

The Drake University
Emerging Leaders Collaboration
A Leadership Development Program for Drake Faculty and Staff

Applications and nominations are now being accepted

**Support provided by the Donald V. Adams Leadership Institute &
the Drake University Center for Professional Studies**

The Emerging Leaders Collaboration (ELC) is designed to cultivate **leadership capabilities** and a **leadership mindset** among those who show both an interest in and potential for leadership roles, both formal and informal, within the University. The ELC cohort of between 10 and 15 participants is assembled for an 18-month professional development program.

Objectives

The Program's objectives are as follows:

- provide participants with access to ideas and people that will prepare them for future leadership positions and roles;
- enhance and develop leadership abilities across campus;
- promote a leadership mindset within the institution;
- build collaborative relationships;
- increase participant engagement with the university's mission and vision;
- create a venue for the development of strategic ideas and solutions;

Program Overview

The program extends over an 18-month period. Participants commit to participate in 32 hours of core programming plus work with a small group on a strategic problem or issue. A combination of facilitated group sessions, case study analysis and simulated problem-solving is used throughout the program, with an emphasis on higher education. Participants have access to senior leadership and may, from time to time, be invited to attend special University events.

Application and Selection Process

Applications: In order to be considered for participation in the ELC program, individual members of the faculty and staff must submit an application to Human Resources by 4:30 p.m. on November 14, 2008 (electronic delivery is acceptable). Application forms will be posted on the Human Resources web page at <http://www.drake.edu/hr/learning/learningwebdocs/ELCApplication.pdf>

Nominations: If you wish to nominate someone, you may complete the nomination form. Nomination forms will be posted on the Human Resources web page at <http://www.drake.edu/hr/learning/learningwebdocs/ELCNominationFORM.pdf>

Human Resources will then notify the individual and encourage their application. If you prefer, you can skip this step by contacting potential participants directly and encouraging them to apply. (One does not have to be nominated in order to qualify; this is only a mechanism for encouraging application).

Vice Presidents and Deans are encouraged to identify potential participants in the ELC program from their area and invite their application.

Selection: A final cohort will be selected taking into account the program's objectives, and the desire to build a strong pool of emerging leaders with a diverse set of experiences and perspectives. Applications will be collected by Human Resources and, in consultation with senior administrative leaders, including Deans and Vice Presidents, a recommended cohort group will be submitted to the President's Cabinet. The President's Cabinet will have final authority to identify members of the cohort.

PROGRAM COMPONENTS*

*(*Tentative: Program topics may change slightly in response to the particularly make-up of the cohort and/or the assigned strategic small group problems)*

Welcome Program (2 hours) (January, 2009)

Core Sessions I (January – June, 2009) (16 hours)

- Session 1 – Leadership Theory (4 hours)
- Session 2 – Leadership case-study and analysis (4 hours)
- Session 3 – Leadership case-study and analysis (4 hours)
- Session 4 – Leadership issues in higher education (4 hours)

Core Sessions II (August – December, 2009) (16 hours)

- Session 1 - Communication resources (4 Hours)
- Session 2 – Building credibility/conflict management (4 Hours)
- Session 3 - Challenging decisions: simulations and discussion (4 Hours)
- Session 4 – Strategic planning and mission-driven outcomes (4 Hours)

Leadership Forums

During one breakfast each semester (spring 09, fall 09 & spring 10) leaders, either individually or on a panel, discuss their path to leadership and what are the significant rewards and challenges that come with the role of a leader. Leaders from Drake, the Des Moines community and other institutions would be tapped for these discussions.

Selected Readings

Selected readings are discussed at periodic informal group meetings and/or in on-line forums.

Leadership Addresses/Discussions

From time -to-time prominent leaders, speakers or academicians visit the Drake campus. To the extent relevant and possible, special sessions will be designed with these individuals for the ELC group. These sessions will typically be no more than 2 hours in length.

Group Problems (August, 2009 – April, 2010)

Two or three “group problems” are created. These problems may be real issues faced by the University. Supporting resource material is also provided. The cohort is divided into two or three groups and assigned a problem. Each group is also assigned a mentor. At the end of the program, a presentation is made to senior leadership, making recommendations for addressing the problem. The goal is to expose participants to a substantive area of higher education and Drake University.

Keynote & Final Celebration (May, 2010)

The program concludes with a formal celebration, including a dinner and keynote address.