The Center for Leadership

Tier I: Leading the Self
The Center for Leadership Mission
Elon students will graduate with strong self-efficacy, the desire and ability to work collaboratively within diverse communities of people, and have the confidence and competence to put innovative ideas into action for positive change.

Overview of the LEAD Program
The Leadership Education and Development (LEAD) Program is a three tier self-paced program open to all students. Tier I, Leading the Self, explores personal foundations of leadership and establishing one’s self as an authentic leader. Tier II, Leading with Others, focuses on civic responsibility, group dynamics, and cultural awareness and appreciation. Tier III, Leading for Change, is a culmination of a student’s leadership experience through immersion in positive social change.

Students who complete Tiers I and II will earn a leadership certificate. Following the completion of Tier II, students will be invited to further deepen their leadership experience and complete Tier III to receive the distinction of a Cannon Leader.

Students can begin the program at any point during their time at Elon and work at their own pace. It is recommended that Tier I be completed in one semester, Tier II in two semesters, and Tier III in at least two semesters. Requirements for Tier I are provided later in this packet.

Center for Leadership Learning Outcomes
Through Center for Leadership initiatives, you will develop necessary leadership skills and attributes, connect with students and professionals, and enrich your Elon experience. The learning outcomes below are what guide our initiatives and what we hope you will gain through the LEAD Program.

Through the LEAD Program, students will be able to:

- Demonstrate their personal foundations for leadership.
- Distinguish themselves as authentic leaders.
- Value their growth as leaders.
- Incorporate social justice values into their demonstrated leadership.
- Employ leadership skills in an interpersonal context.
- Affect organizational and systemic change.
- Manage change processes and systems.
**Tier I: Leading the Self**

All Elon students participate in the leadership process, either in formal leadership roles or as informal leaders and followers. The purpose of Tier I is to increase your awareness of the intentionality of the leadership process and your role within the process. By the end of Tier I, you will view yourself as an empowered individual who is prepared to lead others.

**Theoretical Groundwork**

The LEAD Program is grounded in leadership theories that have been created and utilized with college students. The Center for Leadership has intentionally utilized the Social Change Model of Leadership (HERI, 1996) and Authentic Leadership (George, 2003) to develop the workshops, reflections, and retreats that consist of the LEAD Program. If you are interested in learning more about the Social Change Model or Authentic Leadership, see a Center for Leadership staff member for more information.

**The Social Change Model of Leadership**

The Social Change Model of Leadership is the cornerstone of the LEAD Program. The Social Change Model believes that leadership is a values-based process whereby a leader must explore their individual values and collaborate with others in order to create positive social change for the community (HERI, 1996). As a LEAD Program participant, you will explore each component of the Social Change Model throughout the program.

Tier I, *Leading Self*, focuses on the individual values of **Consciousness of Self, Congruence, and Commitment**. Tier I allows you to learn more about yourself and how beliefs, values, feelings, and strengths influence your leadership.

Tier II, *Leading with Others*, focuses on the group values of **Collaboration, Common Purpose, and Controversy with Civility**. Tier II explores how you work with groups, understanding and dealing with conflict, and the concept of followership.

Finally, Tier III, *Leading for Change*, focuses on the society and community value of **Citizenship**. Tier III delves into how leadership can have a positive impact on the common good.
Authentic Leadership

In addition to the Social Change Model of Leadership, the LEAD Program utilizes Authentic Leadership (George, 2003). According to George, “leadership begins and ends with authenticity.” Authentic leaders genuinely strive to serve others by empowering the people they work with to make a difference (George, 2003). In order to become an authentic leader, one must develop their own leadership style, consistent with their personality, character, and values.

George proposes that authentic leaders demonstrate five qualities:

- Pursuing purpose with passion
- Practicing solid values
- Leading with heart
- Establishing enduring relationships
- Demonstrating self-discipline

Tier I Requirements

1. Attend the Elon Leader workshop

   The Elon Leader workshop will help you better understand your role and responsibility as a leader on Elon’s campus and community.

2. Complete StrengthsQuest

   StrengthsQuest is an inventory that helps individuals identify their talents for the purpose of building strengths. The premise of StrengthsQuest is that skills can be learned, knowledge can be obtained, however, talent – the key to strength and peak performance – must exist naturally within a person.

   All participants are asked to complete the online StrengthsQuest inventory before attending the Strengths workshop, where you will receive an interpretation of your results. These results will assist in the personal change process. If you do not complete the StrengthsQuest Inventory prior to the workshop you will be asked to reschedule for a later date.

   Once you sign up online for the Strengths workshop, you will receive an email from lead@elon.edu at least 48 hours prior to the Strengths workshop. This email will include directions on completing the StrengthsQuest Inventory. StrengthsQuest is a high-quality test provided for Tier I members free of charge.
3. **Attend the Strengths workshop or take PSY 368: Psychology of Leadership class**
   
The *Strengths workshop* focuses on teaching you to maximize your strengths and understand the different styles of leadership.

   **PSY 368: Psychology of Leadership** focuses on leadership behaviors and how they relate to organizational functioning and performance. You can find information to enroll in the course during registration.

4. **Attend the Response Ability workshop**
   
The *Response Ability workshop* provides a foundation for understanding the social phenomenon called “bystander behavior” and teaches you the necessary skills to intervene and live a virtuous life.

5. **Attend the Identity Mini-Retreat (3-hour)**
   
The *Identity Mini-Retreat* allows for the opportunity to engage in dialogue, reflection, and training in hopes to help you understand yourself and gain an insight into your privilege/oppression, prejudice, discrimination and stereotypes.

6. **Identify and meet with your leadership mentor at least once a semester and submit a reflection to Moodle**
   
   See below for more information.

7. **Complete at least 10 hours of community service and submit a reflection to Moodle**
   
   See below for more information.

8. **Complete the Tier I reflection questions and submit to Moodle**

   **Leadership Mentor**

   In Tier I, you are asked to identify a leadership mentor. Having a leadership mentor provides you with the opportunity to establish a mentoring relationship with an Elon faculty or professional staff member. We hope your leadership mentor challenges and supports your growth as a person and as a leader through mentorship, intellectual stimulation, and professional development. At the minimum, you are expected to meet with your mentor at least once a semester. However, monthly or more frequent meetings are highly encouraged to support your learning. These more frequent meetings, particularly informal meetings over coffee or a meal in a dining hall, could result in deeper learning opportunities. If you are having difficulty determining who you should ask to be your leadership mentor, contact lead@elon.edu for assistance. **After meeting with your leadership mentor, please submit your reflection on Moodle.**
Community Service

In accordance with Elon's mission, the Center for Leadership staff believes it is critical for you to experience and participate in community service. Service, like leadership, is living and ever-changing. It is a process as well as an exchange between yourself, others, and society. Our belief is that service is a transformational act that works to make a positive change for the common good. We ask you to participate in community service to help others and practice leadership. You are free to participate in community service independently or attend a LEAD-organized community service event. Head to the Kernodle Center for Service Learning and Civic Engagement for volunteer opportunities! After volunteering, please submit your reflection on Moodle. Your reflection may include multiple submissions of service hours from different service locations and organizations in order to complete the 10 hour expectation.

Communication

A part of learning leadership is the practice of effective communication and as result we have high expectations of each of you to keep your LEAD Program Student Directors informed with any issues, concerns, or questions. We promise to keep you involved and connected with the LEAD Program through open communication lines. Our main source of communication will be from the Center for Leadership weekly emails that are sent on Sunday evenings. These emails contain important information on upcoming events and reminders for LEAD requirements. Additionally, the LEAD Program relies on Moodle to centralize information and keep track of your progress. It is necessary for you to utilize Moodle as a primary resource. Should you need to contact your LEAD Program Student Director, email lead@elon.edu or stop by the Center for Leadership.

Moving On

After completing Tier I requirements you are able and encouraged to continue to Tier II. Tier II focuses on Leading with Others. At this time, the LEAD Program Student Directors will email you, congratulating you on your success of Tier I, invite you to our LEAD Program Closing Ceremonies, and provide you with the Tier II packet explaining all requirements and guidelines.

Equal Opportunity and Statement of Non-Discrimination

Elon University does not discriminate on the basis of age, race, color, creed, sex, national or ethnic origin, disability, sexual orientation, gender identity or veteran status in the recruitment and admission of students, the recruitment and employment of faculty and staff, or the operation of any of its programs. If you are a student with a documented disability who will require accommodations in this course, please register with Disabilities Services in the Duke Building, Room 108 (336-278-6500), for assistance in developing a plan to address your academic needs.
## Tier I Calendar – Fall 2015

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<tr>
<th>September Workshops</th>
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<td>Monday, September 14&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>Tuesday, November 3&lt;sup&gt;rd&lt;/sup&gt;</td>
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<tr>
<td>Elon Leader</td>
<td>Identity Mini-Retreat</td>
<td>Identifying Your Leadership Mentor</td>
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<td>Daniel Commons 117</td>
<td>McBride Gathering Space</td>
<td>Moseley 103, Oak Room</td>
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<td><strong>Thursday, September 24&lt;sup&gt;th&lt;/sup&gt;</strong></td>
<td><strong>Monday, October 5&lt;sup&gt;th&lt;/sup&gt;</strong></td>
<td><strong>Wednesday, November 4&lt;sup&gt;th&lt;/sup&gt;</strong></td>
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<td><strong>Wednesday, November 11&lt;sup&gt;th&lt;/sup&gt;</strong></td>
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<td><strong>Monday, November 16&lt;sup&gt;th&lt;/sup&gt;</strong></td>
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**Opening Ceremonies** – Sunday, September 6<sup>th</sup> at 2:00pm in McKinnon E & F

**Tier Teams Reveal** – Wednesday, September 9<sup>th</sup> at 8:00pm in McKinnon E & F