



Grassroots Leadership Training Programs

Survey of Programs and Other Resources

September 2011

Introduction

In the summer of 2011, Grassroots Grantmakers' conducted a survey that asked the funders in Grassroots Grantmakers' extended network to share information about how they are working to strengthen grassroots leadership. This survey was initiated in response to questions that one funder in Grassroots Grantmakers network was asking, but also responds to questions that have been consistently asked by a number of other organizations over the past few years.

What follows is a summary of what we learned through this survey and resources that funders in Grassroots Grantmakers' network have used to inform their work on strengthening grassroots leadership.

Survey Conclusions

The survey respondents report a mixed approach to leadership development. There are very few clear trends for program content and operation. Additionally, programs report flexibility in their approaches. There appears to be a great willingness to partner with others and try on different methods in order to bring about the best results and to respond to the desires of the leaders in training.

- In general (and by the sheer nature of the associated grantmaking programs), these leadership programs seek to increase the capacity of leaders who are from underserved areas and who are working with the resident-led association/organization. The programs seek to create new leaders in their cities, leaders not traditionally involved in formal decision-making in their communities.
 - Existing leaders of resident-led associations are also common participants.
 - Some programs specifically look for leaders with a passion for creating a better future and leaders with a grassroots orientation.
 - One program focuses on parents of color.
- Most of the programs emphasize an asset-based approach; focus on building resident capacity for neighborhood and community-wide change; and on connecting residents to one another and to other resources.
- The content of the leadership training varies from program to program.
 - Some of the programs have specific modules or learning topics such as Understanding Race, Social, Class and Power in Community and/or tracks or series of workshops.
 - One program that uses modules changes the topics every year according to participant input.
 - A few programs are project-based. Others are general leadership training programs.
- Programs are using a combination of learning platforms - group trainings and individual coaching, and one foundation will be launching an on-line program next year.

- Programs vary widely on their length, from one month to several years.
- Half of the survey respondents operate their leadership program directly, while the rest (with one exception) share responsibility for their program by partnering with other organizations and/or facilitators for operation.
- There is open access to these programs.
 - Leaders enter most of the programs via two methods: by default because they are leaders in a grantee organization and/or through an open application process.
 - For those with an open application process, nearly 67% report that grassroots leaders help them select the participants.
- Only a few programs commit a new grant to the leadership development process, but it is important to note that many of the leaders in the programs are current grantees.
- A minority of the programs (just over 23%) provide stipends (with one providing significant stipends that can be used for living costs).
- Just under 40% of programs require participants to design and carry out a project as part of their training.
- Over 60% of the programs have or are evaluating their leadership programs and most of those can share these evaluation results with others.
- Full survey finding can be found below.

List of Additional Resources

Other helpful resources for those operating a leadership program, considering starting such a program, and for grassroots leaders themselves include:

Grassroots Leadership Development: A Guide for Grassroots Leadership Support Organizations and their Funders

Published by the W.K. Kellogg Foundation, this report details the work of 23 of their grantees in grassroots leadership development. This publication helps build a case for maintaining or creating a grassroots leadership development program.

- Specifically pertinent to this document, one of the five key findings from the Kellogg report is “in developing grassroots leaders, the best results are achieved by using a triple focus on the individual leaders, the involved organization, and the community or issue of concern.” This finding concerns the effectiveness of putting the leadership learning in context for the learner and “assists them in advancing their community change goals.”
- *Location:* <http://www.wkkf.org/knowledge-center/resources/2003/01/Grassroots-Leadership-Development-A-Guide-For-Grassroots-Leadership-Support-Organizations-And.aspx>

Grassroots Leadership Development: Leadership Development Workbook

Also by W.K. Kellogg Foundation, this resource is described as taking, “...the reader on a journey to discover their leadership abilities and aspirations. With a very hands-on approach this workbook is a terrific tool in motivating potential grassroots leaders to take action.”

- Location: http://organizeohio.org/uploads/2/8/7/7/2877533/kellog_leadership_development_wor_kbook.pdf

Promoting Grassroots Leadership Development: The Role of a Learning Program

Written by Prudence Brown for the Mary Reynolds Babcock Foundation, this report reflects on the *Southern Grassroots Leadership Development Learning Program* (a Mary Reynolds Babcock Foundation program) and includes recommendations for program structure and a case for support.

- Specifically pertinent to this document is the section on key ingredients for successful programs. Listed are: multiple learning vehicles; strong intermediary; a culture that values and supports learning; opportunities for cultural sharing and the inner work of leadership; honest relationships among program participants, representatives of the foundation, and the intermediary; and patient and flexible financial support.
- Location: <http://www.chapinhall.org/research/report/promoting-grassroots-leadership-development>

Value-Based Grassroots Leadership Development

Written by Mac Legerton for the Mary Reynolds Babcock Foundation, the paper examines of the “development, activities, and impact of the values-based, grassroots leadership development program of the Center For Community Action (CCA).”

- Location: <http://www.mrbf.org/resource.aspx?catId=1>

Interpretation and Translation: Power Tools of for Sharing Power in Grassroots Leadership Development

An article by Alice Johnson that documents the experience of El Centro Hispano using translation tools in the context of grassroots leadership development.

- Location: <http://www.mrbf.org/resource.aspx?catId=1>

Other Resource Locations:

- Grassroots Grantmakers has a resource section on our website that holds some of these and other publications/reports on grassroots leadership development: <http://www.grassrootsgrantmakers.org/page11518.cfm>
- As does the Mary Reynolds Babcock Foundation: <http://www.mrbf.org/resource.aspx?catId=1>

Full Survey Results

List of organizations/programs responding to survey and a brief description of what they are trying to achieve with their grassroots leadership programs:

Neighbors for Better Neighborhoods (Winston-Salem, NC)

- Our goal with our leadership development program is to equip leaders with the tools they need to advocate for their communities. We provide training in the following areas: ABCD Training,

Organizing, Conflict Resolution, Understanding Race, Social, Class and Power in Community, Policy & Advocacy, and Community Story Telling.

Central New York Community Foundation (Syracuse, NY)

- The Leadership Classroom is a training program specially designed by the Central New York Community Foundation for active and potential leaders within Syracuse neighborhoods. It is a unique opportunity to learn advanced leadership skills alongside other leaders in an interactive setting.
- Participation in the program is by invitation only, at no cost to participants. Being a part of The Leadership Classroom helps grassroots leaders build your skills in leading groups and projects. They learn more about neighborhood resources and how to gather community support. They also build lasting relationships with and learn from other leaders who are also involved in neighborhood work.

The Community Foundation for Greater Atlanta (Atlanta, GA)

- We are currently not conducting a leadership program, but in the past our goal was to support community leaders' abilities to be inclusive and grounded in core leadership and asset-based community development principles.

Neighborhood Connections (Cleveland, OH)

- The goal is catalyzing active and engaged citizens with the community building capacity of individuals, groups, and communities to effect positive change working with associations to build power, identify and tap into assets, and connect both horizontally (with other grassroots groups) and vertically (to be at the center of change efforts in the community).

Community Connections Grant Program (Detroit, MI)

- Community Connections encourages the ability to organize and motivate others to address local issues important to associated residents. The program builds confidence and builds capacities to identify and communicate with gatekeepers, stakeholders and leaders to persuade them to assist groups with community change efforts. The program encourages communication and learning between groups of residents.

Nonprofit Assistance Center (Seattle, WA)

- The program builds skills in several areas: facilitation, civic engagement, increased awareness of issues pertaining to race, power, identity and privilege, program development, nonprofit development and management, and principles of leadership.

Community Organizing and Family Issues (Chicago, IL)

- Community Organizing and Family Issues (COFI) implements a grassroots parent leadership training and community organizing program, that we call Family Focused Organizing, that brings historically disenfranchised communities (recent immigrants, TANF recipients, and single parents) into public life, often for the first time. COFI draws these parents into the organizing process by emphasizing the interconnection between their personal struggles and broader community issues, and by building their capacity to address these issues at both a personal level and through public action.

- As the first step in their involvement, parents work in small supportive teams to tackle key personal and family goals. Through this process, participants not only gain valuable leadership and problem-solving skills, they also come to realize that many of their day-to-day struggles are rooted in public policies that have public remedies. This leads to the development of local and citywide organizing campaigns to address the parents' mutual concerns.
- COFI's Family Focused Organizing model gives low-income parents the skills, the confidence, and the organized power to enter public life to change the institutions and public policies that affect their lives. We work with parents leaders: (1) to develop a clear understanding of what is important to them and what are their goals for change, and then (2) to strategically analyze not just what is wrong in communities but why (looking at race and power dynamics), what is working in the community (assets, strengths and resources) and why, and (3) to use this reflective knowledge to target the action and policy campaigns.
- All of this work is done in a culturally supportive environment that is nourished by the parent leadership and encouraged through the COFI model. COFI's work overcomes barriers to popular participation, strengthens democracy, and builds urban communities to better meet the needs of low-income families.

Indianapolis Neighborhood Resource Center (Indianapolis, IN)

- INRC's training programs are designed to equip neighborhood leaders with the skills, knowledge, and abilities necessary for effective neighborhood-based organizations and supporting healthy communities. INRC's principle means of building the capacity of citizen leaders and neighborhood-based organizations is through the Indianapolis Community Building Institute (ICBI).
- ICBI is a 3-track curriculum that offers an experiential program that develops practical skills necessary for effective neighborhood leaders, enhancing the capacity of people to work effectively with a broad range of neighborhood assets. This 36-hour intensive training curriculum emphasizes identifying and building upon assets and resources, identifying and engaging more neighborhood residents, encouraging new leaders to step forward, and ways to broker collaborations between neighborhood stakeholders to make a stronger neighborhood.
- Currently, INRC offers each track over 2 full Saturdays; completion of all 3 tracks of ICBI occurs over 6 full Saturdays of trainings and in-classroom time. Since the first graduating class in 2006, over 125 community leaders have graduated from ICBI.
- Neighborhood Empowerment Workshops: INRC offers individual, one-time empowerment workshops. In addition to some ICBI principal courses such as "Asset Mapping" and "Collaboration", other examples of courses include: "How to Produce A Neighborhood History", "Youth-Adult Partnerships" and "Demystifying the Zoning Process."
- The Indianapolis Community Building Institute (ICBI) curriculum is designed to empower participants by making them more effective leaders, while connecting with citizen leaders from across the city. Participants learn many things, including how to connect with resources, constructively deal with conflicting views, and facilitate successful meetings. They also learn how to effectively market their neighborhoods, develop collaborative partnerships, and leverage existing resources.

City of Orlando Office of Communications & Neighborhood Relations (Orlando, FL)

- The Community Connections Workshops Series is sponsored by the City of Orlando and Orange County Government to engage, inform, and educate neighborhood leaders and volunteers about

city and county services, best practices for operating successful associations and engaging neighbors to ensure the livability of a neighborhood.

- The series consists of twelve workshops held on the second Saturday of every month. The workshops generally begin at 10 a.m. and end by 12 p.m. Workshops feature topics of interest to neighborhood organizations and residents alike. The workshops are a great opportunity for neighborhood leaders to interact and learn from one another.

United Way of Tulare County (Tulare, CA)

- The Community Building Initiative is a practical path to sustainable community action that engages community members and facilitates the completion of a plan of action which celebrates community strengths and creates a roadmap for improving the quality of life. The program involves all generations, recognizes that long term change requires long term presence, encourages community centered action that is managed and driven by local residents, and forms strategic partnerships. This asset-based approach builds on the strengths of the community as the foundation from which to create proactive, sustainable, community driven avenues for meeting community needs. Objectives are:
 - Encourage civic engagement to create a community vision for the next 10 years
 - Increase community participation in decision making
 - Align resources to create collaboration
 - Facilitate a sustainable local community action group
 - Increase collaboration to maximize and mobilize resources
 - Facilitate the training of individuals to be community leaders
 - Give a voice to community assets/needs and develop strategies
 - Create proactive, sustainable, and community driven action plan to meet community needs
 - Engage and empower individuals, community organizations, and institutions to address social climate Identify community assets (asset mapping)

Iowa West Foundation (Council Bluffs, IA)

- Iowa West Foundation awarded Neighborhood Center of Greater Omaha \$723,000 over 5 years (beginning 2008) to facilitate development of neighborhood associations in Council Bluffs, Iowa. Neighborhood Center does this through trainings, technical assistance, coaching, and limited back-office support.

New England Grassroots Environment Fund (Montpelier, VT)

- Provides opportunities for everyday people who are already leading local projects, yet do not think of themselves as leaders to discover they are leaders and in so doing, experience greater self-awareness and self-confidence.

Raymond John Wean Foundation (Warren and Youngstown, OH)

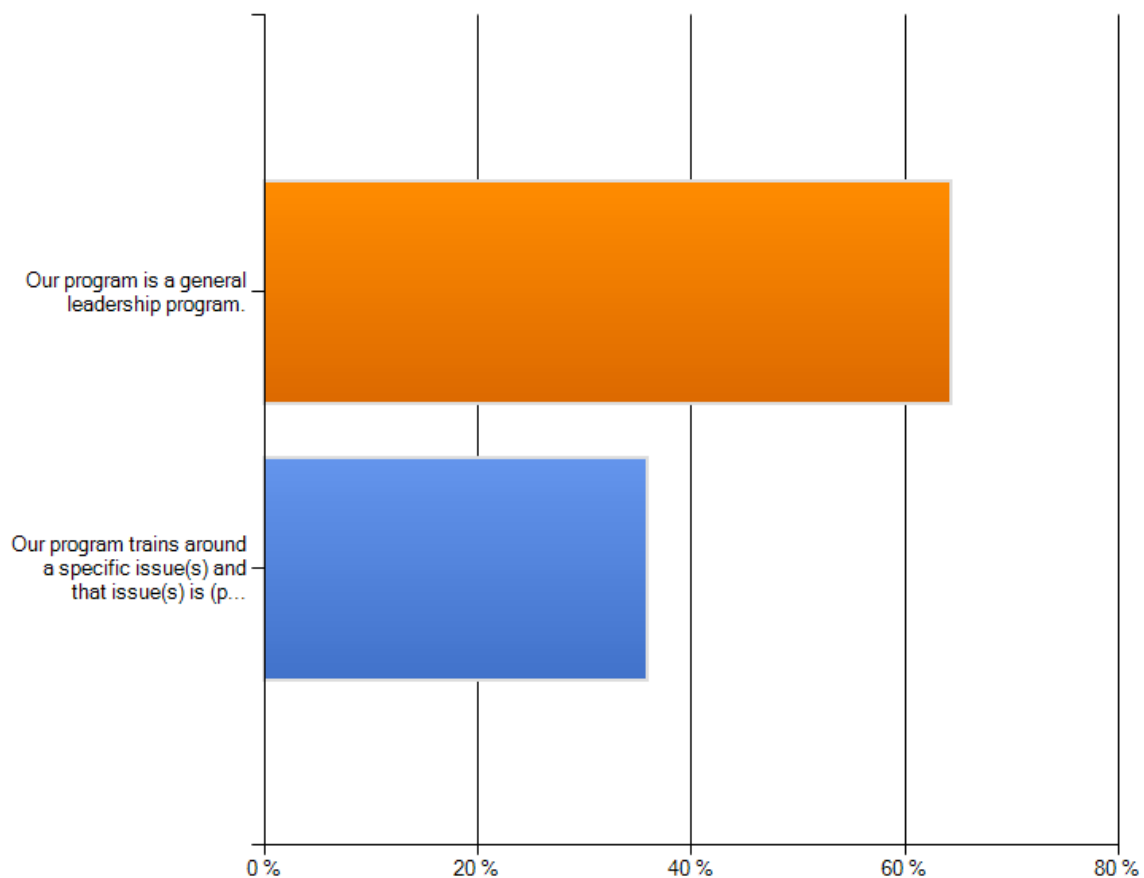
- Neighborhood SUCCESS, a program of The Raymond John Wean Foundation, was created to support grassroots groups in small community development projects that improve the quality of life in the neighborhoods of Warren and Youngstown, Ohio, particularly lower income

neighborhoods and those at risk of destabilization. Groups of residents, neighborhood associations, school affiliated groups, faith-based organizations and civic and social organizations are encouraged to apply. Grants of \$500 to \$5,000 are awarded to support the development and implementation of creative and impactful ideas. Neighborhood SUCCESS is guided by Grant Making Committees made up of residents, who broadly represent the diversity of cultures, thoughts and ideas expressed in the community-at-large. Neighborhood SUCCESS projects focus on: Expanding meaningful resident participation and leadership; encouraging communication and collaboration among residents, associations and/or institutions; building on/leveraging financial, human and material resources that exist in the community ; and improving neighborhoods – physically, socially, economically.

The Russell Family Foundation (Pierce County, WA):

- Our Jane's Fellowship is an experiential 2 year program. The objectives are that at the end of two years, Fellows will have: a. created a support team (hopefully many) to assist them in a variety of endeavors; b. built the capacity of others, so that others are reliable helpers or partners; c. built their own self confidence, so that they are open to constructive criticism; d. expanded their perspective, placing their current efforts in context to the greater issues of Pierce County (WA) and beyond; e. made connections to others that will serve them into the future; f. a commitment to a network of Fellows, and be a part of a graduate leadership group; and g. a commitment to life-long learning, and to be the “Best that they can be”.

Is your program training leaders around a specific issue(s) (such as how to involve youth) or a general leadership program?

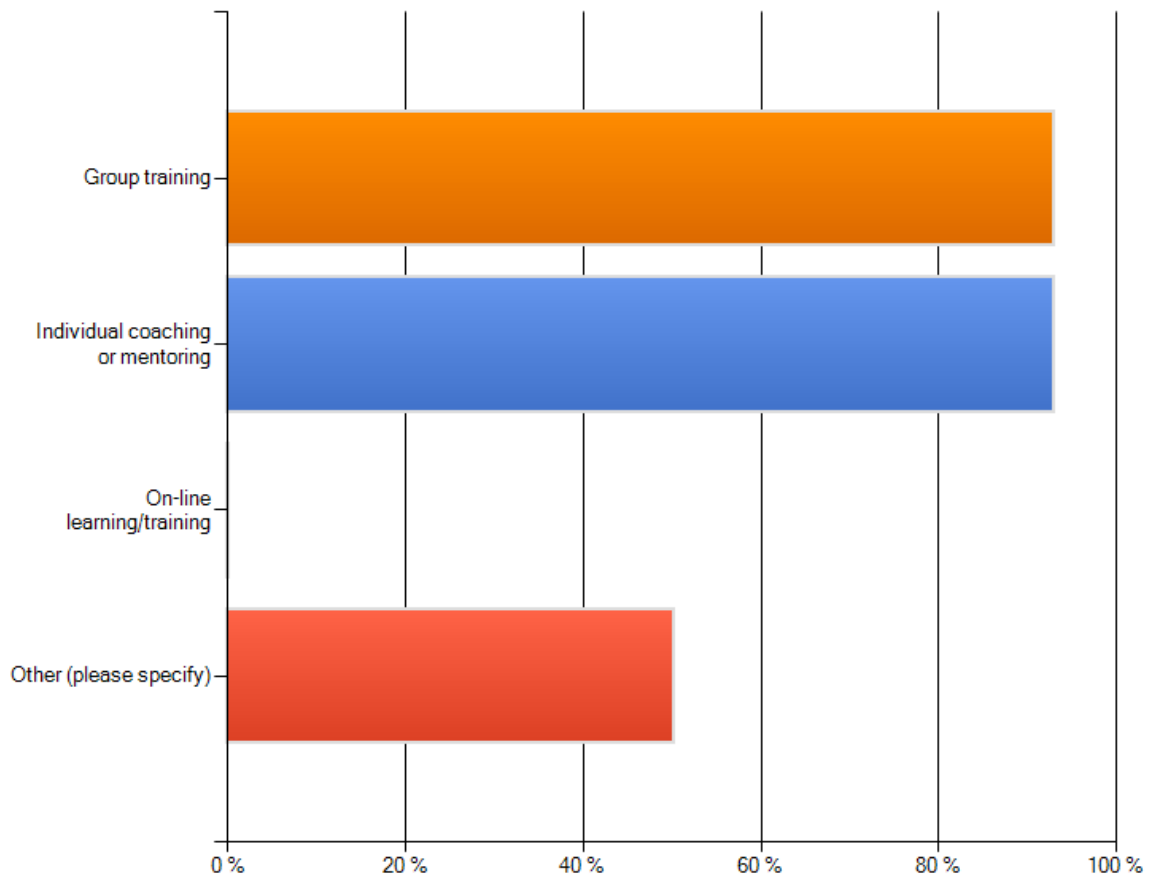


- Our program trains around a specific issue(s) and that issue(s) is (please specify):
 - Our Seed & Lead Training (SaLT) focuses on general leadership development; however we do provide additional workshops that are specifically issue related. Our Community Engagement Workshops supplement the work of our SaLT team members and is open to the broader community. (Neighbors for Better Neighborhoods)
 - Asset-based Community Development (Community Foundation for Greater Atlanta)
 - We have offered a variety of programs - some targeted a specific language/ethnic group, some hands on, others multi-ethnic, multicultural, some focused on women. (Nonprofit Assistance Center)
 - Annually we offer twelve distinctive workshops on topics that we solicit from workshop participants or address common questions our neighborhood outreach teams receive. Here are the topics for our 2011 workshops: Crime Prevention Expo Board of Directors Training 101 Creating a Neighborhood Website Fund Raising & Event Planning Neighborhood Beautification Is your Neighborhood Prepared for an Emergency? Cultivating New Leadership Legal Q & A for Neighborhood Organizations Neighborly Conflict Resolution Social Media to the Rescue Wellness Challenge – questionnaire and

training on best practices for operating an association Neighborhood Outreach – roundtable discussion on best practices. (City of Orlando)

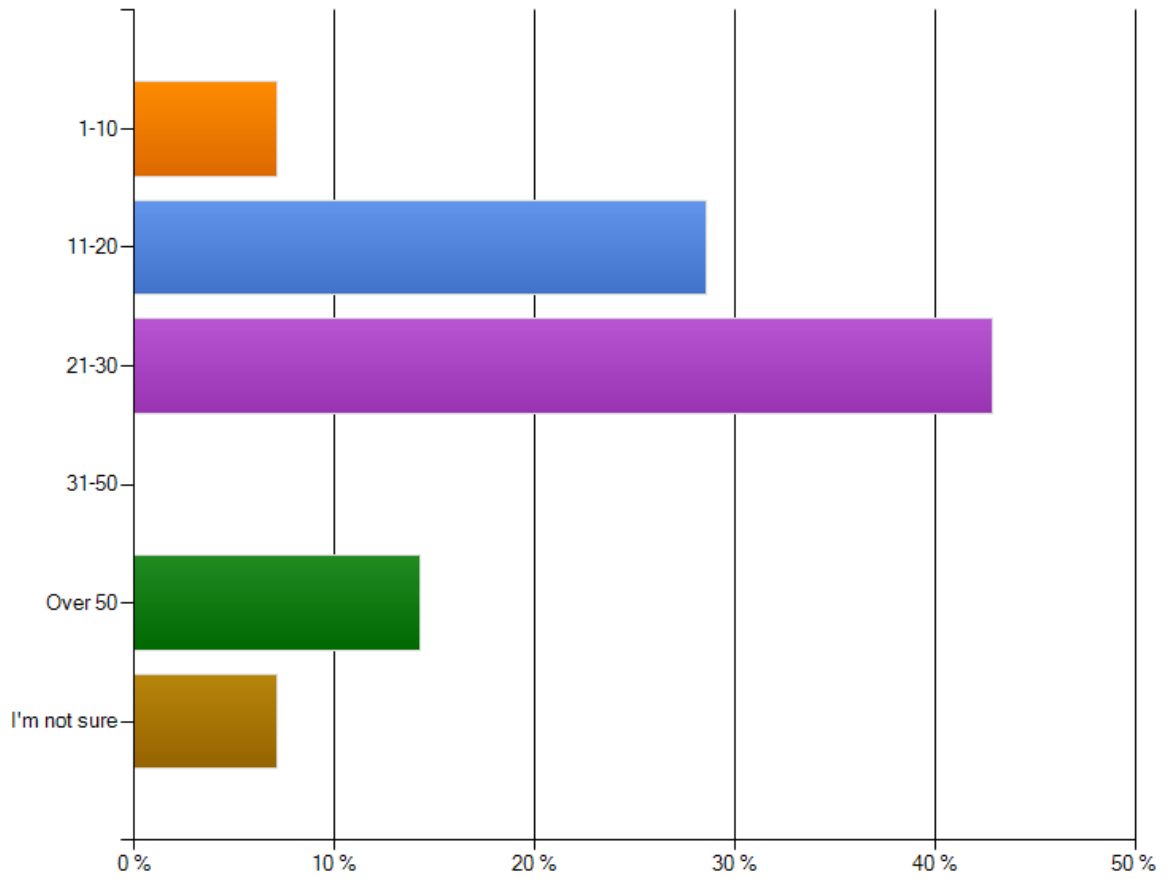
- One program we support is a general leadership program. The other effort is aimed at the privately owned elements of the residential public thoroughfare, plus grassroots conversation/action. (Iowa West Foundation)

What is the format of your grassroots leadership program? (Choose as many as apply.)

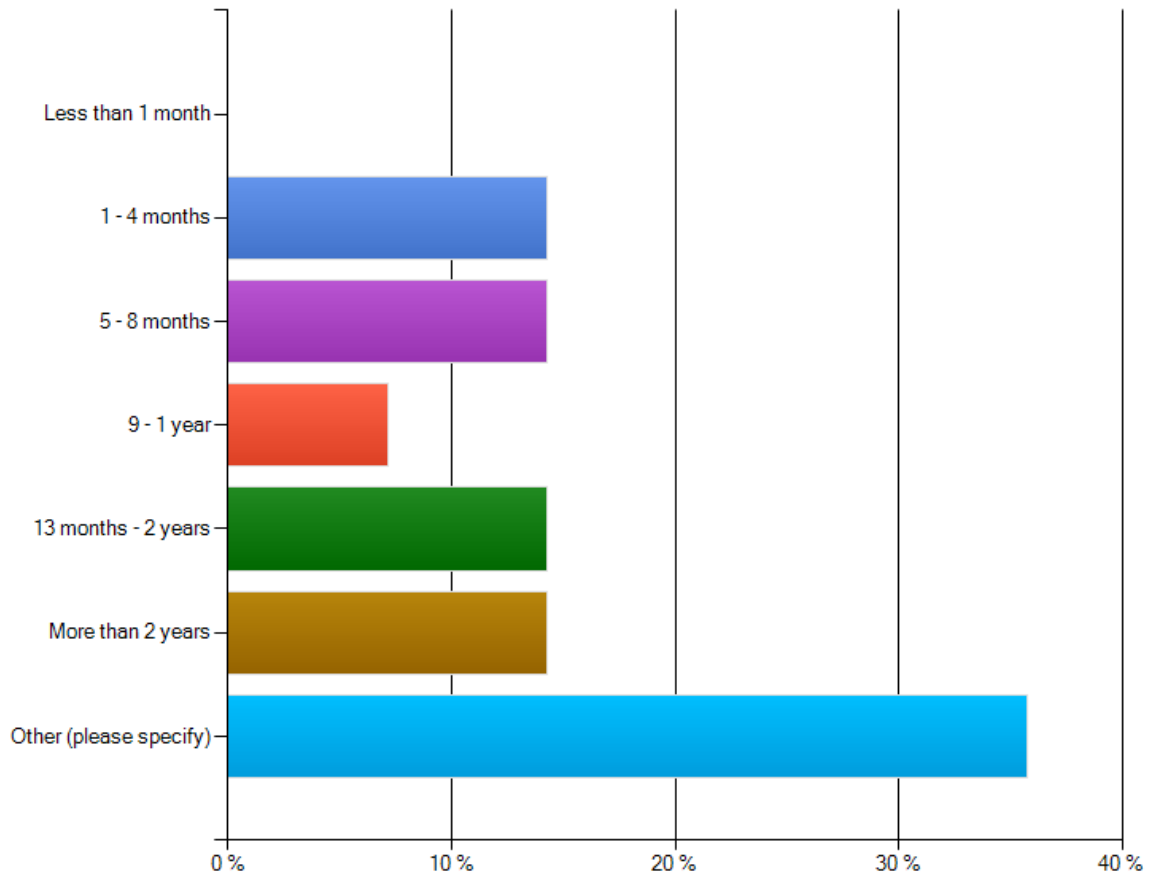


- Other:
 - We refer people to other trainings too. (Neighborhood Connections)
 - There is a general leadership program for our overall community change initiative that focuses on general leadership development. The grant program focuses on individual coaching and mentorship. (Community Connections Grant Program)
 - Project based leadership (Nonprofit Assistance Center)
 - Practical Application - meetings, orientations with grantees, Group Learning Discussions etc. (Raymond John Wean Foundation)
 - Ongoing 'homework' throughout the course to apply principles presented in class. (Indianapolis Neighborhood Resource Center)
 - On-line learning/training program is currently under consideration with a planned launch early 2012. (New England Grassroots Environmental Fund)

Approximately how many leaders are enrolled in your grassroots leadership program at any given time?

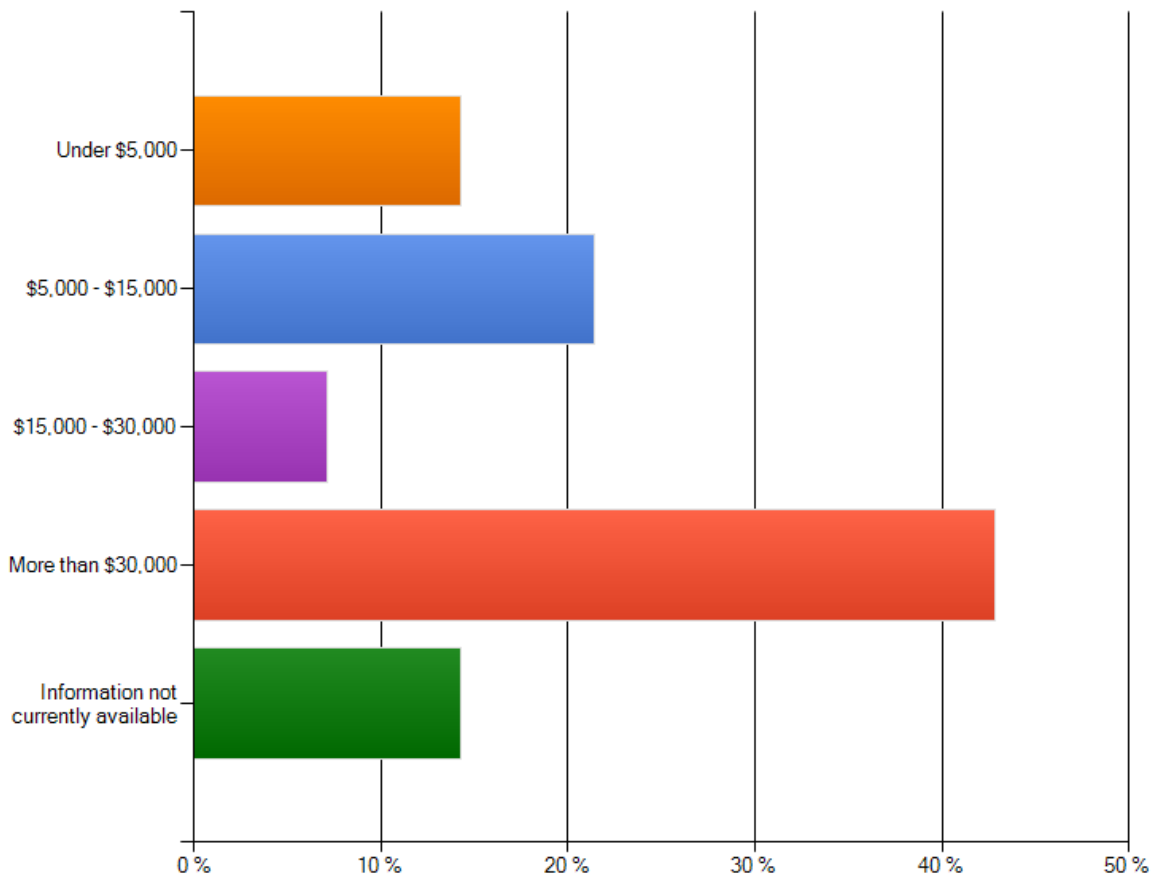


How long are the leaders enrolled in your grassroots leadership program?

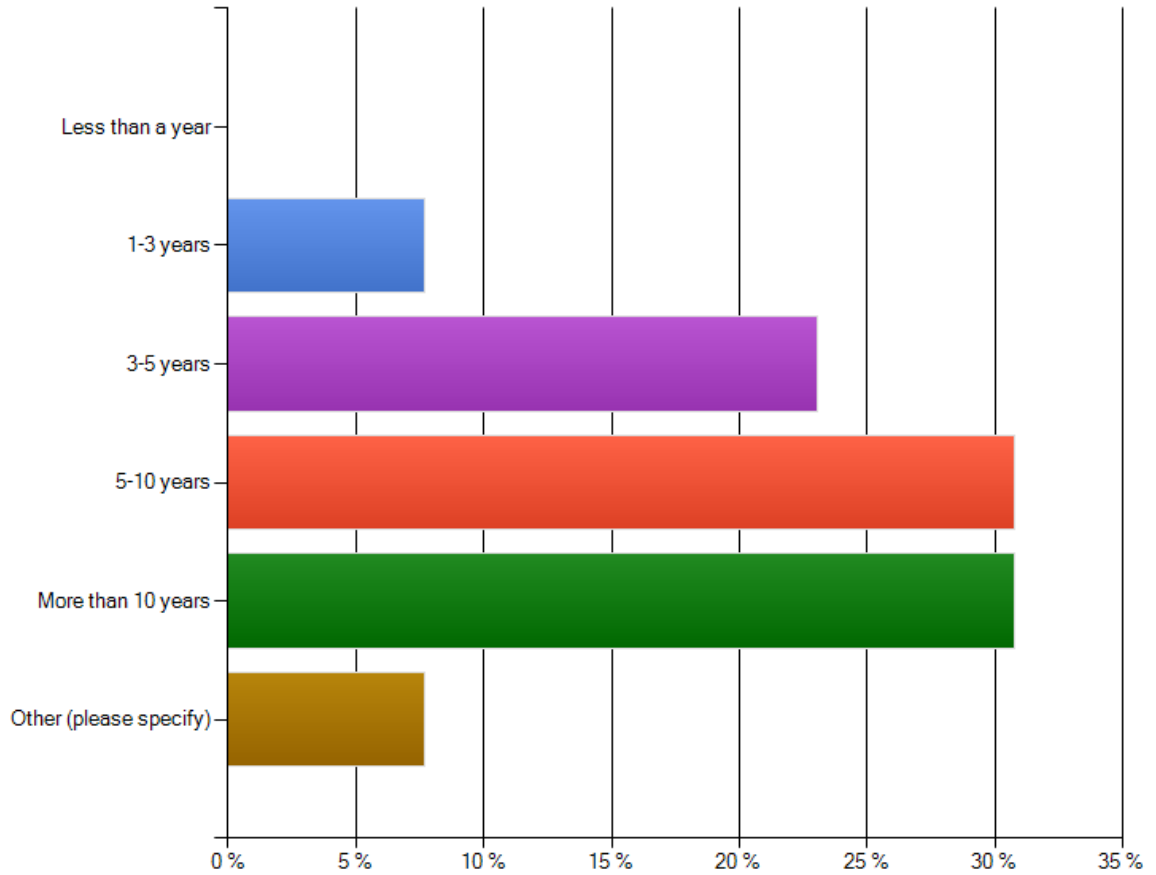


- Other:
 - We do various trainings on specific subjects; some last for a year, others are short term. We also provide one-on-one technical assistance. We also refer people to more in-depth leadership trainings - Neighborhood Leadership Institute, Neighborhood Leadership Development, Treu-Mart Youth Development, etc. (Neighborhood Connections)
 - It varies. Some classes averaged 12 weeks, some multiply years. (Nonprofit Assistance Center)
 - Since our leadership training program is not a series of specific topics that build upon each topic, our leaders attend the workshops that are of interest to them. (City of Orlando)
 - Neighborhood Center offers a core curriculum (4 courses, Saturday mornings in February) plus other trainings through the year. (Iowa West, Neighborhood Center program)
 - Our program builds over time. A grantee may attend a one-day leadership workshop, discover its benefits and want to do a more intensive 3-5 day program (which we help fund). The revised model is building in identifying and then investing in a small cohort (12-24) community activists/leaders annually and supporting their growth. We will be asking them to 'give back' to the grantees by being a mentor/coach to others just getting into the leadership development queue. (New England Grassroots Environmental Fund)

How much did you spend last year on your grassroots leadership program?

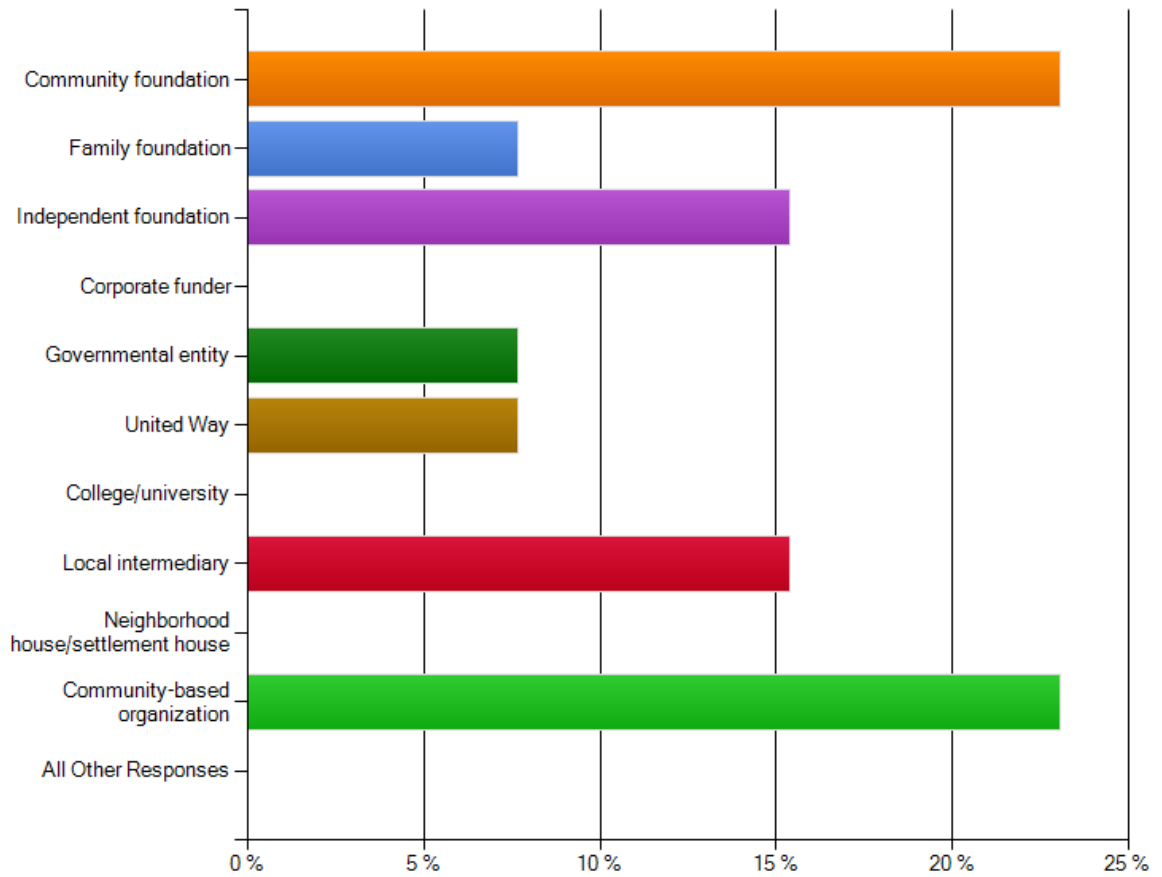


How long has your grassroots leadership program been in existence?

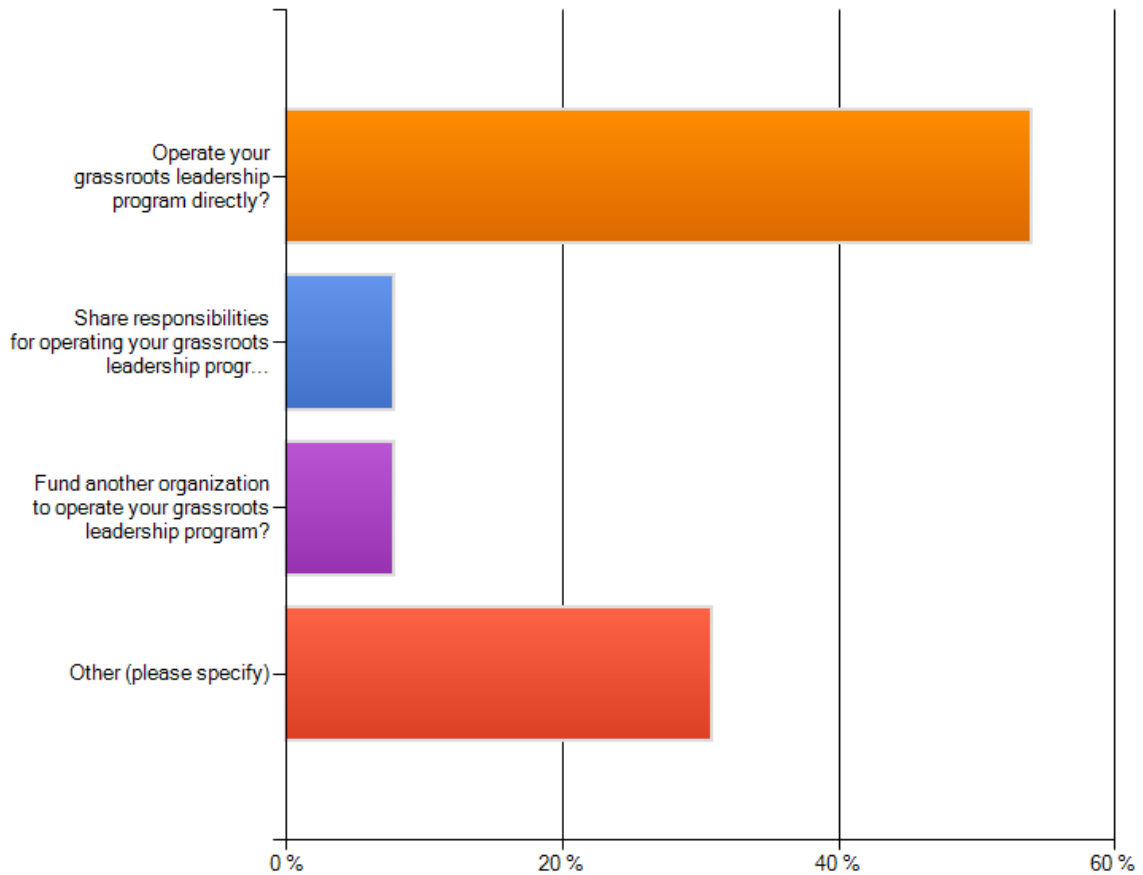


- The Neighborhood Connections leadership training is part of the grantmaking. Rather than a formal leadership program, it is a series of opportunities for grantees and others who are interested in the training and tech assist. (Neighborhood Connections)

Which of the following best describes the type of organization that you represent?



How do you operating your grassroots leadership program?



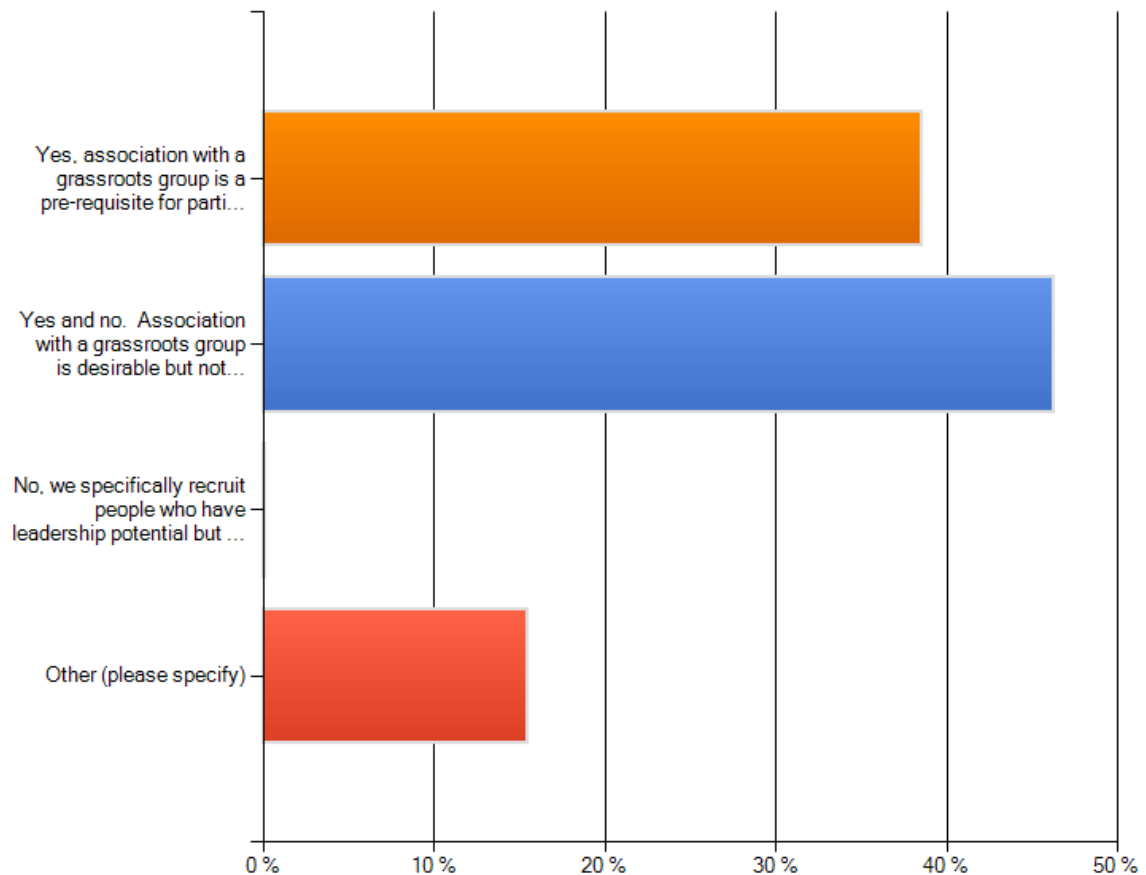
- **NOTE:** Full text of shortened answer choice:
 - Share responsibilities for operating your grassroots leadership program with another organization?
- **Other:**
 - We have an outside facilitator for recruitment and training, but the community foundation is responsible for all logistics. (Central New York Community Foundation)
 - The mentorship and coaching is operated directly. The general leadership development is operated by a partner organization. (Community Connections Grant Program)
 - We both provide leadership training directly and partner with other organizations to provide the training program. (Community Organizing and Family Issues)
 - We organize trainings, but the trainers are professional leadership development and community organizing trainers. (New England Grassroots Environmental Fund)

Help us understand what kind of grassroots leaders you want to attract to your program. Please list some characteristics of the leaders you are interested in attracting to your program.

- We are trying to attract: leaders from low-moderate wealth communities, new/non-traditional leadership (in addition to our existing neighborhood leadership), and small grassroots non-profit leaders. (Neighbors for Better Neighborhoods)
- People active with grassroots and informal groups that are working to improve conditions in their neighborhoods or are working on a specific issue. They may be residents or hold positions of responsibility in a given group and demonstrated leadership potential. The program is basic and most appropriate for people who are not established leaders and who still have networks to develop in the community. They are recruited as teams of 4 -5 people to come in to the training and each year we select 4 - 5 groups resulting in a class size that may be 20 - 25 in size. The team leader is the one responsible for putting the rest of the team together with people from their group. (Central New York Community Foundation)
- In order to be considered a participant in the Neighborhood Leadership Development class, applicants must: Be a resident in one of the 23 counties Community Foundation service areas; be at least 16 years old. (Community Foundation for Greater Atlanta)
 - Preference given to those who: Are currently active in civic or neighborhood activities ; have held leadership positions in the neighborhood organization or other civic groups; clearly articulate community or neighborhood issues relevant to their own neighborhood; have expressed a strong commitment to use the lessons from the program to increase their contributions to their own neighborhood; committed to participate fully in the training program.
 - Other criteria to keep in mind: Current or former grantees; candidates who are diverse in geographic location; diversity in age, ethnicity, gender; diversity in ideas/projects, diversity in background (educational, leadership, etc.); prior institute attendance (Have they already gained skills elsewhere?)
- We are looking for groups of people (3 or more) who are passionate, have vision, and are open to working with others. Our best groups see the glass half-full, are willing to learn, are trusted in the community, are curious and work to build connections, and welcome others. (Neighborhood Connections)
- Grassroots advocates by nature –tenacious. Everyone has the ability to be a grassroots leader with the right support. (Community Connections Grant Program)
- Emerging and new leaders as well as existing leaders interested in community service and have a community change/transformation commitment. (Nonprofit Assistance Center)
- Low-income parents of color are the leaders we are training. These include primarily women - mothers and grandmothers. Other characteristics of the training participants are that many are single mothers, grandmothers raising grandchildren, Head Start parents, recent immigrants and/or public housing tenants. (Community Organizing and Family Issues)
- It is designed for residents who are active in their neighborhood through: Block Clubs, Neighborhood Associations, Resident Councils, Neighborhood Improvement Projects, Faith-Based Groups, and Resident Engagement Activities. (Indianapolis Neighborhood Resource Center)

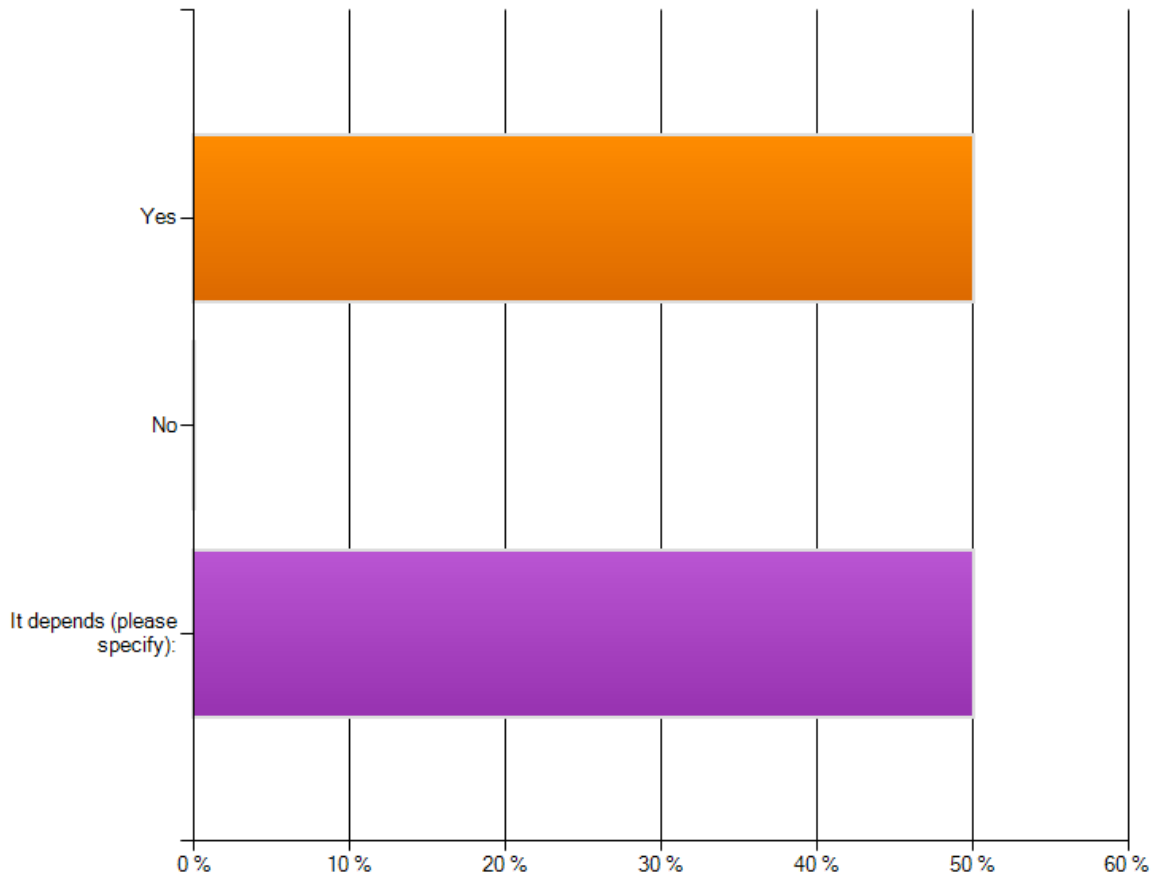
- Our targeted audience is the neighborhood organization (mandatory & voluntary homeowners, condominium, neighborhood and tenants associations) leaders, board of directors and volunteers. We want to engage citizens interested in enhancing and sustaining the quality of life in their neighborhoods through working with other neighbors. (City of Orlando))
- All generations of the communities they live, work, and play in. In particular those voices who have not been traditionally involved in making decisions that impact them directly or indirectly. (United Way of Tulare County)
- Local residents, self-selected, in their neighborhoods. (Iowa West Foundation)
- People who have vision of a better future for their communities, states, and the world. Those with the ability to excite others who share that vision and to act to change today for a better tomorrow. People who have a modicum of self-confidence, but not so much that they are arrogant or self-centered, or if they are, they want to put more balance in their lives. People who communicate well, but with leadership training, will become even better communicators. (New England Grassroots Environmental Fund)
- Grassroots leaders make life better in our neighborhoods, schools, cities, suburbs and rural areas. They: Are driven by caring and vision, often volunteering their time outside a paying job; use inner resources to create change, usually with little financial and technical help; stay involved in their causes despite setbacks; often work far from the spotlight of formal power and authority; and are willing to lead even without organized job titles, institutions and structures. (The Russell Family Foundation)

Are the leaders in your program associated with a grassroots organization or association?



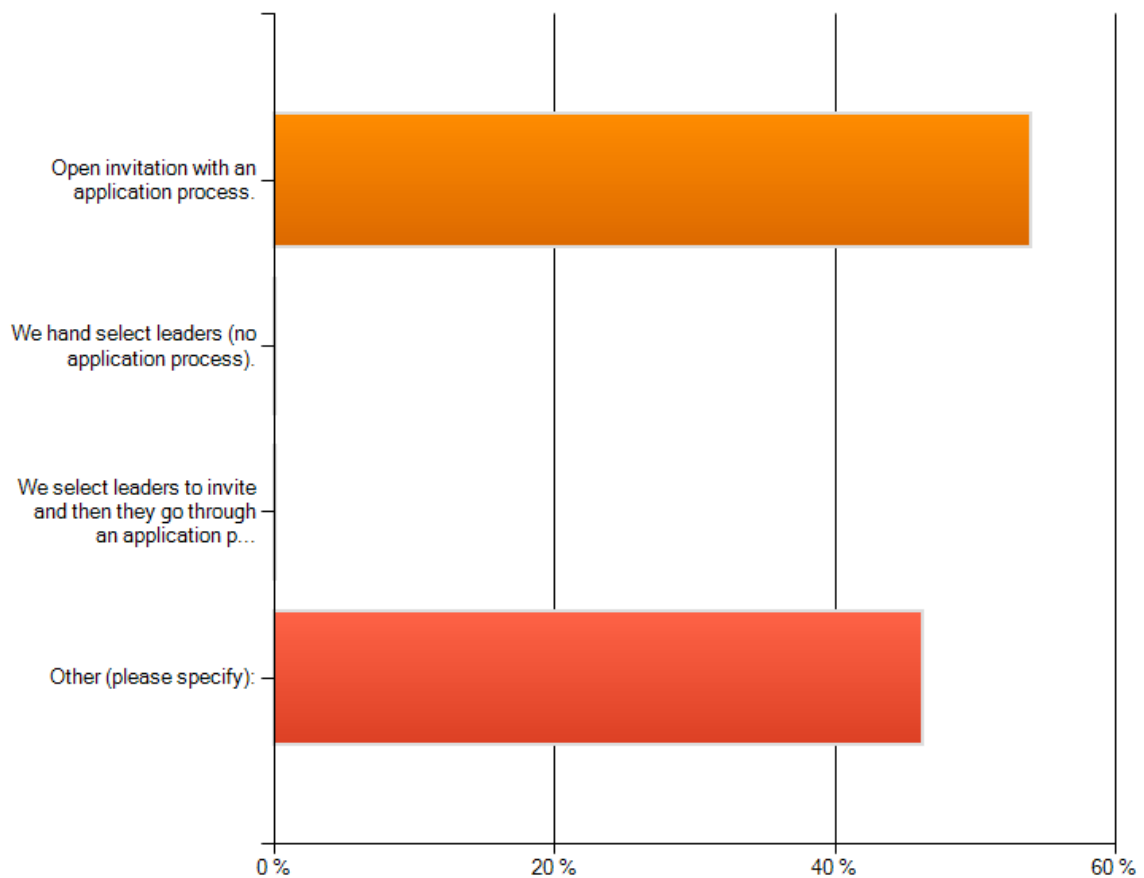
- NOTE: Full text of shortened answer choices:
 - Yes and no. Association with a grassroots group is desirable but not required.
 - No, we specifically recruit people who have leadership potential but who are not currently associated with a grassroots group.
- Other:
 - Association with grassroots groups is a must for our program, but as we are moving toward an intergenerational model for our work, many younger organizers don't have the "pre-requisite" experience, so their interests, clubs, and personal statement help us to determine if our program is a good match. (Neighbors for Better Neighborhoods)
 - A combination of anyone associated with a grassroots group and anyone with leadership potential not currently involved with a group. (United Way of Tulare County)

You have indicated that your leaders are not necessarily associated with a grassroots organization or a resident-led association. Does your program expect the leader, upon graduation or during training, to become associated with one or to do something to mobilize people around an idea or activity?



- It depends (please specify):
 - The goal is that leaders will become involved in their community which could be a neighborhood council, ethnic organization/community, etc. (Nonprofit Assistance Center)
 - Preferably the leadership participants will join our citywide grassroots parent-led organization but many also work with groups at the local school and neighborhood level - and some parents just participate in the training and then take their newly developed skills or approaches to the workforce or to their roles in their church or family. (Community Organizing and Family Issues)
 - It would be ideal for the leader to feel comfortable to do something, but not expected until they decide they have an idea or issue to work on. It is not a requirement for participation. The intent of the leadership program is to gain the knowledge and skills that they can utilize or share with others, as well as know where the resources are in case they do need to mobilize. (United Way of Tulare County)
 - We expect them to be able to do their work in a more strategic and supported manner, but not to do specific kinds of mobilization or activity. (The Russell Family Foundation)

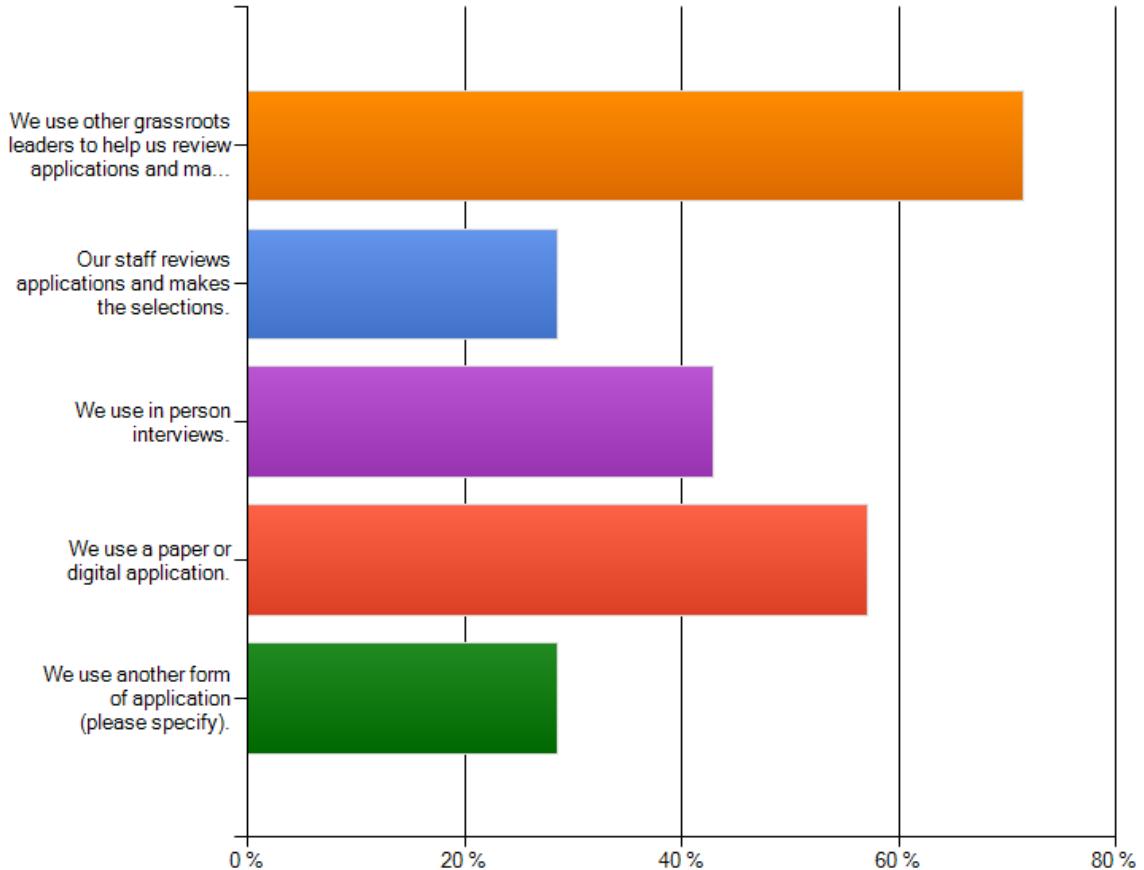
How do the leaders enter your program?



- **NOTE:** Full text of shortened answer choice:
 - We select leaders to invite and then they go through an application process.
- **Other:**
 - A combination of open application and hand selection. (Central New York Community Foundation)
 - Grantees receive informal coaching based on interactions after receiving a grant. They receive support if there is willingness and a desire to accomplish more. The formal Leadership Development program is by open application process. (Community Connections)
 - An open invitation. (Community Organizing and Family Issues)
 - Leaders sign up for workshops; we do not have an application process. (City of Orlando)
 - It has been an open initiation with an application process or as part of an existing class, such as a parenting class. (United Way of Tulare County)

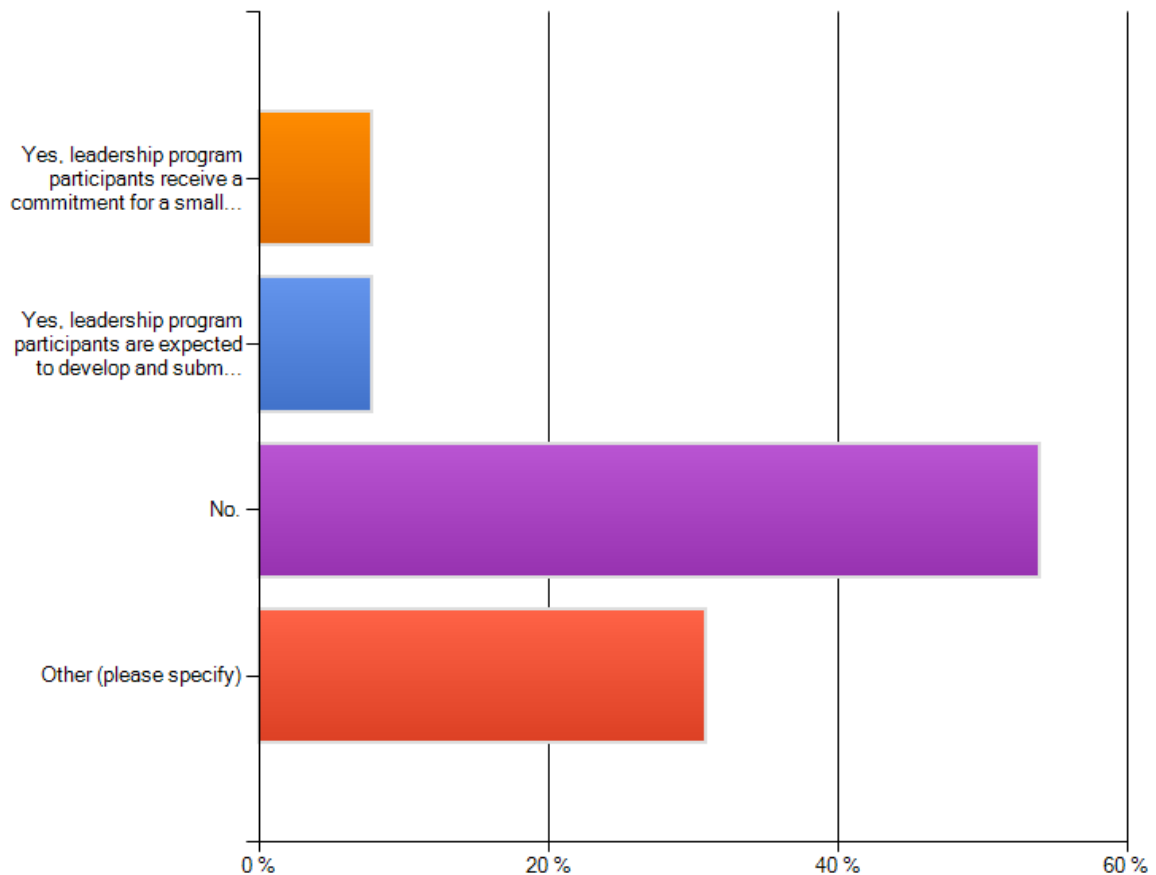
- Initial entry is because they are a grantee or constituent of one of our partner organizations, but as the level of training increases, staff/board and partners identify those in whom more substantial investment is needed will be chosen. (New England Grassroots Environment Fund)

You indicated that there is an application process for your grassroots leadership program. Tell us more about your application process. (Choose all that apply.)



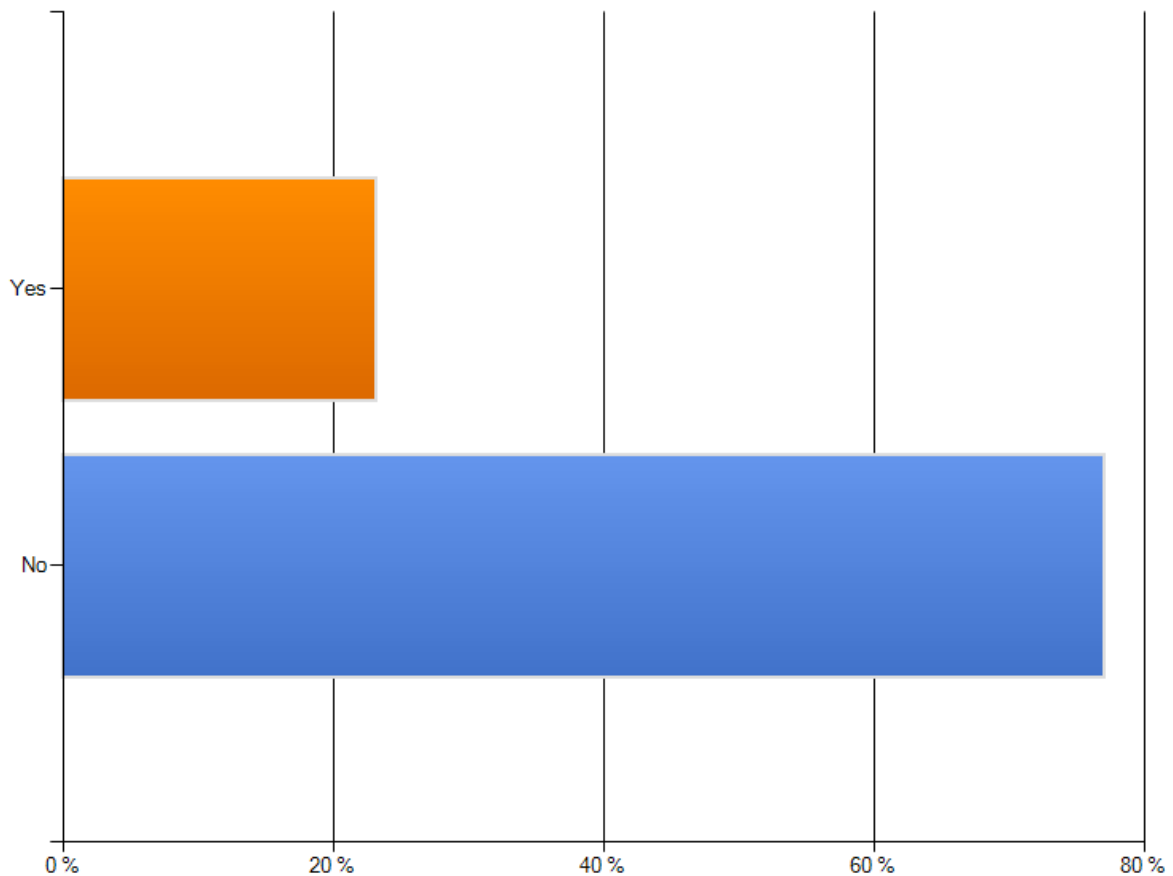
- **NOTE:** Full text of shortened answer choice:
 - We use other grassroots leaders to help us review applications and make the selections.
- We use another form of application:
 - It varies. In the past, the leadership instructors interviewed applicants. Generally, we have not turned people away and have accepted anyone who wants to attend (given space available). (Nonprofit Assistance Center)
 - It's more administrative than selective. (Iowa West Foundation)

Are grants associated with your leadership program?



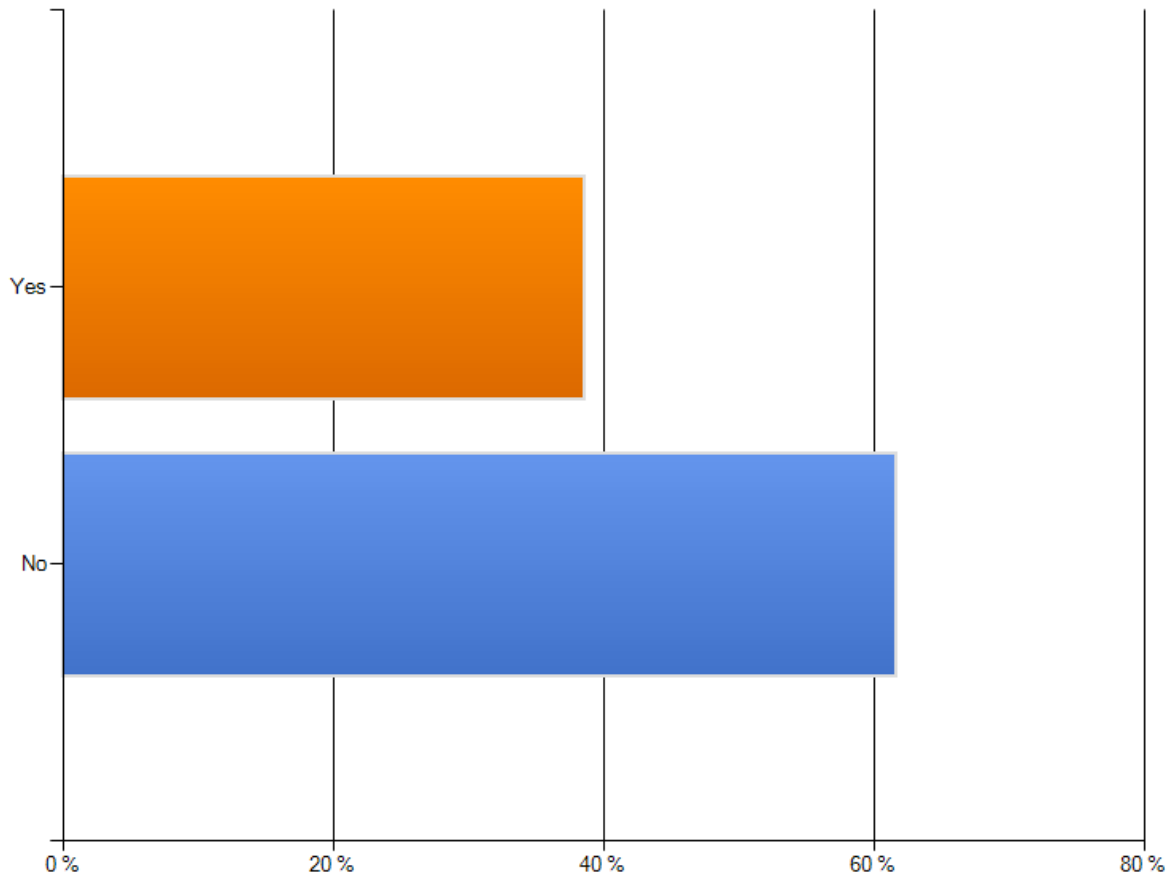
- **NOTE:** Full text of shortened answer choices:
 - Yes, leadership program participants receive a commitment for a small grant to help them implement a project that they develop during the program (proposal may or may not be required, grant is guaranteed).
 - Yes, leadership program participants are expected to develop and submit a grant proposal for a small grant as part of the leadership program (grant proposal is generated as a requirement, funding is not guaranteed).
- **Other:**
 - Most are current or past grantees. (Neighborhood Connections)
 - Some participants become involved in implementing projects that may or may not have a grant associated with them. (Community Organizing and Family Issues)
 - Groups can apply for small grants (up to \$5,000). (Iowa West Foundation)
 - Yes, these folks usually get seed grants before they experience leadership training. NEGEF's refined model anticipates giving the most advanced individual larger grants that can be used as stipends to help transition their group from all-volunteer to staffed. (New England Grassroots Environment Fund)

Do leadership program participants receive stipends?



- No, but they do receive resources for their class project (approximately \$500). (Community Foundation for Greater Atlanta)
- Youth leadership and resident leaders have been given stipends to recruit people for events/workshop activities. No stipends given to participants who attend only a classroom format. (Nonprofit Assistance Center)
- Some do, but many do not. (Community Organizing and Family Issues)
- Stipends to participate in 3-5 day trainings (New England Grassroots Environment Fund)
 - We often send the leaders to programs like the Rockwood Art of Leadership, Facilitated Leadership of the Interaction Institute for Social Change, and the Center for Whole Communities. Those trainings cost between \$1000 and \$2000 per training. We provide stipends of \$500 to \$750 to help defray those costs. The \$10,000 transition (tier 3 in our new program design) stipends are in the planning stage.
- \$10,000 per year for the two year program (total of \$20,000). This is a stipend that can be spent on any legitimate item such as living expenses, and it is taxable as personal income. (The Russell Family Foundation)

Are participants in your leadership program required to design and carry out a project as part of their training?



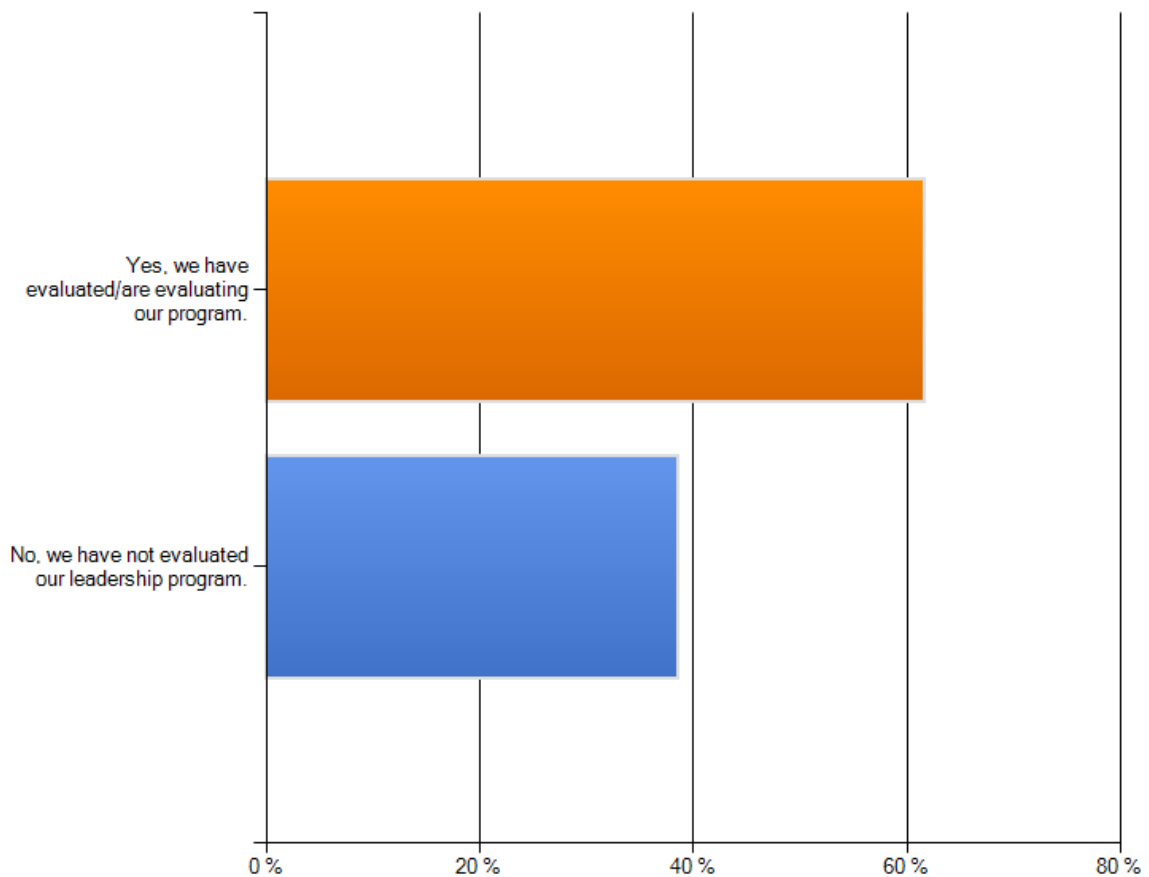
You have indicated that leaders are expected to design and carry out a project as part of their leadership program experience. Please briefly describe what is expected or share an example of a project that has been developed through your leadership program.

- As a part of joining our leadership program, participants were asked about areas of interest, and what they would like to see improved in their communities. It is our intent, as we move through each session, to discuss their areas of interest and walk them through their planning process. Our next session focuses on community organizing and action planning, and so our leaders will be gaining the skills needed to begin their individual plans. (Neighbors for Better Neighborhoods)
- Simple discrete projects that contribute to community building. Examples are community fairs, community service projects etc. (Central New York Community Foundation)
- Each class has the opportunity to put in practice what they have learned during the course of this leadership development program. Developing skills in collaboration, managing conflict and diversity as well as information you have learned about specific issues critical to your community will prepare you to work together on a class project. The class will be divided into random groups. Each group will plan, implement, complete and present their project over the course of the

institute. Groups will complete an application including the event name and type, date and location based on the calendar schedule below. Upon Foundation's approval of the proposed project the group will receive a small grant up to \$500 to plan and implement a group project that will benefit one or more neighborhoods. (Community Foundation for Greater Atlanta)

- Parents are given the option to participate in a team project. Most do but not all. Projects are designed by the program participants and vary widely. Most are 10-week to 3-month projects. Examples include: organizing a family festival; advocating for speed bumps around a school; hosting a workshop on domestic violence. (Community Organizing and Family Issues)
- Develop bylaws, elect officers, hold meetings, build membership, etc. (Iowa West Foundation)

Has your organization conducted an evaluation of your grassroots leadership program?



Would you be willing to share any of the following re your program's evaluation? (You can check more than one response)

