



SENIOR FELLOWS LEADERSHIP PROGRAM

Handbook for Fellows and Students

Part of the UCLA Luskin Leadership Development Program

UCLA Luskin School *of* Public Affairs

Senior Fellows Leadership Program

MISSION STATEMENT

As the premier leadership training program of the UCLA Luskin School of Public Affairs, the Senior Fellows Leadership Program engages prominent leaders from business, nonprofits and civic enterprise as role models for graduate students from Public Policy, Social Welfare and Urban Planning. Throughout their academic program, UCLA Luskin students are prepared to accept leadership roles and effect change as practitioners, researchers and policymakers in the public, private and non-governmental sectors.

Program Goals for the UCLA Senior Fellows Leadership Program

1. Provide a practical component of their academic experience by exposing graduate students to premier leaders in selected fields.
2. Provide opportunities for students to engage with policy, business, nonprofit and community leaders for the purpose of professional development, networking and personal growth.
3. Strengthen ties between Senior Fellows and UCLA Luskin to broaden the School's ability to bring timely, informative speaker events to the University and greater community.
4. Provide opportunities for internships, job market advice and career exploration in order to accelerate students' career trajectory.
5. Connect the world of political and policy action to education in the public interest.

THE BENEFITS OF MENTORSHIP TO STUDENTS

Mentoring is a developmental partnership through which one person shares knowledge, skills, information and perspective to foster the personal and professional growth of someone else. The mentorship relationship is mutually beneficial for professional development and leadership opportunities.

- Benefits may include:
 - observation of the workplace
 - networking opportunities with others in the field
 - internship opportunities
 - referrals to conferences, articles and contacts
 - job shadowing and skills training
 - career development strategies

Role of the Graduate Student

Selected graduate students participating in the Senior Fellows Leadership Program utilize this unique opportunity to shadow their fellows, meet leaders and senior level managers, gain invaluable career guidance, and obtain applied knowledge that enhances their academic courses of study. The highlight of the year is a visit to the work place of the Senior Fellow or an opportunity to accompany the Fellow to a major conference or other special event.

Expectations

- Active participation in the Luskin Leadership initiative
 - participate in leadership assessment workshops
 - attend Senior Fellow *On Leadership* seminars
 - represent the School at events as requested
- Participate in a minimum of three face-to-face meetings with your Senior Fellow during the academic year (may include Skype). It is best to meet with your Fellow at least once per quarter.
- Attend the Senior Fellows orientation breakfast and mid-year reception.
- Attend your Fellow's day-on-the-job activity, being sure to prepare in advance.
- Be prompt to every meeting and stay engaged.
- Seize the opportunity and don't be afraid to ask.
- Learn from this unique opportunity and have fun!

Suggested Activities

- Connect through personal meetings, emails and phone calls to discuss possible career paths, internship opportunities, work/family balance and leadership skills.
- Meet to discuss major current events and how they may impact student or Fellow.
- Attend Fellow's board meetings or conferences when invited.
- Invite your Fellow to UCLA Luskin and university-sponsored events.
- Give your Fellow a tour of the Luskin School or UCLA.
- Attend a UCLA-sponsored cultural or sporting event with your Fellow.

Guidelines

- Ask questions regarding Fellow's career path and policy decisions.
- Listen to your Fellow's advice and promptly follow through with discussed action items.
- Ask to attend board meetings, conferences and other professional activities.
- Maintain a professional relationship with your Fellow and respect his/her time.
- Be prompt to every meeting and arrive prepared with discussion items.
- Dress appropriately when meeting your Fellow and/or their colleagues.
- Express thanks for your Fellow's advice, guidance and time commitment.

Suggested Discussion Topics

- Types of daily activities in the field
- The Fellow's career path and your prospective career path
- Skills and qualities required for specific career paths
- Potential contacts in same field/networking
- Effective leadership styles
- Career development strategies
- Relevant news and articles about field
- Student's professional goals and skill development
- Work-life balance
- "War stories"
- Share what you have learned/are learning in class
- Consider asking "What are one or two of the toughest/most important/most influential (policy) decisions he/she had to make?"
- Be prepared to address the questions, "What do you want to get out of this experience? What are your expectations?"

Tips for a Successful Mentoring Relationship

- Be fully engaged.
- Invest time to meet in person.
- Listen actively, take notes and follow up on commitments to actions or goals.
- Appreciate this unique opportunity – you have access to someone many other students do not.
- Stay in touch after the program ends.
- Share your experience with other students.
- Be prepared and prompt for every meeting and model professionalism.
- Communicate. Be open to asking questions and seeking advice.
- Be organized and focused to take advantage of your limited time together.
- Learn about your Fellow's professional *and* personal side.
- Respect one another's boundaries and time.
- Focus on the relationship. While your Fellow is not expected to secure a job for you, you may ask about internships, discuss career goals and strategies, talk about developmental opportunities and share what you are looking for to see where it leads.
- Show appreciation and say "thank you" ...often!

SENIOR FELLOWS

Role of the Senior Fellow

The Senior Fellows of the UCLA Luskin School of Public Affairs are a vital resource for the students and faculty. They represent a bridge connecting our problem-solving academic departments of Public Policy, Social Welfare and Urban Planning to the real world challenges being faced by civic leaders at the local, regional and national, and international levels. By giving our students access to their knowledge, experience, professional networks and career advice, Senior Fellows enable students to accelerate their career trajectory – seeking positions in leadership and as change agents. In addition, Fellows’ leadership seminars and participation in UCLA Luskin conferences broaden our ability to bring timely, educational convenings to the University and greater community of policymakers, academics and service providers.

Expectations

There are two sets of expectations for Senior Fellows: The first is to mentor students, including a day-on-the-job activity, and the second is to participate in a leadership seminar, classroom visit, or other convening at UCLA Luskin. The career-site visit may be an actual office visit or it may be attendance at a conference or special event in which the Fellow is playing a major role. The leadership seminar or speaking engagement will be arranged by the program administrator. All Fellows are invited to attend the annual Senior Fellows breakfast in October to meet their students and receive an overview of the program. A mid-year reception is scheduled for February, and UCLA Luskin will also invite Fellows to attend School-wide events throughout the year.

- Benefits to the Fellow may include:
 - satisfaction from developing a strong connection with new generation of leaders
 - enjoyment in sharing knowledge, skills, and expertise
 - connectivity to UCLA Luskin faculty, students, events and curriculum
 - receiving inspiration and leading-edge information from ambitious young scholars

Suggested Activities

- Consider what may inspire and motivate your student. When a current event in the field or an opportunity arises, think about whether your student may be interested and pass that information along to them. This may include articles, meetings, conferences, meeting colleagues or other activities.
- Share your experiences in the field
- Connect through personal meetings, emails and phone calls
- Share your policy agenda and leadership techniques
- Discuss your career path and students’ possible career paths
- Invite your students to attend board meetings, conferences and field events
- Share networking opportunities with colleagues who may also give informational interviews
- Ask to attend Luskin events with your students

ACTIVITY IDEAS AND CHECKLIST

The following provides a range of ideas for activities that students and Fellows may want to engage in during the year. Review this checklist prior to one of your first meetings and then discuss what specific activities and ideas can help you define your Fellow-Student goals.

GETTING TO KNOW EACH OTHER

Establish “Ground Rules”

- Communicate Goals and Expectations** – Consider frequency, methods, alternate contact information and good/bad times to meet/email/call.
- Roles and Responsibilities** – What will each of you give/get from the relationship? Who takes lead on agenda setting, communication and follow-up? What time commitment will each of you contribute?
- Deliverables** – What do you want to take away from each meeting? Consider a “mentoring journal” or discussing a book or other resource as part of the process.

Build a Foundation

- Student Background Information** – Share resume, personal and professional interests, and mentoring goal(s). Help your Fellow understand where you are in your career trajectory and where you would like to be after graduation, in 5 years, in 10 years and beyond.
- Fellow Background** – Share information on personal and professional background. Talk about interests, resume, life-lessons and “ah-ha” moments.
- Goal Setting** – Develop 2 to 4 SMART goals for the year based on the “mentoring goals,” identify resources needed, action items for student and fellow, deliverables and deadlines (SMART goals: Specific, Measurable, Attainable, Relevant and Time-bound).
- “Get to know you” Questions** – Describe your “ideal” first or next job as specifically as possible: Who are your role models and why? What have you liked/disliked about previous jobs? What are you good at? What is your biggest fear? Write responses and review these together.

ONGOING: PROFESSIONAL DEVELOPMENT, EXPLORATION AND PRACTICE

Stock Your Professional Toolbox

- Review Resume** – Ask for input from your Fellow and/or the HR professional at his or her company. Consider tailoring multiple resumes for different interests.
- Professional Communications** – Email messages and cover letters: Ask your Fellow for advice on how to send email that will get noticed for the right reasons, who is the right person to contact for a request, etc.
- Business “Mindset”** – What journals, blogs and reference materials would be helpful and relevant for your interests? Discuss articles and current events in the field. Are there professional associations or clubs you might want to consider?
- Interpersonal Skills Development** – Ask for advice on networking skills, business etiquette, appearance, agenda preparation, meeting planning and note taking, thank you notes, and follow-up. Have your Fellow help you identify your strengths and ask

them to help you address any areas of challenge. They will get to know you over the course of the year, they will see you grow and change, get their advice on how to continue your professional and personal development.

- Social Media** – What tools does your Fellow use effectively? Discuss how you can use them appropriately. Consider developing a LinkedIn profile and discuss how to use it for business connections.

Explore Possibilities/Expand Your Horizons

- Develop a Portfolio** – Brainstorm a range of options you might be interested in pursuing. Think of them in terms of a “portfolio” with some high risk/high reward choices and some “sure bets.” Generate a “balanced” portfolio to pursue.
- Brainstorm Careers in Your Field** – What options are out there for this field? Ask your Fellow for a list of job titles in his/her organization or of colleagues in your field that a student in that area might pursue. What are the pros/cons from personal and professional perspectives?

Action Plan - HIT THE GROUND RUNNING!

- Action Items and Resources** – Create a timeline for the year: What you need to do and by when? Where can your Fellow help?
- Prepare and Connect** – Research companies or individuals you want to meet with, talk to your Fellow about insights into specific companies/industries or connect them with contacts for informational interviews.
- Celebrate Success!** – Build on these, even if it’s just getting in the door. Keep the momentum going!

Comments from Fellows

I gained great satisfaction from this opportunity to connect to the next generation of leadership that will help change the world. The Senior Fellows Program enabled me to help expand the world view of students and at the same time, students have said that learning about my work has made some of their studies more meaningful.

I am devoted to moving the next generation of leaders into the social impact field. These are great students and I feel privileged to be a part of their lives.

Meeting with the students is energizing - it feels good to share experience and contacts with them. It was a tremendous opportunity to see what the next generation was learning. I have stayed in contact with a number of my mentees and still interact with them professionally and personally.

Comments from Students

Participating in the Senior Fellows Program allowed me to interact and learn from professionals who share similar interest as me. Their insight, knowledge, and advice are certainly invaluable given that they speak from experience.

It was a great year and I leave with a profound first-hand experience, a greater understanding of the world (really), and a broader network from which to draw from over the coming years! Thank you for making this opportunity available to me!