

**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, 2012**

**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. (2012). *Leadership: Theory and Practice, Sixth 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. Purchase the textbook and bring your copy to the August Retreat/Orientation
2. Take the Myers-Briggs Type Indicator (instructions are on ANGEL) (due August 17 by 5 p.m.)
3. Read the syllabus **carefully** before August 25

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#### **Saturday, August 25: WLI Retreat/Orientation (required)**

**Concept:** self-awareness

**Location:** Shaver's Creek and Stone Valley

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|------------|---|
| 7:15 a.m.  | Transportation by bus to Shaver's Creek Environmental Center  |
| 8:00 a.m.  | WLI orientation, self-exploration, teambuilding experiences   |
| 11:00 a.m. | Syllabus Orientation/Panel Questions with lunch. Be prepared to ask questions about the syllabus. In groups of three, construct and submit two questions for the "What is Leadership?" panel. |
| 11:45 a.m. | Transportation to Stone Valley  |
| 12:00 p.m. | Ropes Course  |
| 4:00 p.m.  | Depart for campus   |

*Assignments:*

1. Submit Reflection One on your orientation experience to ANGEL (due August 28)
2. Submit Class Participation Score to ANGEL (due August 28)
3. Communicate with your mentor (Mentor Assignment # 1) about what you learned about leadership from the WLI Retreat/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)
4. Read Chapter 1 (Introduction) and Chapter 2 (Trait Approach) of the text (due August 31 prior to start of class)
5. Pre-register for one Penn State Forum Lunch by contacting Pam Baier at [pab38@psu.edu](mailto:pab38@psu.edu) (due by class time on August 31)

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**Friday, August 31: WLI Friday Session (required)**

Concepts: leadership defined, self-awareness

Location: Bennett Pierce Living Center, 110 Henderson Building

- 2:30 p.m.      What is leadership? Come prepared to actively discuss Chapters 1 and 2. We will also discuss what are “good” questions, how many, the role of the moderator, what is a “balanced” panel, and we will select questions from your contributions for the panel on “What is Leadership?”
- 3:30 p.m.      Panel Discussion: “What is Leadership?”  
*Elizabeth Goreham, Mayor of State College*  
*Peggy Lorah, Director, Center for Women Students*  
*Lauren Lubus, Strategic Services Specialist, Penn State Hershey Medical Group – State College*  
*Kay Salvino, Practice Administrator, Heimer Eye Care Associates, P.C.*
- 4:30 p.m.      Myers-Briggs Type Indicator and self-awareness  
*Bob Orndorff, Associate Director, Career Development and Placement Services*
- 5:30 p.m.      Break for dinner
- 6:00 p.m.      Bob Orndorff continues with MBTI
- 7:00 p.m.      Service learning: Giving Back, Looking Forward and Leadership Development  
*Careen Yarnal*
- 8:00 p.m.      Adjourn

*Assignments:*

1. Submit Reflection Two on self-awareness and leadership to ANGEL (due September 4)
2. Submit Class Participation Score on ANGEL (due September 4)
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 5)
4. Construct two (2) questions to ask members of the “Multicultural Women in Leadership” panel and submit to ANGEL (due September 14)
5. Read Chapter 15 (Culture and Leadership) of the text (due September 28 prior to start of class)

**Friday, September 7: 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 (date/method of communication) (due September 14).
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**Friday, September 14: Lunch with Jo Carlberg (optional)**

**Location:** Living Center, Henderson Building

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

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

**Location:** Founder's Lounge (Mezzanine Entrance), Bryce Jordan Center

2:30 p.m. Values Assessment and self-awareness  
*Darlene Clark and Careen Yarnal*

3:30 p.m. Panel Discussion: Multicultural Women in Leadership  
*Angelique Bacon-Woodard, Scholar in Residence, Learning Communities, Penn State Learning, Undergraduate Education*  
*Victoria Sanchez, Assistant Vice Provost for Educational Equity*  
*Maria Schmidt, Assistant Dean for Multicultural Programs, College of Education*

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 culture/power and privilege to ANGEL (due October 1)
  2. Submit Class Participation Score on ANGEL (due October 1)
  3. Construct two (2) questions to ask members of the "Risk Taking and Leadership" panel and submit to ANGEL (due October 5)
  6. Read Chapter 12 (Team Leadership) of the text (due October 12 prior to start of class).
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**Friday-Sunday, October 12-14: WLI Weekend Workshop (required)**

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

**Location:** Nittany Lion Inn (October 12) and Hintz Family Student Center, 10 Henderson Building

**Friday, October 12**

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

**Saturday, October 13**

- 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)  
*Speaker TBD*
- 4:00 p.m.      Adjourn

**Sunday, October 14**

- 12:30 p.m.      Lunch
- 1:00 p.m.      Being part of a team  
*Facilitator TBD, Shavers Creek Environmental Center*
- 2:30 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.      Panel Discussion: Risk Taking and Leadership  
*Jessica Dolan, Bringer of Order/Owner, Room to Breathe*  
*Gail Hurley, Associate Vice President for Auxiliary and Business Services, Penn State*  
*Dawn Keller, Quality Assurance Manager, Minitab*  
*Joan McConnon, Founder, Project H.O.M.E.*
- 4:30 pm      Adjourn

*Assignments:*

1. Submit Reflection Four on team leadership to ANGEL (due October 17)
  2. Submit Class Participation Score on ANGEL (due October 17)
  3. Communicate with your mentor (Mentor Assignment #3) about what you learned at the Weekend Workshop (due October 19)
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**Friday, November 9: WLI Friday Session (required)**

**Concepts:** developing personal/leadership strengths  
**Location:** Bennett Pierce Living Center, 110 Henderson Building

2:30 p.m. Time Management  
*Abigail Diehl, Assistant Dean for Alumni and College Relations and Leadership Initiatives, College of Health and Human Development*

3:30 p.m. Healthy Choices/Healthy Lifestyle and Risk Assessment/Modification  
*Penn State Hershey Medical Center, Department of Nursing, Women's Health*

5:30 p.m. Dinner

6:00 p.m. Resume Writing  
*Matt Ishler, Assistant Director, Career Counseling and Planning, Career Services*

7:00 p.m. Adjourn

*Assignments:*

1. Submit Reflection Five on healthy lifestyles to ANGEL (due November 12)
  2. Submit Class Participation Score on ANGEL (due November 12)
  3. Submit resume and cover letter draft to mentor (Mentor Assignment #4) and department representative (due November 16)
  4. Read Chapter 14 (Women and Leadership) of the text (due December 7 prior to start of class)
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**Friday, December 7: WLI Friday Session (required)**

**Concepts:** developing leadership strengths through art and speech  
**Location:** Palmer Museum and Bennett Pierce Living Center, 110 Henderson Building

2:30 p.m. Meet at the Palmer Museum for a tour of the museum

4:00 p.m. Public Speaking  
*Diane Brown, Human Resource Manager, Human Resource Development Center*

5:30 p.m. Dinner

6:00 p.m. Service Project Check-in

7:00 p.m. Adjourn

*Assignment:*

1. Submit Reflection Six on women's leadership to ANGEL (due December 10)
  2. Submit Resume and Cover Letter to ANGEL (due December 10)
  3. Submit Class Participation Score to ANGEL (due December 10)
  4. Submit mid-year evaluation to ANGEL (due December 14)
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## 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.

Optional Activities are available to acquire additional experiences and, if necessary, to substitute for required experiences. If you are participating in Optional Activities for points to substitute for a required activity, the instructor **must** approve your participation before completing the activity. **Optional Activities may substitute for a maximum of SIX HOURS of required class hours (i.e. the equivalent of one Friday Session).**

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

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### 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:

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#### **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 scoring rubric for these reflections is provided in your orientation packet. Submission dates are listed on the syllabus.

#### **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 scoring rubric for this self-assessment is provided in your orientation packet. Submission deadlines are listed on the syllabus.

#### **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 deadlines are listed 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: <http://studentaffairs.psu.edu/career/students/resumes.shtml>.

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) by no later than November 16.** Please submit your finished résumé and cover letter to the ANGEL drop box by December 10.

<b>Department</b>	<b>Representative</b>	<b>Department</b>	<b>Representative</b>
<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>Dr. Darlene Clark or Ms. Barbra McDill</i>
<i>HDFS</i>	<i>Dr. Jennifer Crissman Ishler</i>	<i>NUTR</i>	<i>Dr. Connie Rogers</i>
<i>HRIM</i>	<i>Dr. Breffni Noone</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 having attended the Forum Lunch. The Forums are an excellent way to observe and learn from nationally and internationally known leaders. The Forum participation may be used as an optional activity to enhance your leadership capacity, and can add up to 20 additional points (10 per Forum) to your total. If you sign up for a Forum, you **must** attend. Cancellations are **ONLY** accepted with an \$18.00 fee (the cost of your ticket) or an individual who will attend in your place. Dress code: business.

**If you are unable to attend a Forum Lunch,** you may instead attend 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, Friday Sessions, and Optional Activities, and on the grades you receive for the various assignments.



## 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 Kick-off Dinner (20) and communication with guest (10)	30 points
Friday Sessions x 4 (20) + Reflections Two, Three Five and Six (ANGEL) (20)	160 points
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
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 = 329-344 (83-86%)	C = 277-300 (70-75%)
A- = 357-372 (90-93%)	B- = 317-328 (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, business shoes for:

- The WLI Kickoff Dinner
- The etiquette dinner on October 12 at The Nittany Lion Inn
- Forum Lunch or substitute lecture

Dress code for the retreat/orientation (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** (unless you are coming directly from another class).

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 submitted 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](http://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](http://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.