

Leadership Rubric

Influence and empower others toward a common goal through awareness of one's actions, abilities and beliefs; understanding and respecting others; strategic thinking; and decision making.

Stetson Leadership Paradigm Based on Social Change Model of Leadership

- Having Consciousness of Self
- Having Congruence
- Being Committed
- Collaborating
- Creating a Common Purpose
- Balancing Controversy with Civility
- Accepting Citizenship Responsibilities

| Components | Dimensions; Other Rubrics | Beginning 1 | Developing 2 | Accomplished 3 | Exemplary 4 | Score |
|--|--|--|--|--|--|-------|
| Stetson Leadership Paradigm (SLP) Based on Social Change Model: Having Consciousness of Self | [Also see "Leadership" Rubrics from other universities and organizations: •Clemson University Leadership Rubric | | | | | |
| | Having Self Awareness | <ul style="list-style-type: none"> •Is never aware of one's personality, identity, and core values •Never defines and articulates a cohesive sense of self to others | <ul style="list-style-type: none"> •Is rarely aware of one's personality, identity, and core values •Rarely defines and articulates a cohesive sense of self to others | <ul style="list-style-type: none"> •Is sometimes aware of one's personality, identity, and core values •Sometimes defines and articulates a cohesive sense of self to others | <ul style="list-style-type: none"> •Is almost always aware of one's personality, identity, and core values •Almost always defines and articulates a cohesive sense of self to others | |
| | Having Conscious Mindfulness | <ul style="list-style-type: none"> •Is never able to separate emotion and personal feelings from action •Is never aware of how one's actions affect others | <ul style="list-style-type: none"> •Is rarely able to separate emotion and personal feelings from action •Is rarely aware of how one's actions affect others | <ul style="list-style-type: none"> •Is sometimes able to separate emotion and personal feelings from action •Is sometimes aware of how one's actions affect others | <ul style="list-style-type: none"> •Is almost always able to separate emotion and personal feelings from action •Is almost always aware of how one's actions affect others | |

| | | | | | |
|---|--|--|--|--|--|
| Receiving and using feedback | <ul style="list-style-type: none"> •Is never open to positive and negative feedback •Never seeks feedback and further clarification •Never integrates advice into how one goes about future activities | <ul style="list-style-type: none"> •Is rarely open to positive and negative feedback •Rarely seeks feedback and further clarification •Rarely integrates advice into how one goes about future activities | <ul style="list-style-type: none"> •Is sometimes open to positive and negative feedback •Sometimes seeks feedback and further clarification •Sometimes integrates advice into how one goes about future activities | <ul style="list-style-type: none"> •Is almost always open to positive and negative feedback •Almost always seeks feedback and further clarification •Almost always integrates advice into how one goes about future activities | |
| Doing Continual Personal Reflection | <ul style="list-style-type: none"> •Never takes time each day to reflect on thoughts, feelings, and experiences •Never integrates learning and uses it in subsequent experiences •Never views experiences from other perspectives •Never reflects on big questions such as “Who am I?” | <ul style="list-style-type: none"> •Rarely takes time each day to reflect on thoughts, feelings, and experiences •Rarely integrates learning and uses it in subsequent experiences •Rarely views experiences from other perspectives •Rarely reflects on big questions such as “Who am I?” | <ul style="list-style-type: none"> •Sometimes takes time each day to reflect on thoughts, feelings, and experiences •Sometimes integrates learning and uses it in subsequent experiences •Sometimes views experiences from other perspectives •Sometimes reflects on big questions such as “Who am I?” | <ul style="list-style-type: none"> •Almost always takes time each day to reflect on thoughts, feelings, and experiences •Almost always integrates learning and uses it in subsequent experiences •Almost always views experiences from other perspectives •Almost always reflects on big questions such as “Who am I?” | |
| Using Cognitive Complexity (Thinking) | <ul style="list-style-type: none"> •Never articulates one’s belief system •Never identifies and analyzes important problems, questions, and issues in relation to personal values •Never recognizes one’s limitations •Never supports one’s thoughts and viewpoints | <ul style="list-style-type: none"> •Rarely articulates one’s belief system •Rarely identifies and analyzes important problems, questions, and issues in relation to personal values •Rarely recognizes one’s limitations •Rarely supports one’s thoughts and viewpoints | <ul style="list-style-type: none"> •Sometimes articulates one’s belief system •Sometimes identifies and analyzes important problems, questions, and issues in relation to personal values •Sometimes recognizes one’s limitations •Sometimes supports one’s thoughts and viewpoints | <ul style="list-style-type: none"> •Almost always articulates one’s belief system •Almost always identifies and analyzes important problems, questions, and issues in relation to personal values •Almost always recognizes one’s limitations •Almost always supports one’s thoughts and viewpoints | |
| Being in Touch with One’s Internal Belief System (Feelings) | <ul style="list-style-type: none"> •Is never comfortable with one’s internal expression of core values | <ul style="list-style-type: none"> •Is rarely comfortable with one’s internal expression of core values | <ul style="list-style-type: none"> •Is sometimes comfortable with one’s internal expression of core values | <ul style="list-style-type: none"> •Is almost always comfortable with one’s internal expression of core values | |

SLP: Having Congruence

| | | | | |
|------------------------------|---|--|---|---|
| | <ul style="list-style-type: none"> •Never expresses one's true self •Never is consistent with one's values around any groups of individuals •Is never comfortable acknowledging a mistake •Is never authentic | <ul style="list-style-type: none"> •Rarely expresses one's true self •Rarely is consistent with one's values around any groups of individuals •Is rarely comfortable acknowledging a mistake •Is rarely authentic | <ul style="list-style-type: none"> •Sometimes expresses one's true self •Sometimes is consistent with one's values around any groups of individuals •Is sometimes comfortable acknowledging a mistake •Is sometimes authentic | <ul style="list-style-type: none"> •Almost always expresses one's true self •Almost always is consistent with one's values around any groups of individuals •Is almost always comfortable acknowledging a mistake •Is almost always authentic |
| Connecting with Team Members | <ul style="list-style-type: none"> •Never works well in a group that has a common purpose •Never balances self and group values •Never identifies when group's values are unethical or different than one's own •Never seeks group experiences that align with personal values •Is never able to facilitate conflict to better align individual and group's values for all members | <ul style="list-style-type: none"> •Rarely works well in a group that has a common purpose •Rarely balances self and group values •Rarely identifies when group's values are unethical or different than one's own •Rarely seeks group experiences that align with personal values •Is rarely able to facilitate conflict to better align individual and group's values for all members | <ul style="list-style-type: none"> •Sometimes works well in a group that has a common purpose •Sometimes balances self and group values •Sometimes identifies when group's values are unethical or different than one's own •Sometimes seeks group experiences that align with personal values •Is sometimes able to facilitate conflict to better align individual and group's values for all members | <ul style="list-style-type: none"> •Almost always works well in a group that has a common purpose •Almost always balances self and group values •Almost always identifies when group's values are unethical or different than one's own •Almost always seeks group experiences that align with personal values •Is almost always able to facilitate conflict to better align individual and group's values for all members |
| Acting Congruent (Behaving) | <ul style="list-style-type: none"> •Never takes a stand in a manner consistent with beliefs •Never voices concerns when situations are inconsistent with core values •Never acts congruently with values especially in high stakes environments •Never makes purposeful life | <ul style="list-style-type: none"> •Rarely takes a stand in a manner consistent with beliefs •Rarely voices concerns when situations are inconsistent with core values •Rarely acts congruently with values especially in high stakes environments •Rarely makes purposeful life | <ul style="list-style-type: none"> •Sometimes takes a stand in a manner consistent with beliefs •Sometimes voices concerns when situations are inconsistent with core values •Sometimes acts congruently with values especially in high stakes environments •Sometimes makes purposeful | <ul style="list-style-type: none"> •Almost always takes a stand in a manner consistent with beliefs •Almost always voices concerns when situations are inconsistent with core values •Almost always acts congruently with values especially in high stakes environments •Almost always |

SLP: Being Committed

| | | | | |
|---------------------|---|---|---|---|
| | <ul style="list-style-type: none"> •Is never committed to being genuine and authentic | <ul style="list-style-type: none"> •Is rarely committed to being genuine and authentic | <ul style="list-style-type: none"> •Is sometimes committed to being genuine and authentic | <ul style="list-style-type: none"> •Is almost always committed to being genuine and authentic |
| Acting with Passion | <ul style="list-style-type: none"> •Never acts with conviction for individual and group beliefs •Never reflects on how individual and group beliefs influence change and action •Never demonstrates engagement through self-reflection combined with action | <ul style="list-style-type: none"> •Rarely acts with conviction for individual and group beliefs •Rarely reflects on how individual and group beliefs influence change and action •Rarely demonstrates engagement through self-reflection combined with action | <ul style="list-style-type: none"> •Sometimes acts with conviction for individual and group beliefs •Sometimes reflects on how individual and group beliefs influence change and action •Sometimes demonstrates engagement through self-reflection combined with action | <ul style="list-style-type: none"> •Almost always acts with conviction for individual and group beliefs •Almost always reflects on how individual and group beliefs influence change and action •Almost always demonstrates engagement through self-reflection combined with action |
| Earning Credibility | <ul style="list-style-type: none"> •Never takes pride in and responsibility for one's work •Never willing to take ownership for individual and group work •Never completes all projects at or above expected performance level •Never represents self and group in a positive manner •Never leads by example •If mistakes occur, always makes excuses | <ul style="list-style-type: none"> •Rarely takes pride in and responsibility for one's work •Rarely willing to take ownership for individual and group work •Rarely completes all projects at or above expected performance level •Rarely represents self and group in a positive manner •Rarely leads by example •If mistakes occur, sometimes makes excuses | <ul style="list-style-type: none"> •Sometimes takes pride in and responsibility for one's work •Sometimes willing to take ownership for individual and group work •Sometimes completes all projects at or above expected performance level •Sometimes represents self and group in a positive manner •Sometimes leads by example •If mistakes occur, rarely makes excuses | <ul style="list-style-type: none"> •Almost always takes pride in and responsibility for one's work •Almost always willing to take ownership for individual and group work •Almost always completes all projects at or above expected performance level •Almost always represents self and group in a positive manner •Almost always leads by example •If mistakes occur, almost never makes excuses |
| Showing Investment | <ul style="list-style-type: none"> •Never takes time to understand why one is involved in a project •Never follows | <ul style="list-style-type: none"> •Rarely takes time to understand why one is involved in a project | <ul style="list-style-type: none"> •Sometimes takes time to understand why one is involved in a project | <ul style="list-style-type: none"> •Almost always takes time to understand why one is involved in a project |

| | | | | |
|---------------------------|---|---|---|---|
| | <p>through on commitments</p> <ul style="list-style-type: none"> •Never stays dedicated during stressful periods •Never devotes time to actions that benefit oneself and others | <p>through on commitments</p> <ul style="list-style-type: none"> •Rarely stays dedicated during stressful periods •Rarely devotes time to actions that benefit oneself and others | <p>through on commitments</p> <ul style="list-style-type: none"> •Sometimes stays dedicated during stressful periods •Sometimes devotes time to actions that benefit oneself and others | <p>through on commitments</p> <ul style="list-style-type: none"> •Almost always stays dedicated during stressful periods •Almost always devotes time to actions that benefit oneself and others |
| Being Persistent | <ul style="list-style-type: none"> •Never completes projects by deadline •Never motivates oneself and group to stay dedicated to goals •Never overcomes obstacles •Never checks in to make sure that progress is being made •Never prioritizes one's responsibility for accomplishment of group's goals •Never chooses challenging projects | <ul style="list-style-type: none"> •Rarely completes projects by deadline •Rarely motivates oneself and group to stay dedicated to goals •Rarely overcomes obstacles •Rarely checks in to make sure that progress is being made •Rarely prioritizes one's responsibility for accomplishment of group's goals •Rarely chooses challenging projects | <ul style="list-style-type: none"> •Sometimes completes projects by deadline •Sometimes motivates oneself and group to stay dedicated to goals •Sometimes overcomes obstacles •Sometimes checks in to make sure that progress is being made •Sometimes prioritizes one's responsibility for accomplishment of group's goals •Sometimes chooses challenging projects | <ul style="list-style-type: none"> •Almost always completes projects by deadline •Almost always motivates oneself and group to stay dedicated to goals •Almost always overcomes obstacles •Almost always checks in to make sure that progress is being made •Almost always prioritizes one's responsibility for accomplishment of group's goals •Almost always chooses challenging projects |
| Practicing Sustainability | <ul style="list-style-type: none"> •Never emphasizes quality over quantity •Never sustains deep commitment to meaningful projects •Never acts on authentic feelings and beliefs •Never asks for help when needed •Always takes on more than one can handle •Always becomes | <ul style="list-style-type: none"> •Rarely emphasizes quality over quantity •Rarely sustains deep commitment to meaningful projects •Rarely acts on authentic feelings and beliefs •Rarely asks for help when needed •Sometimes takes on more than one can handle •Sometimes becomes | <ul style="list-style-type: none"> •Sometimes emphasizes quality over quantity •Sometimes sustains deep commitment to meaningful projects •Sometimes acts on authentic feelings and beliefs •Sometimes asks for help when needed •Rarely takes on more than one can | <ul style="list-style-type: none"> •Almost always emphasizes quality over quantity •Almost always sustains deep commitment to meaningful projects •Almost always acts on authentic feelings and beliefs •Almost always asks for help when needed •Almost never takes on more |

| | | | | | |
|-----------------------|---|--|---|--|--|
| SLP: Collaborating | | <p>overwhelmed</p> <ul style="list-style-type: none"> •Never creates a succession plan to ensure project or program sustainability | <p>overwhelmed</p> <ul style="list-style-type: none"> •Rarely creates a succession plan to ensure project or program sustainability | <p>handle</p> <ul style="list-style-type: none"> •Rarely becomes overwhelmed •Sometimes creates a succession plan to ensure project or program sustainability | <p>than one can handle</p> <ul style="list-style-type: none"> •Almost never becomes overwhelmed •Almost always creates a succession plan to ensure project or program sustainability |
| | Cultivating Meaningful Relationships | <ul style="list-style-type: none"> •Never relates to others •Never is aware of oneself and how others perceive oneself •Is never comfortable in a group environment •Never is aware that the group can accomplish more than the individual •Never trusts and relies on group members to succeed | <ul style="list-style-type: none"> •Rarely relates to others •Rarely is aware of oneself and how others perceive oneself •Is rarely comfortable in a group environment •Rarely is aware that the group can accomplish more than the individual •Rarely trusts and relies on group members to succeed | <ul style="list-style-type: none"> •Sometimes relates to others •Sometimes is aware of oneself and how others perceive oneself •Is sometimes comfortable in a group environment •Sometimes is aware that the group can accomplish more than the individual •Sometimes trusts and relies on group members to succeed | <ul style="list-style-type: none"> •Almost always relates to others •Almost always is aware of oneself and how others perceive oneself •Is almost always comfortable in a group environment •Almost always is aware that the group can accomplish more than the individual •Almost always trusts and relies on group members to succeed |
| | Encouraging Group Involvement | <ul style="list-style-type: none"> •Never asks for or depends on input from group members •Never demonstrates understanding of group members' strengths •Never empowers group members to use their strengths •Never processes group ideas with the help and feedback of teammates | <ul style="list-style-type: none"> •Rarely asks for or depends on input from group members •Rarely demonstrates understanding of group members' strengths •Rarely empowers group members to use their strengths •Rarely processes group ideas with the help and feedback of teammates | <ul style="list-style-type: none"> •Sometimes asks for or depends on input from group members •Sometimes demonstrates understanding of group members' strengths •Sometimes empowers group members to use their strengths •Sometimes processes group ideas with the help and feedback of teammates | <ul style="list-style-type: none"> •Almost always asks for or depends on input from group members •Almost always demonstrates understanding of group members' strengths •Almost always empowers group members to use their strengths •Almost always processes group ideas with the help and feedback of teammates |
| | Facilitating a Positive Group Environment | <ul style="list-style-type: none"> •Never works to create a positive experience for | <ul style="list-style-type: none"> •Rarely works to create a positive experience for | <ul style="list-style-type: none"> •Sometimes works to create a positive | <ul style="list-style-type: none"> •Almost always works to create a positive |

| | | | | | |
|--------------------------------|---------------------------------------|---|--|--|--|
| SLP: Creating a Common Purpose | | <p>members by including various individuals' thoughts and opinions</p> <ul style="list-style-type: none"> •Never goes out of the way to talk to individuals •Never ensures group members are valued •Never maintains a positive attitude despite difficult circumstances | <p>members by including various individuals' thoughts and opinions</p> <ul style="list-style-type: none"> •Rarely goes out of the way to talk to individuals •Rarely ensures group members are valued •Rarely maintains a positive attitude despite difficult circumstances | <p>experience for members by including various individuals' thoughts and opinions</p> <ul style="list-style-type: none"> •Sometimes goes out of the way to talk to individuals •Sometimes ensures group members are valued •Sometimes maintains a positive attitude despite difficult circumstances | <p>experience for members by including various individuals' thoughts and opinions</p> <ul style="list-style-type: none"> •Almost always goes out of the way to talk to individuals •Almost always ensures group members are valued •Almost always maintains a positive attitude despite difficult circumstances |
| | Establishing Trust and Accountability | <ul style="list-style-type: none"> •Is never trusted by group members to complete tasks and uphold commitments •Never completes projects •Never notifies members when problems exist •Never solicits help when needed | <ul style="list-style-type: none"> •Is rarely trusted by group members to complete tasks and uphold commitments •Rarely completes projects •Rarely notifies members when problems exist •Rarely solicits help when needed | <ul style="list-style-type: none"> •Is sometimes trusted by group members to complete tasks and uphold commitments •Sometimes completes projects •Sometimes notifies members when problems exist •Sometimes solicits help when needed | <ul style="list-style-type: none"> •Is almost always trusted by group members to complete tasks and uphold commitments •Almost always completes projects •Almost always notifies members when problems exist •Almost always solicits help when needed |
| | Instilling a Shared Vision | <ul style="list-style-type: none"> •Never believes a shared group vision is important •Never understands the importance of a shared vision in creating positive change •Never leads the group through processes that establish and reinforce a shared vision | <ul style="list-style-type: none"> •Rarely believes a shared group vision is important •Rarely understands the importance of a shared vision in creating positive change •Rarely leads the group through processes that establish and reinforce a shared vision | <ul style="list-style-type: none"> •Sometimes believes a shared group vision is important •Sometimes understands the importance of a shared vision in creating positive change •Sometimes leads the group through processes that establish and reinforce a shared vision | <ul style="list-style-type: none"> •Almost always believes a shared group vision is important •Almost always understands the importance of a shared vision in creating positive change •Almost always leads the group through processes that establish and reinforce a shared vision |

| | | | | | |
|--|---|--|--|--|--|
| Collaborating | <ul style="list-style-type: none"> •Never seeks input from group members when making decisions •Never elicits feedback to create change within the team or organization •Never views collaboration as a means to create group synergy through combining individual strengths | <ul style="list-style-type: none"> •Rarely seeks input from group members when making decisions •Rarely elicits feedback to create change within the team or organization •Rarely views collaboration as a means to create group synergy through combining individual strengths | <ul style="list-style-type: none"> •Sometimes seeks input from group members when making decisions •Sometimes elicits feedback to create change within the team or organization •Sometimes views collaboration as a means to create group synergy through combining individual strengths | <ul style="list-style-type: none"> •Almost always seeks input from group members when making decisions •Almost always elicits feedback to create change within the team or organization •Almost always views collaboration as a means to create group synergy through combining individual strengths | |
| Creating a Shared Understanding of Purpose | <ul style="list-style-type: none"> •Never understands the purpose and mission of the group or organization •Never works toward developing a future vision for the group or organization •Is never able to recruit new members who share the same group or organizational values | <ul style="list-style-type: none"> •Rarely understands the purpose and mission of the group or organization •Rarely works toward developing a future vision for the group or organization •Is rarely able to recruit new members who share the same group or organizational values | <ul style="list-style-type: none"> •Sometimes understands the purpose and mission of the group or organization •Sometimes works toward developing a future vision for the group or organization •Is sometimes able to recruit new members who share the same group or organizational values | <ul style="list-style-type: none"> •Almost always understands the purpose and mission of the group or organization •Almost always works toward developing a future vision for the group or organization •Is almost always able to recruit new members who share the same group or organizational values | |
| Enriching and Sustaining Group Membership | <ul style="list-style-type: none"> •Never wants to enlist new group members with similar values and beliefs to sustain the group or organization beyond one's time in the group •Never builds strong, authentic relationships with others in the group •Is never able to see shared values | <ul style="list-style-type: none"> •Rarely wants to enlist new group members with similar values and beliefs to sustain the group or organization beyond one's time in the group •Rarely builds strong, authentic relationships with others in the group •Is rarely able to see shared values | <ul style="list-style-type: none"> •Sometimes wants to enlist new group members with similar values and beliefs to sustain the group or organization beyond one's time in the group •Sometimes builds strong, authentic relationships with others in the group | <ul style="list-style-type: none"> •Almost always wants to enlist new group members with similar values and beliefs to sustain the group or organization beyond one's time in the group •Almost always builds strong, authentic relationships with others in the group | |

SLP:
Balancing
Controversy
with Civility

| | | | | | |
|--|---|--|---|---|--|
| | <p>among current group members</p> <ul style="list-style-type: none"> •Never appreciates others' unique perspectives on common issues facing the group •Never realizes that fellow group members have more to offer outside of group meetings and programs •Never enjoys learning about fellow group members | <p>among current group members</p> <ul style="list-style-type: none"> •Rarely appreciates others' unique perspectives on common issues facing the group •Rarely realizes that fellow group members have more to offer outside of group meetings and programs •Rarely enjoys learning about fellow group members | <ul style="list-style-type: none"> •Is sometimes able to see shared values among current group members •Sometimes appreciates others' unique perspectives on common issues facing the group •Sometimes realizes that fellow group members have more to offer outside of group meetings and programs •Sometimes enjoys learning about fellow group members | <ul style="list-style-type: none"> •Is almost always able to see shared values among current group members •Almost always appreciates others' unique perspectives on common issues facing the group •Almost always realizes that fellow group members have more to offer outside of group meetings and programs •Almost always enjoys learning about fellow group members | |
| Respecting and Being Courteous to Others | <ul style="list-style-type: none"> •Never engages and participates with other team members •Never reciprocates respect of other's values and opinions •Never models a civil atmosphere and encourages others to do so •Never understands that one's actions affect others | <ul style="list-style-type: none"> •Rarely engages and participates with other team members •Rarely reciprocates respect of other's values and opinions •Rarely models a civil atmosphere and encourages others to do so •Rarely understands that one's actions affect others | <ul style="list-style-type: none"> •Sometimes engages and participates with other team members •Sometimes reciprocates respect of other's values and opinions •Sometimes models a civil atmosphere and encourages others to do so •Sometimes understands that one's actions affect others | <ul style="list-style-type: none"> •Almost always engages and participates with other team members •Almost always reciprocates respect of other's values and opinions •Almost always models a civil atmosphere and encourages others to do so •Almost always understands that one's actions affect others | |
| Having the Ability to Work Cooperatively | <ul style="list-style-type: none"> •Never engages group with a win-win philosophy and shared purpose •Never supports and collaborates with others •Never participates in discussions | <ul style="list-style-type: none"> •Rarely engages group with a win-win philosophy and shared purpose •Rarely supports and collaborates with others •Rarely participates in discussions | <ul style="list-style-type: none"> •Sometimes engages group with a win-win philosophy and shared purpose •Sometimes supports and collaborates with others •Sometimes | <ul style="list-style-type: none"> •Almost always engages group with a win-win philosophy and shared purpose •Almost always supports and collaborates with others •Almost always | |

| | | | | | |
|--|--|---|--|--|--|
| | differing from one's opinions | differing from one's opinions | participates in discussions differing from one's opinions | participates in discussions differing from one's opinions | |
| Trusting | <ul style="list-style-type: none"> •Never asks intelligent questions aimed at seeking understanding, solving problems, and making decisions •Never seeks out others opinions even if they differ from one's own | <ul style="list-style-type: none"> •Rarely asks intelligent questions aimed at seeking understanding, solving problems, and making decisions •Rarely seeks out others opinions even if they differ from one's own | <ul style="list-style-type: none"> •Sometimes asks intelligent questions aimed at seeking understanding, solving problems, and making decisions •Sometimes seeks out others opinions even if they differ from one's own | <ul style="list-style-type: none"> •Almost always asks intelligent questions aimed at seeking understanding, solving problems, and making decisions •Almost always seeks out others opinions even if they differ from one's own | |
| Having the Skills to Dialogue | <ul style="list-style-type: none"> •Never participates in constructive conversation •Never understands that others' views help in developing one's ideas as well as those of the group | <ul style="list-style-type: none"> •Rarely participates in constructive conversation •Rarely understands that others' views help in developing one's ideas as well as those of the group | <ul style="list-style-type: none"> •Sometimes participates in constructive conversation •Sometimes understands that others' views help in developing one's ideas as well as those of the group | <ul style="list-style-type: none"> •Almost always participates in constructive conversation •Almost always understands that others' views help in developing one's ideas as well as those of the group | |
| Navigating the Paradox of Controversy and Conflict | <ul style="list-style-type: none"> •Never fully embraces controversy as an important tool in group problem solving and decision making •Never begins to challenge others' opinions in a non-hostile manner •Never sees controversy as having a positive impact on the collaborative process | <ul style="list-style-type: none"> •Rarely fully embraces controversy as an important tool in group problem solving and decision making •Rarely begins to challenge others' opinions in a non-hostile manner •Rarely sees controversy as having a positive impact on the collaborative process | <ul style="list-style-type: none"> •Sometimes fully embraces controversy as an important tool in group problem solving and decision making •Sometimes begins to challenge others' opinions in a non-hostile manner •Sometimes sees controversy as having a positive impact on the collaborative process | <ul style="list-style-type: none"> •Almost always fully embraces controversy as an important tool in group problem solving and decision making •Almost always begins to challenge others' opinions in a non-hostile manner •Almost always sees controversy as having a positive impact on the collaborative process | |
| Having an Awareness of Worldviews | <ul style="list-style-type: none"> •Never shares one's values and ideas •Never seeks to understand and | <ul style="list-style-type: none"> •Rarely shares one's values and ideas •Rarely seeks to understand and | <ul style="list-style-type: none"> •Sometimes shares one's values and ideas •Sometimes seeks to understand and | <ul style="list-style-type: none"> •Almost always shares one's values and ideas •Almost always seeks to | |

| | | | | | | |
|--|---|--|--|--|--|--|
| SLP: Accepting Citizenship Responsibilities | | <p>appreciate others' worldviews and perceptions</p> <ul style="list-style-type: none"> •Never welcomes alternate viewpoints as an inevitable part of the creative process | <p>appreciate others' worldviews and perceptions</p> <ul style="list-style-type: none"> •Rarely welcomes alternate viewpoints as an inevitable part of the creative process | <p>appreciate others' worldviews and perceptions</p> <ul style="list-style-type: none"> •Sometimes welcomes alternate viewpoints as an inevitable part of the creative process | <p>understand and appreciate others' worldviews and perceptions</p> <ul style="list-style-type: none"> •Almost always welcomes alternate viewpoints as an inevitable part of the creative process | |
| | Accepting Social Responsibility | <ul style="list-style-type: none"> •Never participates in community-based activities •Never views service to community as a mutually beneficial activity | <ul style="list-style-type: none"> •Rarely participates in community-based activities •Rarely views service to community as a mutually beneficial activity | <ul style="list-style-type: none"> •Sometimes participates in community-based activities •Sometimes views service to community as a mutually beneficial activity | <ul style="list-style-type: none"> •Almost always participates in community-based activities •Almost always views service to community as a mutually beneficial activity | |
| | Having Confidence (of Self and of Communication Skills) | <ul style="list-style-type: none"> •Never shares ideas with others •Never believes one can make a positive impact in the immediate and extended community | <ul style="list-style-type: none"> •Rarely shares ideas with others •Rarely believes one can make a positive impact in the immediate and extended community | <ul style="list-style-type: none"> •Sometimes shares ideas with others •Sometimes believes one can make a positive impact in the immediate and extended community | <ul style="list-style-type: none"> •Almost always shares ideas with others •Almost always believes one can make a positive impact in the immediate and extended community | |
| | Appreciating Diversity | <ul style="list-style-type: none"> •Never embraces societal and individual differences •Never advocates on behalf of others •Never demonstrates cross-cultural competence •Never works well with diverse populations | <ul style="list-style-type: none"> •Rarely embraces societal and individual differences •Rarely advocates on behalf of others •Rarely demonstrates cross-cultural competence •Rarely works well with diverse populations | <ul style="list-style-type: none"> •Sometimes embraces societal and individual differences •Sometimes advocates on behalf of others •Sometimes demonstrates cross-cultural competence •Sometimes works well with diverse populations | <ul style="list-style-type: none"> •Almost always embraces societal and individual differences •Almost always advocates on behalf of others •Almost always demonstrates cross-cultural competence •Almost always works well with diverse populations | |
| | Embracing Change and Challenges | <ul style="list-style-type: none"> •Never believes that one or one's group can make a difference in one's community •Never challenges general | <ul style="list-style-type: none"> •Rarely believes that one or one's group can make a difference in one's community •Rarely challenges | <ul style="list-style-type: none"> •Sometimes believes that one or one's group can make a difference in one's community •Sometimes | <ul style="list-style-type: none"> •Almost always believes that one or one's group can make a difference in one's community •Almost always | |

| | | | | | | |
|--|---|---|--|--|--|--|
| | <p>assumptions •Never welcomes ambiguity •Never values opportunities to create and harvest change despite obstacles</p> | <p>general assumptions •Rarely welcomes ambiguity •Rarely values opportunities to create and harvest change despite obstacles</p> | <p>challenges general assumptions •Sometimes welcomes ambiguity •Sometimes values opportunities to create and harvest change despite obstacles</p> | <p>challenges general assumptions •Almost always welcomes ambiguity •Almost always values opportunities to create and harvest change despite obstacles</p> | | |
| | <p>[Also see “Citizenship Rubrics” from other organizations and universities: •Texas A&M University Citizenship Rubric]</p> | | | | | |

Stetson Leadership Paradigm (SLP) rubric from *Leadership for a Better World, 2nd Edition*, Susan R. Komives, Wendy Wagner, and Associates, 2017