

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, 2011

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 Building
814-863-0546
Email: pab38@psu.edu

Note:

- Please use your **Penn State e-mail address** for all communications in this course.

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 Assignments (required)

1. Take the Myers-Briggs Type Indicator (instructions are on ANGEL)
2. Read the syllabus **carefully** before August 20

Saturday, August 20: 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 23)
2. Submit Class Participation Score to ANGEL (due August 23)
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. Submit confirmation of your communication to the drop box on ANGEL (date/method of communication) (due August 25)
5. Read Chapter 1 (Leadership Defined) and Chapter 2 (Trait Approach) of the text (due September 16)

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

Friday, August 26: WLI Kickoff 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 (date/method of communication) (due September 2).
-

Friday, September 16: WLI Friday 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.
2:30 p.m. Panel Discussion: "What is Leadership?"
Georgia Abbey, Executive Director, Leadership Centre County
Diane Conrad, Chief of Police, Ferguson Township
Roberta Hardin, Coordinator of Student Records and Director of Diversity Outreach and Engagement, Schreyer Honors College
Susan Youtz, Executive Director, University Faculty Senate
3:30 p.m. Break
3:45 p.m. Myers-Briggs Type Indicator
Speaker TBD
5:30 p.m. Break for dinner
6:30 p.m. MBTI, continued
8:00 p.m. Adjourn

Assignments:

1. Submit Reflection Two on self-awareness and leadership to ANGEL (due September 19)
 2. Submit Class Participation Score on ANGEL (due September 19)
 3. Communicate with your mentor (Mentor Assignment #2) about the Myers-Briggs Type Indicator. Submit confirmation of your communication to the drop box on ANGEL (date/method of communication) (due September 19)
 4. Read Chapter 10 (Team Leadership) of the text (due September 30)
-

Friday-Sunday, September 30-October 2: WLI Weekend Workshop (required)

Concepts: self-presentation, team leadership, leadership in action

Location: Nittany Lion Inn (September 30) and Bennett Pierce Living Center, 110 Henderson Building

Friday, September 30

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

Saturday, October 1

- 9:00 a.m. Continental Breakfast
- 9:30 a.m. Business Etiquette/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. Informational Interviewing Skills/Social Media: How It Can Positively (or Negatively)
Impact Your Career
Stephanie Mazzeo-Caputo, Senior Vice President, Organizational Development, HealthEd
- 3:30 p.m. Time Management
Abby Diehl
- 4:30 p.m. Wrap-up
- 5:00 p.m. Adjourn

Sunday, October 2

- 12:30 p.m. Lunch
- 1:00 p.m. Being Part of a Team
Morgan Ilgen and Cheryl Zeljak, Shavers Creek Environmental Center
- 2:00 p.m. Team Leadership Issues
Rick Capozzi, Penn State Human Resource Development Center
- 4:30 pm Adjourn

Assignments:

1. Submit Reflection Three on team leadership to ANGEL (due October 5)
 2. Submit Class Participation Score on ANGEL (due October 5)
 3. Communicate with your mentor (Mentor Assignment #3) about what you learned at the Weekend Workshop. Submit confirmation of your communication to the drop box on ANGEL (date/method of communication) (due October 5)
 4. Construct two (2) questions to ask members of the "Risk Taking and Leadership" panel and submit to ANGEL (due October 7)
-

Friday, October 21: WLI Friday Session (required)

Concepts: leadership in action, leadership defined, self-awareness

Location: 101 Health and Human Development East *NOTE LOCATION CHANGE

- 2:30 p.m. Panel Discussion: Risk Taking and Leadership
Susan Leath, President and Publisher, Centre Daily Times
Karin Foley, Assistant Dean, Eberly College of Science
Paula Milone-Nuzzo, Dean, School of Nursing
- 4:00 p.m. Service learning project overview and guidelines
Abby Diehl
- 4:30 p.m. Service learning project—the class of 2010-11 WLI experience
Students TBD
- 5:00 p.m. Service learning project—group assignments and brainstorming
- 6:00 p.m. Dinner
- 6:30 p.m. WLI t-shirt design
- 7:00 p.m. Résumé Writing
Marja Verbeeten, Assistant Professor, School of Hospitality Management
- 8:30 p.m. Adjourn

Assignments:

1. Submit Reflection Four on leadership in action to ANGEL (due October 24)
2. Submit Class Participation Score on ANGEL (due October 24)
3. Construct two (2) questions to ask members of the “Multicultural Women in Leadership” panel and submit to ANGEL (due November 18)
4. Begin working with your group on your service learning project proposal (presentation date: December 9)
5. Begin working on résumé and cover letter (drafts due to mentor and departmental representative November 18; final versions due to ANGEL December 9)
6. Read Chapter 13 (Culture and Leadership) of the text (due December 2)

Friday, December 2: WLI Friday Session (required)

Concepts: leadership in action, leadership defined, self-care and leadership

Location: Bennett Pierce Living Center, 110 Henderson Building

- 2:30 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
- 4:00 p.m. Panel Discussion: Multicultural Women in Leadership
Angelique Bacon-Woodard, Scholar in Residence for Learning Communities, Learning Assistance Center
Amy Freeman, Assistant Dean of Engineering Diversity, College of Engineering
Roberta Hardin, Coordinator of Student Services, Schreyer Honors College
- 5:00 p.m. Fun activity
- 5:30 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 Five on leadership and diversity to ANGEL (due December 5)
 2. Submit Class Participation Score on ANGEL (due December 5)
 3. Communicate with your mentor (Mentor Assignment #4) about leadership and diversity. Submit confirmation of your communication to the drop box on ANGEL (date/method of communication) (due December 5)
 4. Read Chapter 12 (Women and Leadership) of the text (due December 9)
 5. Continue working with your group on your service learning project proposal (presentation date: December 9)
 6. Submit résumé and cover letter to ANGEL (due December 9)
-

Friday, December 9: WLI Friday Session (required)

Concepts: self-awareness

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

2:30 p.m. Women in Art: Meet at the Palmer Museum for a tour

4:30 p.m. Values Assessment

Abby Diehl

6:00 p.m. Dinner

6:30 p.m. Service learning project proposal presentations and voting

8:30 p.m. Adjourn

Assignment:

7. Submit Reflection Six on women's leadership to ANGEL (due December 12)
 8. Submit Class Participation Score to ANGEL (due December 12)
 9. Submit mid-year evaluation to ANGEL (due December 16)
-

Optional Leadership Development Activities

Participation in Optional Leadership Development Activities is strongly encouraged. 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.

Students will be notified of optional leadership development opportunities via email or in class.

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 Reflections is provided in your Orientation Packet. Each reflection assignment is due three days 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 due via ANGEL three days 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 Campbell Interest and Skill Survey (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 website 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 will 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) by no later than November 18. Please submit your finished résumé and cover letter to the ANGEL drop box by December 9.

Department	Representative	Department	Representative
<i>BBH</i>	<i>Dr. Lori Francis</i>	<i>KINES</i>	<i>Dr. Lauren Kramer</i>
<i>CSD</i>	<i>Dr. Krista Wilkinson</i>	<i>NURS</i>	<i>Ms. Darlene Clark or Mrs. Barbra McDill</i>
<i>HDFS</i>	<i>Dr. Daphne Hernandez</i>	<i>NUTR</i>	<i>Dr. Connie Rogers</i>
<i>HRIM</i>	<i>Dr. Marja Verbeeten</i>	<i>RPTM</i>	<i>Dr. Shawna Doerksen</i>
<i>HPA</i>	<i>Ms. Susan Sanders or Dr. Jessica Mittler</i>		

7) Mentor Communications

Early in your WLI experience you will be matched with a mentor. 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 \$18.00 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, 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 attendance at, and participation in, WLI Weekend Workshops and Friday Sessions, 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 (i.e. the equivalent of one Friday Session).

Breakdown of Final Points

Myers-Briggs Type Indicator Completion	10 points
WLI Orientation (20) + Reflection One (ANGEL) (20)	40 points
Mentor Assignments 1-4 (ANGEL) (5 points each)	20 points
WLI Kickoff Dinner (20) and communication with guest (10)	30 points
Friday Sessions x 4 (20) + Reflections Two, Four, Five, and Six (ANGEL) (20)	160 points
Weekend Workshop (60) + Reflection Three (ANGEL) (20)	80 points
Panel Discussion Questions (3 panels x 5 points per panel) (ANGEL)	15 points
Résumé and Cover Letter (ANGEL)	20 points
Forum Lunch + Reflection (ANGEL) (One required, additional for extra credit)	10 points
Class Participation Scores (6 submissions x 2 points each) (ANGEL)	<u>12 points</u>

Total Possible Points: 397 points

Final Grade Distribution:

A = 373-397 pts. (94-100%)	B = 330 -344 (83-86%)	C = 277-300 (70-75%)
A- = 357-372 (90-93%)	B- = 317-329(80-82%)	D = 238-276 (60-69%)
B+ = 345-356 (87-89%)	C+ = 301-316 (76-79%)	F = < 238 (< 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; 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, jacket, business shoes for:

- The WLI Kickoff Dinner
- The etiquette dinner on September 30 at The Nittany Lion Inn
- Forum Lunch or substitute lecture

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**.

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 a grade of zero (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.

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.