



UNION UNIVERSITY

Servant Leadership Award Handbook 2011-2012



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Servant Leadership Award

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Introduction

Overview

The Servant Leadership Award (SLA) is a type of financial assistance awarded to students with demonstrated academic and/or leadership potential. This award enables students to serve alongside faculty and staff in university offices and departments. In addition, the SLA is administered by the Office of Student Financial Planning and the Vocatio Center. Student Financial Planning grants the monetary award, while the Vocatio Center schedules and coordinates SLA work assignments on campus. Where possible, students will receive SLA assignments related to their academic major or future career goal.

Mission and Purpose

“The mission of the Servant Leadership Award is to create servant leaders (Matthew 20:26-28) by helping students understand more clearly who God has made them to be and to assist them in discovering the opportunities in this world to live out their uniqueness. Our goal is to help students achieve this through: (1) practical (real-world) service, (2) career service, and/or (3) community service.”

The program’s mission and purpose is based upon the following scripture: “. . . but whoever desires to become great among you, let him be your servant. . . . just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many.”

Definition of Servant Leadership

Here is an excerpt from “Servant Leadership as an Effective Approach to Leadership in the Church,” by Dr. Bob Agee, in *The Southwestern Journal of Theology*, Fall 2000. It accurately defines servant leadership in both its spirit and its task.

“There may be some difference of opinion about the way to define ‘servant leadership.’ Sometimes articles or presentations attempt to describe a style of leadership that focuses on the very desirable servant spirit, but they forget the leadership part of the definition. An appropriate definition of ‘servant leadership’ focuses on both the spirit of the leader and the task of the leader.

A ‘servant leader’ is one who seeks to embody the spirit, attitude, and disposition of the greatest leader of all, Jesus Christ. The servant leader is marked by the impact of the Holy Spirit in his or her life with a spirit characterized by ‘love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control.’ (Gal. 5:22-23). If current literature on leadership is correct and effective leadership flows from within and leaders lead out of who they are and not by technique then this is the beginning place for defining the effective servant leader. His life is marked by a genuine walk with the living Christ that is forming and shaping the person from within making him more and more like Christ day by day....

But, like Christ, the servant leader is mission driven and goal oriented in all that he or she does... [Jesus] had a mission to perform. There was an end result in mind from the very beginning and regardless of the temptations to find an easier way or to get sidetracked...He stayed focused on the mission for which the Father had sent Him. But even with His commitment to the task, He never chose a method that was inconsistent with the kind of Messiah He came to be. His life was always marked by ‘love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control.’ Jesus’ leadership style flowed from within—shaped by the kind of person He was. **The ‘servant’ in ‘servant leader’ describes the inner nature, character, and spirit of the leader. The ‘leader’ in ‘servant leader’ describes the task at hand...**”



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Introduction, Cont'd

Opportunities

Through the SLA Program, students have the opportunity to build strong relationships and gain strategic experience which may aid in preparation for a future career! At the same time, students will earn valuable financial support to help fund their Union education, provided at an hourly rate higher than typical college work programs.

Each spring, SLA supervisors and students complete surveys about the benefits of the program. Below are some of the past comments regarding the opportunities this program offers:

“I have learned how to be prompt and consistent. I have learned the importance to keeping in touch with my supervisor. Communication allows for easier work connections and prevents confusion from happening. Making efforts such as these will benefit any job.” (*SLA student, 2010-2011*)

“I learned organizational skills by keeping the . . . supplies in order and stocked. I also utilized social and secretarial skills working with students in the . . . lab by helping them find and use supplies. I also learned to take detailed instructions from . . . professors who needed assistance.” (*SLA student, 2010-2011*)

“[Our students] bring a student’s perspective to our work and help us realize how students feel . . . They seem to have more of an appreciation and understanding of why we have certain policies and procedures. They are extremely smart and have helped improve our productivity and effectiveness. I greatly enjoy our personal relationships. I feel joy when either one of them walk in my office.” (*SLA supervisor, 2010-2011*)

“Mentoring our SLA [student] and developing a meaningful relationship while showing and sharing Christ’s love is a very important part of this program. We enjoy seeing the leadership potential develop in our SLA [student]. Of course, the work that our student does is so helpful. She will even adapt her work schedule to meet the [office’s] needs if possible. We couldn’t ask for a more dependable person. Great attitude and initiative make her a wonderful asset to our team!” (*SLA supervisor, 2010-2011*)

General Information

Contact Information

- The SLA Program is administered by the Vocatio Center (a division of the Office of Student Services) by Zachary Pendergrass, Coordinator of Career Planning & Development.
- All questions with regard to any of the SLA’s policies and procedures should be directed to Zachary Pendergrass, Coordinator of Career Planning & Development.
- The Vocatio Center is located in the west end of the Penick Academic Complex, off the A/B-Hall.
- If you have any questions, please contact Zachary Pendergrass, Coordinator of Career Planning & Development at 731.661.5302 or send an e-mail to zpendergrass@uu.edu.



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FAQs

The following are the most frequently asked questions that arise throughout the academic year concerning SLA. We have placed this near the front of the handbook to order to assist you with most issues/questions you may face, but we encourage you to contact Zachary Pendergrass, Coordinator of Career Planning and Development at 731.661.5302 or zpendergross@uu.edu for any questions or concerns you may have.

Students

1. How do I set and keep a reasonable work schedule?

- a. Within the first week of school, set an appointment with your supervisor to meet and discuss your work schedule
- b. Draft a work schedule to discuss with your supervisor
 - i. Take your class schedule, syllabus (with assignment due dates), work schedule from any other jobs, and your schedule for your extracurricular activities.
 - ii. Using a calendar or planner, plot out your week. Once you have determined what time you will need for class, plot out your schedule for your SLA position. Based on your award level and assigned hours, plot a schedule that will allow you to meet the needs of the office for which you are working as well as provide adequate study time.
- c. Present this schedule to your supervisor when you meet with him/her, and be willing and flexible to work out a revised schedule as necessary to meet your supervisor's needs.
- d. Be punctual and on time from the first day of work; that will go a long way in creating a positive image for you.
- e. If you foresee that you will not be able to come to work, **BE SURE TO INFORM YOUR SUPERVISOR AS SOON AS POSSIBLE**. This will allow him/her to make provisions for your absence and, because he/she cares about you, your supervisor will be better equipped to work with you to make up any missed time and assist you with any other needs there may be.

2. What is the official time log for SLA?

- a. The official time log for SLA is titled "Servant Leadership Award Time Log" and can be found on page 12 of this handbook. **THIS IS THE ONLY TIME LOG YOU SHOULD USE TO LOG YOUR HOURS FOR SLA**. Please refrain from using any other document.

3. Who is the person to whom I should give my Time Log at the end of the semester and year?

- a. **The only person who needs to receive your SLA time log is your direct supervisor**. They will keep it on file in their office for one year. Please ensure that this is the only person to whom you give this form for proper documentation.

4. I am having issues with my supervisor? What should I do and how do I approach him/her?

- a. Promptly and respectfully ask your supervisor if you may meet with him/her, respectfully explain your grievance or point of disagreement, and discuss how the issue may be resolved. If there are areas where you need to grow and attitudes on your part that need to change, take note of your conversation and use it to be a more effective servant leader. If issues persist or if you do not feel comfortable talking with your supervisor, **CONTACT ZACHARY PENDERGRASS AS SOON AS POSSIBLE** so that he can work with you to resolve the issue. The sooner you contact Zachary, the easier it will be to resolve the problem.



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FAQs, Cont'd

Faculty/Staff

1. How do I go about placing a request for a new/replacement SLA student?

- a. Contact Zachary Pendergrass, the Coordinator for Career Planning and Development, and inform him of your specific needs.
 - i. Please provide:
 1. Hours needed
 2. Brief description of work functions
 3. Academic Major requirement
 4. Is this a replacement or a new student?
 - ii. Also, if there is a specific student whom you have in mind, inform Zachary of his/her name and, if possible, Student I.D.
- b. Providing this information allows Zachary to find a student that best fits your needs or to inquire from Student Financial Planning of the student's eligibility for an award. Upon hearing from Student Financial Planning on the student's eligibility, Zachary will contact you to inform you of the decision.

2. How flexible should I be with a student's schedule?

- a. Flexibility between both student and supervisor is important to having an excellent working relationship. By simply being aware of a student's class and study schedule and any other work schedules, you should be able to determine what time is necessary to be used for these responsibilities and can work with him/her accordingly. These are the primary areas of a student's schedule with which you should be flexible.

3. Can work be done on a project basis?

- a. Work can be done on a project basis as needed if you know that you have projects that will allow a student to complete his/her required semester hours. It is best that you assess your needs at the beginning of the semester or prior to its beginning, which should allow you to decide whether or not an hourly working student would be more helpful for you.

4. What if students finish all their work before their scheduled hours are up and I don't have additional work? Do they count the remaining time on their time log?

- a. **You are required to allow students to count these hours on their time log.** Zachary Pendergrass does not penalize students for not having work available for them to do. There are a few solutions to ensure that students have work to do.
 - i. Determine if you have work that would be better suited to be completed on a project basis, and then work with the student to work out a schedule for the semester to both complete his/her hours and your project(s).
 - ii. Consult your Department Head and check with other faculty/staff within your department, determine if they need assistance. Contact Zachary and inform him of your desire to split the student's hours with other personnel, and he will facilitate the assignment for you.
 - iii. If there is no more work to be done within your department to fill up the extra hours, contact Zachary as soon as possible. He can determine if the student could split his/her hours with other areas/departments.



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FAQs, Cont'd

Faculty/Staff, Cont'd

5. What should I do if I see that I need a student for more/less hours?

- a. Contact Zachary Pendergrass and inform him of your need to increase or decrease a student's hours.
 - i. If you need an increase in hours, please specify exactly how many hours extra are needed, and Zachary will check with Student Financial Planning to see if the student is eligible for an increase.
 - ii. If you need a student's hours decreased, please specify exactly how many hours you need decreased so that Zachary can determine if there are other departments that could use the student for those extra hours.

6. What should I do if my student is not completing or showing up for work, does not have a good work ethic and attitude, or is presenting some other poor behavior?

- a. As soon as you notice problem behavior, meet with your student and discuss the problem and how you would like to see it resolved. Present action steps for the student to take to improve, and monitor their progress. If the student does not respond well or his/her behavior does not change, **CONTACT ZACHARY PENDERGRASS AS SOON AS POSSIBLE** so that he can work with you to resolve the issue.



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Awards & Assignments

Level System

The level system explains how many hours per semester SLA participants are expected to work on campus, according to the monetary award received for the year. Questions regarding award amounts or hours assigned should be directed to the office of Student Financial Planning.

Level System: based on 12-week assignment per semester

Level I	\$540 per year	<i>36 hours per semester or 3 hours per week</i>
Level II	\$720 per year	<i>48 hours per semester or 4 hour per week</i>
Level III	\$1,080 per year	<i>72 hours per semester or 6 hours per week</i>
Level IV	\$1,260 per year	<i>84 hours per semester or 7 hours per week</i>
Level V	\$1,350 per year	<i>96 hours per semester or 8 hours per week</i>

***For awards over \$1,350, please see individual award letters for the number of hours SLA students will need to work per semester/week.**

Assignment of Positions

- Assignments are made by the Vocatio Center based on student and faculty/staff responses to SLA Surveys and are for the entire school year (Fall and Spring).
- Assignments are final and changes will only be made in extreme circumstances at the discretion of the Coordinator of Career Planning & Development.

Work Schedules

- Work schedules are to be determined by the supervisor in accordance with the student's class schedule.
- Some assignments will have weekly hours, while others will be on a project-by-project basis.
- If a student is to be absent from work due to illness or other emergency, it is expected that the student will notify his or her supervisor as soon as possible and reschedule the missed hours.
- **Work hours are not to be scheduled during chapel times.**
- If a student works any hours off campus or travels off campus for his/her award, a release form must be completed and placed on file in his/her supervisor's office prior to the off campus hours.
- A Time Log of hours worked or projects completed **must be kept on file in the supervisor's office.** See *Appendix-A for a copy of the Time Log.*
- Students are expected to dress appropriately for their assigned department. Students should meet with their supervisor(s) in order to determine appropriate dress.



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Student Information

Contract

- Your 2010-2011 Financial Award Acceptance Letter for the Servant Leadership Award serves as the contract for your participation in this program.

Assignments

- You should meet with your supervisor the first week of the semester to establish work and/or projects schedules. It is your responsibility to contact your supervisor by
- **August 30, 2011 (Fall) and February 7, 2012 (Spring)** to secure your assignment.
- You may be assigned duties on a weekly basis or on a project-by-project basis according to your schedule as well as the supervisor's.
- Every effort should be made to work out a schedule in which both you and your supervisor are able to work effectively.
- Time Logs of hours worked or projects completed should be kept on file in your supervisor's office for at least one year.
- Students should not accept duties of a personal nature. *Students expect assignments that will teach career-related, career-enhancing skills. Therefore, assignments that do not meet the above criteria are not allowed.* If you are unsure of the nature of an assignment and need clarification, please contact Zachary Pendergrass, Coordinator of Career Planning & Development.
- You should meet with your supervisor prior to any work being done so that you and your supervisor can get a clear understanding of job responsibilities and expectations.
- If you fail to report to work, it is your responsibility to contact your supervisor immediately and let him/her know the reason for your absence and to reschedule your work.
- Chronic failure to report to work may result in the forfeiture of your SLA award.

5 Steps to a Successful Semester

1. Get off to a good start.
 - Contact your supervisor.
 - Provide them with all your contact information and a copy of your schedule.
 - Discuss dress code.
 - Set up your schedule.
2. Stick to the schedule you set.
 - Be punctual.
 - If you are sick or have an emergency, contact your supervisor ASAP.
 - In case of an absence, ALWAYS offer a time to make up your hours.
3. Work in a wholehearted manner.
 - Be proactive. Look for additional ways to help.
 - Take notes in training.
 - Be focused and on task while at work. Handle personal business on your own time.
 - Be an "above and beyond" worker.
4. Take full advantage of an opportunity to be mentored.
 - Ask questions, observe, and learn.
5. Communicate well.



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Student Information, Cont'd

Completion of Assignment

- In order to receive awarded grant monies, students must complete 100% of their assigned duties each semester.
- When each semester's assignments are completed, each student should return his/her Time Logs to their appropriate supervisor so that it can be kept on file in the supervisor's office.
- Supervisors will be contacted to supply "completion of assignment" and/or "forfeiture" information at the end of each semester.

Forfeiture of Servant Leadership Award

- *If your supervisor indicates that you have not completed your assignment at the end of each semester, you will forfeit your Servant Leadership Award and thus be disqualified from participating in the program.*

Student Evaluation Form

- The Vocatio Center wants to ensure that SLA effectively and faithfully serves its purpose and mission as well as improve as is necessary. For this reason, each year all SLA students and supervisors are required to complete an evaluation of their assignment as well as the SLA program.

Time Log

- Keep track of the hours you work on this sheet. When you have completed your assigned hours or project(s), sign where indicated, have your supervisor sign, and then **keep on file in your supervisor's office.** See Appendix-A for a copy of the Time Log.

STUDENT NOTE: To allow you to get settled in during the beginning of the semester, and to allow you to be successful during final exam week, **you are not required to work the first week or the last two weeks of the semester.** Therefore, your assignment will be for 12 weeks of the semester.

If you have not met your supervisor yet, it is your responsibility to contact him/her immediately so that you can begin working by Tuesday, August 30, 2011 (Fall) and Tuesday, February 7, 2012 (Spring).



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Supervisor Information

Contract

- Financial Award Acceptance letters for the Servant Leadership Award serve as the official contract between Student Financial Planning, the Vocatio Center, and SLA participants. You, as the SLA supervisor, will receive an assignment list of all SLA participants for which you are responsible via e-mail at the beginning of each academic year.

Assignments

- Supervisors should meet with SLA participants the first week of the semester to establish work and/or project schedules. **Your SLA employees will be contacting you by Tuesday, August 30, 2011 (Fall) and Tuesday, February 7, 2012 (Spring) to secure assignments.**
- Every effort should be made to work out a schedule in which both student and supervisor are able to work effectively.
- Time Logs of hours worked or projects completed should be kept on file in your office for at least one year.
- Students should not be assigned duties of a personal nature. *Students expect assignments that will teach career-related, career-enhancing skills, therefore, assignments that do not meet the above criteria are not allowed.* If you are unsure of the nature of an assignment and need clarification, please contact Zachary Pendergrass, Coordinator of Career Planning & Development, at 661.5302.
- It is advised that you (1) develop a brief job description for each SLA position you supervise and (2) meet with each SLA employee prior to any work being done so that you and your SLA employee(s) agree upon job responsibilities and expectations.
- Students who chronically fail to report to work should be reported to Zachary Pendergrass, Coordinator of Career Planning & Development, immediately.

5 Steps to a Successful Semester

1. Get off to a good start.
 - Outline clear expectations.
 - Set up student's work schedule.
 - Obtain a copy of student's class schedule and contact information.
 - Discuss dress code.
2. Hold students accountable to the schedule they set.
 - Students are expected to be punctual, reliable, and focused.
 - In case of an absence (illness or emergency), students should contact you ASAP and ALWAYS offer a time to make up their hours.
3. Provide meaningful work for students.
 - Understand students' specific gifts and allow them to use them.
 - Allow students to take ownership and don't be afraid to delegate.
 - Prepare ahead.
4. Take full advantage of opportunities to mentor students.
 - Take the time to teach, ask for input, and explain the "why" behind procedures.
5. Keep the lines of communication open.
 - Be willing to have hard conversations with students. Address concerns directly, honestly, and promptly.
 - Inform Coordinator of Career Planning & Development of concerns/challenges ASAP.
 - Remember solutions are easier in the early stages.



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Supervisor Information, Cont'd

Completion of Assignment

- In order for SLA participants to receive awarded grant monies, you are required to complete the “completion of assignment form” and verify with your signature that they have completed 100% of their assigned duties each semester.
- When each semester’s assignments are completed, each SLA employee should return his/her Time Log to you so that it can be kept on file in your office. You are responsible for collecting participant Time Logs and keeping them on file for at least one year.
- You will be contacted to supply “completion of assignment” and/or “forfeiture” information at the end of each semester.

Forfeiture of Servant Leadership Award

- *SLA participant(s) who have not completed their assignments at the end of each semester forfeit their Servant Leadership Award and thus will be disqualified from participating in the program.*
- You will be required to e-mail a list of ONLY those students who have not completed their assignments after Fall semester for reporting purposes.
- “Completion of Assignment” forms will be forwarded to you at the end of the academic year for approval/disapproval at the end of Spring semester.

Supervisor Evaluation Form

- The Vocatio Center wants to ensure that SLA effectively and faithfully serves its purpose and mission as well as improve as is necessary. For this reason, each year all SLA students and supervisors are required to complete an evaluation of their assignment as well as the SLA program.

Time Log

- Each SLA employee should keep track of their hours worked on this sheet. Upon completion of their assigned hours or project(s), have each employee sign where indicated, then you should sign where indicated, and then **keep the Time Logs on file in your office for at least one year.** See *Appendix-A for a copy of the Time Log.*

SUPERVISOR NOTE: Students are only required to work for 12 weeks during each semester. **The first week of the semester and the last two weeks of the semester are off limits.**

I have informed all participating SLA employees that it is their responsibility to contact their supervisors in order to begin working. If you have not been in contact with your employee(s) by Tuesday, August 30, 2011 (Fall) or Tuesday, February 7, 2012 (Spring) please contact Zachary Pendergrass, Coordinator of Career Planning & Development, immediately at 731.661.5302 or via e-mail to zpendergross@uu.edu.



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Appendix-B

Union University's Student Worker Office Dress Code

Union University student workers and service grant recipients, who serve in offices or public areas, are expected to maintain a standard of dress which ensures appropriateness of attire for the time, place and occasion and which reflects favorably upon the University.

Dress should be in a manner that reflects professionalism. Your grooming and dress are important to putting your best foot forward. The way you dress indicates how you want someone to think of you and what you want the person to think of Union University. Excesses in dress that tend toward immodesty or indiscretion are not appropriate.

If you are in doubt of what to wear, please consult your supervisor. We do not want to add a legalistic burden on you when we are trying to build a grace-filled community. However, the following may be used as a guideline:

We strongly encourage:

- Khakis or nice jeans
- Union polo shirts
- Business casual dress

We strongly discourage:

- Hats
- Open toe shoes
- Shorts or short skirts
- Logo tee shirts
- Halter tops
- Sweats
- Heavy perfume and/or makeup.

Thank you for your attention to these important matters.

