

## Executive Summary

### Introduction

Throughout 2009-2010, the Office of Student Leadership Development (OSLD) carefully engaged in an internal strategic planning process, beginning with an honest evaluation of current offerings and ideal visioning for the future by office staff, feedback and brainstorming from the Campus Involvement and Leadership unit, and insight from experienced and knowledgeable university faculty and staff. Following these important considerations from Lehigh constituents, two external experts, Dr. Nance Lucas, Associate Dean and Professor of New Century College at George Mason University and Dr. David Rosch, Assistant Director for the Illinois Leadership Center, were contracted and charged with critically examining and evaluating the current office structure, programs and resources to provide recommendations that would guide the OSLD through 2016, toward its greater vision. Finally, the OSLD visioning team reconvened to incorporate recommendations into a finalized strategic plan that respects Lehigh culture and inspires distinctiveness in the field of leadership training, education and development.

### Transformational Leadership: A Theoretical Framework

The visioning team undertook an essential review of the theoretical framework, which guides the office. The core philosophy, vision, and mission of transformational leadership were deemed relevant to guide the new internal strategic plan.

In addition to Transformational Leadership Theory, several models and approaches to leadership are utilized to help implement these concepts, which include:

- Leadership Challenge Model
- Relational Leadership Model
- Social Change Model

The findings of this report continue to support the use of this theory and these complimentary models in our efforts to support leadership development throughout the campus community. In order to provide contextual relevance to the theoretical curriculum, feedback was solicited from across the campus community through both an internal assessment and external review.

Use of the knowledge produced from these evaluations cannot be limited to our efforts with students, but must be infused in all aspects of the Office of Student Leadership Development. The vision and mission express this commitment to promoting positive behaviors that create societal change throughout the global community.

Four guiding priorities were developed to enhance the framework by adding focus to the philosophy. We hope to give life to our mission and vision through the following guiding priorities: access, approach, connections, and outreach:

- Creating additional points of *access* to programmatic initiatives



- Continual evaluation and diversification of our *approaches* to leadership education and instruction
- Enhancing *connections* throughout the campus community
- Expanded *outreach* to include diverse perspectives and backgrounds

## Reconstruct the Construct: A Strategic Plan for 2016

In order to prepare students to be positive examples of leadership excellence the OSLD aims to provide all students with various opportunities to examine, critique, dialog and practice leadership. These experiences provide students an avenue to examine personal constructs of leadership, and thoughtfully reconstruct these definitions to be successful citizens in a complex and ever-changing global community.

As a result of the internal strategic planning process, three unique and overarching themes emerged. In addition, a timeline for executing the plan was also identified and characterized into three strategic action stages; immediate, two to four years, and four to six years, allowing this plan to be the framework as the office progresses forward to 2016.

Below are the three themes and a sample of the key strategic actions, viewed as critical steps toward enacting the OSLD vision in partnership with the Lehigh community.

1. Broaden the scope of leadership development to engage a broad cross section of university constituents creating a holistic curricular and co-curricular leadership experience.
  - **Immediate Strategic Action:** Connect with and provide faculty who are meaningfully engaged in leadership focused research and pedagogy an opportunity to dialog and connect with each other and students in a scholarly fashion
  - **Two – Four Year Strategic Action:** Construct opportunities for students, faculty, staff members and alumni to engage in intentional mentoring & coaching experiences and dialog around leadership skills, experiences and personal development translating LU experiences to practical skills and real world uses
  - **Four – Six Year Strategic Action:** Build a network of university constituents (alumni, staff, faculty, Student Affairs Board of Trustees members etc.) with accurate knowledge of OSLD programs allowing them avenues to meaningfully engage with OSLD curriculum and initiatives as relevant to each individual
2. Expand the breadth of leadership experiences to increase engagement from a broader base of students throughout their Lehigh experience.
  - **Immediate Strategic Action:** Increase the engagement of under-represented students (individuals and groups) in both existing and new leadership development experiences and opportunities
  - **Two – Four Year Strategic Action:** Expand options for entry points into the Leadership Lehigh program



- **Four – Six Year Strategic Action:** Engage in and support a "global leadership experience" for students
- 3. Explore and integrate processes and programs that will further institutionalize the discipline of leadership throughout the Lehigh culture.
  - **Immediate Strategic Action:** Revise OSLD overall learning outcomes and implement intentional assessment strategies aimed at understanding student learning of these outcomes
  - **Two – Four Year Strategic Action:** Position OSLD as the connective "hub" of leadership development activities and resources for the campus community
  - **Four – Six Year Strategic Action:** Expand OSLD staffing to include one additional coordinator level professional or an academic coordinator for interdisciplinary course initiatives

## Closing

The Office of Student Leadership Development at Lehigh University aims to prepare students to be positive examples of leadership excellence and social consciousness in a complex and ever-changing global community. While we stand firm in this vision, we also recognize that progress is impossible without change and as such, we are committed to continuous improvement through intentional planning and action. Our recent internal strategic planning process has yielded four guiding priorities, serving as a compass for our office: access, approach, connections and outreach. We are inspired to act in congruence with these guiding priorities to achieve our aggressive and attainable goals. It is our commitment to cutting edge leadership that will enable us to contribute significantly to the achievement of the larger Student Affairs goals and the overall mission of Lehigh University.

[Click here to view the complete  
Reconstruct the Construct: A Strategic Plan for 2016](#)

