union, half as administration. Negotiate sponsorship terms and playing conditions. Debrief wins and losses.
10	Reputation Management and Media Strategy	Social Media Crisis Strategy Lab	Draft a response plan for a viral player mistake. Plan first tweet, media talking points, 24-hour plan. Teams present communication strategies.
11	Bystander Intervention and Ethical Courage	Bystander Intervention Roleplay	Students act out common sports workplace issues (harassment, unfairness, hazing). Practice safe intervention techniques. Debrief.
12	Global Leadership and Cross-Cultural Collaboration	Cross-Cultural Negotiation Simulation	Two teams from different "cultures" (assigned fake norms/values) negotiate international sports event logistics. Reflect on cultural intelligence.
13	Gender Gap and Race in Sport Leadership	Inclusion Case Study Debate	Debate cases (ex: Becky Hammon coaching NBA, Colin Kaepernick activism). Defend/critique organizational leadership responses.
14	Future Trends in Sports Leadership	Future Trends Debate	In teams, argue whether emerging trends (e.g., AI scouting, athlete activism) will help or hurt sports leadership.
15	Leadership Philosophy and Career Readiness	Journaling Workshop + Peer Review	Begin final Leadership Philosophy Paper. Share drafts with peers for structured feedback.

V. University and School Policies

Statement on academic misconduct

It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term "academic misconduct" includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-48.7 (B)). For additional information, see the Code of Student Conduct.

Resources

During the course of this class and throughout your university career, you may find the following helpful:
- **The Writing Center.** This may be the last time in your life that you have easily accessible, free help available for your writing skills—use it. Being a good writer will give you an advantage in every walk of life, and if you are a Communication major, it is expected. Visit http://cstw.osu.edu/writingcenter to learn more or to schedule an appointment.
- **Strunk & White's The Elements of Style**. If you are uncertain of what constitutes good writing, this classic book is very straightforward and extremely helpful. The advice and direction offered in this book applies to writing in all fields. Find it at the campus bookstore or at a used bookstore for cheap.

Copyright Disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Managing Stress

College can be a stressful time, and I am always here to help you—in this class and beyond. If, however, you feel you need more support, I encourage you to reach out to the Student Advocacy Center at 614.292.1111. They will always work with professors on your behalf.

Student Health

Keeping students healthy and preventing the spread of illness is important to The Ohio State University—and to me. Students are encouraged to stay home if they are sick and may be asked to leave class if they are coughing/sneezing. Students who are sick and cannot attend class must contact me *BEFORE class* to receive class any materials and turn in assignments via the drop box or e-mail. If you do not notify me, your assignment will not be accepted.

Student illness or absence

In the event you must quarantine because of exposure to someone diagnosed with COVID-19 OR you are feeling ill with COVID-19 symptoms, you still will be able to make progress in this class. Please contact your instructor right away, as some accommodations may require extra set-up or planning. The quarantine plan for this course is to join remotely via Zoom. This requires a minimum of 1 hour advance notice for device and room set-up. We will also record the class session and post the recording on Carmen and provide materials for each lesson on Carmen.

If *you* are too ill to participate in this course due to COVID-19 or another illness, please contact the instructor as soon as you are able prior to the next class meeting. All materials will be made available on Carmen. At least 1 hour advance notice is necessary for device and room set-up. Alternate assignments or extensions may be arranged.

Instructor illness or absence

If the *instructor* is quarantined or is experiencing respiratory symptoms but is well enough to teach, the in-person sessions will be moved online to Zoom. You will be notified via email no later than one hour time before class.

If the *instructor* is too ill to teach the course for a period of time, the designated backup for this course will step in. You will be notified via email from the School of Communication.

Campus closure

Should The Ohio State University Columbus Campus move to full online instruction due to closure, please wait for your instructor to message directions on Slack for the next session. Our in-person classes will be moved to Zoom and links to the meetings will be provided.

Mental Health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships,

increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life's Counseling and Consultation Service (CCS) by visiting ccs.osu.edu or calling 614¬-292-¬5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at 614¬-292-¬5766- and 24-hour emergency help is also available 24/7 by dialing 988 to reach the Suicide and Crisis Lifeline.

Diversity

The Ohio State University affirms the importance and value of diversity of people and ideas. We believe in creating equitable research opportunities for all students and to providing programs and curricula that allow our students to understand critical societal challenges from diverse perspectives and aspire to use research to promote sustainable solutions for all. We are committed to maintaining an inclusive community that recognizes and values the inherent worth and dignity of every person; fosters sensitivity, understanding, and mutual respect among all members; and encourages each individual to strive to reach their own potential. The Ohio State University does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, gender, sexual orientation, pregnancy, protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment.

Title IX

Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories (e.g., race). If you or someone you know has been sexually harassed or assaulted, you may find the appropriate resources at http://titleix.osu.edu or by contacting the Ohio State Title IX Coordinator at titleix@osu.edu

Student Academic Services

Arts and Sciences Advising and Academic Services' website provides support for student academic success. Information on advising issues such as tutoring, transfer credits, academic standing, and contact information for Arts and Sciences advisors can be obtained through this website. The site is: http://advising.osu.edu/welcome.shtml

Student Services

The Student Service Center assists with financial aid matters, tuition and fee payments. Please see their site at: http://ssc.osu.edu

Religious accommodations

Ohio State has had a longstanding practice of making reasonable academic accommodations for students' religious beliefs and practices in accordance with applicable law. In 2023, Ohio State updated its practice to align with new state legislation. Under this new provision, students must be in early communication with their instructors regarding any known accommodation requests for religious beliefs and practices, providing notice of specific dates for which they request alternative accommodations within 14 days after the first instructional day of the course. Instructors in turn shall not question the sincerity of a student's religious or spiritual belief system in reviewing such requests and shall keep requests for accommodations confidential.

With sufficient notice, instructors will provide students with reasonable alternative accommodations with regard to examinations and other academic requirements with respect to students' sincerely held religious beliefs and practices by allowing up to three absences each semester for the student to attend or participate in religious activities. Examples of religious accommodations can include, but are not limited to, rescheduling an exam, altering the time of a student's presentation, allowing make-up assignments to substitute for missed class work, or flexibility in due dates or research responsibilities. If concerns arise about a requested accommodation, instructors are to consult their tenure initiating unit head for assistance.

A student's request for time off shall be provided if the student's sincerely held religious belief or practice severely affects the student's ability to take an exam or meet an academic requirement and the student has notified their instructor, in writing during the first 14 days after the course begins, of the date of each absence. Although students are required to provide notice within the first 14 days after a course begins, instructors are strongly encouraged to work with the student to provide a reasonable accommodation if a request is made outside the notice period. A student may not be penalized for an absence approved under this policy.

If students have questions or disputes related to academic accommodations, they should contact their course instructor,

and then their department or college office. For questions or to report discrimination or harassment based on religion, individuals should contact the Civil Rights Compliance Office. **Civil Rights Compliance Office**. **(Policy: Religious Holidays, Holy Days and Observances**)

Creating an Environment Free from Harassment, Discrimination, and Sexual Misconduct

The Ohio State University is committed to building and maintaining a community to reflect diversity and to improve opportunities for all. All Buckeyes have the right to be free from harassment, discrimination, and sexual misconduct. Ohio State does not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy (childbirth, false pregnancy, termination of pregnancy, or recovery therefrom), race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment. Members of the university community also have the right to be free from all forms of sexual misconduct: sexual harassment, sexual assault, relationship violence, stalking, and sexual exploitation.

To report harassment, discrimination, sexual misconduct, or retaliation and/or seek confidential and non-confidential resources and supportive measures, contact the Office of Institutional Equity:

1. Online reporting form at equity.osu.edu,
2. Call 614-247-5838 or TTY 614-688-8605,
3. Or Email equity@osu.edu

The university is committed to stopping sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. All university employees have reporting responsibilities to the Office of Institutional Equity to ensure the university can take appropriate action:

All university employees, except those exempted by legal privilege of confidentiality or expressly identified as a confidential reporter, have an obligation to report incidents of sexual assault immediately.

The following employees have an obligation to report all other forms of sexual misconduct as soon as practicable but at most within five workdays of becoming aware of such information: 1. Any human resource professional (HRP); 2. Anyone who supervises faculty, staff, students, or volunteers; 3. Chair/director; and 4. Faculty member.

Food Insecurity

Food Security (https://www.buckeyefoodalliance.org/, 614-688-2508). The Ohio State University is committed to ensuring that all students have access to adequate and healthy food. Any undergraduate or graduate student with a BuckID may confidentially use the Buckeye Food Alliance food pantries. No proof of need is required. The pantry is located in Lincoln Tower, Suite 150 (1800 Cannon Dr., Columbus, OH 43210). Check the website or call for current hours.

Academic Misconduct

It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term "academic misconduct" includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct http://studentlife.osu.edu/csc/

Accessibility accommodations for students with disabilities

The university strives to maintain a healthy and accessible environment to support student learning in and out of the classroom. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion.

If you are ill and need to miss class, including if you are staying home and away from others while experiencing symptoms of a viral infection or fever, please let me know

immediately. In cases where illness interacts with an underlying medical condition, please consult with Student Life Disability Services to request reasonable accommodations. You can connect with them at slds@osu.edu; 614-292-3307; or slds.osu.edu.

Course Number	Course Title	Map G1 History & Theory	Map G2 Ethical Issues	Map G3 Diverse World	Map G4 Practice	Map G5 Context
ACCAD 5100	Media				Advanced	Advanced
AFAMAST 2201	African Studies		Intermediate	Intermediate		Intermediate
AFAMAST 2218	Black Urban Experience		Intermediate	Intermediate		Intermediate
AFAMAST 2275	Blackness and the Politics of Sports		Intermediate	Intermediate		Intermediate
AFAMAST 2281	Literature		Intermediate	Intermediate		Intermediate
AFAMAST 3080	Slavery in the United States		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST 3083	Civil Rights and Black Power Movements	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST 3084	Citizens Behind Bars: Black Leadership and the Politics of Liberation in African					
AFAMAST 3086	Black Women in Slavery and Freedom	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST 3230	Black Women: Culture and Politics		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST 3260	Global Black Cultural Movements		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST 3310	Diaspora		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST 3440	Theorizing Race		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
AFAMAST 3450	The Art and Politics of Hip-Hop		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST 4504	Black Politics	Advanced		Advanced	Advanced	Advanced
AFAMAST 4610	African Americans and the Law	Advanced	Advanced	Advanced		Advanced
AFAMAST 4921	Difference		Advanced	Advanced		
AFAMAST 5240	States	Advanced	Advanced	Advanced		Advanced
AFAMAST 5650	Medicine	Advanced	Advanced	Advanced		Advanced
AIRSCI 2101	Team and Leadership Fundamentals I	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
AIRSCI 2102	Team and Leadership Fundamentals II	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
AIRSCI 3101	Communication I	Upper Intermediate	Advanced	Advanced	Advanced	Upper Intermediate
AIRSCI 3102	Communication II	Upper Intermediate	Advanced	Advanced	Advanced	Upper Intermediate
AIRSCI 4101	Active Duty I	Advanced	Upper Intermediate	Upper Intermediate	Intermediate	Upper Intermediate
AIRSCI 4102	Active Duty II	Advanced	Upper Intermediate	Upper Intermediate	Intermediate	Upper Intermediate
ANTHROP 3302	Introduction to Medical Anthropology		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP 3340	The Anthropology of Mental Health		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP 3597.01	Global Issues		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP 3597.02	Women, Culture, and Development		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP 3623	Environmental Anthropology		Upper Intermediate	Upper Intermediate		Intermediate

ANTHROP 5505	Wicked Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ANTHROP 5510	Interdisciplinary Team Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ANTHROP 5601	The Anthropology of Sex, Drugs, and HIV		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP 5602	Women's Health in Global Perspective		Upper Intermediate	Upper Intermediate		Intermediate
ART 2200	Real and Recorded Time	Beginner	Beginner	Intermediate	intermediate	Intermediate
ART 2300	Two-Dimensional Studies	Beginner	Beginner	Intermediate	intermediate	Intermediate
ART 2400	3-Dimensional Art	Beginner	Beginner	Intermediate	intermediate	Intermediate
ART 3008	Artists as Leaders and Engaged Citizens	Upper Intermediate	Upper Intermediate	Upper Intermediate	upper intermediate	Upper Intermediate
ARTEDUC 3680	Issues in the 21st Century		Intermediate	Intermediate	Intermediate	Intermediate
ARTEDUC 3681	Managing Non-profit Arts Organizations: Balancing Continuity & Change		Intermediate	Intermediate	Intermediate	Intermediate
ARTEDUC 5670	Public Policy and the Arts		Advanced	Advanced	Advanced	Advanced
ARTEDUC 5671	Nonprofit Arts		Advanced	Advanced	Advanced	Advanced
ARTEDUC 5674	The Creative Sector and Creative Cities		Advanced	Advanced	Advanced	Advanced
ARTEDUC 5675	International Cultural Relations		Advanced	Advanced	Advanced	Advanced
ARTEDUC 5682	and Board Leadership		Advanced	Advanced	Advanced	Advanced
ARTEDUC 5683	Passion		Advanced	Advanced	Advanced	Advanced
ARTEDUC 5687	The Social World of the Arts		Advanced	Advanced	Advanced	Advanced
ARTEDUC 5688	Marketing, Communications, & Social Media in Nonprofit Arts Institutions		Advanced	Advanced	Advanced	Advanced
ARTSSCI 3xxx	Sports Leadership	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ARTSSCI 2400	Conversations on Morality, Politics, and Society	Intermediate	Intermediate	Intermediate		Intermediate
ARTSSCI 3192	Leadership Experiential Learning					
ARTSSCI 4676	Senior Capstone Seminar	Advanced	Advanced	Advanced	Advanced	Advanced
CLAS 2206	Ancient World					
CLAS 3210	Thought		Upper Intermediate	Upper Intermediate		
CLAS 3301	Rome	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
CLAS 3302	Citizenship in Democratic Athens	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM 2110	Principles of Effective Public Speaking		Intermediate		Intermediate	Intermediate
COMM 2131	Business and Professional Speaking		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM 2331	Strategic Communication Principles		Intermediate	Intermediate	Intermediate	Intermediate
COMM 2367	Persuasive Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate

Course	Title					
COMM 2850	Media and Citizenship		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM 3325	Communication		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM 3332	Risk Communication			Advanced	Advanced	Advanced
COMM 3333	Crisis Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM 3340	Principles of Environmental Campaigns				Advanced	Advanced
COMM 3404	Media Law and Ethics		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM 3415	Sports, Mass Media & Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM 3440	Mass Communication and Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM 3442	Media		Advanced	Advanced		Advanced
COMM 3444	Advertising and Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM 3554	Technology		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM 3558	Social Media		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM 3597.01	Communication		Advanced	Advanced	Advanced	Advanced
COMM 3597.02	Media and Terrorism		Advanced	Advanced		Advanced
COMM 3620	Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM 3668	Intercultural Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM 4556	Organizational Communication		Advanced	Advanced		Advanced
COMM 4635	Communication Dynamics in Groups			Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM 4736	Contexts			Advanced	Advanced	Advanced
COMM 4737	Mediated Contexts			Advanced	Advanced	Advanced
COMM 4814	Political Communication	Upper Intermediate	Upper Intermediate			Upper Intermediate
COMPSTD 2340	Technology					Beginner
COMPSTD 2341	Technology, Science, and Society					Beginner
COMPSTD 2367.04	Cultur					Beginner
COMPSTD 3501	Humanitarianism in Question					Intermediate
COMPSTD 4597.01	Technology					Upper Intermediate
COMPSTD 4845	Gender, Sexuality, and Science		Advanced	Advanced		Advanced
COMPSTD 4921	Difference		Advanced	Advanced		
DANCE 5500	Anti-Racism in the Performing Arts	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
DANCE 5505S	Engaged Arts Partnerships		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
DESIGN 2700	Introduction to Design Practice				Beginner	Beginner
DESIGN 3105	Exploring Design Thinking		Beginner		Beginner	Beginner

Code	Title					
DESIGN 3305	Visualization as Thinking		Beginner		Intermediate	Intermediate
DESIGN 3505	Presentation as Thinking		Beginner		Upper Intermediate	Intermediate
EARTHSC 2122	Earth		Beginner			Beginner
EARTHSC 2155	Energy and Environment		Beginner			Beginner
EARTHSC 2203	Environmental Geoscience		Beginner			Beginner
EARTHSC 2204	Exploring Water Issues		Beginner			Beginner
EARTHSC 2210	Energy, Mineral Resources, and Society		Beginner			Beginner
EARTHSC 2911	Impacts, and Mitigation		Beginner	Intermediate		Intermediate
EARTHSC 3411	Water Security for the 21st Century		Beginner			Beginner
EARTHSC 3530	Learning From Disasters: Extreme Events and Their Impact on Infrastructure,	Beginner	Beginner		Beginner	Beginner
EARTHSC 5663	Earth System			Upper Intermediate	Upper Intermediate	Intermediate
ECON 2001.01	Principles of Microeconomics	Beginner	Beginner	Beginner	Beginner	Beginner
ECON 4001	Intermediate Microeconomic Theory	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ECON 4130	Historical Perspective	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ECON 4140	Economic History of the Americas	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ECON 4400	Elementary Econometrics				Advanced	Advanced
ECON 4700	Government and Business	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
EDUTL 5005	Education			Advanced		Advanced
EDUTL 5700	Training in Informal Science Outreach					Advanced
EEOB 2410	Biological Invasions: The Ecology and Evolution of Species Introductions		Upper Intermediate		Upper Intermediate	Upper Intermediate
EEOB 2911	Impacts, and Mitigation		Beginner	Intermediate		Intermediate
EEOB 4410	Application of ecology, population genetics, and biogeography to the study and conservation of biodiversity,		Advanced		Advanced	Advanced
EEOB 5320	Society and Evolution		Intermediate		Beginner	Upper Intermediate
EEOB 5505	Wicked Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
EEOB 5510	Interdisciplinary Team Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ENGLISH 2276	Arts of Persuasion		Intermediate			
ENGLISH 2281	Literature		intermediate	intermediate		Intermediate
ENGLISH 2282	Introduction to Queer Studies		Intermediate	Intermediate		
ENGLISH 2367.06	Writing about Disability		Intermediate	Intermediate	intermediate	

Course	Title					
ENGLISH 2367.07S	Literacy Narratives of Black Columbus		Intermediate	Intermediate	intermediate	
ENGLISH 2581	and Cultures		Intermediate	Intermediate		
ENGLISH 3031	Wellness		Upper Intermediate	Upper Intermediate		
ENGLISH 3304	Business and Professional Writing	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	
ENGLISH 3305	Technical Writing				Upper Intermediate	
ENGLISH 3360	Ecopoetics		upper intermediate			
ENGLISH 3361	Narrative and Medicine	Upper Intermediate	Upper Intermediate			
ENGLISH 3395	Literature and Leadership	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	
ENGLISH 4321	Media		Advanced	Advanced		
ENGLISH 4575	Themes		Advanced	Advanced		
ENGLISH 4580	Cultures		Advanced	Advanced		
ENGLISH 4581	Special Topics in U.S. Ethnic Literatures		Advanced	Advanced		
ENGLISH 4582	Literature		Advanced	Advanced		
ENGLISH 4586	and Culture		Advanced	Advanced		
ENGLISH 4587	Culture		Advanced	Advanced		
ENGLISH 4588	Culture		Advanced	Advanced		
ENGLISH 4597.01	Contemporary World		Advanced	Advanced	Advanced	
ESEPOL 3312	Conflict, Voice, and Power in Public Education			Advanced	Advanced	Advanced
ESEPOL 5217	Comparative Perspective on Education, Globalization, and National		Advanced	Advanced		Advanced
ESHESA 2570	Team and Organizational Leadership				Intermediate	Intermediate
ESHESA 2571S	Leadership in Community Service	Intermediate			Intermediate	Intermediate
ESHESA 2572	in Learning Organizations	Intermediate			Intermediate	Intermediate
ESHESA 2575	Training	Intermediate			Intermediate	Intermediate
ESHESA 2577	Diversity and Social Justice in Leadership	Intermediate	Intermediate	Intermediate		Intermediate
ESHESA 3221	Innovation and Leadership	Upper Intermediate			Upper Intermediate	Upper Intermediate
ESHESA 3573	Organizations	Upper Intermediate			Upper Intermediate	Upper Intermediate
ESLTECH 4270	based Programming				Advanced	Advanced
ESPHE 3206	School and Society				Upper Intermediate	Upper Intermediate
ESPHE 3410	Philosophy of Education	Upper Intermediate				Upper Intermediate
ESPHE 4403	Teaching		Advanced		Advanced	Advanced
ESPHE 5440	Education, and Citizenship		Advanced	Advanced	Advanced	Advanced

Code	Course					
ESWDE 5672	Lifelong Learning in the Adult Years				Advanced	Advanced
FRIT 3054	The 21st-Century Skill: Intercultural Competence for Global Citizenship		Intermediate	Intermediate	Intermediate	Intermediate
GEOG 2400.01	Economic and Social Geography		Intermediate	Intermediate		Intermediate
GEOG 2400.02	Research-Focused		Intermediate	Intermediate		Intermediate
GEOG 2500	Cities and their Global Spaces		Intermediate	Intermediate		Intermediate
GEOG 2750	World Regional Geography		Intermediate	Intermediate		Intermediate
GEOG 2800	Our Global Environment		Intermediate			Intermediate
GEOG 3597.01	World Urbanization		Intermediate	Intermediate		Intermediate
GEOG 3597.03	Climate Justice		Upper Intermediate	Upper Intermediate		
GEOG 3600	Space, Power and Political Geography		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG 3701	The Making of the Modern World		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG 3800	Environment and Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG 3801	Political Ecology		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG 3900	Consequences		Upper Intermediate			Upper Intermediate
GEOG 5200	Cartography and Map Design					Upper Intermediate
GEOG 5502	City		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG 5700	Geography of Development		Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 2010	History of American Capitalism	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2015	History of American Criminal Justice	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2040	History of Agriculture and Rural America	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2080	African American History to 1877	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2081	African American History from 1877	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2120	Modern Latin America	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2350	Islam, Politics, and Society in History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2453	History of Zionism and Modern Israel	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2500	20th Century International History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2550	History of War	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2650	The World since 1914	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2700	Global Environmental History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2701	History of Technology	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2702	Food in World History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY 2703	Disease	Intermediate	Intermediate	Intermediate		Intermediate

HISTORY 2704	Water: A Human History	Intermediate	Intermediate	Intermediate	Intermediate
HISTORY 2705	Society	Intermediate	Intermediate	Intermediate	Intermediate
HISTORY 2710	History of the Car	Intermediate	Intermediate	Intermediate	Intermediate
HISTORY 2711	History of Nuclear Energy	Intermediate	Intermediate	Intermediate	Intermediate
HISTORY 2752	Social Reform Movements in U.S. History	Intermediate	Intermediate	Intermediate	Intermediate
HISTORY 2911	Impacts, and Mitigation		Beginner	Intermediate	Intermediate
HISTORY 3003	American Presidential Elections	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3005	American Society to 1877	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3006	American Society since 1877	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3011	Nation	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3030	History of Ohio	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3041	American Labor History	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3070	Native American History from European Contact to Removal, 1560-1820	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3071	the Present	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3080	Slavery in the United States		Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3082	Era	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3083	Civil Rights and Black Power Movements	Upper Intermediate	Upper Intermediate	Intermediate	Intermediate
HISTORY 3084	Citizens Behind Bars: Black Leadership and the Politics of Liberation in African				
HISTORY 3086	Black Women in Slavery and Freedom	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3220	The Rise of the Roman Republic	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3254	Curtain to Fortress Europe	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3270	History of World War I	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3314	From Rubber to Coltan: A Long History of Violence and Exploitation in Central	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3352	World	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3405	Contemporary China 1921-2000	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3501	U.S. Diplomacy, 1920-Present	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3550	War in World History, 500-1650	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3551	War in World History, 1651-1899	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3552	Present	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3560	American Military History, 1607-1902	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate

Course	Title					
HISTORY 3561	History: 1902 to the Present	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3575	The Korean War	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3580	The Vietnam War	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3590	Wars of Empire and Decolonization	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3620	Lesbian, Gay, Bisexual, and Transgender History in the United States, 1940-	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3675	How to Stage a Revolution	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3676	Leadership in History	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3680	Perspective	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3700	American Environmental History	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3701	History of American Medicine	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3704	HIV: From Microbiology to Macrohistory	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY 3706	Coca-Cola Globalization: The History of American Business and Global	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3708	Vaccines: A Global History	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3711	Copernicus to Newton	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3712	Newton to Hawking	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3724	History of the Arctic	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY 3798.02	The U.S., Europe, and the Second World War: Intersections in 20th Century	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HW 2102	& Well-being			Beginner	Beginner	Beginner
INTSTDS 2500	Introduction to Development Studies					Beginner
INTSTDS 2800	Introduction to Peace Studies					Beginner
INTSTDS 3700	Introduction to Intelligence					Upper Intermediate
INTSTDS 3701	Introduction to Homeland Security					Upper Intermediate
INTSTDS 3702	Management					Upper Intermediate
INTSTDS 3703	Ethical Issues in the Information Age					Upper Intermediate
INTSTDS 3850	Introduction to Globalization					Upper Intermediate
INTSTDS 4550	Bioterrorism: An Overview					Advanced
INTSTDS 4700	Terror and Terrorism					Advanced
INTSTDS 4701	Weapons of Mass Destruction					Advanced
KNSISM 2210	History of Sport in 19th Century America					Intermediate

Code	Title					
KNSISM 2211	History of Sport in 20th Century America					Intermediate
KNSISM 4245	Industry	Advanced			Advanced	Advanced
KNSISM 4615	Sport and Social Values	Advanced	Advanced	Advanced		Advanced
KNSISM 5630	Recreational Sport Leadership	Advanced			Advanced	Advanced
LING 3601	Language, Race, and Ethnicity in the U.S.		Beginner	Beginner		
LING 3605	Language and Social Justice		Intermediate	Intermediate		
LING 3606	Language, Gender, and Sexuality		Beginner	Beginner		
LING 3803	Ethics of Language Technology		Intermediate	Intermediate		
LING 4602	Language and Belonging in the U.S.		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
LING 5700	Training in Informal Science Outreach					Advanced
MATH 2010S	Society: Hidden Figures		Intermediate	Intermediate		Intermediate
MATH 3618	Theory of Interest				Upper Intermediate	Upper Intermediate
MICRBIO 3704	HIV: From Microbiology to Macrohistory	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
MILSCI 2001	Leadership and Decision Making	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
MILSCI 2002	Army Doctrine and Team Development	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
MILSCI 3001	Warfighting Functions	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
MILSCI 3002	Operations	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
MILSCI 4001	The Army Officer	Advanced	Advanced	Advanced	Advanced	Advanced
MILSCI 4002	Company Grade Leadership	Advanced	Advanced	Advanced	Advanced	Advanced
MUSIC 3364	and Engagement in Sound	Beginner	Beginner	Beginner	Beginner	Beginner
NAVALSCI 3510	Evolution of Warfare		Intermediate	Upper Intermediate		Upper Intermediate
NAVALSCI 4110	Leadership and Management	Beginner	Upper Intermediate		Advanced	
NAVALSCI 4210	Leadership and Ethics		Upper Intermediate		Advanced	
NAVALSCI 4520	Fundamentals of Maneuver Warfare		Intermediate	Upper Intermediate		Upper Intermediate
NURSING 3798	Nursing Study Tour Cyprus	Intermediate		Beginner		Intermediate
PHILOS 2332	World	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS 2338	World	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS 2340	The Future of Humanity	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS 2342	Environmental Ethics		Intermediate			Intermediate
PHILOS 2344	Human Flourishing in a Global Society	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS 2390	Ethics and Leadership in a Diverse World	Beginner	Intermediate	Intermediate	Intermediate	
PHILOS 2400	Political and Social Philosophy	Beginner	Intermediate	Intermediate	Intermediate	Intermediate

Course	Title					
PHILOS 2456	Philosophy of Sport		Beginner	Beginner	Intermediate	Intermediate
PHILOS 2540	Rational Choice					Intermediate
PHILOS 2650	Science					Intermediate
PHILOS 3341H	Ethical Conflicts in Health Care					
	Research, Policy, and Practice	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
PHILOS 3410	Philosophical Problems in the Law		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
PHILOS 3420	Gender		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
PHILOS 3440	Theorizing Race		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
PHILOS 5300	Advanced Moral Philosophy		Advanced		Advanced	
PHILOS 5400	Advanced Political and Social Philosophy		Advanced	Advanced	Advanced	Advanced
PHILOS 5420	Philosophical Topics in Feminist Theory		Advanced	Advanced	Advanced	Advanced
PHILOS 5440	Education, and Citizenship		Advanced	Advanced	Advanced	Advanced
PHYSICS 2100	Presidents					
PHYSICS 2367	Society				Upper Intermediate	Upper Intermediate
POLITSC 2120	Health	Beginner	Beginner	Beginner	Beginner	Intermediate
POLITSC 2150	Voters and Elections	Intermediate	Intermediate			Intermediate
POLITSC 2300	American Foreign Policy	Intermediate	Intermediate			Intermediate
POLITSC 3115	Introduction to the Policy Process	Intermediate			Intermediate	Intermediate
POLITSC 3225	Post-Conflict Reconstruction				Intermediate	Intermediate
POLITSC 3240	Political Violence	Intermediate	Intermediate			Intermediate
POLITSC 3245	Countering Violent Extremism	Advanced	Intermediate	Intermediate	Upper Advanced	Intermediate
POLITSC 3280	Politics of Markets			Intermediate	Intermediate	Intermediate
POLITSC 3290	Comparative Public Policy		Intermediate	Intermediate		Intermediate
POLITSC 3310	Defense Policy and National Security	Advanced	Advanced		Advanced	
POLITSC 3380	Economic Relations	Intermediate	Intermediate	Upper Intermediate	Intermediate	Upper Intermediate
POLITSC 3420	Political Theories of Democracy		Intermediate			
POLITSC 3430	Political Theories of Freedom		Intermediate			
POLITSC 3440	Political Theories of Justice		Intermediate	Intermediate		
POLITSC 3450	Ethics and Public Policy		Advanced		Upper Intermediate	
POLITSC 3460	Global Justice		Advanced	Advanced	Advanced	Upper Intermediate
POLITSC 3500	and the Study of Politics				Upper Intermediate	Upper Intermediate
POLITSC 3780H	Data Literacy and Data Visualization				Intermediate	
POLITSC 3785	Behavioral Sciences				Intermediate	

Code	Course	Col1	Col2	Col3	Col4	Col5
POLITSC 3910	Identity Politics	Upper Intermediate		Upper Intermediate		Intermediate
POLITSC 3912	Political Leadership	Advanced			Advanced	Advanced
POLITSC 4110	The American Presidency	Advanced			Advanced	Advanced
POLITSC 4115	Bureaucracy and Public Policy				Advanced	Advanced
POLITSC 4120	U.S. Congress				Advanced	Advanced
POLITSC 4123	Political Crisis and Reform	Advanced	Advanced	Advanced		Advanced
POLITSC 4125	American State Politics	Intermediate				Advanced
POLITSC 4127	Governing Urban America	Intermediate		Upper Intermediate		Advanced
POLITSC 4130	Law and Politics	Intermediate		Upper Intermediate		Advanced
POLITSC 4131	American Supreme Court	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4132H	Supreme Court Decision Making	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4135	American Constitutional Law	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4136	Civil Liberties	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4137	The Politics of Legal Decision-Making			Advanced	Advanced	Advanced
POLITSC 4138	Women and the Law		Advanced	Advanced	Advanced	Advanced
POLITSC 4140	Black Politics	Advanced		Advanced	Advanced	Advanced
POLITSC 4143	Race, Ethnicity, and American Politics	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4150	American Political Parties	Advanced			Advanced	Advanced
POLITSC 4152	Campaign Politics				Advanced	Advanced
POLITSC 4160	Public Opinion				Advanced	Advanced
POLITSC 4164	Behavior				Advanced	Advanced
POLITSC 4165	Media and American Politics	Advanced	Advanced		Advanced	Advanced
POLITSC 4170	Gender and Politics			Advanced	Advanced	Advanced
POLITSC 4175	Women, Government, and Public Policy			Advanced	Advanced	Advanced
POLITSC 4200	Politics of Modern Democracies			Advanced	Advanced	Advanced
POLITSC 4249	Conflict	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4282	The Politics of Income Inequality	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4285	State	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4300	Theories of International Relations	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4305	International Theory	Advanced				Advanced
POLITSC 4310	Security Policy		Advanced	Advanced	Advanced	Advanced
POLITSC 4315	War	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4318	The Politics of International Terrorism	Advanced	Advanced	Advanced	Advanced	Advanced

Course	Title	Col1	Col2	Col3	Col4	Col5
POLITSC 4320	Strategies for War and Peace	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4326	Russian Foreign Policy	Advanced		Advanced	Advanced	Advanced
POLITSC 4327	Politics in the Middle East	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4330	Global Governance	Advanced		Advanced	Advanced	Advanced
POLITSC 4331	The United Nations System	Advanced		Advanced	Advanced	Advanced
POLITSC 4332	Politics of Globalization	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4335	International Environmental Politics		Advanced	Advanced	Advanced	Advanced
POLITSC 4381	Economy		Advanced	Advanced	Advanced	Advanced
POLITSC 4385	Conflict				Advanced	Advanced
POLITSC 4420H	Debating Democracy	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4455	Human Rights	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4465	Feminist Political Theory	Advanced	Advanced	Advanced		Advanced
POLITSC 4553H	Game Theory for Political Scientists				Advanced	
POLITSC 4597.02H	World		Advanced	Advanced	Advanced	Advanced
POLITSC 4597.03	Contemporary World	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC 4781	Data Analysis in Political Science I				Advanced	
POLITSC 4782	Data Analysis in Political Science II				Advanced	
POLITSC 4784	Politics				Advanced	
POLITSC 4940	The Politics of Immigration	Advanced	Advanced	Advanced	Advanced	Advanced
PSYCH 2311	Psychology of Motivation					Beginning
PSYCH 2376	Interpersonal Relationships		Intermediate	Upper Intermediate	Intermediate	
PSYCH 2420	Psychology Applied to Sport			Beginning		
PSYCH 2500	the Wild		Beginning	Intermediate	Beginning	
PSYCH 3325	Introduction to Social Psychology		Intermediate	Upper Intermediate	Intermediate	
PSYCH 3375	Stereotyping and Prejudice		Intermediate	Upper Intermediate	Intermediate	
PSYCH 3522	Organizational Psychology	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
PSYCH 3530	Theories of Personality	Beginning				Intermediate
PSYCH 5700	Training in Informal Science Outreach					Advanced
PUBHEHS 3310	Health	Intermediate	Intermediate	Intermediate	Beginner	
PUBHEHS 3320	Risk Assessment		Beginner		Beginner	
PUBHEHS 5325	Science	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
PUBHEPI 2410	Epidemiology in Public Health		Intermediate	Intermediate	Intermediate	
PUBHHBP 3510	Role of Behavior in Public Health		Intermediate	Adv Intermediate	Intermediate	

Course	Title					
PUBHHMP 3610	Care		Beginner	Adv Intermediate		
PUBHLTH 2010	Critical Issues in Global Public Health		Intermediate	Adv Intermediate	Intermediate	
PUBHLTH 5015	Public Health Data Analytics I		Intermediate		Intermediate	
RUSSIAN 3350	Russian Culture and Politics	Upper Intermediate				Upper Intermediate
RUSSIAN 3355.99	Deconstructing Myths		Upper Intermediate			Upper Intermediate
SLAVIC 2365.01	and Eastern Europe		Intermediate			Intermediate
SLAVIC 2995.99	Race and Gender in Eastern Europe and the US: A Transatlantic Comparison		Intermediate	Intermediate		Intermediate
SLAVIC 3320	Queer Comrades: Sexual Citizenship and LGBTQ Lives in Eastern Europe	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
SLAVIC 3340	in America	Upper Intermediate		Upper Intermediate		Upper Intermediate
SLAVIC 4597	Politics of Language in Southeast Europe			Advanced		Advanced
SLAVIC 5450	Representations		Advanced	Advanced		Advanced
SOCIOL 2345	The Social Structure of American Society		Beginner	Beginner		Beginner
SOCIOL 2368	Urban Social Problems		Beginner	Beginner		Beginner
SOCIOL 2463	Gender		Beginner	Beginner		Beginner
SOCIOL 3200	Sociology of Immigration		Intermediate	Intermediate		Intermediate
SOCIOL 3306	Sociology of Poverty		Intermediate	Intermediate		Intermediate
SOCIOL 3380	Racial and Ethnic Relations in America		Intermediate	Intermediate		Intermediate
SOCIOL 3464	Work, Employment, and Society		Intermediate	Intermediate		Intermediate
SOCIOL 3597.01	World Problems in Global Context		Intermediate	Intermediate		Intermediate
SOCIOL 4655	Sociology of Sport					Advanced
SPANISH 3005	Spanish				Intermediate	Intermediate
THEATRE 2811	The Craft of Acting					Beginner
THEATRE 3921S	Creation of Outreach Theatre					Upper Intermediate
THEATRE 4921S	Theatre					Intermediate
THEATRE 5922S	Shakespeare and Autism					Upper Intermediate
WGSST 2325	Health and Inequality		Intermediate	Intermediate		Intermediate
WGSST 2326S	Service Learning		Intermediate	Intermediate		Intermediate
WGSST 2400	Higher Power: Feminisms & Religion		Intermediate	Intermediate		Intermediate
WGSST 3084	Citizens Behind Bars: Black Leadership and the Politics of Liberation in African					

WGSST 3200	Gender Justice		Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST 3300.01S	the US		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
WGSST 3302	Gender, War & Peacebuilding	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST 3306	Gender, Media, and New Technologies		Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST 3370	Sexualities and Citizenship	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST 3385	Women in Political Leadership Internship	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
WGSST 3505	Transnational Feminisms	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST 3530	Women, Environment and Development	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST 4189.01S	Reproductive Rights and Justice	Advanced	Advanced	Advanced	Advanced	Advanced
WGSST 4402	Politics, and Power	Advanced	Advanced	Advanced		Advanced
WGSST 4403	Gender, Race & Leadership	Advanced	Advanced	Advanced	Advanced	Advanced
WGSST 4404	Economies		Advanced	Advanced		Advanced
WGSST 4465	Feminist Political Theory	Advanced	Advanced	Advanced		Advanced
WGSST 4513	Women, Government, and Public Policy			Advanced	Advanced	Advanced
WGSST 4520	Women of Color and Social Activism	Advanced	Advanced	Advanced		Advanced
WGSST 4524	Labor		Advanced	Advanced		Advanced
WGSST 4525	from Inequality		Advanced	Advanced		Advanced
WGSST 4597	Contemporary World	Advanced	Advanced	Advanced	Advanced	Advanced
WGSST 4845	Gender, Sexuality, and Science		Advanced	Advanced		Advanced
WGSST 4921	Difference		Advanced	Advanced		Advanced
WGSST 5450	Representations		Advanced	Advanced		Advanced