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Welcome to Personal Leadership and the Private College!

About Me

I am your instructor, Kathryn Enke.

For the past six years, I have served as Chief of Staff and Lead Title IX Coordinator at the College of Saint Benedict, a residential liberal arts college for women in St. Joseph, MN. In this role, I manage the president's office, serve as a confidential and strategic thought partner for the president, and ensure effective execution of presidential priorities and initiatives, in support of the mission and strategic directions of the college. I serve as a member of the College of Saint Benedict Cabinet and as primary liaison to the college's Board of Trustees. I also oversee policies, practices, and training related to sexual misconduct and sex discrimination.



I earned a BA in history from the College of Saint Benedict, and an MA and PhD in educational policy and administration from the University of Minnesota, Twin Cities, with a specialization in higher education. My research agenda focuses broadly on the ways that individuals' multiple identities mediate their experiences in higher education, and more narrowly on women's leadership and leadership development at liberal arts colleges.

I live in Monticello, MN, with my partner, Josh, and our two children.

How to Contact Me

I will visit the course site regularly and will respond promptly to the questions posted in the discussion forums. If you have any private questions or concerns that aren't appropriate for the public forums, I encourage you to contact me directly.

Frequency of site visits: I will generally visit the course site at least five times per week to respond to your messages and postings.

Contact: Use the Dialogue with Instructor tool in our Moodle site.

Office Hours: By appointment only; contact for appointment.

Course Tour

Course Tour Video - <https://www.youtube.com/watch?v=qVrVCTQdd08>



Module 1

Purpose

In this module, you will learn about your cohort and the class online system. You will also begin discovery of your leadership strengths and how to leverage them in the private college context.

Learning Outcomes

Upon completion of this module, you will be able to:

- Interact within the class online system; and,
- Identify your leadership strengths.

Learning Resources

Required Resources

- Rath, T. & Conchie, B. (2008). Strengths-based leadership: Great leaders, teams, and why people follow. New York: Gallup Press. (Part I and Part II)
- Morrill, R. L. (2010). Strategic leadership: Integrating strategy and leadership in colleges and universities. Lanham, MD: Rowman & Littlefield Publishers. (Parts 1 and 2)

Learning Evaluation

Assignments:

- **StrengthsFinder 2.0 Assessment**
 - The code for this assessment comes with your purchased textbook; otherwise you can purchase a code for \$15 at www.gallupstrengthscenter.com.
- **Introduce Yourself** via Flipgrid
 - Complete the StrengthsFinder survey, then introduce yourself and address this prompt: What are your leadership strengths? Did you learn something new about yourself? Were you surprised by your results? Where do your leadership strengths point to room for growth and intentionality?
 - Respond to TWO of your peers.
- **Forum 1**
 - Welcome! After you have introduced yourself in Flipgrid, take some time to assess your strengths and how they play out in your current (or desired) leadership position. Be detailed!
 - Respond to TWO of your peers.
- **Reading Journal 1**
 - Submit your Reading Journal reflection (using the Journal Template document provided). Journal entries should be approximately 400-500 words in length, not including any quoted text. These are free-form entries for you to explore your own understanding of and musings on the assigned texts.

Module 2

Purpose

In this module, we consider how to lead within community, celebrate success, and recognize individual contributions to team goals.

Learning Outcomes

Upon completion of this module, you will be able to:

- Identify strategies for successful leadership with teams; and,
- Recognize, as a leader, individual contributions and celebrating team successes.

Learning Resources

Required Resources

- Kouzes, J. M., & Posner, B. Z. (2012). *The leadership challenge: How to make extraordinary things happen in organizations* (5th Ed.). San Francisco: Jossey- Bass. (271-346)
- Farnsworth, K. A. (2007). *Leadership as service: A new model for higher education in a new century*. Westport, CT: Praeger. (All)
- Wall, A. E., & BaileyShea, C. (2011). *Case studies in higher education leadership and management: An instructional tool*. Lulu.com. (pp. 63-65)

Learning Evaluation

Assignments:

- **Reading Journal 2**
 - Submit your Reading Journal reflection (using the Journal Template document provided). Journal entries should be approximately 400-500 words in length, not including any quoted text. These are free-form entries for you to explore your own understanding of and musings on the assigned texts.
- **Forum 2: Case Study**
 - The cases for these assignments can be found in the [free e-book Case Studies in Higher Education Leadership and Management: An Instructional Tool](#) found on Lulu.com. Case 2: pp 63-65. Complete the tasks as outlined in each scenario. Submit your conclusions to the Forum Tool.
 - Respond to TWO of your peers.

Module 3

Purpose

In this module you will explore risk-taking and determination as leadership strengths in the private college sector.

Learning Outcomes

Upon completion of this module, you will be able to:

- Demonstrate an understanding of risk-taking within the private college sector;
- Identify strategies for leading through challenge; and,
- Identify why people follow, and why people should follow you.

Learning Resources

Required Resources

- Kouzes, J. M., & Posner, B. Z. (2012). *The leadership challenge: How to make extraordinary things happen in organizations* (5th Ed.). San Francisco: Jossey- Bass. (Practice 3: Challenge the Process, 155-212)
- Rath, T. & Conchie, B. (2008). *Strengths-based leadership: Great leaders, teams, and why people follow*. New York: Gallup Press. (Part III)
- Govindarajan, V. (2016). *The three box solution: A strategy for leading innovation*. Harvard Business Review Press. (pp. 1-34)
- Wedell-Wedellsborg, T. (2017, January-February). *Are you solving the right problems? Reframing them can reveal unexpected solutions*. Harvard Business Review.

Learning Evaluation

Assignments:

- **Reading Journal 3**
 - Submit your Reading Journal reflection (using the Journal Template document provided). Journal entries should be approximately 400-500 words in length, not including any quoted text. These are free-form entries for you to explore your own understanding of and musings on the assigned texts.
- **Leadership Audit Assignment**
 - For this assignment, you will interview at least two private college leaders. Interviews should focus on general leadership style as well as a response to a particular challenge at their institution. With the data you gather in these interviews, you will conduct an audit of their leadership styles, to include analysis, critique, recommendations, as well as ties to course readings. Additionally, this audit should include an analysis of similarities and differences between the two leadership styles. This essay should be six to eight pages in length.

Module 4

Purpose

In this module you will work to articulate your values and why they call you to leadership in a private college.

Learning Outcomes

Upon completion of this module, you will be able to:

- Articulate your leadership values; and,
- Reflect upon how those values inspire your leadership within a private college.

Learning Resources

Required Resources

- Kouzes, J. M., & Posner, B. Z. (2012). *The leadership challenge: How to make extraordinary things happen in organizations* (5th Ed.). San Francisco: Jossey- Bass. (1-154)
- McNair, T. B., Albertine, S., Cooper, M. A., McDonald, N., Major, T., Jr. (2016). *Becoming a student-ready college: A new culture of leadership for student success*. San Francisco: Jossey-Bass. (Chapter 1 and 2)
- Morrill, R. L. (2010). *Strategic leadership: Integrating strategy and leadership in colleges and universities*. Lanham, MD: Rowman & Littlefield Publishers. (Chapter 7)
- Wall, A. E., & BaileyShea, C. (2011). [Case studies in higher education leadership and management: An instructional tool](#). Lulu.com. (pp 7-10)

Learning Evaluation

Assignments:

- **Reading Journal 4**
 - Submit your Reading Journal reflection (using the Journal Template document provided). Journal entries should be approximately 400-500 words in length, not including any quoted text. These are free-form entries for you to explore your own understanding of and musings on the assigned texts.
 - **Forum 4: Case Study**
 - The cases for these assignments can be found in the [free e-book Case Studies in Higher Education Leadership and Management: An Instructional Tool](#) found on Lulu.com. Case 4: pp 7-10. Complete the tasks as outlined in each scenario. Submit your conclusions to the Forum Tool.
 - Respond to TWO of your peers.
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Module 5

Purpose

In this module you will examine leadership from diverse perspectives.

Learning Outcomes

Upon completion of this module, you will be able to:

- Observe the effectiveness of leadership styles for leaders with various identities and backgrounds; and,
- Identify leadership traits from diverse perspectives.

Learning Resources

Required Resources

- Kezar, A. (2000). Pluralistic leadership: Incorporating diverse voices. *Journal of Higher Education*, 71(6): 722-743.
- Schein, E. (2016). *Organizational culture and leadership* (5th Ed.). San Francisco: Jossey-Bass. (pp. 1-16, 181-232)
- Enke, K. A. E. (2014). Identities, intentionality and institutional fit: Perceptions of senior women administrators at liberal arts colleges in the Upper Midwestern USA. *Higher Education Research & Development*, 33(1): 100-113.
- Longman, K. A., & Madsen, S. R. (2004). *Women and Leadership in Higher Education*. Charlotte, NC: Information Age Publishing. (pp. 189-195, 213-225)

Learning Evaluation

Assignments:

- **Reading Journal 5**
 - Submit your Reading Journal reflection (using the Journal Template document provided). Journal entries should be approximately 400-500 words in length, not including any quoted text. These are free-form entries for you to explore your own understanding of and musings on the assigned texts.
- **Final Paper Feedback**
 - In a Flipgrid Post, provide a 3 minute summary outlining your plans for your final paper.
 - Post substantive feedback to TWO (2) peers.

Module 6

Purpose

In this module you will explore collaborative leadership: building trust, facilitating relationships, developing competence, and nurturing mutual respect.

Learning Outcomes

Upon completion of this module, you will be able to:

- Demonstrate an understanding of collaborative leadership and its power to inspire and empower others; and,
- Demonstrate an understanding of building effective teams.

Learning Resources

Required Resources

- Kouzes, J. M., & Posner, B. Z. (2012). *The leadership challenge: How to make extraordinary things happen in organizations* (5th Ed.). San Francisco: Jossey- Bass. (p 213-270)
- Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. San Francisco: Jossey-Bass. (All)
- Wall, A. E., & BaileyShea, C. (2011). [Case studies in higher education leadership and management: An instructional tool](#). Lulu.com. (pp 47-49)

Learning Evaluation

Assignments:

- **Reading Journal 6**
 - Submit your Reading Journal reflection (using the Journal Template document provided). Journal entries should be approximately 400-500 words in length, not including any quoted text. These are free-form entries for you to explore your own understanding of and musings on the assigned texts.
- **Forum 6: Case Study**
 - The cases for these assignments can be found in the [free e-book Case Studies in Higher Education Leadership and Management: An Instructional Tool](#) found on Lulu.com. Case 6: pp 47-49. Complete the tasks as outlined in each scenario. Submit your conclusions to the Forum Tool.

- Respond to TWO of your peers.
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Module 7

Purpose

In this module we consider the importance of the following in leadership: sensemaking, self-reflection, and ongoing learning. You will synthesize your philosophy of leadership based on your strengths, leadership style, and course content

Learning Outcomes

Upon completion of this module, you will be able to:

- Articulate your leadership epistemology; and
- Demonstrate an understanding of leadership in action.

Learning Resources

Required Resources

- Bolman, L. G., & Gallos, J. V. (2011). Reframing academic leadership. San Francisco: Jossey Bass. (Part I: Leadership Epistemology)
- Bolman, L. G., & Deal, T. E. (2011). Leading with soul: An uncommon journey of spirit (Vol. 381). John Wiley & Sons. (All)
- Wall, A. E., & BaileyShea, C. (2011). [Case studies in higher education leadership and management: An instructional tool](#). Lulu.com. (pp 87-90)

Learning Evaluation

Assignments:

- **Reading Journal 7**
 - Submit your Reading Journal reflection (using the Journal Template document provided). Journal entries should be approximately 400-500 words in length, not including any quoted text. These are free-form entries for you to explore your own understanding of and musings on the assigned texts.
- **Forum 7: Case Study**
 - The cases for these assignments can be found in the [free e-book Case Studies in Higher Education Leadership and Management: An Instructional Tool](#) found on Lulu.com. Case 7: pp 87-90. Complete the tasks as outlined in each scenario. Submit your conclusions to the Forum Tool.

- Respond to TWO of your peers.
- **Leadership Philosophy**
 - In this essay, you will discuss how you see your strengths relating to your leadership style, based on what you learn from reading Rath and Conchie (2008) and from our class discussions about strengths and leadership. Use examples from the text as well as from your own experiences to support your claims about how your strengths are embodied in your leadership style. Synthesize your learning from the course into an essay that outlines your philosophy of leadership. You will incorporate concepts from the class to showcase your approach to leadership within the private college setting. This essay should be eight to ten (8-10) pages in length.

Journal TEMPLATE

Instructions

Each week, you should work to tie your readings together and synthesize the information. Use the left-hand **Reading** column of each table to document quotes or main ideas from the readings that you want to tie together. Use the right-hand **Response** column to tie these ideas together.

[Module 1](#) [Module 2](#)
[Module 3](#) [Module 4](#)
[Module 5](#) [Module 6](#)
[Module 7](#)

Module 1

Reading	Response

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Module 2

Reading	Response

Module 3

Reading	Response

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Module 4

Reading	Response

Module 5

Reading	Response

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Module 6

Reading	Response

Module 7

Reading	Response



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