

February 14, 2007

To: Deans Council  
From: Tom Westbrook  
Re: Leadership Drake

This memorandum summarizes discussions with deans and staff concerning leadership development at Drake University and the Adams Leadership Institute. It builds on efforts now underway to define what we mean by leadership and how it fits within the mission of Drake University (see attached definition). The following general themes and ideas were shared:

Drake now offers a wide array of high quality leadership development programs. For example:

Numerous classes are offered that elevate the leadership-related knowledge and skills of our students. These include a leadership course offered as a first year seminar, several leadership/management oriented courses within the CBPA, performance management courses in A&S, and a leadership course offered as part of the Honors program.

Numerous college sponsored programs exist that include leadership development as a central theme. For example, DeltaRx, entrepreneurial workshops, and other leadership related seminars are offered on an ongoing basis.

The Don Adamís Leadership Institute offers a solid array of leadership development programs that are having an important and significant impact on students and alumni (see attached).

There are numerous informal leadership development opportunities available to all students through participation in team sports, college/department sponsored clubs, student government, Greek organizations and other student activities.

Leadership development can become a distinguishing characteristic of the Drake experience if done well.

Leadership development can be integrated into all aspects of the Drake experience ñ academics, student life, and athletics.

Leadership development has the potential of engaging (involving or impacting) all students as a part of their Drake experience.

Significant support from trustees, alumni, and friends provides encouragement to further develop leadership development opportunities.

Leadership development should be connected to ethical character development for the future expansion of Leadership Drake efforts.

Leadership development programs need to become more application oriented and service based.

A university-wide umbrella structure (Leadership Drake or Adams Leadership Institute) should be formalized to promote leadership and ethics initiatives, provide advocacy, assist in sponsoring programs, and generate revenue. This structure should include stakeholders from all sectors of the Drake campus and be led by a member of the Provost's office.

Linkages with the corporate community and state government could be fostered to elevate the success of our leadership initiatives.

Several approaches for enhanced curricular programming were identified. These ranged from low to high cost. For example:

Provide funding for additional leadership and ethics related courses and for adding topics within existing courses.

Integrate leadership and ethical development course(s) into the Drake Curriculum. For example add new courses to the Areas of Inquiry (Values and Ethics or Engaged Citizen), and/or integrate leadership/ethics as a Senior Capstone Experience.

Offer an interdisciplinary concentration or minor in leadership and ethics. Similar programs exist at Saint Louis University, Northwestern University, and Rice University. This could be patterned after our existing Human Resource Management concentration offered by Arts and Sciences, Business and Public Administration, and Education. (See attached example from Arizona State University.)

Offer a leadership and ethics program as a junior year experience required of all undergraduates.

Open a School of Leadership Studies (patterned after the University of Richmond's Stetson School of Leadership).

Several ideas for enhanced co-curricular programming were identified. For example:

Have the Adams Leadership Academy offer a clearly defined freshman, sophomore, junior and senior year experience that is developmental in design and becomes increasingly service and application oriented. Furman University's Leadership Edge is an example of this type of program. For Drake, the sophomore or junior year could focus on servant leadership and service-based projects within the Drake or greater Des Moines community (this could be part of the Engaged Citizen AOI). The senior year component could include a student leader mentoring program for Drake freshman or high school

students, attendance at a national student leadership conference, international experiences, membership on local or state committees, and/or an outward bound experience.

Funds could be made available to student organizations or student groups to initiate leadership/ethics projects on-campus or in the community. Some of these projects would have the potential of becoming sustained programs.

Continue to develop the fall and spring leadership conferences so they become more theme based and focus on skill development of all student leaders.

Sponsor a workshop/lecture series featuring major writers or practitioners who can offer leadership/ethics workshops for students, faculty, staff, and community. This could be dovetailed with corporations who are already bringing major presenters to Des Moines.

The following next steps are suggested for consideration. These steps should follow discussions and decisions by deans and others on how extensive, how quick, and how soon such expansion should take place. Most of these initiatives could begin spring 2007.

Continue to define Leadership Drake and the outcomes associated with leadership development.

Create a Leadership Drake advisory board of key faculty, staff, and other stakeholders who can look holistically at leadership development, support existing programs, encourage development of new initiatives, and help to raise funds. This advisory board could be linked with the current Adams Steering Committee.

Begin discussions on the development of enhanced curricular offerings.

Begin discussions on expanding the Adams Leadership Institute to include freshman through senior year components.

These efforts should culminate in the following:

A formal and recognized umbrella structure for advancing Leadership Drake.

A plan for enhanced Leadership Drake initiatives that integrates leadership and ethics into university-wide curricular and co-curricular programming.

A funding proposal to obtain the resources needed to actualize these ideas.

This purpose of this memorandum was to review the leadership related themes and ideas shared by various stakeholders. There now exist significant enthusiasm for elevating leadership development within the Drake experience and I look forward to playing a part in advancing these efforts.