

Conceptual Framework

INPUT

SELECTION CRITERIA

- Between age of 18-45
- Min. of 3 years experience working (volunteer or paid, full or part time) in one of the target communities
- Demonstrated leadership potential:
 - has vision/goals
 - strong desire to make an impact
 - confident
 - empathetic
- Willingness to be open-minded and learn new perspectives
- Demonstrated ability to work well with others, communicate effectively, and practice constructive conflict resolution
- Commitment to be fully engaged in the program for the full year of training
- Commitment to develop relationship with assigned mentor for the duration of the leadership program and for at least one year following graduation from the program

*Target communities

East Baltimore:

- McElderry Park
- Middle East
- Oliver
- Ellwood Park/Madison
- Milton/Montford

West Baltimore:

- Edmondson Village
- Sandtown-Winchester
- Franklinton

ACTIVITIES

LEADERSHIP KNOWLEDGE, TECHNICAL ASSISTANCE AND SKILLS DEVELOPMENT

Through expert faculty lectures, assignments, meetings and field trips, the fellows will build skills/technical knowledge in:

Growth and Self-Awareness

Technical and Conceptual Knowledge

BUILDING RELATIONSHIPS

DECONSTRUCTING RACISM

- Interpersonal skills
- Listening skills
- Giving and receiving feedback
- Building inter- and intra- organizational collaborations through development of group management skills.
- Appropriate use of power/influence

- Understand historical context of oppression
- Learn how to be an activist and discuss race and white privilege.
- Identify structural barriers that create inequity – have a critical eye.
- Learn to communicate about race to different audiences (CBO's, city agencies, etc.)

PROBLEM SOLVING SKILLS

BUILDING SYSTEMS FOR CHANGE

- Problem identification
- Problem creation
- Transparent communication: active listening and conflict resolution
- Breaking down "root causes"
- Identify a solution or strategy for change : negotiation and compromise

- Build collaborations
- Increase organizational efficiency: Information systems; accessing electronic info and use data for program planning; performance monitoring; financial management; business plans; personnel management; time management.

COMMUNICATION SKILLS

POLICY AND ADVOCACY SKILLS

- Know and read audiences, build trust and rapport
- Verbal and non-verbal communication
- Messaging – creating messages that "Stick"
- Listening
- Answering questions

- Policy development
- Advocacy
- Coalition building and community mobilizing: know people's stories; understand how policy shapes environments; knowledge of how to build an effective community coalition

HANDS-ON EXPERIENCE – MENTORSHIP, TECHNICAL ASSISTANCE AND SOCIAL NETWORKS

- Fellows will build connections with cohort members and fellows from other leadership programs.
- Fellows will become involved in East Baltimore initiatives to improve health.
- Fellows will be assigned mentors to merge classroom experiences with practical training.
- Fellows will be provided access to strategic networks to enhance their sphere of influencers.
- Fellows will receive technical assistance as needed for experiential learning related questions.

OUTCOMES

INDIVIDUAL

Fellows will have enhanced knowledge, skills, values and beliefs to:

A. Engage the community:

Engaging and mobilizing the community to address the identified issue and specifically to develop a strategic plan.

B. Identify the issue:

Be able to conduct needs assessments and issue identification that emphasizes learning from the community.

C. Deconstruct the issue:

Collectively assess the root causes and break down the communities strengths/weaknesses/opportunities for change.

D. Develop outcomes for change:

Be able to develop outcomes for change, develop systems of accountability and measurement, and follow through with a plan.

COMMUNITY SERVICE DELIVERY

Fellows engagement with community organizations and initiatives will lead to better:

- Community engagement
- Program innovation and expansion
- Improved service delivery to address community needs
- Ownership and accountability

GOAL

DEVELOPING LEADERS FOR IMPROVING COMMUNITY HEALTH & WELLBEING IN BALTIMORE

STRONG LEADERS FOR STRONG COMMUNITIES