



DEPARTMENT OF
leadershipstudies
FORT HAYS STATE UNIVERSITY

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Mission

Our mission is to educate and nurture citizens to lead our organizations, communities, state, nation, and beyond.

Guiding Principles

Need for Leadership

With the complex problems and challenges of our changing world, the need for leadership is greater than ever before.

Teaching Leadership

Leadership can be taught. It is possible to develop and provide students with a learning environment that will foster critical leadership skills and capabilities.

Leadership for All

Leadership education is not just for a select few, but rather, all individuals can and should benefit from leadership development activities.

Theoretical Foundation

This academic program is based on an extensive theoretical foundation in the field of Organizational Behavior and Leadership Studies.

Graduate Characteristics

Knowledgeable

Leadership is a set of learned capacities, rather than a set of inherited traits. Students possess knowledge of leadership theories and skills and can transfer them to organizational, community and global contexts.

Self-Reflective

Students have the capacity to be self-aware and identify their own strengths and challenges. Self-reflective students accept and utilize constructive criticism for continual personal development. Students possess the capacity to demonstrate emotional intelligence to impact others and the world in a positive way.

Improvement-Oriented

Students take initiative to address the challenges of the organization or community. In an effort to improve effectiveness, they courageously and strategically challenge policies, laws, and practices that are ineffective. Students take the role of change agent by envisioning 'what ought to be' and persist throughout the change process, resulting in transformational change for the collective good in any context.

Engaged Collaborator

Students possess the ability to create and nurture relationships with various stakeholders to foster a team environment. These influence-based relationships result in creativity, transformational change, and lasting results.

Living with Integrity

Students accept responsibility for their own decisions and actions and demonstrate concern for how their choices impact the local and global world. Students are champions of principle.

Statement of Mission, Guiding Principles, Graduate Characteristics, Organizing Themes, and Learning Objectives

Organizing Themes

Fort Hays State University's Organizational Leadership degree program integrates three major themes in its curriculum: *creating change, collaboration, and collective/common purposes*. These themes provide the foundation and purpose for all leadership development activities.

Creating Change

First and foremost, leadership is about creating change. There are several important elements to our creating change theme. First, leadership is about "purposefully" seeking change. Second, leadership refers to transformational or fundamental changes rather than small incremental adjustments. Third, the purpose of change is "positive" movement. Therefore, leadership is about making "improvement" or "correcting discrepancies" between *what is* and *what ought to be* for the collective good.

Collaboration

It is critically important that our methods of practicing leadership reflect the new post-industrial paradigm of leadership if we hope to be successful. These approaches are characterized by cooperation, power sharing and empowerment. When individuals are engaged constructively and effectively with others around issues that affect them or that they care about, they can achieve positive results.

Collective and Common Purposes

If leadership is an influence relationship for change and collaborative approaches are the preferred method, then the final step in the cycle is to encourage change that makes things better for all. The collective/common purpose theme represents a shift from the purpose of leadership that emphasized goal attainment for individual good (the leader) to collective and common good (organizations and communities). Finally, this theme encourages students to take action on behalf of the larger good. Each person has a responsibility to carry change forward for themselves and their collective units.

Learning Objectives

Organizational Leadership learning activities are designed to encourage students to develop leadership potential and to engage in "productive" leadership behavior. The curriculum concentrates on both *understanding* and *action* and has adopted the following learning objectives:

1. Understand and demonstrate the capacity of leadership theories and concepts in multiple contexts (e.g. civic, government, global, corporate)
2. Demonstrates empathy and cross cultural competency
3. Evaluate others' personal strengths and limitations and provides constructive feedback for others
4. Examines personal strengths and limitations and demonstrates ability to integrate feedback for improvement
5. Identify the leadership challenges of a given context and design plans for 'what ought to be'
6. Demonstrate initiative to both introduce change and persist to see change through to its completion
7. Demonstrates ability to effectively work across factions with multiple stakeholders
8. Selects, develops, and delivers appropriate messages utilizing suitable communication channels in a given context
9. Deploys appropriate influence and conflict resolution techniques for collaborative efforts
10. Demonstrate capacity to accept consequences and understand the impact of one's own decisions on others

