

YOUTH POLICY COUNCILS

Building a Culture of Leadership



September 2023

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Preface

This manual is a compilation of good advice and best practices from around the YouthBuild network about how to successfully plan and execute a proper youth leadership committee, a key component of the YouthBuild model. Just as with the original Youth Policy Committee Handbook from 1995, this is not meant to be a rule book. Instead, it provides guidance for programs that are newer to this work, or struggle with keeping the enthusiasm alive for their council. Much of the basis for this guide is drawn from that resource and the wisdom of those that have come before.

As we often say at our training events, the YouthBuild network is best when we create spaces to learn from each other. Many times we hear that there are a lot of resources in the field to make programs compliant to regulations, but more is needed to “make programs better.” This updated manual was created in the spirit of both of these points: here is a collection of solid advice and instruction drawn from your peers around the country, aiming to make your young people’s leadership experience the best it can be.

Special thanks to all the programs that took the time to contribute to this resource by sharing best practices and their experiences. Your input and partnership are appreciated.

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YouthBuild USA

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Youth Policy Councils

Designing and maintaining a student policy council has been a key part of the YouthBuild program model since the beginning. A program that respects and uplifts youth voice is one that adheres to YouthBuild's true spirit and mission.

Overview

So, what exactly is a policy council?

In any organization, decisions are made every day. In many instances, when youth are involved, these resolutions are made for them and without their input. As a youth development program that aims to cultivate their leadership skills, strong YouthBuild programs prioritize making their members part of the conversation. A formalized way of doing this is to establish a group of youth that has a defined place in the decision-making process at the program level. Typically, these committees are composed of six to 10 delegates (depending on program size) that are representative of all demographics of their cohort. This assembly serves as a consultant body for program leadership, and, in the best cases, have real weight in the determining the direction of organizational matters.

Policy councils can be a lot of work to plan and execute properly, but to truly follow the YouthBuild model they are essential. To be successful, they require a few key elements:

- Leadership that believes in the spirit of YouthBuild and its mission to empower youth to have real agency in their own transformative life experience during their time at the program.
- A staff that is willing to cede a seat at the policy-making table and acknowledge the importance of youth voice in decisions that affect all involved.
- A solid, pre-planned structure and training plan for the council, allowing young people to learn the skills needed to navigate group process, come to informed decisions, and become leaders—both in the program and in their community.

Origins of the Concept

How did they start?

In the 1970s, when Dorothy Stoneman started this movement, engaging member voice in discussing community issues and having them take a leadership role in the service they provide to the community became a primary component to the design of YouthBuild.

It was the policy council of the original YouthBuild program (the Youth Action Program in East Harlem, New York) that put us on the path we are still on decades later. It was this group of young people that identified our primary focus: the building and renovation of housing for low-income individuals. When our mission was still forming, it was this advisory group of youth that decided that the creation and renovation of community assets could be the catalyst for young people across the nation to better themselves and their community.



The first YouthBuild program, the Youth Action Program of Harlem, NY established in 1979

Two of these original council members — Johnny Rivera, who now serves on the board of Youth Action YouthBuild, and Tony Minor — were asked back in 1981, what they thought was the essence of their program experience. Their response was this: “The essence of it is the question, ‘What do you think?’ That expresses the respect for our intelligence that is core to YouthBuild.”

Respecting young people and their opinions (and creating avenues to allow for them to express these feelings) is what separates YouthBuild from similar youth programs. Sometimes, creating a service culture, sparking member enthusiasm and putting them on a path to leadership can be as simple as asking a young person to weigh in on a decision that affects them. You may have been the first one in their life who ever bothered to do so.

Youth Policy Councils as a YouthBuild Priority

Why are youth policy councils important to YouthBuild?

YouthBuild USA gets a lot of questions about how to execute this element of program design better. We have also observed that many programs start off well — they hold elections and assemble the council — but then aren’t sure how to keep their councils engaged and functional. When we ask about them, we hear often that these members are usually sent to the YouthBuild USA AmeriCorps Conference of Young Leaders (our network’s youth leadership event, held in Washington D.C. each spring), or have met a few times to discuss initial concerns at the program. However, their activity fizzles out over the course of the year.

This concern was backed up with data from the recent [MDRC YouthBuild Evaluation](#) that many YouthBuild programs participated in over the last few years. That study showed that, of the participating subset of programs, 25% of the youth respondents reported that their program did not have a functioning policy council, even though “leadership development activity” was one of the highest rated YouthBuild program components by those participants.

While implementing a student policy council is not a requirement for U.S. Department of Labor (DOL) YouthBuild grantees, it is part of the criteria of YouthBuild USA Affiliated Network (AffNet) participation. The main reason for that — and for the AffNet generally, for that matter—is **model fidelity**. We all know that the YouthBuild model works; we see that all the time. But in order for it to work properly, we need to fully implement it — all of it! From experience, we know that establishing a strong, organized and active policy council is one of the factors that set us apart from other similar youth development programs.

As a network, we continue this commitment to this day on a macro level. Policy decisions at YouthBuild USA are still brought before the National Alumni Council (NAC), Young Leaders Council (YLC), and our own policy council, which is made up of directors, YouthBuild USA staff, and youth members from the aforementioned committees.

Youth Policy Councils as an AmeriCorps Priority

Why are member leadership groups important to AmeriCorps?

AmeriCorps “shares DNA” with YouthBuild. Empowering young people through a positive life experience is what we are all about!

One of the AmeriCorps regulations we often quote when encouraging programs to adopt reflection as part of their program, **§2522.100**, states that we should strive to utilize the time we have with our members to create “**experiences to help participants achieve the skills and education needed for productive, active citizenship.**” This unique aspect of YouthBuild program design (as well as other opportunities for leadership at the program) certainly fills this requirement, and is a perfect part of building the service culture our YouthBuild AmeriCorps team often talks about.

When the YouthBuild USA AmeriCorps team visits programs, there are a few questions we always ask around this subject:

- Does the program have an active policy council? Does the council meet regularly with the director or executive director?
- What are some recent decisions the policy council has made? How else do you take feedback from members?
- What are the opportunities at the program for all members to engage in leadership development and leadership roles?

While these questions aren't meant to discern whether your program is meeting AmeriCorps requirements per say, the answers are often very illuminating when it comes to trying to understand the culture of the program. A program may pass a compliance review or outcomes report with flying colors, but that doesn't tell us a lot about whether your young people are walking away from your program feeling inspired and empowered. At any strong YouthBuild program, the latter is equally (if not more) important than the former.

Beyond even that, it is important to internalize and share with your young people that Leadership is Service. When we take on extra responsibilities to ensure that our program is the best it can be for all concerned, we are performing a service to those constituents. As we work to develop our young people into leaders, this spirit of personal obligation is also one of the core values of their AmeriCorps membership.



Former YouthBuild Las Vegas Executive Director Reicard Villalobos poses with leadership council members at their graduation.

Policy Council Basics

The basics of putting together a strong policy council haven't changed much since their inception. In this section, we will go over the primary steps of assembling a solid foundation for your committee.

Planning

As with any component of your program, an effective policy council takes planning. The very first thing you will want to predetermine is the basic outline. How many participants will be on the council? The traditional guideline is six to 10 council members, but that really depends on the size of your cohort. Perhaps a better guideline may be to strive to create a representative body of 10% of your young people. You will also want to decide how many staff (and which staff) will be engaged with the council on a regular basis, and how often the council will meet.

Some simple logistics will need to be decided on as well.

- Where will meetings be held, and when?
- Will there be incentives (bonus stipends or special considerations) for members that participate?
- What if any officer or subcommittees would be useful to establish? Will these roles and focused groups be permanent or shared in rotation?

As part of the Mental Toughness orientation for your new cohort, you will want to introduce the concept of the policy council right from the start. Presenting this and other leadership opportunities right away will begin the process of illustrating to new participants that YouthBuild is different than perhaps what they have been involved in the past!

To get the young people thinking about it early, you will also want to figure out and then present early how your program will hold elections for the council. When figuring out the process for choosing the council, it is also important to structure it in such a way that all teams or demographics of your student body are represented (including staff nominations, if necessary, to balance things out).

If you are new to running a council, you may even want to pull together a focus group of potential student candidates or recent graduates to help plan the council. Their perspective will be valuable, and doing this will build enthusiasm for the finished product.

"My mother had a great motto for leadership development. She was the vice president of our local university and from all reports was a great leader. She said, *People support what they help create*. I have always found that to be true. When people are not invested and are sort of passengers on a ship, it's easy to get off the boat. When they are steering the boat, they have a much more difficult time leaving."

—Julia Branch, Program Coordinator,
OWTC YouthBuild, Ogden, UT

"What is your why? You have to have a reason for why you do what you do!"

—Dr. Eric Thomas, Motivational
Speaker, Consultant, and Minister

Determining Purpose and Role

When first setting out to design the policy council for your program, there are a number of key questions to consider to set it up for success.

As in all things, it is wise to begin designing your council with the end result in mind. You should focus on what value can a council bring to your program. Determining the group's purpose and place in the organizational structure will help you to define that for its members.

What is their role?

Will this be an advisory group for your leadership staff? A group of members for the director to share ideas with and get feedback? Or will you set your council up to be more of a representative group for the other students, a conduit for staff to “get the pulse” of what is going on at a program, and to voice the issue of their group (which could be defined as teams, cohorts, or other constituent groups at the program)? Will they be an accountability team, reviewing program rules and structure and perhaps being part of the evaluation process for staff? Will they be a disciplinary review board, involved in the review process for other students who may have been released from the program? How will the staff of the program be involved with the council? Will it primarily be through the staff representative or guide, or will there be an open invitation for your staff to attend meetings, even if only as “outer circle” observers?

These are just a few examples of initial thoughts, and your council could certainly be all of this and more, but there should be some well-defined focus and identity. Clear expectations and roles that are set out right from the start will prevent disappointment and disengagement.

What is the scope of their authority?

This is important to have established right away, and to get all staff on board with before the start of the year. Clear outlines for what weight the council brings to decisions and policy should be well-defined and made apparent to the student body as a whole. For example, will they be the first review for a potential staff applicant, or the final word on which disciplined students are allowed back into a program? Their contribution *must* have some weight and substance or it isn't worthwhile for anyone. However, some levels of authority in your program structure might not be appropriate for the participants. The extent of the power and authority the council will have is important to define and agree upon as a staff — or indeed as a greater organization — before putting the group together.

Meeting Structures

The next step is to determine the framework your council will use to come to decisions and otherwise conduct their business. This is imperative to have set before your first council convening, as training them how to utilize it will be one of the initial tasks at hand for your nascent committee. It could be a basic standing agenda or a more formal parliamentary procedure. On the next page you'll find some commonly used models.

Robert's Rules of Order

This is the most commonly used framework for parliamentary procedure, and it is easy to find additional details online. Basically, it sets forth many of the group processes people are familiar with: each member of the assembly has the power to present issues for resolution to the group (or **motions**), equal time to speak on issues, and one vote to resolve them. It also sets forth minimum numbers of members that must be present to take official action (**quorums**) and gives guidelines on how to formally proceed to a vote. Decisions are made by majority rule.

This may very well be the structure your organization's board uses to manage its business, and if so, it would make sense to teach it to your policy council. In fact, some programs will begin by using the structure of their board's meetings, maybe even having the new council attend a few to observe the flow (and even having the council participate in future gatherings of the board as a regular agenda item). There is a lot of professional development opportunity involved in using this system, and educating your members on it could also be a strong part of a civics curriculum (as these are the rules used by the U.S. Congress).

Socratic Circle

Another common meeting structure is the Socratic Circle (or Seminar). This is a dialectic method, where ideas are examined logically through discussion in the hopes of reaching consensus, rather than argue issues through debate. A facilitator presents the group with an issue, and all involved have equal time to express their thoughts on the matter. Group decisions are then reached through a compromise of all points of view, where a majority may favor a certain decision, but the thoughts and points of the dissenting opinion are also included and incorporated if possible. Sometimes an outer circle will also be allowed, for constituents to observe the discussion and provide their evaluation of the proceeding. If the council is large enough, they can be split into two groups and take turns in both the inner and outer circles, each having their own time to discuss and observe/evaluate.

Other Structures

Any formal structure can be adapted or changed by the council once they are up and running, but having a starting point to begin with is wise. If a formal structure seems daunting or not fitting with your program culture, a simple standing meeting agenda will do fine:

- Call to order and attendance
- Reviewing action items from last meeting and reading minutes
- Agenda items (perhaps with time allotted)
- Next steps and action items for next meeting (particularly important to break out action items, assign them to a council member and give clear deadlines for the next meeting. This helps organize members so that leadership activity continues in-between gatherings, to avoid the mindset that council membership is just something the young person does for an hour every other week.)



PRO TIP

Identify and assign a staff member to work with the council.

Whenever we see policy councils really work well, it's because there is a staff person who is assigned to organize and work with the council as apart of their job description. We are all juggling multiple roles, but the only way to ensure that leadership development is a focus of the program is to put in writing as apart of someone's job. This could be a counselor, or a "dean of students", or even an educator at the program, but the primary staff liaison for the council should be established before activity begins.

Add to this some guidelines around your preferred decision-making method, with some of the following tried-and-true YouthBuild group process techniques:

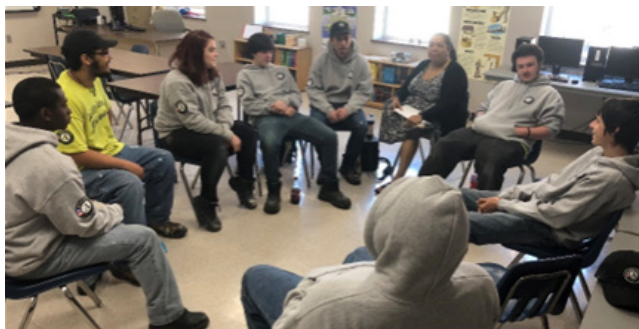
Equal Time: everyone is required to speak for a limited amount of equal number of minutes on a topic, so everyone has a chance to weigh in.

Twice-Once: Simply, no one speaks twice until all have had a chance to speak. This simple rule allows all to have a say, and prevents one or two vocal members from dominating a topic.

“Appreciating the person next to you always lifts the tone of the group. No one ever gets enough appreciation. Make it a regular practice.”

–John Bell, former Vice President
of Leadership Development,
YouthBuild USA

Appreciations: The most “YouthBuild” of all group processes, taking time out of every meeting to appreciate our peers publicly. Challenging each member of the group in turn to say at least one thing that they liked, admired, learned, or respected of another, being careful to make sure that everyone gets some positive feedback (i.e., “Everyone take a moment to appreciate the person your left”). Some groups also find it useful to make appreciations of other members in the program standing task of council members. It is part of the council’s work to uplift the efforts of a peer at each community gathering, through an award or special recognition decided on by the group.



Building Futures YouthBuild (Godfrey, IL) members reflect on a recent project with Counselor Terri Austin

Defining Membership Qualifications and Expectations

Before the council comes together, some thought must also be put into the qualities your program requires of prospective candidates, as well as what the expectations of membership will be. These will differ from program to program, as they are primarily determined by the culture of each site. However, the following are some pretty universally accepted base guidelines.

Qualifications

- A member that meets program expectations. This opportunity is not a right, but a privilege to those members that have good attendance, are punctual, and are meeting standards in the classroom and service site. (Being very detailed and clear here is important to ensure consistency.)
- One who shows responsibility and positive leadership at all times.
- Someone representative of a sub-group of the cohort. This includes taking on the responsibility to find time between meetings to gather feedback, opinions, and areas of concern from peers.

Staff involved with the council must be prepared to meet the same standards. One of the main rules for working with students of our age group is, “Don’t expect them to do anything you aren’t willing to do.” Modeling the kind of behavior you expect from your members is so important.

Expectations

Clear expectations of policy council members are important to determine and put in writing before they start. Members should understand what exactly they are signing up for — this is one of the prime reasons the AmeriCorps grant stresses the utilization of written position descriptions in member orientation and documentation. Here again are some examples of commonly used expectations:

- Be **prepared** for each meeting. This can include the completion of pre-work, being punctual, and generally being reliable.
- Be **respectful** in their communications to one another. Sometimes the topics discussed will be controversial, and at all times we must be mindful that although may disagree with a point of view, we must be considerate to each other.
- Be **discreet** regarding information shared and discussed at the meetings. To perform its function, the council may need to interact with confidential information. Policy council members will not share such information without the agreement of all involved.
- Actively **participate**. You weren’t elected by your peers to be a passive observer in these proceedings. Be sure to weigh in and have your opinion (and those of whom you are representing) heard. Conversely, also make space for all by not dominating the conversation, even if you are passionately engaged.
- Be dedicated to holding ourselves and other **accountable** in a positive and constructive way: staff to students, delegates to constituents, each of us to each other.

There should also be defined action for members who don't uphold these standards. Sometimes the work of the council may not be the right fit for an individual, and there should be some established avenues for people to rotate off and on, as needed.

Once all of the above decisions are made, they should be put down in writing as part of a council guideline document to be shared with committee members in their initial gathering. This could be as simple as an outline of the above sections:

- Mission statement for the council
- Statement of purpose and authority (including role in the organization)
- Meeting structure
- Qualifications of council applicants
- Expectations of council members
- Any potential officer roles (i.e., president, communications, note taker)
- Descriptions of potential subcommittees

A sample outline is included in the Appendices.

Start out with a plan; see what works and what doesn't. The structures, purpose and expectations of your committee may need to be adjusted in practice. Reviewing them and reflecting on what worked and what could be better is a great activity for the end of a council's term!

Preparing Content

As you do your initial planning for the council, it will also be beneficial to think through and lay out the agenda of the first few meetings. It is also wise to set the stage for the council in the first few gatherings by providing a number of trainings to set them up for success the rest of the year (see Training section below on page 23). Just as in Mental Toughness, it is good to plan some team building activities to bring the group together as a unit. Some programs set aside a day-long retreat to do this.

As the year goes on, you will do less and less training and team-building, and focus more on content (discussion, decisions, etc.) as the council continues to develop.

Some ideas for first decisions could include:

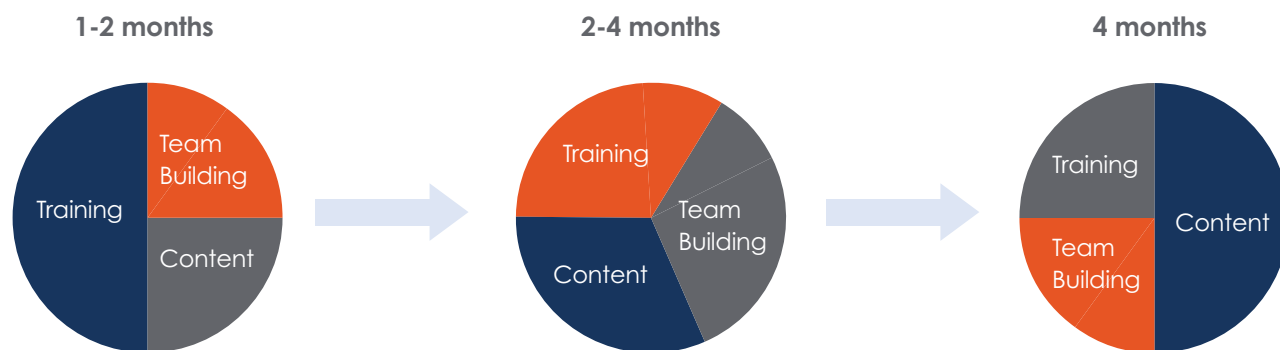
- Determining the next secondary service project, "What do you think we should focus on next?"
- Policy issue (perhaps reviewing the program's dress code, or an attendance and lateness policy)
- An evaluation of a recently completed orientation or training ("Should we engage that speaker again?")



PRO TIP

Pre-plan a Solid First Decision!

To really set the stage for a meaningful council, a really good best practice is to pre-determine a solid impactful decision to pose to your new council to start off their tenure. We want participation in the council to be meaningful, not a waste of time. Getting their input on an important topic that will affect the whole student body is a great way to show them the power of their voice. No one wants to go through the process of getting elected, just to have a key voice in which soda machine to install at the program!



Areas of Involvement

There are many things your council could be involved in or be responsible for. It really depends on your purpose for the committee and the policy of your organization. Your council could be focused on just a few areas, or could cover many. These may even change from year to year. But running out of ideas is one of the common pitfalls for councils that lose steam. The following are a few common areas of focus, sorted by the kind of committees they are usually associated with.

Internal Policy Councils

Traditionally, programs have thought of these member leadership bodies as focused on **internal** policy and issues. This is certainly a fine way to go (especially if you are new to managing one), but these can have their limitations. In recent years, we have also seen many programs switch their focus to become a more external-facing council. This can be a fresh perspective, but also has its difficulties. In this section we will take a look at both.

Again, the council's contribution must have some weight and substance or it isn't worthwhile for anyone. They must have clearly defined and universally accepted authority. If leadership is not willing to allow the council to have some impact, you will need to consider another option. It won't be worth the young people's time or yours if they have no power to create change.

Solving program issues: This is what typically comes to mind first when we think of youth policy council that advises staff, giving them a voice in the solution of problems at the program. This could take the form of a peer review board, which weighs in on who gets to return to a program after disciplinary action. It could be more of a policy advisory group that tackles program rules (i.e. dress codes, standards of conduct, etc.) helping to decide what is fair and consistent for everyone involved with the organization. This advisory group could also be tasked with reviewing program culture and values on a regular basis, helping to ensure that the mission and tone continues in the way it was intended to.

This all fine and well, and it's pretty safe to say that almost every YouthBuild council has covered these at some point, but it is most important to note is that this **not all a policy council can be**. Oftentimes we get stuck in this mindset and have a hard time breaking out of it to find other ways to engage our young people. Reviewing program policy, member handbooks, and even program budgets can be an important and educating part to your council's experience — but it shouldn't end there!

Program Culture

New staff hiring/interviewing: This is another traditional area that programs have engaged their committees in over the years. Utilizing the council in second round interviews for staff candidates makes a lot of sense. It's hard to find quality applicants that both are qualified for the job, but also "get" the tone of YouthBuild, the culture. Exposing prospective staff to the policy council (and having the young people conduct the interview) can be very illuminating! It is also a really good way for your young people to gain perspective on the "other side" of the hiring process as we are preparing them for careers. It can also be a good exercise in understanding the ups and downs of this process in a larger organization (should the choices of the organization's leadership go another way).

Trainings: Some programs will work with the council to have them create and present trainings to the staff. Some good ideas here range from presenting a "State of the Union" type address to the board or other stakeholders, to assembling a training on "How to Talk to Young People" (which we could all use a refresher on from time to time!). Again, as in the **service learning** model, whenever we can have young people **demonstrate** and present on their own expertise, it helps them in building their confidence as leaders. People show up and get involved in things because they are getting something, or giving something. If neither item is happening, they stop being invested. Leadership councils are a great way to "give them something to give"!

Evaluation: Garnering student input when evaluating the performance of program elements and personnel can be valuable, and a good professional development opportunity for youth. At YouthBuild USA, the biannual performance review of every supervisor is not complete until the perspectives of their supervisees are accounted for. This certainly makes sense when appraising the effectiveness of staff that interact and oversee students directly on the worksite or classroom, to ensure that the culture and tone of your program is being upheld. One could also engage the committee in a review and reflection of recent trainings, program components, or events. A lot of staff time and energy are put into the creation of these components, so using your policy committee to provide feedback on their actual value can be helpful to make sure that effort is paying off.

Program Elements

Another really great best practice at programs is to task policy councils with leading appropriate components of program activity.

Member recognition: Member recognition is an important part of sustaining a healthy and positive culture; involving your youth leadership in uplifting their peers could make it even better. Many programs involve their councils in the selection of delegates to represent them at the annual Conference of Young Leaders. A lot of sites highlight a Member of the Month, and a council could be tasked to lead that initiative. Every year, the YouthBuild USA AmeriCorps team expects each AmeriCorps program to nominate a Spirit of Service awardee, but we do recognize that staff do not always have the room in their schedule to put together a proper entry. A nomination that was chosen and recognized by a youth policy council would certainly be a compelling entry for the annual network AmeriCorps Member of the Year! Everyone needs to feel recognized. Positive reinforcement by staff is always important, but to be highlighted by peers can be a really powerful experience for our young people.

Orientation: Some councils are part of welcoming new incoming cohorts of students through some team-building activity (like the basketball game pictured here). Obviously it isn't appropriate for your members to lead all aspects of new student orientation — but who better to learn about the culture of a program and set the tone than the member leadership?



Portland YouthBuilders (Portland, OR) Student Advisory Board members welcome a new cohort during their Pre-Program Challenge with a game of basketball

Program guides: Some programs train and involve their youth leadership in the relationship with funders. There have been a few times over the years during YouthBuild USA site visits when facility tours were led entirely by student advisory boards. It can be really impressive for your program's stakeholders to see the young people taking ownership of their program, and being knowledgeable about its workings.

Supporting and reviewing program proposals: Speaking of funding, having your council participate in the application of new revenue streams for your organization can be very educational for them, and could make for a stronger proposal. In fact, it is YouthBuild USA policy to require support letters from youth leadership boards for pass-through funding applications (and Affiliated Network participation). One imagines that most funders that a program would pursue for the support of youth development would value this as well. Teaching members about these processes (including how to write a proper support document or even the application itself) can be very illuminating to them in understanding nonprofit work. Having a say in the future direction of the program will certainly build buy-in for those young leaders involved. Having changed a program for the better through their input and presence creates a sense of accomplishment, and is a great measure of the effectiveness of their leadership.

Facilitating team conversation: Also in our Civic Reflection work over the past few years, we have found that once a group gets going in regular discussion of service context, many times members begin to want to share their “objects” (poetry, favorite music, and writings) as the focus for these group discussions. In fact, it is a logical progression of a project that strives to promote member voice, by having them take it over! Even if you aren't a program that actively uses “Civic Reflection,” having your policy council lead reflection discussions after a project (“What went well? What should we change?”) with other participants will give them some solid information to share with your staff at council meetings.

This could also take the form of facilitating your program's regular community or morning meetings. Once exposed to the format your site uses for regular check-ins, allowing them ownership of the content or presentation is an excellent way for them to show their leadership.



PRO TIP

Civic Reflection is the practice of experiencing and discussing short pieces of literature, short videos or images (referred to as *Objects*) as a means of reflecting on the beliefs and values that underlie our commitments—leading to clarity about our work, stronger relationships, and more committed, effective action.

This method of discussion facilitation has been a regular practice of many YouthBuild AmeriCorps programs over the last decade.

Staff Shadowing: At some programs, council members shadow staff as part of their professional development. This is particularly useful for the committee members, as it can help them understand the perspective of staff when working with them to come to consensus on program policy. Many programs will involve their council members in Board of Directors meetings as well, to provide program updates from the youth perspective, but also so they can learn good meeting structure.

This can also take the form of empowering your council to meet some of the extra duties that staff do not always have the capacity for. Very few programs have time and energy to create regular content for their websites or social media presence. YouthBuild USA asks for photos and project write-ups all the time: for DataYouthBuild reporting, contests, and for amplification on YouthBuild.org and YouthBuild USA's social media feeds. It is totally appropriate to have your young people be tasked with generating content and media for all of these purposes! Another long-term project along these same lines is having these photos and write-ups compiled into a "yearbook" for your cohort.

Leadership roles: At many programs across the country, members are selected for leadership positions on the service site. Your policy council members could be the ones in charge of reinforcing the safety procedures being taught by your staff, or being the one responsible for ensuring that tools are properly used, stored and maintained.

If these are leadership opportunities for non-council members at your program, maybe the policy council could have a voice in selecting members for these roles!

Community Leadership Councils

Alternatively, a newer idea we've seen recently is programs running a Community Leadership Council format. When planning, oftentimes we can get caught up with trying to find internal policies for the council members to work on (there are only so many times we can have the "Can members wear hats in the building?" discussion). So why not structure the council to deal with external projects and partnerships? Again, to have members empowered to be the "face" of the program in the community is a great way to get them to exercise their leadership skills.

At some YouthBuild programs, members are the voice of the program and represent the organization at every community meeting or event. In particular, policy council members are trained and groomed to do so. What better way to make their leadership more conspicuous to the neighborhood (and showcase the hard work of your program) than to have them be the ones that present projects to partners, or the public in general? Not to mention the strong professional development opportunity this presents. Bring them along to community planning meetings; let their voices be the ones that are heard!

"Overall as a policy member, speaking next to program leadership at community meetings adds value to our voice and helps us become more engaged and aware of what's happening in our community. I feel our voice helps. As young leaders, it adds value to the issues YouthBuild staff are continually advocating for. It's definitely harder to do than our generation usually commits to through Twitter and other social media channels, but when it's over, I feel so much more accomplished."

—Lupe Garcia, 2017
Venice YouthBuild
Policy Member

As with traditional internal councils, the same pre-consideration is required. Your program leadership must be comfortable with allowing members (once properly trained, of course) to have agency to deal with partners, and the authority to make decisions in this area — or, this just won't work.

Again, there must be well-defined focus and identity. Clear expectations and roles that are set out right from the start are so important.

Recruiting volunteers: Every YouthBuild AmeriCorps program is charged with recruiting and training community volunteers to support their projects. This is certainly an allowable activity for your members to be involved in, or for your committee to lead for the group. Volunteers must be given context on the task at hand, and many times, trained in proper safety procedure at the service site. Members should not be involved in tracking or reporting volunteer numbers (that is firmly a staff role) but engaging them in garnering hands-on community support (and as just as with Interviewing and *Hiring Staff* above, maybe making them part of the selection process) and properly preparing these contributors for a project is a great way for your council to demonstrate what they have learned, be seen as content experts, and as leaders in their neighborhoods.

Identifying secondary service projects: In addition to our primary service of the construction of housing for low-income individuals, many YouthBuild programs engage in other projects in the community. Often it is hard to allow for student input in our primary activity, as these projects are planned out well before a cohort begins. One of the main ways that many programs engage students in project planning is with these secondary endeavors, such as volunteering with local partners to create a community garden, do some greening work in their neighborhoods, pitch in at a food pantry, etc. The policy council could be involved in collecting input from the entire student body on which of these projects to do next, and, in particular, a community leadership committee could work alongside local partners to plan them.



YouthBuild Rockford's (IL) Community Leadership Council planning an upcoming National Day of Service with a representative of the United Way. They discussed appropriate uniforms for the members that day, volunteer logistics, and hammered out an agenda for the project together.

Planning special events: Similarly, your council could be involved in the planning and preparation of a special event for a National Day of Service. Each year, YouthBuild AmeriCorps programs are required to observe one of the nationally recognized service days (i.e., Martin Luther King, Jr., Day of Service, 9/11 Day of Service and Remembrance, Global Youth Service Day, and Make A Difference Day) with a special project in their community. Having your committee involved in their preparation and volunteer organizing makes a lot of sense, particularly if they won't have a lot of say in the primary activity of the program.

Additionally, they could be instrumental to planning non-service activities: graduations, field trips — some programs even put on a prom for their students each year!

The ideas listed in this section may not all work for your program, and some of them definitely require more work than others. But as you can see, there are a lot of things a youth leadership council could be part of beyond the basic traditional roles.

Implementation

Eventually the planning is complete, and it is time to start!

Elections

A fair and consistent election process for your council members should be figured out before the cohort begins. Again, the size of your upcoming student body will dictate the amount of delegates needed for the council to represent them. Once this number is set, you can begin to determine how they will be selected. Council elections are great way to segue into conversations on the election process in America, and the importance of being informed about your choices and general civic involvement—so, use it as a teaching moment!

Advertising the opportunity: During Mental Toughness orientation, the opportunity to serve on the leadership council should be presented, including basic outlines, descriptions and qualifications. Then, you should provide an overview of what the nomination and election process will look like; however, the program should allow at least a few weeks before holding them (see sidebar).

Decide on who will vote: Will everyone at the program have an equal vote on candidates? Or will it just be the young people? Establishing your staff as having a part in the election process is key to avoiding some issues (such as diversity and proper representation of all groups), but be sure to clearly define their role (and what weight their vote will have) if they will participate.

Alternates: Beyond the decided size of the council, it is always wise to set aside some spots for alternates to fill in as needed. This could also be a consolation for any “runners-up” from the election. These surrogate delegates would attend meetings and trainings with the council, but might only vote on resolutions when regular members are unable to do so.

Nomination process: Aspiring delegates might nominate themselves, or need to be nominated by their peers, depending on the structure of your program. Some nominations might be best added to the group by your staff as part of their agreed upon role, as mentioned above. The rule of thumb is to try and solicit twice the number of entries as spots available on the council.

In order to determine who really values the opportunity (and weed out those that don't), it is also good to assign a task of each nominee. This could be an essay discussing why they want to be part of the committee to be shared with all, and/or a presentation of that intent through a public speech leading up to the election. This is the process required of Young Leaders Council aspirants each year at the Conference of Young Leaders. Each candidate is given equal time to present their qualifications and intent, giving all the voters the information they need for an informed decision.



PRO TIP

Don't Hold Elections Too Early!

One of the most common difficulties programs struggle with when putting a council together is that elections disintegrate into “popularity contests”.

One way to combat this is to wait for a month or so to hold the election. By then, the young people will know who is “for real,” and not just elect the popular ones or the show-boaters who might be full of themselves and appear confident but are don't really show up as reliable leaders.

Ballot process: This could be as simple as voters writing names on index cards and dropping in a box, or as complex as setting up an online survey. Whatever method you utilize make sure precautions are taken (and discussed) to make it fair and equal. Perhaps a third party could tally the votes (outside of students and staff), or use an online process that will only accept one vote per email account (like Survey Monkey). However, the votes are counted it is important that the tally is kept confidential; no numerical results need to be shared with the student body (i.e., no one needs to know exactly how far they fell short). It is also wise to find a way to present the results to the candidates first, to manage any disappointment.

First Meetings

Soon after elections are complete, the first convening of your new council should be scheduled. This will be an opportunity to really set the stage in terms of tone, structures, and future activity. The initial meeting should include a thorough orientation, and therefore will likely be longer than the future standing meetings. Traditionally, programs will set aside a day-long retreat to accomplish this. Some elements to include in your opening meeting include:

Introductions: As it is likely still early in the term for these students, some team-building and bonding exercises are in order to help them get to know each other (and the staff involved in the council) better.

Orientation to the organization: As this body ideally will perform a role in the policy of the organization, some effort should be spent giving the overall context of your program and its sponsoring body:

- Discussing the history of the YouthBuild movement, and illustrating the scope of the network and its place in the National Service network
- Sharing the history and mission statement of your program
- Providing context around the funding streams and stakeholders that fuel operation
- Reviewing the agency's budget (with sensitive information such as salaries redacted)
- Going over an organizational chart, which should include the council in it to help them envision their place in program function and decision-making.

Establishing the expectation and role: This is the time to share the pre-planned and written out responsibilities and expectations for the council (discussed above). Procedures for the council should also be reviewed: meeting schedule and location, the meeting structure, officer positions and sub-committees, what preparation is expected between meetings, etc.

Initial content: Before the first meeting has concluded, it is wise to get the ball rolling right away by engaging them in content. This could be brainstorming a list of issues they would like to deal with, or presenting them with their first topic area that your staff has identified to have them tackle. The discussion, debate and actual decisions could be tabled for the second meeting, but putting them in the mindset and assigning action items before the next convening will keep the momentum going.

Training Members

Again, preparing council members for the role they will fill will take up most of the time of the initial meetings. Once they have been oriented to the place and function of the council, the next priority is to train them in some of the skills they will need to be successful. The following are some common training areas.

Group process: Beyond introducing your preferred meeting structure and decision-making to the council, making some space for the students to learn about the processes and practice them on a low-risk decision will prepare them to utilize it as they take on future work.

Interviewing skills: If your committee will be tasked with the selection processes for staff applicants, or even choosing their peers for special considerations, exposing them to the “hows” and “whys” of interviewing will be helpful. Mock interviews could be a great way to engage a community partner or an involved graduate in council activity. Having some experience with the other side of applicant review process will also help prepare them to approach their future pre-employment conversations with confidence.

Problem-solving and conflict resolution: Our young people often come to us from backgrounds that have ill-prepared them for healthy disagreement and debate. To ensure productive and positive council discussions, training them in constructive problem solving is key to their success as a group.

Public speaking: Committee members may have already been exposed to some of this as part of their nomination and election process, but speaking in front of group comfortably and professionally is an area where it never hurts to have more instruction and practice. This is particularly important if your group will be responsible for presenting at board meetings or at community events. Creating a few opportunities to speak in front of “friendly” crowds (such as students, program staff) before putting them in front of more intimidating audiences is a perfect way to start.



PRO TIP

Program Leadership *MUST* be involved with the council!

The most effective policy councils have interaction with senior management at your organization. Your policy council should be exposed to this senior leadership on a regular basis to really be worthwhile. This sets a strong example for the rest of your staff regarding the importance of the council by being involved with them, listening to their concerns, learning from them and involving them in policy decisions. If there is no personal investment from the leadership, the young people could start to see the body as no “that important overall.”



YouthBuild Troy (NY) student council member Steven Figueroa addresses a nation-wide crowd of delegates at the 2013 YouthBuild AmeriCorps Conference of Young Leaders.

Best Practices & Good Advice

In order to keep their councils fresh and interesting, over the years programs around the country have developed a number of solid practices and ideas. In our research with sites that manage this component well, there have also arisen common themes of practical advice that could apply to any committee. In this section, we will discuss a few that have helped keep the concept engaging for members and staff.

The “Golden Rule”: For decades, the most important piece of advice about running a successful council has been getting them involved with the leadership at your organization. This cannot be stated enough. In his trainings on the topic, John Bell would always say the most important component for the councils is “a director who has deep faith in the capability of young people to make good decisions.” As program staff, we get hung up on this idea that the council should primarily be concerned about student issues. While this is an important aspect of their purpose, to truly follow the YouthBuild model they should be exposed to (and have a voice in) greater overall policy. What better and more elegant way to do that than making your organization’s senior management part of the team?

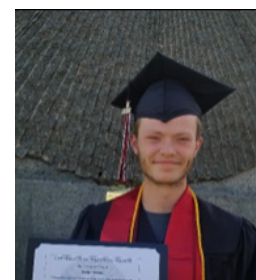
It's not easy. Often times these individuals are very busy and managing multiple programs and projects at your parent organization. But it is so worth the effort. Over the years, we have seen some senior leadership that take time out regularly to interact with the students of the YouthBuild program and the policy council, despite being located on the other side of the city, or running a larger organization. When this can happen, it makes such a difference for the young people (whether they are on the council or not) and it models a commitment for all staff to build real relationships and respect for them.

Term limits: Some programs have found that setting term limits for its council members can be really valuable. Dividing your cohort term into equal time periods and resetting committee membership at each interval. Not only does that keep enthusiasm levels high and prevent burnout, but it also gives every young person in a cohort the opportunity to exercise their leadership. In this method, the training and preparation for leadership development in a committee setting is shared with all students, so it doesn't have to be repeated multiple times. Another way of handling this is to have incumbent members train or mentor their replacements! Shorter terms can get more of your students involved in this leadership development activity, but may not allow for the deeper development and continuity of a longer-term committee.

Graduation recognition: Many programs across the country have adopted the practice of recognizing students at graduation (with special certificates or stoles) for completing their AmeriCorps hours, earning all certifications, etc. You could also do this for policy council service! A special recognition for putting forth the extra effort of taking on a leadership role could feel like “graduating with honors,” if handled properly.

Graduate advisors: Programs are always looking for ways to engage the graduates of their program in meaningful ways.

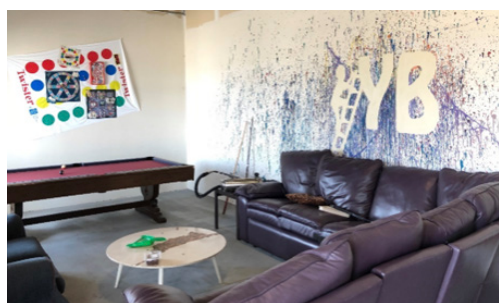
Inviting a graduate advisor to work with the council could have many benefits. This works best if it can be set up on a regular, ongoing basis for continuity, but perhaps a rotating group of graduate volunteers could work as well.



OWTC YouthBuild (Ogden, UT) member Gadge Brown at graduation, wearing various stoles and cords recognizing his program accomplishments.

Having a grad chip in could help council members see the program from a different lens, and could give them some historical context about the program. It also could be great professional development and leadership opportunity for your graduate, and may lighten the workload for your staff.

Try an inclusive model: Sometimes, all this effort can seem like a lot of work in order to develop the leadership skill set for just a handful of members. It also can be difficult to offer tangible and worthwhile incentives for council members without having other young people feel left out. One way of handling this is to adopt an inclusive model for your council that opens up the opportunity for any student that might qualify and express interest.



The "Leadership Lounge" at YouthBuild McLean County (Normal, IL) is one of the motivating incentives for participation in their "Team Leader" council.

YouthBuild McLean County (in Normal, Illinois) uses a "snowball" approach to council membership. They are able to offer a number of fun benefits to students that opt into leadership roles at the program. These include special uniforms and a special "Leadership Lounge" available only to committee members (see photo). This is possible without disenfranchising other members, because the opportunity to join their "Team Leader" group is always open and attainable for all.

They manage this by having staff appoint one delegate per team at the beginning of a cohort year to represent their peers. Then at each meeting, that delegate is tasked with evaluating and nominating others from their unit that meets the qualifications of council participation. The group starts small, but then slowly grows throughout the term. There is no maximum limit to how many delegates can eventually be involved.

Another way to include all students in the leadership experience is to make sure that council meetings and trainings are open to all participants, regardless of whether they are part of the leadership group or not. Not only is this a great way to be transparent with your entire student body about the process of the council (and the program in general), but it makes sure every young person has access to the same instruction and opportunity to make their voice heard.

"We need to set out a full table for our youth, and let them fill their plate with what they need."

—Tafari Harper, Former Coordinator,
YouthBuild Troy, NY

Let the make-up of your cohort inform the council: Pre-planning is important, but we should always be flexible to suit the needs of a particular group of young people. Sometimes you may find that the demographic makeup of a particular council might lend itself to a different kind of content than you initially anticipated. For example, there was one school year at YouthBuild McLean County where all of the delegates on the council happened to also be parents. Executive Director Tracey Polson found that this opened up the potential for a number of novel content areas for that particular committee ("The Group of Moms") aside from the regular work planned out that year.

Use the council to facilitate collaboration with other local programs: When we have the opportunity to do co-projects and Corps Exchanges with other local programs, it can be really valuable in

illustrating the scope of the YouthBuild and National Service movements to our members. But putting together large-scale service events or other activities that can engage two entire cohorts of young people can be a logistical nightmare! Starting small by getting the councils of two programs together to collaborate is an easier way to start. Your youth leadership could welcome delegates from another program to tour your facility and service projects, and then engage in a similar visit at their site. Discussions could be planned around reflecting on commonalities at both programs, and also identifying differences (in order to understand why separate organizations function differently at times, even while sharing the same basic model and mission). Once the councils are familiar with each other, they could be tasked with helping to plan a larger event to bring all their peers together.

Some densely populated cities have multiple YouthBuild programs within close proximity. An exciting idea for well-established programs with strong council traditions would be to stretch to extend an invitation to include delegates from local programs as a city-wide (or region-wide) youth policy council! There is some real potential for important innovation here.

Alternatively, if your program isn't located near any other YouthBuild sites, this could be an opportunity to research what other non- YouthBuild AmeriCorps programs might be in your area that might be willing to collaborate on a project or event. It is our responsibility as a National Direct AmeriCorps network to be the ones who reach out, as many state-funded sister programs may not even be aware of our presence!

Give them an “out”: Some programs find it useful to build in avenues for delegates on the council to “opt out” if it is not working for them or meeting their expectations. If a council member does decide to step down, it should be generally accepted in your program culture without any negative stigma. That said, part of the learning process for your students is letting them fail and reflecting on what could be done to make the situation better. Part of any procedure of opting out of the council should include a discussion with staff about why exactly quitting seems to be an option for the individual (“Can you show me that you aren’t a leader?”) because you don’t want to lose someone who could be great.

“Reflecting back, the years that the council really worked were the years I was able to take back time to interact with them directly.”

–Ditashiah Kohn, Director of
D.R.E.A.M.S. YouthBuild and Young
Adult Training Program, Brooklyn, NY

Another way of looking at this is to make initial appointments to the council volunteer positions to give the young people a chance to “try it out” before fully committing to membership.

Common Issues to Avoid

Just as we find that there are pretty universal tips for a successful council, it is also true that often their proper function is tripped up by the same pitfalls. As you work through the business of running the youth leadership council, try to be mindful of and avoid these common missteps.

Treat the council with respect: Set a firm expectation of other staff to do so as well. The same professional standards that are applied to employees should apply to these young people that are

doing extra to serve the program. At the very least, we should strive for this during committee time. They should feel that they are partners in the processes.

Set a strong example: Young people will never do anything that they feel staff members are not willing to do as well. Model the behavior you expect them to adhere to: doing the extra pre-work and being prepared; being respectful of their time by showing up in a timely manner and alerting them to any absences; not being dominant or overly talkative due to your regular position . . . the list goes on.

Perhaps the points above go without saying. However, be mindful that sometimes these commonly accepted norms can be easy to overlook when interacting with students through a different lens.

Make the council a priority: This leadership group should be treated as a core component of programming. Member enthusiasm can slip quickly from your grasp if they start to feel that their function is not actually valued by staff or leadership. This includes taking some real time to plan properly and provide strong guidance and presence. There may come a point when the group functions at a level where they can take on more responsibility and autonomy, but they should never be left to flounder on their own.

Stress the opportunity, not the privilege: While you may decide to offer committee member some extra incentive for doing more, it is important to stress (both right from the beginning and throughout their activity) that this is an opportunity to develop their skills, and serve the program. It is **not** a privilege that somehow sets them above or apart from the rest of the student body. Keeping this apparent to the rest of the program (other staff, the other young people) is equally important to prevent and resentment that could occur. Ways to combat these potential bad feelings include:

- Establishing an open invitation for non-council members to participate as observers.
- Setting an expectation that members of the committee meet with their particular subgroup of constituents (department, team, demographic) between every council gathering to garner the input and view of all involved.

Appendices

The following appendices are tools designed to help your program get started in facilitating its youth leadership council:

- **Preparation Checklist:** A simple laundry list of the decisions and actions steps one should take in preparing for their council, presented here in the order of this manual's content.
- **Sample Youth Policy Council Agenda Worksheet:** A simplified version of the template used by YouthBuild Rockford (Rockford, IL) to organize its committee meetings.
- **Sample Policy Council Structure Statement:** A sample of what the structures, rules, and by-laws of your committee could look like, once thought out and written down.
- **Sample Leadership Assessment:** This form is the one used by YouthBuild McLean County to assist council members in regular self-assessment of their performance as leaders in the program. This helps the delegates (and council as a whole) identify areas of growth for their activity.
- **Sample Committee Application:** Also provided by YouthBuild McLean County, this is a strong example of an application for young people to complete as part of their self-nomination process to the council. We like it a lot because it asks the prospects to specifically identify their prior experience providing leadership, and has them reflect on a leader they admire, as part of the process.

Appendix A. Preparation Checklist

Pre-planning for the Council		Notes
Logistics		
	Where will the council meeting space be?	
	How often will the council meet, and for how long each time?	
	How many members should the council consist of?	
	Will the committee have any officer positions? Are any subcommittees anticipated?	
	Will your program offer incentives for participation?	
	What will be the method of decision-making for the group?	
Purpose and Role		
	Create a brief mission statement for the council that captures its purpose.	
	What will be the council's place in your program? Can this be illustrated through an organizational chart?	
	What will their authority be?	
	What are the base qualifications for participation?	
	Create a list of 5 expectations for council behavior.	
	List 5 typical areas of content the committee will take part in:	
Action Step: Create a policy structure document with the above information to share during council orientation.		
Pre-planning Implementation		
Elections		
	Outline the election process:	
Nomination Process:		
	Ballot Process:	
	Who will have the right to vote on nominees?	
	Will any alternates be chosen? How many?	
Action Step: Create a Council & Election presentation to share during cohort orientation		
First Meetings		
	Orientation: Outline the steps you will use to provide context and direction	
	Training: What initial trainings do you plan on providing to council members?	
	Content: Pre-plan at least 2 specific content areas for the group to discuss and decide a resolution for.	
Action Step: Create the agenda for your first meeting!		

Appendix B: Sample Youth Policy Council Agenda Worksheet

Youth Policy Council Meeting Agenda

Date/ Time/ Location:

Members in attendance:

Absent members:

Agenda Item	Time Allotted
Roll Call	
Review of last meeting's minutes	

Agenda Item	Member Responsible	Deadline

Appendix C: Sample Policy Council Structure Statement

Youth Policy Committee (YPC)

Mission Statement: To provide input and effort to improve the program environment and culture by fostering open communication and constructive problem solving. The YPC will bridge the divide between staff and members to create a positive and productive environment for all.

Areas of Contribution

- Communication: support open dialogue and cascading communication
- Policy: Provide student perspective on program policy and issues to the director and board.
- Evaluation: Provide feedback on program components and staff, including the hiring of new personnel.

Expectations of YPC members

- Serve a six-month term within the nine-month cohort cycle.
- Serve on at least one subcommittee and no more than two.
- Be an active participant in the YPC. This includes preparing for all YPC and subcommittee meetings by completing pre-work and post-work. The expectation is this will require one to four hours per month.
- Be respectful in our communications to one another.
- Be discreet regarding information shared and discussed at the YPC meetings. If there is a request for information to be held confidential, committee members will not share such information with others.

Decision Making Process: YPC decisions are made by majority rule. In cases where the YPC is being asked to provide feedback to program leadership, the prevailing side will create a written summary of the majority opinion that incorporates the context of dissenting opinions if applicable.

Internal Structure

The YPC is an intentionally representative body, made up of roughly seven members. Represent different teams to the extent possible

- No more than five members from the student body
- Director of the program
- At least one member from the non-leadership staff.

Leadership Roles: Three-month commitments, elected by the group.

Chair	Organize meetings: scheduling, calendar reminders, and arranging meeting space. Leads the meetings. Check in with the subcommittee chairs to ensure work is moving forward.
Coordinator	Work with members and chair to set agenda, assigns note-taker timekeeper, and communicator positions, and sets up technology for meetings.

Regular assignments: Assigned by the coordinator on a two-month basis (committee members will find a replacement if they cannot attend that meeting and fulfill their assignment).

Note-Taker	Record minutes of the meeting, store on the google drive, and share with committee afterwards
Timekeeper	Make sure the agenda moves along efficiently
Communications	Share visuals and clarification to include absent members

Appendix D: Sample Leadership Assessment



YouthBuild McLean County Leadership Leader Assessment

Name: _____ Date: _____

Using the A,B, C, D and F grading scale, rate yourself on how you performed this month in meeting the expectations of a team leader at YouthBuild McLean County:

Modeling a positive attitude	
Being productive	
Providing support to teachers	
Providing support to peers	
Communicating issues and needs of peers to staff	
Designating individuals to complete tasks to maintain a safe, clean and productive environment	
Attending team leader events, meetings, etc.	
Assisting instructors in classroom plans	
Conduct intervention plans for students with behavior issues	
Represent YBMC in a positive manner	

Do you think you are meeting the expectations for being a leader at YBMC? _____

What do you think you need help with leading the group the most? _____

What are the hardest things about being a leader? _____

Who is a student(s) that we should add to our student leader group? _____

Appendix E: Sample Committee Application

Name:	Age:
Describe your YouthBuild experience: (You may also attach pages as necessary)	
Experience. Have you ever: (check all boxes that apply)	
☐ Had to make a choice that was not popular? ☐ Had a mentor or have been a mentor? ☐ Been in charge of an activity? ☐ Been called bossy or opinionated? ☐ Given a friend or family member good advice? ☐ Expressed your opinion in an appropriate way to others? ☐ Been a supervisor at a job? ☐ Helped solve a problem? ☐ Felt like the leader of your group of friends? ☐ Spoke in front of a large group of strangers? ☐ Been in student council? ☐ Ran in an election? ☐ Participated in community service? ☐ Voted in an election? ☐ Broken up a fight or deescalated a hostile situation? ☐ Taken responsibility and admitted when you were wrong? ☐ Been a babysitter? ☐ Been a team leader in YB before?	
List two important issues that should be addressed by the student leadership team at YB.	
1.	
2.	
Who is a leader that you admire and explain? (You may also attach pages as necessary)	
Why should you be selected as a team leader? (You may also attach pages as necessary)	

***By submitting this application, you agree that if chosen for the position of Team Leader you will work to uphold the expectations while at YBMC and practice the honor code outside of YBMC.

Student Signature

Date