

Office of Leadership & New Student Programs

2005 CAS Action Plan for Leadership Programs

STANDARD 1: MISSION

Note: The existing mission for the Office of Leadership and New Student Programs will remain; the first action is intended to clarify and provide greater guidance for Leadership Programs.

Action 1 (also relates to Standard 2: Program)

Develop a specific mission for Leadership Programs (separate from New Student Programs) that more clearly articulates the philosophy and overarching learning outcomes for all Leadership Programs (though individual programs may have additional, program specific outcomes).

Necessary Resources: No monetary resources are necessary. A group of the diverse constituents involved with Leadership Programs will need to be assembled to contribute to the construction of the mission and review the final product. Potential constituents include: S.E.A.L. (Student Educators for Active Leadership) members, colleagues within student affairs, faculty colleagues, and participants from past leadership programs. These individuals will be invited to be part of the process.

Person Responsible: The Director will solicit constituents and construct the mission.

Timeline/Deadline: June 10, 2005.

Action 2

Develop a regular review process for the Leadership Programs mission and codify this process as part of the Office of Leadership and New Student Programs procedures.

Necessary Resources: No monetary resources are necessary. A group of diverse constituents involved with Leadership Programs will need to be identified to participate in the regular review process. These individuals will be invited to be part of a review committee; membership will vary to the extent that student, staff, and faculty constituents join and leave the community.

Person Responsible: The Director will identify potential review members and invite them to participate in the process.

Timeline/Deadline: Process will be codified by June 10, 2005 and will include a committee structure (e.g. "x" number of student affairs staff, faculty, students). Individuals will not be named until first review committee is convened.

STANDARD 2: PROGRAM

See also Standard 1 – Action 1: Specific mission for Leadership Programs articulating program philosophy.

Action 1

Develop a conceptual framework for an integrated program that incorporates the many individual components/programs.

Necessary Resources: No monetary resources are necessary. A group of the diverse constituents involved with Leadership Programs will need to be assembled to contribute to the construction of the framework and review the final product (could be same committee used to construct leadership specific mission).

Person Responsible: The Director will solicit constituents and construct the framework.

Timeline/Deadline: June 10, 2005.

Action 2 *(also relates to Standard 6: Financial Resources)*

Develop a contiguous, compounding leadership series through which students can persist over the course of their time at Longwood that complements the individual programs sponsored by S.E.A.L. each year.

Necessary Resources: Monetary resources are not necessarily required for this action if staff, faculty, student leaders, and community members will volunteer their time to develop and facilitate workshops. Resources would enhance such a program in that they would allow for a small honorarium for guests outside of the Longwood community and for recognition of students who complete each stage in the compounding series (e.g. certificates). Certificates can be purchased (at this time) with existing supply funds.

Person Responsible: The Director will solicit staff, faculty, student leaders, and community members to serve as facilitators for series workshops. The Director has requested honorarium funds (\$1200) for a series of external presenters (six honorariums of \$200 each) for 2006-07; however, successful funding depends on the senior administration.

Timeline/Deadline: The general framework for the contiguous, compounding series will be developed by August 1, 2005; but the structure and delivery method are subject to review and revision as the program unfolds. Emerging Leaders will be offered again in fall 2006 and the next component of the program will be piloted during the 2005-06 academic year (using internal facilitators). A second (perhaps final) component will be piloted during the 2006-07 academic year. *(A third component may be developed and implemented for the 2007-08 year.)* If honorarium funds are secured for external facilitators, they will be invited over the course of the 2005-06 academic year.

Action 3

Develop a checklist incorporating the sixteen broad developmental outcomes mandated by the Council for the Advancement of Standards to be used when designing curriculum for existing programs in the future and when constructing curriculum for new programs. This will assist in the intentional inclusion of those developmental outcomes that have not previously been included (when appropriate).

Necessary Resources: Monetary resources are not necessarily required as programs addressing these developmental areas need not require contracted speakers. This really only requires the construction of a tool that can be used serve as a guide for the Director and other constituents involved in constructing the programs.

Person Responsible: The Director will develop the checklist and incorporate these areas in office initiatives and advise/encourage inclusion of such areas in S.E.A.L. sponsored events (when appropriate).

Timeline/Deadline: The checklist will be developed by August 1, 2005 and will be used in all future program construction.

STANDARD 3: LEADERSHIP

See also Standard 6 – Develop and maintain an internal database to manage program funds and expenses.

Action 1 *(also relates to Standard 13: Assessment and Evaluation)*

Develop a systematic plan to assess S.E.A.L. members over the course of their membership in the organization and Orientation Leaders during the course of their tenure so that the Director can assist individual members' development in those areas with which they struggle or are less effective.

Necessary Resources: Monetary resources are not necessarily required. Need to develop an effective tool that incorporates both self-assessment and evaluation of peers, staff, and faculty. Developing an instrument internally will not require monetary resources.

Person Responsible: The Director will develop and implement an instrument, collate and summarize the responses, and discuss the results with S.E.A.L. members and Orientation Leaders.

Timeline/Deadline: The instrument will be developed by August 1, 2005 and administered at least once annually to S.E.A.L. members and Orientation Leaders and the respective peers, staff, and faculty they select.

STANDARD 5: HUMAN RESOURCES

Action 1

Increase professional staff in Office of Leadership and New Student Programs; initially with a graduate student, eventually with an assistant director.

Necessary Resources: Monetary resources will be needed to acquire a graduate student for the course the academic year and eventually, an assistant director. In the five-year financial plan for the Office of Leadership and New Student Programs, these funds have been requested.

Person Responsible: The Director has already requested the necessary funds as part of the five-year plan; however, successful funding is dependent on the senior administration. The Director will continue to advocate for these funds until they are secured.

Timeline/Deadline: If funds are granted, a graduate student will be employed in 2005-06 and in the graduate student's place – an assistant director in 2006-07.

Action 2

Prepare a summary for Human Resources regarding the experience of new employee at Longwood and the need for additional training (based on personal experience).

Necessary Resources: No monetary resources are needed. This will be a statement based on the Director's experience as a new employee.

Person Responsible: The Director will write this summary.

Timeline/Deadline: June 1, 2005.

STANDARD 6: FINANCIAL RESOURCES

See also Standard 2 - Action 2: Funding for contiguous, compounding leadership program.

Action 1 *(also relates to Standard 3: Leadership and Standard 12: Ethics)*

Develop and maintain an internal database to manage program funds and expenses removed from the institution's financial program (FRS).

Necessary Resources: No monetary resources are necessary. Existing software, support staff, and student officers can support this initiative.

Person(s) Responsible: The Director will collaborate with the Administrative and Office Specialist in the Office of Leadership and New Student Programs and the treasurer for S.E.A.L. to develop and maintain these databases.

Timeline/Deadline: Each year, a template will be developed for both Office and S.E.A.L. initiatives by July 1 and will be maintained and reviewed regularly throughout the year.

Action 2 *(also relates to Standard 9: Equity and Access)*

Develop a proposal for the Office of University Advancement to develop a "scholarship fund" to assist students with the expenses associated with attending S.E.A.L. events that require a registration fee (e.g. New Student Leadership Program and Mountain Lake Leadership Conference). This proposal would include criteria and the application and allocation process for the distribution of these funds.

Necessary Resources: Monetary resources would be necessary to off-set the cost S.E.A.L. is required to charge in order to host two of their traditional programs off-campus. The intent is to collaborate with

the Office of University Advancement (perhaps soliciting past student leaders) to secure donations for a “scholarship fund.”

Person Responsible: The Director will develop a proposal for the Office of University Advancement and meet with that staff, if interest can be solicited, to discuss the feasibility of this initiative.

Timeline/Deadline: The Director will construct the proposal by October 1, 2005 and meet with the Office of Advancement by November 1, 2005 with the hope of soliciting some “scholarship funds” for the 2006-07 leadership programs.

STANDARD 8: LEGAL RESPONSIBILITIES

Action 1

Incorporate discussion of legal obligations and liability in S.E.A.L. and Orientation Leader training.

Necessary Resources: No monetary resources are required for this action. Campus and external resources are available that can easily be incorporated into internally designed programs.

Person Responsible: The Director will consult with colleagues and external sources and incorporate this topic in future training.

Timeline/Deadline: This will be included in Orientation Leader training (June 2005) and S.E.A.L.’s New Student Leadership Program training (August 20-21, 2005) and then in all future training (as needed).

STANDARD 9: EQUITY AND ACCESS

See also Standard 6 – Action 2: Funding for a “scholarship fund” for leadership programs.

Action 1

Literature for the New Student Leadership Program (NSLP) will indicate that physically challenged individuals can be accommodated despite the inclusion of low and high ropes initiatives. (The selection of a new camp facility makes this feasible as the terrain of the camp is less rugged and the facilities and initiatives are more closely situated.)

Necessary Resources: Monetary resources are not necessarily required. Inclusion of physically challenged participants may require special transportation, but generally the buses that are contracted are equipped to accommodate physical limitations. Additional consultation with camp staff may be necessary to develop meaningful strategies for including physically challenged individuals in the ropes initiatives; but there are many ways in which they can be engaged and it will not cost additional money.

Person Responsible: The Director will coordinate any necessary accommodations with the individual, camp facility, and the bus company.

Timeline/Deadline: June 10, 2005

STANDARD 12: ETHICS

See also Standard 6 – Develop and maintain an internal database to manage program funds and expenses.

Action 1

Incorporate the established code of ethics for the Office of Leadership and New Student Programs in S.E.A.L. member training (already included in Orientation Leader training).

Necessary Resources: No monetary resources are needed for this action. A well established code of ethics exists for the office and is regularly used with the Orientation Leaders. This action merely requires the inclusion of this foundational document in S.E.A.L. training, as the organization is advised by the Office of Leadership and New Student Programs.

Person Responsible: The Director will collaborate with the chair of S.E.A.L. to meaningfully incorporate discussion regarding the code of ethics in S.E.A.L. training.

Timeline/Deadline: This will be included in the S.E.A.L. New Student Leadership Program training (August 20-21, 2005) and all future training.

Action 2

Develop a regular review process for the Office of Leadership and New Student Programs code of ethics and codify this process as part of Office procedures.

Necessary Resources: No monetary resources are necessary. A group of diverse constituents involved with Leadership Programs will need to be identified to participate in the regular review process. These individuals will be invited to be part of a review committee; membership will vary to the extent that student, staff, and faculty constituents join and leave the community.

Person Responsible: The Director will identify potential review members and invite them to participate in the process.

Timeline/Deadline: Process will be codified by June 10, 2005 and will include a committee structure (e.g. "x" number of student affairs staff, faculty, students). Individuals will not be named until first review committee is convened.

STANDARD 13: ASSESSMENT AND EVALUATION

See also Standard 3 – Action 1: Systematic plan to assess S.E.A.L. members' growth.

Action 1

Develop a systematic plan to assess the growth and development of students participating in the contiguous, compounding leadership series over the duration of their participation in the series.

Necessary Resources: Monetary resources are not necessarily required. Need to develop an effective tool that incorporates both self-assessment and evaluation of peers, staff, and faculty. Developing an instrument internally will not require monetary resources.

Person Responsible: The Director will develop and implement an instrument, collate and summarize the responses, and discuss the results with students participating in the series.

Timeline/Deadline: The instrument will be developed by August 1, 2005 and administered at least once annually to series participants and the respective peers, staff, and faculty they select.

Action 2

Incorporate time in the schedule of all S.E.A.L. programs and those initiated by the Office of Leadership and New Student Programs for participants to complete their program evaluations. This will guarantee a greater yield of evaluations.

Necessary Resources: No monetary resources are necessary for this action. Internal evaluations are currently constructed for all programs, but time is not always dedicated for this exercise.

Person Responsible: The Director will advise and collaborate with S.E.A.L. to incorporate time for evaluation in each S.E.A.L. program schedule and will accommodate comparable time for evaluation in each Office initiated program.

Timeline/Deadline: Time for evaluation will be integrated in the 2005 Women's and Men's Leadership Symposium schedule and all future S.E.A.L. programs and in the fall 2006 Emerging Leaders Program and all subsequent Office programs.

