Achievements, impacts and lessons of the Service Leadership Initiative at The Chinese University of Hong Kong

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The Service Leadership Initiative (SLI) at The Chinese University of Hong Kong involved (1) a General Education course "Service Leadership in an Uncertain Era", (2) producing video assisted cases, (3) delivering modules on service learning through CUHK's I-CARE program[1], and (4) a social website for the student service leadership and learning community. As components (1) and (2) have been discussed elsewhere[2] , we focus here on components (3) and (4).

The I-Care NGO Internship Program at CUHK aims to develop students' sensitivity, resilience and leadership through serving in communities that challenge their adaptive power. Around 40 students are selected every year to serve in NGOs and social enterprises for 8 weeks in Mainland China and Taiwan. The NGOs are mainly located in rural areas and they address poverty alleviation, environmental protection, cultural heritage preservation, and other social issues. SLI support for I-CARE was centered on pre-service training sessions on civil society, mindfulness and communication skills, and on post-service experience sharing and reflections. Students appreciated their exposure to very different social and economic conditions from Hong Kong: this culture shock enhanced mindfulness and promoted soul-searching. Drawbacks of the program included the limited number of students enrolled and constraints not only from financial resources but also the limited numbers of qualified mentors.

A social website's success is based on the 3 Cs: community, content and commerce[3]. Preliminary research on the potential users of the site – the implementers of SLI in the eight recipient universities – suggested that SLI had four distinct communities leading us to design four corners: a researchers' corner for pre-publications drafts of service leadership research, a community partners' corner for NGOs and companies in service learning, an instructors' corner for the exchange of relevant teaching materials and a students' corner for our primary community. We seeded content through our GE course offerings' assignments and social and for-profit business plans from past competitions. We stimulated commerce through leaving copyright with each posting member and giving that member full access to the comment chains and ability to withdraw the posting at any time. At the time of writing this abstract, we do not know the extent of the success or failure of the website, but by the

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[1] See CUHK "I-CARE Program: social and civic engagement" [https://www4.cuhk.edu.hk/icare/] accessed 3 August 2015.

[2] See Chan, K.M. and Thomas, Hugh "Service Leadership in an Uncertain Era" in Shek, Daniel *Promoting Service Leadership Qualities In Students: the Case of Hong Kong* Springer, 2015 and Thomas, Hugh "Developing Video Enhanced Cases in Service Leadership" *Ibid.*

[3] See Emerson, Melinda "Use the 3 C's of Social Media: Content, Community, Commerce" *The New York Times* August 8, 2011 [http://succeedasyourownboss.com/use-the-3-cs-of-social-media-content-community-commerce/ accessed 3 August, 2015]

time of the presentation at the conference, the website will have operated through one full university term, and we will report the results of testing.

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