

Communities are searching
for new kinds of *leaders*

The Harwood Public Leadership School

Are *you* ready
to answer the call?

Join us for our inaugural national school...

15 years in the making

September 26–29, 2004



The **Harwood** Institute

The Airlie Conference Center in Warrenton, VA



Join a Growing Network of Leaders Making a Real Difference in their Communities

“My learning experience with The Harwood Public Leadership School is unparalleled. I have spent my entire career advocating for the public good. At last, I have encountered processes that are designed to help a community evaluate its ‘true self’ and then legitimately participate in its rebirth. It takes time and its worth it.”

Pamela Y. Loving
President & CEO,
Career Alliance, Inc.
Flint, Michigan

Communities are searching for leaders they can trust and who will effectively deal with their challenges. The Harwood Institute for Public Innovation often hears this call from leaders who hold deep aspirations for their communities but often feel stuck or tired. To answer this call, we created The Harwood Public Leadership School to help these leaders imagine new pathways for themselves, their communities, and our nation. Based on 15 years of research and work in communities, the school provides public sensibilities and practices that define a different kind of leadership—a leadership that will help you to forge a more vibrant public life.

In this school, you will gain both ideas and the tools to help you act on these ideas, including your own Personal Learning Journal. You will learn to:

- Work in your community differently with new sensibilities, tapping into your aspirations, devotion to your work, and character

- See new possibilities for change by engaging others and understanding Community Rhythms, the role of Centers of Strength, and how to develop layers of leadership
- Connect to people differently and support each other through a growing network of new public leaders
- Gain a sense of coherence of what you are doing—of how things fit together
- Develop a deeper strategic sense of how to design, structure, and implement programs and initiatives that bring about civic change
- Learn public stories and their role in civic change

In the school, expect to challenge and encourage others to re-examine what they think about their communities and the people who live in them. You will take a close look at your and others’ roles in your community and what you can do better to strengthen it.

Answer the call for leadership today—

Sign up for the Harwood Public Leadership School and join other civic leaders, foundation officers, public officials, journalists, school leaders, and countless others from various cities and local and national organizations who have chosen an alternate path to do their work.

The Harwood Public Leadership School

Curriculum Outline

Session

Objectives

Identifying Aspirations

Identify your personal and community aspirations and explore the challenges associated with both of them

- Identify community aspirations and challenges
- Understand the importance of aligning your public work with community aspirations

Commitment to Public Life

Explore the choices that you have made to be involved in public life and how they affect both your devotion and commitment to public issues

- Articulate clearly why you are involved in public life as a public leader
- Think about the daily choices you make in what you say and do in public life
- Connect the importance of the exercise of personal character to being a public leader

The 3 A's of Public Life

Explore the 3 A's of Public Life (Authority, Authenticity, and Accountability), and what they mean for exercising public leadership

- Understand different dimensions of the 3 A's of Public Life
- Discover how the 3 A's of Public Life affect the exercise of public leadership
- Identify ways in which the 3 A's of Public Life play out in public life
- Align your own public sensibilities and practices with the 3 A's of Public Life

Understanding Community Rhythms

Build your understanding of the stages of community life, identify the stage that your community is in, and think about the implications for both yourself and the community to move the community forward

- Understand Stages of Community Life and the implications for moving a community forward
- Identify the stage of your community and how different communities' actions fit or don't fit with their stage
- Explore the implications of how you, as a public leader, can help move your community forward and exercise leadership consistent with the 3 A's of Public Life

Discovering Centers of Strength

Learn how to identify Center of Strength organizations and explore the role these organizations play in moving a community forward

- Understand the concept and characteristics of a Center of Strength and identify Center of Strength organizations in your community
- Apply Center of Strength characteristics to a case study example of an organization and then to yourself
- Relate Centers of Strength to how communities change
- Strengthen your organization and the organizations you work with

Harnessing Civic Engagement

Deepen your understanding of the principles of civic engagement and how to apply them

- Understand why people do or do not engage in public life
- Deepen your understanding of the power of civic conversations and how using them connects with the 3 A's of Public Life and public sensibilities
- Learn how to listen for how people talk about public concerns



The Harwood Public Leadership School

Schedule-at-a-Glance

“The most important thing The Harwood Institute [Newsroom Transformation Initiative] brought to the newsroom was the voices of ordinary citizens. Supplemented by interviews within our own community, we were able to identify values and construct principles that continue to guide us in our relationships with readers and our community.”

Ken Brusic
Editor, Orange County Register

Sunday, September 26

4:00 pm
6:00 pm

Registration and check-in
Welcome dinner

Monday, September 27

8:00 am
10:00 am
12:00 pm
1:30 pm
4:00 pm
6:00 pm
8:00 pm

Breakfast/Identifying Aspirations
Commitment to Public Life
Lunch
The 3 A's of Public Life
Free time/Go Do It activities
BBQ on the deck
Reflection discussion

Tuesday, September 28

8:00 am
11:00 am
12:00 pm
1:00 pm
3:30 pm
6:00 pm
8:00 pm

Breakfast/Discovering Centers of Strength
Individual coaching sessions
Lunch
Understanding Community Rhythms
Optional free time activity
Dinner
Reflection discussion

Wednesday, September 29

8:00 am
1:00 pm
3:00 pm

Breakfast/Harnessing Civic Engagement
Lunch/Reflection discussion
Graduation ceremony

General Information

School Registration Information

School registration fees include all sessions, school tools and materials, room accommodations, and meals.

Register Early and Save

Register by August 13, 2004 to take advantage of a special school registration fee discount of \$200. Register by August 27 to take advantage of a special school registration fee discount of \$100. The registration closes on September 10.

Multiple Registration Discounts

Organizations that register more than one person can save \$50 per person. In order to qualify for this special discount, all registrations must be received at the same time.

Payment

The Harwood Institute for Public Innovation accepts Visa, Mastercard, and Discover credit cards for all fees. You may also pay by check when registering by mail. We prefer that you submit your check at the same time that you submit registration materials.

Cancellations

To receive a refund of your registration fees, please send your cancellation request in writing by email (cpage@theharwoodinstitute.org) or by fax (301-656-0533) to The Harwood Institute by August 27, 2004. A \$100 administrative fee will be deducted from your refund. No refunds will be issued for cancellations received after August 27. You may substitute attendees without penalty.

“Over the last 2 years I have had the opportunity to participate in the Harwood Institute’s training for school districts and community organizations. I’ve been impressed with the Institute’s emphasis on authentic community engagement – training and encouraging citizens to be actively involved in changing their communities and transforming their schools. This type of involvement is helping school districts and citizens see the need to work together to connect schools and communities for a strong future.”

Marva A. Richards
Deputy Chief of Staff,
Cleveland Municipal
School District
Cleveland, Ohio



General Information

Airlie Conference Center Information

“The Harwood Institute Public Leadership School enabled me to go beyond the initiatives that I had pursued organizationally to further community development, to feel empowered to take personal action to move Flint forward. It gave me the tools that would be helpful in enhancing civic engagement both within my own institution and in the larger Flint community.”

Cindy Ornstein
President & CEO,
Flint Cultural Center
Corporation
Flint, Michigan

Room Reservations

All room reservations must be made through The Harwood Institute.

Payment

Incidental room charges are your responsibility. The Airlie Conference Center accepts Visa, Mastercard, and American Express.

Transportation

School participants are responsible for all of their transportation to and from the Airlie Conference Center. General information on shuttle service, rental cars, and driving directions is provided below.

Shuttle Service

SuperShuttle’s door-to-door service is available at both Dulles International Airport and Ronald Reagan National Airport. Shuttles operate on a shared ride-on demand basis. For information, call 1-800-BLUEVAN or visit www.supershuttle.com.

Rental Cars

Most major car rental companies are located at both Dulles International Airport and Ronald Reagan National Airport. If you choose to rent a car, it is your responsibility. Parking is available at the Airlie Conference Center.

Driving Directions

Airlie Conference Center is located at 6809 Airlie Road, Warrenton, Virginia 20187, which is 50 miles southwest of Washington, DC. It is approximately 45 minutes from Dulles International Airport, and 1 hour from National Airport. Go to the Airlie Conference Center website (www.airlie.com) or www.mapquest.com for complete driving directions from the airport or other locations.

Attire

Business casual is appropriate for the school sessions and meals. We suggest bringing additional casual and sportswear in case you would like to engage in one of the many outdoor activities available near the Airlie Conference Center.

Special Needs and Dietary Restrictions

In compliance with the ADA, The Harwood Institute will make all reasonable efforts to accommodate persons with disabilities at the school. If you need assistance or have dietary restrictions, please indicate your needs on your registration form or send an email to cpage@theharwoodinstitute.org.

Who can I contact if I still have questions?

For questions pertaining to school information, the Airlie Conference Center, or registration, please contact Cindy Page at cpage@theharwoodinstitute.org or call 301-656-3669.

The Harwood Institute for Public Innovation



The Harwood Institute for Public Innovation helps people in communities imagine and act for the public good. For America to move forward, we believe people and organizations must bring new sensibilities and practices to public life and politics.

For the past 15 years, The Harwood Institute has been steadily working to craft approaches to develop hopeful leaders. We have worked hand-in-hand with civic leaders, journalists, foundation officers, public officials, school leaders, and countless others.

Imagine and act for the public good

In an effort to develop the type of leaders we all seek, The Harwood Institute launched the Harwood Public Leadership Schools. These schools fit the needs of a variety of individuals and communities. You can bring a Harwood Public Leadership School to your community or your organization to develop local or organizational leaders, or you can attend the national Harwood Public Leadership School.

The Harwood Institute is a nonprofit, nonpartisan organization that works within a long tradition of small, catalytic, and public-spirited organizations in American history that have sought to improve public life and politics.

“The [Harwood Institute’s Center of Strength] training was very well put together, very easy to understand, and very applicable to what we were trying to do. It showed us how to go out in the community and engage citizens on a certain issue... We were able to gather information, and when we went back, we were able to share knowledge and not just information.”

Harry B. Christman
Manager, The
Youngstown-Warren
Regional Chamber
Warren, Ohio

“The Harwood Institute affirms the power of people’s aspirations—their hopes, their core values. They help people recognize what is best in themselves and make it real.”

Deborah Alvarez-Rodriguez
President and CEO, Goodwill Industries of San Francisco, San Mateo, and Marin Counties

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