Thank you for taking a leadership role at Gustavus!  
Best of luck this year!
SCHEDULE FOR 2015-2016

Fall semester tracks offered: Self-Leadership, Christian Leadership, Exemplary Leadership, Mindful Leadership, and Student Organization Leadership.

Involvement Fair: September 15
October 2
October 9
October 16
October 30
November 6
November 13
November 20
December 4

Spring semester tracks offered: Self-Leadership, Christian Leadership, and Servant Leadership

Involvement Fair: February 17
February 26
March 4
March 11
March 18
April 8
April 15
April 22
April 29
Night of Distinction: May 8

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GUSTIES IN ONGOING LEADERSHIP DEVELOPMENT PROGRAM

The VISION of G.O.L.D. is to collaboratively serve as the cornerstone for leadership development for all Gustavus students. The program aims to foster deep understanding of leadership principles and practices and empower students to live as authentic leaders.

G.O.L.D. provides an experience-based leadership opportunity that is rooted in Gustavus’s five core values:

EXCELLENCE
First among the College’s shared values is a commitment to high quality and excellence in all that we do. Commitment to excellence calls on all of us to achieve to the very best of our capabilities and exceed our own expectations. Our distinctive heritage demands nothing less than excellence.

SERVICE
The College highly values service as an objective of life and education. We embrace the notion that authentic leadership expresses itself in service—the classical ideal of a truly liberating education. Education frees us to serve God and humanity to the best of our abilities.

FAITH
Conviction that religious faith enriches and completes learning is the foundation of community, ethics, and service. We are compelled to excel in a divinely ordered world. Without expecting conformity, we encourage an honest exploration of religious faith and seek to foster a mature understanding of the Christian faith.

COMMUNITY
Gustavus has always prized community. Civility, mutual respect, cooperation, shared governance, and a pervasive sense of concern for every member of the Gustavus community are hallmarks of the College. Freedom to express a broad range of ideas is central to our sense of community.

JUSTICE
Our Swedish and Lutheran heritage lead us to hold up justice as a primary institutional value. We strive to be a just community in all of our actions and to educate our students for morally responsible lives. “Education for the common good” is our objective, and integrity must be one of our defining characteristics.

Christian Leadership Certificate
- Series Introduction
- Finding Your Theological Voice
- Guiding Principles for Christian Leadership
- Practices for Sustaining Christian Leadership
- Being a Christian Leader in Context: Whole Self, Whole Life
- Common Ways Good Leaders Get Off Track
- Being a Christian Leader in Context: Gustavus, Student Groups
- Series Summary and Next Steps Action Planning

Mindful Leadership Certificate
- Introduction: Making the Case for Mindfulness
- Finding the Space to Lead
- Exploring Creativity
- Achieving Clarity
- Cultivating Compassion
- Enhancing Focus
- How Mindfulness Can Solve the World’s Greatest Challenges
- Beyond Mindfulness: A Regenerative Way to Live and Lead

Student Organization Leadership Certificate
- Introduction to Student Organization Leadership
- Organizational Structure and Governing Documents
- Organizational Culture
- The New Member Experience
- Strategic Planning and Budgeting
- Event Planning
- Transitioning and Developing Advisor Relationships
- Capstone Class
Gusties in Ongoing Leadership Development

Leadership Development Certificate Options

Self-Leadership (offered each semester)

Exemplary Leadership (offered fall semester)

Christian Leadership (offered each semester)

Mindful Leadership (offered fall semester)

Student Organization Leadership (offered fall semester)

Servant-Leadership (offered spring semester)

G.O.L.D. Learning Outcomes

Students completing the G.O.L.D. Program will be able to understand and demonstrate leadership theory through the articulation and application of leadership principles and practices, specifically:

1. Assertively employ critical thinking in problem-solving by influencing others through writing, speaking, or artistic expression.

2. Exhibit the ability to function interdependently by showing self-respect and respect for others, listening to the concerns of others, seeking feedback from others, and involving those with differences from oneself.

3. Acknowledge personal skills, abilities, and limitations as well as articulate those qualities that enhance one’s role as a democratic leader with principles.

4. Articulate leadership philosophy through writing, speaking, and reflecting.

5. Initiate actions toward goal achievement and overcome obstacles that impede progress.

6. Understand one’s own identity and culture and articulate the advantages and challenges of a diverse society.

7. Understand, abide by, and participate in the development, maintenance, and/or orderly change of community, social, and legal standards or norms.
G.O.L.D. INFORMATION SESSIONS

Students who participate in out-of-the-classroom leadership and involvement activities are more likely to develop leadership skills, succeed personally and professionally, and learn more about their chosen career field.

G.O.L.D. Rock Wall
Tuesday, September 15 | Eckman Mall | 4–8 p.m.

Check out the Gusties in Ongoing Leadership Development (G.O.L.D.) program at the Rock Wall at the end of Eckman Mall. Descriptions and schedules for the different tracks of G.O.L.D. will be available along with presenters and past participants from G.O.L.D. Come and climb!

Frost-Your-Owns
Wednesday, February 17 | Banquet Rooms | 4–8 p.m.

It is never too late to join G.O.L.D. and learn more about yourself and your own leadership style. Grab a frost-your-own, have your questions answered by some participants and pick up a spring schedule for the various tracks of G.O.L.D.

3. Organizational Culture Because student org membership is voluntary, developing a culture of collaboration, inclusiveness, social connection, and fun is important to ensure members stay engaged. Explore how the mission and nature of your organization, as well as incorporating specific strategies such as developing retreats or meeting structure, can help you shape a healthy culture.

4. The New Member Experience Each year, organizations lose members to graduation, study abroad, and many other competing commitments. This makes attracting new members a critical and ongoing task. Discover the best way to recruit new members, and make them feel welcome. Solutions for these challenges will be unique to each organization, but the conversation should be had in each one.

5. Strategic Planning and Budgeting Mission statements, organizational goals, a plan for the future. Many student orgs spend most of their time focusing on the next event or activity. Creating time to ensure that you are planning ahead, delegating responsibilities fosters future success, and ensuring everyone understands the organizational vision can help your org reach new levels of achievement.

6. Event Planning Implementing events, programs or initiatives for members or the broader community is a critical way for student orgs to fulfill their missions. Are you stuck doing the same thing year after year with limited success? Are you searching for a signature event to get your name out there? Explore how to develop, execute and improve upon your events in a way that will allow you to reach your goals.

7. Transitioning and Developing Advisor Relationships Each year most student organizations bring in new members and leaders, as well as lose institutional membership. Due to the nature of this turnover, many orgs can be caught in a cycle of repeating the same mistakes and encountering the same problems year after year. By developing advising relationships and producing good transition materials, you can help ensure your organization will keep developing and moving in the right direction.

8. Capstone Class In this final session, we will explore integrating all different aspects of good student org leadership and management that is specific to your organization. By developing an ongoing action plan, participants will have a wealth of ideas to provide meaningful leadership to your student org into the future. In addition, we will spend time strategizing how to communicate your student org leadership experience and marketing your transferable skills.
STUDENT ORGANIZATION LEADERSHIP CERTIFICATE (offered fall semester)

The Student Organization Leadership Certificate will guide students through exploring the nature of leadership in the specific context of student orgs. Whether you are a positional leader, someone who aspires to hold leadership positions or just a member who wants to contribute all they can, leadership is critical to student org function and sustainability. An effective student org can provide learning and bonding for its members and contribute to the broader community in important ways. Discover how your org(s) can become more engaging, effective, and dynamic.

This track will bring together theoretical concepts from different disciplines, best practices and strategic thinking that will help you develop as a leader for your time here at Gustavus and beyond. The Student Organization Leadership Certificate will be awarded upon completion of seven of the following classes.

1. Introduction to Student Organization Leadership This introductory session will focus on exploring the context of student orgs. There are many factors that make these organizations distinct. By exploring these unique traits and the differences between different types of student orgs, students can create a foundation for developing leadership strategies.

2. Organizational Structure and Governing Documents Organizational structure is something that can be distinct between different orgs. Understanding the structure of your organization can help you maximize its effectiveness and also provide you tools for making strategic changes as you discover room for improvement. By using governing documents such as a constitution and/or bylaws, you can provide stability and unity within your org.

GET INVOLVED IN G.O.L.D.

CHOOSING YOUR LEADERSHIP CERTIFICATE

This is easy! Choose the Leadership Certificate in which you are most interested. See full descriptions of each leadership certificate option on pages 8–19.

CLASS SCHEDULES

G.O.L.D. classes are scheduled on Friday afternoons from 2:30 to 4:00 p.m. Fall semester classes will run from October to the beginning of December and spring semester classes will be offered from the end of February to the beginning of May.

ATTENDANCE ROLL-OVER

ALL G.O.L.D. classes will transfer from year to year as long as the participant is a Gustie.

CERTIFICATE PROGRESS

Individuals can check their own progress by visiting gustavus.edu/cao/gold and clicking on the G.O.L.D. attendance register spreadsheet, or you can use the tracking spreadsheet on page 20–21 of this booklet.

NEED-TO-KNOW INFORMATION

EARNING A CERTIFICATE

Attend at least 7 classes within each certificate option. Each option will include 8 classes as well as opportunities for reflection and a capstone overview.

G.O.L.D. CLASS TEACHERS

G.O.L.D. classes are taught by administrators and faculty from the Gustavus community. The expertise they lend to the program allows participants to learn and apply valuable skills and enables them to grow in their leadership.

Questions can be sent to the G.O.L.D. leadership coordinator at gold@gustavus.edu.
SELF-LEADERSHIP CERTIFICATE
(offered fall and spring semester)

The Self-Leadership Certificate will provide you with the opportunity to better understand the fundamental elements of leadership as well as enhance understanding of yourself. These classes will allow participants to gain motivation for continued leadership development as well as assist you in clarifying personal learning outcomes you are interested in achieving. The Self-Leadership Certificate will be awarded upon completion of seven of the following classes.

1. **Introduction to Self-Leadership**
   Leadership development is self-development. Therefore in order to lead others, you must learn to lead yourself. In this class, you will be introduced to the leadership philosophy of G.O.L.D. and also to the understanding that Gustavus views every student as a leader. But we also realize that leadership development is a journey, not a destination. Join us on that journey.

2. **Strengths Quest**
   If you spend your life trying to be good at everything, you will never be great at anything. To help you learn about your natural strengths as a leader, you will have the opportunity to take the Gallup’s Clifton StrengthsFinder leadership assessment. A great number of talents naturally exist within you, and each of them is very specific. This class will help you examine your strengths in order for you to move forward and reach your maximum potential. We will look at the four domains of leadership based on your strengths and how your strengths can be maximized.

3. **Value of Difference**
   This session will complement the inventories in this track and allow participants to explore their social identities and experiences. It is essential for a quality leader to not only understand their own positionality in the world, but to appreciate how the lived experiences of others impacts how they see the world and interact with others.

4. **Achieving Clarity**
   When we come to intersections in life, how do we decide which way to go? To live in the light of our goals and intentions—to lead mindfully—you must be clear about where you intend to go. Clarity of purpose and inner acceptance of circumstances are core tenets of mindful leadership. In this session, explore how to overcome pre-occupation so that we can see clearly what is happening in our lived experience to lead with greater integrity.

5. **Cultivating Compassion**
   In the process of becoming more self-aware, we learn to accept and respond with kindness and understanding toward our weaknesses, failures, and vulnerabilities, just as we appreciate our strengths and successes. When we hold difficult emotions—fear, anger, sadness, shame, and self-doubt—and ourselves with love, we reframe our failures and negative experiences into positive growth opportunities. This frees us from the need to adopt pretenses to impress other people so we can flourish professionally and personally. Self-compassion is the first step toward compassion for others.

6. **Enhancing Focus**
   Part of becoming a mindful leader is improving our performance in high pressure environments. High performance requires commitment and focus. The inability to focus can cause diminished learning, feelings of frustration, and low self-esteem. Imagine performing at the very best—where skills and abilities match the tasks at hand; feeling absorbed and engaged; being able to produce the best results—on demand. In this session, we learn the key elements to creating enhanced focus to experience greater flow and higher performance.

7. **How Mindfulness Can Solve the World’s Greatest Challenges**
   Mindfulness attracts a large following: corporations, educators, and the military all turn to mindfulness to quiet the mind. But they have often done so while upholding long-standing systems of power—making them more efficient, potent, and acceptable under the pretext of inner peace. This session examines why this approach ignores the heart of mindfulness: the call to social engagement. Participants will learn how to engage with the systems of power and domination that contribute to the suffering around us. A quiet mind is not a silent mind.

8. **Capstone: Beyond Mindfulness: A Regenerative Way to Live and Lead**
   People are drawn to mindfulness programs for a variety of reasons and in response to all sorts of promises (e.g., reduce stress-related disorders, increase focus at work, even bringing about world peace). But there is a growing concern that the mindfulness movement has diminished its challenge to materialist attitudes and values. This session explores the implications of the rapid mainstreaming of mindfulness—where people achieve greater money and power, more efficient business-as-usual—that conveniently side steps serious soul searching into the causes of social problems. We then call for a more regenerative way to live and lead.
4. **Values-Based Leadership**
People expect leaders to speak out on matters of values and conscience. To earn and sustain personal credibility, you must be able to clearly articulate your deeply held beliefs. This class is intended to assist you in articulating your deeply held beliefs and to clarify your values.

5. **DiSC**
DiSC® is a personal assessment tool used to improve work productivity, teamwork, and communication. DiSC is non-judgmental and helps people discuss their behavioral differences. DiSC profiles help you increase your self-knowledge, learn how to adapt your own style to get along better with others, foster constructive and creative group interactions, facilitate better teamwork and minimize team conflict, develop stronger sales skills by identifying and responding to customer styles, and manage more effectively by understanding the dispositions and priorities of employees and team members.

6. **Your Digital Identity**
Your presence on social networking sites and social media is often the first (and sometimes only) way others judge who you are. Managing and caring for your digital identity is vital to your role as a leader on campus and beyond. This class will focus on maximizing the positive potential of your online presence as you navigate digital spaces.

7. **Myers-Briggs Type Indicator**
The Myers-Briggs Type Indicator (MBTI) is one of the most popular and widely used means of assessing and understanding personality differences. This tool will help you understand how you perceive your environment, make decisions, and process information. In its true essence, leadership development is in fact self-assessment. The MBTI will provide you with clarity and insight into your idiosyncrasies and leadership style in order to more effectively lead.

8. **Capstone Class**
This class will serve as a synthesis of the self-assessment tools provided in this track. You will summarize your results and explore ways to apply your new self-awareness. In addition there will be the opportunity for case study application.

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**MINDFUL LEADERSHIP TRACK**
*(offered fall semester)*

The Mindful Leadership Certificate provides the opportunity to better understand the fundamental elements of mindful leadership: clarity, focus, creativity, and compassion. Through this series, participants enhance mental precision; develop a more agile mindset; reduce stress responses; develop greater self-awareness; and enhance emotional intelligence, regulation, and mastery. The Mindful Leadership Certificate will be awarded upon completion of seven of the following classes.

1. **Introduction: Making the Case for Mindfulness**
   Got stress? As college students and leaders, we function better when we feel centered—anxious multitasking does not serve us. Investing in stillness, openness, and gentleness is an asset to our creativity, emotional intelligence, and relationship building. In this session, we introduce mindfulness, define the qualities of a mindful leader, and explain why the world needs mindful leadership.

2. **Finding the Space to Lead**
   As busy college students, it is easy to equate productivity with speed, while getting caught in a swirl of worries. But when we pause to look more carefully at a situation, we see more of its character, think about why it’s happening, and notice how it’s affecting us all. Far from a burden to overworked people, mindful leadership is an opportunity—a set of techniques and an innate quality we all have access to—to listen, become more self-aware, innovate, and make better decisions. In this session, we apply mindfulness concepts to optimize our everyday lives (calendars, schedules, phone usage, to-do lists, and interpersonal conflicts).

3. **Exploring Creativity**
   Having trouble writing a paper or finishing a project? Want to reduce stress and achieve greater peace? Heightened awareness is the link between the creative process and mindfulness. Through movement activities and reflective discussions, this session explores mindful creativity to increase our ability to think outside the box as leaders in school and life.
The Servant Leadership Certificate will introduce you to and help you dive more deeply into your own personal understanding and application of the principles and practices of servant leadership. Servant leadership is the ability to discover one's self, a desire to serve others, and a commitment to lead. The Servant Leadership Certificate will be awarded upon the completion of seven of the following classes.

1. **Introduction to Servant Leadership**
   This course will provide an introduction to the principles and practices of servant leadership. We will identify the key themes and characteristics of a servant leader and begin to develop a common understanding.

2. **The Vocation of Leadership**
   Servant leadership is a philosophy of leadership that is rooted in an authentic understanding of self. This course will look at the interior life of the leader and help identify values, virtues, and character through self-awareness.

3. **It Starts with Empathy and Humility**
   Leading with a servant’s heart implies a strong connection to compassion for the well-being and care of others. In this course, we will examine the servant leadership characteristics of healing, empathy, and how humility must be part of leadership.

4. **The Art of Listening**
   The importance of listening, to our inner voices as well as to others, is so important to good leadership. This course will provide models and considerations to listen deeply to oneself and to others.

   In order to provide wise and healthy leadership in communities, we must nurture our relationship with God. Christianity has a rich variety of spiritual practices that help us deepen our awareness of God’s presence. In this session, we will use the Myers-Briggs Type Indicator to explore how personality type influences which practices a person finds most life-giving and which practices each type can use to gain new awareness and growth.

5. **Being a Christian Leader in Context: Whole Self, Whole Life**
   This session will build upon the lessons from previous sessions and focus them into a coherent whole. Religious leaders embrace vocation language and articulate an identity shaped by a strong sense of a call from God. In this session, we will reflect upon two realities with respect to calling: every calling has an address, a specific context, and we are multi-vocational beings made up of many important callings. The lessons we have learned do not just apply to one dimension of our lives but to all dimensions.

6. **Common Ways Good Leaders Get Off Track**
   To lead well one needs to be well. This session will examine some common ways good leaders get off track and how to develop signs for keeping an eye on one’s own life and leadership. None of us are perfect, and there is no such thing as the perfect leader. We will provide strategies for developing support systems and accountability that not only help keep a leader on track but also work to sustain them for a vibrant, healthy and long life of leadership.

7. **Being a Christian Leader in Context: Gustavus, Student Groups**
   This session will come back to session five lessons and build upon them to examine the Gustavus context. Students will gain a clearer sense of the roles and responsibilities they have or are interested in having in our Gustavus community. Students involved with or interested in becoming involved with a student organization at Gustavus will gain a better understanding of how they want to show up in that context as a Christian leader.

8. **Series Summary and Next Steps Action Planning**
   The series concludes with a summary of the course and action planning. Leaders within this certificate option will be asked to share their one key learning from each session and to identify the next steps they plan to take as Christian leaders.
CHRISTIAN LEADER TRACK
(offered fall and spring semester)

The Christian Leader series will provide you with an opportunity to develop a clearer understanding of your theological voice, understand principles of Christian Leadership, and learn strategies for sustaining a more consistent, effective and healthy life of Christian leadership. The Christian Leader Certificate will be awarded upon completion of seven of the following classes.

1. **Series Introduction**  In this session, we will identify key themes and learning objectives for the series as well as begin building our learning community through the sharing of stories. Each participant will have a chance to map their spiritual journey and reflect on where they are currently feeling called to be a Christian leader.

2. **Finding Your Theological Voice**  Everyone is a theologian, and everyone has a personal theology. Christianity is multi-theological, and we are a part of a conversation about God that has been going on for over two thousand years. In this session, each student will explore key questions about God, engage in conversations with people who have different theological commitments than their own, and identify the core of their own personal theology.

3. **Guiding Principles for Christian Leadership**  Grounded in an ethic of love, a Christian leader is guided by leadership principles rooted in scriptural study and theological reflection. In this session, we will discuss core ethical commitments for Christian leadership and integrate best practices from the broader field of leadership development.

4. **A Servant-Led Community**  Servant leaders are concerned with building a strong sense of community and the growth of those they serve and lead. This class will look at leadership practices that contribute to developing strong communities.

5. **Trust and Power in Leadership**  Leadership, especially servant leadership, is based on a deep trust. Servant leadership is also a way of empowering others to lead. This course will look at leadership through the lenses of power and trust and how it affects both the leader and those being led.

6. **Visionary Leadership**  The ability to generate and carry out a vision is paramount to being a leader. Creating and implementing a vision involves the ability to see the future and to garner support that brings the vision to life.

7. **Capstone Class**  This class will serve as a synthesis of the conversation, activities, and learning that has taken place throughout our time together. This includes the opportunity to identify areas to apply your learning for personal growth, professional development and with organizations.
EXEMPLARY LEADERSHIP CERTIFICATE
(offered fall semester)

The Exemplary Leadership Certificate will mobilize students to achieve extraordinary things. Students will transform their values into actions, visions into realities, obstacles into innovations, and risks into rewards. The Exemplary Leadership Certificate will be awarded upon completion of seven of the following classes.

1. **Leadership Challenge (Introduction)** Leadership is not about personality; it is about behaviors. This class will provide the structure and framework to assist you in clarifying your values that will guide your actions as a leader, vision to engage others, and skills to develop your leadership abilities. The class will conclude with the Student Leadership Practices Inventory.

2. **Model the Way** Leaders model the way. To effectively model the behaviors leaders should expect from others, a leader must first be clear about his or her guiding principles and values. Through a values clarification exercise this class will assist you in demonstrating the values you are deeply committed to as a leader so that you are able to set the example through your daily actions.

3. **Inspire a Shared Vision** Inspiring others to envision their success and giving them an image of what that would look like injects drive and determination into those around you. Leaders have to enlist others in a common vision and breathe life into their hopes and dreams to enable them to see possibilities that the future holds. This class will assist you in illustrating your vision for you and others in the foreseeable future.

4. **Challenge the Process** The work of leaders is change. Those who lead to greatness seek and accept challenge. This class will focus on maximizing opportunities to innovate, grow, and improve.

5. **Enabling Others to Act** Grand dreams don't become significant realities through the action of a single person. They require a team. They require group collaboration and individual accountability. This class will facilitate the process of fostering collaboration and building trust. Through these relationships leaders will turn constituents into leaders themselves.

6. **Encourage the Heart** Leaders build a strong sense of collective identity and community spirit that can carry a group through turbulent and difficult moments. This class will focus on recognizing contributions and celebrating accomplishments. You will be provided with specific tactics and immediate strategies to encourage your constituents.

7. **Mastering Self-Leadership** The purpose of this class is to empower you for your own personal excellence. It is responding wisely to life’s opportunities and challenges, rather than waiting passively for luck or other people to make the choices for us. Leaders cannot lead others until they can lead themselves.

8. **Leadership for All** Leadership is not about position or rank; it is about a process that can be understood, grasped, and learned. This final class will focus on leadership as a fundamental practice within self-development. Leaders within this certificate option will be asked to reflect and formulate their convictions to the Leadership Challenge.