

# ELEVATE Leadership Development Program

Assessing Effectiveness of Leadership Development Methods in Higher Education

## LEADERSHIP DEVELOPMENT IS ESSENTIAL FOR STUDENTS.

Funded by Anne and Steve Milligan, the ELEVATE Leadership Development Program was a cutting-edge study to understand the best ways to develop the leadership skills of undergraduate students at The Ohio State University. Student participants honed their decision-making, communication, emotional intelligence, strategy, change management skills, and more across six modules.



## Set Up

ELEVATE was an Institutional Review Board (IRB) study designed with two phases to be completed throughout the 2021-2022 academic year. Phase I of the study was completed in Autumn 2021, while Phase II was completed in Spring 2022. An A/B methodology was used to compare content delivery styles, as well as student retention and engagement levels. Additionally, ELEVATE explored the motivational impact of rewarding students with monetary compensation and 'progression badges' as they completed each section of the study.

## KEY FINDINGS

Results show that five factors contributed to same or higher scores among experimental groups in Phase II compared to Phase I.



### Asynchronous Learning

Students in asynchronous groups have the autonomy to choose when and where to interact with the learning modules.



### Space Learning

Creating space in the learning process allows students time to process and reinforce new information.



### Flipped Classroom

Learning content is introduced prior to an in-person review, reflection and application workshop.



### Microlearning

Creating short interactive videos to learn and apply knowledge.



### Real-World Application

Application and transfer of learning via real-world activities.

# Implications for Student Leadership Development



## Adopt a Hybrid Approach to Learning

The Fisher Leadership Initiative should embrace the use of self-paced, asynchronous learning and flipped-classrooms to develop student leaders.



## Utilize Researched Delivery Techniques

The Fisher Leadership Initiative should leverage both space learning (allowing time between content delivery to maximize retention) and microlearning (delivering material in smaller chunks) to best engage and deliver content to the modern student.



## Apply Knowledge to the Real World

The Fisher Leadership Initiative should emphasize the application of knowledge via case studies, "choose your own adventure" experiences, and simulations to increase transformation of leadership content.

## How The Fisher Leadership Initiative is Implementing These Findings



### BUILD LEADERSHIP ASSESSMENT

The Fisher Leadership Initiative is revising the BUILD experience to best serve the modern undergraduate student. BUILD's debrief workshop will be modified from a two-hour, in-person session to a hybrid learning experience. The new BUILD experience will incorporate two, 20-minute online modules (asynchronous, microlearning) and one, 60-minute in-person workshop – creating a flipped classroom style to increase knowledge retention and application.



### LEADERSHIP PATHWAYS

The Fisher Leadership Initiative is developing a collaborative, college-wide infrastructure that will systematically engage our undergraduate students in leadership experiences. The concept, Leadership Pathways, will serve as a road map for our students throughout their academic career, rewarding them with a badge or a micro-certificate at graduation. Within each Pathway, students will in self-select into leadership activities that best fit their developmental needs. All five key findings from ELEVATE will be leveraged within this offering.