

CERTIFIED STUDENT LEADER PROGRAM

COACH'S MANUAL UPDATED FALL 2015



Center for Leadership & Civic Engagement
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MSC Student Life Tower, 1st & 3rd Floors



USF STUDENT AFFAIRS
UNIVERSITY OF SOUTH FLORIDA

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LETTER TO THE COACHES

Thank you for volunteering to serve as a Certified Student Leader Coach for a motivated student leader at the University of South Florida. Your willingness to spend time and energy offering advice, insight, and feedback to our students is one of the reasons the Certified Student Leader program is a successful experience for students. We know the relationship CSL students develop with their coaches helps cement their learning throughout the program.

Here, you will learn what is required of you as a Leadership Coach, and what is expected of students to complete the Certified Student Leader program. As you begin working with and coaching your CSL student, you will learn that the most significant thing you can do for him or her is simply listen and provide advice. As CSL students progress through their requirements, they will be learning, questioning themselves, and practicing skills we believe are essential for success after graduation. Providing these students time and a place to appropriately reflect on their learning is crucial to their development.

As you continue to serve as a Leadership Coach, we encourage you to utilize the Center for Leadership & Civic Engagement as a resource in your efforts. The staff is dedicated to making your experience as successful as possible. Thank you for your willingness to help students on their leadership journey!

Good luck,

The Center for Leadership & Civic Engagement Staff

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THE ROLE OF A LEADERSHIP COACH

Leadership Coaches assume a variety of roles throughout their relationship with the students with whom they work. However, at its foundation, the coach is responsible for helping to guide the student through the Certified Student Leader Program. This requires Certified Student Leader Coaches to:

- Know and understand the requirements for completing the Certified Student Leader Program
- In a broad sense, assess the student's leadership effectiveness
- Develop and nurture the relationship with the student
- Challenge the student to grow and excel, while supporting them in their current skills and level of development
- Maintain regular contact with the student
- Provide insight, advice, and feedback

Satisfying the above requirements with one student may look very different than with another. However, a good "rule of thumb" is provided below to help Leadership Coaches get started. Coaches should:

- Meet a minimum of two times with your student during the completion of the certification.
- Maintain contact with the student by e-mail, phone, or other methods during the completion of the certification.
- Provide feedback, guidance, and quality control for the student regarding his or her leadership philosophy and development of the leadership portfolio.
- With the student, construct expectations for the relationship, regarding both the responsibilities of the student as well as those of the coach.

Most coaches spend 4-5 hours per semester working with their students, either in meetings with them, or in correspondence, preparation, or reading the material students will submit.

The Leadership Coach also serves as the first evaluator for students in determining whether they have successfully completed any component of the CSL program. If coaches have questions or would like feedback themselves, the Center for Leadership & Civic Engagement can always be of assistance.

There are as many ways to coach a student through the Certified Student Leader program as there are students enrolled. If you have any questions or concerns as a Coach, please contact the Center for Leadership & Civic Engagement.

PROGRAM REQUIREMENTS

Students are enrolled in this program as part of a cohort. Once added to a cohort, students will have three semesters (not including summer) to complete the program. These requirements are not meant to simply be a checklist – coaches should work with students to ensure they effectively prepare for and reflect on each of their experiences.

To earn the designation of Certified Student Leader, students must turn in the Credit Verification Form (see page 13) documented with the following:

- CSL Orientation
- One 3 credit hour Leadership Studies Course (LDR designation)
- 12 hours of leadership training
- 48 hours of citizenship/service
- Leadership Philosophy Workshop and Completed Leadership Philosophy
- Leadership Coaching Experience
- CSL Career Workshop
- Verification of leadership training with signed documentation, or a one (1) page summary of each leadership activity
- Reflection paper (3-5 pages) on citizenship/service involvement
- Completed Leadership Portfolio and participation in the Celebration of Leadership Ceremony
- Exit Application

At the end of every semester, students who have completed the above requirements will be invited, along with their coach, to participate in the Celebration of Leadership Completion Ceremony.

RESOURCES FOR COACHES

The Center for Leadership & Civic Engagement can provide current and prospective coaches the support they need to be successful in their responsibilities.

Support initiatives include:

- Coaching Sessions are offered several times throughout the year. These sessions help prepare you how to be an effective coach. These sessions will include:
 - Explanation of the CSL Program
 - Your role as a coach
 - How to help students progress through the program
 - How to help students create their leadership philosophies and leadership portfolios.
- The Center for Leadership & Civic Engagement website is also an excellent resource, and includes FAQ about the program and the CSL Participant Guide
- The CLCE staff is interested in meeting individually with any CSL coach who has questions, concerns, or need for advice. Please contact the CLCE at 813-974-7795 to schedule an appointment.

* See the Appendix at the end of this guide for outlines to help you with each coaching session.

CERTIFIED STUDENT LEADER PROGRAM COMPONENTS

Requirements for the Certified Student Leader Program are divided into three categories. See a detailed explanation of each category on the following pages of this guide.



PERSONAL EMPOWERMENT & LEADERSHIP AWARENESS

This component of the program is designed to improve leadership skills through hands-on development.

SUCCESSFUL COMPLETION INCLUDES:

1. A leadership class: either completion of a Leadership Studies Course **OR** the Six-Week Book Course.
 - Any three (3)-credit leadership course offered at the University of South Florida (or equivalent transfer credit) may apply to fulfill this requirement. The student must pass the course with a grade of B or better.
 - The Six-Week Book Course is a non-credit bearing study designed to supplement the work done in a Leadership course. This course utilizes current text to educate students on best practices in leadership. For more information on the course, students can visit Canvas for dates and enrollment information. (This course is only for those who cannot complete a Leadership Course. Approval by CLCE staff is required.
2. Twelve (12) hours of approved leadership training, which may include (but is not limited to):
 - Leadership Studies Courses
 - Workshops
 - Speakers
 - Retreats (Emerging Leaders Institute, Rising Leaders, Senior Leaders Academy, Leadership Challenge)
 - Attendance of the CSL Celebration of Leadership outside of the one you participate in
 - The Six-Week Book Course (if NOT already applying it to the above requirement)
 - CSL Orientation
 - Read to Lead (leadership book club)
 - Lunchtime Leadership Series

NOTE:

Workshops and speakers may include lectures and services provided by Housing & Residential Education, New Student Connections, Orientation and other student affairs departments. Workshops must be in direct relation to the development of leadership knowledge and/or skills. Students must get workshops and speakers pre-approved by the Center for Leadership & Civic Engagement.

Students should check Canvas and the CSL Newsletter to stay informed of opportunities that can be applied to this component of the program.

Verification of attendance at workshops, speakers, and retreats is mandatory. Verification may be obtained by a signed verification form (available on Canvas), or the submission of a one (1)-page summary of the event. Each summary should reflect personal assessment of the event and increased leadership skills and/or knowledge. The form or summary should be submitted to the Center for Leadership & Civic Engagement. Students must also document hours on their CSL Credit Verification Form (see page 10).

CITIZENSHIP & SERVICE

This component of the program is the most flexible in terms of requirements. It empowers students to use their leadership skills within the USF and Tampa Bay community.

SUCCESSFUL COMPLETION INCLUDES:

1. 48 hours of one or a combination of the following:
 - Student Organization Involvement
 - Program Creation or Event-Planning Experience
 - Internships
 - Service-Learning Experiences
 - Research
 - Community Service
2. Students must document all hours on the CSL Credit Verification Form, as well as demonstrate participation in any of these activities by writing a three (3) to five (5) page reflection report (12 font, double spaced). This report should include:
 - Summary of Activities
 - Student's Role and Involvement
 - Application of Knowledge Acquired in either of the other two components of the program
 - Reflection of Personal Experience

Examples of Service Events happening in the CLCE:

- Stampede of Service
- CHARGE! Take Service by the Horns
- Senior Citizen Prom
- Hunger Banquet
- Bulls for Kids Dance Marathon

MAKING MEANING

This component of the program provides an opportunity for students to reflect on their leadership development. It also enables students to articulate how their experiences have enhanced their time at USF and have better prepared them for a successful future.

SUCCESSFUL COMPLETION INCLUDES:

Attending a Leadership Philosophy Workshop

- This workshop will give you an opportunity to explore your guiding philosophy behind your actions, behaviors, and thoughts, and to understand yourself within the context of leadership.
- Students must reserve this workshop for their last semester in the program.

Attending the CSL Career workshop

- This workshop will give you the opportunity to discuss how your leadership experiences translate to a skillset that employers want.
- Students can take this workshop at any point in the program

Leadership Coaching Experience

The coaching relationship is one of the most critical aspects of the CSL Program. At its foundation, the purpose of a leadership coach is to help guide students through the process of obtaining their co-curricular certification. CSL students are expected to meet with their coach at least two (2) times during the completion of the certification.

Session 1: Introduction

Before students enroll in the Certified Student Leader program, they are required to attend a mandatory Orientation workshop where they learn about the program and specific requirements. Students are then eligible to officially begin documenting their progression towards the Certified Student Leader certification. Students will also be asked to identify a coach and make an introductory meeting. The coach's role in this meeting is primarily to build the foundation for a strong relationship. Many USF students do not have close working relationships with faculty, staff, or volunteers, and may need time to grow comfortable working with their coach.

An initial meeting between a coach and a student may include the following items:

- **Introductions:**
Both student and coach should be prepared to talk about themselves and their backgrounds, as well as why they have chosen to become involved in the CSL program.
- **Prospective Timeline:**
This includes a discussion about how the program fits into the overall academic timeline for the student, as well as what programs, courses, and leadership and/or volunteer experiences the student might be interested in participating.

- **Expectations:**
Students should be prepared to address their preferences regarding the role of the coach in their development, and coaches should address their preferred style in offering feedback and coaching.
- **Scheduling subsequent meetings:**
This often includes discussion on how often the student and coach will meet, how they will best communicate outside of scheduled meetings, and what preparation should be done prior to any scheduled meeting.

As mentioned, the above notes are suggestions, not requirements, for the initial meeting. Some students may be ready to accomplish more than this (they may wish to discuss their overall goals), while others may not have detailed thoughts regarding their expectations for their coach. Therefore, the coach should be flexible in the goals for this meeting.

Session 2: Leadership Philosophy and Completion of the CSL Program

Students who plan to complete the requirements for the CSL program should contact the Center for Leadership & Civic Engagement at the beginning of the semester in which they plan to complete their certification. Once a student has attended the leadership philosophy workshop and has a plan for the Leadership Portfolio, the coach will review the philosophy and discuss the student's plans for completion of the portfolio. This should be a one hour discussion that helps students put closure on their experience completing the Certified Student Leader Program.

Students and their coaches are invited to participate in the Celebration of Leadership at the end of each semester to honor completed students and presented them with the CSL Certificate. All current certificate students and their coaches are invited to attend, as well as invited guests of the Center for Leadership & Civic Engagement. This event includes a formal ceremony with a guest speaker as well as recognition of students and coaches. Students will also have the opportunity to display and showcase their leadership portfolios.

CHECKLIST

Use this checklist to successfully complete the Certified Student Leader Program

- CSL Orientation
- Leadership Course
- 12 hours of leadership training
- 48 hours of citizenship/service
- Leadership Philosophy Workshop
- Leadership Coaching Experience
- CSL Career Workshop
- Verification of Leadership Training with signed documentation, or a one (1) page summary of each leadership activity.
- Reflection Paper (3-5 pages) of citizenship/service involvement.
- Completed Leadership Portfolio and participation in the Celebration of Leadership Ceremony.
- Exit Application

CREDIT VERIFICATION FORM

Use this form to document fulfillment of each component of the program. This form is also available on Canvas.

PERSONAL EMPOWERMENT AND LEADERSHIP AWARENESS		
1 Leadership Course (3 credit hours) & 12 hours of Leadership Training		
Requirements:	Hours:	Date:
1. Leadership Course:		
2.		
3.		
4.		
5.		
6.		
I certify that my answers are true and complete to the best of my knowledge. I understand that false or misleading information in this form may result in my release from the program.		
Student:	Signature:	
Coach:	Signature:	

CITIZENSHIP / SERVICE		
48 Hours (internship/service learning/research/student org./community service)		
Requirements:	Hours:	Date:
1.		
2.		
3.		
4.		
5.		
6.		
I certify that my answers are true and complete to the best of my knowledge. I understand that false or misleading information in this form may result in my release from the program.		
Student:	Signature:	
Coach:	Signature:	

CREDIT VERIFICATION FORM

Continued

MAKING MEANING		
2 Meetings with Leadership Coach & Leadership Philosophy Workshop		
Requirements:	Hours:	Date:
1. Celebration of Leadership		
2. Leadership Philosophy Workshop		
3. Coaching Session #1	1 hour (min)	
4. Coaching Session #2	1 hour (min)	
5. Additional Coaching Sessions (<i>optional</i>)		
6.		
I certify that my answers are true and complete to the best of my knowledge. I understand that false or misleading information in this form may result in my release from the program.		
Student:	Signature:	
Coach:	Signature:	

FREQUENTLY ASKED QUESTIONS

WHO IS ELIGIBLE TO ENROLL IN THIS PROGRAM?

Students must be in good academic standing in their respective college to participate in the program. Otherwise, any University of South Florida student – whether they are full-time or part-time – undergraduate level or graduate level – is welcome to participate!

HOW LONG DOES IT TAKE TO FINISH THE PROGRAM?

Each student will complete three semesters after the start of their cohort semester. Note that this does not include the summer semesters. Once a student is added to a cohort, they get to decide what experiences to participate in. Therefore students will progress at different paces, but will still complete the program at the same time.

HOW DO STUDENTS ENROLL IN THIS PROGRAM?

Students can enroll by filling out the Enrollment Application available on the website.

DO STUDENTS HAVE TO ATTEND ORIENTATION BEFORE THEY BEGIN WORKING TOWARD THEIR CERTIFICATION?

Not at all! All students enrolled are required to attend one of the orientation sessions at the start of their cohort semester. These orientations will usually take place the first two months of the semester, so students are encouraged to begin participating in events and workshops as soon as they enroll.

DO STUDENTS NEED TO SIGN UP FOR THE WORKSHOPS THEY WISH TO ATTEND?

Depending on the workshop, you may be required to register due to high demand. Check with the office that offers the workshop for more information, or check the Canvas Calendar for details.

WHY SHOULD AN EMPLOYER OR GRADUATE SCHOOL VALUE THE LEADERSHIP CERTIFICATION?

Most employers and graduate schools seek individuals who have proven to be leaders, have demonstrated their leadership abilities, and have been actively involved on their campus and in their local community. Students who complete the Certified Student Leader program have participated in a well-rounded leadership and service program which exceeds the quality of the typical college student experience.

HOW DO I GET CERTIFIED?

Certification is achieved by learning, practicing, and reflecting on your leadership development. Once all requirements are met, you will receive an official certificate and also have the certification listed on your Co-Curricular Transcript. Upon completion you will receive instructions for how to add this to your transcript.

APPENDIX 1

To help with the coaching sessions with your students, here is a list of some talking points for the sessions. Although it is not inclusive of everything, we wanted to provide ideas of what may be covered during these sessions. Please feel free to customize each session by adding additional topics or conversations.

First Coaching Session

- Introductions
- Go over the Certified Student Leader (CSL) Program and all of the components
- Develop expectations for the relationship, of both the coach and the student
- Develop a meeting schedule and plan (must meet at least 2 times, but encourage more)
- Review checklist together to see progress in program
- Discuss students' plan for completion of the program - what do they plan on participating in to complete the program and when do they believe they will finish?
Timeline
- Discuss the personal definitions of leadership-the coach can guide this conversation by giving personal examples and sharing personal stories. How will this definition play a part in their future career?
- Discuss students' current leadership and involvement
- Start discussing the current student's leadership philosophy (use handout)
- Set goals for the next meeting (next steps)

Last Coaching Session (after Leadership Philosophy Workshop)

- Briefly recap what was discussed during previous meeting
- Go through the checklist to make sure the student has completed all the components of the program
- Discuss and develop the students' personal leadership philosophy-use the values, beliefs, and assumptions worksheet supplied by the Center for Leadership and Civic Engagement (this should be done after the student attends the leadership philosophy workshop)
- Provide guidance and feedback for the students' leadership portfolio
- Discuss how student plans to use their leadership skills in their future careers
- Sign the credit verification form verifying student completion of the program
- Put the attendance of Celebration of Leadership on your Calendar - Come support your student

APPENDIX 2

A leadership philosophy is the way we see ourselves as leaders. This philosophy guides our actions, behaviors, and thoughts. Our philosophies are influenced by external and internal factors. Creating a personal leadership philosophy requires an individual to explore their personal values, assumptions, and beliefs about leadership.

Exercise 1: Identifying Your Leadership Values

Pick five core values that you feel describe and guide who you are as a leader. Once you have picked those values answer the following questions about each of the values:

- What is your personal definition of this value?
- How do you envision these values playing out in your leadership?

Exercise 2: Uncovering Your Leadership Assumptions

Answer the following questions about leaderships. By reflecting on these, you will find what assumptions are driving your leadership thinking.

1. Write down two stories of leadership. One should describe a positive experience with leadership and the second should describe a negative experience with leadership.
2. Write down your definition of leadership.
3. Using your definition of leadership, please elaborate how you first came to understand that leadership definition.
4. Describe the individuals or organizations that influence your leadership definition.

For each of the questions, ask yourself:

- What were my assumptions?
- What influenced those assumptions?
- Would others see the situations differently?

Exercise 3: Understanding Your Leadership Beliefs

Pick five core values that you feel describe and guide who you are as a leader. Once you have picked those values answer the following questions about each of the values:

5. Can people who have caused other harm be leaders, e.g Adolph Hitler?
6. Should leaders have certain qualities to be able to lead?
7. Who decides who leads?
8. How do leaders gain creditability?
9. In general, is there something good about leadership?
10. What do you think is the purpose for leadership?
11. Is leadership behavior developed through personal experiences or through external forces?

For the questions above, write down one statement for each question that illustrates your belief about that question.

Exercise 4: Finalizing Your Leadership Philosophy

Now that you have identified your leadership values, uncovered your leadership assumptions, and understand what beliefs guide your leadership thinking, you are now ready to write statements reflecting your leadership philosophy using the responses above. Statements about your leadership should be written in the present moment not the future tense. Creating “present moment” statements helps you to internalize and visualize your philosophy as it is happening now, not in the future or the past.

Your leadership philosophy should be a statement that consists of your responses from the above exercise. It doesn't have to include everything, but it should encompass a general idea of what you've written. It doesn't have to be formatted in a certain way, just whatever makes sense to you. You can write one sentence statements or you can write a story explaining your philosophy. Start with an initial draft of your philosophy and write it down. Revise it as often as you need. Remember, your philosophy can change depending on where you are at with your leadership.