

Leadership Framework: Development and Implementation



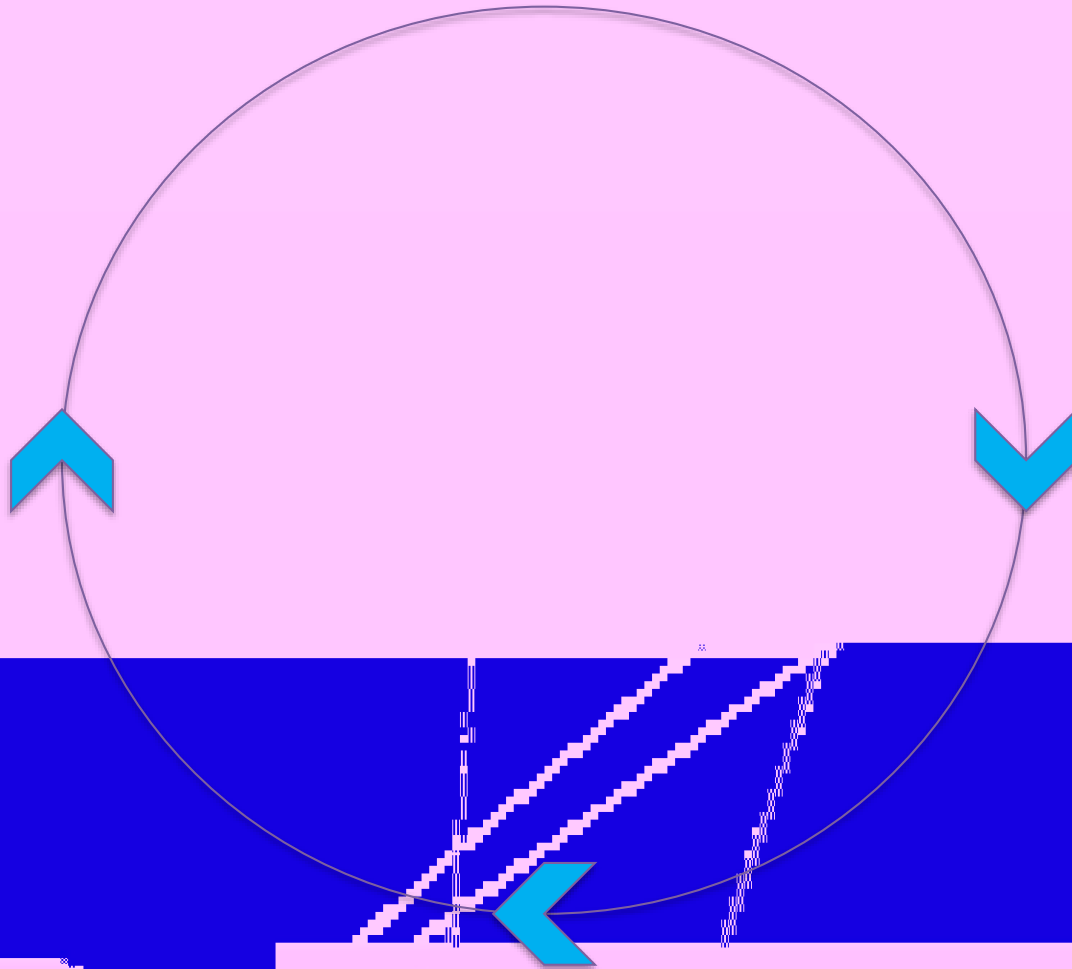
CAMPUS LIFE

Northwestern UNIVERSITY LEADERSHIP DEVELOPMENT & COMMUNITY ENGAGEMENT

Goals

- 1 Co-create a framework that defines our aspirations for student leadership development
- 2 Achieve measurable growth in students' leadership capacity, skills, knowledge, and behaviors
- 3 Amplify existing leadership development work with students across campus

Iterative Process



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Theoretical Underpinnings

Authentic Leadership

Avolio & Hannah's Leader Developmental Readiness

BreakAway's Active Citizens Continuum

Burn's Transformational Leadership

Emotionally Intelligent Leadership

Gallup's StrengthsQuest

Heifetz's Adaptive Leadership

Kelley's Followership

Kolb's Experiential Learning Cycle

Komives et al.'s Leadership Identity Development Model

Komives et al.'s Relational Leadership Model

Komives et al.'s Social Change Model

Murphy & Reichard's Accelerating Leader Development

Seemiller's Student Leadership Competencies

Tuckman's Theory of Group Development

Student Culture



Institutional & Divisional Culture

- Varied leadership models and language
- Good work in departments
- Involvement opportunities abound
- Depth means better learning outcomes



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Our Approach: Collective Impact

- Common Agenda
 - Shared vision, language, and outcomes
- Shared Measurement
 - Shared data collection and assessment
- Mutually Reinforcing Activities
 - Differentiated, yet coordinated, activities that serve students with a broad range of interests at multiple stages of their development
- Continuous Communication
 - Consistent and open communication
 - Continual opportunities for learning and

Leadership Framework

