A Broad Definition of Leadership

It has been said that the most significant challenge facing our nation, indeed the world, is the dearth of leadership. At Indiana University we are addressing that challenge by educating students for more than a career—we are educating them for success in life, which includes providing leadership/learning opportunities both inside and outside the classroom.

Our university is a training ground for the leaders of today and tomorrow, and we are intentional in that training. Perhaps no where else in our society will a young person find as many opportunities to develop leadership skills than at the university. Our commitment to leadership development takes many forms from academic courses on leadership to training programs such as LeaderShape to opportunities to become a leader in one or more of hundreds of student organizations.

A simple definition of a leader is one who influences others. Our conception of a leader is immensely broader than that. Leadership is vision, values, will, and passion in action. Leadership is the art of creating opportunities for yourself and others.

I believe that leadership is an opportunity for service rather than personal gain. Leaders have the obligation to bring hope to the hopeless and help to the helpless. It has been a leader in the movement to express leadership through service. Each spring many of our students choose to go on Spring Break trips where they can help others, for example, by building homes and hope in the wake of Hurricane Katrina on the Gulf Coast. Many students provide leadership through service throughout the school year, serving as tutors for school children, volunteering in shelters for abused women, and working in many other nonprofit organizations. IU medical students have the opportunity to serve HIV/AIDS patients at 19 treatment sites throughout western Kenya as part of the IU-Kenya Partnership program called AMPATH, which was recently nominated for the Nobel Peace Prize.

One of my joys as a university administrator is to know that our student leaders will continue to lead and serve after they graduate. The skills they learn as student leaders at IU will enable them to contribute as leaders in their careers, as well as in their communities, including government, churches, schools, and all areas of life. Across our eight campuses of Indiana University we are proud to graduate thousands of well educated students each year, and among their ranks are many who are prepared to assume the leadership roles so critical to the welfare of our state, nation, and beyond.

“Leadership is vision, values, will, and passion in action. Leadership is the art of creating opportunities for yourself and others.”

— Charlie Nelms
Vice President for Institutional Development and Student Affairs

Learning Leadership through Service

Indiana University is dedicated to preparing leaders who are invested in community service. By offering programs such as Advocates for Community Engagement, Civic Leadership Development, and the IU-Kenya Partnership, IU provides opportunities for students to develop their leadership skills while cultivating a commitment to lifelong service.

Advocates for Community Engagement, a program of Community Outreach and Partnerships in Service-Learning (COPSL) at IU Bloomington, connects leadership development and community service by placing students in community organizations where they organize service opportunities for others. The students, or ACEs, act as liaisons between the university and the organizations, helping facilitate service-learning experiences for IU classes.

“They serve as advocates to get their peers involved in civic engagement,” says Nicole Schonemann, interim director of COPSL. ACEs also meet biweekly to engage in community building and self-reflection, part of the program’s focus on participants’ professional development and personal growth.

“Whenever someone asks me about the program, I describe it as a life-changing experience,” says Colleen Rose, a former ACE who now serves as ACE coordinator. Rose, who worked with the Banneker Community Center, says that her experience helped her develop deeper connections to the Bloomington community and gave her a greater understanding of community concerns, inspiring her to remain committed to service.

Heydi Correa-Encarnacion, a sophomore, is currently an ACE with the Monroe County Community School Corporation English as a Second Language (ESL) Program. She recruits students from IU service-learning classes to work with ESL students in Monroe County middle and high schools.

continued on page 3
LeaderShape: Learning to Lead with Integrity

IU Kokomo student Mike Glassburn wants to change people’s lives through music. Participating in LeaderShape, a weeklong student leadership training retreat sponsored by the IU Student Alumni Association, has helped him move toward that goal.

“LeaderShape teaches you to lead with integrity and to remember that whatever decisions you make, they will affect others’ lives,” Glassburn says. During the retreat, Glassburn’s team was assigned to conceive a project that would make life better for humanity. Drawing on his experience as director of the Student Union Board at IU Kokomo, he led his group in planning a huge music festival to give people a helping hand.

In fact, Glassburn, a guitarist who has played with several bands, has organized five concerts at IU Kokomo to raise money for numerous causes ranging from the American Cancer Society to relief efforts for hurricane and tsunami victims. In recognition of his many activities, he received the 2006–07 Outstanding Student Leader Scholarship from the National Association of Campus Activities. After graduation, Glassburn wants to be a music event planner and play in a rock band.

Leadership through Service Programs

Indiana University students are taking advantage of a variety of programs that promote leadership development through community service.

**Advocates for Community Engagement**

Community Outreach and Partnerships in Service-Learning (Bloomington)
Nicole Scheneman, Interim Director
(812) 855-7849

**American Humanities Program**

School of Public and Environmental Affairs (Bloomington)
Peg Stice, Campus Executive Director
(812) 856-2037

**Civic Leadership Development Program**

Kelley School of Business (Bloomington); Helen Ingersoll, Program Director
(812) 855-8006

**IU-Kenya Partnership**

IU School of Medicine (IUPUI); Fran Quigley, Director of Operations and Development
(317) 530-8442

**Sam H. Jones Community Service Scholarship Program**

Office of Community Service (IUPUI)
(317) 274-5198

**Washington Leadership Program**

School of Public and Environmental Affairs (any major, Bloomington campus; SPEA major, any campus)
Melissa Jackson, Program Co-Director
(812) 856-2039

Empowering Others

“In the leadership institute I learned that a true leader draws on his or her inner qualities to help others develop their talents; in this way, one person can make a difference,” says IU Northwest student Shirlene Olson, who recently completed the IU Northwest Institute for Innovative Leadership.

Olson was nominated by her business professor to participate in the institute, which is a partnership between the Northwest campus and Northwest Indiana’s community and business leaders. Approximately 70 students are selected each year for the two-semester program that features presentations by community leaders, networking opportunities, mentoring, and individual counseling to enhance growth in leadership.

“The institute is a door of opportunity, especially for networking, and a chance to realize your inner potential and take on a greater responsibility in our community,” says Olson, an M.B.A. student whose career goal is to become a motivational speaker to empower women in business. “I also learned that to make your volunteer efforts count, you have to make sure your heart is in what you’re doing.” Olson clearly put her heart into the leadership institute—she was honored at the concluding ceremonies with several awards, including those for networking, skill building, and leadership achievement.
Leadership Roles Prepared Alumna for Success

Dawn Ridley knows a few things about leadership. There’s a lot of discussion about whether leaders are born or made. Clearly, it’s a combination of both,” she says. “I had traits even as a child, but I’ve tried to grow and capitalize on every opportunity I’ve had along the way.” She credits her family, her teachers, and her experiences at a Groups student at Indiana University with getting her started on the path to success by nurturing her innate talents and providing opportunities for learning and leading.

“The years I spent at IU were some of the best of my life,” she says. “The quality of education, the libraries, the support network to have access to all these resources made all the difference for me.” And the friendships she developed with faculty members such as James Mumford, whom she met when she started out with the Groups program, have had a lifelong impact.

Through the Groups program, Ridley first served as a resident assistant, and from there advanced into leadership roles with several student organizations, including a term as president of Gamma Nu chapter of Delta Sigma Theta. “Through graduate school, through interviews, through all my years in professional positions, I always go back to those leadership skill sets I acquired in these student organizations,” she says.

On her road to success, she’s applied those skills to impressive advantage. After earning a B.A. in African American Studies and psychology form IU and an M.B.A. in marketing from Clark Atlanta University, Ridley landed sales and marketing positions with the Atlanta Braves baseball club and the Atlanta Committee for the Olympic Games. She generated $2 million in ticket and suite sales revenue and was named assistant manager for the Olympic Suite Program at Atlanta Fulton County Stadium for the 1996 Olympic Games.

Since 1995, Ridley has been instrumental in the growth of PLAYERS INC, the licensing and marketing subsidiary of the NFL Players Association, and she was recently promoted to senior vice president. In that position, she manages and directs the corporation’s $750 million retail licensing business.

Her job is fast-paced and high profile, but still she manages additional roles as single mother to her six-year-old daughter, Kennedy, and as mentor to tomorrow’s leaders through volunteer activities with her church, civic groups, and youth organizations that use sports to build character and leadership, encourage physical fitness, and enhance education.

Despite Ridley’s remarkable success, she’s not content to rely on past achievements. One of her goals for the future, her lifelong dream to teach at the college level, will be realized in the fall, when she assumes an appointment as adjunct professor of sports marketing and promotion at Johns Hopkins University.

“Because I’ve had that opportunity, I think I can do things that I’ve always wanted to do,” she says. “I’ve always wanted to be in the classroom, and I’ve always wanted to be involved with student organizations.” Ridley’s journey was an unusual one. She applied to high schools as usual, but when she didn’t get into any, she applied to college instead. She’s the first generation in her family to go to college, and now she’s applying those skills to her own daughter, who is graduating from high school this year.

Students Lead 900 IU Groups

Student clubs and organizations are almost as old as higher education itself. The human tendency to form groups to pursue interests and cause change is what makes them so successful. Many IU graduates say that the leadership and organizational skills they developed in student clubs contributed to their success after graduation. And research shows that students who are involved in campus life tend to be more successful academically. IU student organizations include academic interest clubs and honor societies, student government, social fraternities and sororities, interest and hobby groups, political organizations, and many special interest groups. For example, IU students are developing leadership skills as part of the following organizations:

- IU Kokomo’s chapter of Students In Free Enterprise (S.I.F.E.) has won numerous regional and national awards for its projects. The IU Bloomington chapter of S.I.F.E. won the regional competition in March.
- The Civil Rights Heritage Center was conserved by students at IU South Bend who participated in the FREEDOM SUMMER 2000 study (out of the Civil Rights Movement in the South. Students have now collected more than 75 oral histories about the Civil Rights Movement in the South Bend area. Student leaders in the center are peer mentors for high school students and entering freshmen at IU South Bend who attend the annual Leadership Academy, a seven-week summer program focusing on both African American and Hispanic civil rights movements.
- Five Student LEADERS at IU East serve as coordinators and emmbassadors helping other students affiliate with groups that meet their interests and sponsoring activities such as monthly cultural awareness events, a student recognition awards dinner, and students choose faculty awards.
- By providing labor (such as a raking leave) to community members in exchange for donations, poverty and fraternity members on the Bloomington campus are helping the IU Habitat for Humanity Chapter raise money to sponsor a Habitat house.

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The IU School of Medicine’s Nobel Prize-winning IU-Kenya Partnership allows medical students to gain expertise in international medicine while also serving those affected by the HIV/AIDS pandemic in Africa. The program was founded in 1999 by the IU School of Medicine and is intended to inspire medical students to meet the needs of the underserved both in the United States and around the world.

The primary component of the program, the Academic Model for the Prevention and Treatment of HIV/AIDS (AMPATH), treats more than 43,000 HIV-positive patients in 19 clinical settings throughout Kenya. Other initiatives include emergency food assistance, agricultural extension services, and job training.

IU medical students can participate in the program for six weeks between the first and second years of medical school or for two months during the fourth year. While in Kenya, they go on rounds with Kenyan physicians and medical students at Moi Teaching and Referral Hospital in Eldoret, a city of 400,000 in western Kenya. They also observe care delivery in rural settings. In addition, Kenyan physicians and medical students visit Indianapolis for training as part of the effort to strengthen Kenya’s health care system.

Participants routinely describe the experience as a transformative one. Cassie Neureiter, who visited Kenya in 2006 after her first year of medical school, says that experiencing cultural differences in Kenya reminded her about why she wants to succeed in medical school. “It helped me get a different perspective on why I want to be a doctor and why I’m here,” she says. “I have to do well [in school] so I can save lives.”
Profile in Leadership: Richard Mull

“We work for all students to be more conscious of and involved in leadership development.”

While serving as director of Recreational Sports at IU Bloomington, Richard Mull spent three years in the early 1990s helping build the Student Recreational Sports Center—an essential task, but one that deprived him of one of the best parts of his job: interacting with students. He missed working regularly with students and helping them cultivate their leadership skills. At the same time, he noticed a lack of coordinated systems to foster student leadership development on campus. These circumstances led Mull to establish the Center for Student Leadership Development (CSLD) within IU Bloomington’s School of Health, Physical Education, and Recreation in 1998. Initially staffed by Mull and a handful of volunteers, the center, with Mull as director, has grown substantially in the nine years since its inception, adding several paid staff members and graduate assistants. Today CSLD houses the Council for Advancing Student Leadership (CASL), an organization that enhances student leadership development through involvement in campus extracurricular activities and student organizations. CASLs, approximately 70 members are organized into numerous committees that provide a monthly newsletter, leadership scholarships, a mentors program, a speakers series, certificates of recognition, and other leadership initiatives. “We work for all students to be more conscious of and involved in leadership development,” Mull says.

In addition, CSLD oversees the R100 Leadership Series skills courses. The R100 courses, developed by Mull, are 1 credit hour independent study courses that examine leadership development from an academic perspective. The courses are tailored for different types of student leaders, including organization heads, student coaches, mentors, and participants. During the 2006-07 academic year, more than 1,000 students were enrolled in the courses.

Mull hopes that CSLD will continue to expand and offer leadership development opportunities to students at IU Bloomington. He also would like to see CSLD become connected to the regional IU campuses. “We see ourselves working in leadership development for all student organizations,” he says.

Though Mull officially retired from the School of Health, Physical Education, and Recreation in June, he will remain involved with CSLD until his successor is identified. One of the things he has most enjoyed about his work in the field of leadership development is seeing the focus on student leadership spread to other areas of the university. “It’s been exciting to be able to take a campus that’s so rich in student extracurricular activities and bring the leadership component to a new level of awareness,” he says.