The following document details a proposed leadership program to be executed by the Office of Student Engagement and Campus Activities and is designed to leverage Juniata’s current leadership offerings and structure. Through completion of this program and the associated leadership experiences, students should be able to understand leadership in both a theoretical and practical approach. The program is intended to be launched for the Fall 2018 Semester.

**Committee Members**

The program is a result of work of the leadership development committee who met monthly during the 2017 – 2018 academic year. The committee is comprised of:

Erin Paschal, Director of Student Engagement and Campus Activities, Committee Chair

Ellen Campbell, Assistant Dean of Students

Jason Francey, (former) Residential Life Coordinator

Samantha Kszepka, (former) Head Softball Coach

Eve Laidacker, (former) Assistant Director of Community and Student Engagement

Tammy Stuber, Assistant Director of Career Services

James Tuten, Professor of History

Tasia White, Director of the Office of Residential Life

Dave Witkovsky, Chaplain

Skukura Woods, (former) Assistant Director of the Office of Diversity and Inclusion

Pamela Zilch, Operations Specialist – Campus Visit Coordinator

**Juniata Leadership Philosophy Statement:**

Juniata College posits leadership as a developmental, experiential, collaborative, and on-going process in which everyone has leadership capacity to effect change through formal and informal roles.

**Juniata Leadership Outcomes:**

*The Juniata College Student Leadership Outcomes are grounded in the Attributes of a Juniata College Graduate, outlined below, and the following leadership development theories: Leadership Identity Development, Social Change, Leadership Challenge, Servant Leadership, and Relational Leadership Models.*

**Juniata Leaders are:**

**Aware** *(Attribute: Engagement with Self & the World)*

* Explores, grows and develops one’s own character, feelings, motives, desires, and skills in pursuit of self-discovery
* Displays the capacity to be mindful of, manage, and express one's emotions
* Handles interpersonal relationships judiciously and empathetically through cultivation of emotional intelligence

**Ethical** *(Attribute: Ethical Behavior)*

* Upholds standards of conduct and exemplifies decision-making skills based on community values through actions that promote productivity, trust, fairness, and well-being of others
* Enables others to lead congruently with their values while respecting community standards

**Communicative** *(Attribute: Knowledge & Skills)*

* Practices strategies to effectively communicate with others, one-on-one, in groups, and/or in front of large audiences
  + Verbal communication
  + Non-verbal communication
  + Written
  + Conflict mediation
  + Debate and disagreement
* Engages others in dialogue, decision-making, and reflection

**Advocates** *(Attribute: Ethical Behavior; Engagement with Self & the World)*

* Actively engages questions of equity, fairness, and justice in pursuit of determining and refining one’s belief system.
* Pursues a life of democratic citizenship and acts in congruence with and promulgation of one’s belief system

**Adaptable** *(Attribute: Knowledge & Skills)*

* Demonstrates an improvisational, interdisciplinary, and multidirectional leadership style when confronting complex challenges

**Leadership JC Outline**

Juniata believes everyone’s leadership path is unique. This leadership program is based on this belief and intentionally broad as to accommodate each student’s individual journey through Juniata. There is a wide array of opportunities students can experience that combine to create comprehensive leadership development.

This program is facilitated through the Office of Student Engagement and Campus Activities. Students are encouraged to reach out to SECA with any questions they may have.

To complete the program, students must:

1. **Submit a written reflection**

The reflection should detail how you achieved each of the five competency areas of a Juniata leader outlined below. Experiences highlighting these outcomes may be formal and informal, academic and co-curricular, positional and experiential in nature.

The reflection does not have a required page length but should sufficiently provide evidence and personal reflection on each competency area.

Reflections must be submitted no later than December 1 of a student’s senior year via email to seca@juniata.edu.

Reflections will be graded on a pass/no-credit basis. Students are permitted one re-write should their reflection be determined insufficient.

Two members of the Juniata Leadership Development Committee will review the reflection to determine if the reflection is sufficient and provide feedback and any guidance for revisions.

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| **Leadership Competency Outcomes** | **Awareness**   * Explores, grows and develops one’s own character, feelings, motives, desires, and skills in pursuit of self-discovery * Displays the capacity to be mindful of, manage, and express one's emotions * Handles interpersonal relationships judiciously and empathetically through cultivation of emotional intelligence   **Ethical Behavior**   * Upholds standards of conduct and exemplifies decision-making skills based on community values through actions that promote productivity, trust, fairness, and well-being of others * Enables others to lead congruently with their values while respecting community standards   **Communication Skills**   * Practices strategies to effectively communicate with others, one-on-one, in groups, and/or in front of large audiences   + Verbal communication   + Non-verbal communication   + Written   + Conflict mediation   + Debate and disagreement * Engages others in dialogue, decision-making, and reflection   **Advocacy**   * Actively engages questions of equity, fairness, and justice in pursuit of determining and refining one’s belief system. * Pursues a life of democratic citizenship and acts in congruence with and promulgation of one’s belief system   **Adaptability**   * Demonstrates an improvisational, interdisciplinary, and multidirectional leadership style when confronting complex challenges |

1. **Complete 120 hours of community service or advocacy experience**

As codified in Juniata’s strategic plan, the college strives to help students develop skills, knowledge, and values that lead to a fulfilling life of ethical leadership in a global community. Through the leadership program, we ask students to consider what ethical, engaged citizenship means to them through a service and advocacy lens.

The 120 hours may be completed over the course of a student’s academic career. Students must complete at least three separate experiences in achieving 120 hours.

Community Services experiences are considered unpaid, voluntary acts with non-profit agencies that benefit communities outside of Juniata. Philanthropic fundraising events are not considered community service experiences. Volunteer hours will be verified by the Office of Community and Student Engagement and must align with their approved service experiences for transcript notation.

Advocacy experiences are aimed at raising awareness, creating change, and building a movement around a specified cause. These experiences may be on or off campus but must connect to political, economic, or social systems and institutions beyond the Juniata campus community. The Office of Student Engagement and Campus Activities in consultation with the Office of Diversity and Inclusion will verify advocacy experiences.

Hours should be experiential in nature. For example, routine club meetings will not count toward this requirement. A club sponsored service project may. Travel to and from a project site will not count. Students are encouraged to work with SECA prior to the experience to ensure it will meet the requirements of the leadership program.

Students should submit the completed Leadership Program Community Service/Advocacy Hours Log as an appendix to their Leadership Program Checklist.

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| **Possible Community Service Experiences** | **Community Engaged Learning Class Practical Experiences**   * Courses adjust on a semester basis; refer to Service Learning Advisory Committee for up to date list   **Service Club Practical Experiences**   * Big Brothers Big Sisters * Campus Girl Scouts * Caring for Kids with Cancer * Colleges Against Cancer * Juniata GIVE * Habitat for Humanity * Juniata Instructors of the Future   **Campus Service Trips**   * Cultural Learning Tour * Spring Break Service Trips; such trips may be facilitated through college departments, academic departments, or campus clubs |
| **Possible Advocacy Experiences** | **Attending Community Organizing Events**   * Marches * Rallies * Town Hall Meetings   **Advocacy Club Practical Experiences**   * Juniata SURJ * Environmental Coalition * Power Up Gambia * Nourish International * Pax-O * PRISM |

1. **Complete one-credit leadership course**

Students should complete at least a one-credit leadership course that explores theoretical foundations and approaches to leadership. This course may be taken at any point during their academic career.

Current approved leadership courses include:

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| **Course Name** | **Course Title** | **Crs Levels** |
| EB-120 | Executive Leadership | 100 |
| EB-202 | Behavioral Analysis Organizations | 200 |
| EB-375 | 21st Century Leadership | 300 |
| ND-308 | Sci. Outreach Leadership | 300 |
| CA-258 | Leading Cultural Change | 200 |

Additional courses may be considered for this requirement. Students may submit their request for consideration to the Leadership Development Committee by emailing seca@juniata.edu by December 1 of their senior year.

Students should submit an unofficial transcript with the associated course and grade present as an appendix to their Leadership Program Checklist.

1. **Identify and meet with a leadership mentor**

Students are required to meet with a leadership mentor three times during the course of their academic career. Students are strongly encouraged to establish a mentor by the end of the sophomore year and to meet annually with their identified mentor.

Mentors must be Juniata community members who complete a short training with SECA to understand the Leadership JC program. Students may not select a mentor who serves in a supervisory or coaching capacity to the student.

Each meeting should take approximately one hour and be viewed as a coaching session. In addition, students will complete a skills assessment prior to each meeting. The Student Leadership Practices Inventory (SLPI) assessment will be completed before the first and the third meetings. Student must demonstrate improvement in score to achieve this competency for the leadership program.

Mentors will complete the SLPI Verification Form and provide to students to be submitted as appendix to Leadership Program Checklist.

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| **Mentoring Sessions** | **Meeting 1 (Ideally in the Sophomore Year)**   * Complete SLPI prior to meeting * Create, in consultation with mentor, a goal statement and rationale, which explains how leadership experiences enable student to fulfil goal and program requirements * Review and discuss StrengthsFinder materials   **Meeting 2 (Ideally in the Junior Year)**   * Check-in session: assess progress toward achieving goal statement through provided rationale * Complete emotional intelligence survey prior to session and discuss results   **Meeting 3 (in course with Leadership Class)**   * Retake SLPI prior to meeting and discuss results * Reflect on leadership journey and success in achieving goal statement * Determine action plan for finishing leadership program |
| **Possible Leadership Mentors** | Academic Advisors  Club and Organization Advisors  Professors  Role Models |

1. **Present a of topic of leadership expertise**

Students must prepare and present on a topic of expertise related to leadership. This presentation may be given either on- or off-campus. Students are encouraged to explore conferences outside of Juniata.

Students should submit supporting documentation, such as copy of training schedule or conference schedule abstract, as appendix to Leadership Program Checklist.

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| **Possible Leadership Topics** | Conflict Management  Creating Inclusive Environments  Non-Positional Leadership  Building Trust in Groups  Best Practices of Leadership  Stages of Group Development  One’s Personal Leadership Journey |
| **Possible Presentation Opportunities** | Student Leadership Conferences  Professional and Academic Conferences  Leadership Retreats  Organization Trainings |

**Leadership Program Submission Process:**

Students must submit their completed electronic Leadership Program Checklist with supporting appendices to the Office of Student Engagement and Campus Activities by April 15 for verification of completion. The Office of Student Engagement and Campus Activities will affirm completion of the program by May 1.

Leadership program recipients will be honored and recognized at the annual May Day Student Leadership Appreciation Brunch.