



# Spirituality and Leadership

## BUAD 604-1 • Spring 2017

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### Xavier University's Vision Statement

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Xavier men and women become people of learning and reflection, integrity and achievement, in solidarity for and with others.

[Click for more on the Vision Statement](#)

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### Xavier University's Mission Statement

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Xavier is a Jesuit Catholic university rooted in the liberal arts tradition. Our mission is to educate each student intellectually, morally, and spiritually. We create learning opportunities through rigorous academic and professional programs integrated with co-curricular engagement. In an inclusive environment of open and free inquiry, we prepare students for a world that is increasingly diverse, complex and interdependent. Driven by our commitment to the common good and to the education of the whole person, the Xavier community challenges and supports students as they cultivate lives of reflection, compassion and informed action.

[Click for more on the Mission Statement](#)

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### Xavier University's Academic Vision Statement

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Xavier University, a comprehensive university in the Jesuit tradition, excels at educating students intellectually, morally and spiritually by challenging them to become men and women of integrity and compassion. We inspire one another to achieve our full potential and to engage in society as competent, thoughtful, and responsible global citizens. We value academic rigor, research, reflection, and the integration of knowledge and action that works toward the betterment of society.

Xavier is committed to:

- **Academic Excellence:** A rigorous, analytical and reflective learning community led by accomplished faculty engaged in creative scholarly activity
- **Ignatian Tradition:** Education of the whole person intellectually, morally and spiritually through lives of solidarity and service, with sensitivity to issues of social and environmental justice
- **Integrity:** A climate of academic freedom, professionalism, collegiality, and mutual respect throughout a diverse University community operating according to our principles of shared governance

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### Xavier's Values

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- **Reflection** invites us to pause and consider the world around us and our place within it.
- **Discernment** invites us to be open to God's spirit as we consider our feelings and rational thought in order to make decisions and take action that will contribute good to our lives and the world around us.
- **Solidarity and Kinship** invites us to walk alongside and learn from our companions, both local and afar, as we journey through life.
- **Service Rooted in Justice and Love** invites us to invest our lives into the well-being of our neighbors, particularly those who suffer injustice.
- **Cura Personalis** invites us to care for others recognizing the uniqueness and wholeness of each person.
- **Magis** invites us to ask, "Where is the more universal good?" when making decisions; it relates to the Jesuit motto, *For the Greater Glory of God*.

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### Williams College of Business Mission Statement

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We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.

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## Course Description and Objectives

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**Course Description** (*from the course catalog*): This course focuses on the integration of spirituality into leadership. It will provide insight into the nature, scope and challenge of leadership and help students to realize their spirituality and its application to leadership. The goal of the course is to provide a means by which class participants can become more effective leaders and mentors by becoming more aware of how spirituality affects their leadership style.

### Desired Educational Outcomes:

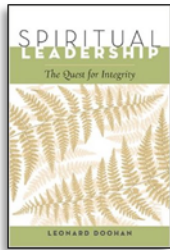
The objectives of the course include:

- understanding the role of spirituality in leadership practice,
- understanding how the integration of spirituality affects leadership activities,
- beginning a process for incorporating or for extending spirituality into one's leadership activities,
- developing interpersonal and communication skills through class discussions and written papers,
- developing a capacity for reflection.

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## Course Resources

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### Required Books:

*Spiritual Leadership: The Quest for Integrity.*  
Doohan, Leonard (2007), New York: Paulist Press.

ISBN # 978-0-8091-4495-2

In addition to using *Spiritual Leadership*, several required articles, videos, or other materials will provide a variety of perspectives on spirituality and leadership throughout the course.

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## Coursework and Assignments

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The class will touch on the lived experiences of class participants. As a course addressing spirituality, the course may address issues that may be viewed as sensitive. Participants will be expected to be sensitive and respectful to the backgrounds/beliefs of one another.

The course will be highly interactional. In lieu of exams, students will actively participate in discussions and complete several written projects exploring various aspects and applications of spirituality in leadership, including a personal action plan.

Students will explore and discuss a number of readings, videos, and other materials that address various subjects relating to the course. At times, issues that may seem controversial or even contradictory, may be introduced, explored, and examined. The purpose of the materials and their related discussion is **not** to espouse any particular philosophy or point of view, but to prompt the thought process.

Note that a rubric is provided for each assignment that outlines how each assignment will be graded.

### 1. Personal Introduction and Ice Breaker (5%)

**First**, to get to know each other, post a short video introducing yourself to the class. In addition to telling us a little bit about yourself, consider telling us what inspired you to take this course and what you are hoping to get out of it.

**Second**,

- Find a cartoon, photograph, or brief video clip (no more than a 3 minutes) that is fun and/or inspiring which reflects your approach to leadership and/or spirituality.
- Write a brief reflection (100-150 words) about what resonates with you about the approach to leadership and/or spirituality that is reflected in the cartoon, photo, or video you chose.
- Upload your personal introduction and the cartoon, photo, or a hyperlink to the video you chose along with your brief written reflection about the cartoon, photo, or video. Have fun with this assignment and let it be something that helps us get to know you better as we begin this course together.

**Then respond** to at least two other students' submissions in 50-100 words. Respectfully reply to their introductory video or their ice breaker video/cartoon. In your reply, discuss what in their post inspires you or resonates with your own approach to leadership and/or spirituality.

**Due Date Initial post:** Wednesday, March 15, 2017 at 11:59 p.m.

**Due Date Response posts:** Sunday, March 19, 2017 at 11:59 p.m.

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## **2. Online Weekly Discussions (60%)**

A significant part of this course is the weekly online discussions. Active participation in these discussions will be essential to student learning. Therefore, students will be expected to actively engage the rest of the class in discussing of the material for the week.

**Initial Posts:** Students will address the weekly discussion prompts while adding new insight directly related to the course content. Students will reflect upon and address core points from each of the readings, videos, and other material presented in module. The goal is to synthesize this knowledge in new ways and/or through reflection on additional sources.

**Responses to Classmates:** When responding to classmates, students will address the substance of their classmate's initial post while advancing the discussion by providing additional insight, resources, or questions that directly relate to the initial post. Responses will be thoughtful, polite, and exemplify professional discourse.

**Due Date Initial post:** usually on Thursdays at 11:59 p.m.

**Due Date Response posts:** usually on Sundays at 11:59 p.m.

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## **3. Spirituality and Leadership Self-Assessment Paper (15%)**

Write a 4-5 page paper that provides a self-assessment of your current approach to spirituality and leadership. This will serve as an initial "snapshot" of where you are that you might reflect back on when you write your capstone paper at the end of the course.

Before writing your paper, take some quiet time and reflect on the questions below. Then write a paper that provides a candid self-assessment of how you currently engage spirituality and leadership while exploring how these two components of your life intersect. Try to be as honest as possible.

While the paper might include inspirational quotes that reflect current themes of your spirituality and leadership, such quotes should only be illustrative of your experience and not the bulk of the paper.

The paper should be 4-5 pages in length, plus a cover sheet and endnotes/footnotes with a bibliography (if works are cited), double-space typed with one-inch margins, 12-point Times New Roman font, with page numbers. If you reference an article, book, video or other source, you may use any standard citation format (APA, MLA, AMA, Chicago, etc.) for your paper.

Questions for reflection and that might shape your paper include:

- Who am I as a leader? How do I approach leadership in various settings?
- What are the essential elements of my leadership style?
- What are my core values? my spiritual beliefs?
- In what way do my values and spirituality impact my work, leadership, or relationships?
- What problems or challenges do I face trying to balance my spiritual and work lives?
- How have I been impacted by the values and spirituality of others?
- How have I motivated or inspired others in the past?

Once your paper is completed and submitted, write a 250-300 word abstract (executive summary) of your paper and post it to the discussion board titled "Self-Assessment Abstracts". The abstract should include the major points of your paper as a concise but clear summary. If you include quotes from outside sources in your abstract, the quotes should be in addition to the 250-300 words in the abstract.

Then you will respond respectfully, in a meaningful way, to the posts of two of your classmates in 100-150 words. Responses can include elaborations on the point made by the classmate, additional insights that you have gained from their post, or follow-up questions for your fellow classmate or requests for clarification. Keep all responses polite and professional in nature. Be sure to politely engage the substance of your classmate's posts (rather than merely offering opinions on whether or not you like the posts).

**Due Date: Self-Assessment Paper:** Thursday, March 30, 2017 at 11:59 p.m.

**Due Date: Self-Assessment Abstract Initial Post:** Thursday, March 30, 2017 at 11:59 p.m.

**Due Date: Self-Assessment Abstract Response Posts:** Sunday, April 2, 2017 at 11:59 p.m.

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#### 4. Capstone Paper / Leadership Plan (20%)

Your capstone paper should be 4-5 pages and draw from several themes within the readings, videos, and discussions that have most impacted you throughout this course.

In addition, include at least one quote or insight from each of **two additional articles or videos** that further inspire your approach to spirituality and leadership. These may be articles or videos that classmates have contributed in our weekly discussions (as long as they emphasize a particular point within your paper). Be sure to properly footnote or endnote all of your references.

Using the themes from the course and your additional articles/videos, the paper should provide a leadership plan as to how you envision your future leadership. Include insights on:

- What are the greatest insights I have had from the readings and discussions throughout this semester?
- Given my leadership self-assessment paper at the beginning of the course, what impact might those insights have on my leadership style for the future?
- What characteristics of spirituality and leadership that will guide me in the future?
- What do you see as threats to integrating spirituality into your leadership?

- What changes in attitude, approach, or practice will be important to implement to have the impact I desire for the future?

Once your paper is completed and submitted, write a 250-300 word abstract (executive summary) of your paper and post it to the discussion board titled “Capstone Abstracts”. The abstract should include the major points of your paper as a concise but clear summary. If you include quotes from outside sources in your abstract, the quotes should be in addition to the 250-300 words in the abstract.

Then we will end the course with a discussion based on your Capstone Paper Abstract. In that discussion, you will respond respectfully, in a meaningful way, to the posts of two of your classmates in 100-150 words. Responses can include elaborations on the point made by the classmate, additional insights that you have gained from their post, or follow-up questions for your fellow classmate or requests for clarification. Keep all responses polite and professional in nature. Be sure to politely engage the substance of your classmate’s posts (rather than merely offering opinions on whether or not you like the posts).

**Due Date: Capstone Paper and Leadership Plan:** Sunday, April 30, 2017 at 11:59 p.m.

**Due Date: Capstone Abstract Initial Post:** Sunday, April 30, 2017 at 11:59 p.m.

**Due Date: Capstone Abstract Response Posts:** Wednesday, May 3, 2017 at 11:59 p.m.

## Evaluation of Student Learning

### Course assignments will have these weights when graded:

- 60% Course Discussions
- 15% Spirituality and Leadership Self-Assessment Paper
- 20% Capstone Paper / Leadership Plan
- 5% Student Personal Video Introduction and Ice Breaker Exercise

### Grading scale for the course:

A..... 100 - 94	B ..... < 87 - 84	C ..... < 77 - 70
A..... < 94 - 90	B- ..... < 84 - 80	F ..... < 70
B+ ..... < 90 - 87	C+ ..... < 80 - 77	

Because of the rapid and condensed nature of this course, it is critical then that students post and reply to the discussion boards and submit their assignments on time.

Late discussion posts or other assignments will only be accepted up to 24 hours late. Consult the rubric for each assignment for late penalties.

If discussion posts or other assignments are submitted more than 24 hours after the due date/time, then **the grade will be a zero** for that assignment.

[Xavier’s Policy on Academic Honesty](#) will be strictly enforced including the possibility of being failed for an assignment or withdrawn and failed for the course. Plagiarism must be avoided. For examples of plagiarism, consult [www.plagiarism.org](http://www.plagiarism.org). No assignment used to complete a requirement for another course may be submitted to complete a requirement in this course.

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**BUAD 604: Spirituality and Leadership**  
**Outline of Coursework: Spring 2017**

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<b>Date:</b>	<b>Type of Item Due:</b>	<b>Title of Item Due:</b>
<b>Module 1: The Meaning of Work</b>		
Wednesday, 3/15	Discussion Initial Post	Personal Introduction and Ice Breaker
Thursday, 3/16	Discussion Initial Post	Values and the Meaning of Work
Sunday, 3/19	Discussion Response Posts	Personal Introduction and Ice Breaker
Sunday, 3/19	Discussion Response Posts	Values and the Meaning of Work
<b>Module 2: Leadership in Today's World</b>		
Thursday, 3/23	Discussion Initial Post	Leadership in Today's World
Sunday, 3/26	Discussion Response Posts	Leadership in Today's World
<b>Module 3: Leadership Reimagined</b>		
Thursday, 3/30	Paper	Spirituality and Leadership Self-Assessment Paper
Thursday, 3/30	Discussion 1 Initial Post	Self-Assessment Paper Abstract Post
Thursday, 3/30	Discussion 2 Initial Post	Spiritual Leadership
Sunday, 4/2	Discussion 1 Response Posts	Self-Assessment Abstracts Response Post
Sunday, 4/2	Discussion 2 Response Posts	Spiritual Leadership
<b>Module 4: Vision, Values and Leadership Effectiveness</b>		
Thursday, 4/6	Discussion 1 Initial Post	Vision, Values, and Leadership Effectiveness
Thursday, 4/6	Discussion 1 Initial Post	Reviewing What Has Impacted Us Most
Sunday, 4/9	Discussion 2 Response Posts	Vision, Values, and Leadership Effectiveness
Sunday, 4/9	Discussion 2 Response Posts	Reviewing What Has Impacted Us Most
<b>Module 5: Spiritual Practices for Effective Leadership</b>		
Thursday, 4/13	Discussion Initial Post	Spiritual Practices for Effective Leadership
Sunday, 4/16	Discussion Response Posts	Spiritual Practices for Effective Leadership
<b>Module 6: Ignatian and Benedictine Leadership</b>		
Thursday, 4/20	Discussion Initial Post	Ignatian and Benedictine Leadership
Sunday, 4/23	Discussion Response Posts	Ignatian and Benedictine Leadership
<b>Module 7: Spirituality, Leadership, and Workplace Dynamics</b>		
Thursday, 4/27	Discussion Initial Post	Spirituality, Leadership, and Workplace Dynamics
Sunday, 4/30	Discussion Response Posts	Spirituality, Leadership, and Workplace Dynamics
Sunday, 4/30	Paper	Capstone Paper
Sunday, 4/30	Discussion Initial Post	Capstone Paper Abstract
<b>Module 8: Capstone Paper Abstract Discussion</b>		
Wednesday, 5/3	Discussion Response Posts	Abstract Response Posts