Index

academic legitimacy 46
academic plan strategies 211
ACPA see American College Personnel Association (ACPA)
active simulations 74
adaptive leadership 72
additional resources 150, 152
advocacy writing 241
agricultural leadership 30–31
agricultural leadership and development (ALED) 30
Allee, V. 264
“alternative break” program 257
Alumni Mentoring Programs 224
  McDonough Mentorship Program 227–8
  Rockefeller Alumni Mentoring Program 224–6
alumni participating in leadership programs 6
American College Personnel Association (ACPA) 10
Amy V. Cockcroft Nursing Leadership Development Program 29
Anthem (Rand) 51
apparent dialogue conversation 93
Aristotle 51
artifacts 69–70
aspiring leaders 3
assessing resources, educators 119–20
assessment 172
  and evaluation, leadership programs 129–30
Astin, H.S. 21
Atlantic, The 14
audience identification, in student development 144
audience maturity level, assessing 143–4
authentic leadership 17, 26, 84
authentic listening 65, 94, 226
Bachelor of Science in Agriculture Community Leadership 30
Bachelor of Science in Business (B.S.B.) 26
“bait and switch” approach 67
balance measures of satisfaction 188
Bandura, A. 65
  self-efficacy 124
Baptista, Renata 86
Batchbook database, in Rockefeller Center 184
behavioral approach 47, 49
Bellah, R. 264
Biberman, J. 63
Blanchard, K.H. 47
Bloom’s taxonomy 125, 174
born leaders 2
Brandeis University 28
break in discussion 114
budgetary responsibility 266
Burns, J.M. 23, 45–8, 51, 52
Burton, Tara Isabella 14
business communications 240
business leadership 26–7
business schools 26
call-outs 115
Campbell, T.A. 220
Capella University 30
capoeira 248
CAS see Council for the Advancement of Standards (CAS)
CAS Student Leadership Program Standards 10
Celtrick, Elizabeth 214
Certificate Program in Leadership and Ethics (CLE) 26–7
Chaleff, I. 52
chalk talk 114
chaos theory 44
Ciulla, J. 45
civic skills training 239
civics education 10
closing event session 211
co-curricular activities 264
co-curricular initiatives 5
“cold calling” 115
collaboration 149
College of William & Mary 26
Colorado College 9
Combs, K. L. 129
“comfort zone”, learning zone model 91, 92
Communist Manifesto, The (Marx) 51
community, on leadership 128–9
complex decision-making, in military leadership 96
constituent letter writing 239–40
contemporary leadership competencies 253
contingency approach 47–9
continuous experimentation 65
continuous quality improvement 188
conversations, educators 93–4
Council for the Advancement of Standards (CAS) 148
CPLE see Certificate Program in Leadership and Ethics (CPLE)
create your path (CYP) program 238–9
creating and managing learning environment 91–2
ingpiring educators 95, 99
navigating difficult subjects 92–5
“creative deviance” 72–3, 77
creative thinking 70
creativity 24
“crisis of leadership” 11
Crisp, G. 220
critical thinking 50, 63
Critical Thinking Community 68
Crucial Conversations (Patterson) 93
Crucible of Leadership, The (Thomas) 215
Cruz, I. 220
cultural approach, leadership 48
cultural fluency 247–8
cultural norms and values 49
culture of assessment 188
culture of supportive excellence 90–91
curricular initiatives 5
curricular programs 203–4
Dartmouth Athletics Department 204
Dartmouth College 10, 120
Outdoor Program 205
Dartmouth Leadership Attitudes and Behaviors (D-LAB) Program 154,
174–7, 239, 242
Dartmouth Peak Performance Program 204
debriefs 261
and analysis 183
decision-making 245
description, simulation 75
Dhiman, S. 63
“digital natives” 62
direct democracy 51
direction, leadership 213
discipline 44–5
dispersed leadership 11, 13
D-LAB Program see Dartmouth Leadership Attitudes and Behaviors (D-LAB) Program
Doctor of Health Administration (D.H.A.) 30
D-Plan strategies 250
drawing 113
Dugan, J. P. 47, 128
Dweck, C. 65, 201
Eby, L. T. 229
educator self-reflection 83
educators’ self-awareness 84
additional reflection and assessment 89–90
culture back to mission 91
culture of supportive excellence 90–91
learning by listening and observing 87
self-reflection with personality assessments 86
who you are 84–6
work with others 88–9
work within an organization 90
effective communication 149
effective learning environments 95, 99
effective program conceptualization 130
effective reasoning 149
effective sessions, planning 4, 142
components of 143
assessing audience maturity level 143–4
content and roles 148–50
identifying key concepts 145–7
leadership categories and competencies 148, 149–50
readings and additional resources 150, 152
reflection 155–6
role of alumni and students 154
SMART learning outcomes 145
title and description 152–4
on effective teamwork 147
emergent leadership for life 147
logistical considerations and recommendations 156–7
Gantt chart 159, 160
session proposal form 157–8
management vs. leadership 147
efficiency and effectiveness 173, 175, 183
Ehrich, L.C. 222
ELD see Engineering Leadership Development (ELD)
elements of program design
assembling a planning and development team 120
assessing resources 119–20
developing goals 121–2
identifying and understanding the target population 117–19
research and benchmarking 120–21
SMART student learning outcomes 121–2
Embrace incubator 66
emergent leadership for life 252
empathy 1–2
End of Leadership, The (Kellerman) 24
engagement 212
engineering leadership 27
Engineering Leadership Development (ELD) 27
enlightenment 212
evaluation 173
Evers, Rush, and Berdow’s bases of competence 143
Evje, B. 89
Executive-in-Residence (EIR) Program 258
Experience Civic Engagement and Leadership (EXCEL) Workshop 207–9
experiential education 46
experiential learning 203–4
exercises 204–5
facilitation techniques
around the horn 115
break in discussion 114
call-outs 115
chalk talk 114
drawing/visual aids 113
gallery walk 112
group brainstorming 110
icebreaker 110
index cards 112–13
journaling 113
pair discussions 111
parking lot 110–11
report back 114
sharing in pairs 111
silence 115
small group discussion 111
world café 112
facilitative leadership 251
faculty/speaker coordination, in session 157
feelings conversation 93
Fifth Discipline, The (Senge) 191
FIPSE see Fund for the Improvement of Postsecondary Education (FIPSE)
First-Year Fellows Program 239
Fisher College of Business 27
fixed mindset 201
flipped classroom 75–6
followership 49
Forbes (Hagy) 230
Foreign Policy Association Program 260–61
formal leaders 2
formal mentoring relationships 220
formal recognition programs 266
forming stage 18
foundations course 50–53
foundations of leadership 262
Freire, P. 5, 102
Teaching leadership

Fund for the Improvement of Postsecondary Education (FIPSE) 191
funding scholarships 46
gallery walk 112
Gantt chart 213
Gardner, J. 11, 13, 50
Geisel School of Medicine 205
GEL see Global Engineering Leadership (GEL)
Generation Z Goes to College (Seemiller) 139
George, B. 26
global consciousness 247
Global Engineering Leadership (GEL) 27
global leadership 19, 20, 48, 55, 247
course 55–6
programs 32–3
globalization 11–13, 20, 24, 48, 55–6
goals 49
“Golden Circle” Organizations 67
Goleman, D. 26, 108
good habits in leadership, developing 198–201
Grace, M. 118
Graduate Certificate in Teacher Leadership 28
graduate-level leadership education 13
Graduate Student Research Assistants (GSRAs) 168
Granovetter, M. 230
Grenny, J. 93
group brainstorming 110
group learning sessions 215
group mentoring event session 211
group projects 73–4
growth mindset 201, 245
GSRAs see Graduate Student Research Assistants (GSRAs)

“habits of the heart” 264
Hagy, Jessica 221, 230
Halpern, Belle 107
Handbook for Student Leadership Development, The (Komives) 139
Harvard Business Review 215
healthcare leadership 29–30
Heen, S. 93
Heifetz, R. 72
Hendry, L. B. 223
Hersey, P. 47
Hickman, G. 53
higher education 28, 263
Hofstedte, G. 48
House, R. 48
human-centered design 64–6
human resources departments 119
icebreaker 110
identifying resources and mentoring hours session 211
identity conversation 93
IDI see intercultural developmental inventory (IDI)
Images of Organization (Morgan) 53
impact 172
implementation, service-learning 73
Improv Wisdom (Madson) 103
inclusive design 119
index cards 112–13
individual level, teaching at 16–17
informal leaders 2
informal mentoring relationships 220
information 119, 121
“in-residence” programs 258–9
institutional linkages 265–6
institutionalization 266
institutions as learning organizations 191
instructor-learner relationship 77
integrity 198–9
intellectual mediocrity 23, 47
intentionality of programs 123
Inter-association Leadership
Inter-association Leadership Education Collaborative 265
intercultural communication 248
intercultural competence 264
Intercultural Development Inventory® (IDI®) 86, 247
intercultural mindset 150
interdisciplinary nature of leadership education 23
departmental model 38–9
kaleidoscope effect 23–4
liberal-arts approach 25, 31
McDonough Center 36–7
pre-professional approach 25, 26
<table>
<thead>
<tr>
<th>Concept/Chapter</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural leadership</td>
<td>30–31</td>
</tr>
<tr>
<td>Business leadership</td>
<td>26–7</td>
</tr>
<tr>
<td>Engineering leadership</td>
<td>27</td>
</tr>
<tr>
<td>Healthcare leadership</td>
<td>29–30</td>
</tr>
<tr>
<td>Teacher leadership</td>
<td>28</td>
</tr>
<tr>
<td>Rockefeller Center</td>
<td>33–6</td>
</tr>
<tr>
<td>School/center/institute model</td>
<td>39</td>
</tr>
<tr>
<td>Topic-based curricular approach</td>
<td>31–2</td>
</tr>
<tr>
<td>Global leadership programs</td>
<td>32–3</td>
</tr>
<tr>
<td>Women in leadership</td>
<td>32</td>
</tr>
<tr>
<td>Intergenerational communication</td>
<td>118, 264</td>
</tr>
<tr>
<td>Internal vs. external evaluation</td>
<td>189, 191</td>
</tr>
<tr>
<td>International leadership</td>
<td>20</td>
</tr>
<tr>
<td>Internet</td>
<td>13, 62</td>
</tr>
<tr>
<td>“Introduction to public policy research”</td>
<td>203</td>
</tr>
<tr>
<td>John Glenn College of Public Affairs</td>
<td>27</td>
</tr>
<tr>
<td>Journaling</td>
<td>113</td>
</tr>
<tr>
<td>K–12 education</td>
<td>28</td>
</tr>
<tr>
<td>Kabat-Zinn, J.</td>
<td>200</td>
</tr>
<tr>
<td>Kant, Immanuel</td>
<td>52</td>
</tr>
<tr>
<td>Katz Graduate School of Business</td>
<td>26</td>
</tr>
<tr>
<td>Keenan, Caitlan</td>
<td>225</td>
</tr>
<tr>
<td>Kellerman, B.</td>
<td>24, 29, 47, 52, 53</td>
</tr>
<tr>
<td>Kelley, R.</td>
<td>52</td>
</tr>
<tr>
<td>Kets de Vries, M.</td>
<td>24</td>
</tr>
<tr>
<td>Kick-off session</td>
<td>211</td>
</tr>
<tr>
<td>Kinefuchi, E.</td>
<td>140</td>
</tr>
<tr>
<td>Kolb’s cycle of learning</td>
<td>124, 125, 148</td>
</tr>
<tr>
<td>Komives, S.</td>
<td>10, 128</td>
</tr>
<tr>
<td>Kotchka, Claudia</td>
<td>66</td>
</tr>
<tr>
<td>Kotter, J.</td>
<td>54</td>
</tr>
<tr>
<td>Kouzes, J.</td>
<td>264</td>
</tr>
<tr>
<td>Kunz, Brian</td>
<td>206</td>
</tr>
<tr>
<td>Latin America, ultra-individualism</td>
<td>56</td>
</tr>
<tr>
<td>Leader–follower relationship</td>
<td>18, 25, 47–51, 53, 69</td>
</tr>
<tr>
<td>Leader identity development</td>
<td>124</td>
</tr>
<tr>
<td>Leader-in-Residence (LIR) Program</td>
<td>259</td>
</tr>
<tr>
<td>Leadership</td>
<td>9, 11–12, 16, 242–3</td>
</tr>
<tr>
<td>Case study</td>
<td>95–101</td>
</tr>
<tr>
<td>In civil society</td>
<td>253</td>
</tr>
<tr>
<td>Competency-building</td>
<td>13–15, 17</td>
</tr>
<tr>
<td>Components</td>
<td>49–50</td>
</tr>
<tr>
<td>Crisis in</td>
<td>23</td>
</tr>
<tr>
<td>Curriculum</td>
<td>16–17</td>
</tr>
<tr>
<td>And curse of natural resources</td>
<td>253</td>
</tr>
<tr>
<td>Development</td>
<td>16</td>
</tr>
<tr>
<td>Empirical study</td>
<td>47</td>
</tr>
<tr>
<td>Behavioral approach</td>
<td>47</td>
</tr>
<tr>
<td>Contingency approach</td>
<td>47–8</td>
</tr>
<tr>
<td>Cultural approach</td>
<td>48</td>
</tr>
<tr>
<td>Relational approach</td>
<td>48</td>
</tr>
<tr>
<td>Trait approach</td>
<td>47</td>
</tr>
<tr>
<td>Literature</td>
<td>17</td>
</tr>
<tr>
<td>Philosophy</td>
<td>4, 16, 202</td>
</tr>
<tr>
<td>Programs</td>
<td>11, 14, 19</td>
</tr>
<tr>
<td>Systems thinking</td>
<td>252</td>
</tr>
<tr>
<td>Leadership (Burns)</td>
<td>48</td>
</tr>
<tr>
<td>“Leadership canon”</td>
<td>14</td>
</tr>
<tr>
<td>Leadership capacity</td>
<td>4</td>
</tr>
<tr>
<td>Strategies to build</td>
<td>203</td>
</tr>
<tr>
<td>Curricular programs</td>
<td>203–4</td>
</tr>
<tr>
<td>Experience Civic Engagement and Leadership (EXCEL) Workshop</td>
<td>207–9</td>
</tr>
<tr>
<td>Experiential learning</td>
<td>203–4</td>
</tr>
<tr>
<td>Outdoor experiential learning exercises</td>
<td>204–7</td>
</tr>
<tr>
<td>Peer-to-peer learning</td>
<td>207</td>
</tr>
<tr>
<td>Rockefeller Peer Mentoring Program</td>
<td>209–11</td>
</tr>
<tr>
<td>Student role in defining programs</td>
<td>211–15</td>
</tr>
<tr>
<td>Leadership categories</td>
<td>148–9</td>
</tr>
<tr>
<td>Leadership competencies</td>
<td>148–9</td>
</tr>
<tr>
<td>Leadership consultants projects</td>
<td>255–6</td>
</tr>
<tr>
<td>Leadership curriculum, developing discipline</td>
<td>44–5</td>
</tr>
<tr>
<td>Leader–follower relationship</td>
<td>47–51, 53</td>
</tr>
<tr>
<td>Legitimacy</td>
<td>45–6</td>
</tr>
<tr>
<td>McDonough Center</td>
<td>50</td>
</tr>
<tr>
<td>Foundations course</td>
<td>50–53</td>
</tr>
<tr>
<td>Global leadership course</td>
<td>55–6</td>
</tr>
<tr>
<td>Organizational leadership course</td>
<td>53–4</td>
</tr>
<tr>
<td>Theories and models course</td>
<td>54–5</td>
</tr>
<tr>
<td>Rockefeller Center</td>
<td>56–7</td>
</tr>
<tr>
<td>Leadership development</td>
<td>64, 197, 219</td>
</tr>
<tr>
<td>Ownership of</td>
<td>244</td>
</tr>
</tbody>
</table>
Teaching leadership

personal development 198
developing a leadership mindset 201–2
developing good habits in leadership 198–201
process of 197
role of failure in 215–16
strategies to build leadership capacity 203
curricular programs 203–4
Experience Civic Engagement and Leadership (EXCEL) Workshop 207–9
experiential learning 203–4
outdoor experiential learning exercises 204–7
peer-to-peer learning 207
Rockefeller Peer Mentoring Program 209–11
student role in defining programs 211–15
leadership education 11, 13–15, 17, 19, 44, 64, 263
approaches 25
graduate-level 13
liberal arts and 11
organizational leadership 19
leadership educators 83
Leadership Experiential Education Fund (LEEF) 259
leadership identity development model 143
leadership industry 24, 29
leadership mindset, developing 201–2
leadership programs 64, 67, 73, 90, 116, 238, 265
advocacy writing 241
alternative break programs 257
business communications 240
civic skills training 239
constituent letter writing 239–40
contemporary leadership competencies 253
create your path (CYP) 238–9
analyzing your present 239
plotting your future 239
reflecting on your past 239
Dartmouth Leadership Attitudes and Behaviors (D-LAB) 242
Foreign Policy Association Program 260–61
“in-residence” programs 258–9
Leadership Experiential Education Fund (LEEF) 259
liberal-arts institutions 31
Management and Leadership Development Program (MLDP) 243–6
McDonough Bloggers Program 258
McDonough Leadership Conference 260
McDonough Leadership Program (McDLP) 255
McDonough Leadership Study Abroad Program 257–8
mentorship in 219–22
Alumni Mentoring Programs 224–8
mutual benefits to mentors and mentees 223–4
networking in 229–30
relationships in personal and professional networks 232–3
strategies for developing networks 231–2
“weak ties” 230
newsletters 255
NextGen Program 256–7
off-campus session 246
professional meal settings 240
project management 241
Rockefeller Alumni Mentoring Program (RAMP) 254
Rockefeller Global Leadership Program (RGLP) 246–9
Rockefeller Leadership Fellows Program (RLF) 250
Rockefeller Peer Mentoring Program (RPMP) 249
systems thinking 252
teamwork 240
thinking and speaking 240
young alumni experiences 241
leadership studies 45
practices in 263–4
Leadership Theory: Cultivating Critical Perspectives (Dugan) 47
Leadership without Easy Answers (Heifetz) 72
“learning by doing” 204
learning by listening and observing 87
learning environment 4, 83, 264–5
culture of supportive excellence 90–91
learning by listening and observing 87
culture of supportive excellence 90–91
self-reflection with personality assessments 86
fostering accountability 104–5
physical setting 106
strategies to build 102–3
learning leader 238
learning outcomes 173
Learning Reconsidered, and Liberal Education and America’s Promise (LEAP) standards 148
learning zone model 91–2
LEEF see Leadership Experiential Education Fund (LEEF)
legitimacy 45–6
Lehan, Connor 103
liberal-arts approach 25, 31, 69
liberal-arts model 51
LinkedIn 230, 232
literature 49
local leadership 20
Lockwood, A. 229
long-term expectation 229
Lubar, Kathy 107
Machiavelli, Niccolò 52, 69
Madson, P.R. 103
Management and Leadership Development Program (MLDP) 103, 106, 243
case study 130–33
features 134–7
management, leadership 149
Marietta College 10, 11, 15
McDonough Leadership Center 28
Marques, J. 63
Marx, Karl 51
Mason School of Business 26
Master of Health Administration (M.H.A.) 30
Master of Management in Health Care 29
maturity-level assessment, student development and 144
Matusak, L. 24
McDLP see McDonough Leadership Program (McDLP)
McDonough Bloggers Program 258
McDonough Center 50, 77
foundations course 50–53
global leadership course 55–6
organizational leadership course 53–4
theories and models course 54–5
McDonough Center’s Office of Civic Engagement (OCE) 257
McDonough Foundation 11
McDonough Leadership Conference 260
McDonough leadership curriculum 73
McDonough Leadership Program (McDLP) 255
McDonough Leadership Study Abroad Program 257–8
McDonough Mentorship Program 227–8
McDonough Scholars 208, 227, 228
core values 212–13
McDonough Selection Committee 255
McFarlin, D.B. 220
McManus, R. 69
McMillan, R. 93
mentees 225, 228
mutual benefits to 223–4
training for 229
mentoring 219–20
mentoring hours session 211
mentor-mentee relationships 222
mentors 219, 226
counseling 228
coaching 228
mutual benefits to 223–4
Teaching leadership

mentorship in leadership programs 219–22
Alumni Mentoring Programs 224–8
mutual benefits to mentors and mentees 223–4
military leadership, complex decision-making in 96
Mill, John Stuart 53
mindfulness 200–201
Mindset (Dweck) 201
Mini-Grant Committee 215
Mini-MOOC 234
mission alignment 189
MLDP see Management and Leadership Development Program (MLDP)
mobile classroom 77–8
Moghul, Haroon 107
Montreal field immersion 248–9
Morgan, G. 59
movie clips 71
Multi-Institutional Study of Leadership 93
multinational corporations 19
Myers-Briggs communication 244
Myers-Briggs Type Indicator (MBTI) 86
National Association of Campus Activities (NACA) 125–6
National Association of College Employers (NACE) 130
National Clearinghouse for Leadership Programs (NCLP) 126
National Institute for Learning Outcomes Assessment 173
national leadership 20
Native Compass 86
“natural” leaders 3
navigating difficult subjects 92–5
Needham, Joanne 90
negotiation 245
networking
in leadership programs 229–30
relationships in personal and professional networks 232–3
strategies for developing networks 231–2
“weak ties” 230
and mentoring hours session 211
networks developing strategies 231–2
New Horizons in Leadership Studies (Ciulla) 45
New Mentors and Protégés: How to Succeed with the New Mentoring Partnerships, The (Phillips-Jones) 221
newsletters 255
NextGen Program 256–7
norming phase 18
Northouse, P. 54

off-campus session 246
Office of Civic Engagement (OCE) 257
Ohio State University’s College of Engineering 27
“Olympics of the mind” exercise 204–5
On Leadership (Gardner) 50
online education 77
online learning 62
online teaching 62
oral communication 70
organizational behavior 44
organizational leadership 19, 49
course 53–4
organizational level, teaching at 17, 18–19
outdoor experiential learning exercises 204–7
ownership and accountability 188
pair discussions 111
“panic zone”, learning zone model 91, 92
parking lot 110–11
participation tracking, data collection tools 183
partners’ feedback, data collection tools 184
passive simulations 74
Patterson, K. 93
Patton, B. 93
Patton, L.D. 143
Pedagogy of the Oppressed (Freire) 5, 102
peer-to-peer learning 207, 211
peer-to-peer recognition 266
Penn State University’s College of Engineering 27
performing stage 18
Index

periodic discussion 91
periodic reflection 91
Perruci, G. 69
personal and professional growth 219
colleges 230
mentorship in leadership programs 219–22
Alumni Mentoring Programs 224–8
mutual benefits to mentors and mentees 223–4
networking in leadership programs 229–30
relationships in personal and professional networks 232–3
strategies for developing networks 231–2
“weak ties” 230
personal and professional network, maintaining relationships in 232–3
personal development 198, 254
developing a leadership mindset 201–2
developing good habits in leadership 198–201
personal reflection 4
personality assessments 86
Philip, K. 223
Phillips-Jones, L. 221
philosophy of leadership 4, 16, 202
Physician Leadership Development Program 29
planning and development team, assembling 120
pluralistic democracy 10
Policy Research Shop 203
positional leaders 2
Posner, B. 264
PowerPoint 62, 70
“practical wisdom” 4, 15–16, 262
Practical Wisdom (Schwartz and Sharpe) 197
“practicum in global policy leadership” 203, 204
preflection, service-learning 73
preparation and distribution, session materials 157
preparation of venue 157
pre-professional approach 25, 26
agricultural leadership 30–31
business leadership 26–7
engineering leadership 27
healthcare leadership 29–30
teacher leadership 28
Prince, The (Machiavelli) 69
principled action 150
problem-solving 245
professional communication 244
professional development 189, 263
professional growth, investment in 263
professionalization 266
program assessment and evaluation 170–71
program conceptualization and development 116
elements 117
assembling a planning and development team 120
assessing resources 119–20
developing goals 121–2
identifying and understanding the target population 117–19
research and benchmarking 120–21
SMART student learning outcomes 121–2
seven pillars 122
assessment and evaluation 129–30
community 128–9
intentionality 123
reflection 127–8
rigorous programming 125–6
structure 126–7
theoretical grounding 124–5
project management 241
public speaking program 125, 126, 128, 129
public-speaking skills 240
Purdue University 27
Putnam, R. 230
Quinnipiac University 28
Radical Candor (Scott) 267
Ragins, B.R. 220
RAMP see Rockefeller Alumni Mentoring Program (RAMP)
Rand, Ayn 51
Reflection 202, 261
Leadership programs 127–8
Service-learning 73–4
Relational approach, leadership 48
Report back 114
Republic, The (Plato) 51
Required readings 150, 152
Research and benchmarking, leadership programs 120–21
Resilience 212–13
RGLP see Rockefeller Global Leadership Program (RGLP)
Riggio, R. 45
Rigorous programs 125–6
RLF Program see Rockefeller Leadership Fellows (RLF) Program
RLF session proposal form 162–7
Case scenario for 168–9
Roberts, Denny 10
Rockefeller Alumni Mentoring Program (RAMP) 224–6, 254
Rockefeller Center 56–7, 88
Rockefeller Center assessment framework 174, 175
Analyze data 185
Assessment 172
Center level 171, 172
Cost-effectiveness 178
Data collection tools at center level 183–4
At participant level 180–83
D-LAB competencies 174–7
Efficiency and effectiveness 173
Evaluation 173
Impact 172
Implement assessment 184–5
Information to stakeholders 185
Institutional level 171, 172
Leadership competencies 178
Learning-outcomes 173
Participant level 171, 172
Revise assessment framework 186
Set assessment indicators 180
Summary of 187
Rockefeller Global Leadership Program (RGLP) 246–9
Rockefeller Leadership Fellows (RLF) Program 102, 103, 105, 201, 202, 210, 213–14, 250
Rockefeller Peer Mentoring Program (RPMP) 209–11, 249
Rockefeller Professional Preparation Program 201
Rockefeller Student Staff Program 210
Group learning sessions 215
Mini-Grant Committee 215
Student staff performance reviews 214
Training for 214–15
“Rock rescue” activity 206
Roekel, Van 107
Rost, J. 15
RPMP see Rockefeller Peer Mentoring Program (RPMP)
Scholars, in business schools 26
Schuh, J. 172
Schwartz, B. 197
Scott, K. 267
Seemiller, C. 118, 148
Self-awareness educators 84
Session reflection 155
“Self-efficacy” 65
Self-knowledge 149
Self-reflection 84–6
Exercises 205
Senge, P.M. 191
Senninger, T. 91
Service learning 73–4
Session proposal forms, data collection tools 184
Seven pillars of program design 122
Assessment and evaluation 129–30
Community 128–9
Intentionality 123
Reflection 127–8
Rigorous programming 125–6
Structure 126–7
Theoretical grounding 124–5
Sharing in pairs 111
Sharpe, K. 197
Short simulations 74
Sibley, Lisa 78
Silence 115
Simulations 74–5
Index

Sinek, Simon 67
situational leadership 49
Skype 71, 225
small group discussion 111
smart classroom 61
case studies 70–71
classroom setting 63
“creative deviance” 72–3, 77
engagement 63
flipped classroom 75–6
group projects 73–4
“How” perspective 68
human-centered design 64–6
as a metaphor 64
mobile classroom 77–8
movie clips 71
oral communication 70
service learning 73–4
skills-building strategy 67
Skype 71
Socratic method 68–9
Strategies for increasing engagement 66
technology 62, 71–2
TED Talks 71
use of artifacts 69–70
use of simulations 74–5
visual tools 70
voluntarism 73
“How” perspective 67–8
SMART learning outcomes 121–3, 125, 131, 145, 146, 153, 173
smartboards 62
social capital 230
Social Change Model of Leadership Development: Guidebook, A
(Astin) 21
social change model values 128
social justice 264
social media networking 250
social networking 230
social responsibility 264
Socrates 77
Socratic method 68–9
Spaulding, Steven 205
State Labor Relations Board 168
Stone, D. 93
storming stage 18
StrengthsFinder 86
“Strong ties” 230
structure of leadership programs 126–7
Student Leadership Competencies
Guidebook: Designing Intentional Leadership Learning and Development, The (Seemiller) 131, 148
Student Leadership Programs in Higher Education (Roberts) 140
Student Leadership Programs in Higher Education (Roberts) 140
student role in defining programs 211–12
McDonough Scholars’ core values 212–13
direction 213
engagement 212
enlightenment 212
resilience 212–13
Rockefeller Leadership Fellows Program 213–14
teaching for Rockefeller Student Staff Program 214–15
student staff performance reviews 214
students’ feedback, listening to 105
study-abroad programs 20
Switzler, A. 93
systems thinking and leadership 252
target population, identifying and understanding 117–19
teacher leadership 28
Teacher Leadership Certificate 28
Teacher Leadership Program 28
teaching leadership
branches of 13
teaching “for” leadership 14–15
teaching “practical wisdom” 15–16
global level 19–20
under globalization 11–13
higher education institutions 9–10
history of 10–11
units of analysis 16
global level 19–20
individual level 16–17
organizational level 17, 18–19
team level 17, 18
teaching “practical wisdom” 15–16
team level, teaching at 17, 18
teamwork or organizational dynamics,
session reflection 155–6
technology 61, 62, 263
technology-enhanced classroom 61
TED Talks 71
Texas A&M University’s College of Agriculture and Life Sciences 30
“textual analysis” 69
T.H. Chan School of Public Health 29
theoretical grounding, leadership programs with 124–5
theories and models course 54–5
Theory and Practice (Northouse) 54
Theory of Social and Economic Organization, The (Weber) 53
“Thinking Day” questions 189, 190
top-down recognition 266
topic-based curricular approach 31–2
global leadership programs 32–3
women in leadership 32
trait approach, leadership 47, 49, 50
transformational leadership 48, 49, 55
Treatise on Government, A (Aristotle) 51
TriMetrix® HD assessment 89
True Colors 86
Tuck School of Business 205
Tuckman, B. 18
Tyree, Tracey 10

ultra-individualism 56
United States
graduate level 30
liberal-arts institutions 1
promotional materials 11
 technological revolution 12
undergraduate level 10
undergraduate programs in 13
university leadership programs 119
University of Kansas’s School of Business 26
University of Pittsburgh 26
University of Richmond’s Jepson School of Leadership Studies 11
University of South Carolina 29
Upcraft, M. 172
Urbana-Champaign’s College of Agricultural, Consumer, and Environmental Sciences 30
“useful knowledge” 15
“value-added” education 13
Vanderbilt University’s Owen School of Management 29
Vella, J. 117
visual aids 113
visual tools 70
Vogele, Nancy A.G. 94
voluntarism 73
Wagner, W. 101
Walden University 28
“weak ties”, investing time in 230
Weber, M. 53
WiFi 62
women in leadership 32
workplace communication 245–6
world café 112
Zachary, L.J. 220, 221