



## 2010/11 Community Development Leadership Institute Request for Applications

Local Initiatives Support Corporation (LISC) is pleased to announce it is now accepting applications for the 2010/11 Community Development Leadership Institute. The Institute will be an intensive 9-month learning opportunity for a select group of senior management staff at non-profit community development organizations. Up to 18 individuals will be selected for training in the key skills needed to manage and lead their organizations.

This packet contains the following information:

1. Program Description
2. Program Schedule & Fee
3. Organization & Participant Eligibility Requirements

*Application available at*

[http://www.bayarealisc.org/bay\\_area/programs/organizational\\_5346.shtml](http://www.bayarealisc.org/bay_area/programs/organizational_5346.shtml)

Note: LISC will accept no more than two participants from a single organization.

For further information, contact Renee Okamura at [ROkamura@lisc.org](mailto:ROkamura@lisc.org).

### **Applications are due by September 3, 2010 at 5:00 p.m.**

Postmarks and facsimile copies are not acceptable.

Submit applications in 2 formats: electronic + hard copy with original signatures

*Email electronic version to:*

**AND**

*Mail/deliver hard copy with original signatures*

[ROkamura@lisc.org](mailto:ROkamura@lisc.org)

*& attachments to:*

*with subject line:*

CDLI Application

Bay Area LISC

ATTN: CDLI

369 Pine Street, Suite 350

San Francisco, CA 94104

Participants will be notified by September 20, 2010.

## **PROGRAM DESCRIPTION**

Bay Area LISC launched CDLI in 2005 to address a growing need in the field for leadership and management training for community development staff hired or promoted into senior level management positions. The institute is a 9-month program to teach such managers the knowledge and skills they need to successfully lead their departments and organizations with limited resources in an ever changing environment.

According to an evaluation conducted with the assistance of *BTW Informing Change*, CDLI succeeds on two fronts, simultaneously furthering the professional development of the participants and contributing to the functioning of the participants' organizations. An executive director from one of the region's community development organizations said, "The strength of the program was that it was a perfect blend between a broader academic perspective on leadership, the nuts and bolts of organizational management in community development, and a peer support network."

The 2010/11 CDLI will be Bay Area LISC's fifth Leadership Institute. In designing the program, LISC consulted executive directors, deputy directors and human resources managers from numerous housing and community development organizations. They specified an array of 'soft' skills – judgment, decision-making, teamwork, creativity and flexibility – as those most necessary to successfully lead a community development organization. The focus groups also identified substantive areas that are important for top managers to be familiar with – e.g. strategic planning, risk assessment, budgeting and cash flow management.

CDLI teaches essential, tangible management and leadership skills, resulting in participants becoming better managers, supervisors and co-workers. A high percentage of participants and their supervisors report that participants are achieving greater personal confidence and professional competency, higher performance in their departments and better interdepartmental relations and organizational management practices. Institute participants have included relatively new managers as well as seasoned community development practitioners and professionals making a transition to nonprofit management from other sectors. All have been people identified as leaders within their own organizations.

CDLI program components are:

### **1. 360° Assessment**

Each participant will assess his/her own leadership style, and receive an assessment of his/her strengths and weaknesses based on a confidential online survey of his/her supervisor, supervisees and colleagues.

### **2. 3-Day Intensive Training Workshop**

Participants will engage in an intensive 3-day out-of-town overnight workshop delivered by a training team of non-profit management experts and experienced community development practitioners. The curriculum will focus on best practices for leading,

managing and developing others, as well as increasing self-awareness of strengths and areas for improvement as a leader.

**3. Professional Development Action Plan**

As part of the Institute, each participant will identify 2-3 critical issues to address for him or herself, his/her team and/or organization. The participant's work on these critical issues throughout the course of the institute will be supported through training, peer coaching and the active engagement of the participant's supervisor.

**4. Organizational Effectiveness Workshops**

After assessment, intensive management training, and supervisor consultations in the fall, CDLI participants will continue to meet monthly for the next six months for additional training, peer coaching, and talks with leading community development practitioners. The goal of these sessions is to increase participants' familiarity with and confidence to engage in a range of essential activities that are components of effective organizations. Training topics include:

- a. Human Resources
- b. Cash Flow Management
- c. Adaptive Leadership & Change Management
- d. Building Effective Work Teams
- e. Performance Plans & Evaluations
- f. Balancing Organizational Mission and Risk

**5. Recognition Luncheon**

The Leadership Institute will conclude with a recognition ceremony for all participants and their supervisors.

*Organizational Commitment.* One of the key criteria for each participant's success in the Community Development Leadership Institute will be his/her organization's commitment to supporting his/her development. This commitment will include providing the participant with meaningful opportunities to practice and teach leadership skills as part of his/her job. Other requirements will include the direct supervisor's active endorsement and support for the participant's professional development action plan, staff participation in 360° assessments, releasing the participant from work to participate in program activities, and payment of a portion of training costs.

*Participant Selection.* To participate in the Leadership Institute, applicants must be nominated by their employers and selected by Bay Area LISC. Selection criteria will include that nominees be currently employed in community development; and eligible employers are nonprofit community development organizations. In making final selections, Bay Area LISC will seek a diverse group of participants, representative of the range of organizations and communities in the region.

**Program Fee.** Each participant's organization pays a fee of \$1,200 to \$1,400 per participant, which is approximately 25% of actual training costs. The sliding scale for fees is: \$1,200 per participant from an organization with fewer than 20 staff; \$1,300/participant for 21 to 49 staff; and \$1,400/participant for 50 or more staff. This fee is due upon LISC's selection of participants in September 2010.

### Program Schedule

September 3, 2010	Deadline for Applications
September 20, 2010	Select and Notify Participants
September 29, 2010	Orientation Meeting for Participants & Supervisors
October 13, 2010	Deadline for 360° Assessments
November 7-10, 2010	Intensive Overnight Training in Sonoma
December 2010	Individual Meetings: CDLI Representative, Participant & Supervisor
January 11, 2011	Organizational Effectiveness Workshop #1 <i>Topic: Adaptive Leadership &amp; Change Management*</i>
February 8, 2011	Organizational Effectiveness Workshop #2 <i>Topic: Human Resources*</i>
March 8, 2011	Organizational Effectiveness Workshop #3 <i>Topic: Cash Flow Management*</i>
April 12, 2011	Organizational Effectiveness Workshop #4 <i>Topic: Effective Teams*</i>
May 10, 2011	Organizational Effectiveness Workshop #5 <i>Topic: Performance Plans &amp; Evaluation*</i>
June 14, 2011	Organizational Effectiveness Workshop #6 <i>Topic: Evaluating &amp; Managing Risk*</i>
June 2011	Recognition Luncheon

*\*workshop topics and order subject to change*

### **ORGANIZATION ELIGIBILITY REQUIREMENTS**

1. Community development organization in San Francisco Bay Area
2. Non-profit 501(c)(3) tax-exempt status
3. Organizational commitment to support the applicant's development as a leader, including:
  - a. Providing the applicant with meaningful opportunities to practice and teach leadership skills as part of his/her job
  - b. Direct supervisor's participation in an orientation meeting on September 29, 2010
  - c. Staff participation in 360° assessments
  - d. Releasing the applicant from work to participate in program activities
4. Payment of sliding scale fee of \$1,200 to \$1,400 per participant, due upon selection in September 2010. Fee based on staff size: \$1,200 per participant for an organization with fewer than 20 staff; \$1,300/participant for 21 to 49 staff; and \$1,400/participant for 50 or more staff.
5. Authorization by Executive Director.  
*If applicant is Executive Director, the Board of Directors authorizes program participation.*

LISC will accept no more than two participants from each organization.

### **PARTICIPANT ELIGIBILITY REQUIREMENTS**

1. Currently employed in a non-profit community development organization
2. Key to the success of their organization
3. Responsible for the work of others (directly supervises 1 or more staff)
4. Nominated by his/her direct supervisor  
*If applicant is Executive Director, the Board of Directors completes nomination.*
5. Committed to full participation in all program and evaluation activities for the entire 9-month program period. Activities include:
  - a. CDLI orientation session on September 29, 2010
  - b. 3-day out-of-town overnight intensive training workshop from the evening of November 7<sup>th</sup> through November 10<sup>th</sup>
  - c. Six full day workshops from January through June 2011
  - d. Self-assessment and reflection
  - e. Development and completion of a 9-month action plan to address 2-3 critical issues facing yourself, your team, and/or your organization.