

UNIVERSITY OF ST. THOMAS  
CENTER FOR NONPROFIT MANAGEMENT

*Community Leadership Institute*

*"I wanted to make a difference in my community.  
The next thing I knew, I was chair of the board of my neighborhood organization.  
I was not prepared for that."*  
**Community Volunteer**

*"You have to learn organizational leadership by doing it.  
There has to be a kinder way of learning it  
than in the school of hard knocks!"*  
**Professional Staff Member**

Becoming an effective community leader in today's society is challenging. Our urban environment has changed dramatically in the last 20 years. And, although many of the changes have added richness and cultural texture to our communities, they've also made the role of leadership more complex.

At the same time, it has never been more important for people in our communities to step forward and become actively involved in local decision making. If our urban communities are to be healthy places for people to live, work, learn and play, people like you and me—ordinary people— need to lead the way.

But for many of us, there is a gap in our education—few of us have had the opportunity to learn how to become a community leader.

*Until now.*

## **BUILDING COMMUNITY LEADERSHIP**

A certificate program for emerging community leaders is now being offered through the **Center for Nonprofit Management at the University of St. Thomas**. The mission of the *Community Leadership Institute* is to prepare anyone working in the community to be a more effective community leader.

Emerging leaders will:

- Build their personal capacity to lead our urban environment into the future.
- Develop the organizational skills they need to help their organizations become better managed, stable and accountable.
- Develop skills in working cross-culturally.
- Explore strategies for collective planning and discover ways to generate buy-in and build momentum.
- Learn by doing and from the modeling/coaching of their instructors and peers as well as from more traditional classroom instruction.
- Build a support network with other community leaders across the Twin Cities.

## **EARNING A CERTIFICATE IN COMMUNITY LEADERSHIP**

Participants will earn a **certificate of completion** in *Community Leadership* after successfully participating in 90 hours of learning through the *Community Leadership Institute*. Sixty hours of core curriculum will be offered in two 30-hour blocks. Each block will be divided into ten 3-hour sessions. Another 30 hours will be comprised of electives and/or individual projects/ independent study. Although it is possible for participants to attend just the first 30-hour core course, preference will be given to applicants stating their intention to earn a certificate.

The *Community Leadership Institute* will create a learning environment modeling the principles and strategies leaders need to work in new ways in their communities. Emerging leaders with graduate degrees will learn side-by-side with leaders who are attending their first class in a university setting. Each learner will be filling that "gap" in his/her education at the same time as everyone is learning together to build a healthier urban community.

Skilled instructors will conduct the classes. To ensure continuity and that participants receive the support they need, a facilitator will be present at all sessions. Classes will be held from 6 to 9 PM one night per week with dinner served at 5:30. Spring sessions will be held at two locations: one series of classes will be held on the St. Thomas campus in downtown Minneapolis and the other on the St. Thomas campus in St. Paul.

## **WHAT YOU WILL LEARN:**

The content of the first 30-hour Core Block includes:

### **Session 1: Understanding the community**

What is a *community*? What is *my* community? Understanding how different people define community and then defining it for yourself and your organization is an important first step in organizational accountability and community leadership.

### **Sessions 2 : Understanding the structure of an organization**

Explore how nonprofit organizations work and what roles and responsibilities their boards and committee members play. Learn about some of the legal responsibilities of being a 501 (c) (3) and/or a citizen participation organization. Then, begin to uncover the norms that influence how your organization runs.

### **Sessions 3 and 4: Understanding how the money works in a 501 (c) (3)—fiduciary duties**

Become informed about your responsibilities in the financial management of your organization. Learn the basics as well as the right questions to ask to uphold your responsibilities. Understand the legal ramifications of board membership and learn how to protect the exposure of your board.

### **Session 5: The basics of changing anything**

Do you want to make changes? Encourage "out-of-the box thinking?" Without understanding the roles/norms/values that keep our society operating, it is extremely hard to change anything. Learn about how to assess what rules maintain the status quo and discover ways of changing the rules and shifting the power.

### **Session 6: Increasing and maintaining participation**

For organizations to become diverse, community organizations must commit to reaching out and recruiting both volunteers and input from a broad spectrum of people and communities. Learn about inclusive organizing and creative ways to get—and keep—community involvement.

### **Sessions 7: The nurturing of volunteers**

Volunteer and staff burnout in neighborhood and community organizations is high. Explore strategies for working together in ways that build relationships, increase energy and enthusiasm and engage individuals and groups over the long haul.

### **Session 8 and 9: Developing an effective community plan**

If an organizational plan is to meet community needs, staff, board and volunteers need to understand how to plan together strategically. Discover how to develop an inclusive vision, assess current community needs and set priorities that represent all the constituencies your organization serves. Then, learn to create a plan that lives in people's hearts, not in their desk drawers.

### **Session 10: Being a leader**

Leadership doesn't look the same to everyone. Learn about the characteristics of leadership, leadership styles, the differences between leaders and managers and the roles that each plays. Then, determine what kind of leader you are.

## **HOW DO I APPLY?**

To apply to the *Institute*, simply return a completed application before March 20. With generous financial support from the NRP and MACC, scholarships will be available for NRP neighborhood volunteers/staff or MACC staff/volunteers to attend the *Institute*. (See the application for specific details.) Applicants will be informed of their acceptance by April 1.

*But apply today.* The first 30-hours (Block 1) of the *Institute* begins in April, and attendance will be limited. Call (612-722-0869) or email Doroth Mayer (doroth@earthlink.net) for more information. Or, call the Center for Nonprofit Management at 651-962-4300 for an application.

Mail your application to:

**Barbara Ritter, Registrar**

**Center for Nonprofit Management, University of St. Thomas**

**1000 LaSalle Avenue, 25H 525**

**Minneapolis, MN 55403-2005**

Or, fax it to: **651-962-4810**

## **PARTNERS CREATING THE COMMUNITY LEADERSHIP INSTITUTE**

The *Community Leadership Institute* is a weaving together of the values and strengths of three respected organizations committed to community capacity building and empowerment: the Center for Nonprofit Management at the University of St. Thomas (UST); the Minneapolis Neighborhood Revitalization Program (NRP); and the Metropolitan Alliance of Community Center (MACC).

The **Center for Nonprofit Management** was created in 1991 to increase the capacity of the nonprofit sector through classroom seminars, customized training and nonprofit research. The mission of the Center is to develop and share knowledge and management skills that expand the capacity of nonprofit organizations to improve the quality of life in the communities they serve.

The **Minneapolis Neighborhood Revitalization Program** was established in 1990 to improve the City's 81 neighborhoods through neighborhood-based planning and priority setting. Through neighborhood planning, residents work together to address their housing, safety, economic development, recreation, health, social service, environment and cultural needs.

The **Metropolitan Alliance of Community Centers** is a partnership of 13 community-based social service organizations. Their overriding goal is to collectively advocate for changes in both policies and practice to affect long-term, systemic change in the lives of individuals, families and communities in the Twin Cities metropolitan area.

NEIGHBORHOOD REVITALIZATION PROGRAM

APPLICATION FORM

*Community Leadership Institute*

**March 20 deadline!** Applications for the *Institute* beginning in April 2001 are due by March 20. For more information, call (612-722-0869) or email Dorothea Mayer (dorothea@earthlink.net). Or, call the Center for Nonprofit Management at 651-962-4300 for an application.

To apply, mail your application to:

**Barbara Ritter, Registrar**

**Center for Nonprofit Management, University of St. Thomas**

**25H 525, 1000 LaSalle Avenue**

**Minneapolis, MN 55403-2005**

Or fax to: 651-962-4810

If you wish to **deliver the application in person**, please call the Center for Nonprofit Management at 651-962-4300. Office hours are from 8 AM to 5 PM Monday through Friday, and the office is located at 1125 Harmon Avenue in Minneapolis (through April 2001).

NAME \_\_\_\_\_

HOME ADDRESS \_\_\_\_\_

NEIGHBORHOOD ORGANIZATION \_\_\_\_\_

ORGANIZATION ADDRESS \_\_\_\_\_

PHONE: (H) \_\_\_\_\_ (W) \_\_\_\_\_ (FAX #) \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_

MY CURRENT ROLE IN A NEIGHBORHOOD ORGANIZATION IS \_\_\_\_\_

OTHER ROLES I'VE HELD IN THE COMMUNITY INCLUDE \_\_\_\_\_

ON A SEPARATE SHEET, PLEASE ANSWER THE FOLLOWING QUESTIONS (NO MORE THAN TWO PAGES):

1. Why do you want to participate in the *Community Leadership Institute*?
2. What does **community leadership** mean to you?
3. How do you hope to benefit from this program?
4. How will you share what you learn at the *Institute* with your organization/ community?

LOGISTICS:

- My intention is to complete the 90 hours in the *Community Leadership Institute* and receive a certificate in *Community Leadership*.
- My commitment right now is to complete the 30-hour Core Block 1.
- I'm ready to start in April.
- I'd prefer starting in the fall of 2001.
- I'd prefer attending sessions on the downtown Minneapolis campus of University of St. Thomas.
- I'd prefer attending sessions on the St. Paul campus of the University St. Thomas.
- Location makes no difference to me.

SCHOLARSHIP INFORMATION (THE COURSE COST IS \$1000)

- I need a scholarship of \$\_\_\_\_\_ if I'm to attend (maximum of \$800).
- I do NOT need financial assistance.
- I need additional scholarship help above the \$800 if I'm to attend.
- I could pay \$200 if I could do it in payments over four months.
- I have ideas of organizations that could assist me with financial support such as my neighborhood organization or another community or membership group and a packet of information about the *Community Leadership Institute* and University of St. Thomas will help me approach organizations for support.

## AM I A CANDIDATE FOR THE *Community Leadership Institute?*

How ready are you to sign up? Just for fun, take this quiz.

- I want to make a difference in my community.
- I have a lot of questions that I'm afraid to ask about how my organization operates.
- I "glaze over" at meetings when the board/committee I'm on talks about *fiduciary duties*.
- I worry about people in my organization "burning out."
- I have concerns about my organization not being inclusive.
- I wonder about how to make my organization more fun.
- I get frustrated when people call my organization "exclusive" but then don't get involved.
- I wonder about how to develop plans that include everybody in the community.
- I dream of being a (better) leader.
- I don't understand why "out-of-the-box" ideas turn into the status quo overnight.
- I wonder about what kind of leader I am.
- I want to go from being a volunteer to *working* in a community organization.
- I am ready to take on a new challenge.
- I want to meet some new people who are interested in the same things I am.
- I am ready to try school (again).