Archer Center
Washington Internship

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Course Information
PA 8332
Archer Center Washington Internship

Summer 2024
May 28-August 2, 2024
(Internship start/end dates: June 3-July 26, 2024)

Class meets in person at the Archer Center
Professor Contact Information

Professor: Sue Ramanathan, JD, LLM
Email Address: SRamanathan@UTDallas.edu
Other Information: Meetings by appointment
Phone: 202-257-3121
Office Hours: text to set up an appointment

Class Materials

The instructor may provide class materials that will be made available to all students registered for this class, as they are intended to supplement the classroom experience. These materials may be downloaded during the course; however, they are for registered students’ use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

Admission to the Graduate Archer Fellowship Program.

Course Overview

Work is love made visible (Kahlil Gibran)

During this course, students will develop their personal work philosophy and enhance their professional skillset through practical training and reflection on the philosophy and organizational psychology literature on work.

This course consists primarily of an internship in a governmental or non-governmental organization based in Washington, D.C., or whose work includes federal policy. The student is expected to work full-time (40 hours a week) at the internship, which may be paid or unpaid.

Students are responsible for seeking and selecting their internships. The Archer Center does not guarantee internship placements, but Archer Center faculty and staff will provide students with information about internship opportunities and advice about placements. The Archer Center faculty meet regularly with students to debrief and to integrate this practical training with other lessons in professional development.

Student Learning Objectives/Outcomes

Upon completion of the course, students will be able to:

- Assess their professional skillset across the six Archer Principles (Appreciation, Responsibility, Character, Humility, Empathy, and Respect)
- Articulate the issues shaping work today including emerging technologies, generational workplace dynamics, and cross-cultural communication, as well as challenges working for or with the federal government and/or federal policy-making process.
- Express their philosophy of work including:
  - Approaches to dealing with moral or ethical problems in the workplace
  - Management and leadership principles

Required Textbooks and Materials

Required Texts
Summer 2024 PA 8332 Archer Center Washington Internship
All course materials are provided or available for free over the Internet. Links to the materials are
provided, or copies will be posted to the class eLearning site.

**Required Materials**
Access to a computer and reliable internet service.

**eLearning**
All course materials available on eLearning. All assignments, except where noted, should be submitted
to eLearning. Login to your eLearning account here.

**Assignments & Academic Calendar**

**Debrief & Discuss –**
Over the course of the summer, you will meet with Prof. Ramanathan in joint sessions to discuss your
internship experience and professional experience in DC, in addition to the reflection questions. These
meetings will take place in person at the Archer Center on June 5/6 and July 9/11 between 6-9 pm. A
schedule of the assigned meetings will be posted in eLearning.

**Class schedule**
All meetings are at the Archer Center unless otherwise noted.

1. May 31, Friday, Noon-2 pm — joint Working lunch with panel discussion about leadership +
values
2. June 5/6, WED/Thu (6-9 pm) 1st Small Group meetings – 3-4 persons assigned to one of the
meeting sessions listed below. This list will be posted in eLearning. If you have a schedule
conflict, you may switch with a classmate, or ask Prof. Ramanathan for an alternate time.

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3. July 9/11, Tues/Thu (6-9 pm) 2nd Small group meetings – 3-4 persons assigned to one of the
meeting sessions listed below. This list will be posted in eLearning. If you have a schedule
conflict, you may switch with a classmate, or ask Prof. Ramanathan for an alternate time.

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4. July 30 Tuesday – 7-8:30 pm joint Sunset class at National Archives - group reading of On
Work + reflection on your dreams for the future.

**Writing Assignments**
Required (applies to all students). All assignments should be posted to eLearning by 11:59 p.m. (EDT)
on the date specified.

**NOTE: SUBMIT ALL DOCUMENTS IN WORD ONLY. No pdf files.**

1. Philosophy of Work, multiple due dates (listed below)
During this course, you will develop your **Philosophy of Work**. A philosophy of work is a 1-2 page statement of beliefs and values that guides your approach to your job, career, and work experience. It encompasses your attitudes towards work, the purpose of work, the meaning of success, and the role that work plays in your life.

A philosophy of work can include beliefs about the importance of hard work, the value of taking pride in one’s work, the need for a work-life balance, and the role of work in personal fulfillment and satisfaction. It can also include beliefs about the relationship between work and society, such as the importance of contributing to the greater good and the responsibility of businesses to operate ethically.

Having a philosophy of work can help you make decisions about your career, find meaning and purpose in your work, and achieve a sense of satisfaction and fulfillment in your professional life.

**Due July 9/11**: Draft of your Philosophy of Work covering your thoughts on (a) the reflection questions below on Appreciation, Responsibility, and Character, (b) your internship experiences, and/or c) the assigned readings/videos. Draft should be ½-1 page (1.15 line spacing, calibri 12 point font). Bring this draft to your small group meeting on July 9 or 11.

**Due July 21**: Your completed 1-2 page Philosophy of Work encompassing all six of the Archer principles, building on your internship experience, and course materials. Please use 1.15 line spacing, calibri 12-point font.

2. **Reflection**

Find a spot in Washington, DC (OUTSIDE OF YOUR APARTMENT) that you can claim as your own personal space for reflection. This should be a place that you revisit multiple times over the course of the term. After you leave DC, this place will forever be your own special place. Post your selected reflection spot to eLearning by June 9. By July 28, in eLearning, post a selfie from this space with a brief (no more than 5 sentences) summary of your thoughts, expectations, and reflection of your internship/fellowship experience.

**Course Policies**

Students are expected to meet the requirements of the office at which they have an internship, to meet all internship-related requirements of the Archer Program, and to conduct themselves according to University rules. Students must obtain permission from their internship supervisors to attend Archer Center events that conflict with regular internship working hours.

**Workplace concerns/conflicts** – Students are encouraged to discuss any workplace concerns or conflicts with Prof. Ramanathan.

**Grading Policy**

This course is **Pass/Fail**. Students who successfully complete their internship, attend all class meetings, and complete the writing assignments will pass. Final grades will be reported to UT Dallas and your home UT System institution by **August 9, 2024**, and posted in accordance with their respective grade submission deadlines.

**Comet Creed**

*This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:* “As a Comet, I pledge honesty, integrity, and service in all that I do.”

**UT Dallas Syllabus Policies and Procedures**

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus. Please go to [http://go.utdallas.edu/syllabus-policies](http://go.utdallas.edu/syllabus-policies) for these policies.
The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.

**Academic Calendar**

**Week 1**  
(May 28-31): Personal reflection

Find a location in DC to use as a reflection space. In your reflection space, spend time reflecting on your internship experience (or work on your various class assignments; ponder life; or make decisions about your academic/professional future). Some examples: Library of Congress reading room, Washington Monument, Capitol steps, Botanical Gardens, Union Station, National Zoo, Gandhi statue, Lafayette Park, etc.

**Reading:** [On Work](#) by Kahlil Gibran

**May 31 (Fri), noon-2 pm ET** – Working lunch + panel discussion about Archer Values & internship expectations. Mandatory

**Assignment due:** June 9 - Take a selfie at the spot and share it by June 9 to eLearning a brief (no more than 5 sentences) summary of your hopes, expectations, and thoughts as you begin your internship.

**Week 2**  
(June 3-7): Appreciation

Recent research indicates that as many as 2/3rds of American workers feel their contributions are not appreciated at work leading to elevated levels of employee apathy and disengagement. During this week, reflect on how you feel appreciated at work, when and how do you want to show appreciation to others at work, and how your workplace promotes (or does not) a culture of appreciation and gratitude.

**Readings:**  
“[How Gratitude Can Transform Your Workplace](#)”  
“The Five Languages of Appreciation at Work”

**Week 3**  
(June 10-14): Responsibility

Working in or with the Federal government exemplifies the adage, “With great power comes great responsibility.” During this week, reflect on the following questions:

- What is power? Is power something that is given, earned, or inherited? How do individuals or groups acquire power, and how do they maintain it?
- What are the limits of responsibility, and what happens when someone fails to live up to their responsibilities? What are the consequences, and who determines them?
- How do we ensure that those who hold power are held accountable, while also allowing them to exercise their power in productive and beneficial ways? What are the trade-offs involved in balancing power and responsibility?

**View:** [Oppenheimer on the Atomic Bomb](#)  
Barbara Jordan, [Watergate Articles of Impeachment](#)

**Week 4**  
(June 17-21): Character
“…Always do the right thing for the right reason at the right time with the right people. [And] you will have no regrets for the rest of your life.” - Allan McDonald

Character is a set of qualities that make up your moral and ethical values, including honesty, integrity, responsibility, respect, and empathy. Character is important in the workplace because it affects how employees interact with one another, how they approach their work, and how they make decisions. During this week reflect on your values, your authentic self, and how you rely on your core values at work. Are your core values compatible with your workplace? What sacrifices are you willing to make for your values?

Readings:
- Remembering Allan McDonald: He Refused To Approve Challenger Launch, Exposed Cover-Up
- Hiram Bingham IV

Week 5
(June 24-28): Humility

In our contemporary political environment, we see no shortage of people with strong, unshakeable opinions. But, the Dunning-Kruger effect tells us that the more confident we are, the more likely we are wrong. At the same time, other research indicates we prefer to hire overly confident people. During this week, reflect on how to balance intellectual humility with confidence. And, how to ensure you do not fall into the confidence trap when evaluating yourself and others at work.

Reading: What does Intellectual Humility Look Like
View: Why do so many Incompetent Men Become Leaders?

Week 6
(July 1-5): Empathy

The Great Resignation and Quiet Quitting are signs of dramatic discontent in the post-pandemic workforce. Underlying both phenomena is a discussion about the limits of empathy at work. During this week, reflect on where you are on the work-to-live versus live-to-work debate. How do you balance your passion for your work with the need to take care of yourself, your family, and your friends? How do you communicate your boundaries to your colleagues while still showing you care about your work?

Readings: What to Know when Five Generations Share an Office
The Economics behind Quiet Quitting

Week 7
(July 8-12): Respect

Respect in the workplace is essential for creating a healthy and productive work environment. It involves valuing diversity, listening actively, communicating effectively, being professional, upholding boundaries, and resolving conflicts constructively. Yet, some employees face additional hurdles at work, and some workplaces are structurally disrespectful. During this week, reflect on how you show respect in the workplace. Is your workplace respectfully towards all? What have you done, or will you do, when you encounter disrespect in the workplace?

Readings: Who Pays Tolls at Work and Who Cruises on an Open Highway
Bystander Intervention

Week 8
(July 15-18): Working in or with the Federal Government

During this week, reflect on your experiences working in or with the Federal Government. What have you learned? What surprised you? What changes would you make to how the government works if you could (based on your experiences)?

Reading:  Man in the Arena

Assignment due: July 21 - Post Philosophy of Work statement in eLearning by 11:59 pm ET.

Week 9
(July 22-26): Self-assessment

Based on this experience, where are your professional strengths and weaknesses? Moving forward would you like to work to master your strengths or address your weaknesses? What is your plan to do so?

Assignment due: July 28 - Return to your reflection space and reflect on your experience this semester, particularly as they relate to your professional development, career choice, and areas of focus. Please post a selfie with a brief summary (no more than 5 sentences) on your reflections in eLearning by July 28.

Reading:  Personal SWOT Analysis

Week 10
(July 29-August 1): Conclusion

July 31 (Wed), 7:30 pm ET – Sunset on the Mall – Traditional end-of-the-semester class at the steps of the National Archives (Constitution Avenue entrance). Group reading of On Work + reflection on your dreams for the future.

Reading:  On Work by Kahlil Gibran