

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, 2010

Instructors:

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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 8**

Required Text: Northouse, P. G. (2010). *Leadership: Theory and Practice, Fifth Edition*. 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 16 by 5 p.m.)
2. Read the syllabus **carefully** before August 21

Saturday, August 21: 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. Depart for campus

Assignments:

1. Submit Reflection One on your orientation experience to ANGEL (due August 24)
2. Submit Class Participation Score to ANGEL (due August 24)
3. Construct two (2) questions to ask members of the "What is Leadership?" panel and submit to ANGEL (due September 5)
4. Communicate with your mentor (Mentor Assignment # 1) about what you learned about leadership from the WLI Orientation (due August 28). 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 the text (due September 11)
 6. Pre-register for one Penn State Forum Lunch by contacting Pam Baier at pab38@psu.edu (due August 31)
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Friday, August 27: 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. Submit confirmation of your communication to the drop box on ANGEL (i.e., copy of the email and/or note) (due September 3).
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Sunday, September 12: 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?”

Jennifer Zeigler, Editor, State College Magazine

Tanya Furman, Associate Dean for Undergraduate Education, College of EMS

Elizabeth Goreham, Mayor of State College

Paula Milone-Nuzzo, Dean, School of Nursing

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

Bob Orndorff, Associate Director, Career Development and Placement Services

5:30 p.m. Break for dinner

8:00 p.m. Adjourn

Assignments:

1. Submit Reflection Two on self-awareness and leadership to ANGEL (due September 15)
 2. Submit Class Participation Score on ANGEL (due September 15)
 3. Communicate with your mentor (Mentor Assignment #2) about the Myers-Briggs Type Indicator (due September 19)
 4. Construct two (2) questions to ask members of the “Multicultural Women in Leadership” panel and submit to ANGEL (due September 19)
 5. Read Chapter 13 (Culture and Leadership) of the text (due October 2)
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Sunday, October 3: WLI Sunday Session (required)

Concepts: leadership defined, self-awareness

Location: Bennett Pierce Living Center, 110 Henderson Building

- 2:00 p.m. Values Assessment and self-awareness
Abby Diehl and Careen Yarnal
- 3:30 p.m. Panel Discussion: Multicultural Women in Leadership
Dr. Denise Hinds-Zaami, Diversity Counselor, Multicultural Resource Center
Dr. Dee Frisque, Affiliate Instructor, Human Resource Development Center, and
Instructor, College of the Liberal Arts
Giovanna Genard, Senior Marketing Associate, Office of University Relations
Dr. Angelique Bacon-Woodard, Director of Supplemental Instruction, University
Learning Centers
- 4:30 p.m. WLI T-shirt design
- 5:00 p.m. Dinner
- 6:00 p.m. Star Power
Gina Hurny, Program Director, Leadership Development, Division of Student Affairs
- 8:00 p.m. Adjourn

Assignments:

1. Submit Reflection Three on leadership and diversity to ANGEL (due October 6)
2. Submit Class Participation Score on ANGEL (due October 6)
3. Construct two (2) questions to ask members of the “Risk Taking and Leadership” panel and submit to ANGEL (due October 15)
6. Read Chapter 10 (Team Leadership) of the text (due October 21).

Optional Leadership Development Activity:

Thursday, October 14

The Annual Pennsylvania Governor's Conference for Women

Pittsburgh, PA

Friday-Sunday, October 22-24: WLI Weekend Workshop (required)

Concepts: self-awareness, team leadership

Location: Nittany Lion Inn (October 22) and Bennett Pierce Living Center, 110 Henderson Building

Friday, October 22

- 6:00 p.m. Etiquette dinner
Jean O'Brien, Executive Presence Coach, The O'Brien Group
- 8:00 p.m. Business etiquette
Jean O'Brien
- 9:00 p.m. Adjourn

Saturday, October 23

- 9:00 a.m. Continental Breakfast
- 9:30 a.m. Business etiquette (continued); and intergenerational communication skills
Jean O'Brien

11:30 a.m. Lunch
 12:00 p.m. Team and group dynamics
Jean O'Brien
 1:30 p.m. Fun activity
 2:00 p.m. Team leadership issues (conflict resolution)
Rick Capozzi, Human Resource Development Center
 5:00 p.m. Adjourn

Sunday, October 24

12:30 p.m. Lunch
 1:00 p.m. Being part of a team
Rebecca Rumbel, Shavers Creek Environmental Center
 2:30 p.m. Time management
Abby Diehl, Assistant Dean for Alumni and College Relations and Leadership Initiatives
 3:30 p.m. Panel Discussion: Risk Taking and Leadership
Georgia Abbey, Executive Director, Leadership Centre County
Alison Kurtz, President, Ameron Construction
Roberta Bradford, Healthcare Executive, Penn State Hershey Rehabilitation Hospital
Lauren Thumm, RN, Lankenau Hospital (WLI 2006-07)
 4:30 pm Adjourn

Assignments:

1. Submit Reflection Four on team leadership to ANGEL (due October 27)
2. Submit Class Participation Score on ANGEL (due October 27)
3. Communicate with your mentor (Mentor Assignment #3) about what you learned at the Weekend Workshop (due October 31)

Sunday, November 7: WLI Sunday Session (required)

Concepts: leadership in action

Location: Bennett Pierce Living Center, 110 Henderson Building

11:00 am Service Learning
Kathleen Raupach, Instructor, Department of Recreation, Park, and Tourism Management
 12:30 pm Lunch
 1:00 pm Service learning project: Giving Back, Looking Forward and Leadership Development
Careen Yarnal
 1:30 pm Service learning project—the class of 2009-10 WLI experience
Steph Smith, Ali Doub, Megan Bell
 2:00 pm Service learning project—group assignments and project guidelines
 3:00 pm Fun activity
 3:30 pm Resume Writing
Marja Verbeeten, Assistant Professor, School of Hospitality Management
 4:30 pm Adjourn

Assignments:

1. Submit Reflection Five on leadership in action to ANGEL (due November 10)
 2. Submit Class Participation Score on ANGEL (due November 10)
 3. Communicate with your mentor (Mentor Assignment #4) about what leadership in action means (due November 17)
 4. Read Chapter 12 (Women and Leadership) of the text (due December 4)
 5. Begin working with your group on your service learning project proposal (presentation date: December 5)
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Sunday, December 5: WLI Sunday Session (required)

Concepts: self-care and leadership

Location: 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

Kathy Morrison, Nurse Manager for Stroke, Penn State Milton S. Hershey Medical Center

6:00 p.m. Service learning project proposal presentations

8:00 p.m. Adjourn

Assignment:

1. Submit Reflection Six on women's leadership to ANGEL (due December 8)
 2. Submit Resume and Cover Letter to ANGEL (due December 8)
 3. Submit Class Participation Score to ANGEL (due December 8)
 4. Submit mid-year evaluation to ANGEL (due December 15)
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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 21

Concepts: leadership defined, self-awareness

Distinguished Alumni Speaker Series: Joanne Finegan '83 RC PK, CEO, ReMed Recovery Centers

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. A rubric for the Leadership Assessments is provided in your Orientation Packet. 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.

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 8.

Department	Representative	Department	Representative
<i>BBH</i>	<i>Dr. Lori Francis</i>	<i>RPTM</i>	<i>Dr. Shawna Doerksen</i>
<i>HDFS</i>	<i>Dr. Daphne Hernandez</i>	<i>Kines</i>	<i>Dr. Lauren Kramer</i>
<i>HRIM</i>	<i>Dr. Marja Verbeeten</i>	<i>Nutrition</i>	<i>Dr. Shelly Nickols-Richardson</i>
<i>Nursing</i>	<i>Dr. Darlene Clark</i>	<i>CSD</i>	<i>Dr. Krista Wilkinson</i>

HPA	Ms. Susan Sanders or Dr. Jessica Mittler		
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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

MBTI Completion	10 points
WLI Orientation (20) + Reflection One (ANGEL) (20)	40 points
Mentor Assignments 1-4 (ANGEL) (5 points each)	20 points
WLI Kick-off Dinner (20) and communication with guest (10)	30 points
Sunday Sessions x 4 (20) + Reflections Two, Three Five and Six (ANGEL) (20)	160 points
October Weekend Workshop (60) + Reflection Four (ANGEL) (20)	80 points
Panel Discussion Questions (3 panels x 5 points per panel) (ANGEL)	15 points
Résumé and Cover Letter (ANGEL)	20 points
PSU Forum + reflection (ANGEL) (One required, additional for extra credit)	10 points
Class Participation Scores (5 submissions x 2 points each) (ANGEL)	<u>10 points</u>
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 Sunday Sessions and the Weekend Workshop is **business casual**: slacks or skirt (no jeans); blouse, shirt or top with modest neckline; jacket (optional); and 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, modest top, business shoes for:

- The WLI Kickoff Dinner
- The etiquette dinner on October 22 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:

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.

You are expected to attend every class listed on the syllabus, in addition to the retreat, 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

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

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.

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.

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.