

The Pennsylvania State University
Women's Leadership Initiative: Concepts and Competencies
HHD 497A, Section 001
2 credit hours
Times and locations as indicated
Spring 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. (2007). *Leadership: Theory and Practice*. Sage.

Course Description:

This course is designed 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

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:

1. Read chapter 3 (Skills Approach) and chapter 4 (Style Approach) of Northouse, P.G. (2007). *Leadership: Theory and Practice* (due January 22)
2. Take the Skills Inventory Questionnaire and the Style Approach Questionnaire on ANGEL (due January 22)
3. My Leadership Philosophy. On one, double-spaced page, articulate your Leadership Philosophy. You will be asked to refine your Leadership Philosophy on a regular basis using the “track changes” function in Microsoft Word.

Sunday, January 24: WLI Sunday Session #1 (required)

Concept: Practicing Leadership

Topics: Interviewing skills

Location: Bryce Jordan Center and Bennett Pierce Living Center, 110 Henderson Building

Time: 2:00-8:00 p.m.

1:00 p.m. WBCA Pink Zone/Lady Lions Basketball Game

3:30 p.m. Interviewing skills

Dr. Marja Verbeeten, Assistant Professor of Hospitality Management

4:30-6:30 p.m. Mock interviews – 30 minutes per student

Before and after your interview, please prepare two (2) panel questions for the Sunday Session on Leadership and Philanthropy, two (2) questions for the Weekend Workshop on Ethical Leadership and two (2) questions for the Weekend Workshop Men’s Panel on Power, Politics, and Workplace culture. Submit the six (6) questions prior by the end of this Sunday session.

6:30 p.m. Dinner and Service Learning Project ongoing development

Assignments:

- Submit Class Participation Score to ANGEL (due January 27)
 - Submit Service Learning Participation Score to ANGEL (due January 27)
 - Submit Reflection Six on Developing Leadership Skills to ANGEL (due January 27)
 - Invite mentor and guests (2) to April 17 WLI Celebration Luncheon (Mentor Assignment #1, due February 2). Submit confirmation of your communications with your mentor and guests to the drop box on ANGEL (i.e., copy of the emails and/or notes to your mentor and guests).
 - Communicate with your mentor about your courses and activities this semester (Mentor Assignment #2, due February 2). Submit confirmation of your communication to the drop box on ANGEL (i.e., copy of the email and/or note to your mentor).
 - Advertise WLI info meetings to potential WLI students (Feb. 3 and 4 at 6:00 p.m.).
 - Read chapter 5 (Situational Approach) and chapter 6 (Contingency Theory) of Northouse, P.G. (2007). *Leadership: Theory and Practice* (due February 6)
 - Take the Least Preferred Coworker Measure on ANGEL (due February 6)
 - Ongoing development of the Service Learning Project
 - Refine your Leadership Philosophy using “track changes”
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Sunday, February 7: WLI Sunday Session #2 (required)

Concept: Developing Leadership Skills
Topics: Networking, philanthropy and leadership
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:00-8:00 p.m.

2:00 p.m. Networking, building relationships and leadership
Cheryl Bonner, Director of Alumni Career Services, Penn State Alumni Association

3:00 p.m. Campbell Interest and Skill Survey (CISS)
Robert Orndorff, Associate Director of Recruiting and Employee Relations, Penn State Career Services

5:00 p.m. Dinner

5:30 p.m. “Leaders and Philanthropy” panel discussion

7:00 pm Service Learning Project ongoing development

8:00 p.m. Summary and Adjournment

Assignments:

- Submit Reflection Seven on Philanthropy and its Contribution to Leadership to ANGEL (due February 10)
- Submit Class Participation Score to ANGEL (due February 10)
- Submit Service Learning Participation Score to ANGEL (due February 10)
- Read the postings on ANGEL entitled, “Ethical Leadership” and “Overcoming Obstacles” (due February 11)
- Complete the Observational Exercise on Ethical Leadership on ANGEL (due February 11)
- Ongoing development of the Service Learning Project
- Refine your Leadership Philosophy using “track changes”

February 12-13: WLI Weekend Workshop (required) – Washington, DC

Concept: Practicing Leadership
Topic: Ethical leadership, young leaders
Location: Washington, DC

Friday, February 12

7:00 a.m. Depart for Washington, DC
Begin your Leadership Reflection Diaries
2:00 p.m. Meet with Wanda Jones, Principal Deputy Assistant Secretary for Health, U.S.
Department of Health and Human Services
4:00 p.m. Tentative – Health Care Reform panel discussion
7:00 p.m. Networking Reception with Penn State Professional Women’s Network of Metro
Washington
9:00 p.m. Leadership Reflection Diaries

Saturday, February 13

9:00 a.m. What is ethical leadership? Please come prepared to discuss your Observational
Exercise on Ethical Leadership.
9:45 a.m. Leadership Reflection Diaries
10:00 a.m. Ethical Leadership: A Variety of Viewpoints (panel discussion)
Jessica Stuart, President, Jessica Stuart Inc.
LaToya Smith, Resident Physician, Washington Hospital Center
12:00 p.m. Lunch and Guest Speaker – Politics in the Workplace
Mary Good, Senior VP and Director of Human Resources, SRA International
1:00 p.m. “Issues Facing Young Leaders” panel discussion
Shannon Egan, Development Planning and Feasibility, Marriott International
Stephanie Donolli, Director of Public Policy, Acute Long Term Hospital Association
April Judy, Crowne Meeting Director, The Crowne Plaza Hotel, Rockville, MD
Shaira Morales, Medical Education Coordinator, George Washington University
Medical Faculty
3:00 p.m. Topic TBD
5:00 p.m. Depart for State College
Submit your Leadership Reflection Diaries

Assignments:

- Submit Class Participation Score to ANGEL (due February 17)
- Submit Service Learning Participation Score to ANGEL (due February 17)
- Submit Reflection Eight on Ethical Leadership (due February 17)
- Read the posting on ANGEL entitled, “Listening to Out-Group Members” (due March 19)
- Complete the Observational Exercise on “Out-Groups and Leadership” on ANGEL (due March 21)
- Interview your mentor about work/life balance (Mentor Assignment #3 – due April 9)
- Ongoing development of the Service Learning Project
- Refine your Leadership Philosophy using track changes

Sunday, March 21 -- WLI Sunday Session #3 (required)

Concept: Developing Leadership Skills
Topic: Diversity and its contribution to leadership
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:00–8:00 p.m.

2:00 p.m. What role does diversity play in leadership? Please come prepared to discuss the Observational Exercise on “Out-Groups and Leadership.”
3:00 p.m. Service Learning Project ongoing development
4:00 p.m. Men’s Perspectives on Leadership (panel discussion)
5:00 p.m. Dinner and group discussion of diversity and leadership
6:00 p.m. Diversity in Action
Dr. Terrell Jones, Vice Provost for Educational Equity

Assignments:

- Submit Class Participation Score to ANGEL (due March 24)
- Submit Service Learning Participation Score to ANGEL (due March 24)
- Submit Reflection Nine on Leadership and Diversity (due March 24)
- Read the posting on ANGEL entitled “Leadership and Work/Life Balance”
- Read chapter 9 (Transformational Leadership) of Northouse, P.G. (2007). *Leadership: Theory and Practice* (due April 10th)
- Interview your mentor about work/life balance (Mentor Assignment #3 – due April 9)
- Ongoing development of the Service Learning Project
- Refine your Leadership Philosophy using track changes

Sunday, April 11 -- WLI Sunday Session #4 (required)

Concept: Developing Leadership Skills
Topic: Work/Life Balance, Wellness and Leadership
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:00–8:00 p.m.

2:00 p.m. The role of work/life balance in leadership
Dr. Nan Crouter, Dean, College of Health and Human Development
3:00 p.m. Financial Health
Deborah Pajak, Wienken and Associates
5:00 p.m. Dinner and group discussion of work/life balance
6:00 p.m. Self-Defense
Susan DelPonte, Center for Women Students
Ellen Aschenbrenner, Police Officer, University Police
7:00 p.m. Service Learning Project discussion and evaluation

Assignments:

- Submit Class Participation Score to ANGEL (due April 14)
- Submit Service Learning Participation Score to ANGEL (due April 14)
- Submit Reflection Ten on “My Leadership Philosophy” (due April 14)

Saturday, April 17: Celebration Lunch with family and mentors (required)

Concepts: Practicing Leadership
Location: Boardroom, Nittany Lion Inn
Time: 11:00 a.m.

Optional Leadership Development Activities

We 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.

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

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 Assessments and Exercises

In conjunction with assigned readings and to further hone your personal leadership philosophy you are required to:

1. Complete four questionnaires/assessments (the Strong Interest Inventory, the Skills Inventory, The Style Approach and the Least Preferred Co-worker) and
2. Conduct two Observational Exercises (Ethical Leadership and Out Groups and Leadership)

The assignments and due dates are posted on ANGEL.

3. Leadership Reflections

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

4. 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. Scores are submitted shortly after each session.

5. Leadership Reflection Diary

As part of the trip to Washington DC, you are required to keep a Leadership Reflection Diary. As you meet with various leaders over the course of the two-day session, the purpose of the diary is to compile your thoughts and reflections on:

1. Examples of different leadership styles, critiquing the advantages and disadvantages of each, the contexts where they were effective and how those styles supported or differed from the assigned readings
2. What you learned about leadership that will contribute to your personal leadership philosophy

The diary will begin at 7 a.m. on February 18 and end at 5 p.m. on February 19.

6. Service Learning Participation Scores

As part of your development as a leader, you are asked to assess your on-going contribution to the Service Learning Project. You will assess your on-going contribution after each class session. A rubric for the self-assessment is provided. Scores are submitted shortly after each class session.

7. 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.

8. Mentor Communications

You are required to continue to communicate with your mentor three times during the semester as per the syllabus instructions.

- Mentor Assignment #1: Invite your mentor to the Celebration Luncheon
- Mentor Assignment #2: Communicate with your mentor about your courses and activities this semester
- Mentor Assignment #3: Interview your mentor about work/life balance (instructions on ANGEL)

You may also want to communicate on a more regular basis.

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.

Breakdown of Final Points

Skills Inventory Questionnaire (ANGEL)	5 points
Style Approach Questionnaire (ANGEL)	5 points
Least Preferred Co-worker Measure (ANGEL)	5 points
Campbell Interest and Skill Survey	10 points
Observational Exercise—Ethical Leadership	20 points
Observational Exercise—Out-Groups and Leadership	20 points
Mentor Assignment #1 (ANGEL)	5 points
Mentor Assignment #2 (ANGEL)	5 points
Mentor Assignment #3—Work/Life Balance (ANGEL)	15 points

Sunday Sessions x 4 (30) + Reflections Six, Seven, Nine and Ten (ANGEL) (10)	160 points
Washington Weekend Workshop (90) + Reflection Eight (ANGEL) (10)	100 points
Panel Discussion Questions (3 panels @ 5 points per panel) (ANGEL)	15 points
Class Participation Scores (5 submissions @ 2 points each) (ANGEL)	10 points
Service Learning Project Participation (5 submissions @ 2 points each) (ANGEL)	10 points
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Total Possible Points:	385 points

Final Grade Distribution:

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

Dress Code

Dress code for Sunday Sessions and the Weekend Workshop is **business casual**: slacks or skirt (no jeans); blouse, shirt or top with modest neckline, dark jacket (optional), shoes (no sneakers or flip-flops) that are comfortable for the business ahead. The professionals with whom you will interact will notice your dress and the messages they receive from you as a result.

Dress code is **professional**: slacks or skirt (dark or muted color), modest top, business shoes for

- The Weekend Workshop in Washington, DC
- The Celebration Luncheon

Policy Statements:

Special Spring 2010 Flu Protocols

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

Most students should be able to complete a successful semester despite a flu-induced absence. Faculty will provide students who are absent because of illness with a reasonable opportunity to make up missed work. Ordinarily, it is inappropriate to substitute for the missed assignment the weighting of a semester's work that does not include the missed assignment or exam. Completion of all assignments and exams assures the greatest chance for students to develop heightened understanding and content mastery that is unavailable through the weighting process. The opportunity to complete all assignments

and exams supports the university's desire to enable students to make responsible situational decisions, including the decision to avoid spreading a contagious virus to other students, staff, and faculty, without endangering their academic work.

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

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

Attendance Policy

Attendance at all events is **crucial** to your success in the Women's Leadership Initiative. You will learn from one another as well as from leaders with whom you interact. Please arrive **10 minutes early**. If you arrive late without a documented, University-sanctioned reason, **20 points** will be deducted from your final grade for **each** late occurrence.

In the event that you experience a Penn State endorsed conflict with a particular event, such as a documented illness, death in the family, etc., please notify the instructor in advance by e-mail, or in the case of emergency, as soon as possible.

Late Assignment Policy

Assignments submitted beyond the deadline and not accompanied by a documented University sanctioned excuse, will result in **one full grade drop** for each 24-hour period beyond the deadline (e.g., an A will become a B, etc). Assignments handed in more than three days beyond the deadline will not be accepted and will receive an F (0).

Statement on Religious Holidays

While efforts are made to avoid conflicts with religious holidays, it is not possible to accommodate the course schedule around every holiday. In cases when conflicts are unavoidable, it is your responsibility to notify the instructor of the conflict **two weeks prior** to missing a class requirement so that special arrangements can be made for substituting those experiences where permitted. Additional information can be found on the Penn State Center for Ethics and Religious Affairs Website located at www.sa.psu.edu/cera/calendars.shtml (and click on "Interfaith Holiday Listing"). .

Academic Integrity Statement

Penn State defines academic integrity as the pursuit of scholarly activity in an open, honest and responsible manner. According to Faculty Senate Policy 49-20, "**Academic integrity is the pursuit of scholarly activity in an open, honest and responsible manner. Academic integrity is a basic guiding principle for all academic activity at The Pennsylvania State University, and all members of the University community are expected to act in accordance with this principle. Consistent with this expectation, the University's Code of Conduct states that all students should**

act with personal integrity, respect other students' dignity, rights and property, and help create and maintain an environment in which all can succeed through the fruits of their efforts.”

Dishonesty of any kind will not be tolerated in this course. Dishonesty includes, but is not limited to, cheating, plagiarizing, fabricating information or citations, facilitating acts of academic dishonesty by others, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. Students who are found to be dishonest will receive academic sanctions, will be removed from the Women’s Leadership Initiative, and will be reported to the College of Health and Human Development and/or the University’s Office of Judicial Affairs for possible further disciplinary sanction.

Disability Access Statement

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

Students in Crisis

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

Syllabus Subject to Change

The Women’s Leadership Initiative is built upon the contributions of many individuals and groups. New opportunities emerge on a continuing basis. For those reasons, the syllabus may be subject to change periodically during the semester. If a change occurs, you will be notified by e-mail, using your PSU account, and at the next gathering of the group. No change will result in increased requirements, although additional opportunities not listed in this syllabus may be announced in the above manner.

Final Note

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