



“Inclusive Leadership: Creating Cultures of Innovation, Engagement, and Belonging”

Virtual, from Spokane, WA | Monday, Feb. 27 – Friday Mar. 3, 2023

Greetings from Gonzaga University, located in Spokane, Washington. We in the School of Leadership Studies are pleased to offer *Inclusive Leadership*, a course focused on shaping organizational cultures in which diversity inspires innovation, engagement, and belonging. By learning about the types of difference in the workplace and the benefits associated with diverse teams, students will gain knowledge and skills to enhance communication, teamwork, creativity, and emotional intelligence. The course will feature real-time learning, interactive exercises, organizational case studies, and dialogue with seasoned leaders to provide a holistic, engaging experience for students.

COURSE ELEMENTS

This is an interactive, theory-to-practice course that features the following elements:

- Overview of types of diversity in the workplace (such as gender, ethnicity, age, orientation), and impacts of diversity on organizational culture and performance.
- Focus on gender dynamics in organizations, particularly barriers and opportunities faced by women.
- Focus on intercultural competence and relevance to leading in today’s diverse world.
- Focus on women in leadership and the ways that organizational culture shifts with women and other diverse groups in leadership positions.
- Exploration of what it means to lead with emotional intelligence and an inclusive mindset.
- Interactive discussion-based learning with seasoned leaders and university faculty.
- Engaging, relevant pre-work in the form of videos and articles.

COURSE OBJECTIVES

By the end of the immersion, students will be able to:

- Articulate the benefits of creating organizational cultures that embrace diversity, honor individual’s contributions, and provide them with a sense of belonging.
- Identify various types of diversity in the workplace

- Understand the barriers that people from under-represented groups face and identify strategies to remove those barriers
- Identify the personal competencies and development areas related to innovation, diversity, and leadership.
- Identify process and procedural ‘best practices’ that create and sustain inclusive cultures.

CONTENTS OF INFORMATION PACKET

- Pages 2-3: Course Schedule
- Page 4: Course Preparation
- ~~Page 5:~~ ~~Budget Information~~ 参加費は募集要項を確認してください
Refer to the Application Procedure for the fee.
- Pages 6-8: About the Instructors

Course Schedule

(times listed are in JST)

Monday, February 27th

8:30 to 11:30 am	<p>Classroom Learning – “Building the Case for Diverse Workplaces” – with Rachelle Strawther, Ed.D.</p> <p>Topics include:</p> <ul style="list-style-type: none"> • Why diversity matters • How can difference make us stronger? • How does diversity increase innovation? • Discussion – Spokane diversity expert
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Tuesday, February 28th

8:30 to 11:30 am	<p>Classroom Learning – “Inclusive Leadership” with Carolyn Cunningham, Ph.D.</p> <p>Topics include:</p> <ul style="list-style-type: none"> • Gender & leadership in the United States • Gender & communication in the workplace • LGBTQ focus • Emotional Intelligence and its impact on inclusive leadership
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Wednesday, March 1st

8:30 to 11:30 am

Classroom Learning – **“Creating a Case for More Women in Leadership”** – **Sherri Lynch, Ph.D.**

Topics include:

- History of women in leadership in the United States
- Current status of women in leadership
- Obstacles on the path to the C-suite
- The future of women in leadership
- Discussion - Female CEO of a Spokane-based company

Thursday, March 2nd

8:30 to 11:30 am

Classroom Learning – **“Leading Across Cultures & Accompaniment”** – **Josh Armstrong, Ph.D. & Li Yang, Ph.D.**

Topics Include:

- Why is this an important leadership skill?
- How does accompaniment affect diversity initiatives?
- Activity with CLP undergraduate students

Friday, March 3rd

8:30 am to 11:30 am

Classroom Learning & Debrief – **Carolyn Cunningham, Ph.D., Sherri Lynch, Ph.D., Li Yang, Ph.D.**

This course schedule is tentative and subject to change

Course Preparation

To prepare for the course, students are asked to do the following (subject to revision, pending final approval of course content and subjects):

WATCH

- TED Talk by Rocio Lorenzo (11 minutes): [Why Diversity Makes Teams More Innovative](#)
- Short Simon Sinek video: "[Why Diversity Differentiates Team Performance](#)"
- "[Why Diversity Matters](#)" – a 14-minute presentation by Columbia University Professor Katherine Phillips
- Excerpts from a discussion by HP board members: "[Why Diversity Matters](#)"

READ

Approximately 1.5-2 hours of reading total, depending on English fluency

- Harvard Business Review: [How and Where Diversity Drives Financial Performance](#)
- Forbes: [Diversity Confirmed to Boost Innovation and Financial Results](#)
- McKinsey's 2015 report [Diversity Matters](#), pages 9 – 13: "Why do more diverse companies perform better?"
- Post by Catalyst research: "[Why Diversity and Inclusion Matter](#)"

ATTEND

正しくは2月6日です。
The correct date is Feb. 6.

A 1.5 hour virtual session (Feb. 5th, 2023, 9:00 AM - Tokyo) will be held approximately three weeks before the course, which will include:

- Introduction of students and faculty
- Introduction to Inclusive Leadership and Innovation
- Discussion of readings
- Q&A about the immersion

About the Instructors

COURSE MODERATORS

Li Yang, Ph.D. is the former Director of Partnerships and Collaborations in Gonzaga University's Center for Global Engagement. Growing up in a farming community in Xinjiang Uyghur Autonomous Region in Northwest China that is best known for its many ethnic and Muslim minorities, and as an important crossroad on the Silk Road, Dr. Li Yang gained her B.A. in English Language and Literature, and M.A. in British and American Literature with full scholarship from Xinjiang University.



After graduation she was offered a position at Xinjiang University teaching English as a Second/Third Language to her Han, Uyghur, Kazak, Mongolian, Uzbek and Tajik students, and twice earned the Outstanding Teacher Award.

In 2008 Li came to the U.S. as an international student at the University of Minnesota where she earned her Ph.D. in Comparative and International Development Education. Her thesis was on the impact of study abroad on its participants. During her Ph.D. study, she was one of the founders and editors of an online academic journal, *Reconsidering Development*, with a start-up grant from the University of Minnesota.

Before arriving at Gonzaga University, Dr. Yang was the Coordinator of the China Programs at Colorado State University, managed the Teaching in English program at Montclair State University, and was the Director of the International Center and the English Language Program at Rowan University. She also worked and volunteered as a translator and cultural consultant over the years to many organizations including the Wyoming Public Defenders Office, and the Southeastern Pennsylvania Transportation Authority for its billion-dollar contract with the China Railway Rolling Stock Corporation.



Sherri Lynch, Ph.D. is the Director of Community, Corporate, and External Relations in Gonzaga University's School of Leadership Studies. A marketing professional for the past 25 years, Sherri has worked in a variety of industries, from pharmaceutical to retail. In the higher ed industry for the past 8 years, Sherri works to provide corporations with access to leadership education, ranging from professional development to graduate level. Sherri co-founded the Women Lead Conference series at Gonzaga, which strives to educate and empower women toward personal and career advancement. Sherri co-designed and teaches in the Certificate in Women's Leadership Program at Gonzaga. Looking forward, Sherri continues to present her research focused on women's leadership. Sherri obtained both her Bachelor of Arts and Master of Arts in Organizational Leadership degrees from Gonzaga University. She serves as Secretary/Treasurer for the Board of

Directors at Canopy Credit Union in Spokane. In her off time, Sherri enjoys spending time outdoors, training for her next half marathon, and traveling the world with her family.

COURSE PRESENTERS

Josh P. Armstrong, Ph.D. is the Director of the Comprehensive Leadership Program in Gonzaga University's School of Leadership Studies. In addition to this role, Dr. Armstrong is a faculty member in the Organizational Leadership graduate program. He holds a Ph.D. in education and leadership from Michigan State University, a master's degree in higher education and student affairs from the University of Vermont, and an undergraduate degree in psychology from Whitworth College. Dr. Armstrong's research interests include development of intercultural competency, servant leadership, experiential education and adaptative leadership.



In addition to teaching, Dr. Armstrong provides leadership training for student leaders at Gonzaga and provides vision and student learning opportunities for a campus community of 5,300 students at Gonzaga. Josh has served on the Board of Directors for Habitat For Humanity-Spokane and Camp Spalding. Josh is married and has four children. He is also an avid backpacker and has led an Outward Bound wilderness expedition through the Costa Rican rainforests. For the past ten summers, Josh has led a summer program in Zambia, Africa with undergraduate students at Gonzaga and it always changes his life.



Carolyn M. Cunningham, Ph.D. teaches courses in communication theory, digital media, and women and leadership. Her research looks at the intersections of gender and technology. She is the author of *Games Girls Play: Contexts of Girls and Video Games* (Lexington Books, 2018) and the editor of the book *Social Networking and Impression Management*. Her research has been published in journals including the *Journal of Children and Media* and *New Media and Society*.

Rachelle Strawther, Ed.D., M.A., is the Director of Leadership Training and Development in the School of Leadership Studies. In this role, she designs and instructs executive leadership programs and provides coaching and consulting services. As a sought-after speaker, she has given keynotes and presented interactive presentations for Boeing, the U.S. Army (Ft. Detrick), the International Leadership Association, TEDx Kisumu, the Washington Chapter of the American Planning Association, and many other organizations.



Rachelle has an undergraduate degree in Anthropology, a Master's in Communication and Leadership, and a doctorate in Educational Leadership. In addition to her full-time role in leadership development, Rachelle teaches at the undergraduate level and recently as President of the Staff Assembly, representing more than 800 employees at Gonzaga. Prior to coming to Gonzaga, Rachelle worked in Kisumu, Kenya, for eight years, first implementing community-based programs for women and children affected by HIV and later leading a regional sports-for-development organization serving 3000 youth. She continues to stay involved with her Kenyan community through her work with the Kalaki Fund, a scholarship program she co-founded in 2009.