

**The Pennsylvania State University**  
**Women's Leadership Initiative: Concepts and Competencies**  
**HHD 497A, Section 001**  
**2 credit hours**  
**Time & place as indicated**  
**Fall Semester, 2008**

**Instructor:** Dr. Abigail Diehl

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**Note:**

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

**Text:** Komives, S. R., Lucas, N., & McMahon, T.R. (2007). *Exploring Leadership*. San Francisco, CA: Jossey-Bass.

**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; 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; and a clearer understanding of leadership in diverse

cultures and contexts. Come prepared to participate, interact individually and in groups, and enjoy learning.

## **Course Objectives:**

Upon completion of this course, you will be able to

1. Identify characteristics of a successful 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 one model of leadership in a real-life situation.
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:**

### **August 23, Saturday: WLI Orientation (required)**

**Concepts:** leadership styles, self-leadership, problem solving, planning & communication

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

7:30 am	Transportation by bus to Shaver's Creek Environmental Center
8:00 am – noon	WLI Orientation, self-leadership exploration, mentorship preparation
Noon:	Lunch
1:00 pm	Transportation to Dr. Ricketts' Outdoor Education Center
1:30 pm – 5:00 pm	Leadership/Teambuilding Experiences
6:00 PM	Return to campus

### **Assignments:**

- By August 28                      Communicate with your mentor about WLI orientation experience
- By August 28                      Submit your reflection on your orientation experience to ANGEL
- By Sept. 3                          Pre-register for Penn State Forum Series (Contact Pam Baier at pab38@psu.edu)
- By September 20                  Complete Myers-Briggs Type Indicator (instructions will follow)

### **September 12, Friday: WLI Kick-Off Dinner (required)**

**Concepts:** leadership philosophy, leadership styles, mentoring, building relationships, developing others

**Place:** Nittany Lion Inn, State College

6:00 pm	Gathering and networking
6:30 pm	Dinner & Program
9:00 pm	Adjourn

### **Assignments:**

- By September 20                  Networking: Communicate with *any guest* you met at your dinner table, except your WLI peers from this class. You could send a card or an email.

- By September 20 Please ask if you need directions.
- By September 20 Submit a 3-sentence reflection about your dinner experience to ANGEL
- By September 17 Read Intro to Leadership, Chapter 1
- By October 1 Complete and submit Mentor Interview Summary to ANGEL  
*For instructions see Angel Box*

**September 14, Sunday: WLI Sunday Session (required)**

**Topic:** Résumé writing, Leadership and risk taking, Core Values Exploration

**Place:** Bennett-Pierce Living Center, 110 Henderson Building

- 2:00 pm Résumé writing, with Dr. Sandy Meyer
- 4:00 pm Panel: *Women in Leadership and Risk Taking*
- 5:30 pm Dinner
- 6:00 pm Value Assessment with Dr. Liz Mullens

**Assignments:**

- By September 10 Select a female leader and begin leadership model observation (due Nov. 29)
- By October 15 Submit *Multicultural Women Panel* question(s) to ANGEL
- By September 20 You will receive instructions for the MBTI assessment. Please do not share password with anybody!
- By November 1 Résumé due (ANGEL)

**OPTIONAL:** Thursday, September 25,  
Time: 7 PM  
Place: Bennett Pierce Living Center  
HHD Distinguished Alumni Speaker: Mary Ellen Clark

**September 28, Sunday: WLI Sunday Session (required)**

**Topic:** Myers-Briggs Type Inventory, Diversity Issues, Networking

**Place:** Bennett-Pierce Living Center, 110 Henderson

- 2:00 pm MBTI with Dr. Dulin Clark
- 4:00 pm Talking about Diversity, with Dr. Adair
- 6:00 pm Dinner with 2007/2008 class
- 6:30 pm Discussion of leadership experiences and application of WLI classes with the '07/'08 class

**Assignments:**

- By October 16 Read Chapters 4-5
- Continuing Continue research for leadership model observation
- By October 15 Submit *Multicultural Women Panel* question(s) to ANGEL

**OPTIONAL:** Thursday, October 2nd  
The 5th Annual Pennsylvania Governor's Conference for Women  
Pittsburgh, PA

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**October 24 – October 26: WLI Weekend Workshop (required)**

**Concepts:** networking, choices, gender issues, change ethics accountability, understanding, people & organizations, diversity, conflict resolution

**Place:** Bennett-Pierce Living Center, 110 Henderson Building

**October 24, Friday**

6:00 pm Dinner & Networking  
7:00 pm Star Power Activity (Terrell Jones)  
9:00 pm Summary & Adjourn

**October 25, Saturday**

9:00 am Continental Breakfast  
9:30 am Business Etiquette with Ms. Jean O'Brien  
11:30 am Lunch  
12:30 pm Conflict Resolution (Vivienne Wildes)  
3:15 pm Self-Defense (Ellen Aschenbrenner)  
5:30 pm Summary & Adjourn

**October 26, Sunday**

12:30 pm Light Lunch  
1:30 pm Panel: Multicultural Women in Leadership  
3:00 pm Service Learning project. Explanation and exploration.  
4:00 pm Summary & Evaluation  
4:30 pm Adjourn

**November 9, Sunday: WLI Sunday Session (required)**

**Topic:** Relational aggression, Health issues, mentoring challenges.

**Place:** Bennett-Pierce Living Center, 110 Henderson Building

2:00 pm Mean Girls Grow up (speaker TBA)  
4:00 pm A healthy mind in a healthy body with Dr. Donna Korzick  
6:00 pm Dinner  
7:00 pm Discussion mentoring challenges

- By November 1 Résumé due (ANGEL)
- By November 15 Submit mentor assignment II to ANGEL
- By November 18 Read Chapters 2 and 7
- By December 1 Leadership Model Observation due to ANGEL

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**December 7, Sunday: WLI Sunday Session (required)**

**Topic:** Women in art, politics.

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

2:00 pm Meet at the Palmer Museum for a tour of the museum  
 4:00 pm Women in Politics, with Ms. Patricia Kleban  
 6:00 pm Dinner  
 6:00 pm PowerPoint presentations of the service learning projects.

### Assignments

- By December 14 WLI Mid-Year Evaluation due to ANGEL

## Assignments:

### 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.

### Leadership Assessments

Leadership assessments are fun and revealing. 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 will receive instructions on how to complete the MBTI at one of the Sunday workshops in September. During the second Sunday Session, we will engage in an interactive analysis with interpretation and application activities.

### Résumé

You are asked to have your résumé (and cover letter) ready by the end of the semester. A résumé is a paper representation of you and needs to look very professional. It is your sales tool. Please visit the following Web site (Career Services) for information on how to create one:

[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. Create your résumé and show it to your assigned peer in the class. Your next step is to submit this draft to your mentor for input. Then you need to show it to the departmental representative (see list below). She will give you additional comments on how to improve upon your work, and/or will direct you to an appropriate source for more input. She will notify the WLI that you have visited with her. Please submit your finished résumé (and cover letter) to the ANGEL drop box. Due: November 1

Department	Representative	Department	Representative
BBH	Dr. L. Wray	RPTM	Dr. C. Yarnal
HDFS	Ms. V. Wade	Kines	Dr.
HRIM	Dr. M. Verbeeten	Nutrition	Dr.
Nursing	Ms. B. Bates	CSD	Dr.
HPA	Dr.		

### Mentor Communications

Early in your WLI experience you will be matched with a mentor, based upon your preferences, who is an alumna or friend of HHD with a wealth of leadership experience. 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). Periodic communications will be expected; questions will be assigned for exploration.

Please see ANGEL boxes for the assignments. Assignments must be typed in Microsoft Word and submitted as attachments through ANGEL. The write-up is not a literal transcription of your mentor's answers. It needs to be a narrative summary. Please use at least one page double spaced. You may have your work checked by your assigned peer.

### **Leadership Model Observation**

You will be asked to select a female leader, unrelated to you, whom you can observe over a period of at least one month. From that observation, you will reflect (in a 2-3 page typed summary) upon that leader's traits, leadership style, strengths and weaknesses, situations in which the leader is particularly effective and why. Information and instructions can be found in the ANGEL box. This assignment needs to be discussed and edited by your peer before posting to ANGEL. Completion Date:

**December 1.**

### **Distinguished Speaker Series** (attendance at **one** lecture + reflection to ANGEL are **required**)

The Distinguished Speaker Series (DSS) is a tradition at Penn State, previously known as Colloquy, which dates back to the late 1960's. The series was developed in response to student need for exposure to diverse nationally/internationally known individuals. The goal of the series is to provide a forum for discussion on a variety of issues. The Distinguished Speaker Series strives to obtain speakers who have distinguished themselves in their respective fields so as to be recognized by our University population. The schedule will soon be available at [www.sa.psu.edu/usa/dss/](http://www.sa.psu.edu/usa/dss/). DSS tickets are free and generally can be obtained through Eisenhower Auditorium ticket office. (Attendance at an additional DSS lecture with a thoughtful reflection may add 10 points of optional activity)

**Instead**, you may also attend the HHD Distinguished Alumni Speaker on September 25<sup>th</sup>. Please send your reflection to ANGEL.

### **Penn State Forums** (attendance at **one** Forum + reflection to ANGEL are required)

*A Penn State Forum Speakers Series sign-up* for fall semester is found 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 as often as you can make it happen, and can add up to 20 (10 per Forum) additional points 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. More information on Penn State Forums can be found at:

[www.psu.edu/dept/fsc/Penn\\_State\\_Forum/Penn\\_State\\_Forum.htm](http://www.psu.edu/dept/fsc/Penn_State_Forum/Penn_State_Forum.htm)

### **Please note:**

The Women's Leadership Initiative is a 400 level class, therefore you are expected to hand in written assignments of high quality. The ability to communicate through the use of effective writing skills is of the utmost importance when presenting your professional self.

Please adhere to the following guidelines:

1. With the exception of **reflection assignments** which are expected to be **short** (5-8 sentences), use an opening and concluding paragraph. The body of your assignments should be at least 3 paragraphs long in addition to the opening and closing paragraphs. Proper citations from your readings are expected.
2. Proofread assignments. Do not simply use spell check and assume grammar and spelling are correct. The spell check function is convenient but misses many errors. Simple grammar and spelling errors send out the message that you do not care about your work. We know this is not true because you are all strong, accomplished women, however, a future employer might not be able to distinguish. Important: have your "editing peer," as assigned in the beginning of the semester, look at your work before you hand it in.
3. Do not use street slang or AIM lingo. These are unacceptable and should never be used in your course work or in a professional setting.
4. Do not be afraid to ask questions.
5. For examples please ask instructor.
5. Please be aware that we will send back work that is not up to standard. It will only be graded after minimum requirements are met.

## **Optional Opportunities to Expand Your Leadership Capacity & Understanding:**

You are encouraged to participate in as many optional activities as reasonably fit into your life to expand your base of leadership experience and expertise. If you are participating in optional activities for points to substitute for required activities, the instructor must approve your participation before completing the activity. ***Optional events may substitute for a maximum of one Sunday session. Optional events may not substitute for the Weekend Workshop.*** If you are participating in optional activities primarily to expand your leadership capacity, you do not have to have prior approval of your participation. However, it is always good to learn about your leadership development activity and receive your recommendation for optional activities for future use in WLI programming.

### **Board Meetings**

You have the opportunity to observe a Board meeting across the corporate, nonprofit, or government sectors of leadership. Meeting attendance may be arranged upon request to the instructor. If you are substituting this opportunity for a required experience, a one-page typed paper addressing specific questions must be submitted following your observation.

### **Create or discover your own leadership development opportunity**

In order to expand your leadership capacity and understanding, you are encouraged to create and/or discover your own leadership development opportunity. Prior to completing this experience, you should submit to the instructor for approval a one-page proposal that outlines the purpose, timeline, activities, evaluation plan, and report format for your participation.

### **Service Project Participation**

You may represent the WLI in a service project (with prior approval) at any point during the WLI experience to enhance your leadership capacity and for 10 points of optional activity, if desired.

### **Lecture Analyses**

Several opportunities exist to attend campus lectures presented by leaders from corporate and nonprofit sectors of leadership. If you are substituting this optional experience for a required experience, a one-page, typed reflection paper must be submitted following each lecture that you attend. A format for the reflection paper may be obtained from the instructor.

## **WLI Library Resources**

A number of books, videotapes, and CDs are available for checkout and review at the WLI office. A written summary and reflection drawing upon your readings may add optional points to your total; point totals must be agreed upon in advance with the instructor.

## **Grading Criteria:**

Grades in this course are based on your participation in WLI weekend events and seminars, WLI lectures, completion of the MBTI, e-Portfolio and submitted panel discussion questions. Optional activities are available to acquire additional experiences and points and to substitute for required experiences with prior approval by the course instructor (excluding the Weekend Workshop; optional events may substitute for no more than one Sunday Session).

### ***Breakdown of Final Points***

WLI Orientation + reflection (ANGEL)	50 points
Mentor Assignment #1 (due 10-1, ANGEL)	15 points
Mentor Assignment #2 (due: 11-15, ANGEL)	15 points
WLI Kick-off Dinner + reflection (ANGEL)	20 points
Sunday Sessions (Each 15 points)	60 points
October Weekend Workshop	60 points
Panel Discussion Questions (due: 10-15, ANGEL)	10 points
Résumé (due: 11-01, ANGEL)	30 points
MBTI Completion (due: 9-20)	10 points
Leadership Model Observation (due: 12-01, ANGEL)	60 points
PSU Forum + reflection (ANGEL)	10 points
DSS Lecture + reflection (ANGEL)	<u>10 points</u>
Total Possible Points:	350 points

### **Additional Points: (optional experiences)**

*Please submit your request to complete an optional experience in writing. Instructor approval for a substitution is needed before completing your participation.*

Lecture Attendance + written summary	20 points maximum
Campus/Community Event w/ instructor approval	10 points maximum
Board Meetings (10 points/meeting)	20 points maximum
Web-Based Training Course (10 points/course)	20 points maximum
Service Leadership Opportunity (10 points/activity)	20 points maximum
Your own discovery or creation w/ instructor approval	10 points maximum
Additional PSU Forum + reflection (10 points/Forum)	10 points maximum
Additional DSS Lecture + reflection (10 points/lecture)	10 points maximum

## Final Grade Distribution:

A = 328-350 pts. (94-100%)	B = 289-302 (83-86%)	C = 244-264 (70-75%)
A- = 314-327 (90-93%)	B- = 279-288 (80-82%)	D = 209-243 (60-69%)
B+ = 303-313 (87-89%)	C+ = 265-278 (76-79%)	F = < 209 (< 60%)

Grade rounding: 0.5 points & up.

## **Dress Code**

Dress code is usually 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 indeed notice your dress and the messages they receive from you as a result.

The dress code for

- official dinners,
- the etiquette class
- Forum luncheons
- HHD Distinguished Alumni Speakers Series

is professional.

The dress code for the first day of class (Shaver's Creek) is informal.

## **Policy Statements:**

### **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.

### **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. Therefore, you need to be present. Please plan to arrive a few minutes early and to remain until each event is finished. Late arrivals and early departures disrupt discussions and your colleagues' concentration.

Participation in WLI weekend events is required, as the majority of concept material will be presented during weekend time. Points will be assigned according to partial/full participation in these events. Optional events may substitute for no more than one Sunday Session and may not substitute for the Weekend Workshop.

In the event that you experience a conflict with a particular event, please notify the instructor in advance by e-mail, or in the case of emergency, as soon as possible. In many cases, we will have invited speakers and facilitators who are expecting to engage a stated number of participants. The dynamic will change for both the speaker and the group if you are unable to participate. Please do your best to be a fully participating member of the initiative.

### **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 <http://www.sa.psu.edu/cera/relhol.html>.

## **Academic Integrity Statement**

Penn State defines academic integrity as the pursuit of scholarly activity in an open, honest and responsible manner. 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 (Faculty Senate Policy 49-20). 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 University's Judicial Affairs office for possible further disciplinary sanction.

## **Disability Access Statement**

The Pennsylvania State University encourages qualified people with disabilities to participate in its programs and activities and is committed to the policy that all people shall have equal access to programs, facilities, and admissions without regard to personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities. If you anticipate needing any type of accommodation in this course or have questions about physical access, please notify the instructor as soon as possible.

## *Final Note*

You are beginning what we believe will be a wonderful year of personal and professional leadership growth for you and those whose lives you touch. Be present, enjoy every moment, and "soak up" everything you can get. We look forward to working with you.

*The WLI Team*