

**The Pennsylvania State University**  
**Women's Leadership Initiative: Concepts and Competencies**  
**HHD 497A, Section 001**  
**2 credit hours**  
**Times and locations as indicated**  
**Fall Semester, 2009**

**Instructors:**

Dr. Abigail Diehl  
Assistant Dean for Alumni and College Relations  
and Leadership Initiatives  
College of Health and Human Development  
Office Location: 102 Henderson Building  
Mail: 201 Henderson Building  
Phone: 814-863-2207  
Email: [abbyd@psu.edu](mailto:abbyd@psu.edu)

Dr. Careen Yarnal  
Curriculum Adviser  
Women's Leadership Initiative  
Office Location: 812 Ford Building  
Phone: 814-863-5559  
Email: [cmy122@psu.edu](mailto:cmy122@psu.edu)

**Additional Contacts:**

Ms. Pamela Baier  
Assistant to the Director  
Mail address: 201 Henderson Building  
Office location: 159 S. Henderson  
814.863.0546  
Email: [pab38@psu.edu](mailto:pab38@psu.edu)

**Notes:**

- **Please use your PSU e-mail address for all communications in this course.**
- **Most assignments are submitted through a drop box in ANGEL.**
- **For dress code: see page 8**

**Required Text:** Northouse, P. G. (2007). *Leadership: Theory and Practice*. Sage.

**Course Description:**

This course is designed specifically for you, the participants in the Women's Leadership Initiative, 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 through Service

## **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 Assignment (required)**

#### **Concept: leadership assessment**

1. Take the Myers-Briggs Type Indicator (instructions are on ANGEL) (due August 21 by 5pm)
2. Read the syllabus **carefully** before August 22

### **Saturday, August 22: WLI Orientation (required)**

#### **Concept:** self-awareness

#### **Location:** Shaver's Creek and Dr. Ricketts' Outdoor Education Center

- 7:15 a.m. Transportation by bus to Shaver's Creek Environmental Center
- 8:00 a.m. WLI orientation, self-exploration, teambuilding experiences
- 11:30 a.m. Syllabus orientation with lunch. Be prepared to ask questions about the syllabus.
- 12:30 p.m. Transportation to Dr. Ricketts' Outdoor Education Center
- 1:00 p.m. Leadership/teambuilding experiences
- 4:00 p.m. Return to campus

#### *Assignments:*

1. Submit Reflection One on your orientation experience to ANGEL (due August 25)
2. Submit Class Participation Score to ANGEL (due August 25)
3. Construct two (2) questions to ask members of the "What is Leadership?" panel and submit to ANGEL (due August 26)
4. Communicate with your mentor (Mentor Assignment # 1) about what you learned about Leadership from the WLI Orientation (due August 27). Submit confirmation of your communication to the drop box on ANGEL (i.e., copy of the email and/or note to your mentor)
5. Read chapter 1 (Leadership Defined) and chapter 2 (Trait Approach) of Northouse, P. G. (2007). *Leadership: Theory and Practice* (due August 28)

6. Pre-register for one Penn State Forum Lunch by contacting Pam Baier at [pab38@psu.edu](mailto:pab38@psu.edu) (due August 31)

**Friday, August 28: WLI Kick-Off Dinner (required)**

**Concepts:** self-presentation, learning about and with leaders

**Location:** Boardroom, Nittany Lion Inn, State College

6:00 p.m. Gathering and networking

6:30 p.m. Dinner and program

9:00 p.m. Adjourn

*Assignment:*

1. Communicate with one guest you met at the Kickoff Dinner. This may be in the form of a handwritten note or an email to the guest, also submitted on ANGEL (due September 8).

**Sunday, August 30: WLI Sunday Session (required)**

Concepts: leadership defined, self-awareness

Location: Bennett Pierce Living Center, 110 Henderson Building

2:00 p.m. What is leadership? Come prepared to actively discuss Chapters 1 and 2. We will also select questions from your contributions for the panel on “What is Leadership?”

3:00 p.m. Panel discussion: “What is Leadership?”

*Frances Stevenson, AVP and Trust Department Manager, Kish Bank*

*Patricia Best, former Superintendent of SCASD Schools*

*Dean Nan Crouter*

4:00 p.m. Myers-Briggs Type Indicators and self-awareness

*Robert Orndorff, Associate Director, Recruiting and Employer Relations, Career Services, Penn State*

6:00 p.m. Working Dinner: Values Assessment and self-awareness

*Dr. Careen Yarnal, Faculty Mentor, WLI; and Dr. Abby Diehl, Director, WLI*

*Assignments:*

1. Submit Reflection Two on self-awareness and leadership to ANGEL (due September 2)
2. Submit Class Participation Score on ANGEL (due September 2)
3. Communicate with your mentor (Mentor Assignment #2) about the Myers-Briggs Indicator and the Values Assessment (due September 20)
4. Construct two (2) questions to ask members of the “Risk taking and leadership” panel and submit to ANGEL (due September 27)
5. Read Chapter 10 (Team Leadership) of Northouse, P. G. (2007). *Leadership: Theory and Practice* by October 2.

---

**Friday-Sunday, October 2-4: WLI Weekend Workshop (required)**

**Concepts:** self-awareness, team leadership

**Location:** Bennett Pierce Living Center, 110 Henderson Building

**Friday, October 2**

6:00 p.m. Dinner and networking

7:00 p.m. Time management

- 8:00 p.m. Discuss team membership, team leadership and how MBTI and values impact team membership/leadership
- 9:00 p.m. Summary & Adjourn

### **Saturday, October 3**

- 9:00 a.m. Continental Breakfast
- 9:30 a.m. Being part of a team  
*Laurie McLaughlin, Shaver's Creek Environmental Center*
- 10:30 a.m. Team and group dynamics  
*Susan Mohammed, Associate Professor of Psychology, Penn State*
- 11:30 a.m. Lunch
- 12:00 p.m. Panel discussion: Risk taking and leadership  
*Lorraine Dowler, Associate Professor of Geography and Women's Studies*  
*Jessica Dolan, local business woman and entrepreneur "Room to Breathe"*  
*Debbie Patrick, SCASD Kindergarten Teacher*  
*Ellen Kline, Realtor*
- 2:00 p.m. Team leadership issues (conflict resolution, relational aggression)  
*Catherine Michela, Executive Marketing Consultant & Business Coach,*  
*CHM Associates LLC*
- 5:00 p.m. Adjourn

### **Sunday, October 4**

- 12:30 p.m. Lunch
- 1:00 p.m. Service learning and personal leadership development
- 2:30 p.m. Service learning project: Giving Back, Looking Forward and Leadership Development  
*Anne Ard, Director - Centre County Women's Resource Center*
- 3:30 pm Service learning project—the class of 2008/2009 WLI experience  
*Christine Brown, Dena Glazer, Emily Haworth, WLI Class of 2008-09*
- 4:00 pm Service learning project—group assignments and project guidelines
- 5:00 pm Adjourn

#### *Assignments:*

1. Submit Reflection Three on team leadership and self-awareness to ANGEL (due October 7)
2. Submit Class Participation Score on ANGEL (due October 7)
3. Communicate with your mentor (Mentor Assignment #3) about what you learned at the Weekend Workshop (due October 22)
4. Construct two (2) questions to ask members of the "Multicultural women in leadership" panel and submit to ANGEL (due October 26)
5. Begin working with your group on your service learning project proposal (presentation date: December 6)
6. Read Chapter 13 (Culture and Leadership) of Northouse, P. G. (2007). *Leadership: Theory and Practice* by Sunday, November 1.

### **Sunday, November 1: WLI Sunday Session (required)**

- Concepts:** leadership in action
- Location:** Bennett Pierce Living Center, 110 Henderson Building

- 2:00 p.m. Women's leadership in diverse contexts. Clips from and discussion about the movie "The Color Purple"
- 4:00 p.m. Panel discussion: Multicultural women in leadership  
*Dr. Dee Frisque, Giovanna Genard, Christine Buzinde*
- 5:30 pm Dinner
- 6:00 pm Star Power  
*Gina Hurny, Jen Grossman Leopard*
- 8:00 p.m. Adjourn

*Assignments:*

1. Submit Reflection Four on leadership in action to ANGEL (due November 4)
2. Submit Class Participation Score on ANGEL (due November 4)
3. Communicate with your mentor (Mentor Assignment #4) about what you learned about Women's Leadership (due November 11)
4. Read Chapter 13 (Women's Leadership) of Northouse, P. G. (2007). *Leadership: Theory and Practice* by November 15.

**Sunday, November 15: WLI Sunday Session (required)**

**Concepts:** self-presentation, self-awareness

**Location:** Nittany Lion Inn

- 2:00 Self-presentation and leadership
- 2:30 p.m. Resume writing  
*Dr. Marja Verbeeten, PSU Professor - SHM*
- 4:00 p.m. Business etiquette  
*Jean O'Brien, Executive Presence Coach, The O'Brien Group*
- 6:00 p.m. Etiquette dinner at the Nittany Lion Inn with Jean O'Brien
- 8:00 p.m. Adjourn

**Sunday, December 6: WLI Sunday Session (required)**

**Concepts:** self-care and leadership

**Place:** Palmer Museum and Bennett Pierce Living Center, 110 Henderson Building

- 2:00 p.m. Meet at the Palmer Museum for a tour of the museum
- 4:00 p.m. Healthy Choices/Healthy Lifestyle and Risk Assessment/Modification  
*Judith Dillon, Stroke Coordinator/Research Coordinator; and Kathy Morrison, Nurse Manager for Stroke, Penn State Milton S. Hershey Medical Center*
- 6:00 p.m. Service learning project proposal presentations

*Assignment:*

1. Submit Reflection Five on self-leadership development to ANGEL (due December 9)
2. Submit Resume and Cover Letter to ANGEL (due December 9)
3. Submit Class Participation Score to ANGEL (due December 9)
4. Submit mid-year evaluation to ANGEL (due December 15)

## Optional Leadership Development Activities

We **STRONGLY** 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 Leadership Development Activity: Thursday, October 15

Concepts: leadership defined, self-awareness  
Distinguished Alumni Speaker Series: Mario Lafortune, Director, Nike Sport Research Laboratory  
Time: 7:00 p.m.  
Place: Bennett Pierce Living Center

This activity would count as **two hours** of required class participation.

### 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 Reflections**

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

#### **3) 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 in your Orientation Packet. Scores are submitted shortly after each session.

#### **4) Panel Questions**

You are required to submit a total of two (2) questions for panel members for each of the three (3) panel presentations. Submission dates are on the syllabus.

#### **5) Leadership Assessments**

You will complete two assessments during the year: the Myers-Briggs Type Indicator (fall) and the Strong Interest Inventory (spring). The Myers-Briggs Type Indicator (MBTI) increases self-understanding and appreciation of personal differences in order to improve one-on-one interactions and team success. You must complete the MBTI prior to the beginning of the fall semester. Instructions are posted under "Lessons" on ANGEL.

#### **6) Résumé and Cover Letter**

You will prepare and submit a resume and cover letter. Please visit the following Web site (Career Services) for information on how to create a resume: [www.sa.psu.edu/career/PDF/CG\\_resume.pdf](http://www.sa.psu.edu/career/PDF/CG_resume.pdf).

The examples on this page are general, so you need to adjust the résumé to your needs. Your cover letter can be directed toward a real or fictitious employment or internship opportunity. You can address the letter to a real or fictitious person.

You must submit your draft to both your Mentor and your Departmental Representative for input (see list below). Please submit your finished résumé AND cover letter to the ANGEL drop box. Due: December 9.

<b>Department</b>	<b>Representative</b>	<b>Department</b>	<b>Representative</b>
<i>BBH</i>	<i>Dr. Lori Francis</i>	<i>RPTM</i>	<i>Dr. Shawna Doerksen</i>
<i>HDFS</i>	<i>Dr. Kate Hynes</i>	<i>Kines</i>	<i>Dr. Danielle Downs</i>
<i>HRIM</i>	<i>Dr. Marja Verbeeten</i>	<i>Nutrition</i>	<i>Dr. Shelly Nickols-Richardson</i>
<i>Nursing</i>	<i>Dr. Barbara Savino</i>	<i>CSD</i>	<i>Dr. Krista Wilkinson</i>
<i>HPA</i>	<i>Dr. Jessica Mittler</i>		

### **7) Mentor Communications**

Early in your WLI experience you will be matched with a mentor who is an alumna or friend of HHD. All mentors are selected because their professional and life experiences can provide direct and sustaining applicability to your life as a woman, a professional, and a leader (even if she is not a major in your discipline or working in your intended discipline). You are required to communicate with your mentor as per the syllabus instructions to update her on your progress, but you may also want to communicate on a more regular basis.

### **8) 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. A *Penn State Forum Lunch sign-up* for fall semester is in your orientation packet. 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. Dress code: business. 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 \$15.00 fee (the cost of your ticket) or an individual who will attend in your place.

**If you are unable to attend a Forum Lunch**, you may instead attend the HHD Distinguished Alumni Speaker Series or a previously-approved lecture. Please submit your 2-page essay 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, Sunday Sessions, and Optional Activities, and on the grades you receive for the various assignments.

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.**

### Breakdown of Final Points

WLI Orientation (40) + Reflection One (ANGEL) (10)	50 points
Mentor Assignment #1 (ANGEL)	5 points
Mentor Assignment # 2 (ANGEL)	5 points
Mentor Assignment # 3 (ANGEL)	5 points
Mentor Assignment # 4 (ANGEL)	5 points
WLI Kick-off Dinner	20 points
Communication with WLI Kickoff Dinner Guest (ANGEL)	10 points
Sunday Sessions x 4 (30) + Reflections Two, Four and Five (ANGEL) (10)	150 points
October Weekend Workshop (60) + Reflection Three (ANGEL) (10)	70 points
Panel Discussion Questions (3 panels @ 5 points per panel) (ANGEL)	15 points
Résumé and Cover Letter (ANGEL)	20 points
MBTI Completion	10 points
PSU Forum + reflection (ANGEL) (One required, additional for extra credit)	10 points
Class Participation Scores (5 submissions @ 2 points each) (ANGEL)	<u>10 points</u>
Total Possible Points:	385 points

### Final Grade Distribution:

A = 362-385 pts. (94-100%)	B = 320 -334 (83-86%)	C = 269-292 (70-75%)
A- = 347 -361 (90-93%)	B- = 308-319 (80-82%)	D = 231-268 (60-69%)
B+ =335 -346 (87-89%)	C+ = 293-307 (76-79%)	F = < 231 (< 60%)

### Dress Code

Dress code for Sunday 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 dress 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 WLI Kickoff Dinner
- The Sunday Session on November 15<sup>th</sup> at the Nittany Lion Inn
- Forum luncheons
- HHD Distinguished Alumni Speakers Series

Dress code for the first day of class (Shaver’s Creek) is **informal**: jeans or shorts, modest top, sneakers (no flip-flops), rain gear.



## **Policy Statements:**

### **Special Fall 2009 Flu Protocols**

In compliance with Pennsylvania Department of Health and Centers for Disease Control recommendations, students should NOT attend class or any public gatherings while ill with influenza. Students with flu symptoms will be asked to leave campus if possible and to return home during recovery. The illness and self-isolation period will usually be about a week. It is very important that individuals avoid spreading the flu to others.

Most students should be able to complete a successful semester despite a flu-induced absence. Faculty will provide students who are absent because of illness with a reasonable opportunity to make up missed work. Ordinarily, it is inappropriate to substitute for the missed assignment the weighting of a semester's work that does not include the missed assignment or exam. Completion of all assignments and exams assures the greatest chance for students to develop heightened understanding and content mastery that is unavailable through the weighting process. The opportunity to complete all assignments and exams supports the university's desire to enable students to make responsible situational decisions, including the decision to avoid spreading a contagious virus to other students, staff, and faculty, without endangering their academic work.

Students with the flu do not need to provide a physician's certification of illness. However, ill students should inform their teachers (but not through personal contact in which there is a risk of exposing others to the virus) as soon as possible that they are absent because of the flu. Likewise students should contact their instructors as quickly as possible to arrange to make up missed assignments or exams.

If you have questions about academic policy-related issues, please call the Associate Dean/Chief Academic Officer of your college. For health-related questions you can email Dr. Margaret Spear, director, University Health Services, at [uhsinfo@sa.psu.edu](mailto:uhsinfo@sa.psu.edu).

### **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**. If you arrive late without a documented, University-sanctioned reason, **20 points** will be deducted from your final grade for **each** late occurrence.

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](http://www.sa.psu.edu/cera/calendars.shtml) (and click on “Interfaith Holiday Listing”). .

### **Academic Integrity Statement**

Penn State defines academic integrity as the pursuit of scholarly activity in an open, honest and responsible manner. 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 Judicial Affairs for possible further disciplinary sanction.

### **Disability Access Statement**

Penn State welcomes students with disabilities into the University’s educational programs. If you have a disability-related need for reasonable academic adjustments in this course, contact the Office for Disability Services. For further information regarding policies, rights, and responsibilities, please visit the ODS website site at <http://www.equity.psu.edu/ods>. Instructors should be notified as early in the semester as possible regarding the need for reasonable accommodations.

### **Students in Crisis**

Please visit [www.sa.psu.edu/caps/crisis.shtml](http://www.sa.psu.edu/caps/crisis.shtml) for a description of the services that are available to students who are experiencing a crisis.

### **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, although additional opportunities not listed in this syllabus may be announced in the above manner.

### *Final Note*

You are beginning a wonderful year of personal and professional leadership growth. Enjoy every moment and **seize every opportunity**. We look forward to working with you.