

Women's Leadership: Concepts and Competencies
HHD 497A, Section 001, Schedule # 297046
2 credit hours
Time & place as indicated
Fall Semester, 2003

Instructor: Dr. Lizabeth S. Mullens
Director, Women's Leadership Initiative
College of Health & Human Development
201 Henderson Building
814.865.8307
LSM12@psu.edu

Additional Contacts:

Ms. Lorene Stitzer
Intern, Women's Leadership Initiative
Mentoring Program
College of Health & Human Development
201 Henderson Building
814.865.1428
LFT1@psu.edu

Ms. Kristin Wilson
Staff Assistant,
Women's Leadership Initiative
College of Health & Human Development
201 Henderson Building
814.863.0546
KAW33@psu.edu

Note: Please use your PSU e-mail address for all communications in this course.

Texts (provided): Komives, S. R., Lucas, N., & McMahon, T.R. (1998). *Exploring Leadership*. San Francisco, CA: Jossey-Bass.

Hesselbein, S., Goldsmith, M., & Beckhard, R. (Eds.). (1996). *The Leader of the Future*. New York, NY: The Peter F. Drucker Foundation for Nonprofit Management.

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 and bring about change. 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 and present findings to classmates.
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 29 - Friday: WLI Orientation at Shaver's Creek	
Concepts: Leadership styles, self-leadership, problem solving, planning & communication	
7:30 AM	Leave HUB
8:00 am – noon	WLI Orientation, History, purpose, plans; E-Communication: e-Portfolios
Noon - 1:00pm	Lunch
1:00pm to 1:30pm	Travel to Dr. Ricketts OE Center
1:30 pm – 4:30 pm	Leadership outdoors
4:30 pm – 6:30 pm	Team Dinner & clean up
7:00 pm – 7:15 pm	Travel to campus
Assignments	•Complete photo session Contact: Bill Hessert, sw4@psu.edu
	•Attend e-Portfolio prep. session, if necessary
	•Pre-register for 9/16 Conti Symposium & 9/22 Penn State Forum
	•Attend and actively participate in the event
September 14 – Sunday (required): Reflection & Preparation for upcoming events & Networking	
Concepts: Networking	
5:30 – 6:30 pm	110 Henderson, Living Center: Pizza Dinner Provided
Assignments	• <u>Exploring Leadership</u> , Ch.1, pp. 3 - 24
	•e-Portfolio entry due: <i>personal bio</i>
	•Complete MBTI
	•Complete ANGEL survey
	•Pre-register for 10/8 Kaplan lecture

September 16 – Tuesday (optional) Conti Symposium Concepts: Networking, self-leadership, leadership philosophy, leadership style, gender issues and public speaking	
11:30am	Nittany Lion Inn: Conti Symposium-Networking Lunch
2:00 – 4:00 pm	Symposium : <i>Creating New Cultures in the Hospitality Industry: Women Moving Beyond the Glass Ceiling</i>
Assignments	Reflection entry to e-Portfolio following event
September 19 – Friday (required) WLI Challenge Dinner Concepts: Self-leadership, networking	
6:30 PM	Café Laura - WLI Challenge Dinner Reception
7:00 PM	Dinner
Assignments	•ANGEL survey completed
	•Meet 3 new women & learn one leadership fact about each
	•Begin contact file
September 22 – Monday (required) Penn State Forum Concepts: Leadership styles, networking, public speaking, gender issues, choices, planning	
11:30 am – 1:00 pm	HUB - Alumni Hall - Penn State Forum; Dr. Carol Cartwright, President, Kent State Univ. - Lunch and Lecture
1:30pm	Conversation with Dr. Cartwright
Assignments	• <u>Exploring Leadership</u> , ch. 2 & 3, pp. 25-104
October 8 – Wednesday (optional) Kaplan Lecture Concepts: Leadership, gender issues, public speaking, networking	
4:00 PM	HUB - Robeson Auditorium - Kaplan Lecture, Smeal College of Business, Elizabeth Zlatkus, CFO, Hartford Life Insurance
Assignments	•Reflection entry to e-Portfolio following event
October 12 – Sunday (required) Reflection and Preparation Concepts: Networking, public speaking, presentation of self	
5:30 – 6:30 pm	110 Henderson, Living Center - Pizza dinner provided, reflection & preparation for upcoming events and debrief Sept. 19 event & lectures
Assignments	•Panel question due
	•e-Portfolio entry due: <i>personal leadership purpose</i>

October 24-25 - WLI Weekend Workshop (required)	
Concepts: Diversity, culture, context, leadership philosophy, leadership styles, leadership traits, self-leadership, teambuilding, values, balance	
Friday	110 Henderson, Living Center
5:00pm	Renew/refresh hour
6:00 pm	Dinner & networking
7:00 pm	Diversity activity
Saturday	110 Henderson, Living Center
8:00am	Continental Breakfast
8:30am	MBTI Analysis
12:30pm	Lunch
1:30pm	Penn State Leader Training
5:00pm	Break
5:30pm	Reception w/ Alumni
6:00pm	Dinner
7:00pm	Alumni Panel
9:00pm	Adjourn
Assignments	•Panel questions due
	• <u>Exploring Leadership</u> , ch. 4 & 5, pp. 104-160.
	•e-Portfolio entry due: <i>best leadership experience</i>
November TBA (required) WLI Major Speaker	
Concepts: Women's Leadership	
	Major Speaker, Campus and Community Event
	Conversation with WLI
Assignments	•Reflection entry to e-Portfolio following event
November 9- Sunday (required) Leadership Plans	
5:30 – 6:30 pm	110 Henderson, Living Center, Pizza dinner provided. Reflection & Preparation for upcoming events. Developing a Leadership Plan.
Assignments	•e-Portfolio entry due: <i>diversity, leadership & change</i>
	•Questions for Dr. Priscilla Clarkson due

November 21-22 (required) WLI Weekend Workshop	
Concepts: Networking, choices, planning, balance, gender issues, change, ethics, accountability, understanding orgs., diversity, and conflict resolution.	
Friday	110 Henderson, Living Center
5:00pm	Reception
6:00pm	Dinner
7:00pm	Speaker - Dr. Priscilla Clarkson
Saturday	110 Henderson, Living Center
8:00am	Continental Breakfast
8:30am	Speaker - Dr. Priscilla Clarkson
10:00am	Break
10:30am	Diversity Activity
12:30am	Lunch
1:30pm	Penn State Leader (cont.)
5:30pm	Break
6:00pm	Dinner
7:00pm	Conflict Resolution
9:00pm	Adjourn
Assignments	•The Leader of the Future, ch. TBD
	•e-Portfolio entry due: <i>personal leadership plan</i>

December 7 – Sunday (required deadline)	
Assignments	•WLI evaluation due on ANGEL

Assignments

Assignments	Description	Due
Readings	Readings are assigned to support experiences and activities throughout the semester. Please complete readings prior to the class meeting. Periodically you may be asked to reflect upon readings in your e-Portfolio.	as assigned.
Professional e-Portfolio	The professional e-portfolio is an opportunity for you to collect, select, and reflect on evidence of your academic and leadership development activities to demonstrate who you are, what you think, and what you've learned to faculty, potential employers, and graduate schools. This assignment will be a semester-long activity. Technical and creative guidance will be provided as needed.	15-Dec
Myers-Briggs Type Indicator	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 the assessment on our first class meeting to complete and submit on September 14. At the October weekend workshop, we will engage in an interactive analysis with two HHD alumni who are leaders in the corporate sector and are skilled in MBTI analysis, interpretation, and application.	14-Sep
WLI Major Speaker	The Women's Leadership Initiative will sponsor a major speaker in November. You are asked to invite a female leader of your choice to attend the presentation with you. Following the event, you will submit a one-page reflection paper including your perceptions of your guest's leadership philosophy and the most intriguing points of the speaker's presentation. A format for the reflection paper will be provided.	1-Dec
Mentor Communications	Early in your WLI experience you will be matched with a mentor, based closely upon your preferences, who is an alumna or friend of HHD. Periodic communications will be expected; questions will be assigned for exploration.	Ongoing

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, please have your participation approved by the instructor before completing the activity.

Opportunity	Description
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, and evaluation plan for your participation.
Lecture Analyses	<p>Two scheduled opportunities exist to attend campus lectures presented by women leaders from corporate and nonprofit sectors of leadership. They are identified in the schedule above as the Conti Symposium (September 16) and the Kaplan Lecture (October 6).</p> <p>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.</p> <p>If you are attending the lecture(s) as additional activity(ies) to build your leadership capacity, a reflection entry to your e-Portfolio is recommended.</p>
Board Meetings	<p>You have the opportunity to observe a Board of Directors meeting across the corporate, nonprofit, and government sectors of leadership. A schedule of meetings will be provided for your selection. If you are substituting this opportunity for a required experience, a one-page typed paper addressing specific questions may be submitted following your observation. A format for the reflection may be obtained from the instructor.</p> <p>If you are attending the Board of Directors meeting as additional activity to build your leadership capacity, a reflection entry to your e-Portfolio is recommended.</p>

<p>AT&T Center for Service Leadership: Leadership Development Series</p>	<p>This series of workshops is designed to assist students in enhancing leadership skills and personal development. Attendance at these workshops is recommended. Explore http://www.sa.psu.edu/att/lds2.shtml for the Fall, 2003 schedule of events. All workshops are from 6:00 – 7:30 pm, Room 304, HUB-Robeson.</p>
<p>Web-based Training Courses</p>	<p>A series of web-based training courses on Women’s Leadership Development and related topics is available through a link on both the WLI web site and ANGEL. Please complete two courses of your choice. Upon completion, please submit a 1-page typed assessment of each course. A format for the assessment may be obtained from the instructor.</p> <p>If you are completing a Web-Based Training Course as an additional activity to enhance your leadership capacity, no typed assessment is required. However, your thoughts as a WLI pioneer in this endeavor would be valued.</p>
<p>Pattee Library Career Speaker Series</p>	<p>All seminars are from 3:00 – 4:30 pm in Foster Auditorium, 1st floor Pattee Library.</p> <p>September 24 – Wednesday <i>Developing an e-Portfolio</i></p> <p>October 9, Thursday <i>Careers in the Pharmaceutical Industry</i></p> <p>November 5, Wednesday <i>Practical Dining Etiquette</i></p> <p>These seminars are available for reinforcement of concepts covered in the initiative.</p>

Grading Criteria

Grades in this course are based on your participation in WLI weekend events and seminars, WLI lecture, completion of the MBTI, e-Portfolio and submitted panel discussion questions, as well as the pre- and post-experience evaluations. Optional activities are available to acquire additional experiences and points.

Breakdown of Final Points

Networking & Pizza	September 14, 2003	15 points
WLI Kick-Off Dinner	September 19, 2003	30 points
Penn State Forum/Cartwright	September 22, 2003	20 points
Reflection, Prep, & Pizza	October 12, 2003	15 points
WLI Weekend #1	October 24-26, 2003	50 points
Leadership Plans & Pizza	November 9, 2003	15 points
WLI Weekend #2	November 21-22, 2003	50 points
WLI Major Speaker	November TBD, 2003	25 points
Panel Discussion Questions		20 points
E-portfolio		50 points
MTBI Completion		20 points
WLI pre-experience ANGEL survey		10 points
WLI post-experience evaluation		10 points
Optional activities of your choice		20 points
Total Possible Points:		350 points

Additional Points (optional experiences)

Please submit your request to complete an optional experience in writing for approval by the instructor for substitution before completing your participation.

Conti Symposium Attendance/Written summary	15 points
Kaplan Lecture Attendance/Written summary	15 points
Campus/Community Event w/ instructor approval	15 points maximum
Board Meetings (10 points/meeting)	20 points maximum
AT&T Center for Service Leadership (10 points/session)	20 points maximum
Web-Based Training Course (10 points/course)	20 points maximum
Pattee Library Career Speaker Series (10 points/session)	20 points maximum
Your own discovery or creation w/ instructor approval	15 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.

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 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 to help avoid disrupting discussions or 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 attendance of these events. *Optional events may not be substituted for participation in WLI weekend events.*

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 group of 35 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 Dr. Mullens of the conflict two weeks prior to missing a class requirement (e.g., lecture, workshop or portion thereof, etc.) so that special arrangements can be made for substituting those experiences. Additional information can be found on the Penn State Center for Ethics and Religious Affairs Website located at <http://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, having unauthorized possession of examinations, 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 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.