

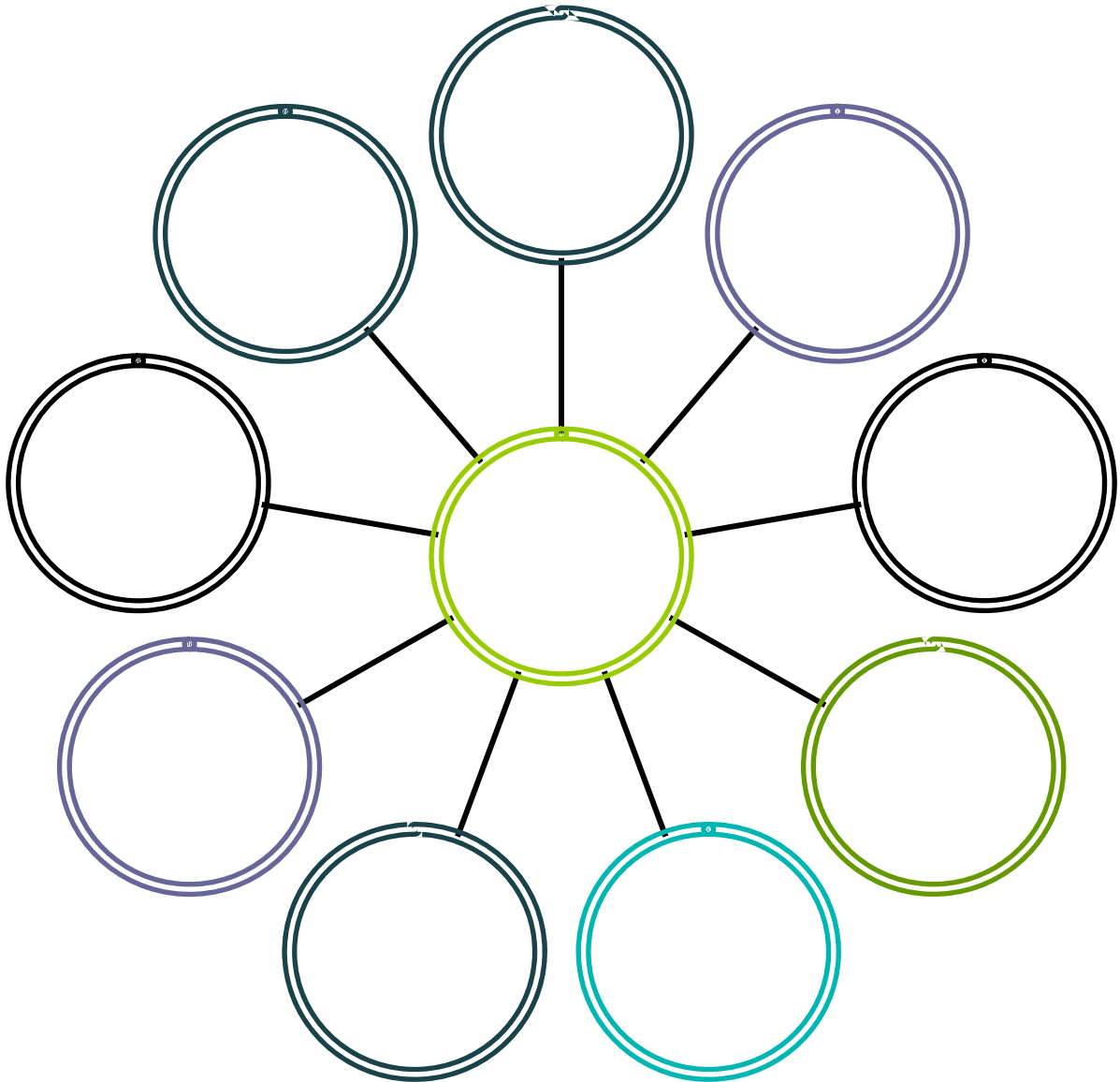
**Community Foundation
Leadership Development Project
Network Mapping**

Name _____

Date _____

Instructions:

1. Please put the name of your group in the center circle.
2. In the circles, put the names of sectors and or others that you work with closely. (private/public i.e., Business, Arts/Culture, Government, Education, Environment)
3. Draw arrowed lines connecting the circles to show how the groups connect to each other.
4. You do not have to fill in all circles. You may also add more circles if needed.
5. What sectors do you wish to strengthen your connections? Use back of form if necessary.



Notes:

Leadership Assessment Tool
Multicultural, Transformational and Emerging Leadership Program
Created and Designed by
Daniel Escalante & Carla Mestas, MA

This Leadership Assessment tool is intended to assist you in designing a stand alone Leadership Program or assessing the Leadership Development component of your current program.

If you already operate a leadership development program, use of this instrument will help ensure that areas of success are identified and replicated, and areas needing growth are identified so that strategies for improvement may be implemented.

Please check the boxes where the elements of leadership development are applied.

1. Program staff demographics reflect the various cultural communities that exist within the surrounding community.
2. Design allows for varied learning styles of the participants.
3. Culturally appropriate methods of recruiting “traditional and non-traditional” participants.
4. Providing knowledge about the histories, cultures, and contributions of diverse groups that live and work in the surrounding community.
5. Provide mentoring as an integral part of the program.
6. Use of Cultural Mediator(s).
7. Providing on-going support for participants.
8. Placement options for participants.
9. Training and support for placement options.
10. Curriculum that includes how to care for one’s self.
11. Routine acknowledgement of the accomplishments of leaders in the program and in the community.

12. Provide opportunities for participants to attend Leadership Dialogues/Talking Circles.
13. Board, Steering Committee, and/or Advisory Committees that reflect the cultural makeup of the community.
14. Charges an affordable fee for participation in the program (if applicable).
15. Provide scholarships as needed.
16. Support from key stakeholders in the community.
17. Providing interpretation services as needed.
18. Providing transportation as needed.
19. Providing child care as needed.
20. Utilizing “Elders” from the community.
21. Collaboration with other institutions/organizations in the greater community to promote multicultural, transformational and emerging leadership development.
22. A mission or vision statement that reflects our commitment to multicultural, transformational and emerging leadership development.
23. Leadership training curriculum that has fully integrated multiculturalism.
24. A strategic plan that reflects our commitment to multicultural, transformational and emerging leadership development.
25. Commitment to changing unjust institutional policies.

Transformational Multicultural Leadership Development Program Model

Created by

Daniel Escalante & Carla Mestas, MA

June 2008

Introduction:

The following model of a multicultural leadership development program is based on promising practices utilized by past and current local and national leadership development programs, as well as recommendations obtained from the Community Foundation Leadership Development Project Environmental Scan. The proposed model reflects the commitment to involving diverse Sectors within Boulder County. In addition, the commitment to Multicultural Proficiency is evident throughout all aspects of the program.

Duration:

1. Three year program.
 - a. One year of intense training, placement, follow up and support
 - b. Two years of less frequent trainings, follow up and support.

Program Design Elements:

1. Each year provide 16 weekly, 4 hour workshops.
2. Application process to include 24 participants.
3. Two mountain retreats per year for new participants.
4. Strands for emerging and current leaders.
5. Include “traditional” and “non-traditional” leaders.
6. Each year add 24 new participants for a total of 72 over 3 years.
7. Participation fee applied, which is refundable upon graduation.
8. A \$100 stipend provided to graduates of the program.
9. Utilization of Cultural Mediators
10. Provide training to Placement Staff or Group Members
11. Provide trained mentors for each participant (intergenerational)
12. On-going Leadership Dialogues/Talking Circles with participants and key additional stakeholders.
13. Partial Scholarships provided as needed.

Recommendations/Participant Expectations:

Each participant will have specific expectations around participation, buy in and follow up with the program.

1. Pay a \$260.00 refundable fee for participation
2. Attend both retreats and 14 of 16 training workshops
3. Complete “homework” assignments
4. Complete a project/goal and present at a community gathering
5. Recruit one leader for future program

Leadership Projects/Placements across Community Sectors:

These are examples of the sites/placements or specific activities the participants may request and/or develop with mentoring/coaching.

1. Organize a National Leadership Conference
2. Join Boards, Commissions, or Committees
3. Create Gay/Straight Alliance Group
4. Develop Mentoring Programs
5. Organize around a current issue
6. Participate on Speaker’s Bureau
7. Organize a community event

Funding Recommendations (see attached sample budget):

1. Each participant will pay a fee of \$260 (the equivalent of \$10 per weekly workshop and \$50 per retreat.) The full amount will be refunded upon completion of the program year.
2. Each participant will also receive a \$100 stipend upon graduation.
3. Each participant must identify a sponsor (employer, prospective placement, and/or other group/individual) who will provide matching funds.
4. Each local City Government, Boulder County Government, as well as local corporations, and foundations will contribute matching funds.
5. Local individual contributions will be solicited.
6. Fundraising/Public Relations Event will occur annually i.e. a Leadership Conference with a fundraising component similar to Multicultural Awards Banquet or Intercambio Dance
7. The concept of “Leadership Week” will be introduced and developed- where local businesses contribute a % of profit to Leadership Development.
8. After first year, major funding will be solicited from national

funding source as long as there are no strings attached.

Community Involvement and Support:

1. Steering Committee consisting of diverse representation of all sectors will be formed.
2. Placements where group has committed to providing leadership opportunities, training, mentorship program, and funding
3. Mentoring and Coaching component will be designed
4. Development strategies will be implemented

Sample Workshop Topics (Multicultural Proficiency woven into all workshops)

1. Leadership Self-Assessment
2. Multicultural Leadership Styles: Transformational vs. Transactional
3. Defining Effective Multicultural Leadership and Followership
4. Working Effectively with Diverse Cultural Groups
5. The Value of Relationship Building
6. The Tao of Leadership
7. Cross Cultural Communication
8. Conflict Resolution
9. Group Facilitation
10. Ethics/Values
11. Current and Emerging Issues
12. Community Organizing
13. Establishing and Utilizing Networks
14. Understanding Power and Privilege
15. How to Make Institutional Change
16. Oppression and Institutional Oppression
17. How to Identify and Support Emerging Leaders
18. How to Work Effectively with Decision Makers
19. Utilizing Mentors and Being a Mentor
20. Participating on Boards and Commissions
21. How to create a Vision
22. Assimilation Leadership vs. Acculturation Leadership
23. Balancing Your Life/Taking Care of Yourself
24. How does the Systems Work
25. Working Towards Systemic Change
26. Public Speaking (including presentations)
27. Understanding Budgets
28. How to design and implement intentional outreach efforts

Transformational Multicultural Leadership Development Program Model

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June 2008

Preparing for a Healthy Harvest

Accountability Plan

Leadership Development Project Committee and designated staff will monitor progress toward meeting the action items in the blueprint.

Suggested Timeline for Implementing Blueprint

Steering Committee

- ❖ Intentional recruitment within and across all sectors and diverse groups
- ❖ 12 member Steering Committee consists of representatives from various sectors and generations
- ❖ Culturally diverse
- ❖ Community Foundation staffs committee but are not voting members
- ❖ 12 month commitment

Dialogues in Leadership & Talking Circle occur each month except in December. Initially staffed by Community Foundation or community consultants and ultimately by Leadership Development Project Coordinator.

June 2008	<ul style="list-style-type: none"> ❖ Blueprint presented to community ❖ Establish Steering Committee ❖ Set first meeting date 	August 2008	Steering Committee Meeting #2 <ul style="list-style-type: none"> ❖ Adopt revised Blueprint ❖ Finalize timeline ❖ Publish Website ❖ Adopt fundraising campaign ❖ Review training program recommendations ❖ Adopt Marketing Plan ❖ Adopt Leadership Consultants recommendations ❖ Adopt Job Descriptions
July 2008	Steering Committee Meeting #1 <ul style="list-style-type: none"> ❖ Orientation – establish meeting dates and locations ❖ Review Blueprint for Leadership ❖ Establish Organizational Structure ❖ Establish sub committees 	September 2008	Steering Committee Meeting #3 <ul style="list-style-type: none"> ❖ Sub committee reports ❖ Begin Fundraising Campaign ❖ Leadership Program Job Descriptions

	<ul style="list-style-type: none"> ❖ Fundraising campaign ❖ Blueprint revision to match program ❖ Training Program 		<ul style="list-style-type: none"> ❖ Establish tasks with timeline ❖ Develop information for web site ❖ Website ❖ Marketing ❖ Leadership Development Consultants
October	<p>Steering Committee Meeting #4 Subcommittee reports Hire Staff for Leadership Development Program Ongoing Evaluation</p>	November	<p>Steering Committee Meeting #5</p> <ul style="list-style-type: none"> ❖ Subcommittee reports ❖ Advise Coordinator ❖ Implement Marketing Plan ❖ Coordinator Update ❖ Identify possible placements ❖ Recruiting plan for Leadership Training Program
December	No Meetings		
	2009 – 2010		
January – March 2009	<p>Steering Committee Meeting #6 - #8</p> <ul style="list-style-type: none"> ❖ Subcommittee updates ❖ Coordinator update ❖ Advise Coordinator ❖ Continue fundraising campaign ❖ Continue Marketing Plan ❖ Continue Recruiting for Leadership Training Program LTP 	May – August 2009	<p>Leadership Development Training - 16 weeks</p> <ul style="list-style-type: none"> ❖ Placements Training ❖ Mentoring begins ❖ Ongoing Evaluation
April – June	<p>Steering Committee Meeting #9-#11</p> <ul style="list-style-type: none"> ❖ Subcommittee Updates ❖ Coordinator Update ❖ Advise Coordinator 	September – January 2010	<p>Additional Workshops as needed</p> <ul style="list-style-type: none"> ❖ Follow up support ❖ Begin set up of Leadership Development Project LDP #2
February – March 2010	Recruit for Leadership Development Project #2	April – May 2010	Final Evaluation of Leadership Development Project LDP #1
		May	Begin LDP #2

Community Foundation
Leadership Development Project Survey
Revised 5/6/08

The results of this effort will culminate in a strategy to identify, train, and network multicultural, emerging, and transformational leaders in **Boulder County**. You will receive a copy of the final report. Thank you for taking time to answer the questions openly and with necessary detail.

Demographics:

1. Name _____

2. Phone(s) _____

3. Email _____

Age 18-24 25-34 35-44 45-55 56 – 60 61+

4. Gender _____

5. Sexual Orientation _____

6. Ethnicity/Race _____

7. Residence _____

_____ How long in Boulder
County _____

8. City/Cities of employment/volunteer work _____

9. Company/Organization/Name of Leadership Program(s) (if applicable)

Title _____ Manager Yes _____ No _____

10. Do you identify as representing: leadership program current leader
 emerging leader none of the above other _____

11. Sector you belong to (Please check all that apply)

- | | |
|---|---|
| a. <input type="checkbox"/> Arts and Culture | f. <input type="checkbox"/> Multicultural |
| b. <input type="checkbox"/> Business | g. <input type="checkbox"/> Non-profit |
| c. <input type="checkbox"/> Education (ECE – Higher Ed) | h. <input type="checkbox"/> Faith based |
| d. <input type="checkbox"/> Government | i. Other _____ |
| e. <input type="checkbox"/> Grass Roots | |

GLOSSARY OF TERMS

For the purposes of this survey, we have developed the following glossary of terms:

1. Ally – one who is committed to supporting those who are targets of oppression.
2. Best Practice- offering or producing the greatest advantage of satisfaction; to perform or work at repeatedly so as to become proficient
3. Capacity- potential for treating, experiencing, or appreciating
4. Civic leadership - connected with the duties and obligations of belonging to a community.
5. Culture – Group members with shared behaviors, values, beliefs, language, dress, or other commonalities i.e. ethnicity, gender, sexual orientation, physical abilities, faith groups, elders, etc.
6. Early Childhood Education – child development and education for infant, toddler, and preschool children and families.
7. Emerging leaders – folks with little experience as leaders but have interest or propensity for leadership.
8. Gap- Barrier or Obstacle that impedes progress or achievement
9. Higher Education–University or College
10. Identify- to determine or indicate; to come upon by searching or effort
11. Leader – someone who takes responsibility for what matters to them and takes action as necessary.
12. Leadership Program – a program dedicated to leadership development
13. Multicultural –more than two cultural groups
14. Multicultural leaders – leaders who acknowledge, value and model multiculturalism and authentic commitment to the on-going process of becoming more competent.
15. Process- phenomenon marked by changes that lead toward a particular result
16. Public sector – government.
17. Secondary Education– 6th through 12th grade educators.
18. Structure- Coherent form of organization
19. Sustainable – to maintain a condition, course, or action.
20. Transformational leadership – A style of leadership that incorporates ideals of listening, consensus, multicultural competency, authenticity, supporting emerging leaders, and rotation of leadership.

Community Foundation Leadership Development Project Survey

Think about your experience in a leadership development program and also as a leader in your community. Please answer the following questions openly and honestly. This survey has been developed in order to inform the leadership community in Boulder County as well as the Knight Foundation in order to make recommendations.

1. People can be trained to be successful multicultural, transformational leaders.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

2. Multicultural leadership development programs should focus on specific groups or cultures.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3. The leadership of an organization should reflect the cultural demographics of a community.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

4. Please share three learning objectives we need to consider when developing a multicultural, emerging and transformational leadership program.

5. What are the attributes of a successful multicultural transformational leader? What skills do they need to possess?

6. What are the methodologies both traditional and non traditional for identifying emerging leaders?

7. What are three skills **emerging** leaders need to be equipped with in order to be successful?

8. Please rank the following identified gaps in local Leadership Development Programs

	Very Untrue	Untrue	True	Very True	Not Sure
Accessibility	1	2	3	4	5
Recruitment	1	2	3	4	5
Funding	1	2	3	4	5
Sustainability	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

10. What are the **gaps** in training current and/or emerging leaders? Be specific.

11. What is one **gap** in local leadership development programs? Please be specific

Identify one specific sector/group in order to complete the following section. Name of sector/group _____

12. Are you aware of any processes for identifying emerging, multicultural leaders?
Yes No

Please provide one best process for identifying emerging, multicultural leaders in the **Your Specific** sector. (Arts & Culture, Business, Education, Government, Grass Roots, Non-Profit, Private/Public)

13. There are adequate resources in training emerging leaders

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

14. There are adequate resources in identifying multicultural leaders

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

15. There are adequate resources in identifying transformational leaders

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

16. What are the elements necessary to be considered a best model for building **sustainable** leadership?

a. What is the structure?

b. How could it be funded?

c. What is the maximum price point for leadership development you or your organization would support?

17. What are two **successful** local and two successful national leadership development programs?

18. What is one recommendation for making leadership programs **financially** sustainable?

19. What is one recommendation for making leadership programs **programmatically** sustainable?

20. What is the community value of leadership programs and how do these programs **strengthen capacity** to address public issues?

(Network mapping follows)