

NATIONAL COMMUNITY DEVELOPMENT INSTITUTE (NCDI)
Professional Development for Consultants (PDC)
2005 Program Description

The purpose of the PDC is to develop a pool of qualified consultants who can provide technical assistance and training to nonprofit organizations, government entities, and funders in communities of color. Through the lens of culturally-based competencies, the PDC:

- trains individuals in a series of six, one-day seminars (supplemented by monthly lunchtime and evening workshops covering topical skills areas);
- links the participants with mentors who are established consultants in the field; and
- assists participants in developing their own consulting businesses through various administrative support and consultation activities.

The PDC generally targets new and seasoned consultants who are seeking to integrate a culturally-based approach to their work and who are interested in networking with others also seeking this approach. Utilizing NCDI's *Building Capacity for Social Change (BCSC)*™ model, the PDC curriculum focuses on the orientation of the consultant as a culturally-based change agent in the transformation of individuals, communities, and organizations. Participants are engaged in discussions about values, ethics, and social transformation throughout the training. In this way, consultants are challenged to think about their work with clients and how they might assist them in thinking more broadly and contextually about their work in communities.

The Curriculum is designed to increase knowledge and skills in six core areas:

1. Team Building, Ethics, and Group Dynamics
2. Theories of Social Change
3. Organizing and Engaging People: Leadership Development
4. Strengthening Institutions: Organizational Development
5. Developing and Transforming Communities
6. Taking it to the Field: Networking, Marketing, Business Development and Continuing Reflective Practice

Participants also receive a Toolkit along with supplemental materials covering these areas:

(Content areas and specific tools will be selected by December 31, 2005 – Orientation and January and February Sessions; with the remaining tools for March – June Sessions to be selected after the Orientation and January Sessions)

- Working with Groups & Facilitation
- Diversity, Cultural Competency, & Culturally-based Approaches
- NCDI's *Building Capacity for Social Change (BCSC)*™ Model
- Leadership Development
- Dynamics & Characteristics of Non-profit Organizations
- Transforming Communities
- Continuing Reflective Practice

Lunchtime and evening workshops (to be finalized after the Orientation session) typically cover areas including: Conflict Resolution, Coaching, Strategic Planning; Community Assessment; Business Development; Program Evaluation; Board Development; Organizational Assessment; Facilitation; and Fundraising / Resource Development. Final topic selection is determined by participant feedback. Workshops run from February through November.

ORIENTATION SESSION (January 12, 2005): PDC Program Overview and Team Building

PARTICIPANT LEARNING GOALS

- To increase understanding about the PDC program: goals, curriculum design, participant and core faculty roles and responsibilities
- To gain some knowledge about the history of NCDI, the PDC program, and their connection to the social change movement
- To gain and share information about participant and core faculty backgrounds, experiences, and goals

PARTICIPANT PROCESS OUTCOMES

- To begin to develop personal and professional relationships among the participants
- To begin the process of refining one's personal and professional outcomes as a result of participating in the PDC program
- To begin to understand the connection between NCDI, PDC, and the social change movement

ACTIVITIES

- Participants to bring to this session:
 - Personal Photo
 - Favorite Quote from a hero/heroine from a community of color or underserved community
 - Participants to receive at this session:
 - Program Curriculum and Handbook
 - Individual and Group Introductions
 - Ice Breaker/ Get to know you activity
 - Refinement of personal and professional goals for each participant
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DRAFT AGENDA FOR ORIENTATION
Wednesday, January 12, 2005
12:00 – 2:00 p.m.

- 12:00 p.m.** **Welcome Reception – Meet and Greet**
- **Food**
 - **Drinks**
 - **Music**
- 12:20 p.m.** **Group Ice Breaker – Using the Quotes**
- 12:40 p.m.** **PDC Program Overview/ History**
- **Curriculum/ Outcomes/ Introduce Culturally Based Concept**
 - **Participant Requirements (e.g., attendance, email address)**
 - **Core Faculty Backgrounds (5 minutes each)**
- 1:20 p.m.** **Personal Reflection Time and Sharing in Pairs**
- **Create 25 word goal statement**
 - **Each person shares with a partner**
 - **Each person is introduced to the group by their partner**
- 1:45 p.m.** **Closing**
- **Collect Statements, Photos and Agreements**
 - **Ceremony/ Ritual – Using the Quotes**

SEMINAR I (January 28, 2005): Team Building, Ethics, & Group Dynamics

PARTICIPANT LEARNING GOALS

- To learn specific techniques for team building among people of different backgrounds, philosophies, and personalities
- To examine the different roles that consultants serve when working in communities of color
- To identify ethical and identity issues, and develop a set of core principles, for PDC consultants

PARTICIPANT PROCESS OUTCOMES

- To develop a code of ethics and participant agreements for the group
- To co-design the curriculum by identifying learning questions for each session
- To continue to develop personal and professional relationships among the participants

ACTIVITIES

- Participants to receive at this session:
 - Curriculum Handbook Session I Materials
 - Participant Directory
 - Personal Journal
- Team-Building Exercises (e.g., Medicine Wheel, Four Corners, Problem Solving)
- Ethics / The Meaning of Culturally-Based Workshops and Activities: Group discussions and activities to engage individuals in a candid dialogue about professional ethics and social responsibility; small group activities to assist participants in gaining a clearer view of their own cultural lenses in relation to the perspectives of others, especially in terms of how this impacts consulting and the ways in which consultants enter communities (Presentation/small groups/general session)
- Group Dynamics: Group discussions and activities to engage individuals in dialogue about the different ways that people interact in groups, how to minimize power differences among group members, how to organize effective work teams, and how to build agreement among group members.

DRAFT AGENDA FOR SESSION I

Team Building, Ethics, and Group Dynamics
Friday, January 28, 2005
9:00 a.m. – 5:00 p.m.

- 9:00 a.m.** **Welcome and Introductions**
- ‘The Gifts We Bring’ or similar activity
 - **Hand out Journals and Participant Directories**
- 9:30 a.m.** **Team Building Activity**
- e.g., **Medicine Wheel, Four Corners**
 - **Develop Group Agreement**
- 11:00 a.m.** **Asset Based Community Development**
- **Personal Asset Inventory – Sample**
 - **Guide for Lunch time Conversations**
- 12:00 p.m.** **LUNCH**
- 12:45 p.m.** **Identify Learning Questions**
- **Small Group/ Full Group**
- 1:15 p.m.** **Role of the Consultant/ Personal Ethics**
- **Presentation/ Discussion/ Small Group Break outs/**
 - **Round Robin Problem Solving and Full Group Reports**
- BREAK**
- 2:45 p.m.** **Cultural Identity/ Cross Cultural Team Building**
- **Define Culture**
 - **Identify Challenges/ Opportunities**
 - **Small Group Problem Solving/**
 - **Full Group Report Out**
- 4:15 p.m.** **Co Design Process**
- **Review Summary / Organization of Learning Questions**
 - **Choose Priority Questions for Tool Development Projects**
 - **Evaluation**
- 4:50 p.m.** **Closing Ceremony/ Ritual**
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SEMINAR II (February 25, 2005): Theories of Social Change

PARTICIPANT LEARNING GOALS

- To build increasing understanding about how the PDC program fits into the NCDI theory of building capacity for social change
- To learn other models/ theories for social change and participant's experience with them, both in the U.S. and globally
- To gain knowledge about the core elements of NCDI's culturally based approach to capacity building

PARTICIPANT PROCESS GOALS

- To structure the peer teams by applying the knowledge shared during Session I, including: identifying assets and work styles, building agreements, and establishing trust
- To identify at least one tool for development based on the groupings of learning questions identified during Session I
- To begin articulating one's own theory of social change
- To continue to develop personal and professional relationships among the participants
- To connect with social activists from diverse cultural communities

ACTIVITIES

- Theories of Social Change / Presentation of BCSC and other Models/ Theories with a focus on the culturally based approach: activities and discussion
- Discussions on Race and Culture, including an examination of how to dismantle structural racism in various contexts
- Guest speakers – Social Activists
- Formation and Structuring of Peer Learning Teams
- Peer Learning Group Work In-Class Assignment: Develop group agreements, and a plan of action for executing the team assignment

DRAFT AGENDA FOR SESSION II
Theories of Social Change
Friday, February 25, 2005
9:00 a.m. – 5:00 p.m.

- 9:00 a.m.** **Welcome**
- **Reflection Time**
 - **Group Check-in**
- 9:30 a.m.** **Race and Culture Conversation**
- **Power Analysis Activity (e.g., Privilege Activity)**
 - **Define Structural Racism**
 - **(history timeline for different cultural identities; personal experiences with structural racism and other isms in underserved communities)**
 - **Small Group/ Full Group Discussions**
- 10:45 a.m.** **Cultural Self Assessment**
- **Individual Assessment**
 - **Small Group/ Large Group Discussions**
- 12:00 p.m.** **LUNCH – Guests (Social Activists)**
- 1:00 p.m.** **Theories of Social Change Dialogue with Guests (Presentations, small and full group discussions)**
- **NCDI Model of BCSC and CBCB**
 - **Contrast with 2 other models used by guest activists**
 - **Break down how one articulates a Theory of Change to various stakeholders**
 - **Ethics and Social Responsibility**
- 3:30 p.m.** **Peer Team Meetings**
- **Select Peer Teams**
 - **Group Agreements**
 - **Plan of Action to Execute Tool Development Project**
- 4:30 p.m.** **Closing**
- **Personal Reflection Time - Evaluation**
 - **Group Ceremony/ Ritual**
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SEMINAR III (March 25, 2005): Strengthening Institution -- Organizational Development

PARTICIPANT LEARNING GOALS

- To deepen understanding of non-profit organizations and their consulting needs
- To provide an overview of the organizational development process
- To learn how to outline technical assistance plans for non-profits at different stages of development

PARTICIPANT PROCESS GOALS

- To continue co-design of a plan to execute the peer group's tool development project
- To continue to develop personal and professional relationships among the participants
- To connect with organizational leaders from diverse cultural communities

ACTIVITIES

- Organizational Dynamics Workshop: A discussion of nonprofit organizations focusing on the typical patterns of internal activity that contributes to organizational dysfunction and the role of the consultant in addressing these issues. (Presentation/small groups/general session)
- Organizational Sustainability Workshop: A discussion of the factors that contribute to the sustainability of grassroots and community based organizations with a focus on adaptive capacities (Presentation/small groups/general session)
- Guest speakers – Organizational Leaders
- Peer Learning Group In-Class Assignment: work on a theory of change as part of the tool development process

DRAFT AGENDA FOR SESSION III
Strengthening Institutions: Organizational Development
Friday, March 25, 2005

- 9:00 a.m.** **Welcome**
- **Reflection Time**
 - **Group Check-in**
- 9:30 a.m.** **Organizational Dynamics Workshop**
- **Stages of organizational development**
 - **Key elements of effective organizations**
 - **Role of the Capacity Builder**
 - **BCSC: Three Types of Capacity Building Support**
 - **Skills, Adaptive, Transformative**
 - **Small Group/ Full Group Discussions**
- 11: 15 a.m.** **BREAK**
- 11:30 a.m.** **Asset Based Community Development**
- **Part 1: Identify Organizational Connections**
- 12:00 p.m.** **LUNCH – Guests (Organizational Leaders)**
- 12:45 p.m.** **Dialogue on Case Studies with Organizational Leaders**
(Presentations, small and full group discussions)
- 2:15 p.m.** **BREAK**
- 2:30 p.m.** **Organizational Sustainability Workshop**
(Presentation, full group discussion)
- **ABCD: Part 2: Linking Organizational Connections**
- 3:30 p.m.** **Peer Group Meeting**
- **Project Development**
- 4:30 p.m.** **Closing**
- **Personal Reflection Time - Evaluation**
 - **Group Ceremony/ Ritual**

SEMINAR IV (April 29, 2005): Developing and Transforming Communities

PARTICIPANT LEARNING GOALS

- To learn different models for transforming communities with a focus on relationships, e.g., networks, assets, stewardship, and policy
- To identify best practices in building partnerships and collaboratives
- To learn best practices in community change initiatives
- To examine aspects of, strategies for, and barriers to community building within and across communities

PARTICIPANT PROCESS GOALS

- To use a field trip opportunity in a Bay Area neighborhood to explore and identify opportunities and barriers for community transformation
- To use the connections within the PDC community to identify potential partnerships and resources for the Bay Area neighborhood hosting the field trip experience
- To continue to develop personal and professional relationships among the participants
- To connect with community leaders from diverse cultural communities

ACTIVITIES

- Community Building Workshops: exploring the complex components of community building in communities of color, including collaborative building, and engaging communities on multiple levels, social, spiritual, economic, political, etc. (Presentation/small groups/general session)
- Field Trip to a local bay area neighborhood
- Peer Learning Group Work – Project Development

DRAFT AGENDA FOR SESSION IV

Developing and Transforming Communities
Friday, April 29, 2005

- 9:00 a.m.** **Welcome**
- **Reflection Time**
 - **Group Check-in**
- 9:30 a.m.** **Preparation for Field Trip – Meet Host**
- **Definition of Community**
 - **Background on community being visited (Q&A from handout given at end of previous session)**
 - **Define Learning Questions for Field Trip**
- 11:00 a.m.** **Field Trip (includes lunch in the field)**
- 2:30 p.m.** **Reconvene at 125 12th Street**
- Models for Community Transformation**
- **Best practices: CCIs**
 - **Best practices: Partnerships and Collaborations**
 - **Identify barriers and opportunities**
 - **(presentation, small group/ large group discussions)**
- 4:00 p.m.** **BREAK**
- 4:10 p.m.** **Peer Team Meeting**
- 4:40 p.m.** **Closing**
- **Evaluation**
 - **Group Ceremony/ Ritual**
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SEMINAR V (May 27, 2005): Organizing & Engaging People: Leadership Development

PARTICIPANT LEARNING GOALS

- To gain an understanding of adult learning principles
- To examine different frameworks or models for leadership development
- To identify best practices, and different levels of involvement, for constituent engagement and connection to organizations and community initiatives
- To focus on the importance of (w) holistic well-being to the sustainability of the practicing consultant and other community leaders

PARTICIPANT PROCESS GOALS

- To experience a process of peer feedback on the tool project presentations
- To create a personal plan for professional development tied to one's personal and professional goals
- To develop a plan for sustaining one's self and sense of well-being in the work
- To continue to develop personal and professional relationships among the participants

ACTIVITIES

- Individual Work: Creation of a personal professional development plan, and a self renewal/ sustainability plan
- Peer Learning Team Presentations
- Leadership Development Discussion: exploring the meaning of leadership, examining strategies, impediments, and best practices in developing leadership skills and in engaging community members
- Constituent Connections Discussion: examining best practices, and different models, for involving constituents in organizational work and in community initiatives
- Sustainability Discussion: identifying creative avenues for renewing and sustaining (w)holistic leadership for consultants and other organizational leaders
- Guest Speakers

DRAFT AGENDA FOR SESSION V

Organizing and Engaging People: Leadership Development
Friday, May 27, 2005

- 9:00 a.m.** **Welcome**
- **Reflection Time**
 - **Group Check-in**
- 9:30 a.m.** **Peer Team Presentations – Tools**
- 12: 30 p.m.** **LUNCH**
- 1:15 p.m.** **Peer Team Presentation – Tools**
- 2:15 p.m.** **Leadership Development and Sustainability**
- **Principles of leadership development**
 - **Constituent connections**
 - **Sustainability for Leaders**
 - **(presentation, small group/ large group discussions)**
- 4:00 p.m.** **BREAK**
- 4:10 p.m.** **Personal Development Plan**
- **Professional and Personal Goals**
 - **Personal Sustainability Goals**
- 4:45 p.m.** **Closing**
- **Evaluation**
 - **Group Ceremony/ Ritual**
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SEMINAR VI (June 24, 2005): Taking it to the Field: Networking, Marketing, Business Development, and Continuing Reflective Practice

PARTICIPANT LEARNING GOALS

- To learn different networking strategies to build and market one's business
- To examine the role of image and professionalism in marketing and growing one's business
- To explore different models for structuring one's business to maximize income and minimize liabilities
- To refine personal mission, vision, and values

PARTICIPANT PROCESS GOALS

- To develop and share personal goals for networking, marketing, and business development
- To practice networking and marketing skills
- To identify or refine personal mission, vision, and values
- To continue to develop personal and professional relationships among the participants
- To receive a resource tool kit and participant resource directory

ACTIVITIES

- Individual Work: developing and sharing plans for networking, marketing, and building one's business; creating a personal mission, vision, and values statement
- Peer Learning Group In Class Assignment: Reflecting on the experience of the 2005 PDC program, using a focus group format
- Closing Ceremony or Celebration: A special activity to honor the participants in the PDC program

DRAFT AGENDA FOR SESSION VI

**Taking it to the Field:
Networking, Marketing, Business Development, and Continuing Reflective Practice
Friday, June 24, 2005**

- 9:00 a.m.** **Welcome**
- **Reflection Time**
 - **Group Check-in**
- 9:30 a.m.** **Business Development Workshop**
- **Pros and Cons of different business models**
 - **Barriers and Opportunities**
 - **(presentation, group discussion)**
- 11:00 a.m.** **BREAK**
- 11:10 a.m.** **Reflective Work**
- **Refine personal vision, mission and values**
- 12: 00 p.m.** **LUNCH**
- 12:45 p.m.** **Marketing and Networking Workshop**
- **Personal Image**
 - **Business Networking**
 - **(presentation, group discussion)**
- 2:00 p.m.** **BREAK**
- 2:10 p.m.** **Continuing Reflective Practice**
- **Journal Time**
 - **Sharing in Pairs**
 - **Individual Evaluations**
 - **Group Fishbowl Reflections**
- 4:00 p.m.** **Closing**
- **Graduation Ceremony**
- 5:00 p.m.** **Congratulations on completing the PDC 2005 Journey!**
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**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE COMMUNITY BUILDERS LEADERSHIP INSTITUTE:
A National Training Program for Capacity Builders in Communities of Color**

“Building capacity for social change in communities of color is one of the major imperatives of our time. Why? Because there can no be enduring social change in communities of color until we have the organizational capacity to govern, educate, provide for and protect ourselves. In other words, no organizational capacity...no enduring social change.”

Omowale Satterwhite, 2004

Introduction

NCDI’s vision is that *all community organizations serving low-income communities of color throughout the country have access to the types of capacity building services needed to fulfill their missions and work collectively toward building a just society.*

To realize this vision, NCDI developed the *Community Builders Leadership Institute (CBLI)* to train individuals in the art and practice of building capacity for social change in communities of color. The CBLI utilizes NCDI’s *Building Capacity for Social Change™* model to engage participants in a peer learning program to deepen understanding of their role as change makers in the capacity building process.

Our capacity building approach has been developed and field-tested over a 25-year period through field work with more than 1,000 organizations in 85 cities and 40 states. NCDI’s unique niche is our focus on building capacity to bring about the social, political and economic transformation of low-income communities of color.

As social change capacity builders, we deeply believe that race and culture matter in our work. We believe that social equity is a fundamental guiding principle and an achievable goal. And we believe that communities of color can lead their own social change process when they have the right mix of people, ideas, resources and support.

The National Community Development Institute (NCDI), with support from the Marguerite Casey Foundation, Annie E. Casey Foundation, W.K. Kellogg Foundation and Skillman Foundation, is conducting CBLI trainings for consultants and leaders in communities of color on in various regions of the USA.

Our Goals

NCDI’s goals are (1) to train and network a total of 500 capacity building practitioners over a three-year period and (2) to establish capacity building networks for communities of color in urban and rural areas around the country. These goals are plausible, feasible and attainable.

Over the next three years. NCDI is implementing the CBLI training program in the southern, mid-western and western regions. The participating cities are:

- Southern Region: Atlanta and Savannah, Georgia; Knoxville, Tennessee; Jackson and Greenville, Mississippi; Jacksonville, Florida; Baton Rouge and New Orleans, Louisiana, Mobile, Alabama; and Little Rock, Arkansas.
- Midwest Region: Indianapolis, Indiana; Detroit, Michigan and Benton Harbor, Michigan.
- Western Region: Oakland, California and Seattle, Washington.

Program Overview

The purpose of the Community Builders Leadership Institute (CBLI) is to train a cadre of individuals who can provide culturally-based technical support and training services to build capacity for social change in communities of color. The CBLI is a 4-day training program that engages participants in reflection and dialogue about their role as community builders and social change makers who assist individuals, communities, and organizations in their community building and social transformation processes.

The expected outcomes of the CBLI training program are two-fold:

- A cadre of diverse individuals with increased capacity (e.g., knowledge, skills, and approaches) to more effectively serve communities of color and other justice-seeking communities.
- A network of diverse individuals who can communicate and collaborate across identity interests and cultural boundaries.

Program Curriculum

The CBLI program is open to experienced individuals who are seeking to integrate a culturally based approach to their work and are interested in networking with others seeking this approach. The CBLI curriculum is designed to engage participants in critical thought about their role as change makers in the transformation of individuals, communities, and organizations. Participants engage in discussions about values, ethics, race and culture, and social transformation throughout the training. With this approach, participants are challenged to think about their work in communities of color and how they might assist these communities to think more broadly and work more effectively to bring about social change. Participants are grouped into cross cultural peer learning teams based on common professional and learning interests.

The curriculum is designed to increase culturally based knowledge and skills in six key areas:

- Community building, values and ethics
- Theories of social change and capacity building
- Organizing and engaging people: leadership development
- Strengthening institutions: organizational development
- Developing and transforming communities: community development
- Taking it to the field: continuing reflective practice and business development

Participant Expectations

Participants are expected to attend a CBLI orientation meeting and four full-day sessions held bi-weekly over a two-month period.

Partner Expectations

Funder Partner: NCDI is seeking to partner with a select group of funders who are willing to 1): co-sponsor an institute and share part of the training costs (tuition, travel and accommodations for institute participants) and 2): invest in building the capacity of local partners in order to sustain the work with ongoing training and networking of the participants.

Nonprofit Partner: NCDI is seeking to partner with a nonprofit organization that can host an institute, support a network of newly trained leaders and consultants after the institute and serve as advocate for culturally based capacity building work in their region. NCDI will provide stipends to nonprofit organizational partners to help underwrite local planning costs of institutes.

Funders (and possibly nonprofits) may have capacity to play both roles of institute sponsor and host partner.

Omowale Satterwhite, Ph.D
President
National Community Development Institute

Wendy Johnson
WSJ Consulting

GOOD NEIGHBORHOODS LEADERSHIP ACADEMY
A Leadership Development Program for Community Residents Living
and Working in GNI Neighborhoods

To lead people walk beside them...As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate...When the best leader's work is done the people say, "We did it ourselves!" - Lao Tsu

INTRODUCTION

Our society stands at a historic point in the first decade of a new millennium. On the one hand, we are living in an era of unprecedented human achievement, with astonishing developments in science, technology, medicine, communications and other fields of human activity. On the other, we are witnessing a profound human crisis in communities of color fueled by entrenched forms of political, economic, social and cultural inequity. While it is true that communities of color are subject to relentless economic and social challenges, it's also true that they have the potential to become resilient villages which, when mobilized, are able address their chronic social and economic problems.

Social change occurs when a critical mass of community stakeholders comes together to define and implement community-building strategies with a single sense of purpose. Such change is more likely to happen when there is a shared vision (ideas), strong resident leadership (people), stable organizations (infrastructure), viable community programs (action) and high levels of civic involvement (engagement).

Bringing about social change requires working on multiple levels — individual, organization and community – and in multiple ways to inform, engage and empower community residents. The future well-being of urban communities of color will largely depend on whether we are able to develop the indigenous leadership and organizational capacity to tip the balance toward social change that is enduring, at scale and sustained over time.

Overview of Training Program

The GN Leadership Academy is a customized training program for people living and working in a GNI neighborhood. The training program is designed to engage action team members and other natural leaders in a unique learning community where their own experiences are used to shape the core curriculum and they serve as peer educators with their neighbors. During the training program, we expect to lift up and expand upon the participants' knowledge and skills gained through years of direct experience serving their communities.

Goals

The goals of the GN Leadership Academy are:

- To increase the knowledge and skills of action team members and other natural leaders who are working to build communities where children are safe, healthy, educated, and prepared for success.
- To train a core group of community members who can provide leadership and galvanize a critical mass of people in their neighborhoods to work together for community change.
- To create a diverse network of community leaders who communicate and collaborate across neighborhood boundaries to promote the well-being of children.

Program Description

The curriculum has six tracks which are designed to increase knowledge and skills, foster strong working relationships and arm the participants with the confidence and resources to change the odds for children in their neighborhoods. In addition, there will be a series of skill-building workshops for the participants.

Curriculum Tracks

The six tracks are:

1. **Forming Our Learning Community**
The introductory track is designed to provide an overview of the training program, introduce and connect the participants and involve them in co-designing the curriculum. The curriculum includes (1) an overview of the GN Leadership Academy; (2) teambuilding activities; (3) review of learning goals; and (4) a participatory process for co-designing Track 5 (Exploring Contemporary Issues) and the workshop series.
2. **Setting the Context for Our Work**
The second track is designed to provide a historical overview and conceptual framework for the training program and to explore the concept of leadership in community-based settings. The curriculum topics are (1) key terms and concepts used in the community-building field; (2) a historical overview of social movements in the USA; and (3) an examination of leadership development needs, opportunities and principles for GN communities.
3. **Building Capacity for Social Change**
The third track is designed to inform participants about the fundamental principles and practices of capacity-building in diverse, low-income communities. The entire curriculum is devoted to exploring two topics: (1) Capacity-Building Principles – how one works to build capacity for social change and (2) Capacity-Building Practices – what one does to build capacity for social change. Based on

this knowledge, the participants will develop capacity-building plans for their neighborhoods.

4. Exploring Contemporary Issues

The fourth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants. Potential topics are crime and safety, education or bridge building with immigrant communities.

5. Getting Results in Your Community

The fifth track is designed to inform participants about the community-building process. The entire curriculum is devoted to exploring two topics: (1) Community-Building Issues – examining four major issues in community building work and (2) Community-Building Strategies – examining best practice strategies and developing an integrated community plan for one’s neighborhoods.

6. Exploring Contemporary Issues

The sixth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants. Potential topics are crime and safety, education or bridge building with immigrant communities.

Skill-Building Marketplace

The GN Leadership Academy will offer a variety of skill-building and personal development workshops to meet the unique training needs of each participant. Workshops will be determined based on the input provided by the participants. Following is a list of potential workshops that could be offered by the academy:

- *Leadership Skills:* Visioning and Planning; Strategic Communications; Mentoring; and Leadership Development/Transition
- *Bridge-Building Skills:* Teambuilding; Conflict Resolution; Collaboration/Partnerships; and Social Networks
- *Technical Skills:* Project Management; Cultural Competence; Facilitation; and Assessment/Evaluation
- *Organizational Skills:* Governance; Finance; Programs; and Operations

Training Schedule and Requirements

The GN Leadership Academy will enroll twenty-five to thirty individuals in each annual training program. The participants will attend eight, one-day seminars and at least 6 skill-building workshops for a total of 70+ classroom hours. The classroom training will be supplemented by 40 hours of field work (about 5 hours/month) on a GN project defined by neighborhood teams. All participants who successfully fulfill the requirements for the GN Leadership Academy will receive a certificate of completion, academic credit in a local college or university (if feasible) and a small stipend to offset training expenses.

The Partners

About The Skillman Foundation

The Good Neighborhoods Initiative (GNI) is sponsored by the Skillman Foundation whose mission is to “*provide resources to improve the lives of children in Metropolitan Detroit by improving their homes, schools and neighborhood.*” The Foundation’s aim is “*to help make Detroit children safe, healthy, educated, and prepared for success.*” The GNI is being implemented in six Detroit neighborhoods where more than 65,000 children live, roughly 30% of the city's child population. The targeted neighborhoods are Brightmoor, Cody/Rouge, Northend, Osborn, Chadsey/Condon and Vernor

About the University of Michigan School of Social Work, Technical Assistance Center

The University of Michigan, School of Social Work, Good Neighborhoods Technical Assistance Center (TAC) provides technical assistance to the Good Neighborhoods partners, including community residents, stakeholders, non-profit organizations, youth, The Skillman Foundation, and other GN partners, to help ensure the six good neighborhoods achieve the Good Neighborhood goal that “All children and youth grow up safe, healthy, well educated, and prepared for adulthood.” The TAC builds upon the resources of the University to provide specific assistance in response to neighborhood needs and requests.

About the National Community Development Institute

The National Community Development Institute is an intermediary organization whose mission is to “*build capacity for social change in communities of color and other marginalized communities in a culturally-based way.*” NCDI primary goals are to organize and engage people, strengthen organizations, develop communities, and share its knowledge with the capacity-building field. Over the past two decades, the NCDI staff has served more than 1,500 organizations in 100 cities around the country. Our offices are located in Oakland, California; East Palo Alto, California; Indianapolis, Indiana; and Detroit, Michigan.

**GN LEADERSHIP ACADEMY
OVERVIEW OF TRAINING PROGRAM**

TRACK	TRAINING MODULES	SEMINAR	SEMINAR TOPICS	ANNUAL CALENDAR
1	Forming Our Learning Community	1	<ul style="list-style-type: none"> • Program Overview • Teambuilding • Self-Assessment • Curriculum Co-Design 	06/01/08 GNLA announced 07/15/08 Application deadline
2	Setting the Context for Our Work	2	<ul style="list-style-type: none"> • Key Terms and Concepts • History Matters! • Leadership Program • Models Leadership Styles 	07/31/08 Participants selected/notified 08/09/08 Self-assessments completed
3	Building Capacity for Social Change	3	• Capacity-Building Principles: Four core principles that define how one works to build capacity for social change	08/09/08 Four-month training program begins (8 seminars on 2 nd and 4 th Saturdays of August, September, October and November, 2008)
		4	• Capacity-Building Practices: Six key areas that must be addressed to build capacity for social change	
4	Exploring Contemporary Issues	5	• Analysis and planning to address an intractable community problem	08/27/08 Skill-building workshops begin (4 sessions in August, September, October and November, 2008)
5	Getting Results in Your Community	6	• Community Building Issues: Four major issues in community building work	09/01/08 UofM mentoring program begins (6 hours of mentoring support for each participant)
		7	• Community-Building Strategies: Best practices for community-building work	
6	Exploring Contemporary Issues	8	• Analysis and planning to address an intractable community problem	11/22/08 Graduation event

Skill-Building Workshops:

Leadership Skills: Visioning and Planning; Strategic Communications; Mentoring; and Leadership Development/Transition

Bridge-Building Skills: Teambuilding; Conflict Resolution; Collaboration/Partnerships; and Social Networks

Technical Skills: Project Management; Cultural Competence; Facilitation; and Assessment/Evaluation

Organizational Skills: Governance; Finance; Programs; and Operations

GOOD NEIGHBORHOODS LEADERSHIP ACADEMY
Curriculum Tracks

TRACK 1: FORMING OUR LEARNING COMMUNITY

Description

The introductory track is designed to provide an overview of the training program, introduce and connect the participants and involve them in co-designing the curriculum. The training activities are (1) an overview of the GN Leadership Academy; (2) teambuilding; (3) a review of learning goals; and (4) a participatory process for co-designing the curriculum.

Training Modules (Day One)

This track has four training modules: (1) Program Overview; (2) Teambuilding; (3) Self-Assessment; and (4) Co-Designing the Curriculum.

A. Program Overview

Sharing information about The Skillman Foundation, Good Neighborhoods Initiative and GN Leadership Academy.

B. Teambuilding

Conducting team-building activities to introduce the participants and build community.

C. Defining Learning Goals

Identifying the learning goals of the participants.

D. Co-Designing the Curriculum

Defining the “Contemporary Issues” curriculum for Track 5 and developing a skill-building workshop schedule.

Content Outcomes

Participants will:

- Learn about the GN Learning Academy – its purposes, goals and training program.
- Learn teambuilding techniques that can be used to build bridges among racial, social and cultural identity groups.
- Finalize their learning goals for the training program.
- Help to shape the goals and training plan for Track 5 and the workshop series.

Process Outcomes

Participants will:

- Develop personal and professional relationships with their neighbors.
- Develop ground rules and protocols for the learning community.
- Share personal stories about their backgrounds and experiences.
- Participate in a co-design process to develop the curriculum.
- Participate in a formative evaluation of the training program.

Core Competencies

The core competencies for participants are as follows:

Knowledge

- Knows basic information about the GN Leadership Academy.
- Can state why teambuilding is important in community building work.

Application

- Can replicate teambuilding activities conducted during the training program.
- Conducts a self-assessment to articulate learning goals.

TRACK 2: SETTING THE CONTEXT FOR OUR WORK
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Description

The second track is designed to provide a historical overview and conceptual framework for the training program and to explore the concept of leadership in community-based settings. The curriculum topics are (1) key terms and concepts used in the community-building field; (2) a historical overview of social movements in the USA; and (3) an examination of leadership development issues in communities.

Training Modules (Day Two)

This track has three training modules: (1) Key Terms and Concepts; (2) History Matters!; and (3) Leadership Development.

A. Key Terms and Concepts

Defining key terms and concepts used in the community-building field.

B. History Matters!

Reviewing historical patterns of social oppression in the USA.

C. Leadership Development

Defining leadership needs, leadership opportunities and leadership principles for GN communities.

Content Outcomes

Participants will:

- Learn key terms and concepts used in the community-building field.
- Learn about the history of social oppression experienced by people of color and other dominated groups in the USA.
- Define leadership needs and develop leadership principles for working in a GN community.

Process Outcomes

Participants will:

- Develop personal and professional relationships with their neighbors.
- Be enlightened about recurring historical patterns of social oppression.
- Examine leadership development issues in their own communities.
- Participate in a formative evaluation of the training program.

Core Competencies

The core competencies for participants are as follows:

Knowledge

- Can define key terms and concepts.
- Can describe recurring patterns of social oppression in US history.
- Can identify leadership needs in the community.

Application

- Can state why it is important for community leaders to have historical knowledge of social movements.
- Develop a set of leadership principles for working in the community.

TRACK 3: BUILDING CAPACITY FOR SOCIAL CHANGE

Description

The third track is designed to inform participants about the fundamental principles and practices of capacity-building in diverse, low-income communities. The curriculum examines two key topics – namely, how one works and what one does to build capacity for social change in communities.

Training Modules (Days Three & Four)

This track has two training modules: (1) Capacity-Building Principles and (2) Capacity-Building Practices.

A. Capacity-Building Principles

Reviewing four core principles defining how one works to build capacity for social change in communities.

1. Principle 1: Work from the community by listening and learning.
Honor community wisdom, value community assets and build working relationships with a broad cross-section of community members.
2. Principle 2: Work with the community by co-designing the change strategy.
Involve residents in co-designing and implementing the social change strategy.

3. Principle 3: Work in the community to facilitate action and learning.
Develop results-based plans to solve community problems and a learning agenda to help the community work smarter.
4. Principle 4: Work for the community to build capacity for social transformation.
Develop a capacity building strategy so that community work is sustainable, taken to scale and endures over time.

B. Capacity-Building Practices

Examining six key practices defining what one does to build capacity for social change in communities and developing a capacity-building plan for the neighborhood.

1. Community Engagement: Informing, connecting and engaging community members in the social change process.
2. Community Organizations: Developing strong organizations and networks that serve with excellence and are accountable to the community.
3. Community Relationships: Establishing relationships with racial, social and geographic identity groups who have a shared interest in building the community.
4. Community Development: Working to improve the quality of life in six key areas: economic well-being, education, health, housing, public safety and family life.
5. Community Advocacy for Systems Change: Developing a policy agenda and mobilizing community members to speak with one voice for systems change.
6. Community Research and Evaluation: Documenting stories about the capacity-building work and sharing information about lessons learned with the community-building field.

Content Outcomes

Participants will:

- Learn the distinction between community building and capacity building.
- Learn NCDI's capacity-building model for communities of color.
- Learn four basic capacity-building principles.
- Learn six core capacity-building areas to bring about social change in communities.
- Learn how leaders can promote social change through capacity-building work.
- Develop a comprehensive capacity-building strategy for their own neighborhood.

Process Outcomes

Participants will:

- Engage in peer-to-peer learning.
- Develop stronger personal and professional relationships with their neighbors.
- Critically examine their role as community change agents.
- Feel optimistic about their collective potential to change their neighborhoods.
- Participate in a formative evaluation of the training program.

Core Competencies

The core competencies for participants are as follows:

Knowledge

- Can define key terms/concepts used in the capacity-building field.
- Can describe the distinction between community building and capacity building.
- Can state the four principles and six practices in NCDI's capacity-building model.
- Can describe how to do capacity building with individuals, organizations and a whole neighborhood in an integrated way.

Application

- Can do an asset map that profiles key information about the community.
- Can facilitate a community visioning and planning process.
- Can develop a learning agenda for a community.
- Can develop a capacity-building plan for the community.

TRACK 4: EXPLORING COMTEMPORARY ISSUES

Description

The fourth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants.

Training Modules (Day Five)

The fifth track will focus on one or two intractable problems identified by the participants. Potential topics could be violence reduction, eliminating disparities or bridge building with immigrant communities.

Content Outcomes

Participants will:

- Learn strategies and techniques for getting results when addressing major community problems.

Process Outcomes

Participants will:

- Be more conscious of their individual and collective potential to foster social change in their neighborhoods.
- Participate in a formative evaluation of the training program.

Core Competencies

The core competencies for participants will be determined after the curriculum for this track is developed.

TRACK 5: GETTING RESULTS IN YOUR COMMUNITY

Description

The fifth track is designed to inform participants about the community-building process. The curriculum focuses on two key topics – namely, community-building issues and best practice strategies in diverse neighborhoods.

Training Modules (Days Six & Seven)

This track has two training modules: (1) Community-Building Issues and (2) Community-Building Strategies.

A. Community-Building Issues

Examining four major issues in community building work.

1. **Race, Class and Power Dynamics in Diverse Communities**
Examining key issues and strategies for building bridges across diverse groups.
2. **Organizational Sustainability**
Reviewing common challenges faced by community-based nonprofits and what it takes to become a sustainable organization.
3. **Collaboration**
Reviewing core principles and practices for developing strong collaboratives and service delivery networks in communities.
4. **Ethics**
Examining ethical issues in community-building work.

B. Community-Building Strategies

Reviewing the four basic community building strategies.

1. **Community Organizing**
Sharing information and techniques on effective community organizing.

2. Services (Health and Human Service Delivery)
Mapping the service delivery network in a neighborhood and improving service delivery in the community.
3. Advocacy (Systems Change)
Conducting an advocacy campaign to change public policy affecting a neighborhood.
4. Physical Development (Housing and Infrastructure Development)
Sharing information about current revitalization plans for the GN communities.

Content Outcomes

Participants will:

- Learn about race, class, and power issues in communities and ways to address such issues.
- Learn how to develop a sustainable organization.
- Learn strategies for forming strong collaboratives in diverse communities.
- Learn about ethical issues in community-building work.
- Learn best practices for doing community organizing, service delivery and policy advocacy.
- Develop an integrated community plan for the GN neighborhoods.

Process Outcomes

Participants will:

- Engage in peer-to-peer learning.
- Deepen personal and professional relationships with their neighbors.
- Deepen understanding of social change work in communities.
- Participate in a formative evaluation of the training program.

Core Competencies

The core competencies for participants are as follows:

Knowledge

- Can describe the prevalent race, class and power issues in their neighborhood.
- Knows typical issues faced by community organizations and the qualities of sustainable organizations.
- Knows typical problems faced by collaboratives and the principles of good collaboration.
- Is aware of common ethical dilemmas for community builders.
- Can cite best practices in community organizing, service delivery and policy advocacy work.
- Knows why it is important to develop an integrated community plan in each GN community.

Application

- Can bring diverse groups together to work on community projects.
- Can describe what community organizations need to do to be more sustainable.
- Can describe how to develop strong collaboratives.
- Develops a statement of ethical principles for serving the community-building work.
- Can develop an integrated community action plan.

TRACK 6: EXPLORING COMTEMPORARY ISSUES

Description

The sixth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants.

Training Modules (Day Eight)

The fifth track will focus on one or two intractable problems identified by the participants. Potential topics could be violence reduction, eliminating disparities or bridge building with immigrant communities.

Content Outcomes

Participants will:

- Learn strategies and techniques for getting results when addressing major community problems.

Process Outcomes

Participants will:

- Be more conscious of their individual and collective potential to foster social change in their neighborhoods.
- Participate in a formative evaluation of the training program.

Core Competencies

The core competencies for participants will be determined after the curriculum for this track is developed.

SKILL-BUILDING MARKETPLACE

The GN Leadership Academy will offer a variety of skill-building and personal development workshops to meet the unique training needs of each participant. When individuals are accepted into the GN Academy, they will share information about their learning interests and skill-building needs. Workshops will be determined based on the input provided by the participants. Below is an illustrative example of the range of potential workshops to be offered:

<p>Leadership Skills:</p> <ul style="list-style-type: none"> • Visioning and Planning • Strategic Communications • Mentoring • Leadership Development/Transition 	<p>Bridge Building Skills:</p> <ul style="list-style-type: none"> • Teambuilding • Conflict Resolution • Collaboration/Partnerships • Social Networks
<p>Technical Skills:</p> <ul style="list-style-type: none"> • Project Management • Cultural Competence • Facilitation • Assessment/Evaluation 	<p>Organizational Skills:</p> <ul style="list-style-type: none"> • Governance • Finance • Programs • Operations

GOOD NEIGHBORHOODS LEADERSHIP ACADEMY
Agendas for Eight Seminars



Good Neighborhoods Leadership Academy Track I Forming Our Learning Community

Seminar One: Participant Agenda Topics: Program Overview, Teambuilding, Self-Assessment and Co-Designing the Curriculum

CONTENT OUTCOMES

Participants will:

- Learn about the GN Learning Academy – its purposes, goals and training program.
- Learn teambuilding techniques that can be used to build bridges among racial, social and cultural identity groups.
- Finalize their learning goals for the training program.
- Help to shape the goals and training plan for Track 5 and the workshop series.

PROCESS OUTCOMES

Participants will:

- Develop personal and professional relationships with their neighbors.
- Develop ground rules and protocols for the learning community.
- Share personal stories about their backgrounds and experiences.
- Participate in a co-design process to develop the curriculum.
- Participate in a formative evaluation of the training program.

AGENDA

08:30 a.m.

Meet and Greet

- Continental Breakfast

09:00 a.m.

Opening Session

- Welcome and Introductions
- Review of Agenda
- Participation Guidelines

- 09:45 a.m.** **Program Overview**
- The Skillman Foundation
 - Good Neighborhoods Initiative
 - Good Neighborhoods Leadership Academy
- 10:30 a.m.** **Team Building 1**
- The Cold Within (Our Shared Destiny)
 - Large group discussion
- 10:45 a.m.** **BREAK**
- 11:00 a.m.** **Team Building 2**
- Medicine Wheel (Working with Groups)
 - Small group work
 - Large group discussion
- 12:15 p.m.** **LUNCH** (mix and mingle)
- 01:00 p.m.** **Team Building 3**
- Sharing Stories (Who We Are/What We Do)
 - Small group work
 - Large group discussion
- 02:00 p.m.** **Defining Learning Goals**
- Identifying learning interests and skill-building needs
 - Individual/small group work
 - Large group discussion
- 03:00 p.m.** **BREAK**
- 03:15 p.m.** **Co-Designing the Curriculum**
- Defining Track 5 (Contemporary Issues) topics
 - Defining the workshop schedule
 - Small group work
 - Large group discussion
- 04:15 p.m.** **Closing Session**
- Review of day
 - Evaluation of Day 1
 - Closing Activity



Good Neighborhoods Leadership Academy Track 2 Setting the Context for Our Work

Seminar Two: Participant Agenda Topics: Key Terms and Concepts, History Matters! and Leadership Development

CONTENT OUTCOMES

Participants will:

- Learn key terms and concepts used in the community-building field.
- Learn about the history of social oppression experienced by people of color and other dominated groups in the USA.
- Define leadership needs and develop leadership principles for working in a GN community.

PROCESS OUTCOMES

Participants will:

- Develop personal and professional relationships with their neighbors.
- Be enlightened about recurring historical patterns of social oppression.
- Examine leadership development issues in their own communities.
- Participate in a formative evaluation of the training program.

AGENDA

08:30 a.m.

Meet and Greet

- Continental Breakfast

09:00 a.m.

Opening Session

- Welcome and Introductions
- Review of Agenda
- Personal Reflections

09:45 a.m.

Defining Key Terms and Concepts

- Key Terms and Concepts Used in Our Work
 - Large group discussion

10:15 a.m.

History Matters

- Re-Living History
 - Small group work
 - BREAK
 - Large group discussion

Guide Questions

- *What does history teach us about social oppression and social movements in communities of color?*
- *How can we use history as tool in the capacity building work we do?*

12:15 p.m.

LUNCH (mix and mingle)

01:00 p.m.

Leadership Development

- Small group work
- BREAK
- Large group discussion

Guide Questions

- *What is leadership development?*
- *What types of leaders are needed in your community?*
- *What are the core leadership principles for GN leaders?*

04:15 p.m.

Closing Session

- Review of day
- Evaluation of Day 1
- Closing Activity



Good Neighborhoods Leadership Academy

Track 3

Building Capacity for Social Change

Seminar Three: Participant Agenda

Topics: Capacity-Building Principles and Capacity-Building Practices

CONTENT OUTCOMES

Participants will:

- Learn the distinction between community building and capacity building.
- Learn NCDI's capacity-building model for communities of color.
- Learn four basic capacity-building principles.
- Learn six core capacity-building areas to bring about social change in communities.

PROCESS OUTCOMES

Participants will:

- Engage in peer-to-peer learning.
- Develop stronger personal and professional relationships with their neighbors.
- Critically examine their role as community change agents.
- Feel optimistic about their collective potential to change their neighborhoods.
- Participate in a formative evaluation of the training program.

AGENDA

08:30 a.m.

Meet and Greet

- Continental Breakfast

09:00 a.m.

Opening Session

- Welcome and Introductions
- Review of Agenda
- Personal Reflections

09:45 a.m.

Building Capacity for Social Change Framework

- The Context in Which We Work
 - Key National Trends
 - Basic Premises

- 10:45 a.m.** **BREAK**
- 11:00 a.m.** **Building Capacity for Social Change Principles**
- Principle I: Working from the community by listening and learning
- 12:15 p.m.** **LUNCH** (mix and mingle)
- 01:00 p.m.** **Building Capacity for Social Change Principles (cont).**
- Principle II: Working from the community by co-designing the change strategy
- BREAK**
- Principle III: Working in the community to facilitate action and learning
- BREAK**
- Principle IV: Working for the community to bring about social transformation
- 04:15 p.m.** **Closing Session**
- Review of day
 - Evaluation of Day 3
 - Closing Activity



Good Neighborhoods Leadership Academy

Track 3

Building Capacity for Social Change

Seminar Four: Participant Agenda

Topics: Capacity-Building Principles and Capacity-Building Practices

CONTENT OUTCOMES

Participants will:

- Learn the six main areas in which to build capacity for social change
- Learn how leaders can promote social change through capacity-building work.
- Develop a comprehensive capacity-building strategy for their own neighborhood.

PROCESS OUTCOMES

Participants will:

- Engage in peer-to-peer learning.
- Develop stronger personal and professional relationships with their neighbors.
- Critically examine their role as community change agents.
- Feel optimistic about their collective potential to change their neighborhoods.
- Participate in a formative evaluation of the training program.

AGENDA

- | | |
|-------------------|--|
| 08:30 a.m. | Meet and Greet <ul style="list-style-type: none">○ Continental Breakfast |
| 09:00 a.m. | Opening Session <ul style="list-style-type: none">○ Welcome and Introductions○ Review of Agenda○ Personal Reflections |
| 09:45 a.m. | Building Capacity for Social Change Principles <ul style="list-style-type: none">○ Review of Capacity-Building Principles○ BREAK○ Review of Resident's Bill of Rights |
| 12:00 p.m. | LUNCH (mix and mingle) |

12:45 p.m.

Developing a Capacity-Building Plan for Your Neighborhood

- Small group work
- BREAK
- Large group discussion

04:15 p.m.

Closing Session

- Review of day
- Evaluation of Day 4
- Closing Activity



**Good Neighborhoods Leadership Academy
Track 4
Exploring Contemporary Issues**

**Seminar Five: Participant Agenda
Topics: To Be Determined**

The fifth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants. Potential topics could be violence reduction, eliminating disparities or bridge building with immigrant communities.



Good Neighborhoods Leadership Academy

Track 5

Getting Results in Your Neighborhood

Seminar Six: Participant Agenda

Topics: Community Building Issues and Community-Building Strategies

CONTENT OUTCOMES

Participants will:

- Learn about race, class, and power issues in communities and ways to address such issues.
- Learn how to develop a sustainable organization.
- Learn strategies for forming strong collaboratives in diverse communities.
- Learn about ethical issues in community-building work

PROCESS OUTCOMES

Participants will:

- Engage in peer-to-peer learning.
- Deepen personal and professional relationships with their neighbors.
- Deepen understanding of social change work in communities.
- Participate in a formative evaluation of the training program.

AGENDA

08:30 a.m.

Meet and Greet

- Continental Breakfast

09:00 a.m.

Opening Session

- Welcome and Introductions
- Review of Agenda
- Personal Reflections

09:45 a.m.

Race, Class & Power Dynamics in Diverse Communities

- Key issues and strategies for building bridges across identity groups
 - Small group work
- BREAK
- Large group discussion

- 12:15 p.m.** **LUNCH** (mix and mingle)
- 01:00 p.m.** **Organizational Sustainability**
- Common challenges faced by community-based nonprofits and what it takes to become a sustainable organization
 - Presentation
 - Large group discussion
- 02:15 p.m.** **BREAK**
- 02:30 p.m.** **Collaboration**
- Core principles and practices for developing strong collaboratives and service delivery networks in communities
 - Presentation
 - Large group discussion
- 03:30 p.m.** **Ethics**
- Ethical issues in community-building work
 - Large group discussion
- 04:15 p.m.** **Closing Session**
- Review of day
 - Evaluation of Day 5
 - Closing Activity



Good Neighborhoods Leadership Academy Track 5 Getting Results in Your Neighborhood

Seminar Seven: Participant Agenda

Topics: Community Building Issues and Community-Building Strategies

CONTENT OUTCOMES

Participants will:

- Learn best practices for doing community organizing, service delivery and policy advocacy.
- Learn how to develop an integrated community plan for the GN neighborhoods.

PROCESS OUTCOMES

Participants will:

- Engage in peer-to-peer learning.
- Deepen personal and professional relationships with their neighbors.
- Deepen understanding of social change work in communities.
- Participate in a formative evaluation of the training program.

AGENDA

08:30 a.m.

Meet and Greet

- Continental Breakfast

09:00 a.m.

Opening Session

- Welcome and Introductions
- Review of Agenda
- Personal Reflections

09:45 a.m.

Improving Community Building Work

- Best Practices in Community-Building Work: Organizing, Service Delivery, Advocacy and Development.
 - Small group work
 - BREAK
 - Large group discussion

- Promising community building work now underway in the GN neighborhoods.
 - Large group discussion

12:15 p.m.

LUNCH (mix and mingle)

01:00 p.m.

Developing an Integrated Community Action Plan for Your Neighborhood

- Small group work
- BREAK
- Large group discussion

04:15 p.m.

Closing Session

- Review of day
- Evaluation of Day 6
- Closing Activity



**Good Neighborhoods Leadership Academy
Track 6
Exploring Contemporary Issues**

**Seminar Eight: Participant Agenda
Topics: To Be Determined**

The fifth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants. Potential topics could be violence reduction, eliminating disparities or bridge building with immigrant communities.

**GN LEADERSHIP ACADEMY
APPENDIX I: CURRICULUM MATRIX**

TRACK 1: FORMING OUR LEARNING COMMUNITY (DAY ONE)

The introductory track is designed to provide an overview of the training program, introduce and connect the participants and involve them in co-designing the curriculum. The training activities are (1) an overview of the GN Leadership Academy; (2) teambuilding; (3) a review of learning goals; and (4) a participatory process for co-designing the curriculum.

Training Modules	Content Outcomes	Process Outcomes	Core Competencies
<p>This first track has four modules:</p> <p>A. Program Overview Sharing information about The Skillman Foundation, Good Neighborhoods Initiative and GN Leadership Academy.</p> <p>B. Teambuilding Conducting team-building activities to introduce the participants and build community.</p> <p>C. Self-Assessment Identifying the learning goals of the participants.</p> <p>D. Co-Designing the Curriculum Defining the “Contemporary Issues” curriculum for Track 5 and developing a workshop schedule</p>	<p>Participants will:</p> <ul style="list-style-type: none"> • Learn about the GN Learning Academy – its purposes, goals and training program. • Learn teambuilding techniques that can be used to build bridges among racial, social and cultural identity groups. • Finalize their learning goals for the training program. • Help to shape the goals and training plan for Track 5 and the workshop series. 	<p>Participants will:</p> <ul style="list-style-type: none"> • Develop personal and professional relationships with their neighbors. • Develop ground rules and protocols for the learning community. • Share personal stories about their backgrounds and experiences. • Participate in a co-design process to develop the curriculum. • Participate in a formative evaluation of the training program. 	<p>The core competencies are:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> • Knows basic information about the GN Leadership Academy. • Can state why teambuilding is important in community building work. <p><u>Application</u></p> <ul style="list-style-type: none"> • Can replicate teambuilding activities conducted during the training program. • Can articulate learning goals.

**GN LEADERSHIP ACADEMY
APPENDIX I: CURRICULUM MATRIX**

TRACK 2: SETTING THE CONTEXT FOR OUR WORK (DAY TWO)

The second track is designed to provide a historical overview and conceptual framework for the training program and to explore the concept of leadership in community-based settings. The curriculum topics are (1) key terms and concepts used in the community-building field; (2) a historical overview of social movements in the USA; and (3) an examination of leadership development issues in communities.

Training Modules	Content Outcomes	Process Outcomes	Core Competencies
<p>The second track has five modules:</p> <p>A. Key Terms and Concepts Defining key terms and concepts used in the community-building field.</p> <p>B. History Matters! Reviewing historical patterns of social oppression in the USA.</p> <p>C. Leadership Development Defining leadership needs, leadership opportunities and leadership principles for GN communities.</p>	<p>Participants will:</p> <ul style="list-style-type: none"> • Learn key terms and concepts used in the community-building field. • Learn about the history of social oppression experienced by people of color and other dominated groups in the USA. • Define leadership needs and develop leadership principles for working in a GN community. 	<p>Participants will:</p> <ul style="list-style-type: none"> • Develop personal and professional relationships with their neighbors. • Be enlightened about recurring historical patterns of social oppression. • Examine leadership development issues in their own communities. • Participate in a formative evaluation of the training program. 	<p>The core competencies are:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> • Can define key terms and concepts. • Can describe recurring patterns of social oppression in US history. • Can identify leadership needs in the community. <p><u>Application</u></p> <ul style="list-style-type: none"> • Can state why it is important for community leaders to have historical knowledge of social movements. • Develop a set of leadership principles for working in the community.

**GN LEADERSHIP ACADEMY
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TRACK 3: BUILDING CAPACITY FOR SOCIAL CHANGE (DAYS THREE & FOUR)

The third track is designed to inform participants about the fundamental principles and practices of capacity-building in diverse, low-income communities. The curriculum examines two key topics – namely, how one works and what one does to build capacity for social change in communities.

Training Modules	Content Outcomes	Process Outcomes	Core Competencies
<p>The third track has two modules:</p> <p>A. Capacity-Building Principles How one works to build capacity for social change.</p> <ol style="list-style-type: none"> 1. <i>Work from the community by listening and learning.</i> 2. <i>Work with the community by co-designing the change strategy.</i> 3. <i>Work in the community to facilitate action and learning.</i> 4. <i>Work for the community to build capacity for social transformation.</i> <p>B. Capacity-Building Practices What one does to build capacity for social change.</p>	<p>Participants will:</p> <ul style="list-style-type: none"> • Learn the distinction between community building and capacity building. • Learn NCDI’s capacity-building model for communities of color. • Learn four basic capacity-building principles. • Learn six capacity-building areas to bring about social change in communities. • Learn how leaders can promote social change through capacity-building. 	<p>Participants will:</p> <ul style="list-style-type: none"> • Engage in peer-to-peer learning. • Develop stronger personal and professional relationships with their neighbors. • Critically examine their role as community change agents. • Feel optimistic about their collective potential to change their neighborhoods. • Participate in a formative evaluation of the training program. 	<p>The core competencies are:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> • Can define key terms/concepts used in the capacity-building field. • Can describe the distinction between community building and capacity building. • Can state the four principles and six practices in NCDI’s capacity-building model. • Can describe how to do capacity building with individuals, organizations and a whole neighborhood in an integrated way.

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<ol style="list-style-type: none"> 1. <i>Community Engagement:</i> Informing, connecting and engaging the community. 2. <i>Community Organizations:</i> Developing strong community organizations and networks. 3. <i>Community Relationships:</i> Establishing relationships with racial, social and geographic identity groups. 4. <i>Community Development:</i> Working to improve social conditions in the community. 5. <i>Community Advocacy for Systems Change:</i> Developing a policy agenda for the community. 6. <i>Community Research and Evaluation:</i> Documenting stories and sharing information with the field. 	<ul style="list-style-type: none"> • Develop a comprehensive capacity-building strategy for their own neighborhood. 		<p><u>Application</u></p> <ul style="list-style-type: none"> • Can do an asset map that profiles key information about the community. • Can facilitate a community visioning and planning process. • Can develop a learning agenda for a community. • Can develop a capacity-building plan for the community.
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TRACK 4: EXPLORING CONTEMPORARY ISSUES (DAY FIVE)

The fourth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants.

Training Modules	Content Outcomes	Process Outcomes	Core Competencies
<p>The fourth track will focus on an intractable problem identified by the participants. Potential topics could be violence reduction, eliminating disparities or bridge building with immigrant communities.</p>	<p>Participants will:</p> <ul style="list-style-type: none"> • Learn strategies and techniques for getting results when addressing major community problems. 	<p>Participants will:</p> <ul style="list-style-type: none"> • Be more conscious of their individual and collective potential to foster social change in their neighborhoods. • Participate in a formative evaluation of the training program. 	<p>The core competencies for participants will be determined after workshop scheduled is developed.</p>

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TRACK 5: GETTING RESULTS IN YOUR COMMUNITY (DAYS SIX & SEVEN)

The fifth track is designed to inform participants about the community-building process. The curriculum focuses on two key topics – namely, community-building issues and best practice strategies in diverse neighborhoods.

Training Modules	Content Outcomes	Process Outcomes	Core Competencies
<p>The fifth track has two modules:</p> <p>A. Community-Building Issues Examining four major issues in community building work.</p> <ol style="list-style-type: none"> 1. Race, Class and Power Dynamics: Examining race, class and power issues in diverse neighborhoods. 2. Organizational Sustainability: Reviewing common challenges faced by community-based nonprofits and what it takes to become a sustainable organization. 3. Collaboration: Reviewing core principles and practices for developing strong collaboratives and service delivery networks in communities. 	<p>Participants will:</p> <ul style="list-style-type: none"> • Learn about race, class, and power issues in communities and ways to address such issues. • Learn how to develop a sustainable organization. • Learn strategies for forming strong collaboratives in diverse communities. • Learn about ethical issues in community-building work. • Learn best practices for doing community organizing, service delivery and policy advocacy. 	<p>Participants will:</p> <ul style="list-style-type: none"> • Engage in peer-to-peer learning. • Deepen personal and professional relationships with their neighbors. • Deepen understanding of social change work in communities. • Participate in a formative evaluation of the training program. 	<p>The core competencies are:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> • Can describe the prevalent race, class and power issues in their neighborhood. • Knows typical issues faced by community organizations and the qualities of sustainable organizations. • Knows typical problems faced by collaboratives and the principles of good collaboration. • Is aware of ethical dilemmas for community builders. • Can cite best practices in community organizing, service delivery and policy advocacy work.

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<p>4. Ethics: Examining ethical issues in community-building work.</p> <p>B. Community-Building Strategies Reviewing four basic community building strategies.</p> <ol style="list-style-type: none"> 1. Community Organizing: 2. Sharing information and techniques on effective community organizing. 3. Services: Mapping the service delivery network and improving service delivery in the community. 4. Advocacy: Conducting an advocacy campaign to change public policy affecting a neighborhood. 5. Development (Housing and Infrastructure Development): Sharing information about current revitalization plans for the GN communities. 	<ul style="list-style-type: none"> • Develop an integrated community plan for GN neighborhoods. 		<ul style="list-style-type: none"> • Knows why it is important to develop an integrated community action plan in each GN community. <p><u>Application</u></p> <ul style="list-style-type: none"> • Can bring diverse groups together to work on community projects. • Can describe what community organizations need to do to be more sustainable. • Can describe how to develop strong collaboratives. • Develops a statement of ethical principles for serving the community-building work. • Can develop an integrated community action plan.
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TRACK 6: EXPLORING CONTEMPORARY ISSUES (DAY EIGHT)

The sixth track is designed to explore real-time issues identified by the participants. When individuals are accepted into the GN Leadership Academy, they will share information about their learning goals and the types of problems that they want to address in their communities. The curriculum for this track will be finalized after the review of such information provided by the participants.

Training Modules	Content Outcomes	Process Outcomes	Core Competencies
<p>The sixth track will focus on an intractable problem identified by the participants. Potential topics could be violence reduction, eliminating disparities or bridge building with immigrant communities.</p>	<p>Participants will:</p> <ul style="list-style-type: none"> • Learn strategies and techniques for getting results when addressing major community problems. 	<p>Participants will:</p> <ul style="list-style-type: none"> • Be more conscious of their individual and collective potential to foster social change in their neighborhoods. • Participate in a formative evaluation of the training program. 	<p>The core competencies for participants will be determined after workshop scheduled is developed.</p>

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SKILL-BUILDING MARKETPLACE

The GN Leadership Academy will offer a variety of skill-building and personal development workshops to meet the unique training needs of each participant. When individuals are accepted into the GN Academy, they will share information about their learning interests and skill-building needs. Workshops will be determined based on the input provided by the participants.

Training Modules	Content Outcomes	Process Outcomes	Core Competencies
<p>Below is an illustrative example of the range of potential workshops to be offered:</p> <p>Leadership Skills:</p> <ul style="list-style-type: none"> • Visioning and Planning • Strategic Communications • Mentoring • Leadership Development/Transition <p>Bridge Building Skills:</p> <ul style="list-style-type: none"> • Teambuilding • Conflict Resolution • Collaboration/Partnerships • Social Networks <p>Technical Skills:</p> <ul style="list-style-type: none"> • Project Management • Cultural Competence • Facilitation • Assessment/Evaluation <p>Organizational Skills:</p> <ul style="list-style-type: none"> • Governance • Finance • Programs • Operations 	<p>The content outcomes will be determined after the workshop schedule is developed.</p>	<p>The process outcomes will be determined after the workshop schedule is developed.</p>	<p>The core competencies for participants will be determined after the workshop schedule is developed.</p>