



ICL's Young Emerging Leaders Pilot Program (seed funded by Norton Insurance and Financial)

General Program Information

ICL's Young Emerging Leaders Pilot Program (seed funded by Norton Insurance and Financial) is an interactive and innovative program that prepares and launches young emerging leaders to successful nonprofit board and committee leadership roles in Maine. With this pilot program, launching in September of 2010, ICL hopes to reverse national statistics that suggest only 6 percent of board members nationwide are 35 and under with a multi-pronged program that will provide leadership development, mentoring, matching, transitioning and following-up to Maine's 20-and-30 somethings eager to become more engaged in their communities. In return, program participants make a commitment to serve on a nonprofit board or committee in Maine for a minimum duration of six months to three years (depending on the assignment they are matched to). Studies show that young leaders who are actively involved in their communities are two to three times more likely to stay and contribute to those communities.

The pilot program goals are as follows:

- To identify, recruit, train and match young emerging leaders to board and committee leadership positions with nonprofit organizations.
- To create a network of talented and resourceful young emerging leaders who will establish strong and lasting civic relationships that are personally and professionally beneficial.
- To increase awareness for nonprofit agencies and professionals of the talent and knowledge of this under-utilized group by showing the value in having a diversity of voices at the decision-making table.
- To develop young emerging leaders sustained commitment to their communities so that they are more likely to stay and contribute to the economy.

The program will prepare participants for leadership roles on nonprofit boards by providing three months of leadership development training led by ICL Director of Training, Laura Moorehead, and two co-facilitators, and then carefully matching the interests and skills of participants with the needs expressed by boards in our communities.

The program will feature a number of integrated components including:

- The Leadership Development Component: Leadership training that includes leadership skills and concepts as well as essentials for understanding boards and committees and the responsibilities of serving on them. Led by ICL's Director of Training, Laura Moorehead, and two co-facilitators, the training will run from September 10 through December 14 and include three full-day sessions, five evening sessions and inter-session practicum work.
- The Mentoring Component: The opportunity to partner with a mentor to share leadership perspectives and gain valuable insights. ICL will match program participants with volunteer mentors based on information provided in the initial application process and follow-up communication. Together, participants and their mentor will negotiate mentor partnership agreements based on their mutual needs and styles.
- The Matching Component: Participants' interests, skills and experience will be matched with needs of nonprofit boards or committees with the intention of creating win-win outcomes for both parties. Participants will commit to serve on the board or committee they are matched to for an agreed upon term (typically a minimum six month commitment for committee service and a three year commitment for board service).
- The Transition Component: Information and education to help ensure a successful transition for program participants and welcoming boards and committees.
- The Follow-up Component: ICL will check in with program participants to ensure their roles with the nonprofit organizations are progressing. Additionally, ICL will assess programmatic learnings to benefit future efforts.

The pilot program is generously seed funded by Norton Insurance and Financial and sponsored by Wright Express, Fairchild Semiconductor, the United Way of Greater Portland, the Maine Community Foundation, Maddy Corson and other individual donors. Partners include Unum, Rippleffect and the Portland Symphony Orchestra.

The cost of the program is \$2,500 per participant, but thanks to funding from those supporters, participants will pay \$250 which includes all training sessions and board and mentor matching. Organizations may be able to help their employees with some or all of the cost of the program, and ICL encourages prospective participants to begin those conversations with their employers as soon as possible.

To request an application for yourself or to suggest a potential participant(s) for the program, please contact Samantha DePoy-Warren at swarren@civicleadership.org or 773-3254 (ext. 107). Applications will be due by Friday, June 25 with all applicants being notified of their acceptance

status by Friday, July 30. The \$250 program cost and signed letter of commitment will be due to ICL no later than August 20 with the first training session scheduled for Friday, September 10.

If you are a nonprofit board interested in accepting a program participant to serve on your board or committee, contact Suzanne Austin at saustin@civicleadership.org or 773-3254 (ext. 106). For inquiries about serving as a mentor to participants in the program or all other inquiries, contact ICL Executive Director Steve Schuit at sschuit@civicleadership.org or 773-3254 (ext. 105).

A special thank you to those who are supporting this pilot program, including:

Seed-funded by:



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Partners:





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Training Session Schedule

September 10-11	Full days (Friday 8:30 a.m. to 3 p.m. at UNUM, 4:15 p.m. boat to Cow Island. Return Saturday by 3 p.m.): Opening and overnight with Rippleffect (UNUM and Cow Island)
September 28 (Tuesday)	Evening (5 to 9 p.m.): Nonprofit sector (UNUM)
October 19 (Tuesday)	Evening (5 to 9 p.m.): Mentoring partnerships (UNUM)
October 22 – November 8	Inter-session practicum work time
November 8 (Monday)	Evening (Time TBD): Leadership lessons from the Portland Symphony Orchestra (Merrill Auditorium)
November 9 - 15	Inter-session practicum work time
November 16 (Tuesday)	Evening (5 to 9 p.m.): Practicum presentations (UNUM)
November 30 (Tuesday)	Evening (5 to 9 p.m.): Orientation to board work (UNUM)
December 14 (Tuesday)	Full day (8:30 a.m. to 4:30 p.m.): Learning integration and course culmination (UNUM)

Please note, attendance is expected at all sessions. The leadership training portion of the program will open with an overnight at Rippleffect on Cow Island in Casco Bay. Attendance at this first two-day session is mandatory and integral to the course. No previous experience is necessary. For individuals with limited physical strength, endurance and/or mobility or with cultural or religious requirements, ICL and Rippleffect will make accommodations in partnership with the individual to ensure their participation is safe and meaningful during this session.



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Frequently Asked Questions

Why is ICL offering this program? What is its purpose?

ICL became concerned with the challenge of engaging young leaders after hearing and see statistics and trends that showed low engagement of this population in nonprofit board service, including one that said nationally, only six percent of board members are 35 or younger, a troubling figure especially given that Maine has the oldest population in the country. Our work around the state with nonprofit boards has often confirmed this national number. In the summer of 2009, we convened a conversation on the issue with young emerging leaders and the organizations that serve them. What we discovered is that Maine has a powerful population of young people who are energized, educated and eager to be engaged in their communities like never before. But they need help, both in learning the skills needed to serve and in overcoming stereotypes that suggest young people have limited attention spans, shallow pockets and lack of time for service due to building careers and families.

As a result of that convening, ICL put together an advisory panel to begin planning a program to provide leadership development, mentoring, matching, transitioning and following-up to the state's emerging leaders. That program was announced at ICL's Annual Gathering in October of 2009 at an event entitled LeaderSHIFT, which featured speeches from young leaders in the state who are innovative, entrepreneurial and collaborative including Hannah Pingree, Maine's Speaker of the House; Wil Smith, Associate Dean at Bowdoin College and Co-Director of the Seeds of Peace Camp; and Fortunat Mueller, Principal with ReVision Energy. Additionally at that event, best practices in engaging young people were showcased from Portland Museum of Art Contemporaries, Portland Greendrinks and the Woodard & Curran Leadership Development Program.

The goals of the pilot program, which launches in September of 2010, are as follows:

- To identify, recruit, train and match young emerging leaders to board and committee leadership positions with nonprofit organizations.
- To create a network of talented and resourceful young emerging leaders who will establish strong and lasting civic relationships that are personally and professionally beneficial.

- To increase awareness for nonprofit agencies and professionals of the talent and knowledge of this under-utilized group by showing the value in having a diversity of voices at the decision-making table.
- To develop young emerging leaders sustained commitment to their communities so that they are more likely to stay and contribute to the economy.

Tell me more about ICL?

ICL was founded in 1993 following a study by the Unum Charitable Foundation, which revealed the need to rejuvenate and rebuild Greater Portland's civic leadership. Since then, more than 500 men and women from the private, nonprofit, and public sectors have benefited from the *ICL Leadership Intensive*, a leadership training program that takes place over nine months. Individual participants are given the opportunity to reflect on the process of effective leadership and their aspirations for community life, and to learn the skills necessary for successfully leading their organizations, and broader community collaborations that benefit our region.

In April 2006, the Institute for Civic Leadership merged with The Board Network, an organization founded in 1999 to build stronger nonprofit boards of directors in Maine. The Board Network has increased the effectiveness of nonprofit organizations through its *Board Matching* program, a variety of board education workshops, and a statewide conference on board governance.

Together, the new ICL offers a range of programs to train, support, and engage civic leaders across the state including: the *Leadership Intensive*; the *Board Builders Matching* program that matches prospective board member candidates to appropriate nonprofits; one-, two-, and three-day public and customized *Leadership Workshops*; half-day *Board Builder Workshops* on key governance topics; a *Leadership in Action breakfast series*; and *Consulting Services* in collaborative process design and facilitation, leadership and team development, strategic planning, and strengthening nonprofit boards through a combination of assessment, on-site customized training, and facilitation of capacity building processes.

Who should participate in the Young Emerging Leaders Program?

ICL's Young Emerging Leaders Program has been developed for emerging leaders in southern Maine between the ages of 22 and 35 from the public, private and nonprofit sectors who want to serve nonprofits at the board or committee level. While this age range includes a wide variety of professional and personal proficiencies and experiences -- from those just graduating from college to those who are professionally established as leaders within their organizations and beyond-- it reflects a segment of the population that statistics show is underrepresented on nonprofit boards. ICL views inclusion and diversity as core values that are part of every aspect of our work and this program is designed to include the diverse perspectives and experiences of all people without regard to their economic, social, or political relationship to institutions or positions of power and without regard to who they are, where they are from, or what they do.

There are also opportunities for experienced leaders to participate in the program, either as mentors or receiving nonprofits. For more information on how to get involved as a mentor, contact sschuit@civicleadership.org or on being a receiving nonprofit, saustin@civicleadership.org.

What is the time commitment for participants in the ICL Young Emerging Leaders Pilot Program?

The leadership training program portion of the program runs from September 10 through December 14, with a total of three full day sessions, and five evening sessions, as well as required inter-session practicum work (this will likely include one board or committee meeting with a preparation meeting and debriefing one) and mentor meetings. Participants in the program make a commitment to serve on a nonprofit board or committee following their completion of the program, and that duration of service depends on the assignment, but can range from six months to three years on average.

What is the calendar/schedule for the program?

The session dates are as listed below. Attendance is expected at all sessions (which will be held in the Greater Portland area), as well as at inter-session practicum work. Attendance in the first two days is mandatory.

September 10-11	Full days (Friday 8:30 a.m. to 3 p.m. at UNUM, 4:15 p.m. boat to Cow Island. Return Saturday by 3 p.m.): Opening and overnight with Rippleffect (UNUM and Cow Island)
September 28 (Tuesday)	Evening (5 to 9 p.m.): Nonprofit sector (UNUM)
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I heard there is an outdoor, experiential component in the program. Are you going to make me camp out?

The leadership training portion of the program will open with an overnight at Rippleffect on Cow Island in Casco Bay. Attendance at this first two-day session is mandatory and integral to the course. No previous experience is necessary. For individuals with limited physical strength, endurance and/or mobility or with culture or religious requirements, ICL and Rippleffect will make accommodations in partnership with the individual to ensure their participation is safe and meaningful during this session. With every activity at Rippleffect, there are many ways to

participate and contribute to the group experience and participants will be encouraged to make the choice about their participation level in a way that is right for them. The experience will include many outdoor activities and may include camping.

Can I select the board and mentor I am matched to? What do I do if I do not like the board or mentor I am matched to during the program?

The matching process for both boards and mentors begins with the initial application, in which applicants are asked to indicate their service interests and what they would like to find in a mentor and give and receive from their mentor partnership. ICL offers the only nonprofit board matching program of its kind in the state and will facilitate a careful matching process to ensure a good fit for participant, mentor and the receiving nonprofit. Regular check-ins both during the three month training program and once service has begun will ensure the partnerships are mutually beneficial learning opportunities for all. In addition to support from ICL, participants in the program can rely on their fellow participants and their mentor for support during their service.

What is the cost of the program?

The cost of the program is \$2,500 per participant, but thanks to generous underwriting from sponsors including Norton Insurance and Financial, Wright Express, Fairchild Semiconductor, the United Way of Greater Portland, the Maine Community Foundation, Maddy Corson and others, participants in the program pilot are responsible only for \$250 of the total training cost. Organizations may be able to help their employees with some or all of the cost of the program, and ICL encourages prospective participants to begin those conversations with their employers as soon as possible.

How do I apply? What is the selection process for the program?

To request an application or for more information, please contact Samantha DePoy-Warren at ICL at swarren@civicleadership.org or 773-3254 (ext. 107). Applications will be available beginning in May, and are due by June 25.

Applications will be reviewed by a team from ICL and participants will be accepted based on the their demonstrated interest in the program and its outcomes, desire to develop as a leader, commitment to community service, need for this type of leadership training and whether they meet the program requirements (availability to attend sessions, commitment to fulfill service commitment, etc.). Accepted participants will be notified by Friday, July 30. The \$250 program cost and signed letter of commitment will be due to the Institute for Civic Leadership no later than Friday, August 20 with the first training session scheduled for Friday, September 10.

How can I encourage my organization to let me participate in the program?

The ICL Young Emerging Leaders Pilot Program has been designed with special sensitivity to the schedules of its participants, whose personal and professional commitments may provide limited flexibility. As a result, the majority of the trainings are evening sessions occurring outside of usual work hours to ensure employees do not miss time on the job. And thanks to generous underwriting from sponsors including Norton Insurance and Financial, Wright Express, Fairchild Semiconductor, the Maine Community Foundation, the United Way of Greater

Portland, Maddy Corson and others, program participants pay 10 percent of the total training cost, lessening the financial burden on participants and their supporting employers.

Participants in ICL's Leadership Intensive have formed lifelong professional and personal partnerships that have benefited themselves, their employer and the greater community. The same will be true for participants in this pilot program. Once the training program is complete and graduates move onto their nonprofit service, participants and their employers as a result will continue to benefit, as board service provides an opportunity to develop new professional and leadership skills and reinforce existing ones; opens doors to new connections, contacts and even clients with the nonprofit organization, its stakeholders and the greater community; and raises the participant and their employer's visibility in the community in a positive way.

Organizations may be able to help their employees with some or all of the cost of the program, and ICL encourages prospective participants to begin those conversations with their employers as soon as possible.

My company or organization wants to nominate an employee to participate in the program. How can we nominate a prospective participant?

Thank you for your excitement about this pilot program and your willingness to encourage an employee or colleague to apply. If you know of someone who you believe would be a good fit for the program, we invite you to have them contact Samantha DePoy-Warren at swarren@civicleadership.org or 773-3254 (ext. 107) for more information and an application. Or, we welcome you to pass their name along to us (using the same contact information) and we'll reach out to them directly.

If you are interested in applying to participate in the program or recommending a potential participant, please contact: Samantha DePoy-Warren, ICL Marketing & Communications Manager/YEL Pilot Program Recruiter swarren@civicleadership.org or 773-3254 (ext. 107)

If you are interested in mentoring a young emerging leader participating in the program, please contact: Steve Schuit, ICL Executive Director sschuit@civicleadership.org or 773-3254 (ext. 105)

If you represent a non-profit board interested in accepting a program participant to serve on your board or committee, please contact: Suzanne Austin, ICL Associate Director saustin@civicleadership.org 773-3254 (ext. 106)

If you are interested in learning more about the board matching component of the program, please contact: Maureen Keeley, ICL Board Matching Manager mkeeley@civicleadership.org or 773-3254 (ext. 102)

If you are interested in sponsoring or otherwise supporting the ICL Young Emerging Leaders Pilot Program, please contact: Steve Schuit, ICL Executive Director sschuit@civicleadership.org or 773-3254 (ext. 105)

If you are interested in the design of the leadership training portion of the ICL Young Emerging Leaders Pilot Program, please contact: Laura Moorehead, ICL Director of Training lmoorehead@civicleadership.org or 773-3254 (ext. 104)

For all other inquiries, contact the ICL office to be referred to the proper person at icl@civicleadership.org or 773-3254 (ext. 100).

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