Elon University Center for Leadership
Tier II: Leading with Others
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 II: Leading with Others
All Elon students participate in the leadership process, either in formal leadership roles, or as informal leaders and followers. The purpose of Tier II is to develop your ability to effectively work with groups and communities, gain a stronger understanding of peoples’ perspectives and differences, and learn the power of collaboration. By the end of Tier II, you will be an influential leader amongst your peers, having the ability to work effectively with others. Upon completion of Tier II, you will earn a leadership certificate and be invited to begin Tier III.

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 II Requirements:
1. Attend the Inclusive Leadership workshop
The Inclusive Leadership workshop prepares you to capitalize on your individual strengths and identities to ensure that your groups and communities are diverse and representative of all identities.

2. Attend the Highly Effective Teams workshop
The Highly Effective Teams workshop helps you understand the stages of group formation and awareness of the critical elements associated with high performing, high achieving groups and teams.

3. Attend the Leading with Integrity workshop
The Leading with Integrity workshop will help put your beliefs into action and teach you the importance of ethical decision making. It will be an interactive workshop that will challenge you to discuss challenging, yet real, topics that inflict our leadership responsibilities today.

4. Attend the Tier II Retreat
The Tier II Retreat focuses on learning group dynamics, conflict management, and collaboration skills in an effort to be an effective leader in among groups and communities. This retreat is a one-day retreat and is offered in the Fall and the Spring.

5. Attend at least one campus Social Perspective Taking event
These events focus on deepening your understanding of others and learning the valuable skill of seeing beyond yourself and appreciating peoples differences. These events are offered throughout the school year by various offices and organizations, including the Elon
Cultural Calendar, the Center for Leadership (CFL), the Truitt Center, the Center for Race, Ethnicity, and Diversity Education (CREDE), and the Gender and LGBTQIA Center (GLC). Details for the events can be found in the weekly email.

6. Meet with your leadership mentor at least once a semester and write a reflection on your blog
See below for more information.

7. Complete at least 10 hours of community service and write a reflection on your blog
See below for more information.

8. Critically reflect on your Tier II experiences through the use of blog entries following the completion of each of the aforementioned requirements. You are asked to complete a blog to document and reflect on your leadership experience and translate our experience into transferable and applicable skills for your future profession. By using a digital medium that is easy to navigate and access, you will be able to share your work with fellow classmates, colleagues, and supervisors. You will be provided a reflective prompt for each of the aforementioned components of Tier II. Complete details can be found at www.elon.edu/lead.

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.

Service Learning
In accordance with Elon’s mission, the Center for Leadership staff believes it is critical for you to experience and participate in service learning. 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 service learning to help others and practice leadership. You are free to participate in service learning
Independently or attend a LEAD-organized service learning event. Head to the Kernodle Center for Service Learning and Community 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.