Dear Applicant:

Thank you for your interest in being a part of the Center for Leadership. The Center for Leadership Team is comprised of students who play an integral role in defining and shaping leadership education at Elon University. This premier leadership experience will allow you to gain personal and professional skills to use both at Elon and beyond. The Center for Leadership Team consists of three student Directors and seven Coordinators, who are supervised by Professional Staff members.

In this packet you will find a description for each available leadership position, an application cover sheet, and application questions. *A complete application (pages 12 & 13), professional resume with cover letter, and personal interview are required to apply.*

If you are applying for the Director position, you must submit your written application by **Friday, October 21st by 5:00pm to the Center for Leadership** and sign up for an interview. Interviews for Directors will be conducted on **Monday and Tuesday, October 24th and 25th**. Director applicants will be notified on **Wednesday, October 26th**.

If you are applying for a Coordinator position, you must submit your written application by **Friday, October 28th by 5:00pm to the Center for Leadership** and sign up for an interview. Interviews will be conducted **Monday through Thursday October 31st – November 3rd**. Coordinator applicants will be notified on **Friday November 4th**.

All positions on the CFL Team are interrelated and equally important. For this reason, we ask that you make the Center for Leadership Team a priority as you consider applying. Please reserve the dates listed on the following page and note that listed responsibilities are subject to change.

Yours in Leadership,

**Dana Carnes**  
Interim Director, Center for Leadership

**Michael Spencer**  
Interim Assistant Director, Center for Leadership

**Elizabeth Beavers**  
Graduate Assistant, Center for Leadership
Center for Leadership Team Overview

The Center for Leadership (CFL) Team is comprised of engaged, advanced student leaders responsible for coordinating programs and initiatives offered through the Center for Leadership. These programs and initiatives include: the Leadership Education and Development (LEAD) Program, the Isabella Cannon Leadership Fellows Program, Student Organization Development, CFL Marketing, the Intersect: Diversity and Leadership Conference, and the Alamance Youth Leadership Academy (AYLA). The Center for Leadership Team consists of three student Directors and seven Coordinators, which are supervised by Center for Leadership Professional Staff members. The available positions are listed below and described in detail on the following pages. All students begin transition in November, start fulfilling responsibilities over Winter Term 2017, and are fully emerged in the position during Spring 2017 and Fall 2017. All students will receive a stipend, to be paid on a monthly basis, for their contributions to the Center for Leadership.

This premiere leadership experience will allow you to gain personal and professional skills to use both at Elon and beyond. As a result of being involved in our programs, The Center for Leadership aims to help students graduate with a great leadership self-efficacy, the desire and ability to work collaboratively within diverse communities of people, as well as have the confidence and competence to put innovative ideas into action for positive change. Listed below are key learning outcomes that all CFL Team members will develop and strengthen through their experience:

- Articulate personalized leadership definition
- Apply personal values, passions, and interests
- Model ethical behavior and integrity
- Demonstrate flexibility
- Value others’ perspectives
- Communicate effectively
- Respond to group dynamics

2017 Center for Leadership Professional Staff and Team Structure
Application, Selection, and Transition Timeline

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time Details</th>
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</thead>
<tbody>
<tr>
<td>Applications Available</td>
<td>Thursday October 13&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
<tr>
<td>Director Applications Due</td>
<td>Friday, October 21&lt;sup&gt;st&lt;/sup&gt;, delivered to the CFL by 5:00pm</td>
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<tr>
<td>Director Interviews</td>
<td>Monday and Tuesday October 24&lt;sup&gt;th&lt;/sup&gt; and 25&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Director Decisions</td>
<td>Wednesday, October 26&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Director Acceptance</td>
<td>Friday, October 28&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Coordinator Applications Due</td>
<td>Friday, October 28&lt;sup&gt;th&lt;/sup&gt;, delivered to the CFL by 5:00pm</td>
</tr>
<tr>
<td>Coordinator Interviews</td>
<td>Monday-Thursday October 31&lt;sup&gt;st&lt;/sup&gt;-November 3&lt;sup&gt;rd&lt;/sup&gt;</td>
</tr>
<tr>
<td>Coordinator Decisions</td>
<td>Friday, November 4&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Coordinator Acceptance</td>
<td>Monday, November 7&lt;sup&gt;th&lt;/sup&gt;</td>
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</tbody>
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Fall and Winter Term Transition

Joint Transition Meeting          | Tuesday, November 15<sup>th</sup> 4:15-5:30pm in Moseley Center Ward Octagon |
Joint Transition Meeting          | Tuesday, November 29<sup>th</sup> 4:15-5:30pm in Moseley Center Ward Octagon |
These transitions meetings include the outgoing 2016 CFL Team and the newly hired 2017 CFL Team. This is an opportunity to meet and learn from the student who is currently in the role and to assist in your transition.

1/1 Transition Meetings          | Two meetings scheduled with your predecessor(s)                                  |
In addition to joint transition meetings, we ask that you schedule at least two 1/1 transition meetings with your predecessor(s). This meeting will allow you to review materials, ask questions, and receive necessary transition documents pertinent to your position and responsibilities. We suggest one meeting prior to the end of Fall semester and one meeting during Winter Term. If Winter Term is not possible, we suggest either both meetings in Fall or one in Fall, one at beginning of Spring.

Winter Term 2017                 | Students who are on campus will begin their roles                               |
WT CFL Team Meeting              | Wednesday, January 11<sup>th</sup> 11:45am-12:45pm, location TBD                |
WT CFL Team Meeting              | Wednesday, January 18<sup>th</sup> 11:45am-12:45pm, location TBD                |

Spring 2017 Commitments

CFL Team Retreat                 | Friday-Sunday February 3<sup>rd</sup>-5<sup>th</sup> (off campus, overnight retreat) |
CFL Team Meetings                | Tuesday meetings, 4:15-5:30pm in Ward Octagon beginning January 31<sup>st</sup> |
1/1 Meetings                    | Weekly 1/1 meetings with your CFL Pro Staff and CFL Director, TBD               |

Fall 2017 Commitments

CFL Planning Week                | Saturday August 19<sup>th</sup>-Friday August 25<sup>th</sup>                   |
The CFL Team arrives on campus a week prior to Move-in Day. This week is intended to prepare for the semester. You will move in early to campus housing and all meals will be provided. This week focuses on goal setting, planning, and execution while also reconnecting and spending time together; students are expected to devote their time during this week to the CFL Team. **Please Note** CFL Planning Week occurs simultaneously with OL Training and Move-in Day, therefore it is not recommended to consider applying for both leadership positions.
CFL Team Meetings                | Tuesday meetings, 4:15-5:30pm in Ward Octagon beginning August 29<sup>th</sup> |
1/1 Meetings                    | Weekly 1/1 meetings with your CFL Pro Staff and CFL Director, TBD               |
Center for Leadership Team Directors

The Center for Leadership Team Director positions are premiere leadership opportunities available to students who have been extensively involved in the Center for Leadership and are looking to deepen their experience. All Team Directors are directly supervised by CFL Professional Staff member. Additionally, all Team Directors directly supervise at least one CFL Team Coordinator (see 2017 CFL Professional Staff and Team Structure on page 2).

The available positions include Outreach Director, LEAD Director, and Fellows Director.

Through this leadership role, the CFL Team Directors will enhance their understanding of leadership and develop skills related to:

- Working with a diverse group of student leaders
- Planning events and organizational management
- Serving as a mentor and developing the leadership skills of others

Additionally, the CFL Team Directors will:

- Collaborate to oversee the CFL Team
- Serve as a mentor and resource for all members of the CFL Team
- Collaborate to plan and facilitate CFL Team weekly meetings, CFL Team retreats, and CFL Planning Week
- Meet weekly with the CFL professional staff members
- With CFL Professional Staff members, provide supervision and mentorship for respective Coordinator(s)
- Act as a student representative for requested outreach opportunities (e.g., Admissions events, student panels, etc.)
- Support other CFL leadership programs and initiatives, as you are able
- Complete an end of year review and prepare a transition report for the incoming Directors
- Strategically recruit and select the 2018 CFL Team

Directors will average 10 hours per week to successfully accomplish the aforementioned responsibilities. Busy periods of time may vary due to the nature of the leadership position; to support this, all Directors will work with their CFL Professional Staff member to identify peak times of the year while also identifying when flexibility is needed and appropriate. Directors will receive a stipend for their leadership contributions to be paid on a monthly basis.
Outreach Director

The Outreach Director works with a team of student leaders to engage Center for Leadership outreach and engagement in leadership opportunities available for all Elon students. The Outreach Director will supervise students work with student organization development, the Intersect Conference, marketing, and additional special events. With CFL professional staff, the Outreach Director will work to connect as many students to the Center for Leadership who are not already engaged in existing programs and initiatives.

In addition to responsibilities listed above, the Outreach Director will:

- Serve as a student representative on the Student Life Committee
- Provide support and mentorship to Organization Development Coordinator, Marketing Coordinator, and Intersect Coordinator
- Meet weekly with Organization Development Coordinator
- Attend Organization Development workshops, retreats, and events
- Work with Organization Development Coordinator to identify and provide assistance to organizations with leadership needs
- Promote CFL organization development resources
- Review weekly organization development email update and provide feedback and guidance
- Meet weekly with Marketing Coordinator
- Provide feedback and guidance for marketing initiatives and projects
- Ensure marketing materials are submitted by specified deadlines
- Meet weekly with Intersect Coordinator
- Provide support and assistance during the Intersect Conference
LEAD Program Director

The LEAD Program Director works with the LEAD Program Coordinators to facilitate all components of the Leadership Education and Development (LEAD) Program. This position will act as the student representative of the LEAD Program on Phoenix Connect, student events, and information sessions. This position will work closely with the Assistant Director of the Center for Leadership to maintain the vision of the LEAD Program.

In addition to responsibilities listed above, the LEAD Program Director will:
- Actively participate in the LEAD Program
- Meet weekly with the LEAD Coordinators and facilitate weekly LEAD Team meetings
- Support LEAD Coordinators as they execute the LEAD Program
- Attend LEAD events and provide feedback and insight
- Continue to update and manage LEAD Program workshop and retreat curriculum
- Oversee the distribution of the CFL Weekly Email
- With CFL Professional Staff, facilitate leadership mentor workshops for faculty and staff
- With the LEAD Content Coordinator, plan and execute the LEAD Capstone Presentation event (April 2017)
- With the LEAD Content Director, create the LEAD workshop calendar and confirm workshop dates and times with faculty and staff workshop presenters
- With the LEAD Community Coordinator, plan and execute Tier Teams Reveal (September 2017) and Cannon Celebration (first Tuesday of May 2017)
Leadership Fellows Director

The Leadership Fellows Director works with a team of student leaders (Cannon Committee and CFL Team) to enhance leadership engagement within the Fellows program, support the developmental and educational goals of group members, and serve an integral role in the recruitment and orientation of the next class of Fellows.

In addition to responsibilities listed above, the Fellows Director will:

- Meet weekly with the AYLA Coordinator
- Support the AYLA Coordinator as they execute their program
- Recruit Fellows to serve on the Cannon Committee, ensuring all cohorts are represented
- Schedule and coordinate bi-weekly meetings with Cannon Committee
- Coordinate programs that foster a sense of community
- Create opportunities for interaction between Fellows classes, including but not limited to Monthly Forums and Cannon Cup
- Plan monthly Senior Capstone Dinners
- Schedule and coordinate Fellows Advisory Board meetings with Fellows (at risk of being placed) on probation

Specifically related to the first-year Fellows, the Community Director will work with the Cannon Committee to:

- Coordinate and plan the Leadership Fellows Interview Weekend (held March 2017)
- Participate in selection of the prospective Fellows - in Spring 2017, selecting the Class of 2021 Leadership Fellows; in Fall 2017, selecting the Class of 2021 lateral Leadership Fellows
- Recruit two Fellows to serve first-year mentors for the Class of 2021, fulfilling the roles of Elon 101 Teaching Assistants (TAs) and Orientation Leaders (OLs)
- Contact the selected Leadership Fellows and update them about early arrival and orientation activities during Summer 2017
- With the CFL Director and first-year mentors, facilitate early move-in and orientation activities for the first-year Fellows in August 2017
- Collaborate with the first-year mentors to plan the Fall 2017 and Winter 2017 retreats
- Assist the AYLA Coordinator in supporting the first-year Fellows with their monthly AYLA Institutes
- Work with the first-year mentors, cohort faculty mentor, Global professor, and Director of the Center for Leadership to ensure the progression of the program and immersion to Elon.
Center for Leadership Team Coordinators

The Center for Leadership Coordinators are students who are looking to further develop leadership skills and abilities while also contributing to the overall success of CFL programs and initiatives. All CFL Coordinators report to a CFL Team Director and a CFL Professional Staff Member (see 2017 CFL Professional Staff and Team Structure on page 2).

The available positions include LEAD Coordinator (3), Organization Development Coordinator, Marketing Coordinator, and Intersect Coordinator.

The Center for Leadership Coordinators will:

- Meet weekly as a CFL Team
- Meet weekly with CFL Director and CFL Professional Staff members
- Act as a student representative for requested outreach opportunities, such as Admissions events, student panels, etc.
- Support other CFL leadership programs and initiatives, as you are able
- Complete an end of year review and prepare a transition report for the incoming Coordinators

Coordinators will average 6-8 hours per week to successfully accomplish the aforementioned responsibilities. Busy periods of time may vary due to the nature of the leadership position; to support this, all Coordinators will work with their CFL Team Director and CFL Professional Staff member to identify peak times of the year while also identifying when flexibility is needed and appropriate. Coordinators will receive a stipend for their leadership contributions to be paid on a monthly basis.

LEAD Communications Coordinator

The LEAD Communications Coordinator will support students through their completion of the program and monitor their progress to ensure that students complete the program’s requirements. This Coordinator will create and distribute resources to students to support their LEAD progress. Additionally, this position requires significantly developed written and oral communication skills to ensure they are effectively conveying necessary information about LEAD participation.

In addition to responsibilities listed above, the LEAD Communications Coordinator will:

- Actively participate in the LEAD Program
- Communicate with LEAD members via lead@elon.edu to answer any questions
- Meet individually with LEAD members to address any questions
- Send monthly progress reports to members of each Tier
- Present at LEAD Information sessions
- Host walk-in opportunities for students to come to the CFL for LEAD Program information
- Recruit first-year students at the Fall and Spring organization fairs
- With the LEAD Content Coordinator, guide students through the process of identifying a leadership mentor and facilitate the optional leadership mentor workshop
- Oversee Phoenix Connect activity and completion
LEAD Community Coordinator

The LEAD Community Coordinator will build community within each of LEAD’s Tiers to increase a student’s sense of belonging to the program. This Coordinator will create events and initiatives for first-years through Tier Teams and plan full LEAD events, including Cannon Celebration.

In addition to responsibilities listed above, the LEAD Community Coordinator will:

- Actively participate in the LEAD Program
- Plan LEAD-sponsored community events, such as tailgates, barbeques, and study breaks
- Recruit and train Tier Team Captains
- Supervise the Tier Teams program and Tier Team Captains
- Communicate with Tier Team Captains and Tier I students in Tier Teams
- Manage points for Tier Teams competition
- Plan Tier Teams Reveal (September 2017)
- With the LEAD Program Director, plan and execute Cannon Celebration (first Tuesday of May 2017)
- Monitor LEAD community through data collection (e.g., surveys, focus groups, etc.)

LEAD Content Coordinator

The LEAD Content Coordinator will oversee participants’ learning to ensure that students are receiving enriched leadership education and development. This Coordinator will evaluate students’ reflections and contribute to LEAD curriculum by planning the Tier II Retreats and meeting with workshop presenters.

In addition to responsibilities listed above, the LEAD Content Coordinator will:

- Actively participate in the LEAD Program
- Develop LEAD Program workshop calendar
- Plan, execute, and facilitate Tier II Retreat
- Review Tier II/III reflection blogs
- With the LEAD Program Director, plan and execute the LEAD Capstone Presentation event (April 2017)
- With the LEAD Program Director, create the LEAD workshop calendar and confirm workshop dates and times with faculty and staff workshop presenters
- Serve as the primary contact person for faculty and staff workshop presenters
- Delegate tasks to PACE Students to prepare weekly workshop materials and communicate with workshop presenters
- Schedule and run workshop presenter meetings (once per semester)
- Coordinate and train room monitors
- Organize icebreakers for LEAD workshops
- With the LEAD Communications Coordinator, guide students through the process of identifying a leadership mentor and facilitate the optional leadership mentor workshop
Organization Development Coordinator

The Organization Development Coordinator will be responsible for providing resources, consulting, leadership development, and opportunities for collaboration to student organization leaders and members. This leadership position allows for peer-to-peer facilitation experience, effecting organizational and systemic change.

In addition to responsibilities listed above, the Organizational Development Coordinator will:

- Create and implement large-scale opportunities for student organization presidents to collaborate
- Consult with current student organizations on different areas of improvement such as member retention, team building, etc.
- Create and implement monthly opportunities for student organization members to gain leadership development skills and tools to apply to their organizations
- Compose and distribute a weekly email update for student organization presidents and advisors
- Meet with Outreach Director, professional staff, and CFL Team weekly

Marketing Coordinator

The Marketing Coordinator will creatively design content, such as fliers, graphics, and brochures, maintain and enhance the CFL’s brand identity and advertise events, programs, and workshops. The Coordinator will create messaging to tell the story of the Center, attract students, and share resources.

In addition to responsibilities listed above, the Marketing Coordinator will:

- Maintain and update the social media presence of the CFL
- Maintain and update the CFL website
- Publish Center for Leadership Blog
- Collaborate with CFL Team to create marketing materials and campaigns for events and programming
- Brainstorm and execute marketing strategies for events and programming
- Develop and implement Center for Leadership marketing with Digital Boards, table tents, t-shirt designs, flyers, postcards, etc.
- Ensure brand consistency among phase materials

**Please Note: Applicants for the Marketing Coordinator should provide the Center for Leadership with a brief portfolio (either physical or digital) of their work. This can be dropped off in the Center for Leadership or emailed to lead@elon.edu**
Intersect Conference Coordinator

The Intersect Conference Coordinator will collaborate with the Center for Race, Ethnicity, and Diversity Education (CREDE) Intersect Director to plan and execute the Intersect Diversity and Leadership Conference. This leadership position involves incorporating social justice values into demonstrated leadership in an effort to inform Elon students about oppression, power, privilege, and change.

In addition to responsibilities listed above, the Intersect Conference Coordinator will:

- Work in an equal partnership with the CREDE Intersect Director
- Shadow and attend Fall 2016 (November 4th-5th) Intersect Conference
- Review committee applications and assemble the Intersect Conference Planning Committee
- Co-supervise the Intersect Conference Planning Committee and conference logistics
- Plan weekly meetings with Intersect Conference Planning Committee
- Plan at least three mini-retreat planning sessions with the Intersect Conference Planning Committee (typically once per month on either a Saturday or Sunday)
- Create and review Intersect Conference evaluations
- Plan and execute two-day Intersect: Diversity & Leadership Conference (Fall 2017)
2017 CFL Team Application

Director Applications – due Wednesday October 19th by 11:00am to the Center for Leadership
Coordinator Applications – due Friday, October 28th by 5:00pm to the Center for Leadership

A complete application (pages 12 & 13), professional resume with cover letter, and personal interview are required to apply.

Name: ____________________________  Year at Elon: ____________________________

Position(s) for which you are applying (in order of preference):
1. ____________
2. ____________
3. ____________

Campus Box: ________  Cell Phone: _______________  Email: _________________________

Reference:
Please list one on-campus reference who can speak to your ability to be a contributing member of the Center for Leadership Team. This person must work outside the Center for Leadership.

Name: ____________________________  Email: ____________________________

Relationship: ____________________________

Will you be here for Winter Term?  Yes | No
Are you in the LEAD Program? If so, which Tier?  Yes | No  Circle: Tier I  Tier II  Tier III
Short Answer Questions

Answer the questions below, paying attention to the specifications indicated for each question. Please review the dedication to the team. When you have completed all the necessary information, submit your typed application and professional resume with cover letter to the Center for Leadership. If you have any questions, please contact Dana Carnes, Interim Director for the Center for Leadership (dcaranes@elon.edu).

Please keep each answer under a ½ page single space as a guideline.

**Please Note: Applicants for the Marketing Coordinator should provide the Center for Leadership with a brief portfolio (either physical or digital) of their work. This can be dropped off in the Center for Leadership or emailed to lead@elon.edu**

1. What strengths and/or skill sets are you bringing to the position(s) for which you are applying?

2. Describe an influential leadership experience you have had and discuss what you learned from the experience. How will you apply this knowledge in your position?

3. **New Applicants:** Why are you applying to be a part of the Center for Leadership Team?  
   **Returning Applicants:** Why are you applying to continue as a part of the Center for Leadership Team?

4. Based on the position(s) you are applying for, please answer the following questions:
   4a) **Outreach Director, Organization Development, Marketing, and Intersect Coordinator:** What ideas do you have to reach out to students who are not already affiliated with the Center for Leadership?
   4b) **LEAD Director and Coordinators:** Why did you choose to be a part of the LEAD Program? What ideas do you have to retain more members in LEAD?
   4c) **Fellows Director:** What ideas do you have to engage lateral Fellows and integrate them into the first-year cohort? How do you see the Fellows program progressing in the future?