

iLEAD

Servant Leadership Experience

A COMPREHENSIVE SERVANT LEADERSHIP PROGRAM

BACKGROUND

The Saint Louis University Servant Leadership Vision Team was charged by the Division of Student Development to research theoretical and conceptual frameworks of servant leadership as well as institutional best practices, in order to develop a comprehensive and developmental servant leadership program that is aligned with our Catholic, Jesuit heritage and Saint Louis University's mission and values. Students who complete the program will develop the skills and competencies to be effective servant leaders for today's world.

The Vision Team had three goals:

1. To become educated on and research the most relevant leadership knowledge including theory, models, and best practices from other like institutions of higher education in the world.
2. To establish the framework for servant leadership education for undergraduate students at Saint Louis University by developing a program model that is holistic, developmental, and unique to the culture, traditions, and heritage of a premier Catholic, Jesuit institution in St. Louis, Missouri.
3. To design and implement a comprehensive servant leadership program that prepares undergraduate students to be effective agents of social and global change.

Upon completion of the first two goals, the Vision Team developed a comprehensive, and developmentally challenging curriculum for which students can participate in a **Servant Leadership Experience** program.

CURRENT STATUS OF SERVANT LEADERSHIP PROGRAMMING WITHIN STUDENT DEVELOPMENT

As of the date of this proposal, the Division of Student Development has identified over 40 programs that are *intentionally* designed to offer students at Saint Louis University experience in Servant Leadership. These programs range in content and delivery and are housed in numerous departments within the Division. The Servant Leadership Vision Team conducted a programmatic needs assessment on each of the 40 plus programs, in order to determine which Servant Leadership learning objectives are being met by the Division. The needs assessment has initially shown that many of the programs focus on both the "experience" and "reflection" components of an Ignatius Education, but are lacking in programs focused on "action". In other words, many of the Division's Servant Leadership programs provide students an opportunity to engage in an involvement opportunity, and then reflect on that opportunity, but few programs then encourage students to act on their reflections. Included in the list of these Servant Leadership programs are the iLEAD Community initiative and the iLEAD Certificate program.

The iLEAD Community initiative was implemented in 2009 and was intended to serve as a clearinghouse for all leadership experiences at SLU. The community provided members with access to leadership resources (known as the iLEAD FORUM) and opportunities to engage in an online community so that they may provide advice to each other on issues related to leading at SLU. While the leadership resources (iLEAD FORUM) remains slightly successful (based on web usage statistics), the online community aspect did not take hold and as such, membership in the community has dwindled. Further, incoming first-year students found the community aspect of iLEAD confusing, when all they seemed to want to know about was enrolling in the iLEAD Certificate program.

The iLEAD Certificate program was re-envisioned in 2010 with much success (based on enrollment statistics). The program focuses primarily on the six ideal skills of a Servant Leader (as identified by the Servant Leadership Vision Team). Students participate in six workshops, one for each skill, and attend a cohort meeting of their peers six times over two semesters. Upon completion, students receive a certificate and honor cords. The program is marketed predominantly to sophomore students.

PROPOSAL SUMMARY

An essential component of any new Servant Leadership initiative at Saint Louis University is that the program does not duplicate any current efforts and thus add another program students will feel they “need” to do. Further, it is clear from the research the Servant Leadership Vision Team has done, as well as the programmatic needs assessment conducted on all Servant Leadership programs within the Division of Student Development, that there needs to be greater focus on opportunities for students to participate in the “action” component of an Ignatius Education. Students “experience” the community through service, and then “reflect” on that experience, but have not found a structured way to “act” on those reflections.

Therefore, the Servant Leadership Vision Team proposes that the Division of Student Development implement a comprehensive, multi-year **Servant Leadership Experience** program. This program will serve as a way for students to synergize and make meaning of all their Servant Leadership experiences at SLU, as well as provide students a way to “act” on their experiences and thus help serve the community in new and innovative ways. This unique experience program would occur over three phases, based on the Division’s Transition Learning Model, with Phase I as the first-year experience, Phase II as the Sophomore/Junior-Year Experience, and Phase III as the Senior-Year Experience.

Further, the Servant Leadership Vision Team proposes that the **iLEAD Certificate** program be adapted to become Phase I and that when combined with Phases II and III, the entire program would be named the **iLEAD: Servant Leadership Experience**. The current iLEAD Certificate program (i.e. Phase I), which already has significant brand recognition and a good student following, would be renamed **iLEAD 101: Exploring Servant Leadership** and would serve as a pre-requisite for participating in Phases II and III, which would be named, **iLEAD 201: Discerning Servant Leadership** and **iLEAD 301: Advancing Servant Leadership**. Upon completion of iLEAD 101, students would be encouraged to complete iLEAD 201 and 301, thus providing students with Self-Authorship

over their leadership experiences at SLU. In order to finish the Servant Leadership experience, students would need to complete programmatic components, which they would choose themselves, and an overall assessment. Consequently, the iLEAD Community portion would be eliminated.

PURPOSE

The *iLEAD: Servant Leadership Experience* embodies the University mission by engaging undergraduate students at Saint Louis University in the transformation of society and serving with and for their community through their development as agents of local and global social change. A progressively challenging Servant Leadership experience focusing on a student's first year, sophomore/junior year, and senior year, this experience will incorporate a multi-disciplinary approach to help students fuse their academic experiences to their long-term, professional goals through their intentional formation as servant leaders. The program will incorporate many of the already existing Servant Leadership programs at Saint Louis University and will contribute to the development and progress of the St. Louis community.

ALIGNMENT WITH DIVISION OF STUDENT DEVELOPMENT STRATEGIC INITIATIVES

The objectives of the *iLEAD: Servant Leadership Experience* program are aligned with the Division of Student Development's strategic initiatives. Below is a summary of these alignments:

Strategic Initiative # 1 | Experiential Learning

Practice reflective learning and discernment.

Students will experience new ways to lead and serve by interacting with others and actively reflect on their leadership learning and how this learning connects with their academic and professional goals.

Students will demonstrate self-authorship by choosing to further their knowledge and experiences with Servant Leadership and by implementing a real-world solution to a social issue they have previously identified a personal passion for or connected with an agency on.

Strategic Initiative # 2 | Student Success

Foster academic and career success.

Students will become actively involved in the SLU community through student organizations, service opportunities, and student advocacy.

Students will serve in a mentoring role in order to enable the success of future leaders of the SLU community and to develop themselves as global citizens.

Strategic Initiative # 3 | Servant Leadership

Become humble, selfless leaders who are called to a life-long commitment of serving and aspire to affect immediate and long-term social change.

Students will be exposed to concepts of Servant Leadership, social change, social justice, and what it means to serve for, and with others through experiencing different cultures and ideas.

Students will discern their calling to serve others by deepening their commitment to involvement throughout SLU and the City of St. Louis and by identifying solutions to community-based social issues.

Strategic Initiative # 4 | Multicultural Competence

Understand self-identity in the context of communities of others.

Students will identify strategies for serving and working with people from diverse backgrounds as well as the refinement of an appropriate vocabulary development.

Students will identify systemic barriers to equality and inclusiveness for self and others and apply this knowledge to the development of solutions to social issues in the City of St. Louis.

TARGET AUDIENCE

The program will be open to all undergraduate students at Saint Louis University. However, we will be intentional in targeting both first year students (including transfers) and students who are traditionally underrepresented in our programming. Such groups of students would include, but not limited to, students of color, commuter students, students with disabilities, international students, male athletes, male fraternity members, and students who take classes predominantly on the medical campus or Madrid campus.

PROGRAMMATIC SHAREHOLDERS AND STAKEHOLDERS

Shareholders:

Those who share in the responsibilities of implementation and programming include the Student Involvement Center, the Center for Service and Community Engagement, and the Cross Cultural Center.

Stakeholders:

Those who have a stake in the outcomes and progress of our program include some typical partners such as the overall Division of Student Development, Student Government Association, JCSB Service Leadership Certificate Program, Career Services, and Campus Ministry. However, some attention will be made to include other areas such as Athletics, the Honors Program, Student Educational Services, and Undergraduate Admission.

We will also make a concerted effort to develop strong relationships with the various academic departments at Saint Louis University. Their valuable input and contribution will be instrumental to both the students and the continual development of the program.

Finally, an effort will be made to include community agencies and associations as partners and stakeholders in the development, and implementation of this program, especially those partners whom already have a strong connection to the University through other various programs.

FRAMEWORK

Mission

The mission of the *iLEAD: Servant Leadership Experience* is to empower students throughout their college experience to aspire to affect both immediate and long-term change in order to transform their community and the lives of the marginalized in our society. We do this through the intentional formation of students into becoming servant leaders and agents of local and global social change.

We value Magis as a student's life-long commitment to:

- Social Justice
 - The creation of just relationships at all system levels; the development of structures that provide for equality of opportunity; the facilitation of access to needed information, services and resources; and the support of meaningful participation in decision-making for all people.
(Definition from the SLU Doerr Center for Social Justice)
- Serving with and for the community
 - Service through companionship and the development of relationships with those you serve and those you serve with.
- Integrity and the pursuit of truth
 - The interconnectedness of ideas and knowledge and the understanding of how your life and the lives of others have changed because of what you have learned and experienced.
- Social and personal responsibility
 - Accepting responsibility for the health and well being of those you serve and taking an active role in the transformation of society.

Magis is a challenge to think more deeply. It is not a calling to do more, as it is a calling to be more, be better, with what you are doing.

Vision for the future

We seek to form students who will become men and women with and for others, who understand the complexities and sophistication of social issues, actively seek solutions to social issues by collaborating with others and challenging the process, and apply their knowledge of Servant Leadership after college, both in their chosen profession and in their community.

INCENTIVES

Upon completion of iLEAD 101: Exploring Servant Leadership, students will receive a certificate of completion recognizing their development of basic servant leadership skills, and a leadership portfolio. Students who choose complete iLEAD 201: Discerning Servant Leadership and iLEAD 301: Advancing Servant Leadership will also receive a document of certification, recognizing their development as Servant Leaders, cords to wear at graduation, a leadership portfolio, co-curricular transcript, and the skills and knowledge necessary to transform the world.

IMPLEMENTATION

1. Personnel
 - a. Assistant Director for the Student Involvement Center
 - i. Set direction, strategic plan, and formulate budget
 - ii. Coordinate initiatives from all three phases
 - iii. Supervise staff involved in coordination of projects
 - iv. Collaborate with other initiatives with the Division of Student Development
 - v. Incorporate other initiatives within other areas of the University
 - b. Program Coordinator for the Student Involvement Center (*iLEAD 101*)
 - i. Coordinate iLEAD 101 program
 - ii. Market all of iLEAD to all incoming first-year students
 - iii. Oversee and recruit cohort mentors
 - c. Program Coordinator for the Student Involvement Center (*iLEAD 201*)
 - i. Coordinate enrollment in iLEAD 201
 - ii. Market iLEAD 201 to current iLEAD 101 members
 - d. Program Coordinator for the Student Involvement Center (*iLEAD 301*)
 - i. Coordinate iLEAD 301 student retreat
 - ii. Collaborate with Career Services to help transition students out of program
 - iii. Oversee and recruit Fellows for mentoring initiatives
 - e. Administrative Secretary for the Student Involvement Center
 - i. Manage database and tracking systems and
 - ii. Communicate to students enrolled in program
 - f. Graduate Assistant / Intern
 - i. Assist with coordination of programmatic initiatives
 - ii. Assist with the management of database and tracking systems

g. Advisory Board

- i. Oversee implementation of program and review assessment data
- ii. Provide recommendations, set vision and future goals
- iii. Membership (based on Share/Stakeholder group)

2. Funding

December 13, 2011

iLEAD (three year projections)

Event Budget for iLEAD: EXPENSES

FY12	Estimated	New Money
Binders (100)	\$185.00	\$0.00
Tabs (100)	\$200.00	\$0.00
StrengthsQuest Codes (100)	\$1,200.00	\$0.00
Internship Program	\$4,200.00	\$0.00
Seminar Catering	\$600.00	\$0.00
Total	\$6,385.00	\$0.00

FY13	Estimated	New Money
Binders (120)	\$222.00	\$0.00
Tabs (120)	\$240.00	\$0.00
StrengthsQuest Codes (120)	\$1,440.00	\$0.00
Seminar Catering	\$1,200.00	\$0.00
Internship Program	\$4,200.00	\$0.00
Study Abroad Leadership	\$1,000.00	\$0.00
Total	\$8,302.00	\$0.00

FY14	Estimated	New Money
Binders (140)	\$259.00	
Tabs (140)	\$280.00	
StrengthsQuest Codes (140)	\$1,680.00	
Seminar Catering	\$1,200.00	
Internship Program	\$4,200.00	\$0.00
Study Abroad Leadership	\$1,500.00	\$250.00
Retreat Catering and Supplies	\$1,400.00	\$1,400.00
Graduation Catering	\$800.00	\$800.00
Certificates & Cords	\$500.00	\$500.00
Total	\$11,819.00	\$2,950.00

Marketing	Estimated	New Money
FY12	\$1,200.00	\$0.00
FY13	\$800.00	\$0.00
FY14	\$1,200.00	\$0.00
Total	\$3,200.00	\$0.00

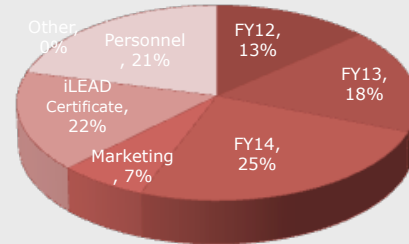
iLEAD Certificate	Estimated	New Money
Catering	\$5,000.00	\$0.00
Workshop Supplies	\$200.00	\$0.00
Service Project Supplies	\$400.00	\$0.00
Honoraria	\$1,000.00	\$0.00
Certificates	\$100.00	\$0.00
Educational Materials	\$1,100.00	\$0.00
Total	\$7,800.00	\$0.00

Other	Estimated	New Money
Speakers	\$0.00	\$0.00
Misc. Supplies		
Books and Materials		
Other		
Total	\$0.00	\$0.00

Personnel	Estimated	New Money
Graduate Intern (FY13)	\$10,000.00	\$0.00
Total	\$10,000.00	\$0.00

Total Expenses	Estimated	New Money
	\$47,506.00	\$2,950.00

Estimated Cost Breakdown



Legend for Estimated Cost Breakdown:

- FY12
- FY13
- FY14
- Marketing
- iLEAD Certificate
- Other
- Personnel

Estimated vs. Actual



NOTES

Estimated budget money comes from the following sources:

iLEAD Budget	\$7,800
Servant Leadership Programs	\$3,000
Servant Leader Internship Program	\$4,200
Good to Great Workshop	\$3,200
Servant Leadership Advisory	\$300

GOALS FOR FISCAL YEARS

FY12 = 20 Phase II/III	80 iLEAD
FY13 = 40 Phase II/III	120 iLEAD
FY14 = 40 Phase II/III	140 iLEAD

*Program may be capped at 40 for Phase II/III due to staffing

*These funds have already been allocated for FY12 and we anticipate them being consistent in FY13 & FY14

New Money represents funds that go beyond the allocations we have already obtained through shifts in current budgets

3. Implementation Timeline

- a. Spring 2012
 - i. iLEAD 201 Pilot group launches
 - 1. Available to any undergraduate student (freshman or sophomore) who has completed the original iLEAD Certificate program (approximately 60 students)
 - 2. Goal = 20
 - ii. Update various components of the current iLEAD Certificate and enroll new students
 - 1. Goal = 80
 - iii. Assessment Spring 2012
- b. Fall 2012
 - i. Market and recruit new students to participate in iLEAD 101
 - 1. Goal = 60
 - ii. Market and recruit iLEAD 101 graduates to participate in iLEAD 201
 - 1. Goal = 20
- c. Spring 2013
 - i. Market and recruit new students to participate in iLEAD 101
 - 1. Goal = 60
 - ii. Market and recruit iLEAD 101 graduates to participate in iLEAD 201
 - 1. Goal = 20
 - iii. Assessment Spring 2013
- d. Fall 2013
 - i. Continue marketing and recruiting students for iLEAD 101 and iLEAD 201
 - 1. Goal (iLEAD 101) = 70
 - 2. Goal (iLEAD 201) = 20
 - ii. Launch iLEAD 301
 - 1. Students participating in iLEAD 301 began iLEAD 201 in Spring 2012
- e. Spring 2014
 - i. Continue marketing and recruiting students for iLEAD 101 and iLEAD 201 / 301
 - 1. Goal (iLEAD 101) = 70
 - 2. Goal (iLEAD 201) = 20
 - ii. Graduate first group of *iLEAD: Servant Leadership Experience* students
 - iii. Assessment Spring 2014
 - iv. 3 year review (FY12, 13, & 14)

LEARNING DIMENSIONS AND OBJECTIVES

	iLEAD 101	iLEAD 201	iLEAD 301
Transition Year	First Year Experience	Sophomore/Junior Year Experience	Senior Year Experience
Phase	I	II	III
Division of Student Development Strategic Initiative	<i>Exposure to concepts of serving with and for the community, social issues, and fostering a deeper understanding of servant leadership and social change;</i> <i>Experience different cultures, situations and ideas through connecting with the community on a personal level.</i>	<i>Discern their calling as servant leaders by focusing their involvement on areas for which they feel a deeper connection;</i> <i>Explore new servant leadership and social change ideas and concepts.</i>	<i>Convey understanding of servant leadership and social change process to others;</i> <i>Discern how servant leadership has impacted the SLU experience.</i>
Servant Leadership Learning Dimensions & Objectives			
SELF AWARENESS			
Students will identify their personal values	X	X	X
Students will recognize and develop their own unique identity	<i>secondary</i>		
Students will gain a deeper spiritual awareness		X	
Students will align their passions and dreams to future aspirations		X	X
DISPOSITION TOWARD A GREATER COMMON GOOD			
Students will connect with the community on a personal level		X	X
Students will examine issues from a broader point of view	X	X	X
Students will strengthen their ethical and moral foundation		X	X
Students will recognize solutions which benefit all people		X	
PERSON OF VISION			
Students will actively reflect on their experiences and their experiences with the community	X	X	X
Students will examine the past and present in order to draw conclusions for the future	X	X	X
Students will actively listen to the needs of the community they serve to develop a shared vision		X	X
Students will develop strategies for consensus-level decision-making and communication			X
GLOBAL WORLDVIEW			
Students will experience different cultures, situations, and ideas	X	X	X
Students will serve with those who are different than themselves	X	X	X
Students will understand the cultural impact on the complexities of social issues		<i>secondary</i>	
Students will identify connections between seemingly unrelated ideas and cultures		X	X
COMMITMENT / PERSONAL INVESTMENT			
Students will get involved in and take responsibility for their community	X	X	X
Students will develop meaningful relationships	X	X	X
Students will develop a strong sense of purpose			<i>secondary</i>
Students will engage in socially responsible leadership		X	X
MAGIS			
Students will obtain the ideal skills to assist them in Servant Leadership	X	X	X
Students will foster a deeper understanding of the concept of Servant Leadership		X	X
Students will discern their calling to serve others	X	X	X
Students will focus their involvement on areas for which they feel a deeper connection		<i>secondary</i>	

COMPONENTS AND REQUIREMENTS

Phases of the iLEAD: Servant Leadership Experience

The *iLEAD: Servant Leadership Experience* program is broken up into three phases. The first phase, iLEAD 101, which lasts for two semesters, incorporates the already existing iLEAD Certificate program. Students who wish to participate in Phases II, iLEAD 201 and Phase III, iLEAD 301, must complete Phase I as a pre-requisite. Phase II may consist between two to four semesters. Students who transfer into Saint Louis University as sophomores will have an opportunity to complete Phase I over a period of two semesters, and then Phase II over a period of two semesters. The requirements during Phase II will not change, however, so therefore any sophomore who wishes to complete the entire experience program will only have six total semesters to do so. This would also apply to any current SLU student who has chosen not to complete the iLEAD 101 program during their first year at Saint Louis University. Finally, only students in their senior year, or the equivalent of their final two semesters before graduation at Saint Louis University, may participate in Phase III. This is done to ensure that students, who are transitioning out, are truly in their final transition phase of their undergraduate experience.

Primary Program Component Descriptions

There are several components of both the iLEAD 101 program and the iLEAD 201 / 301 program that students will be required to participate while they are members of the iLEAD Community. These primary components highlight many of the Servant Leadership Learning Objectives as well as provide for significant reflection on the experiences they have had at Saint Louis University and in the community, as it relates to their journey as Servant Leaders.

All reflection experiences within the iLEAD programming will be designed based on the Ignation pedagogy of Contemplatives in Action. Campus Ministry will be utilized to assist in the development of these reflection exercises.

Magis Portfolio

The Magis Portfolio serves as the student's official record of their Servant Leadership experiences at SLU. The Portfolio begins as a binder, which will be handed out to each student at his or her first iLEAD Community Meeting (Orientation). Students will use their portfolio throughout their participation in iLEAD 101, and then continue to add to their portfolio during iLEAD 201 and iLEAD 301. During iLEAD 301, students will present their portfolio to the SLU community in some public venue.

Sections:

- Outline/Overview of Program
 - This section will provide students with a brief overview and outline of the program.
- Servant Leaders I've Met

- Students will use this section to list the names and contact information for anyone they meet during their participation in the program. Servant Leaders they will meet may include other students in the program, their cohort participants, service site liaison and staff, students in any organization they participate in, etc.
- iLEAD 101 Tab
 - Each of the three phases of the program will have a tab where students can record when they complete various components of the program. Each tab will include:
 - Requirements of the Phase
 - List of various components needed to be completed with space to fill in the dates
 - Service site info with space to log hours (signature of service site liaison)
- iLEAD 201 Tab
- iLEAD 301 Tab
- Servant Leadership Action Plan
 - This section provides space for students to reflect on their goals for participating in the experience program, as well as their goals for their college experience, as it relates to Servant Leadership.
 - Personal Goals for the experience program
 - Serving With Others Interest Profile (SWOIP)
 - Involvement goals
- Contact Journal
 - The Contact Journal is where students will write reflections on various components of the program.
 - Reflections from service
 - Reflections from cohort
 - Reflections from involvement
 - Reflections from the overall experience
- Personal Documents
 - This section is for personal documents the student would like to include in their portfolio. There are a few requirements, but students are also encouraged to store other relevant documents here as well. Required documents include:
 - Resume
 - Personal mission and vision statement
 - StrengthsQuest profile
 - Personal values assessment
- Servant Leadership Transformation Project
 - This section is reserved for information the student may need on the development of their Servant Leadership Transformation Project – the hallmark of the iLEAD program.

- Academic Plan
 - Here students can list the classes they have taken that relate to Servant Leadership.

iLEAD Cohorts

The iLEAD Cohort is a small group of students who meet on a regular basis, and who are participating in the same phase of one of the iLEAD programs. The purpose of the cohort is to reflect on their experiences as Servant Leaders. Cohorts will also provide new development opportunities for students as they work together on their formation as Servant Leaders.

During Phase I (iLEAD 101), each participant will be assigned a cohort team based on their time availability. Each cohort team will meet 3 times during their first semester in the program, and 3 times during their second semester in the program. During the cohort meetings, participants will have the opportunity to reflect in smaller groups on their experiences with Servant Leadership at Saint Louis University. Each cohort will also create an opportunity for students to find a supportive peer group external of other academic and co-curricular involvement. New cohort teams will be assigned each semester during Phase I, so that students can experience reflection from a number of perspectives. Cohorts during Phase I are facilitated experiences. The facilitator of the cohort during Phase I will be either a full-time staff or faculty member, or a Phase III student participant, known as a Fellow. Intentional formation activities for Phase I cohorts will include:

- Establishing your Servant Leadership Action Plan
- Writing your personal mission and vision statement
- Taking the StrengthsQuest assessment
- Identifying your personal values

Cohorts during Phase II (iLEAD 201) are self-guided experiences. Students will be assigned a cohort based on similar interests and students will maintain their membership in these cohorts throughout Phase II. Students in the cohort are responsible for meeting with their cohort at least once per semester. Cohorts will be given a suggested agenda, but are encouraged to develop their own formation experiences. Students will minimally discuss the following:

- Their cohort experience
- Their service experience
- Their involvement experience
- Their experiences overall in the iLEAD program
- Servant Leadership Action Plan
 - Review their plan and edit as necessary
 - Recommit to their plan on an on-going basis
 - Reflect on how they can help to transform society

iLEAD Community Meetings

The iLEAD Community Meetings will occur once per semester, at the start of each semester, and every student participating in any phase of the program must attend. These community meetings are currently active in the iLEAD 101 program and will be all that remains from the former iLEAD Community initiative. These meetings have proven to be useful for disseminating information about the program to students, as well as offering the opportunity for students to come together in solidarity around Servant Leadership at SLU. Each community meeting will follow a specific agenda:

- Welcome and Overview
- Updates on Servant Leadership programs at SLU
- Servant Leader Highlights
 - One to three students will be chosen to be highlighted as a Servant Leader and the work they are doing to transform society
- Cohort Breakout
 - After the cohort greets one another, they will be given a topic to discuss
 - If the cohort is new (iLEAD 101 students) they will:
 - Review the components and requirements of the program
 - Seek clarification on deadlines and dates
 - Review the Magis Portfolio
 - Discuss the reasons for “Why they decided to join iLEAD”
 - If the cohort is in Phase II or III (iLEAD 201 or iLEAD 301) they will:
 - Discuss their plan for meeting during the semester
 - Discuss and reflect on a current issue in Servant Leadership
 - If Phase III student is a Phase I Cohort Mentor, they will meet with their cohort

University Servant Leadership Programming

There are over 40 programs at Saint Louis University that have been identified as Servant Leadership Programs by the Division of Student Development (more are being added all the time). This of course does not include the potentially hundreds of programs within other divisions at SLU, including but not limited to Campus Ministry, Academic Departments, Academic Courses, etc.

The programs identified by the Division of Student Development have been reviewed and associated with specific Servant Leadership learning objectives. Each program offers a unique approach to developing students as Servant Leaders.

Students participating in the *iLEAD: Servant Leadership Experience* program are required to participate in 10 University Servant Leadership Programs. We recommend students utilize the following list as a guide to selecting these programs.

Note: If a student wishes to participate in a program not listed here and count it towards their total, they must first have the program approved by an iLEAD Community Coordinator. In order to maintain an accurate list of learning objectives completed by the student, the program may need to be reviewed by the Coordinator.

STUDENT INVOLVEMENT CENTER

- Good to Great Leadership Workshop
- Greek Organizational Leadership Development Retreat
- SGA Internal Retreat
- Leaders of the Pack
- Transitional Leadership Program
- Greek Mission Trip
- Greek Organizational Leadership Development Training (at least 3 workshops)
- Learning Community Mentor
- Oriflamme
- Transfer Mentor
- SLU 101 Leader
- Exploring Leadership (SOC101 / 1-credit course)
- Engaged
- Commuter Assistant

HOUSING AND RESIDENTIAL LIFE

- Resident Advisor
- Resident Advisor Course
- Resident Advisor Development Series
- Desk Staff
- RHA/HC Officer Retreat

CROSS CULTURAL CENTER

- King Scholar Legacy Retreat
- King Scholar Certificate Program (new)
- Sex, Religion, and Politics Retreat
- Intergroup Dialogue Facilitator

CAREER SERVICES

- Career Decision Making Course
- Live Your Vocation Dinner

- Diversify Your Career Workshop

CAMPUS RECREATION

- Sport Club Leadership Training Series
- Simon Rec Center All Staff Training
- Simon Rec Center Building Supervisor

BUSCH STUDENT CENTER

- Busch Student Center Student Staff

ACADEMIC SUPPORT

- U101 Peer Instructor
- Academic Tutor

STUDENT CONDUCT

- Student Conduct Officer

CENTER FOR SERVICE AND COMMUNITY ENGAGEMENT

- Social Justice Advocacy Training Program

New Servant Leadership Programming

One of the primary goals of the *iLEAD: Servant Leadership Experience* program is to not duplicate existing efforts on campus around Servant Leadership and to not add new programming on top of existing programs. However, for the new program to be successful, some additional activities must be implemented so that we can meet the needs of what would be required of a true Servant Leader experience, as well as address some of the Servant Leadership learning objectives that have not been met by existing programming. The following programs were *intentionally* added in response to the needs assessment, which the Servant Leadership Vision Team conducted over the course of two years.

Assessment of Servant Leadership (I-E-O model)

As part of the reflection of participants in the iLEAD programs, as well as the institutional need for assessment, students will be required to take an assessment of their knowledge and experience of Servant Leadership. During Phase I (iLEAD 101) students will take a pre-assessment to formulate a baseline of their knowledge and experience in Servant Leadership. During Phase II (iLEAD 201) students will take an individual assessment, provide an assessment by three of their peers, and an assessment by their Service Site liaison. Finally, in Phase III (iLEAD 301) students will take a post-assessment at the culmination of the program.

All assessments will be conducted online using the CampusLabs Baseline platform. Having this data in one centralized location will allow us to see patterns over time and to track individual students throughout their experiences at Saint Louis University within Servant Leadership. Further, the assessment design will be structured based on Astin's (1993) Input-Environment-Outcome (I-E-O) college impact model. The model suggests that students will have pre-college experiences (inputs) as well as current college environmental experiences

(environment) that will influence the outcome of how students perceive themselves as Servant Leaders. Hopefully, through a holistic view of their experiences, we will be able to determine if, and to what degree, students graduate from Saint Louis University prepared to serve as agents of local and global social change.

Servant Leadership Transformation Project (SLTP)

The signature component of the *iLEAD: Servant Leadership Experience* program will be the Servant Leadership Transformation Project (SLTP). The focus of the experience program is to provide students with an opportunity to take what they experienced and reflected on, and commit to some form of action. The SLTP will allow students to work directly with the community they wish to serve and learn first-hand what it takes to transform society.

Students will choose a project from a list of available programs at Saint Louis University that focus primarily on direct action in the community. Students may choose from the following programs:

- Community Organizer Internship Program (Launches FY12)
- Community-based Research
- Bright Idea Grants
- Global Leadership Experience
 - Study-Abroad Leadership Scholarship (Launches FY13)
 - Leadership Madrid (Launches FY14)
- Internship with Saint Louis University's Servant Leadership Programs
- Other
 - To Be determined by student
 - Must be approved by coordinator

Students are encouraged to utilize the Service Site/Agency that they have partnered with during Phase I and most of Phase II as their partner for their selected program. Utilizing this relationship provides a comprehensive experience in their service to that agency.

The League Retreat

The League Retreat is an off-campus retreat designed to provide Phase III students the knowledge necessary to begin their transition out of the University and articulate their experiences as Servant Leaders. The retreat will be overnight, held at the Manresa Center, during the start of the fall semester (depending on space availability). The retreat gets its name from the book, *Journey to the East*, by Hermann Hesse, who Robert Greenleaf (1977) credits his discovery of the concepts of Servant Leadership to. The book describes the experiences of a man who joins an organization (the League) that sponsors a spiritual quest. During the quest, a servant, who later turns out to be the "leader" of the League, guides the members of The League.

Students will reflect on, and discuss the book and how it relates to their journey thus far as Servant Leaders at Saint Louis University. Students will also learn how to teach others the concepts of Servant Leadership, learn how to facilitate small groups, be trained in facilitating StrengthsQuest, and discuss how to transition out of their various leadership roles and positions. Campus Ministry and Career Services will be utilized as partners in the development of this retreat as well as the facilitation of the retreat.

Fellows Program

Following attendance at the League Retreat, students in Phase III will participate in a Fellows Program where they will serve as a mentor to another group of “younger” Saint Louis University students. The Fellows Program is designed to provide students the opportunity to pass on what they have learned and to assist in the formation of future Servant Leaders. Students may choose to serve as a Fellow for one of the following programs at Saint Louis University:

- iLEAD 101 Cohort Team
- Teaching Assistant for the Exploring Leadership course (SOC101)
- Bright Idea Grants Advisory Board Member and Mentor
- Mission Trip Peer Supervisor
- Other
 - Student may select a program not listed, but must first get prior approval by the Coordinator

In addition to serving as a mentor, Fellows will also meet on a regular basis with an iLEAD Community Coordinator to reflect on their experience and finalize their Servant Leadership Action Plan. Part of their reflection will be on how this experience has shaped and fused with their academic experience and the development of long-term professional goals.

Program Requirements Outline

Below is an outline of the requirements students must finish in order to complete the Servant Leadership experience.

Phase I | iLEAD 101

2 SEMESTERS

- Develop your Magis Portfolio
- Take the Servant Leadership pre-assessment
- Complete all 6 of the iLEAD Workshops
- Attend 2 iLEAD Community Meetings
- Attend 6 iLEAD Cohort Meetings
- Complete 1 service project
 - This will be in your 1st semester of the iLEAD 101 Program

- Site will be determined through consensus by the cohort members
- Students will reflect on their service in their Contact Journal
- Complete 15 service hours
 - This will be in your 2nd semester of the iLEAD 101 Program
 - Service must be ongoing and at one location
 - Students will reflect on their service in their Contact Journal
 - Student must complete a Service Site/Agency Profile Summary
- Join at least 2 SLU clubs/organizations
- Attend the iLEAD 101 Capstone Ceremony

Phase II | iLEAD 201

2-4 SEMESTERS

- Continue to develop your Magis Portfolio
- Take the Servant Leadership assessment
- Attend all iLEAD Community Meetings during the semesters you are enrolled in the program
- Attend all self-guided iLEAD Cohort Meetings (at least 1 per semester)
- Complete a total of 60 Service Hours
 - Service must be ongoing and at one location
 - Students will reflect on their service in their Contact Journal
- Take on at least 1 leadership role in 1 of your student organizations
- Complete 8 Servant Leadership Programs offered by Saint Louis University
- Complete 1 Servant Leadership Transformation Project

Phase III | iLEAD 301

2 SEMESTERS

- Continue to develop and finalize your Magis Portfolio
- Present Magis Portfolio to SLU Community in some public venue
- Take the Servant Leadership post-assessment
- Participate in the Fellows Program (at least 1 semester)
- Complete a total of 30 Service Hours
 - Service must be ongoing and at one location
 - Students will reflect on their service in their Contact Journal
- Develop and implement a transitional leadership plan for at least 1 of your student organizations
- Complete 2 Servant Leadership Programs offered by Saint Louis University
- Attend The League Retreat in the fall semester

ASSESSMENT PLAN

To determine the overall effectiveness of the entire iLEAD program several assessment strategies, such as outcome assessment, program evaluation, and process evaluation, will be incorporated so that they become seamless components of each of the various iLEAD structures. Several methods will be utilized in assessment such as online survey, reflective observation, quantitative analysis, and interviews. Below is a brief description of each of the various assessment components:

Assessment of Servant Leadership

Using the CampusLabs Baseline platform, all students who participate in any of the three phases of the *iLEAD: Servant Leadership Experience* program will take an assessment of Servant Leadership. The assessment will utilize Astin's (1993) Input-Environment-Outcome (I-E-O) college impact model. Students will take a pre-assessment at the start of Phase I, an impact assessment during Phase II, and a post-assessment during Phase III. All the data collected from these assessments will be maintained in one centralized location, allowing us to see patterns over time and to track individual students throughout their experiences at Saint Louis University within Servant Leadership. The data collected from these assessments will be used to determine whether or not we have been successful in preparing students to be agents of global and local social change.

iLEAD Cohort Assessment

All students involved in any of the three phases of the *iLEAD: Servant Leadership Experience* program will participate in a cohort, either as facilitated by a mentor or as a self-guided experience. In Phase I (iLEAD 101) both students and mentors will fill out an online assessment each semester regarding their experiences with the cohort. This assessment, using the CampusLabs Baseline platform, will enable us to see if students are learning how to properly reflect on their experiences and whether being in community with one another has an affect on their development as a Servant Leader. The assessment will also contain an evaluation portion, which will provide useful data on the cohort process. During Phases II and III (iLEAD 201 and 301) students will fill out an assessment annually, also online using the CampusLabs Baseline platform. The assessment will be similar to the Phase I version, except that we will be able to measure the difference between a mentored experience and a self-guided experience.

iLEAD Workshop Assessment

iLEAD workshops are open to all students at Saint Louis University, regardless if they are enrolled in iLEAD or not. Therefore, the workshops themselves will be assessed and evaluated to determine if they are meeting the standards of practice for the development of the ideal skills in Servant Leadership. The workshops have specific learning outcomes that must be met by each workshop facilitator. These outcomes will be measured by an assessment students will fill out online after the workshop, using the CampusLabs Baseline platform. The online

survey will also contain a brief evaluation as well, to help us determine if the workshop was enjoyable and effective.

Contact Journal Reflection Reviews

All students involved in any of the three phases of the *iLEAD: Servant Leadership Experience* program will reflect on their experiences in their Contact Journal. Students will turn in these journals to their Cohort Mentor (Phase I) or to the Program Coordinator (Phase II & III) to ensure they have been filled out. Journals will be randomly selected for an observational assessment to determine if students are able to connect their Servant Leadership and involvement experiences to their professional and academic goals. Campus Ministry will be utilized in this process to ensure a holistic review. In addition, students will be chosen at random to participate in a facilitated group or individual interview. These interviews will provide a triangulated assessment picture, to ensure a more holistic view of the experiences students are having.

Programmatic Evaluations

Several of the Servant Leadership programs that will occur during the three phases of the program will have programmatic evaluations. These evaluations will be constructed online using the CampusLabs Baseline platform and will be sent to participants after the event in the form of a survey. Evaluations will be designed to determine whether the program had met its goals as well as whether or not it was enjoyable and effective. Programs that will be evaluated through this process include the League Retreat and other various University Servant Leadership programs, facilitated by other departments.

Annual program evaluation

Each year, the iLEAD Advisory Board will convene over the summer to review all assessment data, make determinations, and suggest future changes to the curriculum. Assessment data will be compiled by the Program Coordinator in an Annual Report and will be presented to the Board, as well as to the leadership of the Division of Student Development. The version of the report sent to the Division will also contain the recommendations from the iLEAD Advisory Board.