Leadership Framework: Development and Implementation
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

Student Input

Think Tank

Data

Feedback

Theory

Experts

Center for Leadership

Approach & Framework

Northwestern
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

burden
concentrated
inhibited

positional
sacrifice

judgment

over-committed
leadership

competitive
involvement

organisations
pre-professional

titles

hierarchical
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

Understanding Self

Justice & Ethics

Strategy & Reasoning

Building & Maintaining Relationships

Executing Change