Leadership Studies

Codirectors
• Kelley Ashby, William Nelson

Undergraduate certificate: leadership studies
Web site: http://careers.uiowa.edu/students/leadership-certificate

Leadership studies is a multidisciplinary academic field that draws upon theories and applications from a wide variety of related disciplines, such as the social sciences (e.g., psychology, sociology, political science, and anthropology) and the humanities (e.g., philosophy and history), as well as professional fields, including management and education. The Leadership Studies Program examines ethical issues, principles, theories, and styles of leadership; the dynamics of interactions between leaders, followers, and group members; leaders' impact on organizations and communities; and leadership skills such as goal setting, communicating effectively, creating a vision, and empowering others.

The Leadership Studies Program offers the undergraduate Certificate in Leadership Studies as well as the Career Leadership Academy, a two-course sequence designed to help undergraduate students develop leadership and employment skills, and the online course LS:3010 Global Leadership Initiative. See "Undergraduate Program of Study" and "Other Undergraduate Programs" below.

Undergraduate Program of Study
• Certificate in Leadership Studies

The Certificate in Leadership Studies is an interdisciplinary program coordinated by the Pomerantz Career Center and supported by the Tippie College of Business, the College of Education, the College of Liberal Arts and Sciences, and the Center for Student Involvement and Leadership.

Certificate

Students who enter the University in or after fall 2015, or who declare the certificate on or after the first day of fall semester 2015, fulfill the requirements below. Students who declare the certificate before the first day of fall semester 2015 may choose to complete the requirements stated in the Leadership Studies section of the 2014-15 General Catalog.

The Certificate in Leadership Studies requires 20 s.h. of credit. The certificate program is open to current University of Iowa undergraduate students and to all individuals who hold a bachelor's degree and are not enrolled in a graduate or professional degree program. Students must maintain a g.p.a. of at least 2.00 in work for the certificate. Completion of the certificate is noted on the student's transcript.

Students must declare their intent to earn the certificate to a leadership studies advisor in the Pomerantz Career Center; see Leadership Certificate on the center's web site for information on how to enter the certificate program.

The certificate program provides a structure for involvement and commitment to leadership. It introduces students to leadership concepts and offers them hands-on leadership experiences they will need in order to begin the life-long development of these skills. Certificate students complete two interdisciplinary core courses (6 s.h.), area electives (12 s.h.), an experiential learning course (2 s.h.), and a final personal and program evaluation.

The Certificate in Leadership Studies requires the following course work.

INTERDISCIPLINARY CORE COURSES

All certificate students are required to complete two interdisciplinary core courses (6 s.h.). In order to enroll in either course, they must have earned a minimum of 30 s.h. of credit and must be in good academic standing as defined by the College of Liberal Arts and Sciences (cumulative g.p.a. of at least 2.00).

LS:3004 Perspectives on Leadership: Principles and Practices 3 s.h.

This core course provides students with a broad foundation of leadership knowledge. It introduces diverse approaches to studying and practicing leadership and gives students a structure for organizing knowledge and skills from other leadership courses and experiences. The course features presentations by guest instructors from across the University, offering students an interdisciplinary perspective on leadership.

LS:3012 Leadership Theory to Practice 3 s.h.

With the world changing at an accelerating rate, this course examines leadership effectiveness and the demand of a high-level ability to work with others and respond to change. Foundational concepts of major theories and behaviors of leadership models are covered; and practical challenges of leadership are analyzed through the use of experiential projects, discussion, presentations, and exercises. The development of self-awareness through use of behavioral instruments, group exercises, and individual reflection are explored; and major approaches to leadership, authentic leadership, team leadership, gender issues in leadership, emotional intelligence, and virtual leadership are reviewed.

Certificate students must complete LS:3004 and LS:3012 before they may enroll in the required experiential learning or service learning course.

AREA ELECTIVES

Area electives are drawn from four developmental areas central to effective leadership: self and group leadership, communication, cultural competence, and ethics and integrity. Students must complete 3 s.h. from each of these areas (total of 12 s.h.).

Self and Group Leadership

At least 3 s.h. from these:

LS:1020 Introduction to Leadership 3 s.h.
LS:1022 President's Leadership Class (PLC) 3 s.h.
LS:2002 Career Leadership Academy Part 1 3 s.h.
LS:3002 Career Leadership Academy Part 2 3 s.h.
LS:3010 Global Leadership Initiative 1 s.h.
AERO:3100 Air Force Leadership Studies I 3 s.h.
AERO:3200 Air Force Leadership Studies II 3 s.h.
COMM:1819 Organizational Leadership 2-3 s.h.
COMM:2011 Group Communication 3 s.h.
LLS:1045 Leadership in the Outdoors 3 s.h.
MGMT:2100 Introduction to Management 3 s.h.
Leadership Studies

MGMT:3200 Individuals, Teams, and Organizations 3 s.h.

MGMT:4300 Leadership and Personal Development 3 s.h.

MILS:1010 Leadership and Personal Development MSL101 1 s.h.

MILS:1020 Introduction to Tactical Leadership MSL102 1 s.h.

MILS:2010 Innovative Team Leadership MSL201 2 s.h.

MILS:2020 Foundations of Tactical Leadership MSL202 2 s.h.

PSY:2501 Introduction to Social Psychology 3 s.h.

SOC:2220 Principles of Social Psychology 3-4 s.h.

SOC:3610 Organizations and Modern Society 3 s.h.

SOC:4225 The Social Psychology of Leadership 3 s.h.

SSW:3600 Nonprofit Organizational Effectiveness II 3 s.h.

Communication

At least 3 s.h. from these:

BUS:3000 Business Communication and Protocol 3 s.h.

BUS:3800 Business Writing 3 s.h.

CNW:3640 Writing for Business and Industry 3 s.h.

COMM:1112 Interpersonal Communication 3 s.h.

COMM:1117 Theory and Practice of Argument 4 s.h.

COMM:1130 The Art of Persuading Others 3 s.h.

COMM:1170 Communication Theory in Everyday Life 3 s.h.

COMM:1301 Core Concepts in Communication Studies 3 s.h.

COMM:1818 Leadership and Organizational Procedures 2 s.h.

COMM:1819 Organizational Leadership 2-3 s.h.

COMM:2091 Organizational Communication 3 s.h.

INTM:3755 What is Storytelling For? 4 s.h.

MGMT:4100 Dynamics of Negotiations 3 s.h.

Cultural Competence

At least 3 s.h. from these:

ABRD:3352 & LS:3009 International Perspectives: Xicotepec - Global Leadership Initiative in Xicotepec (students must register for section 006 of ABRD:3352; both courses are required) arr.

AFAM:3459 African American Literature Before 1900 3 s.h.

CCCC:2220 Foundations of Critical Cultural Competence 3 s.h.

EPLS:4150-EPLS:4151 Leadership and Public Service I-II (both courses are required) 5 s.h.

GWSS:1002 Diversity and Power in the U.S. 3 s.h.

HIST:1040 Perspectives: Diversity in American History 3 s.h.

HIST:3254/GWSS:3154 Sexuality in the United States 3 s.h.

HIST:4202 Society and Health Care in American History 3 s.h.

JMC:1200 Media History and Culture 3 s.h.

MUS:1310 World Music 3 s.h.

One elective approved for the Certificate in Critical Cultural Competence 3 s.h.

Students who use an elective approved for the Certificate in Critical Cultural Competence to satisfy this requirement must choose it from elective courses listed on the Certificate in Critical Cultural Competence web site.

Ethics and Integrity

At least 3 s.h. from these:

ARTH:4040/LAW:8163 Art, Law, and Ethics 3 s.h.

HMP:6315 Seminar in Health Care Ethics 1-2 s.h.

HRTS:2115 Introduction to Human Rights 3 s.h.

JMC:3180 Journalism Ethics 3 s.h.

JMC:3300 Media Law and Communication 3 s.h.

MGMT:2000 Introduction to Law 3 s.h.

MGMT:3400 Employment Law 3 s.h.

PHIL:1034 Liberty and the Pursuit of Happiness 3 s.h.

PHIL:1401 Matters of Life and Death 3 s.h.

PHIL:1636 Principles of Reasoning: Argument and Debate 3 s.h.

PHIL:1861 Introduction to Philosophy 3 s.h.

PHIL:2402 Introduction to Ethics 3 s.h.

PHIL:2432 Introduction to Political Philosophy 3 s.h.

PHIL:2435 Philosophy of Law 3 s.h.

PTRS:5100 Professional Issues and Ethics 1 s.h.

RCE:4195 Ethics in Human Relations and Counseling 3 s.h.

EXPERIENTIAL LEARNING

Certificate students must earn 2 s.h. in a course focused on experiential, or hands-on, learning. An experiential learning course may take different forms, such as a service learning experience, an internship, or an on-campus leadership practicum.

Before they enroll in the hands-on course, students must have completed at least 12 s.h. of work toward the certificate, including the core courses LS:3004 Perspectives on Leadership: Principles and Practices and LS:3012 Leadership Theory to Practice, so that they have a solid foundation of knowledge to apply to the experience.

Service Learning Courses

Service learning courses incorporate community engagement with academic course work. They allow students to gain hands-on experience along with a deeper understanding of course content while responding to real community needs. Students may satisfy the certificate's experiential learning requirement by earning 2 s.h. in service learning courses approved by the University of Iowa Center for Teaching.

Both of these (they must be approved in advance by the Pomerantz Career Center):

LS:3009 Global Leadership Initiative in Xicotepec 1-3 s.h.

ABRD:3352 International Perspectives: Xicotepec (Section 006) arr.

Or this course (it must be approved in advance by the Pomerantz Career Center):

Journalism Ethics 3 s.h.
LS:3002 Career Leadership Academy Part 2 3 s.h.

Internship

Students register for the following course (2 s.h.) in order to receive certificate credit for the internship; they must complete all course assignments in order to fulfill the experiential learning requirement.

LS:3011 Leadership Certificate Internship 2 s.h.

Internships consist of preapproved, supervised on-the-job learning; they may be paid or unpaid.

To meet the certificate's experiential learning requirement, an internship must consist of professional experience that relates to the student's major field of study or career interest area and allows a student to build on the academic course work he or she has completed in the certificate program. At least 80 percent of a student's internship duties must be professional-level work, and a student must receive continuous supervision by a professional (not a student) in the internship field. The internship must last a minimum of 15 weeks in fall or spring semester or six weeks in the summer and must require 150 hours of work.

Internships that fulfill the certificate's experiential learning requirement must be approved in advance by one of the certificate program's internship advisors, and the internship site supervisor must agree to the terms of the internship and must complete the required form before the internship may be approved. Students may work with staff at the Pomerantz Career Center to find an approved internship opportunity, or they may develop their own internship.

For more information about internships, see Internships on the Pomerantz Career Center web site.

On-Campus Leadership Practicum

Students who wish to fulfill the experiential learning requirement with an on-campus leadership practicum must engage in a formal, approved experience that is meaningful, educational, and cocurricular. It requires a student to take initiative and pursue active leadership roles and responsibilities. Examples include positions as student organization leaders, student government leaders, University Housing resident assistants, student orientation advisors, peer educators, and fraternity and sorority leaders. Practicums may be paid or unpaid.

Students register for the following course (3 s.h.) in order to receive certificate credit for the practicum and fulfill the experiential learning requirement.

LS:1023 Leadership Certificate Practicum 3 s.h.

Class

To meet the certificate's experiential learning requirement, a practicum must last at least 15 weeks during the semester in which LS:1023 is offered and must require 10-15 hours of work per week; the course is not offered every semester.

Practicums that fulfill the certificate's experiential learning requirement must be approved in advance by the leadership practicum instructor in the University's Center for Student Involvement and Leadership. Students must submit a list of goals and assignments and/or duties they will complete during the practicum, to demonstrate that the practicum will provide substantive work assignments and opportunities to build on the academic course work they have completed in the certificate program.

Each student also must identify a practicum mentor and demonstrate that the mentor is willing to guide and evaluate the student's work and development of leadership skills, and intends to participate in reviewing the student's goal-setting assignment and in the final review of the student's performance.

Students meet weekly in the practicum course to discuss topics related to the academic course work as applied in practice and they must successfully complete a goal-setting assignment and a reflection assignment.

PERSONAL AND PROGRAM EVALUATION

In order to be awarded the Certificate in Leadership Studies, students must complete a final report detailing how they completed the certificate requirements. The report should include a list of all courses taken for the certificate, indicating the requirement each course met, when each course was taken, and what grade the student earned for each course.

Other Undergraduate Programs

Career Leadership Academy

The Career Leadership Academy is a two-semester sequence of courses designed to help undergraduate students develop vital skills for leadership and employment: communication, interpersonal, and presentation skills and the ability to work well with others. This highly interactive program consists of weekly seminars, activities, and events. Participants also have access to exclusive programs such as career exploration opportunities, networking events, and leadership development experiences.

LS:2002 Career Leadership Academy Part 1 3 s.h.
LS:3002 Career Leadership Academy Part 2 3 s.h.

For more information, see Career Leadership Academy on the Pomerantz Career Center web site.

Global Leadership Initiative

The Leadership Studies Program offers LS:3010 Global Leadership Initiative (1 s.h.), an online course designed to help those engaged in international experiences develop their leadership knowledge, awareness, and skills. Individuals involved in study abroad, international internships, international exchange programs, or employment opportunities that involve international cooperation may enroll in the course concurrently with their international experiences, or in the semester preceding these experiences. The course includes online discussion with other students, guided reflection, opportunities to engage with successful leaders in cross-cultural roles, pre- and postexperience assessment, and direction for continued development of global leadership competence after the course concludes.

Professional Development

Professional development courses provide students with opportunities to engage in practical, hands-on, skills-based instruction relevant to careers and leadership development. The topics and curricula for the following courses incorporate input from employers, who were surveyed about their experiences, real-world examples,
guidance, and which skills they most often seek when hiring new graduates.

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>LS:2012 Communication Skills for Leaders</td>
<td>1 s.h.</td>
</tr>
<tr>
<td>LS:2013 Strengths-Based Leadership</td>
<td>1 s.h.</td>
</tr>
<tr>
<td>LS:3003 Culturally Intelligent Leadership</td>
<td>1 s.h.</td>
</tr>
</tbody>
</table>

**Courses**

**Lower-Level Undergraduate**

**LS:1005 Leadership Community Seminar** 0-1 s.h.
Opportunity to develop leadership knowledge and skills through workshops and programs; meaningful involvement and engagement on campus and in community through service learning opportunities; team building through a variety of initiatives and student-led programming; interaction with students who are making their own personal impact. Requirements: Personal Impact Living-Learning Community member.

**LS:1007 The 7 Habits of Highly Successful College Students** 1 s.h.
Workshop to help students change their approach to responsibilities, relationships, problems, and opportunities; balancing aspects of college life through time management skills; uncovering and exploring a personal mission and setting goals; increase trust levels and proactive behaviors; developing strong relationships with other students and professors; understand and effectively meet needs and expectations of professors, family, and others most important to student; setting priorities to achieve what matters most.

**LS:1009 Mock Trial** 2 s.h.
Opportunity to learn legal analysis and argumentation, public performance; participation in University of Iowa Mock Trial Club; mock trial role preparation, tournament competition, and staging an annual club tournament.

**LS:1017 Orientation Leader Training** 1-2 s.h.
Preparation for leadership role as a Hawkeye Guide in Orientation Services or as an On Iowa! team captain.

**LS:1018 Issues in College Residence Halls I** 1 s.h.
Development of knowledge and skills required for work as a resident assistant; creating community, handling crises and emergencies; leadership.

**LS:1019 Issues in College Residence Halls II** 1 s.h.
Continuation of LS:1018.

**LS:1020 Introduction to Leadership** 3 s.h.
Overview of leadership theory and skills for effective leadership; historical perspective, development of a personal philosophy of leadership, self-assessments, leadership models; study of groups, culture, and communities; application of experiential learning settings; community service project; geared toward emerging student leaders.

**LS:1021 Current Issues and Leadership in Fraternity and Sorority Life** 3 s.h.
Current issues facing leaders (alcohol and hazing education, conflict management, lasting impact of organizations on members); lifetime membership and values-based decision making; for leaders of fraternity and sorority community.

**LS:1022 President's Leadership Class (PLC)** 3 s.h.
Meetings on current UI issues and the UI Presidents' philosophy on leadership; leaders from inside and outside the University, including Board of Regents, political leaders, influential alumni, student leaders, professors, coaches, other administrators; activities linked to the development of personal leadership style. Requirements: first-year standing and application.

**LS:1023 Leadership Certificate Practicum Class** 3 s.h.
Meaningful and educational cocurricular experiences in on-campus leadership positions (i.e., student organization leader, student government leader, residence assistant, student orientation advisor, peer educator, fraternity/sorority leader); active leadership roles and responsibilities (i.e., executive leadership position, initiating and organizing a major event); application of leadership models and theories to practical experiences; for students completing the leadership certificate. Requirements: leadership certificate program enrollment, completion of introductory course requirements (general leadership pillar), completion of 9 s.h. in certificate program, and meet with instructor prior to enrollment.

**LS:1024 Alternative Break Service Learning** arr.
Introduction to theoretical approaches to service learning; shared experiential learning event off campus (i.e., alternative break) coordinated by professional or graduate staff member; variety of concepts including intersectionality of varied social and community issues, reflection and reciprocity, active citizenship and community building, practical implementation of skills from student's academic disciplines, leadership development, and other related areas; five expectations of the IOWA Challenge, with emphasis on STRETCH and SERVE, through education, direct service, and reflection. Requirements: application and acceptance to program.

**LS:2002 Career Leadership Academy Part 1** 3 s.h.
Leadership and employee readiness; opportunity to increase understanding of self, leadership concepts, skills sought by employers, and understanding of others; work and lead effectively in teams; creation of a group presentation focused on community needs; career development components of résumé writing, LinkedIn profile construction, and networking; first in a two-course series.
LS:2012 Communication Skills for Leaders 1 s.h.
Shortcomings that exist in today's world, where messages are typically conveyed in 140 characters or less, and when people need to communicate effectively as leaders; how to develop and improve essential communication skills in order to be effective leaders in professional and personal relationships; road trip with visits to different organizations to learn how communication is used effectively in the workplace in a variety of settings; opportunity to network and develop communication skills in interactions with employers.

LS:2013 Strengths-Based Leadership 1 s.h.
Examination and evaluation of personal unique talents, be more engaged, and gain better understanding of leadership from a "Strengths" perspective; how to maximize strengths to stand out from the crowd; how society encourages people to be well-rounded (according to Gallup Organization's Strengths research) and how this pursuit of many goals can actually result in mediocrity.

LS:2014 PCC Leadership Internship 0 s.h.
Opportunity to develop and improve leadership and professional skills in a structured environment; skills employers seek in new graduates; evaluation of internship experience; for students who have secured an internship focused on leadership and professional skills development in the Pomerantz Career Center and related programs. Requirements: sophomore or higher standing, completion of at least 12 s.h. of UI course work, secured internship approved in advance by instructor, and compliance with Pomerantz Career Center internship requirements.

Upper-Level Undergraduate and Graduate

LS:3002 Career Leadership Academy Part 2 3 s.h.
Leadership development and employee readiness; application of Top 5 Strengths, building effective teams, communication, problem solving, motivation, and delegation skills to a service-learning project designed by the class through engagement with a community partner; Golden Personality Type Profiles, use of LinkedIn, interviewing, personal branding, job searching, professional etiquette, salary negotiation, and transitioning successfully into the first job; second in a two-course series. Prerequisites: LS:2002.

LS:3003 Culturally Intelligent Leadership 1 s.h.
National Coalition Building Institute (NCBI) and Cultural Intelligence Quotient (CQ) skill-based training to become more culturally intelligent leaders; in-class participation by employers, networking, learning how these principles take shape in the real world at their respective organizations; book of student's résumés provided to employers at completion of course. Requirements: sophomore or higher standing.

LS:3004 Perspectives on Leadership: Principles and Practices 3 s.h.
Broad foundation of leadership knowledge representing diverse approaches to studying and practicing leadership; core course for students pursuing the leadership certificate. Requirements: sophomore or higher standing.

LS:3009 Global Leadership Initiative in Xicotepec 1-3 s.h.
Culture, history, and values of Mexico; leadership skills and work on civil and humanitarian projects; reflection of learning and experiences; spring break week in Xicotepec, Mexico. Requirements: participation in Career Leadership Academy.

LS:3010 Global Leadership Initiative 1 s.h.
Development of knowledge, attitudes, and skills to be effective global leaders regardless of the industry or field; working effectively in a global environment with empathy; ability to deal with ambiguity and unfamiliarity; critical thinking and comparative skills, including the ability to think creatively and integrate knowledge; pre- and post-travel assessment, guided reflection, guest speakers, online discussion; intercultural communication; online course for students engaged in a study abroad experience or international internship. Requirements: concurrent enrollment in a study abroad or international internship experience, or completing an international component of current employment.

LS:3011 Leadership Certificate Internship 0,2,3 s.h.
Registration of practical work experience (internship) with leadership components, for students pursuing the leadership certificate. Prerequisites: LS:3004 and LS:3012. Requirements: an additional 6 s.h. of approved leadership course work.

LS:3012 Leadership Theory to Practice 3 s.h.
How the world is changing at an accelerating rate; leadership effectiveness and demand of a high-level ability to work with others and respond to change; foundational concepts of major theories and behaviors of leadership models; practical challenges of leadership analyzed through use of experiential projects, discussion, presentations, exercises; development of self-awareness through use of behavioral instruments, group exercises, individual reflection; major approaches to leadership, authentic leadership, team leadership, gender issues in leadership, emotional intelligence, virtual leadership.