

The Pennsylvania State University
Women's Leadership Initiative: Concepts and Competencies
HHD 497B, Section 001
2 credit hours
Times and locations as indicated
Spring Semester, 2012

Instructors:

Dr. Abigail Diehl
Assistant Dean for Alumni and College Relations
and Leadership Initiatives
College of Health and Human Development
Office Location: 215 Henderson Building
Mail: 201 Henderson Building
Phone: 814-863-2207
Email: abbyd@psu.edu

Ms. Darlene Clark
Curriculum Adviser
Women's Leadership Initiative
Office Location: 205B HHD East Building
Phone: 814-863-2234
Email: dac128@psu.edu

Additional Contacts:

Ms. Pamela Baier
Assistant to the Director
Mail address: 201 Henderson Building
Office location: 215 Henderson
814-863-0546
Email: pab38@psu.edu

Notes:

- **Please use your Penn State e-mail address for all communications in this course.**
- **Most assignments are submitted through a drop box in ANGEL.**
- **For dress code: see page 9**

Required Text: Northouse, P. G. (2010). *Leadership: Theory and Practice, Fifth Edition*. Sage.

Course Description:

This course is designed to help you acquire the knowledge, attributes, skills, practices, and resources necessary to achieve your leadership potential. The course will include self-assessment; self-leadership development; and exploration of leadership philosophy, traits and styles within diverse cultures and contexts.

You will emerge from this experience with an enhanced knowledge of your own leadership capacity; an ability to identify and analyze the leadership styles exhibited by others; an expanded network of peer advisors, colleagues and mentors who will contribute to your leadership development; and a clearer understanding of leadership in diverse cultures and contexts. Come prepared to participate, interact individually and in groups, and enjoy the process of learning about leadership development.

Course Themes:

1. Developing Knowledge of Self and Others
2. Defining Leadership
3. Developing Leadership Skills
4. Practicing Leadership

Course Objectives:

Upon completion of this course, you will be able to

1. Identify characteristics of an effective leader
2. Give examples of leadership styles and critique the advantages and disadvantages of each and the contexts in which they might be effective
3. Observe and evaluate models of leadership in real-life situations
4. Explain the contributions of diversity to leadership and change
5. Describe personal/individual leadership strengths
6. Construct a personal philosophy of leadership
7. Create a plan for continued leadership development

Course Schedule:

Pre-Class Assignments:

1. Take the Skills Inventory Questionnaire and the Style Approach Questionnaire on ANGEL (due January 26)
2. Read chapter 3 (Skills Approach) and chapter 4 (Style Approach) of the text (due January 27)
3. My Leadership Philosophy. On one, double-spaced page, articulate your Leadership Philosophy. You will be asked to refine your Leadership Philosophy four times during the semester using the “track changes” function in Microsoft Word.

Friday, January 27: WLI Session #1 (required)

Concept: Practicing Leadership
Topics: Interviewing skills
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:30-8:30 p.m.

2:30 p.m. Interviewing skills
Marja Verbeeten

3:30 Mock interviews – 30 minutes per student
Before and after your interview, please prepare two (2) panel questions for “Leadership and Philanthropy,” two (2) questions for “Ethical Leadership,” two (2) questions for “Issues Facing Young Leaders,” and two questions for “Men’s Perspectives on Leadership.” Submit the eight (8) questions prior by the end of this session.

5:30 p.m. Dinner

6:00 p.m. Star Power
Gina Hurny, Program Director, Leadership Development, Office of Student Affairs

7:30 p.m. Discussion of Skills Inventory and Style Approach Questionnaires

8:00 p.m. Summary and Adjournment

Assignments:

- Submit Class Participation Score to ANGEL (due January 30)
- Submit Service Learning Participation Score to ANGEL (due January 30)
- Submit Reflection Seven on Developing Leadership Skills to ANGEL (due January 30)
- Refine your Leadership Philosophy using “track changes” and submit to ANGEL (due January 30)
- Invite mentor and guests (2) to April 14 WLI Celebration Luncheon. Communicate with your mentor about your courses and activities this semester (Mentor Assignment #1, due February 6). Submit confirmation of your communications with your mentor and guests to the drop box on ANGEL (i.e., date/method of communication).
- Read chapter 5 (Situational Approach) and chapter 6 (Contingency Theory) of the text (due February 3)
- Ongoing development of the Service Learning Project

Friday, February 3: WLI Session #2 (required)

Concept: Developing Leadership Skills

Topics: Networking, philanthropy, and leadership

Location: Bennett Pierce Living Center, 110 Henderson Building

Time: 2:30-8:30 p.m.

2:30 p.m. Networking, building relationships and leadership

Cheryl Bonner, Director of Alumni Career Services, Penn State Alumni Association

3:30 p.m. Men’s Perspectives on Leadership (panel discussion)

Blannie Bowen, Vice Provost, Academic Affairs

David Richardson, Associate Vice Provost of Research and Director of Sponsored Programs

Ron Filipelli, Associate Dean & Professor Emeritus, College of the Liberal Arts; Member, State College Borough Council

5:30 p.m. Dinner

6:00 p.m. Leadership and Philanthropy (panel discussion)

Linda Gall, community philanthropy leader

Katie O’Toole, Instructor in Communications; Vice President, Mid-State Literacy Council

Miriam Powell, WLI Mentor; Executive Director, WBCA Pink Zone

Erin Rowley, Program Assistant, Centre County Community Foundation

7:00 p.m. Service Learning Project ongoing development

8:00 p.m. Summary and Adjournment

Assignments:

- Submit Class Participation Score to ANGEL (due February 6)
- Submit Service Learning Participation Score to ANGEL (due February 6)
- Submit Reflection Eight on Philanthropy and Leadership Development to ANGEL (due February 6)
- Read the posting on ANGEL entitled, “Listening to Out-Group Members” (due February 10)

- Complete the Observational Exercise on “Out-Groups and Leadership” on ANGEL (due February 10 prior to the start of class)
- Ongoing development of the Service Learning Project

Friday, February 10 -- WLI Session #3 (required)

Concept: Developing Leadership Skills
Topic: Career exploration, diversity, and leadership
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:30–8:30 p.m.

2:30 p.m. What role does diversity play in leadership? Please come prepared to discuss the Observational Exercise on “Out-Groups and Leadership.”
 3:00 p.m. Service Learning Project ongoing development
 4:00 p.m. Campbell Interest and Skill Survey (CISS)
Robert Orndorff, Associate Director of Recruiting and Employee Relations, Penn State Career Services
 5:00 p.m. Dinner and group discussion of diversity and leadership
 6:00 p.m. Diversity in Action
Dr. Terrell Jones, Vice Provost for Educational Equity
 8:00 p.m. Adjourn

Assignments:

- Submit Class Participation Score to ANGEL (due February 13)
- Submit Service Learning Participation Score to ANGEL (due February 13)
- Submit Reflection Nine on Leadership and Diversity (due February 13)
- Refine your Leadership Philosophy using track changes and submit to ANGEL (due February 13)
- Read the postings on ANGEL entitled, “Ethical Leadership” and “Overcoming Obstacles” (due March 16)
- Complete the Observational Exercise on Ethical Leadership on ANGEL (due March 16)
- Ongoing development of the Service Learning Project

Sunday, February 26: WBCA “Pink Zone” at Lady Lions Basketball Game (optional but strongly encouraged)

Location: Bryce Jordan Center
Time: 12:00 p.m.

March 16-17: WLI Weekend Workshop (required) – Washington, DC

Concept: Practicing Leadership
Topic: Ethical leadership, young leaders
Location: Washington, DC

Friday, March 16

- 7:00 a.m. Depart for Washington, DC
Begin your Leadership Reflection Diaries
- 2:00 p.m. Meeting 1 – USAID, Ronald Reagan Building
- 4:00 p.m. Meeting 2 – Dr. Wanda Jones, HHS, Humphrey Building
- 7:00 p.m. Networking Reception with Penn State Professional Women’s Network of Metro Washington

Saturday, March 17

- 9:00 a.m. What is ethical leadership? Please come prepared to discuss your Observational Exercise on Ethical Leadership.
- 9:45 a.m. Leadership Reflection Diaries
- 10:00 a.m. Ethical Leadership: A Variety of Viewpoints (panel discussion)
Sheri Parker
Jessica Stuart
KerriLaine Prunella
- 12:00 p.m. Lunch and Guest Speaker (TBD)
- 1:00 p.m. Issues Facing Young Leaders (panel discussion)
Caitlin O’Neill, WLI 2008-09, Recruiting Coordinator, SRA International
Stephanie Donolli, Director of Public Policy, Acute Long Term Hospital Association
Jenny Jackson WLI 2003-04, Health Policy Analyst, The American College of Surgeons
- 2:30 p.m. Break
- 2:45 p.m. Break into groups for Celebration Luncheon presentations
- 3:15 p.m. Adjourn
- 3:30 p.m. Depart for State College

Assignments:

- Submit Class Participation Score to ANGEL (due March 20)
- Submit Service Learning Participation Score to ANGEL (due March 20)
- Submit Reflection Ten on Ethical Leadership (due March 20)
- Refine your Leadership Philosophy using track changes and submit to ANGEL (due March 20)
- Read chapter 9 (Transformational Leadership) of the text (due April 13)
- Interview your mentor about work/life balance (Mentor Assignment #2 – due April 13)
- Read the posting on ANGEL entitled “Leadership and Work/Life Balance” (due April 13)
- Ongoing development of the Service Learning Project

Friday, April 13 -- WLI Session #4 (required)

Concept: Developing Leadership Skills
Topic: Work/Life Balance, Wellness and Leadership
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:30–8:30 p.m.

- 2:30 p.m. The role of work/life balance in leadership
Dr. Nan Crouter, Dean, College of Health and Human Development
- 3:30 p.m. Financial Health
Deborah Pajak, Certified Financial Planner, Wienken and Associates

5:30 p.m. Dinner
6:30 p.m. Self-Defense
Susan DelPonte, Student Affairs Specialist, Center for Women Students
Ellen Aschenbrenner, Police Officer, University Police
7:30 p.m. Service Learning Project discussion and evaluation
8:30 p.m. Adjourn

Assignments:

- Submit Class Participation Score to ANGEL (due April 16)
- Submit Service Learning Participation Score to ANGEL (due April 16)
- Refine your Leadership Philosophy using track changes and submit to ANGEL (due April 16)

Saturday, April 14: Celebration Lunch with family and mentors (required)

Concepts: Practicing Leadership
Location: Boardroom, Nittany Lion Inn
Time: 11:00 a.m.

Optional Leadership Development Activities

We encourage attendance of Optional Leadership Development Activities. Optional Activities are designed to:

- (a) Enhance knowledge about your leadership capacity;
- (b) Foster your ability to identify and analyze the leadership styles exhibited by others; and,
- (c) Expand your knowledge about leaders in diverse contexts and settings.

Optional Activities are available to acquire additional experiences and, if necessary, to substitute for required experiences. If you are participating in Optional Activities for points to substitute for a required activity, the instructor **must** approve your participation before completing the activity.

Optional Activities may substitute for a maximum of SIX HOURS of required class hours (i.e. the equivalent of one Friday Session).

You will be informed via email through ANGEL of opportunities that arise during the course of the semester.

Assignments:

In addition to class attendance and participation, you are required to complete various assignments over the course of the semester. They are as follows:

1. Readings

Readings are assigned to support experiences and activities throughout the semester. Please complete readings prior to the class meeting or as assigned. Please reference these readings in your written work as appropriate. Both **APA** and **MLA** styles are appropriate.

2. Leadership Assessments and Exercises

In conjunction with assigned readings and to further hone your personal leadership philosophy you are required to:

1. Complete three questionnaires/assessments (the Campbell Interest and Skill Survey, the Skills Inventory, and the Style Approach)
2. Conduct two Observational Exercises (Ethical Leadership and Out Groups and Leadership)

The assignments and due dates are posted on ANGEL.

3. Leadership Reflections

Reflection assignments are designed to encourage in-depth thinking about your leadership development. They are submitted shortly after each session.

4. Class Participation Scores

As part of your development as a leader, you are asked to assess your contribution to the class after each session. A rubric for the self- assessment is provided. Scores are submitted shortly after each session.

5. Service Learning Participation Scores

As part of your development as a leader, you are asked to assess your on-going contribution to the Service Learning Project. You will assess your on-going contribution after each class session. A rubric for the self-assessment is provided. Scores are submitted shortly after each class session.

6. Leadership Reflection Diary

As part of the trip to Washington DC, you will keep a Leadership Reflection Diary. As you meet with various leaders over the course of the two-day session, the purpose of the diary is to compile your thoughts and reflections on:

1. Examples of different leadership styles, critiquing the advantages and disadvantages of each, the contexts where they were effective and how those styles supported or differed from the assigned readings
2. What you learned about leadership that will contribute to your personal leadership philosophy

The diary will begin at 7 a.m. on March 16 and end at 4 p.m. on March 17.

7. Panel Questions

You are required to submit a total of two (2) questions for panel members for each of the four (4) panel presentations. These are submitted at the conclusion of the first Friday Session (January 27).

8. Mentor Communications

You are required to continue to communicate with your mentor three times during the semester as per the syllabus instructions.

- Mentor Assignment #1: Invite your mentor to the Celebration Luncheon and communicate with your mentor about your courses and activities this semester

- Mentor Assignment #2: Interview your mentor about work/life balance (instructions on ANGEL)

You may also want to communicate on a more regular basis.

9. **Penn State Forum Lunches**

You must attend ONE Forum Lunch and submit a two-page summary of what you learned about leadership development in the Forum Lunch drop box on ANGEL. Submissions must be received within two days of the Forum Lunch. With your advance reservation WLI will provide tickets for any of these Forums that you would like to attend. The Forums are an excellent way to observe and learn from nationally and internationally known leaders. The Forum participation may be used as an optional activity to enhance your leadership capacity, and can add up to 20 additional points (10 per Forum) to your total. If you sign up for a Forum, you **must** attend. Cancellations are **ONLY** accepted with a \$18.00 fee (the cost of your ticket) or an individual who will attend in your place. Dress code: business.

If you are unable to attend a Forum Lunch, you may instead attend a lecture in the University’s Distinguished Speaker Series or another previously-approved lecture. Please submit your 2-page reflection on what you learned about leadership development in the Forum Lunch drop box in ANGEL.

Grading Criteria:

Grades are based on participation in WLI Weekend Workshops, Friday Sessions, and Optional Activities, and on the grades you receive for the various assignments.

Breakdown of Final Points

Attendance at Friday Sessions (4 at 20 points each) and Weekend Workshop (60 points)	140 points
Reflection Papers Seven, Eight, Nine (20 points each) and Ten (40 points)	100 points
Skills Inventory Questionnaire (ANGEL)	5 points
Style Approach Questionnaire (ANGEL)	5 points
Campbell Interest and Skill Survey	10 points
Observational Exercise—Out-Groups and Leadership (ANGEL)	20 points
Observational Exercise—Ethical Leadership (ANGEL)	20 points
Mentor Assignment #1 (ANGEL)	10 points
Mentor Assignment #2—Work/Life Balance (ANGEL)	15 points
“My Leadership Philosophy” (4 submissions x 5 points each) (ANGEL)	20 points
Panel Discussion Questions (4 panels x 5 points per panel)	20 points
Class Participation Scores (5 submissions x 2 points each) (ANGEL)	10 points
Service Learning Project Participation (5 submissions x 2 points each) (ANGEL)	10 points
Forum Lunch + reflection (ANGEL) (One required, additional for extra credit)	10 points

Total Possible Points:	395 points
------------------------	------------

Final Grade Distribution:

A = 371-395 pts. (94-100%)	B = 328 -343 (83-86%)	C = 277-299 (70-75%)
A- = 356 -370 (90-93%)	B- = 316-327(80-82%)	D = 237-276 (60-69%)
B+ = 344 -355 (87-89%)	C+ = 300-315 (76-79%)	F = < 237 (< 60%)

Dress Code

Dress code for Friday Sessions and the Weekend Workshop is **business casual**: slacks or skirt (no jeans); blouse, shirt or top with modest neckline, dark jacket (optional), shoes (no sneakers or flip-flops) that are comfortable for the business ahead. The professionals with whom you will interact will notice your attire and the messages they receive from you as a result.

Dress code is **professional**: slacks or skirt (dark or muted color), modest top, business shoes for

- The Weekend Workshop in Washington, DC
- The Celebration Luncheon

Policy Statements:

Attendance Policy

Attendance at all events is **crucial** to your success in the Women's Leadership Initiative. You will learn from one another as well as from leaders with whom you interact. Please arrive **10 minutes early**.

You are expected to attend every class listed on the syllabus, in addition to the Celebration Lunch, unless you have a previously-approved excuse. In the event that you experience a Penn State endorsed conflict with a particular event, such as a documented illness, death in the family, etc., please notify the instructor in advance by e-mail, or in the case of emergency, as soon as possible.

Late Assignment Policy

Assignments submitted beyond the deadline and not accompanied by a documented University sanctioned excuse, will result in **one full grade drop** for each 24-hour period beyond the deadline (e.g., an A will become a B, etc). Assignments handed in more than three days beyond the deadline will not be accepted and will receive an F (0).

Statement on Religious Holidays

While efforts are made to avoid conflicts with religious holidays, it is not possible to accommodate the course schedule around every holiday. In cases when conflicts are unavoidable, it is your responsibility to notify the instructor of the conflict **two weeks prior** to missing a class requirement so

that special arrangements can be made for substituting those experiences where permitted. Additional information can be found on the Penn State Center for Ethics and Religious Affairs Website located at www.sa.psu.edu/cera/calendars.shtml (and click on “Interfaith Holiday Listing”). .

Academic Integrity Statement

According to Faculty Senate Policy 49-20, “Academic integrity is the pursuit of scholarly activity in an open, honest and responsible manner. Academic integrity is a basic guiding principle for all academic activity at The Pennsylvania State University, and all members of the University community are expected to act in accordance with this principle. Consistent with this expectation, the University's Code of Conduct states that all students should act with personal integrity, respect other students' dignity, rights and property, and help create and maintain an environment in which all can succeed through the fruits of their efforts.”

Dishonesty of any kind will not be tolerated in this course. Dishonesty includes, but is not limited to, cheating, plagiarizing, fabricating information or citations, facilitating acts of academic dishonesty by others, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. Students who are found to be dishonest will receive academic sanctions, will be removed from the Women’s Leadership Initiative, and will be reported to the College of Health and Human Development and/or the University’s Office of Student Conduct for possible further disciplinary sanction.

Note to Students with Disabilities

Penn State welcomes students with disabilities into the University's educational programs. If you have a disability-related need for modifications or reasonable accommodations in this course, contact the Office for Disability Services (ODS), located at 116 Boucke Building at 1-814-863-1807 (V/TTY). For further information regarding ODS, please visit their website at www.equity.psu.edu/ods. Instructors should be notified as early in the semester as possible regarding the need for modification or reasonable accommodations.

Diversity Statement

“With our focus on the improvement of the quality of individuals' lives within their families and communities, the College of Health and Human Development naturally places the understanding of diversity in a central position in both its mission and vision. Through teaching, research, and outreach programs, we strive to communicate the importance of diversity to both College and community members. “Diversity” is broadly defined by the College as “human differences,” including differences in age, social class, disability, race, ethnicity, immigrant status, gender, gender expression, religion, veteran status, and sexual orientation.”

Syllabus Subject to Change

The Women’s Leadership Initiative is built upon the contributions of many individuals and groups. New opportunities emerge on a continuing basis. For those reasons, the syllabus may be subject to change periodically during the semester. If a change occurs, you will be notified by e-mail, using your PSU account, and at the next gathering of the group. No change will result in increased requirements.