

CIVIC LEADERSHIP STUDY GROUP REPORT

**Presented to the Hampton Roads Community Foundation
March 18, 2014**

Overview

Hampton Roads has a rich history of successful senior business leaders with significant ties to the region who were willing to devote considerable time and energy to community engagement. The question is who will carry the torch of civic leadership into the next generation?

In a time of more intense regional economic competition we must do a better job of populating key civic organizations with the best and brightest volunteer leadership that the region has to offer.

This was the challenge given to the Civic Leadership Study Group, Chaired by Bruce Bradley. A broad mix of individuals was recruited to join the study group (see Appendix **A**). The list included those who have served in leadership positions throughout Hampton Roads. The Executive Directors of the existing region-focused leadership programs were also invited to participate.

Mr. Howard Hoege, Assistant Dean for Development and Strategic Initiatives at UVA's Batten School of Leadership and Public Policy came from Charlottesville for each of the four meetings held. He offered valuable advice and facilitated one of the group's discussions.

Outcomes

In following the working goals and charge developed by the Hampton Roads Community Foundation leadership, the study group accomplished the following:

Established a statement of purpose:

1. To determine and recommend the most effective method or program to develop civic leadership for Hampton Roads.
2. To determine and recommend the most effective process to get these leaders engaged in the most important civic/volunteer positions in Hampton Roads.

Benchmarked other markets:

Early in the process the study group benchmarked other markets to learn what they were doing to grow civic leaders in their communities. Regions among the list included Jacksonville, Nashville, Charlotte, Austin and San Diego. A summary of the benchmarking results was prepared by Donna Morris and can be found in Appendix **B**.

Some of the more noteworthy ideas gleaned from benchmarking were:

- We need more effective mentoring.
- We should use technology more effectively to engage participants.

- We need purposeful non-profit board training as distinguished from the current immersion training.
- Each participant should be engaged in a team based community project.
- We should consider introducing a "match day" type program to connect graduates to organizations for the programs which do not already have one.

Conducted a SWOT analysis:

- *Strengths include:*
 - A strong alumni pool.
 - Networking.
 - Diverse industry participation.
 - The programs are all well run.
 - Selectees see it as an honor to be selected.
- *Weaknesses include:*
 - Alumni are not always engaged.
 - Insufficient skill development.
 - There is duplication of effort among the programs in that the programs are primarily focused on immersion in the community. This is less of an issue on the Peninsula where the immersion topics are specific to the community.
 - The programs do not offer leadership training as much as immersion in the community.
- *Opportunities include:*
 - Match day at the end of each program where appropriate.
 - Formal mentoring program.
 - Requirement to join civic/volunteer board at the conclusion of the program.
 - Cast a wider net for participants such as new entrepreneurs.
 - Add on line components to the program.
 - Add outcome measures.

As the study group deliberated appropriate recommendations Howard Hoega was very helpful in introducing the concept of "external leadership." He defined this as leadership areas of focus needed in the public/non-profit sector but not always in the private sector. This is an area of focus at the University of Virginia, preparing leaders to lead in areas where there is no formal reporting structure such as that found in the private sector.

Included in external leadership skills but not currently included in most of the leadership programs in Hampton Roads are:

- Strategic Communications, including media relations.
- Negotiations.
- Coalition Building including achieving consensus and moderating dialogue.
- Development/Philanthropy.

- Expanding frame of reference.
- Process complexity/Ambiguity.
- Developing a value proposition.
- Public speaking.
- Systemic risk assessment/management

An example of training in these areas while capitalizing on the talent in Hampton Roads would be to have Fred Whyte, Johnny Lawson, and/or Helen Dragas lead a panel discussion on some of these topics. Fred Whyte led ODU's board of visitors toward changing athletic conferences and elevating football from FCS to FBS status; Johnny Lawson led the Virginia Tech Board during the shooting tragedy while Helen Dragas led the University of Virginia Board during the attempted ouster of its president.

The task force concluded with the following recommendations:

1. Form a task force, comprised of representatives from the three major civic organizations. Members of the committee would probably be the paid executive and current board chair for each organization so that the committee would number six people. The purpose would be to better coordinate activities among the groups in order to reduce duplication and find opportunities for collaboration. Some topics to address include:
 - What should be the program outcomes to be measured?
 - How do we more effectively get new entrepreneurs involved in the programs?
 - How can we use technology more effectively?
 - How should we expand and enhance the match day program currently used by LEAD Hampton Roads?
 - Recommend one or more "joint programming" days for leadership programs to maximize resources and impact.
2. At the Civic sponsored leadership recognition for Dubby Wynne in December, 2012, he challenged the community to establish a world class mentoring program. The first order of business for the task force outlined above is to meet with Dubby Wynne as a group then devise a mentoring program and implement it.
3. There was interest among the Civic Leadership Institute study group participants Cathy Lewis, Ed Power and Ann Crenshaw to work with Howard Hoege to explore integrating some of the external leadership components into the Civic Leadership Institute. This would introduce some needed topics into the training and also help differentiate the current civic leadership programs which have significant duplication.

Note: Since the completion of the study group's work Howard Hoega was been engaged to assist CIVIC Leadership Institute enhance their curriculum to include external skill development. This was made possible by a one-time grant from the Hampton Roads Community Foundation.

Many thanks to the task force members who volunteered their time and energy to examine this important topic and devise the recommended solutions listed above.

APPENDIX A

The civic leadership task force met four times beginning in September 2013 and was comprised of the following individuals:

Bob Boyd (Regional President, BB&T)

Bruce Bradley (Vice Chair, Hampton Roads Community Foundation)

John Broderick (President, Old Dominion University)

Angela Blackwell-Carter (Executive Director, LEAD Hampton Roads & VP, Hampton Roads Chamber of Commerce)

Kasia Grzelkowski (President & CEO, Versability Resources)

Howard Hoege (Assistant Dean for Development and Strategic Initiatives, Frank Batten School of Leadership and Public Policy, University of Virginia)

Ann Kiley Crenshaw (Member, Kaufman & Canoles/Immediate-Past Chair CIVIC Leadership Institute)

Mike Kuhns (President, Virginia Peninsula Chamber of Commerce and representing LEAD Peninsula)

Cathy Lewis (President & CEO, CIVIC Leadership Institute)

David Mele (Publisher, The Virginian-Pilot)

Ed Power (Publisher, *Inside Business*; General Manager, Target Media/CIVIC Leadership Institute Board Chair)

Toy Savage (Willcox and Savage)

Deborah Stearns (Senior Vice President, Jones Lang LaSalle)

Rick West (Chairman, LEAD Hampton Roads Board of Trustees)

Donna S. Morris (VP for Strategic Initiatives, Hampton Roads Community Foundation)

APPENDIX B

OVERVIEW OF LEADERSHIP PROGRAMS

LEADERSHIP SACRAMENTO (<http://metrochamber.org>)

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Leadership Sacramento, founded in 1985, is a program of the Sacramento Metro Chamber, which develops community-minded business and civic leadership. It is a year-long interactive program, limited to 35 participants each year that provides a behind-the-scenes understanding of the issues that impact the region's economic prosperity, quality of life and culminates in the completion of a community betterment project.

The Leadership Sacramento program is designed to accomplish four distinct goals:

- 1. EXPOSE PARTICIPANTS** to the processes, programs, opportunities and challenges that impact Sacramento's six-county region.
- 2. STIMULATE INTEREST** in community activities and encourage engagement in local and regional affairs.
- 3. CREATE A NETWORK** of community-minded leaders who will lead in a spirit of collaboration that fosters regional prosperity.
- 4. PROVIDE PARTICIPANTS** with a behind-the-scenes view of regional issues and give them access to the top business, civic and community leaders who play integral roles in the Sacramento region.

Individuals are considered and selected for the Leadership Sacramento program through an open application process. Applications for the Leadership Sacramento program are open to the public each fall, with the participants for each upcoming class selected before the close of each calendar year.

Any alumnus of Leadership Sacramento who is admitted to a master's program at Drexel University's Center for Graduate Studies in Sacramento will receive at least a \$15,000 scholarship through **Drexel's Professional Leadership Scholarship Program**, to be awarded according to Drexel's enrollment procedures. No additional applications will be necessary if the applicant's past Leadership Sacramento participation status is verified by the Metro Chamber.

Each recipient of a Leadership Sacramento Alumni Grant will be obligated to perform at least 50 hours of volunteer service while a student at Drexel through the Metro Chamber (e.g., Volunteer Power Hour as part of Project Inspire), which the Metro Chamber will track.

This grant only applies to Leadership Sacramento program graduates, as verified by the Sacramento Metro Chamber. While current Leadership Sacramento participants may seek admission

into a Drexel master's degree program at any time, they will first become eligible for the \$15,000 grant for master's program.

Leadership Charlotte (<http://www.leadershipcharlotte.org/>)

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Leadership Charlotte, founded in 1978, has cultivated over 1,700 community leaders. The chair of the UNCC Political Science Department, envisioned a leadership program that extended beyond the tight ring of downtown business leaders that formed the core of leadership in most cities. Leaders were redefined as not only business owners and elected officials, but as heads of volunteer organizations, community service agencies and volunteer city-county boards and neighborhood associations.

The Leadership Charlotte program is for emerging and existing leaders. Self-discovery and community leadership skills are a by-product of the Leadership Charlotte experience. The program is considered a "backstage" pass to the Charlotte community. It is a two-part program, starting with ten, once-a-month program days where approximately 50 participants explore current issues with a variety of community leaders. The program is complete after participants serve on a committee that coordinates one of these program days for the incoming class.

Program days focus on:

- Charlotte: Past, Present & Future
- Education
- Government & Politics
- Healthcare
- UMEUS
- Justice
- Arts & Culture
- Sustainable Charlotte
- Community Trusteeship

In 1984, they began holding an annual awards event. The first Schley Lyons Circle of Excellence Award was established to recognize a graduate who exemplifies both professional and personal involvement in the community and civic events, and support for diversity. The Horizon Award, Lifetime Achievement Award, Newcomer of the Year Award and Community Service Award are also presented at the annual awards event.

In 1987, Youth Leadership Charlotte was launched for rising sophomores and juniors in Charlotte high schools. There are 209 alumni of this program. The program was suspended in 1993 due to limited funds.

Alumni of the program stay connected through community service opportunities and a periodic electronic newsletter

LEAD San Diego (<http://www.leadsandiego.org/>)

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After more than thirty years, **LEAD San Diego** not only embraces the region's rich history, but also looks toward the future. LEAD's role in the region attracts both emerging and seasoned leaders representing all sectors of the community. LEAD helps participants expand their skills, enhance their understanding of salient civic issues and leverage their connections and knowledge for San Diego's greater good.

LEAD is focused on four pillars of excellence:

- Leadership development programs
- Meaningful community investment initiatives
- Engaging their valued alumni
- Celebrating regional leadership at the annual *Visionary Awards* event

Vision: To advance the quality of life of the San Diego region through a growing network of capable, and engaged civic leaders

Mission/Purpose: To provide balanced, issue-oriented programming that informs and inspires leadership and civic engagement on regional issues.

Program Overview:

EMBARK

This personalized leadership assessment program improves one's business acumen and prepares them for future contributions to their organization, profession and community. Each session features experts and community leaders who are active in a wide range of relevant themes and topics.

[EMBARK Info Sheet](#)

IMPACT

55 are chosen for this 10-month "Master's Degree" on San Diego. The idea is to meet and network with the region's leaders in the business, civic, government, military and non-profit sectors as well as get a comprehensive view of area issues through interactive exercises, presentations, networking and dialogues.

[IMPACT Info Sheet](#)

INFLUENCE

Instilling a sense of social and corporate responsibility for C-level and senior executives new to the region and/or their leadership position, *Influence* gives participants a full understanding of challenges and opportunities facing the region so they can immediately draw upon techniques to lead their organization.

[INFLUENCE Info Sheet](#)

LEADERSHIP JACKSONVILLE, Inc. (<http://www.leadershipjax.org/>)

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Leadership Jacksonville, founded in 1977, explores the dynamics of the Jacksonville community, analyzing major areas of community concern, facilitating the development of leadership capacities and promoting a strong network of community trustees.

The program covers topics including an in depth review of Jacksonville's history, local government and political insight, economic development, business outlook, technology growth, local education, environmental sustainability, arts, infrastructure, poverty, growth forecast, health care issues and much more. All programs are developed and shaped by teams of Leadership Jacksonville alumni and staff.

Mission: Leadership Jacksonville develops youth and adult leaders to assume greater responsibility as community trustees who improve the quality of life for self, family and community.

Values:

- Ethical Community Trustees
- Knowledge of community issues and their complexity
- Diverse leaders sharing their perspectives
- Relationships developed among participants
- Creation of a Shared Vision
- Action taken for the greater good

Program overview:

1. *New Leadership Summit* – The New Leadership Summit, first held in 2003, is a unique opportunity in Northeast Florida targeted for CEO's and Senior Level Executives who are new or relatively new to the community. Participants learn about the region's assets, issues, institutions and leadership from some of the key corporate, civic, social and educational leaders. During the two day summit participants have the opportunity to meet and develop relationships with top executives, community leaders, and political officials as well as with their fellow class members. Group size is limited to 20 to allow for meaningful interaction. Participation is by invitation only.
2. *Collegiate Leadership Experience*—Collegiate Leadership Experience, first held in 2005, provides approximately 36 college students the opportunity to interact with community leaders, network with professionals, go behind the scenes to explore difficult issues facing the community and learn from successes.
3. *Youth Leadership Jacksonville* -- Created in 1989, this year-long program brings together a select and diverse group of high school juniors, with demonstrated leadership ability, and prepares them to become ethical leaders committed to active community involvement. Youth Leadership Jacksonville draws together approximately 54 students each year and represents a cross section

of Northeast Florida's youth population. Students apply through their high school during their sophomore year and the selected students participate during their junior year.

LEADERSHIP PORTLAND (<http://portlandalliance.com/programs/leadership-portland.html>)

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Leadership Portland is a program for advanced leaders employed at Portland Business Alliance (OR) member organizations, designed to develop community leaders for today and tomorrow. This nine-month program educates participants on a wide array of critical issues affecting the Portland region.

Participants work together as a group, engaging in the key elements of both the city and state infrastructure. On each program day, participants will interact with their fellow classmates, speakers, guests, and impact project teams. By the end of the program, participants will develop an integrated overview of how to get involved in regional issues.

During the program, participants will complete *Impact Projects*. Participants are split up into small groups where they fulfill an impactful and sustainable objective for a local non-profit. These projects are worked on outside of Program Day classes and provide an opportunity for building teamwork and interpersonal leadership skills.

Program Objectives

- Strengthen knowledge and insight on major issues facing the Portland region
- Provide a forum for quality discussion about these issues
- Stimulate critical and creative thinking to help resolve the needs of the business community and the region

Participant Benefits

- Exposure to a network of community leaders
- Interaction with government, business and community leaders
- Opportunities to practice team management skills
- Increased awareness of how business, government and community sectors work together to achieve common goals

Participation Requirements -- The program runs from September to June. It begins with a two-day retreat, continues with one full program day each month October through May, and concludes with a graduation ceremony in June. In addition to attending the program days, class members are required to complete a team-based community impact project. Program days cover the following general areas:

- Media and Influence
- Culture, Arts and the Creative Economy
- Building Sustainable Communities
- State Government and Public Policy

- Education
- Healthcare
- Business and Economic Development

LEADERSHIP AUSTIN (<http://www.leadershipaustin.org/>)

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Leadership Austin – Since 1979, Leadership Austin has offered programs that explore critical community issues, develop the leadership skills to address those issues, and foster relationships that help facilitate positive, collaborative change in the community. Leadership Austin operates under the following core values:

Community Trusteeship – Community trustees consider the community and its resources a living trust to be preserved and enhanced for the future. Trustees act upon a sense of stewardship of the community and make a personal, conscious decision to seek - and work for - the common good of Central Texas.

Inclusiveness – Communities are comprised of many individuals and groups, each representing a history, culture, passion, and perspective. By making an effort to learn about and include multiple viewpoints in their deliberations, community leaders are able to recognize the value of each person and the added importance of hearing from those who have different ideas.

Collaborative Decision-Making -- Collaboration brings varied interests together in constructive engagement, creating synergistic possibilities for identifying problems, generating solutions, and making decisions. Leadership Austin encourages outcomes that focus on finding areas of common interest and acting on them.

Personal Responsibility – We have the ability to create and choose the way we engage both the issues and the people involved. As community leaders, we take personal responsibility for our own behavior and our own results; we recognize that justification, blame, denial, and/or giving up will hinder our ability to engage with integrity.

Program Overview – the educational programs offer skills-building, issue-focused leadership training for every stage in an individual's leadership career. The curriculum for programming is largely influenced by the organization's core values.

If you are a graduate of another city's community leadership program (an affiliate) applicants may qualify for alumni status with Leadership Austin.



EMERGE

Leadership skills and relationship building for young professionals

The EMERGE program is a gathering of community-minded, high-potential young professionals who want to build relationships and gain leadership skills to make a difference in Austin. EMERGE provides an exceptional opportunity to connect with other young leaders and strengthen the critical skills necessary for community leadership roles.



ESSENTIAL

Since 1979; comprehensive community leadership development

The ESSENTIAL Class curriculum focuses on regional issues, leadership skills, and the building of strong networks to encourage innovative, collaborative solutions to the challenges facing our community. Since 1979 more than 1,700 individuals, representing the diversity of Central Texas, have graduated from the ESSENTIAL Class.



ENGAGE

Monthly series; community experts discussing timely issues

The ENGAGE Breakfast Series presents in-depth and interactive discussions on important, timely, and often complex regional issues. High profile leaders and key stakeholders discuss their viewpoints with participants in thought provoking, balanced dialogues to encourage further civic involvement. ENGAGE also offers opportunities for networking and professional development with accomplished leaders in the community.



EXPERIENCE AUSTIN

Behind-the-scenes survey of Austin's hot spots hot issues

EXPERIENCE AUSTIN is a fast-paced, deep dive into the latest issues and key players in their vibrant and changing community. Great for newcomers and long-time Austinites alike, the program takes participants throughout the community for dialogues with the experts and decision makers shaping Austin's future, and provides the resources necessary to plug in and help make a difference. EXPERIENCE AUSTIN is presented by Bank of America



Client services for organizations and community initiatives

At Leadership Austin, community and civic engagement are at the heart of leadership, and there has never been a better time to invest in your employees' leadership skills. Through client services, they EQUIP organizations with the capability to navigate in today's changing environment and cultivate skill sets that nourish the well-being of an entire organization.

Employees complete workshops better able to identify their strengths and roles within a team, and prepared to respond to issues in a collaborative, ethical, and informed fashion. In addition, they will be connected to the ever-expanding network of Leadership Austin friends throughout Greater Austin.

Leadership Nashville (<http://www.leadershipnashville.org/>)

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The **Leadership Nashville Foundation** was founded in 1976 as an independent, executive leadership program to give community leaders a three-dimensional view of this city. Since Metropolitan Nashville is a union of satellite cities and neighborhoods, participants live and work in communities that are near and yet worlds apart. Leadership Nashville plays a vital role in bringing these leaders together.

The goal of Leadership Nashville today is the same as it was in 1976:

- To build channels of communication between established leaders.
- To connect these leaders with community issues.
- To equip participants with insights not solutions.

The men and women selected each year represent a diversity of races, religions, ages and political persuasions, as well as a geographical cross section of neighborhoods. The class includes native Nashvillians and people who have moved here in leadership positions. Participants are educators, doctors, bankers, artists, business people, rabbis, ministers, lawyers, and representatives of labor, public service, international communities and the volunteer sector.

LACY LEADERSHIP ASSOCIATION (Indianapolis) (<http://www.lacyleadership.org>)

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The **Lacy Leadership Association** informally began in 1980 as a way for leaders in Indianapolis to stay connected. It is an official program of the Indianapolis Chamber of Commerce promoting leadership and philanthropy in central Indiana. They create, develop and connect leaders. Their 500

members hold key positions on 900 different nonprofit boards. People refer to LLA as central Indiana's premier leadership network.

Program Overview:

Opportunity Indianapolis – Participants in this two-day experience enjoy an exclusive, behind-the-scenes exploration of significant community issues including economic development, education, tourism, arts and culture, sports and mass transit. Perfect for newcomers and long-time Indianapolis residents alike, participants link with some of the city's most influential decision-makers as well as gain a unique perspective on the issues that impact the city. Upon completion of the program, graduates are eligible for membership in LLA

Leadership Education and Development (LEAD) – Participants benefit from a highly interactive, hands-on program designed to teach practical leadership skills while exploring their personal leadership style. This six week program focuses on presentation, meeting and problem solving skills as well as values and visions of leadership. Upon completion of the program, graduates are eligible for membership in LLA.

Get on Board – Allows participants the opportunity to interact with nonprofit organizations from across central Indiana looking for community-minded leaders at this annual event. *Get on Board* provides a one-stop-shop to learn about leadership volunteer opportunities and potential board positions. The event is open to the community.

Executive Leadership Series -- This program, run by the Greater Indianapolis Chamber of Commerce, helps exceptional young professionals grow as business and community leaders. The mission is to equip participants with the knowledge and resources to become powerful agents of change in the community—to find their passion, broaden their horizons and connect with the people who can make a difference in their lives, today and tomorrow. Participants meet one day per month and topics include education, government, health and human services, the justice system, diversity, quality of life, economic development and more. An application is required for this program. Upon completion of the program, graduates are eligible for membership in LLA.

Board Chair Summit -- Board leaders come together to learn new strategies, share challenges and success stories, and to begin transforming the central Indiana nonprofit landscape by elevating the performance of their governance teams.

Leadership Indianapolis – The mission of Leadership Indianapolis will be to strategically develop the pipeline of community leadership and identify and fill the gaps in developing community leaders. The new entity will continue to offer SKL and programs formerly operated under LLA, including the ones mentioned above (*Opportunity Indianapolis*, *LEAD*, *Get on Board*, *Board Chair Summit*) and more. Details will follow later this year regarding plans to develop expanded programming and broader community engagement opportunities for 2014 and beyond

Throughout the year, LLA members have exclusive opportunities to get up close and personal with the movers and shakers in our community. LLA members get an all-access pass to exclusive functions, private behind-the-scenes tours and important one-on-ones. Programs include the

monthly Second Tuesday Straight Talk series, annual Mayor's Town Hall, CEO events, Annual Meeting and significant discussions with Indianapolis leaders.

Leadership Pittsburgh, Inc. (<http://www.lpinc.org/>)

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Leadership Pittsburgh (LP), Inc. is an independent nonprofit organization dedicated to developing a diverse group of leaders to serve southwestern Pennsylvania. Their mission is to strengthen leadership through programs, partnerships and connections. Their signature program is designed to challenge established local leaders to:

- Learn more about themselves;
- Expand their professional and personal networks;
- Augment their leadership skills;
- Develop a systemic view of the community;
- Examine how community elements work and/or don't work together;
- Review in-depth the issues that will impact the future of SW Pennsylvania and
- Enhance their civic engagement to impact the regional agenda on a local level.

For the company investing in the present as well as the future:

Leadership Pittsburgh (LP) is a 10 month program for established senior leaders. This creative and innovative leadership training program was pioneered in Pittsburgh and has served as a model for several others around the country. Their faculty utilizes data-driven training models and provides access to experts who share their experiences as our community builds on the capacity of those individuals who are leading the community now and who will be affecting change in the future. It strengthens the bonds of this highly talented pool with others in their cohort and within the region. The networks of LP are a retention and investment tool for our area's businesses and nonprofits.

Leadership Pittsburgh's unique format makes the Pittsburgh region the classroom.

From September through June, the monthly Leadership Pittsburgh programs provide participants the exposure, experiences and connections that prepare them to tackle the challenges of senior leadership in the community. In less than 10 months participants will view the region and local events in a deeper and profound new way. Fifty established professionals from every walk of life, come together to learn and to inspire positive change in their community workplace.

Participants:

- Meet with regional leaders

- Conduct site visits
- Engage in hands-on experiences
- Participate in roundtables, small- and large-group discussions
- Learn first-hand what is happening in core societal sectors
- Discover how these sectors are interrelated
- Decide how to be an agent of change in their community.

Session topics typically include economic development, inclusion, education, human needs and human services, arts and culture, criminal justice and quality of life issues.

Who are Leadership Pittsburgh participants?

Anyone who is a leader at work and/or in the community, has the desire to expand his or her knowledge of the region, and is willing to make the time commitment to successfully complete the program. Those selected for the Leadership Pittsburgh program must be ready to invest 10-12 hours each month to learn, grow and contribute as collaborative leaders. Leadership Pittsburgh participants are:

- Established leaders in business, nonprofit, government and civic entities
- Ready to go behind the headlines, think creatively, and act collaboratively
- Looking for a leadership experience that captures their spirit of purpose, learning, and contribution to the community
- Seeking to broaden their professional networks and to make an even bigger contribution to their organization
- New to the area OR have a renewed interest sparked by a new job, new inspiration, or new phase of life
- Open to people, places and opportunities in the Greater Pittsburgh region
- Willing to participate in monthly sessions from September through June with approximately 55 other high-achieving professionals

Leadership Columbus (<http://www.leadershipcolumbus.org/>)

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Leadership Columbus, founded in 1974, has been building a legacy of trusteeship through developing community leaders, offering opportunities to strengthen personal leadership skills, exploring solutions to community issues and creating a network among local leaders from diverse backgrounds. Their mission is **to develop, connect and inspire diverse leaders who serve as catalysts in building a strong and vibrant community.**

Programs

Signature Program – The Leadership Columbus experience is a unique combination of relationship-building, learning, problem-solving, civic engagement and personal growth. The program structure

has evolved over the years to truly reflect a product that motivates, informs, and connects individuals ready to take on the challenges and opportunities faced by our community, their companies and their families.

Annually, 50-60 individuals are selected from a pool of applicants to build a class representative of the Greater Columbus area. The result is a class of professionals who are ready to hone their leadership skills and talents and connect them to community causes they are passionate about. A ten month experience designed to give participants the tools they need to become active and influential leaders in the community.

The program is a balanced combination of a retreat, **monthly program days** and a **small group project**. In September, a mandatory two-day retreat helps participants focus on their personal leadership style and skills. The retreat is complemented by nine monthly program days that focus on the significant challenges to the Central Ohio region. Issues covered include the economy, diversity, the justice system, public education and human and social service issues.

Board Governance Training -- Leadership Columbus provides board governance training to ensure community volunteers are equipped to handle the challenges and rewards of nonprofit leadership. The standard, half-day training workshop covers a board member's basic duties and responsibilities, board governing documents, leadership expectations, fiduciary responsibilities, and board/staff relationships.

The session also includes a panel of high profile board presidents and nonprofit executives which allows for plenty of "question and answer" time. Participants will receive helpful written materials – along with useful networking opportunities.

Attendees will learn:

- Roles and responsibilities of board members
- Fiduciary duties of governing board members
- Types of nonprofit organizations
- How to serve as an ambassador for your employer & nonprofit
- How to choose the right nonprofit board for you
- How to maximize your board opportunity

Leadership Columbus also offers sessions which are customized to organizations' needs. Workshops can be conducted on site, or at another venue that is convenient for the organization requesting services. Seminars for corporate officers, nonprofit boards and civic groups are provided.

Customized training topics may include:

- New board member orientation
- Conflicts of interest
- Board role in fundraising
- Models of good governance
- Sarbanes-Oxley
- Principles and best practices
- Parliamentary procedure
- Questions every board member should ask

Onboarding Columbus -- Onboarding Columbus encompasses two days of community orientation and networking that allows its participants to learn about and connect with the community from the inside. It is a chance to gain access to valuable information about the issues facing the community, as well as meet new people, explore the places and experience the leadership that makes Columbus extraordinary.

Onboarding Columbus is an eye-opening encounter with the community. Day one includes a series of interactive presentations and tours featuring top city, corporate and community leaders. These decision-makers will candidly share their experiences and views and expertise on the tough community issues – and they come prepared for tough audience questions. On the second day, program participants will share their learning experiences with each other and receive assistance in connecting with community causes that they are passionate about.

Through Onboarding Columbus, participants:

- Gain an historical perspective of Columbus
- Explore Columbus as the Capital City
- Learn about local education
- Discover the artistic side of Columbus – from theatres to galleries
- Learn about economic development and the business community
- Explore social service demands and responses
- Meet with established community leaders and trustees