

# **Washburn University Leadership Institute**

## **Minor in Leadership Studies**

### **Program Proposal**

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## Executive Summary

With the addition of this proposed Leadership Studies Minor, Washburn University can compete more effectively within the State of Kansas, as four of the six Kansas Board of Regents (KBOR) institutions currently have a Minor in Leadership option available to their students. Our proposal with thematic electives (see program proposal) however, would be a unique program structure. In contrast, other KBOR institutions have the following program designs:

- Kansas State and Fort Hays State have independent departments for Leadership Studies. All courses students take to fulfill leadership major, minor, and certificate requirements are offered through the department.
- The University of Kansas and Pittsburg State have a Leadership Studies minor housed in a single discipline (KU's Leadership Minor is through the Communication Department, Pittsburg State's Leadership Minor is in the Education Department).
- Wichita State has no academic program, but offers significant student leadership programming.
- Emporia State has no clear academic Leadership program.

Key benefits for a Leadership Studies Minor at Washburn University are:

- Significant initiatives within the Leadership Institute are closely aligned to current, highly visible Washburn University strategic planning initiatives.
  - First Year Experience
  - Retention
  - Transfer Students
  - General Education
  - Washburn Transformational Experience (WTE)
  - Diversity
- A minor can be established **without requiring additional resources or creating new courses**.
- A minor could increase enrolment of new students by creating an attractive new academic option already available in other KBOR universities.
- The addition of a Minor in Leadership gives students an additional and valuable option in fields that require a minor along with a major (e.g., Criminal Justice, Mass Media).
- A Minor is an enhancement to the current Leadership Studies Certificate.
- A Minor would add value and additional momentum to the Leadership Institute, which is seeing clear growth, successes, and improvements over the past year.

Minor Program Specifics:

- 18 total credit hours (12 required credits and 6 elective credits), 9 must be upper-division level
- Required courses (see Appendix B for more detail):
  - LE100/HN202 – Exploring the Concept of Leadership (3 credits)
  - LE200/HN201 – Ethical Responsibilities of Leadership (3 credits)
  - LE300 – Leadership Skills Development (3 credits)
  - LE400 – Leadership Internship (3 credits)
- Electives (choose two courses from the following tracks, one elective must be upper-division):
  - Leadership in Business, Communication, and the Media
  - Leadership in a Historical/Political Context
  - Leadership and Social Change
  - Leadership in a Cultural Context

## What's Special about a WU Leadership Studies Minor

The proposed Minor in Leadership Studies at Washburn is a unique experience. Many universities in the State of Kansas offer "interdisciplinary" minors, but all course requirements come from one academic department, such as communications or education. Other universities in Kansas also offer a variety of leadership programming and services, but frequently the programs are created and maintained by a separate area of the university than the Minor. Clearly, there is a student demand for leadership development in the state of Kansas, as Kansas State University has over 1200 students pursuing a leadership minor as well as actively participating in leadership.

Research also supports the need for Leadership Education programs:

- According to Schwartz, Axtman, and Freeman (1998) of the Center for Creative Leadership, "Leadership Studies is a growing interdisciplinary field in American higher education. Drawing from a core liberal-arts tradition, Leadership Studies programs, at bachelor degree and minor levels, are a defining part of liberal-arts education today. **Leadership Studies programs teach students about skills needed in order to lead in the global economy and complex social and political contexts that citizens of the 21<sup>st</sup> century face**" (p. 69).
- According to a recent article by Jean Leslie (2009) which examines the findings of a 2006-2008 study surveying 2200 leaders from 15 organizations in three countries, essential leadership skills in organizations are lacking and unable to meet current and future needs. "**Leaders are not adequately prepared for the future.** Today's leadership capacity is insufficient to meet future leadership requirements. This finding is consistent across countries, organizations, and level in the organization" (Leslie, 2009, p. 9).
- In his book Ten Things Employers Want You to Learn in College, William Coplin (2004) states, "Employers frequently say they want to recruit potential leaders just as they want potential managers. In both cases, the top leadership of an organization wants to expand and needs solid candidates to manage things and lead in new directions. **Employers value leaders who excel at stimulating their colleagues to take reasonable initiatives**" (p. 69).

The proposed Minor in Leadership Studies at Washburn is truly interdisciplinary, in that it is housed in the Leadership Institute, yet features courses from a variety of disciplines on campus. In addition, the Minor comprehensively offers hands-on leadership programs and leadership development opportunities for students actively participating. In essence, Washburn's Minor in Leadership Studies takes the foundations of programs at other Kansas universities and creates a unique, inclusive, complete approach to teaching and learning leadership.

Washburn graduates who complete the Leadership Studies Minor will have successfully demonstrated:

- The ability to think critically and analytically about the essence of leadership
- An understanding of the historical, psychological and social bases of leadership
- An appreciation for and acceptance of the ethics and responsibilities of leadership
- An intellectual mastery of the skills and abilities necessary for effective leadership
- Experience in converting leadership theory into action
- The capacity to evaluate and observe leadership in a variety of contexts

## **Benefits of a Leadership Minor for Washburn University**

- **A minor could increase enrollment of new students by creating an attractive new academic option already available in other KBOR universities.**
  - Attract high school students with outstanding GPA's and track records of extracurricular involvement to WU. These are students that typically become highly involved in college.
  - For example, students who emerge as leaders on Washburn's campus as Presidents of Registered Student Organizations average a 3.67 high school grade point average, a 25 ACT score, and a 3.32 Washburn grade point average.
  - Leadership Institute programs also have attracted leaders over time; the Minor will complement these recruiting efforts. Examples:
    - Five out of the last six WSGA administrations have included Leadership Institute members. In 2009-2010, three of the nine Executive Staff members and seven of the 28 Senators are Leadership Institute students.
    - Five of the ten 2009 Homecoming candidates were Leadership Institute students. Candidates are evaluated on interviews, campus involvement, resumes, and an essay.
- **A minor can be established without requiring additional resources or creating new courses.**
  - The minor would utilize the four existing LE courses, plus existing electives (see page 18).
- **The addition of a Minor in Leadership gives students an additional and valuable option in fields that require a minor along with a major (e.g., Criminal Justice, Mass Media).**
  - A Leadership minor is a strong bridge with any major as leadership is important in every field.
  - An interdisciplinary Leadership Minor exposes Washburn students to courses they might not have otherwise considered, thus increasing course enrollment in a variety of disciplines.
- **A Minor is an enhancement to the current Leadership Studies Certificate.**
  - A Minor has more clarity and tangible value to a student's transcript, as well as to future employers. A certificate in leadership is more ambiguous and not a professional requirement.
  - A Minor engages students in learning about leadership in other contexts by creating elective "track" options (see Appendix A on p. 20).
  - More students will be attracted to a leadership program with a Minor than a leadership program with just a Certificate – the impact will be an increase in students who will choose to get involved in student leadership opportunities across campus.
  - Greater student leadership leads to an active alumni base of leaders and more reasons for post-graduate involvement.
- **A Minor would add value and additional momentum to the Leadership Institute, which is seeing clear growth, successes, and improvements over the past year.**
  - With a newly developed and focused vision, the Leadership Institute has grown from approximately 30 students in 2008 to over 80 students in its courses, 70 of whom are actively involved in the LI in 2009.
- **Key initiatives within the Leadership Institute are closely aligned to current, highly visible Washburn University strategic planning initiatives.**
  - **First Year Experience** - A Leadership Minor is a strong integrative element to this experience.
    - The Washburn Leadership Experience provides an organized leadership development experience during a student's first year at Washburn. Below are a couple examples, though certainly not an exhaustive list.
      - Current Juniors/Seniors involved in the Leadership Institute are paired with incoming students in a mentoring program called PALS ("Promoting Active Leadership Students").

- Each fall semester, the Leadership Institute hosts a leadership orientation for incoming Leadership Institute students, as well as returning students.
  - Research by Paul and Brier (2001) and Paul and White (1990) has found that “frequent, positive interpersonal relationships with one’s peers provide the emotion and social support needed to ease students’ adjustment to college” (as cited in Strayhorn, 2008).
- **Retention** - A Leadership Minor complements Leadership Institute programming, leading to greater student involvement on campus. This contributes to higher retention of WU students.
  - The top-quality high school students who are attracted to a Leadership Minor and the Leadership Institute are likely to become active student-leaders at Washburn. Involvement on campus increases retention and persistence to graduation.
    - The Leadership Institute recruited a strong group of student leaders as Freshmen in 2009. Institute students were elected to three of the six WSGA Senate seats for Freshmen.
    - Research suggests that the more students become involved and integrated into campus life, the greater the likelihood they will persist to complete their degree at a particular institution (Pascarella & Terenzini, 2005; Tinto, 1993, 1997).
- **Transfer Students** - A Leadership Minor will be transfer student friendly.
  - The Washburn Leadership Experience was developed to be adaptable to all student situations. Transfer students can also obtain leadership experiences at Washburn, and achieve a Minor with a focused schedule.
  - Transferability of course credit for Leadership minor requirements has been proactively identified.
  - Leadership scholarships are available to incoming students, including transfer students.
  - Transfer students are encouraged to get involved in the Leadership institute courses and leadership development programming experiences, leading to a smoother transition and a more involved WU experience.
- **General Education** – A Leadership Minor is integrated with current General Education requirements.
  - LE100 and LE200 are cross-listed as Honors courses that receive General Education credit. The Minor proposal, including electives, would enable students to receive General Education credit for up to three of the six Minor classes.
- **WTE** - A Leadership Minor fulfills the Washburn Transformational Experience.
  - By completing a Certificate in Leadership Studies, students already satisfy all requirements for a Leadership Transformational Experience. This would be the same for a Minor as well as it only adds further requirements to the Certificate program.
  - Leadership is one of the four areas in which students can complete a WTE. The Leadership Institute is currently working to identify alternative student leadership roles across campus that would also satisfy the TE requirements.
- **Diversity** - A Leadership Minor provides additional avenues for enhanced diversity and outreach.
  - A Diversity and Outreach Student Director and Project Team have been established within the institute. This was done to target ways in which we can expand partner relationships across campus to promote diversity and inclusion in both campus leadership programs and Leadership Institute initiatives.
  - The Leadership Institute is a proud partner of Topeka’s Latino Education and Development (LEAD) Program. LEAD was created so that area Latino high school students could learn practical and proven leadership skills in a collegiate classroom environment. Leadership Institute students act as mentors to the high school students by attending their Saturday class sessions on Washburn’s campus.

# The State of Kansas

The Kansas Board of Regents governs six state universities.

- ★ Four of the six universities in the state of Kansas under the Board of Regents offer a Minor in Leadership. These institutions are: Kansas State, The University of Kansas, Fort Hays State, and Pittsburg State.
- ★ One institution in the state (Wichita State) features an Emerging Leaders Institute within the Center for Student Leadership - the department of Student Affairs that also coordinates student organizations, Greek life, and volunteerism.





## **Kansas State University**

K-State's interdisciplinary minor in leadership studies focuses on developing knowledgeable, ethical, caring, and inclusive leaders through information sharing and practical experiences. The courses provide students with an understanding of historic and contemporary theories and models of leadership while exploring the relationship among community service, inclusiveness, ethics, followership, and leadership. Within the minor, students also have an option to choose a "Nonprofit Leadership Focus" (Kansas State University, 2009).

The program requirements at KSU are:

- 18 total credit hours of coursework, including 4 core courses and at least 3 elective courses
- Core courses:
  - EDLST 212 – Introduction to Leadership Concepts (2-3 credits)
  - EDLST 350 – Culture and Context in Leadership (3 credits)
  - EDLST 405 – Leadership in Practice (2 credits)
  - EDLST 450 – Senior Seminar in Leadership Studies (2 credits)
- At least one 3-hour elective course must be taken from each of the following areas:
  - Ethics
  - Theories of Leadership/Organizational Behavior
  - Foundations and Applications of Leadership

K-State School of Leadership Studies offers a variety of programs for students to get involved in outside the classroom. These programs include: Academic Mentoring, Alternative Breaks, Americorps at K-State, International Service Teams, First Tee Life Skills National Junior Golf Program and Leadership Academy, K-State Volunteer Center of Manhattan, and Tomorrow's Leaders Today. The School of Leadership Studies also hosts the James R. Coffman Leadership Institute, which is a three-day, in-residence leadership development experience for K-State faculty and professional staff. K-State faculty and staff members apply themselves or are nominated to attend. The School of Leadership Studies also develops a comprehensive Newsletter entitled "The Loop" that highlights student leadership achievements and distributes various new information to the campus and community.

The University also offers leadership opportunities for students within the Office of Student Activities and Services through Mortar Board National College Senior Honor Society and Quest Freshman Leadership Honorary.

Each year, K-State also hosts the K-State Leadership Seminar, which is currently in its 13<sup>th</sup> year. Each year the seminar is focused on a different aspect of leadership, with past topics including citizenship, spirit in leadership, change, ethical leadership, transformational leadership, character, community, inclusive leadership, intergenerational leadership, and entrepreneurial leadership.

### **Distinguishing features:**

- Required courses are entirely housed in the School of Leadership Studies
- School of Leadership Studies also includes Community Service Programs
- Over 1200 actively involved students

**KSU School of Leadership Studies: *Changing Lives...Through Leadership***



## **The University of Kansas**

KU's interdisciplinary Leadership Studies Minor is designed for students involved in co-curricular leadership activities who want to illuminate what they experience with knowledge gained from investigating leadership principles in breadth and depth. The program integrates leadership ideas explored in the classroom with extensive fieldwork and is housed in the Communication Studies Department. The program accepts only 30 new students each semester to maintain small seminar classes and field experiences (The University of Kansas, 2009).

The program requirements at KU are:

- 19 total credit hours of coursework, including 4 core courses and at least 3 elective courses
- Core courses:
  - COMS 201 – Introduction to Leadership Studies (1 credit)
  - COMS 431: Communication and Leadership (3 credits)
  - COMS 531: Seminar in Leadership Strategies and Applications (3 credits)
  - COMS 532: Leadership Practicum (3 credits)
- 9 credit hours of elective courses in the following areas:
  - Ethics
  - Community Development
  - Leadership, Diversity, and Culture

The Student Involvement and Leadership Center at KU also serves the university community as advocates, advisors, and educators for students and student organizations by providing various services, programs, co-curricular activities, and experiences to create and foster involvement and leadership opportunities that enhance professional, personal, and educational development in preparation to become contributing citizens of a diverse society. The Center's focus on Leadership Education and Development is centered upon three foundational programs: LeaderShape, Freshmen Leadership Council, and Blueprints.

The LeaderShape Institute is an interactive, energizing, and unique experience that builds leadership skills no other program can match. It is six days of non-stop self-discovery and learning from practical experiences that build your leadership concepts and abilities (LeaderShape Institute).

Interested freshmen complete an application and twenty are selected for membership in the Freshmen Leadership Council (FLC). FLC is an 8-10 session introductory leadership program that provides freshmen with resources, assessments, and skills to become successful leaders at KU. The group meets for one hour once per week for a semester.

Blueprints is a leadership conference in its 22<sup>nd</sup> year that is designed to help the emerging leader develop connections and leadership skills and to help current student leaders develop new ideas and strategies. The conference features speakers, leadership workshops, and activities that focus on how students can set goals for themselves, motivate others, overcome adversity, and make a difference.

### **Distinguishing features:**

- Required courses housed in the Communications Studies Department
- Student Involvement & Leadership Center (w/i Student Affairs) entirely separate from the Minor
- The Leadership Studies Minor program accepts just 30 new students each semester

## **Fort Hays State University**

The Department of Leadership Studies at Fort Hays State offers a Major in Organizational Leadership, a Minor in Leadership Studies, and a Leadership Certificate Program. The minor in Leadership Studies is designed for students who are interested in enhancing their college careers with a specialized leadership component and is attachable to all university programs and majors other than Organizational Leadership majors (Fort Hays State University, 2009).

The program requirements for the Minor in Leadership Studies at Fort Hays State are:

- 21 total credit hours of coursework, including 3 required courses and at least 4 elective courses:
- Required courses:
  - LDRS 300 – Introduction to Leadership Concepts (3 credits)
  - LDRS 302 – Introduction to Leadership Behavior (3 credits)
  - LDRS 310 – Field Work in Leadership Studies (3 credits)
- 12 credit hours of electives in Leadership Studies (or related courses) must also be completed

Within the Department of Leadership Studies, several student organizations have also been established, including Leadership Studies Association (LSA) and Omicron Delta Kappa (ODK). LSA is an organization that provides students with opportunities to develop their leadership skills by incorporating three themes (change, collaborative leadership, and civic leadership) into their activities. ODK is a national leadership honor society that recognizes scholarship, leadership, and exemplary character.

Fort Hays State has also established a Center for Civic Leadership, whose mission is to foster and promote the development of citizens and “citizen leaders” who will address and solve community problems. The Center sponsors programs such as the Kansas Youth Leadership Academy (KYLA), Service Learning, The American Democracy Project, Tigers in Service, The Leadership Education and Development Program (LEAD), Kansas Women’s Leadership Conference, Great Decisions, and Kansas Corps. The Center also partners with 27 regional organizations that provide valuable resources, talent, and expertise to the Center including McDonalds of Kansas, Midwest Energy, and Sunflower Bank.

KYLA is a statewide, comprehensive program that promotes youth leadership development. KYLA’s primary emphasis is providing practical tools that nurture the development of strong character traits, an engaging civic attitude, and an educational experience that fosters leadership development among young people. Utilizing university faculty, school teachers, community leaders, and college students as Certified Leadership Trainers, KYLA focuses on themes that will provide students with the knowledge, behaviors, and motivation to participate in the leadership process.

Fort Hays State also offers the LEADOFF program, which is a student leadership development retreat. The retreat is held off campus, giving FHSU student leaders the opportunity to network and collaborate with each other through a variety of leadership-based training activities.

### **Distinguishing features:**

- All required courses and most elective courses housed in the Department of Leadership Studies
- Department offers a major, a minor, and a certificate program in Leadership
- Very comprehensive program combining academic and leadership development opportunities

**FHSU Center for Civic Leadership: *Developing the Next Generation of Citizens and Citizen Leaders***

## **Pittsburg State University**

The Department of Special Services and Leadership Studies (SSLS) offers a variety of graduate programs and three undergraduate minors designed to meet the needs of individuals seeking additional preparation for service in K-12 schools and institutions of higher education. The department also offers an Undergraduate minor in Leadership Studies open to ALL undergraduate majors (Pittsburg State University, 2009).

The program requirements for the Undergraduate Minor in Leadership Studies at Pitt State are:

- 21 total credit hours of coursework, including 3 required courses and 5 elective courses:
- Required courses;
  - SSLS 600 – Foundations of Leadership (3 credits)
  - SSLS 601 – Service Learning Seminar (1 credit)
  - SSLS 602 – Leadership Seminar (2 credits)
- 15 credit hours of elective courses chosen from a list of 16 pre-approved courses in Communication, Justice, Management/Marketing, Political Science, Philosophy, Psychology, Recreation, and Sociology. Alternative courses must be approved by the Minor Advisor.

Pitt State also has the Presidential Emerging Leaders Program (PELP), housed in the Campus Activities Center. PELP is designed for students who want to broaden their existing leadership skills and to develop their leadership potential. The multiphase program offers a multitude of hands-on experiences in order to facilitate the learning process. Students are challenged to utilize their existing talents and to cultivate those that are as yet untapped. Some of the topics included in the program are social change leadership model and styles, facilitation, ethical decision making, communication, vision, building consensus, collaboration, change, appreciating differences, conflict resolution and group dynamics. To be involved in PELP, students complete an application and are selected for program membership based on criteria such as a 2.75 high school GPA and previous involvement in leadership activities. There is a review process at the completion of each year to determine continuation in the program based upon the member's commitment to the program as well as successful completion of the year's requirements. Core requirements include: participation in class sessions, retreats, workshops, community service, and a program committee. Additional requirements include: completing a service internship, mentoring a first-year participant, holding a leadership position in an organization and facilitating a workshop. PELP currently has 52 student members (21 in Phase I, 11 in Phase II, 16 in Phase III, and 4 in Phase IV).

Members of the PELP have been selected to represent the program and the University at several regional and national conferences including the Kansas Student Leadership Forum on Faith and Values, LeaderShape, Kansas Health Foundation Community Leadership Initiatives, and AAUW National Conference for College Women Student Leaders. PELP members also coordinate, plan, and facilitate an on-campus leadership conference, Basic Leadership Training (BLT).

### **Distinguishing features:**

- Housed in the Department of Special Services and Leadership Studies (K-12 teacher preparation)
- 21 total credit hours, 15 credits are taken from a list of pre-approved interdisciplinary courses
- Separate multiphase PELP program (Student Affairs) to broaden leadership skills and potential

**PSU Presidential Emerging Leaders Program: *Developing Leaders Today, for the World of Tomorrow***

## **Wichita State University**

WSU does not offer a minor in Leadership. However, the university does have "Leadership U" and the "Emerging Leaders Institute" housed in the Center for Student Leadership (CSL), a department within the division of Student Affairs. The CSL offers several programs and services to students, including The Shocker Leadership Conference, Women's Symposium, the LEAD Journey, L-Series, and LeaderShape.

Leadership U is a comprehensive education program designed to support WSU students' development into social change agents. Leadership U operates on the assumption that leadership is the ability to communicate vision and compel others to action and that every individual has the potential to be an influence on his or her community, peers, and self.

The Emerging Leaders Institute is a unique opportunity designed to give students an exciting introduction to the world of leadership and engagement. The curriculum for the institute is designed to provide students with building blocks that ultimately will lead each participant to a path of personal growth. Emerging leaders are WSU students that are new to the institution or have limited engagement in leadership programming.

The CSL considers LeaderShape to be the cornerstone of Leadership U. LeaderShape is a nationally recognized program that offers a campus based week long institute for students to engage in principle centered leadership education. LeaderShape's vision is "to improve society by inspiring, developing, and supporting more people who are committed to lead with integrity".

### **The Shocker Leadership Forum**

The Leadership Forum is a day long event that focuses on a specific leadership theme. The forum features workshops that are designed to meet the needs of students of various experiences. From the emerging leader to the seasoned student leader, this conference has something for everyone.

### **LEAD JOURNEY**

The journey experience is a weekend retreat for rising juniors and seniors who have spent their time refining and developing their leadership philosophy. As a capstone experience, LEAD Journey offers students the opportunity apply their leadership philosophy to critical issues impact our global community. Each year students are tap to be part of the journey and are nominated by key faculty and staff.

### **Leadership Series (L-Series)**

The leadership series is designed to provide students with engaging seminars that assist them in discovering their own leadership style. Each seminar is facilitated by a University staff or faculty member and is offered throughout the academic year.

### **Women's Leadership Symposium**

The symposium is an opportunity for women to explore multiple pathways to leadership. Since leadership is a personal journey, the symposium utilizes a reflective process to explore collaborative and transformative leadership concepts.

### **Distinguishing features:**

- No academic minor or purely academic offerings
- Comprehensive programming and leadership development in Student Affairs
- Offers conferences, symposiums, and retreats to students

# Other Universities

We also profiled several institutions outside the state of Kansas who have outstanding Leadership programs and offer a Minor in Leadership.

These institutions include:

Central Michigan University (Mount Pleasant, MI),

West Virginia University (Morgantown, WV),

Westminster College (Fulton, MO).

## **Central Michigan University**

Central Michigan University has developed a very comprehensive Leadership Institute. Formed in 1998, CMU's Leadership Institute has approximately 2300 students participate yearly in more than 10 university-sponsored leadership programs including: Interdisciplinary Leadership Minor, Leader Advancement Scholarship and Protocol, Leadership Camp, Leadership Safari, Alpha Leadership Experience, LeaderShape, Student Government Association, and Advanced Leader Program.

Housed under the Department of Recreation, Parks, and Leisure Services Administration, the Leadership Minor is a 24-credit hour program that complements a variety of academic programs, such as health professions, business, political science, recreation, parks and leisure services, military science, communication, and education. Required courses focus on the principles of leadership, including communication and ethics. Students choose from a variety of electives that fit with their specific major program to round out the minor. Elective tracks are available within the minor in the areas of understanding human behavior and development, interpersonal and group interaction, and leadership in a social, political, or historical context.

The program requirements for the Leadership Minor at CMU are:

- 24 total credit hours, including 12-15 hours of required courses and 9-12 elective hours.
- Required courses:
  - LDR 200 – Introduction to Leadership (3 credits)
  - COM 461 – Communication in Leadership (3 credits)
  - PHL 118 – Moral Problems (3 credits); or ...
  - PHL 218 – Ethical Theory (3 credits)
  - PHL 318 – Business Ethics (3 credits)
  - LDR 402 – Applications of Leadership (3 – 6 credits)
- Electives (choose one 3-credit course from each of three elective tracks)
  1. Understanding Human Behavior and Development
  2. Interpersonal and Group Interaction
  3. Leadership in a Social, Political, or Historical Context

Central Michigan offers forty Leader Advancement Scholarships (LAS) each year to incoming students, which are renewable for four years. These forty award recipients are required to reside in Barnes Residence Hall their first year on campus and in any residential hall their sophomore year.

Central Michigan is also committed to developing the next generation of Michigan leaders. Through a number of workshop outreach programs, CMU has targeted future leaders in Michigan's schools. Workshop programs teach the fundamentals of effective leadership, communication skills, and ethics, all in a team-oriented environment. CMU offers these programs either on- or off-campus in either a half or full-day format. CMU has been so successful in developing and implementing this K-12 leadership development initiative that the program became self-sufficient in one year.

### **Distinguishing features:**

- Extremely comprehensive academic and leadership development programs and courses
- Over 2300 actively involved students
- Truly interdisciplinary, in that required and elective courses span across different departments
- Cohort of forty incoming Leader Advancement Scholarship students chosen each year



## **West Virginia University**

WVU offers a Leadership Studies Minor, which is designed for the student who wants to discover his or her full potential as a leader. According to WVU (2009), "The addition of leadership competence to the student's West Virginia University portfolio is likely to be perceived as a valuable asset by future employers). The minor curriculum is tailored to complement the student's academic major. Through the study of research-based leadership theory, lessons learned from experienced leaders, and serving others through the practice of leadership, the 18 hour Leadership Studies Minor prepares the student for a successful future as a leader, and an effective, well-informed follower (West Virginia University, 2009).

The program requirements for a Leadership Studies Minor at WVU are:

- 18 total credit hours, including 9 required leadership core courses and 9 hours of upper division electives from at least two different fields, no more than 6 hours in one field.
- Required courses:
  - LDR 201 – Principles of Leadership (3 credits)
  - LDR 301 – Problems in Leadership (3 credits)
  - LDR 401 – Leadership in Action (3 credits)

To receive credit for the minor, students must earn at least an overall 3.0 GPA in the core LDR courses and at least an overall 2.5 GPA in the electives. WVU also offers one or more sections of LDR 382 "Readings in Leadership" each fall and spring semester. Up to three different sections of these 1 credit hour courses may be completed to satisfy a portion of the nine credits of required elective courses.

WVU also emphasizes mentorships and practical experiences within the Leadership Studies Minor curriculum. Numerous opportunities are made available for students to practice the skills needed to lead positive change. A variety of placements are available on and off campus through the Leadership Studies Partners Program. This includes placements with WVU departments, government, businesses, non-profit organizations, individual Leaders Mentors, and other universities, both domestic and abroad, that relate to students' individual career interests and skill development needs. The Leadership Studies Program prides itself on combining a purposeful mix of research-based theory, experiential learning, co-curricular leadership activities, lessons learned "in the crucible of leadership," and career planning (West Virginia University, 2009).

Scholarships are available to students participating in the Leadership Studies Program. Two WVU students are chosen to be Milan Puskar Leadership Scholars through a competitive selection process. These scholars are selected with two years of undergraduate study at WVU remaining and scholar activities include: enriched workshops and seminars, class trips and conference attendance, guest speakers, special service projects, and paid or volunteer assignments with a leadership component.

### **Distinguishing features:**

- Offered through the Leadership Studies Program, in the College of Arts and Sciences
- Scholarships available – two upperclassmen are competitively selected as Milan Puskar Scholars
- Emphasizes mentorships and practical experiences within curriculum
- Teach followership and the "crucible of leadership"

**WVU Leadership Studies Program: This is the place where you learn to lead.**



## **Westminster College**

The Leadership Studies minor at Westminster College focuses on ethics and leadership; historical, political, and social perspectives on leadership; organizational and group behavior; and communication skills. Westminster's Leadership Studies minor will help students reach a better understanding of both practical and theoretical aspects of leadership.

The program requirements for a Leadership Studies Minor at Westminster are:

- 18 total credit hours, including 6 required leadership core courses and 12 credits of electives in four categories
- Required courses:
  - LST 201 – Leadership Theories and Practice (3 credits)
  - LST 401 – Leadership Mentoring (3 credits)
  - or
  - LST 399 – Leadership Internship (3 credits)
- Electives (one 3-credit course from each of the following four categories)
  1. Ethics and Leadership
  2. Historical, Political, and Social Perspectives Of Leadership
  3. Organization and Group Behavior
  4. Communication Skills

Westminster's Leadership Minor covers formal leadership theories and thoughts, while also offering opportunities for students to become involved in leadership activities. Westminster places an emphasis on how to apply leadership thoughts and ideas, which allows the students to see how leadership is important and how to apply their leadership skills and knowledge in real-world situations. The Leadership Minor can be applied to any major.

In addition, Westminster offers a Leadership Development Program, which is aimed primarily at the leadership and character development of college students. This program features Campus Organization Leadership Training, Character Development Program, a Speaker's Program, Freshmen Mentoring program, Women's Resource Center, Omicron Delta Kappa National Honor Society, as well as a Faculty-Staff Leadership Development Program.

Westminster's Leadership Minor is housed in the Center for Leadership and Service, located in the Union on campus.

### **Distinguishing features:**

- Programmatic and academic offerings housed in the same Center
- Combination of Leadership and interdisciplinary course requirements and electives
- Center also contains the Office of Social Justice and Service Learning

# **Washburn University**

**Minor in Leadership Studies**

**Program Proposal**

## **The Washburn University Leadership Experience**

The Washburn University Leadership Institute strives to produce the ideal Washburn Leadership Experience. This approach provides the education, experience and empowerment for all students to understand, practice and refine their leadership talents and skills. The Washburn Leadership Experience is a six-step cycle in which all of the Leadership Institute's activities, programs and services are designed.

The first step includes the leader development opportunities experienced prior to the commencement of an individual's Washburn education - it encompasses interactions during high school or earlier and is inclusive of the recruitment and selection process as well as the transition and socialization of new Washburn students. The cycle of the Washburn Leadership Experience reflects the "growth of the Washburn leader" as experienced through four phases of leader development. The sixth step is the ongoing relationship and continuous learning that alumni of the Washburn Leadership Institute continue to experience throughout their personal and professional lives.

The Leadership Studies Certificate Program is an interdisciplinary program open to students in all majors. This program combines academic, co-curricular and community leadership experiences and is designed to be completed while earning a baccalaureate degree. The program provides graduates with the knowledge and skills necessary to be effective leaders in government, business, not-for-profit, educational and civic settings. Washburn graduates who complete the Leadership Studies Certificate Program will have successfully demonstrated:

- The ability to think critically and analytically about the essence of leadership
- An understanding of the historical, psychological and social bases of leadership
- An appreciation for and acceptance of the ethics and responsibilities of leadership
- An intellectual mastery of the skills and abilities necessary for effective leadership
- Experience in converting leadership theory into action

The Leadership Studies Certificate Program develops leaders through education, experience and empowerment. Students are educated on leadership theories, models and processes through three required leadership courses. The program also stresses experience through participation in a variety of extracurricular leadership activities. Finally, a leadership internship empowers students to serve in leadership roles and practice skills learned through the program.

The Washburn University Leadership Institute believes that experience is one of the principles of leadership development, and many of the best experience opportunities lie within the Institute. As a student-led initiative, the Institute has established a Student Directors Council and Student Project Teams to encourage leadership development through the Washburn Leadership Experience. Different levels of responsibility with these positions enable students to immediately participate and network within the Institute. Student directors and project teams represent the areas of recruitment and transition, programming, communications, K-12 leadership development, campus and WTE partnerships, community and alumni partnerships, and diversity and outreach.

The Leadership Institute has committed to creating a structured learning environment that fosters and encourages student leadership development. New, current and transfer students who have demonstrated leadership initiative, academic excellence and participation in extra-curricular activities during high school and college may be eligible for leadership scholarships, which are renewable up to four years.

## **Minor in Leadership Studies Program Proposal**

The proposed Minor in Leadership Studies at Washburn University is an interdisciplinary program open to baccalaureate students in all majors and degree programs. The program contains both theoretical and experiential components and is designed to be completed concurrently with earning a baccalaureate degree from Washburn University. The foundation of the proposed Minor in Leadership Studies is four core courses, coupled with two elective courses, for a total of 18 credit hours. The primary objective of the program is to teach students about leadership and prepare them to take on any cross-sectoral leadership positions in the future by providing hands on leadership experiences while a student at Washburn.

The proposed program requirements for the Leadership Minor at Washburn are:

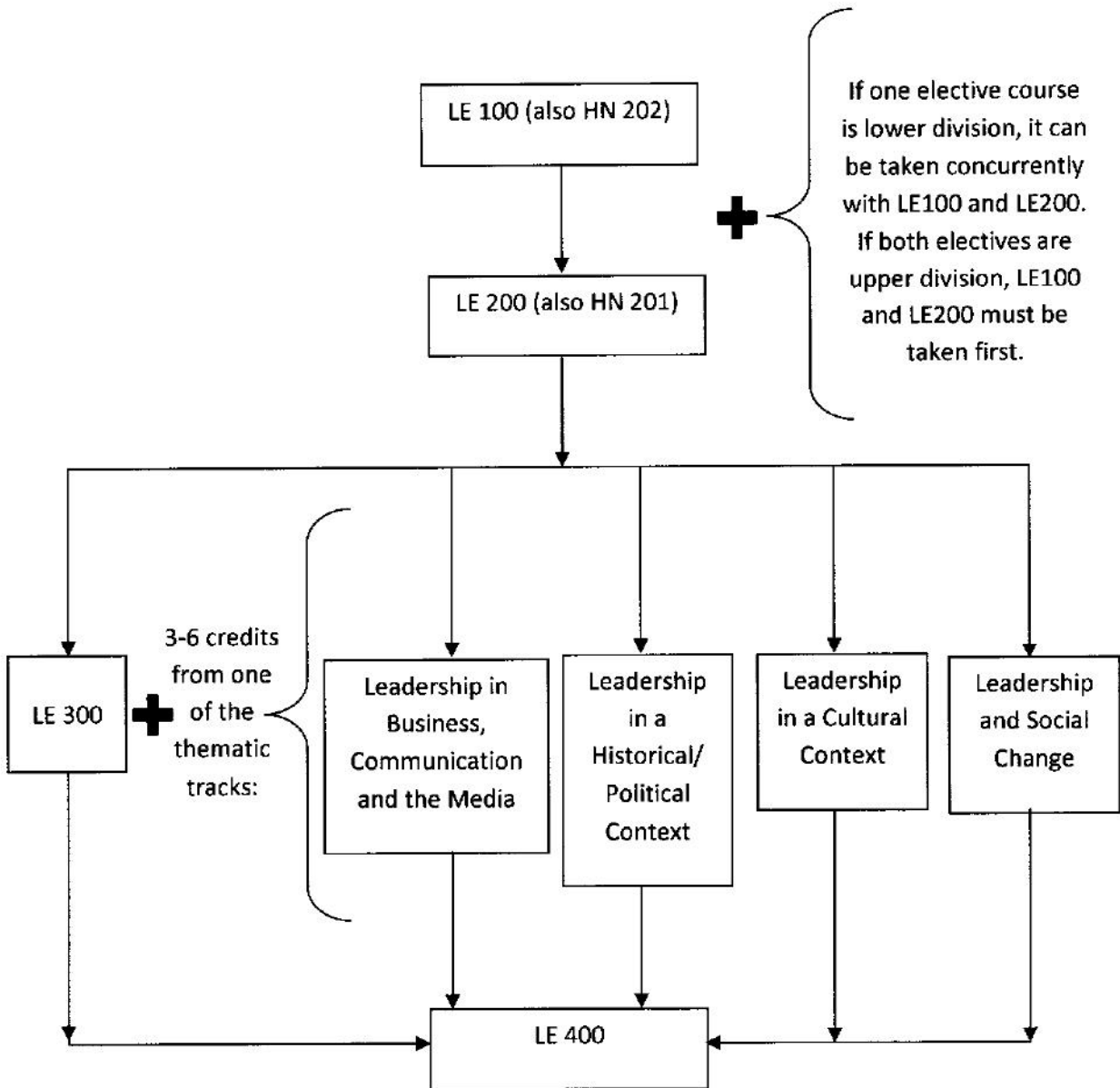
- 18 total credit hours (12 required credits and 6 elective credits), 9 must be upper-division level
- Required courses (see Appendix B for more detail):
  - LE100/HN202 – Exploring the Concept of Leadership (3 credits)
  - LE200/HN201 – Ethical Responsibilities of Leadership (3 credits)
  - LE300 – Leadership Skills Development (3 credits)
  - LE400 – Leadership Internship (3 credits)
- Electives (choose two courses from the following tracks, one elective must be upper-division):
  - Leadership in Business, Communication, and the Media
  - Leadership in a Historical/Political Context
  - Leadership and Social Change
  - Leadership in a Cultural Context

The two elective courses will be chosen from a list of cross-curricular offerings. Students will select one thematic track and choose two elective courses from the chosen track. Elective course requirements shall remain flexible to the addition of new curriculum or departmental offerings across campus.

## **Guidelines for the Minor**

- 18 total credit hours (9 credit hours must be upper-division coursework)
  - One elective must be upper-division level, in addition to LE300 and LE400
- The Leadership Institute permits using “correlate” courses to satisfy the requirements of both a major and the Leadership minor (e.g. a student with a Management major could include major course requirements from the College of Arts & Sciences, but cannot select Management courses from the list of Minor electives for the Leadership Minor). Further, Business electives for the Leadership Minor cannot also be used as Business electives within a Business major (this includes Economics and Accounting).
- LE100 can also be taken for General Education and/or Honors credit by registering for the course as HN202. HN202 counts as general education credit in the social sciences.
- LE200 can also be taken for Generation Education and/or Honors credit by registering for the course as HN201. HN201 counts as general education credit in the humanities and fine arts.
- Electives can serve to fulfill a General Education requirement as well, according to current General Education policies. The current proposal for changes to General Education would only improve the number of Minor credits that would be eligible to fulfill General Education credit.
- Nursing students can supplement NU479 (3 credits) and NU490 (2 credits) as substitutes for LE300 and LE400; however, students opting to take NU490 (2 credits) instead of LE400 (3 credits) will be required to complete an additional project in the course to receive an additional credit hour. This additional capstone project will comprehensively integrate all aspects of leadership coursework completed for the minor prior to NU490.
- Transferability of applicable course credit will be prescribed for each institution in WU’s transfer guide, though ultimately is left at the discretion of each academic department. Transfer students will only be able to transfer a maximum of 6 credit hours toward completion of a leadership studies minor.

**Appendix A - Course Sequence for Optional Minor Tracks**



\*LE100 and LE200 can be taken concurrently with one lower-division elective. LE300 can be taken concurrently with remaining 3-6 credits of Leadership Minor electives. LE100 – 300 and both electives must be completed before a student can enroll in LE 400.

## **Appendix B – Leadership Institute Core Course Descriptions**

### **LE100 / HN202 – EXPLORING THE CONCEPT OF LEADERSHIP**

Survey of leadership theories and introduction to the academic study of leadership using case studies and contexts of the leadership process; requires identifying personal leadership potential, articulation of a personalized leadership theory, and leadership concepts applied in a Campus Action Project.

### **LE200 / HN201 – ETHICAL RESPONSIBILITIES OF LEADERSHIP**

Survey of moral philosophy designed to inform decisions about fundamental ethical responsibilities of leadership; requires examination of obstacles to, and opportunities for ethical leadership, and articulation of a personalized ethics statement as a foundation for applied ethics in the leadership process. *Prerequisite: LE100.*

### **LE300 – LEADERSHIP SKILLS DEVELOPMENT**

Students focus on developing individual and interpersonal leadership skills, teamwork and collaboration skills, and understanding that leadership is more than the exercise of power; techniques for embracing and leading change are practiced in a semester-long change project. *Prerequisite: LE200.*

### **LE400 – LEADERSHIP INTERNSHIP**

Students will practice a “change agent” leadership role by implementing and evaluating an evidence-based change process, and produce a detailed record of the experience suitable for archiving. *Prerequisite: LE300 (for Certificate), LE200 + 2 minor electives (for Minor).*



## Appendix C – Electives for Optional Minor Tracks

BU342 – Organization & Management*	AN336/SO336 – Globalization*
BU345 – Human Resources Management*	BI203 – Human Impact on the Environment
BU346 – Organizational Behavior*	CN307 – Communication and Legal Processes*
BU355 – International Business*	CN361 – Communication in Social Movements*
CN101 – Principle/Practice Human Communication	CN364 – Gender and Communication*
CN308 – Organizational Communication*	HS302 – Social Change and Advocacy in Human Ser.
CN309 – Political Communication*	HS355 – Peacemaking
CN330 – Communication in Conflict/Negotiation*	IS180 – Peace, Justice, & Conflict Resolution
CN341 – Persuasive Speaking*	MM400 – Media Effects*
CN342 – Small Group Communication*	PH102 – Introduction to Moral Problems
CN351 – Interpersonal Communication*	PH220 – Logic
CN361 – Communication in Social Movements*	PO352 – Peace Studies & Conflict Resolution
CN363 – Intercultural Communication*	PO395 – Non Profit Management
CN365 – Business/Professional Presentation	PY310 – Social Psychology*
CN366 – Nonverbal Communication*	PY325 – Community Psychology*
CN370 – Training and Development*	SO330 – Crowds, Disasters, and Social Movements*
MM363 – Promotions Writing*	SO338/AN338 – Strategies for Social Change*
MM411 – Media Management*	SW326 – Human Behavior & Social Environments*
MM420 – Public Relations Campaigns*	SW351 – Social Policy & Program Analysis*
CN309 – Political Communication*	AN112 – Cultural Anthropology
HI380 – Women in World History*	AN333 – Culture & Personality*
HS445 – Legal/Ethical/Policy in Human Services	BU355 – International Business*
MS110 – Fundamentals of Military Leadership	CJ303 – Diversity in American Culture
PO106 – The Government of the U.S.	CN306 – Health Communication*
PO107 – American State/Local Government	CN363 – Intercultural Communication*
PO235 – Intro to Comparative Politics	EN110 – American Ethnic Literature
PO245 – Intro to Public Administration	EN133 – Stories Around the World
PO321 – The Presidency	HI329 – Civil Rights Movement*
PO337 – Religions and Politics*	HS325 – Group Work in Human Services
PO338 – Contemporary American Politics*	HS450 – Multicultural Issues in Human Services
	PO225 – Intro to International Politics
	RG102 – World Religions
	SO207/AN207 – Race & Ethnic Relations*
	SO312/AN312 – Culture, Health & Illness*
	TA310 – Technology and Society

\* completion of prerequisite course(s) required prior to enrollment in course

### Specialized Track Option

At the approval of the Leadership Institute Director, the elective track can be customized to an individual student's interests. Furthermore, in unique circumstances based on a personalized opportunity, a student can include up to three independent study credit hours with their specialized track. Students electing this option would gain approval from their major department utilizing an independent study course number in that discipline. To elect this specialized track option, a student must present a justifiable rationale to take one class from each of two separate tracks in order to satisfy the six hours of elective credits required. This rationale should be based on the student's individual career interests and academic plan.

## **Appendix D – Prerequisite Courses for Elective Course Options**

### **Leadership in Business, Communication and the Media Track**

BU342 – Organization and Management

*Prerequisites: EC200, EC201; two out of three of the following: AN112, PY100, SO100; 2.0 GPA; 54 hours*

BU345 – Human Resources Management

*Prerequisites: EC200, EC201, and 54 hours*

BU346 – Organizational Behavior

*Prerequisites: Py100 or SO100, and 54 hours*

BU355 – International Business

*Prerequisites: AC225 or BU101, EC200, EC201, and 54 hours. Not open to students taking BU466.*

CN101 – Principles and Practices of Human Communication

*No prerequisites*

CN308 – Organizational Communication

*Prerequisite: CN101*

CN309 – Political Communication

*Prerequisite: CN101 or CN150*

CN330 – Communication in Conflict and Negotiation

*Prerequisite: CN101*

CN341 – Persuasive Speaking

*Prerequisite: CN150*

CN342 – Small Group Communication

*Prerequisite: CN101*

CN351 – Interpersonal Communication

*Prerequisite: CN101*

CN361 – Communication in Social Movements

*Prerequisite: CN101 or CN150*

CN363 – Intercultural Communication

*Prerequisite: CN101*

CN365 – Business and Professional Presentation

*No prerequisite*

CN366 – Nonverbal Communication

*Prerequisites: CN101*

CN370 – Training and Development

*Prerequisites: CN150 and CN308 or consent*

MM363 – Promotions Writing

*Prerequisites: MM100, MM202*

MM411 – Media Management  
*Prerequisite: MM100 or consent*

MM420 – Public Relations Campaigns  
*Prerequisite: MM319*

**Leadership in a Historical/Political Context Track**

CN309 – Political Communication  
*Prerequisite: CN101 or CN150*

HI380 – Women in World History  
*Prerequisite: 3 hours of HI or consent*

HS445 – Legal, Ethical, and Policy Issues in Human Services  
*No prerequisites*

MS110 – Fundamentals of Military Leadership  
*No prerequisites*

PO106 – The Government of the U.S.  
*No prerequisites*

PO107 – American State and Local Government  
*No prerequisites*

PO235 – Introduction to Comparative Politics  
*No prerequisites*

PO245 – Introduction to Public Administration  
*No prerequisites*

PO321 – The Presidency  
*No prerequisites*

PO337 – Religions and Politics  
*Prerequisite: 3 hours of PO or consent*

PO338 – Contemporary American Politics  
*Prerequisite: PO106*

**Leadership and Social Change Track**

AN336/SO336 – Globalization  
*Prerequisite: AN112 or consent*

BI203 – Human Impact on the Environment  
*No prerequisite*

CN307 – Communication and the Legal Process  
*Prerequisite: CN101 or CN150*

CN361 – Communication in Social Movements

*Prerequisite: CN101 or CN150*

CN364 – Gender and Communication

*Prerequisite: CN101*

HS302 – Social Change & Advocacy in Human Services

*No prerequisite*

HS355 – Peacemaking

*No prerequisite*

IS180 – Introduction to Peace, Justice, and Conflict Resolution

*No prerequisites*

MM400 – Media Effects

*Prerequisites: MM100, MM202 or consent*

PH102 – Introduction to Moral Problems

*No prerequisite*

PH220 – Logic

*No prerequisite*

PO352 – Peace Studies and Conflict Resolution

*No prerequisite*

PO395 – Non-Profits Management

*No prerequisite*

PY310 – Social Psychology

*Prerequisite: PY100 or PY101*

PY325 – Community Psychology

*Prerequisite: PY100 or PY101*

SO330 – Collective Behavior: Crowds, Disasters and Social Movements

*Prerequisite: SO100*

SO338/AN338 – Strategies for Social Change

*Prerequisite: AN112 or consent*

SW326 – Macro Human Behavior and the Social Environment

*Prerequisite: SW100, SW250 or consent*

SW351 – Social Policy and Program Analysis II

*Prerequisite: SW100, SW250, SW350 or consent*

**Leadership in a Cultural Context Track**

AN112 – Cultural Anthropology

*No prerequisite*

AN333 – Culture and Personality  
*Prerequisites: SO100 and AN112; PY100*

BU355 – International Business  
*Prerequisites: AC225 or BU101, EC200, EC201, and 54 hours. Not open to students taking BU466.*

CJ303 – Diversity in American Culture  
*No prerequisite*

CN306 – Health Communication  
*Prerequisite: CN101*

CN363 – Intercultural Communication  
*Prerequisite: CN101*

EN110 – American Ethnic Literature  
*No prerequisite*

EN133 – Stories Around the World  
*No prerequisite*

HI329 – Civil Rights Movement  
*Prerequisite: 3 hours of HI or consent*

HS325 – Group Work in Human Services  
*No prerequisite*

HS450 – Multicultural Issues in Human Services  
*No prerequisite*

PO225 – Introduction to International Politics  
*No prerequisite*

RG102 – World Religions  
*No prerequisite*

SO207/AN207 – Race and Ethnic Relations  
*Prerequisite: SO100 or AN112*

SO312/AN312 – Culture, Health, and Illness  
*Prerequisite: SO100 or AN112 or consent*

TA310 – Technology and Society  
*No prerequisite*

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