



*The Shaping of an Effective Leader: Eight Formative Principles of Leadership*  
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## University President Delivers Formative Principles on Leadership

When Gayle Beebe, president of Westmont College in Santa Barbara, California, accepted his first major leadership position in 1985, he struggled to understand his work: “There were few defined expectations. Nobody told me how to approach my job or how to manage myself in fulfilling these responsibilities. There were no instructions on when to go to bed, how to manage my time or who I should hire. Despite attending one of the finest graduate schools in the country, I had not taken a single class in how to run an organization, build a budget or develop a strategic plan.”

When someone gave him a copy of *The Effective Executive* by Peter Drucker, Dr. Beebe was hooked. Five years later, he moved to study under Drucker, pursuing a Ph.D. in religion by day and an M.B.A. by night. The result was the beginning of a leadership philosophy that “honors the individual leader while insisting that the ultimate measurement of a leader’s success is the contribution he or she makes to the broader purposes of an organization.”

Drawing on the influence of Drucker and other mentors—including spiritual formation expert Richard Foster and University of Southern California president Dr. Steve Sample—as well as his own years of experience as a dean, department chair and college president, Dr. Beebe lays out the eight principles of effective leadership, principles grounded in both character and competency that are developed over time.

“Character is the foundation of all leadership responsibilities,” Beebe writes. “Threshold competencies, built on our character, determine enduring effectiveness. . . . A moral leader can only be effective if he or she has the competency to manage all the other levels of the organization.”

In the book’s foreword, Steve Forbes, president and chief executive officer of Forbes as well as editor-in-chief of *Forbes* magazine, recognizes the distinct contribution Dr. Beebe’s insight makes to leadership development: “Gayle Beebe’s book is valuable precisely because it discusses how effective and moral leaders develop. . . . [He] wonderfully applies the insights of Peter Drucker, his former professor and the father of modern management theories.”

# BIO

## AUTHOR BIOGRAPHY



*Dr. Gayle D. Beebe,  
Ph.D., President,  
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**Gayle D. Beebe** (Ph.D., Claremont Graduate University) is president of Westmont College in Santa Barbara, California, a nationally ranked liberal arts college with a specific focus on high-quality undergraduate education. Dr. Beebe assumed the leadership of Westmont in 2007 after serving as president of Spring Arbor University in Michigan for seven years. His inauguration at Westmont featured speeches by Steve Forbes, chief executive officer of Forbes, and Dr. Steve Sample, president of the University of Southern California.

During the past eighteen years, Dr. Beebe has led strategic planning projects at three institutions: Westmont, Spring Arbor and Azusa Pacific University, where he served as dean of the school of theology. Under his leadership, Spring Arbor was named a top-tier university by *U.S. News & World Report*. Prior to becoming a university president, Dr. Beebe also served as a director and department chair and has held leadership positions in several nonprofit organizations.

Dr. Beebe earned his bachelor's degree at George Fox University in Oregon and holds three master's degrees: an M.Div. from Princeton Theological Seminary, a degree in philosophy of religion and theology from Claremont Graduate University, and a degree in business administration in strategic management from the Peter F. Drucker School at Claremont Graduate University.

Dr. Beebe has published numerous articles and is the author of several books including *Longing for God: Seven Paths of Christian Devotion*, which he coauthored with Richard Foster. He also spent five years working with Foster, Dallas Willard, Lynda Graybeal and Thomas Oden to produce the acclaimed *Renovaré Spiritual Formation Bible*.

Dr. Beebe and his wife, Pam, along with their three children, enjoy living in the Santa Barbara community.