



THE COLUMBUS LEADERSHIP DEVELOPMENT SYSTEM

INDIVIDUAL LEADERSHIP

- Build the capacity of individuals to contribute to the community
- Build the capacity of current and future staff to be effective in their jobs
- Build the capacity of community residents to serve in leadership roles

YOUTH LBC

Youth Leadership Bartholomew County provides rising seniors opportunities to showcase their leadership skills through high school experiences in the areas of academics, activities, community service and work. Additionally, they will be exposed to activities to support them in the college application process or post-high school career journey.

DISCOVER COLUMBUS

Discover Columbus is a one-day course with the purpose of orienting individuals in the values, process, and roles that make Columbus unique. This course will focus on: The Story of Columbus - a history of civic leadership and design, The Leadership Values of Columbus Design in Action - a tour of key architectural structures and design aspects of Columbus, engaging key community leaders to share their stories/experiences.

LEADERSHIP BARTHOLOMEW COUNTY

Leadership Bartholomew County (LBC) strives to develop, align, and inspire a diverse network of informed community leaders for the enhancement of Bartholomew County. Through an annual signature program, it gathers a group of new, emerging, and seasoned community leaders to discuss the most interesting and relevant topics in Bartholomew County. The goal of LBC is a hope that informed citizens are engaged citizens, and that LBC is a catalyst for life-long commitment to community building in Bartholomew County.

ORGANIZATIONAL LEADERSHIP

- Build the capacity of individuals to lead organizations
- Build the capacity of organizations to deliver upon their missions
- Build the capacity of organizations by supporting the infrastructure of the sector

BOARD GOVERNANCE

Board Governance works to develop intelligent, passionate, and committed people who have an interest in serving on a board of directors. Strong boards strengthen our community. This training will highlight specific components of Board leadership such as: understanding board culture, evaluating community outcomes, interacting with an Executive Director, understanding legal responsibilities, and reading a financial statement.

DIRECTOR DEVELOPMENT

Director Development will focus on bringing together leaders from social and human services, health care, community development, arts, environment and education organizations to further their professional development and build an enduring network.

COMMUNITY SUPPORT AND ON-BOARDING

CivicLab receives various requests throughout the year to assist local community organizations. CivicLab will work to build capacity through leadership programs as well as work with a few key referral partners who may be able to assist these organizations.

SHARED TOOLS AND RESOURCES

Shared tools and resources are designed and made available across the entire leadership development system providing a common language and common approach to addressing community challenges.

COLLECTIVE LEADERSHIP

- Build the capacity of individuals to collaborate with others
- Build the capacity of organizations to work together toward common goals
- Build the capacity of the community to work together toward common goals

COMMUNITY COLLABORATION: THE STAKEHOLDER ENGAGEMENT PROCESS

The Stakeholder Engagement Process Training is a two-day, collective leadership experience designed to provide participants with a deep understanding and practical mastery of the principles and practices of community collaboration. The training is intended for small collaborative leadership teams wanting to design and facilitate a robust stakeholder engagement process for addressing complex community problems.

SYSTEMS BUILDING LAB

"Systemness" is a habit of mind that enables people to learn, think, and work together in new ways because they can collectively see a systemic structure that was previously invisible to them. As a mindset shift, the practice of Systems-Building proposes a simple idea: to transform a complex social system, change the way people relate to one another. This involves practical steps on thinking systemically, working systemically, and leading systemically.

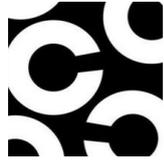
EQUITY LAB

The Equity Lab provides leaders with practical tools and strategies for ensuring equitable access to opportunities, networks, resources, and supports for all populations. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept.

The Columbus Way: Community Values

The Columbus Way represents the standards we set and what we consider to be all important in life and community:

1. Nothing is more expensive than mediocrity (high aspirations)
2. We want to be different by design (the value of good design)
3. We want to be not the cheapest, but the very best community of our size (best value)
4. The process is more important than the product (public-private partnerships, collaboration)
5. A good life is one lived in praiseworthy competition with one's ancestors (forward-thinking)
6. The most important service to others is service to those who are not like yourself (service to others, welcoming community)



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THE COLUMBUS WAY: COMMUNITY LEADERSHIP VALUES

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Columbus, Indiana seeks to foster community leadership in all its forms. Since all leadership takes place within the context of a set of values, Heritage Fund—the Community Foundation of Bartholomew County thought it would be useful to describe the values that inform the kind of community leadership it seeks to foster. This values statement is intended to promote discussion within the community on our shared values, not to prescribe how others should think. We welcome your feedback and suggestions.

Guiding Principles	Core Values	Leadership Lessons
Nothing is more expensive than mediocrity	High Aspirations	We believe that excellence should be the only standard in judging our results. As J. Irwin Miller said, "...we would like to see this community come to be the very best community of its size in the country. We would like to see it become the city in which the smartest, the ablest, the best young families anywhere would like to live...a community which will offer their children the best education available anywhere...Our concern is to help get the most for our dollar, to help build this community into the best in the nation." Likewise, we want to help every citizen raise his or her own personal expectations and aspirations.
We want to be different by design	The Value of Good Design	Our community is literally world-renowned for our high quality architecture and we believe in its value. We believe in Winston Churchill's observation that "we shape our buildings; thereafter they shape us." However, our process of design-thinking runs deeper than just our built-environment. We use the principles of design as we strive for process excellence and community growth. We believe that nothing is more expensive than mediocrity and that good design need not cost any more than bad design. In this way, our entire community becomes the physical manifestation of the values and spirit of the people who have chosen to be different by design in the pursuit of lasting excellence. We believe if you elevate the physical and social environment, you raise the bar for everything else, especially citizens' expectation of themselves.
We want to be not the cheapest, but the very best community of our size	Best Value	We want to be a community that achieves the greatest return on investment of our resources – both financial and human – by creating the very best value for our people. We are not trying to become the most expensive or most exclusive place to live – nor do we want to be the cheapest. Consistent with historical Midwestern sensibilities, we believe in the virtue of economy which embodies both the sense of simplicity and the sense of value for money. It's about having a simple outer life and a rich inner life.
The process is more important than the product	Public-Private Partnerships Community Collaboration	We are deeply committed to an ongoing public/private dialogue about what kind of community we want to create and how best to achieve those results. Our greatest achievements have resulted from elected and appointed public officials working together with private individuals and organizations. As partners, they have been most effective when they form a consensus on what should be done and bring resources from both sectors to achieve it. People want to participate in the building of something greater than themselves – a reach for excellence beyond the individual. Community leaders are expected to connect human and financial resources and be persistent in the face of apparent lack of progress. Community leaders are expected to work for the good of the whole community in a way that doesn't maximize their individual organization at the expense of others or duplicate efforts and resources unnecessarily. Shared resources, goals and projects are encouraged, moving from leadership as an individual capacity to a process in community with others.
A good life is one lived in praiseworthy competition with one's ancestors	Forward-Thinking	Our community believes in continuous improvement, welcomes creative approaches and has always taken the future into its own hands in a proactive way. Each new generation should, in its turn, build for the future in its own way to its own agenda. In making our plans we ask, "When we look back 10 years from now, what will we wish we had done today?"
The most important service to others is service to those who are not like yourself	Welcoming Community Service to Others	We want to attract, develop, and engage the very best people and ensure that everyone is able to participate in the future growth of the community. We actively strive to balance the interests of all community "stakeholders" and believe in treating each other as we would want to be treated, with respect and civility. Within the community, there is an expectation of personal service and giving back, whether through volunteering, financial contributions or both. We are a community whose citizens have a concern for the least fortunate and who will not tolerate poverty for others or slums in our midst.