

The Pennsylvania State University
Women's Leadership Initiative: Concepts and Competencies
HHD 497A, Section 001
2 credit hours
Time & place as indicated
Fall Semester, 2008

Instructor: Dr. Abigail Diehl
Assistant Dean for Alumni and College Relations and Leadership Initiatives
Director, Women's Leadership Initiative
College of Health & Human Development
Mail address: 201 Henderson Building
Office location: 102 Henderson Building
814.863.2207
abbyd@psu.edu

Additional Contacts:

Ms. Pamela Baier
Assistant to the Director
Mail address: 201 Henderson Building
Office location: 159 S. Henderson
814.863.0546
PAB38@psu.edu

Notes:

- **Please use your PSU e-mail address for all communications in this course.**
- **Most assignments need to be submitted through a drop box in ANGEL.**
- **Dress code: see page 9**

Text: Komives, S. R., Lucas, N., & McMahon, T.R. (2007). *Exploring Leadership*. San Francisco, CA: Jossey-Bass.

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; 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; and a clearer understanding of leadership in diverse

cultures and contexts. Come prepared to participate, interact individually and in groups, and enjoy learning.

Course Objectives:

Upon completion of this course, you will be able to

1. Identify characteristics of a successful 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 one model of leadership in a real-life situation.
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:

August 23, Saturday: WLI Orientation (required)

Concepts/Topics: leadership styles, self-leadership, problem solving, planning & communication

Place: 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. – noon	WLI orientation, self-leadership exploration, mentorship preparation
9:00 a.m.	Mentor & Mentee Panel <i>2007-2008 Mentees: Bridgid Zvirblis, Rabiya Dharsi, Sara Ross</i> <i>Past Mentors: Angelique Bacon-Woodard, Jennifer Hessert, Kay Salvino</i>
Noon	Lunch
1:00 p.m.	Transportation to Dr. Ricketts' Outdoor Education Center
1:30 – 5:00 pm	Leadership/teambuilding experiences
5:00 p.m.	Return to campus

Assignments:

- By August 28 Communicate with your mentor about WLI orientation experience
- By August 28 Submit your reflection on your orientation experience to ANGEL
- By Sept. 3 Pre-register for Penn State Forum Series (Contact Pam Baier at pab38@psu.edu)
- By September 6 Complete Myers-Briggs Type Indicator (instructions are on ANGEL)

September 12, Friday: WLI Kick-Off Dinner (required)

Concepts/Topics: leadership philosophy, leadership styles, mentoring, building relationships, developing others

Place: Nittany Lion Inn, State College

6:00 p.m.	Gathering and networking
6:30 p.m.	Dinner & Program
9:00 p.m.	Adjourn

Assignments:

- By September 20 Networking: Communicate with *any guest* you met at your dinner table, except your WLI peers from this class. You could send a card or an email. Please ask if you need directions.
- By September 20 Submit a 3-sentence reflection about your dinner experience to ANGEL
- By September 17 Read *Exploring Leadership*, Chapter 1
- By October 1 Complete and submit Mentor Interview Summary to ANGEL
For instructions see Angel Box

September 14, Sunday: WLI Sunday Session (required)**Concepts/Topics:** résumé writing, leadership and risk taking, core values exploration**Place:** Bennett-Pierce Living Center, 110 Henderson Building

- 2:00 p.m. Résumé writing – Dr. Linda Wray, Associate Professor of Biobehavioral Health and Women’s Studies
- 4:00 p.m. Panel: *Women in Leadership and Risk Taking*
Panel members:
Ann Guss – Vice President and Senior Mortgage Originator, Kish Bank
Dr. Paula Milone-Nuzzo – Dean, Penn State School of Nursing
Kay Salvino, Practice Administrator, Heimer Eye Care
- 5:30 p.m. Dinner, joined by Dr. Nan Crouter, Dean, College of Health and Human Development
- 6:00 p.m. MBTI with Dr. Dulin Clark, Staff Psychologist, Career Development and Placement Services

Assignments:

- By September 10 Select a female leader and begin leadership model observation (due 12/1)
- By October 15 Submit *Multicultural Women Panel* question(s) to ANGEL
- By November 1 Résumé due (ANGEL)

OPTIONAL: Thursday, September 25**HHD Distinguished Alumni Speaker: Mary Ellen Clark**

Time: 7 PM

Place: Bennett-Pierce Living Center

Reception to follow

September 28, Sunday: WLI Sunday Session (required)**Concepts/Topics:** value assessment, conflict resolution**Place: Bennett-Pierce Living Center, 110 Henderson**

- 2:00 p.m. Value Assessment – Dr. Liz Mullens, Vice President for Academic Affairs/Provost, Pennsylvania College of Technology
- 4:00 p.m. Conflict Resolution – Evelyn Wald
- 6:00 p.m. Dinner with 2007/2008 class

6:30 p.m. Discussion of leadership experiences and application of WLI classes with the '07-'08 class

Assignments:

- By October 16 Read *Exploring Leadership*, Chapters 4-5
 - Continuing Continue research for leadership model observation
 - By October 15 Submit *Multicultural Women Panel* question(s) to ANGEL
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OPTIONAL: Thursday, October 2

The 5th Annual Pennsylvania Governor's Conference for Women
Pittsburgh, PA

Departure by bus on the afternoon of Wednesday, October 1

October 24 – October 26: WLI Weekend Workshop (required)

Concepts/Topics: networking, communications, gender issues, power, people & organizations, diversity

Place: Bennett-Pierce Living Center, 110 Henderson Building

October 24, Friday

6:00 p.m. Dinner & Networking
7:00 p.m. Star Power Activity – Terrell Jones, Vice Provost for Educational Equity
9:00 p.m. Summary & Adjourn

October 25, Saturday

9:00 a.m. Continental Breakfast
9:30 a.m. Your Business Presence – Ms. Jean O'Brien, Executive Presence Consultant
11:30 a.m. Lunch
12:30 p.m. Talking about Diversity – Dr. Suzanne Adair, Professional Development Coordinator, Affirmative Action Office
3:15 p.m. Self-Defense – Ellen Aschenbrenner, Police Officer
5:30 p.m. Summary & Adjourn

October 26, Sunday

12:30 p.m. Light Lunch
1:30 p.m. Panel: Multicultural Women in Leadership
Panel members:
Dr. Barbara Farmer – SCASD Elementary School Principal, retired
Dr. Jan Qiu, Physician, University Physicians Group
Giovanna Genard– Director, Communications and Student Services, Penn State Office of Student Aid
3:00 p.m. Service Learning Project: explanation and exploration
4:00 p.m. Summary & Evaluation
4:30 p.m. Adjourn

November 9, Sunday: WLI Sunday Session (required)

Concepts/Topics: relational aggression, health issues, mentoring challenges

Place: Bennett-Pierce Living Center, 110 Henderson Building

2:00 p.m. Relational Aggression – Dr. Charisse Nixon, Assistant Professor of Psychology, Penn State Erie, The Behrend College

4:00 p.m. Cardiovascular health – Dr. Donna Korzick, Associate Professor of Physiology and Kinesiology

6:00 p.m. Dinner

7:00 p.m. Discussion of mentoring highlights and challenges

- By November 1 Résumé due (ANGEL)
- By November 15 Submit mentor assignment II to ANGEL
- By November 18 Read *Exploring Leadership*, Chapters 2 and 7
- By December 1 Leadership Model Observation due to ANGEL

December 7, Sunday: WLI Sunday Session (required)

Concepts/Topics: women in art, women in politics

Place: 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
Docent: Dottie Ford and others

4:00 p.m. Women in Politics – Ms. Patricia Kleban, Instructor in Recreation, Park and Tourism Management

6:00 p.m. Dinner

6:00 p.m. PowerPoint presentations of the service learning projects

Assignments

- By December 10 WLI Mid-Year Evaluation due to ANGEL

Assignments:

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.

Leadership Assessments

Leadership assessments are fun and revealing. 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 will receive instructions on how to complete the MBTI in September. During the second Sunday Session, we will engage in an interactive analysis with interpretation and application activities.

Résumé

You are asked to have your résumé (and cover letter) ready by the end of the semester. A résumé is a paper representation of you and needs to look very professional. It is your sales tool. Please visit the following Web site (Career Services) for information on how to create one:

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. Create your résumé and show it to your assigned peer in the class. Your next step is to submit this draft to your mentor for input. Then you need to show it to the departmental representative (see list below). She will give you additional comments on how to improve upon your work, and/or will direct you to an appropriate source for more input. She will notify the WLI that you have visited with her. Please submit your finished résumé (and cover letter) to the ANGEL drop box. Due: November 1

Department	Representative	Department	Representative
BBH	Dr. Linda Wray	KINES	Dr. Danielle Downs
CSD	Dr. Krista Wilkinson	NURS	Ms. Beth Bates
HDFS	Dr. Kathryn Hynes	NUTR	Dr. Shelly Nickols-Richardson
HPA	Ms. Susan Sanders	RPTM	Dr. Careen Yarnal
HRIM	Dr. Marja Verbeeten		

Mentor Communications

Early in your WLI experience you will be matched with a mentor, based upon your preferences, who is an alumna or friend of HHD with a wealth of leadership experience. 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). Periodic communications will be expected; questions will be assigned for exploration.

Please see ANGEL boxes for the assignments. Assignments must be typed in Microsoft Word and submitted as attachments through ANGEL. The write-up is not a literal transcription of your mentor's answers. It needs to be a narrative summary. Please use at least one page double spaced. You may have your work checked by your assigned peer.

Leadership Model Observation

You will be asked to select a female leader, not a family member, whom you can observe over a period of at least one month. From that observation, you will reflect (in a 2-3 page typed summary) upon that leader's traits, leadership style, strengths and weaknesses, situations in which the leader is particularly effective and why. Information and instructions can be found in the ANGEL box. This assignment needs to be discussed and edited by your peer before posting to ANGEL. Completion Date:

December 1.

Distinguished Speaker Series (attendance at **one** lecture + reflection to ANGEL are **required**)

The Distinguished Speaker Series (DSS) is a tradition at Penn State, previously known as Colloquy, which dates back to the late 1960's. The series was developed in response to student need for exposure to diverse nationally/internationally known individuals. The goal of the series is to provide a forum for discussion on a variety of issues. The Distinguished Speaker Series strives to obtain speakers who have distinguished themselves in their respective fields so as to be recognized by our University population. The schedule will soon be available at www.sa.psu.edu/usa/dss/. DSS tickets are free and generally can be obtained through Eisenhower Auditorium ticket office. (Attendance at an additional DSS lecture with a thoughtful reflection may add 10 points of optional activity)

Instead, you may also attend the HHD Distinguished Alumni Speaker on September 25th. Please send your reflection to ANGEL.

Penn State Forums (attendance at **one** Forum + reflection to ANGEL are required)

A *Penn State Forum Speakers Series sign-up* for fall semester is found in your orientation binder.

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 as often as you can make it happen, and can add up to 20 (10 per Forum) additional points 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. More information on Penn State Forums can be found at:

www.psu.edu/dept/fsc/Penn_State_Forum/Penn_State_Forum.htm

Please note:

The Women's Leadership Initiative is a 400-level class; therefore, you are expected to hand in written assignments of high quality. The ability to communicate through the use of effective writing skills is of the utmost importance when presenting your professional self.

Please adhere to the following guidelines:

1. With the exception of **reflection assignments** which are expected to be **short** (5-8 sentences), use an opening and concluding paragraph. The body of your assignments should be at least 3 paragraphs long in addition to the opening and closing paragraphs. Proper citations from your readings are expected.
2. Proofread assignments. Do not simply use spell check and assume grammar and spelling are correct. The spell check function is convenient but misses many errors. Simple grammar and spelling errors send out the message that you do not care about your work. We know this is not true because you are all strong, accomplished women, however, a future employer might not be able to distinguish. Important: have your "editing peer," as assigned in the beginning of the semester, look at your work before you hand it in.
3. Do not use street slang or AIM lingo. These are unacceptable and should never be used in your course work or in a professional setting.
4. Do not be afraid to ask questions.
5. For examples please ask instructor.
5. Please be aware that we will send back work that is not up to standard. It will only be graded after minimum requirements are met.

Optional Opportunities to Expand Your Leadership Capacity & Understanding:

You are encouraged to participate in as many optional activities as reasonably fit into your life to expand your base of leadership experience and expertise. If you are participating in optional activities for points to substitute for required activities, the instructor must approve your participation before completing the activity. ***Optional events may substitute for a maximum of one Sunday session.***

Optional events may not substitute for the Weekend Workshop. If you are participating in optional activities primarily to expand your leadership capacity, you do not have to have prior approval of your

participation. However, it is always good to learn about your leadership development activity and receive your recommendation for optional activities for future use in WLI programming.

Board Meetings

You have the opportunity to observe a Board meeting across the corporate, nonprofit, or government sectors of leadership. Meeting attendance may be arranged upon request to the instructor. If you are substituting this opportunity for a required experience, a one-page typed paper addressing specific questions must be submitted following your observation.

Create or discover your own leadership development opportunity

In order to expand your leadership capacity and understanding, you are encouraged to create and/or discover your own leadership development opportunity. Prior to completing this experience, you should submit to the instructor for approval a one-page proposal that outlines the purpose, timeline, activities, evaluation plan, and report format for your participation.

Service Project Participation

You may represent the WLI in a service project (with prior approval) at any point during the WLI experience to enhance your leadership capacity and for 10 points of optional activity, if desired.

Lecture Analyses

Several opportunities exist to attend campus lectures presented by leaders from corporate and nonprofit sectors of leadership. If you are substituting this optional experience for a required experience, a one-page, typed reflection paper must be submitted following each lecture that you attend. A format for the reflection paper may be obtained from the instructor.

WLI Library Resources

A number of books, videotapes, and CDs are available for checkout and review at the WLI office. A written summary and reflection drawing upon your readings may add optional points to your total; point totals must be agreed upon in advance with the instructor.

Grading Criteria:

Grades in this course are based on your participation in WLI weekend events and seminars, WLI lectures, completion of the MBTI, and submitted panel discussion questions. Optional activities are available to acquire additional experiences and points and to substitute for required experiences with prior approval by the course instructor (excluding the Weekend Workshop; optional events may substitute for no more than one Sunday Session).

Breakdown of Final Points

WLI Orientation + reflection (ANGEL)	50 points
Mentor Assignment #1 (due 10-1, ANGEL)	15 points
Mentor Assignment #2 (due: 11-15, ANGEL)	15 points
WLI Kick-off Dinner + reflection (ANGEL)	20 points
Sunday Sessions (Each 15 points)	60 points
October Weekend Workshop	60 points

Panel Discussion Questions (due: 10-15, ANGEL)	10 points
Résumé (due: 11-1, ANGEL)	30 points
MBTI Completion (due: 9-6)	10 points
Leadership Model Observation (due: 12-1, ANGEL)	60 points
PSU Forum + reflection (ANGEL)	10 points
DSS Lecture + reflection (ANGEL)	<u>10 points</u>
Total Possible Points:	350 points

Additional Points: (optional experiences)

Please submit your request to complete an optional experience in writing. Instructor approval for a substitution is needed before completing your participation.

Lecture Attendance + written summary	20 points maximum
Campus/Community Event w/ instructor approval	10 points maximum
Board Meetings (10 points/meeting)	20 points maximum
Web-Based Training Course (10 points/course)	20 points maximum
Service Leadership Opportunity (10 points/activity)	20 points maximum
Your own discovery or creation w/ instructor approval	10 points maximum
Additional PSU Forum + reflection (10 points/Forum)	10 points maximum
Additional DSS Lecture + reflection (10 points/lecture)	10 points maximum

Final Grade Distribution:

A = 328-350 pts. (94-100%)	B = 289-302 (83-86%)	C = 244-264 (70-75%)
A- = 314-327 (90-93%)	B- = 279-288 (80-82%)	D = 209-243 (60-69%)
B+ = 303-313 (87-89%)	C+ = 265-278 (76-79%)	F = < 209 (< 60%)

Grade rounding: 0.5 points & up.

Dress Code

Dress code is usually 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 indeed notice your dress and the messages they receive from you as a result.

The dress code for

- official dinners,
- the etiquette class
- Forum luncheons
- HHD Distinguished Alumni Speakers Series

is professional.

The dress code for the first day of class (Shaver’s Creek) is informal.

Policy Statements:

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.

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. Therefore, you need to be present. Please plan to arrive a few minutes early and to remain until each event is finished. Late arrivals and early departures disrupt discussions and your colleagues' concentration.

Participation in WLI weekend events is required, as the majority of concept material will be presented during weekend time. Points will be assigned according to partial/full participation in these events. Optional events may substitute for no more than one Sunday Session and may not substitute for the Weekend Workshop.

In the event that you experience a conflict with a particular event, please notify the instructor in advance by e-mail, or in the case of emergency, as soon as possible. In many cases, we will have invited speakers and facilitators who are expecting to engage a stated number of participants. The dynamic will change for both the speaker and the group if you are unable to participate. Please do your best to be a fully participating member of the initiative.

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 Web site located at www.sa.psu.edu/cera/relhol.html.

Academic Integrity Statement

Penn State defines academic integrity as the pursuit of scholarly activity in an open, honest and responsible manner. 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 (Faculty Senate Policy 49-20). 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 University's Judicial Affairs office 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.

Final Note

You are beginning what we believe will be a wonderful year of personal and professional leadership growth for you and those whose lives you touch. Be present, enjoy every moment, and "soak up" everything you can get. We look forward to working with you.

The WLI Team