

The Pennsylvania State University
Women's Leadership Initiative: Concepts and Competencies
HHD 497B, Section 001
2 credit hours
Times and locations as indicated
Spring Semester, 2013

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 9**

Required Text: Northouse, P. G. (2010). *Leadership: Theory and Practice, Fifth Edition*. 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
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Course Schedule:

Pre-Class Assignments:

1. Take the Skills Inventory Questionnaire on ANGEL. Please calculate your score using the score sheet on ANGEL. Submit your score on the Skills Inventory Questionnaire to the drop box on ANGEL (due 10th January)
2. Read chapter 3 (Skills Approach) and chapter 4 (Style Approach) of the text (due 10th January)
3. My Leadership Philosophy. On one, double-spaced page, articulate your Leadership Philosophy. See ANGEL for instructions and guidelines (due 10th January).

Friday, January 11: WLI Session #1 (required)

Concept: Practicing Leadership
Topics: Interviewing skills
Location: Career Services Building, Room 103W
Time: 2:30-7:30 p.m.

2:30 p.m. Interviewing skills

Matt Ishler, Career Services Manager

3:30 p.m. Mock interviews – 30 minutes per student

Before and after your interview: (1) prepare two [2] panel questions for “Leadership and Philanthropy”; (2) prepare two [2] panel questions for “Men’s Perspectives on Women’s Leadership”. Submit the four [4] questions by the end of this session; (3) as time allows, please work on Reflection Seven (due date see below).

- 6:00 p.m. Dinner and planning for Celebration Luncheon
- 7:00 p.m. 1. Syllabus review
 2. Service Project progress
 3. Your Leadership Philosophy, how to use track changes. You will be asked to refine your Leadership Philosophy **four** [4] times during the semester using the “track changes” function in Microsoft Word.
 4. Reflections and Peer Review. You will be asked to Peer Review Reflections with an assigned partner prior to **each** of the **four** [4] Peer Review Reflection submissions.
- 7:30 p.m. Adjournment

Assignments:

- Submit Class Participation Score to ANGEL (due 16th January)
- Peer Review and Submit Reflection Seven on Developing Leadership Skills to ANGEL (due - 16th January)
- Refine your Leadership Philosophy using “track changes” and submit to ANGEL (due 16th January)
- Invite mentor and guests (2) to April 6 WLI Celebration Luncheon. Communicate with your mentor about your courses and activities this semester (Mentor Assignment #1, due 16th January). Submit confirmation of your communications with your mentor and guests to the drop box on ANGEL (i.e., date/method of communication).
- Read chapter 5 (Situational Approach) and chapter 6 (Contingency Theory) of the text (due 31st January)

Friday, February 1: WLI Session #2 (required)

Concept: Developing Leadership Skills
Topics: Networking, philanthropy, and leadership
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:30-7:30 p.m.

- 2:30 p.m. Networking, building relationships and leadership
Cheryl Bonner, Director Alumni Career Services, Penn State Alumni Association
- 3:30 p.m. Men’s Perspectives on Leadership (panel discussion-continuing challenges for women)
Blannie Bowen, Vice Provost, Academic Affairs
Craig Weidemann, Vice President for Outreach
Tom King, Chief of Police State College
Larry Backer, Chair Faculty Senate
- 5:30 p.m. Dinner and planning for Celebration Luncheon
- 6:00 p.m. Leadership and Philanthropy (panel discussion)
Katherine Allen, Partner McQuaide Blasko, President, Central PA Festival of the Arts Board
Miriam Powell, WLI Mentor; Executive Director, WBCA Pink Zone
Cheryl White, CVIM
- 7:00 p.m. Summary
- 7:30 p.m. Adjournment

Assignments:

- Submit Class Participation Score to ANGEL (due 6th February)

- Peer Review and Submit Reflection Eight on Philanthropy and Leadership Development to ANGEL (due 6th February)
- Read the posting on ANGEL entitled, “Listening to Out-Group Members” (due 21st February)
- Complete the Observational Exercise on “Out-Groups and Leadership” on ANGEL (due 21st February prior to the start of class)

Friday, February 22 -- WLI Session #3 (required)

Concept: Developing Leadership Skills
Topic: Career exploration, diversity, and leadership
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:30–7:00 p.m.

2:30 p.m. Mandatory Reporter Training
 3:30 p.m. Campbell Interest and Skill Survey (CISS)
Robert Orndorff, Associate Director of Recruiting and Employee Relations, Penn State Career Services
 4:30 p.m. Planning for Celebration Luncheon
 5:30 p.m. Dinner
 6:00 p.m. Ethical leadership conversation. Service Learning paper guidelines.
 Prepare two [2] panel questions: one [1] on “What makes leadership in the context of government different to other leadership domains” and one [1] on “Ethical Leadership in Government” (Harrisburg Trip) and two [2] panel questions for the “Young Leaders and Ethical Leadership” Panel. Submit the four [4] questions by the end of this session.
 7:00 p.m. Adjourn

Assignments:

- Submit Class Participation Score to ANGEL (due 27th February)
- Peer Review and Submit Reflection Nine on Leadership and Diversity (due 27th February)
- Refine your Leadership Philosophy using track changes and submit to ANGEL (due 27th February)
- Read the postings on ANGEL entitled, “Ethical Leadership” and “Overcoming Obstacles” (due 14th March)
- Complete the Observational Exercise on Ethical Leadership on ANGEL (due 14th March)
- Read chapter 9 (Transformational Leadership) of the text (due 21st March)
- Interview your mentor about work/life balance (Mentor Assignment #2 due 21st March)
- Read the posting on ANGEL entitled “Leadership and Work/Life Balance” (due 21st March)

Sunday, February 24: WBCA “Pink Zone” at Lady Lions Basketball Game (optional but strongly encouraged)

Location: Bryce Jordan Center
Time: 1:00 p.m.

March 15-16: WLI Weekend Workshop (required) – Harrisburg, PA and University Park, PA

Concept: Practicing Leadership

Topic: Ethical leadership
Location: Harrisburg, PA and University Park, PA

Friday, March 15

6:45 a.m. Depart for Harrisburg, PA
Begin your Leadership Reflection Diaries (Diaries available on bus)
9:00 a.m. Program
11:30 a.m. Lunch
12:30 p.m. Program
4:00 p.m. Depart for State College
6:00 p.m. Arrive State College

Saturday, March 16, Bennett Pierce Living Center

9:00 a.m. Self-Defense. Bring appropriate attire.
Susan DelPonte, Student Affairs Specialist, Center for Women Students
10:00 a.m. Young Leaders and Ethical Leadership Panel
Peter Khoury, National Campus Leadership Council, Penn State
Courtney Lennartz, President UPUA
11:00 a.m. Group discussion of Ethical Leadership (bring Leadership Reflection Diary)
Noon Lunch
12:30 p.m. Group presentations for Celebration Luncheon
1:30 p.m. Diversity in Action
Terrell Jones, Vice Provost for Educational Equity
2:30 p.m. Adjourn

Assignments:

- Submit Class Participation Score to ANGEL (due 21st March)
- Peer Review and Submit Reflection Ten on Ethical Leadership (due 21st March)
- Submit Leadership Reflection Diary (due 21st March)
- Submit Service Project Reflection Paper (due 21st March)
- Prepare 2-minute presentation on Service Project: what I did and what I learned.

Friday, March 22 -- WLI Session #4 (required)

Concept: Developing Leadership Skills
Topic: Leadership Balance
Location: Bennett Pierce Living Center, 110 Henderson Building
Time: 2:30–7:30 p.m.

2:30 p.m. The role of work/life balance in leadership
Dr. Nan Crouter, Dean, College of Health and Human Development
3:30 p.m. Financial Health
Deborah Pajak, Certified Financial Planner, Wienken and Associates
5:30 p.m. Dinner
6:00 p.m. Service Presentations
7:30 p.m. Adjourn

Assignments:

- Submit Class Participation Score to ANGEL (due 27th March
- Refine your Leadership Philosophy using track changes and submit to ANGEL (due 27th March)

Saturday, April 6: 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.
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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:

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 two questionnaires/assessments (the Campbell Interest and Skill Survey and the Skills Inventory)
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. Service Project Reflection Paper

As part of your development as a leader, you are asked write a 5-page Reflection Paper on your Service Project. The Service Project Reflection Paper is due 21st March.

6. Leadership Reflection Diary

As part of the trip to Harrisburg, PA you will keep a Leadership Reflection Diary. As you meet with various leaders, 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 15th March. The Leadership Reflection Diary will be submitted along with Reflection 10 on 21st March.

7. Panel Questions

You are required to submit questions for panel members for each of panel presentations (see above for details). Submission times are indicated 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 and communicate with your mentor about your courses and activities this semester
- Mentor Assignment #2: Interview your mentor about work/life balance (instructions on ANGEL)

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

9. 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. 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. 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 casual.

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

Breakdown of Final Points

Attendance at Friday Sessions (4 at 20 points each) and Weekend Workshop (30 points)	110 points
Reflection Papers Seven, Eight, Nine (20 points each) and Ten (40 points)	100 points
Skills Inventory Questionnaire (ANGEL)	10 points
Campbell Interest and Skill Survey	10 points
Observational Exercise—Out-Groups and Leadership (ANGEL)	20 points
Observational Exercise—Ethical Leadership (ANGEL)	20 points
Mentor Assignment #1 (ANGEL)	10 points
Mentor Assignment #2—Work/Life Balance (ANGEL)	10 points
“My Leadership Philosophy” (4 submissions x 5 points each) (ANGEL)	20 points
Panel Discussion Questions (4 panels x 5 points per panel)	20 points
Class Participation Scores (5 submissions x 2 points each) (ANGEL)	10 points
Service Project Reflection	50 points
Forum Lunch + reflection (ANGEL) (One required)	10 points

Total Possible Points: 400 points

Final Grade Distribution:

A = 376-400 pts. (94-100%)	B = 332-347 (83-86%)	C = 280-303 (70-75%)
A- = 360 -375 (90-93%)	B- = 320-331(80-82%)	D = 240-279 (60-69%)
B+ = 348 -359 (87-89%)	C+ = 304-319 (76-79%)	F = < 240 (< 60%)

Dress Code

Dress code for Friday Sessions, the Weekend Workshop, Forum Luncheons and all other WLI events 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. Any exceptions will be noted on the syllabus or via email communication. 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 (dark or muted color), modest top, business shoes for

- The Weekend Workshop trip to Harrisburg, PA
- The Celebration Luncheon

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 Celebration Lunch, 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

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.