

Leadership Framework: Development and Implementation

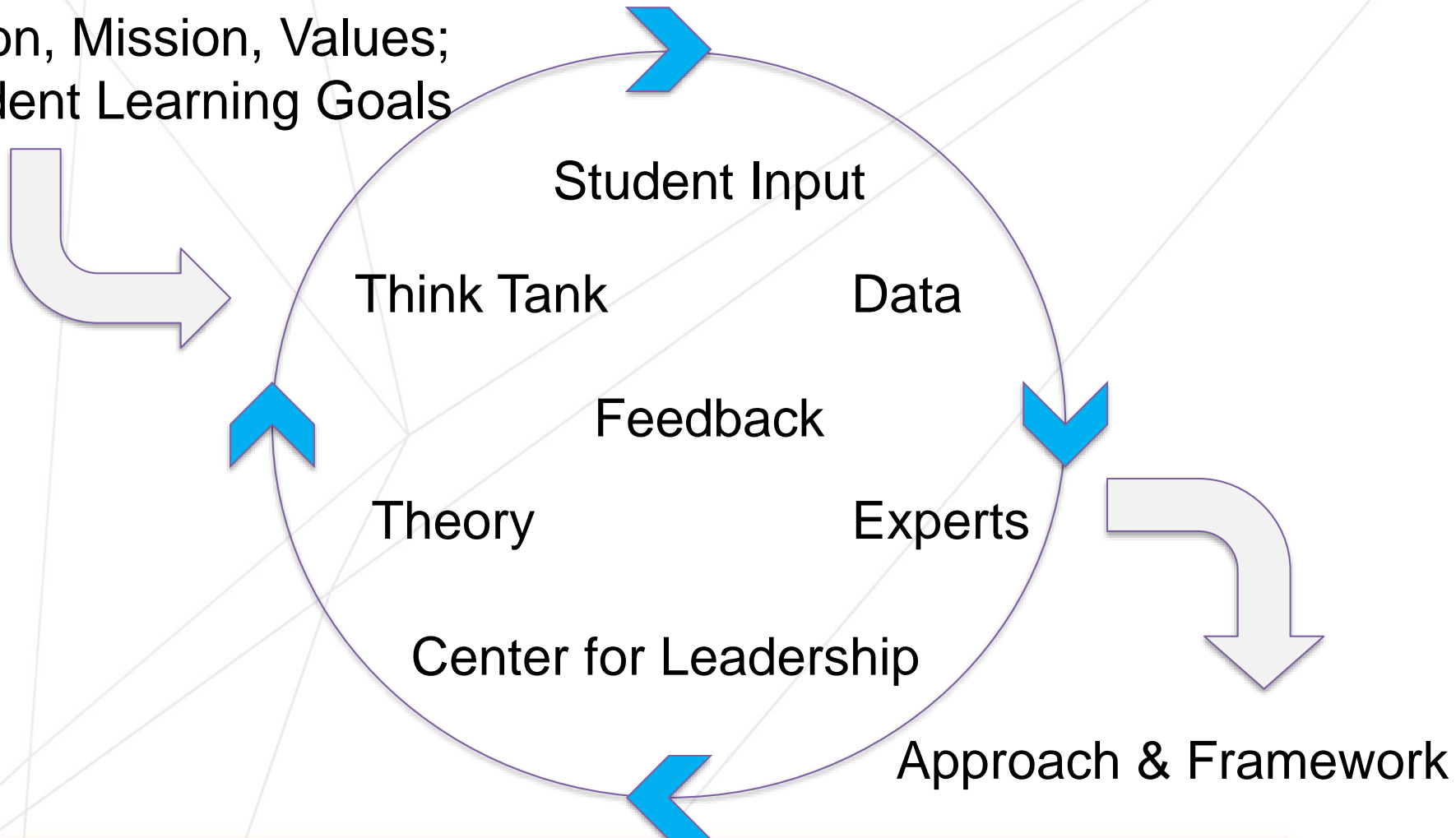
Northwestern | CAMPUS LIFE
LEADERSHIP DEVELOPMENT & COMMUNITY ENGAGEMENT

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

Vision, Mission, Values;
Student Learning Goals



Abby Reisinger ●
Adrian Bitton ●
Amanda Walsh ●
Amy White ●
Benjamin Kraft ●
Brent Turner ●
Cassie Eskridge ●
Cory Ferrer ●
Cynthia Rose ●
David Shor ●●
Dorina Rasmussen ●
Hallie Moberg Brauer ●
Jackie Marquez ●
Jason Roberts ●
JT Turner ●

Katherine Knight ●
Kelly Iwanaga Becker ●
Kristin Kane Herbison ●
Lauren Pourian ●
Lisa Currie ●
Lorenzo Gudino ●
Maggie Smith ●
Maria Sanchez ●
Mary Desler ●
Mary Goldenberg ●
Mayra Garces ●
Njoki Kamau ●
Patrick Eccles ●●
Patti Hilkert ●
Rob Donohue ●

Ryan Kenney ●
Simran Chadha ●
Susan Olson ●●
Theanne Liu ●
Todd Murphy ●
Wendy Roldan ●

Student ●
Staff ●
Faculty ●



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

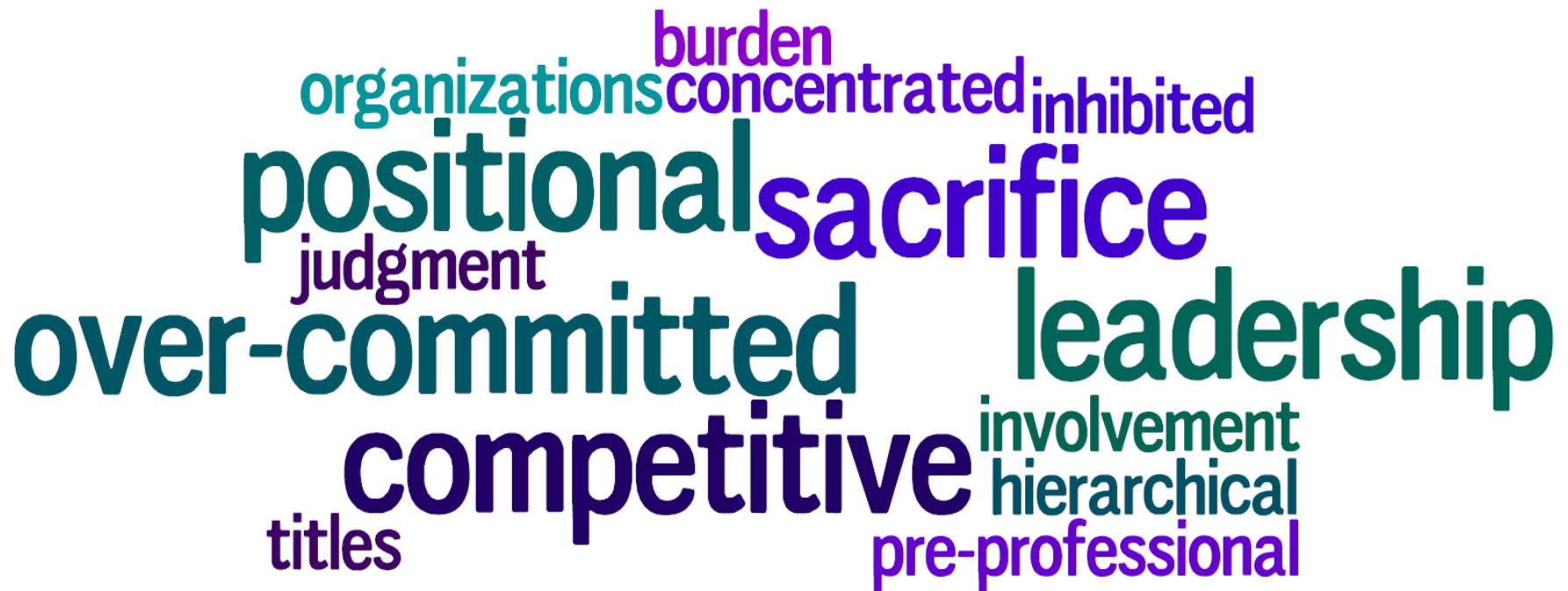
Komives et al.'s Social Change Model

Murphy & Reichard's Accelerating Leader Development

Seemiller's Student Leadership Competencies

Tuckman's Theory of Group Development

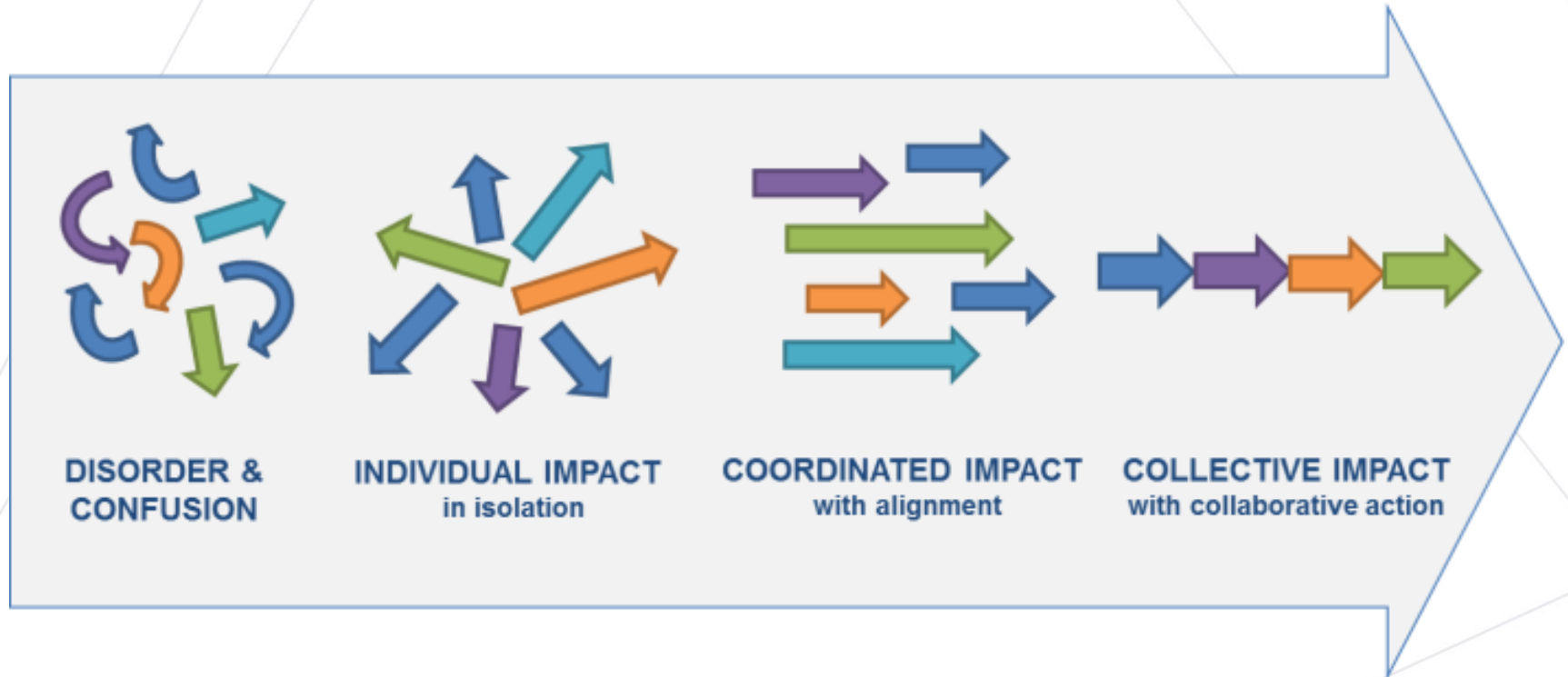
Student Culture



Institutional & Divisional Culture

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

Our Approach: Collective Impact



Based on http://ssir.org/articles/entry/collective_impact

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 celebration
- Backbone Support
 - Leadership & Community Engagement

Leadership Framework

