

## Emerging Leaders Training

### Public

**Name of Assessment Project:** Emerging Leaders Training

**Name(s) of Person(s) Responsible for Assessment Project:** Athletic Prog Coordinator (Danielle Boyle)

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**Other Contacts:** Senior Assoc Athletic Director (Wendy Taylor-May)  
**Providing Department:** Intercollegiate Athletics

**Other Units/Departments Involved in Assessment Project:** Counseling and Psychological Services

**Program, Service, or Event Related to Assessment Project:** This assessment project is linked to the quarterly Emerging Leaders Training and Advanced Leadership Roundtable offered to the student-athletes by Intercollegiate Athletics. Both workshops are facilitated by UCSD Sports Psychologist Dr. Rhonda Hackshaw. The Emerging Leaders Training meets once a week and the Advanced Leadership Roundtable meets every other week.

This program is designed to cultivate effective leadership through critical thinking and innovative problem-solving, healthy and effective communication, and development of and advancement of common goals in diverse environments that promote self-evaluation and peer-review. This module includes collaborative discussions, group problem-solving and conflict resolution. Student-athletes are separated from their sport, and placed in the unfamiliar environment of a workshop, where they can practice to overcome personal and political differences which may not otherwise be dealt with during athletic activity.

#### Strategic Plan:

- Flourishing: Result 212
- Community Building: Results 311, 312, 331, 341
- Real World Experiences: Results 451

#### SALOs:

- Think Critically and Solve Problems: 1.6, 1.7
- Communicate Effectively: 2.5, 2.6, 2.7
- Advance a Plan for Personal, Academic, and Professional Success: 3.7
- Lead in a diverse Global Society: 4.1, 4.5, 4.6

#### HIPs:

- Common Intellectual Experiences
- Learning Communities
- Collaborative Assignments and Projects
- Diversity/Global Learning

**Assessment Project Description:** The goal of the program is to develop and enhance the leadership ability and communication skills of student-athletes in order to help them become effective leaders for their teams. Participants include student-athletes who have been nominated by their coaches or who have expressed direct interest. These sessions encourage participants to learn from each other through open dialogue and to meet with their coaches to discuss concepts and skills learned in the program. Assessment of growth in leadership and communication skills will be determined through surveys completed by the student-athletes participating in the program as well as through dialogue with head coaches and the facilitator.

**Unit/Program Specific Goals and Learning Outcomes:** The goal of the Emerging Leaders Training with Dr. Rhonda Hackshaw is to facilitate the development of our student-athletes' leadership skills, in hopes to promote strong, effective leaders and success for each UC San Diego Intercollegiate Athletics Team. Following the general outline of Jeff Janssen's *The Team Captain's Leadership Manual*, the workshop highlights peak performance and mental training techniques, learning and use of effective and healthy communication, strategies to increase team cohesion and connection, and minimization/management of conflict.

As a graduate of Leadership Training, student will be able to:

- effectively communicate with fellow student-athletes and coaches
- reflect on their own style of leadership and what is effective for them
- define the various components of leadership

Upon conclusion of the Emerging Leaders Training, participants complete an online learning outcomes survey administered through Student Voice. In addition to assessing learning outcomes, the survey gauges student satisfaction and overall effectiveness of the workshop.

**Relationship to Student Affairs Learning Outcomes:** Think Critically and Solve Problems, Communicate Effectively, Advance a Plan for Personal, Academic, and Professional Success, Lead in a Diverse Global Society, Promote Social Justice and Community Responsibility

**Assessment Project Start:** 7/1/2012

**Assessment Project End:** 6/30/2014

**Population/Sample:** Participants of the Emerging Leaders Training are student-athletes who have been identified by their coaches as "up and coming" leaders with the potential to have a profound impact on their teams' success through their leadership, or those individuals who have expressed direct interest in the program. Participants of the Advanced Leadership Roundtable are those student-athletes who are no longer preparing to become leaders on their teams, but are now acting in these leadership roles. There were 18 respondents to this survey. We had 81 participants in the Emerging Leaders Training and Advanced roundtable throughout the 2013-14 school year.

**Type of Assessment:** Student learning outcomes and/or behavioral outcomes, Satisfaction study

**Other Assessment Type(s):**

**Assessment Methods:** Surveys

**Other Assessment Method(s):**

**Data Collection Tools:** Campus Labs Survey

**Data Analysis Methods:** Review survey results summary and compare to prior years.

**Presentation of Findings:** Discuss results with Athletics Department staff in a staff meeting and with Dr. Rhonda Hackshaw in an effort to improve the program.

**Progress:** 100%

Link Assessment Project in Campus Labs Baseline :	Name	Source
	<a href="#">Leadership Training Survey 2012-13</a>	Baseline (All project data)

**Summary of Findings:** Findings indicate the program is successful in teaching student-athletes effective communication skills, conflict resolution strategies, and an expanded concept of leadership which helps them to define their own roles as leaders within their respective teams. Additional responses indicate that Dr. Rhonda Hackshaw is an exceptional facilitator and that overall programming was satisfactory.

.....  Leadership Training Survey 20-12-13 PDF

**Impact of Assessment:** The assessment allows us to adjust our program for the next quarter as well as the next year in order to ensure each individual is attaining maximum leadership potential.

**Lessons Learned:** *Student Voice*  
For the past two years, we have administered our Emerging Leaders Training survey via Student Voice. Since transitioning from informal surveying to the online survey, we have found that participants are providing more feedback. Generating and sharing data reports have become easier, and storing large amounts of data has become more reasonable. In addition, Student Voice staff members have been very helpful and can share their expertise in developing assessment tools with you. We would highly recommend using Student Voice.

*Evaluate the leadership training facilitator*  
The workshop is a highly interactive and experiential program. In order for the workshop to be effective, the facilitator must create a safe and open space that encourages participants to work with and learn from each other. In addition to assessing learning outcomes, we have been able to evaluate Dr. Hackshaw's effectiveness as the leadership training facilitator through the survey. Dr. Hackshaw has incorporated participant feedback to enhance the experiences of future training participants.

**Supplemental Information:**

Last modified 9/9/2014 at 2:52 PM by [Noah Jackson](#)  
Created 10/19/2012 at 12:00 PM by [Danielle Boyle](#)