



Bunting Neighborhood Leadership Program Core Curriculum Overview

This curriculum was developed through a committee representing community leaders and academia, and a scan of leadership programs from around the country. The core content areas we decided as the foundation for the curriculum include orientation to leadership, relationship building, communications, policy and advocacy, deconstructing racism and systems building. Experiences that facilitate knowledge and skill building are shared through instruction, collaborative projects, networking with influential stakeholders and relationship building. Leaders are actively engaged in their own learning through self-study, discovery learning, case studies, community assessment and a variety of other strategies. As the leaders learn by doing, and we provide them with a combination of didactic instruction, experiential learning and collaboration with mentors and other fellows, and opportunities to expand their social networks. The key elements that are built into these experiences include:

- A) **Engaging the community** – Emphasizing collective power, acting together and advocating and developing or influencing policy to address a community need
- B) **Identifying the issue** – Be able to conduct needs assessments and issue identification that emphasizes learning from the community.
- C) **Deconstructing the issue** – identify the relevant pieces of the issue that can be changed or improved. It is important to know the communities strengths/weaknesses/opportunities for change.
- D) **Developing outcomes for change** - Be able to develop outcomes for change, develop systems of accountability and measurement, and follow through with a plan.

Faculty and guest speakers are drawn from across Baltimore’s academic, community-based organizations, government, business and philanthropy sectors and each selected because of their expertise in one or more facets of leadership. Indicated below, are descriptions of the core components of Bunting Neighborhood Leadership Program curriculum.

Module 1: Orientation To Leadership

Goal: To provide orientation to Bunting Neighborhood Leadership Program, review expectations, and team building. To build better understanding of the qualities and characteristics of the leaders and build knowledge and skills on leadership:

- Know thyself--Myers Briggs
- Applying Myers Briggs understand how we work together and resolve conflicts
- Leadership framework and theories
- Leadership Qualities
- Storytelling
- Leaders vs Managers
- Team building (through retreat)
- Self-care

Module 2: Building Relationships

Building Relationships

Goal: To develop leaders who focus on building relationships for community change, not power. A relationships-driven leader will believe in the power of interpersonal relationships, collaboration and personal connections to make lasting change within their communities. We build upon the following skills to help them empower their communities:

- **General relationship building skills**
 - Interpersonal skills
 - Listening skills
 - Giving and receiving feedback
- **Building inter- and intra - organizational collaborations**
 - In order to build collaborations, we hope to train our leaders to improve **group management skills**. If something goes wrong, how should we respond based on relationships-driven leadership? Asking questions and getting feedback across and within organizations is an important relationships management skill.
- **Power and influence for positive social change**
 - Group management
 - Individual meeting
 - Coalition building

Module 3: Deconstructing Racism & Unconscious Bias

Developing Racial and Cultural Awareness and Sensitivity

Goal – To develop leaders who are actively aware of structural racism in the context of Baltimore City; have cultural awareness and sensitivity and who value diversity and equity in their organizations and work. This module will focus on developing leaders who are activists for combating racism, across at all levels, including intrapersonal, interpersonal, structural and institutional and understand the positive benefits of diversity.

Knowledge Gained:

- **Historical context of oppression** – Both as it relates to racism and sexism and Baltimore’s history of racial segregation
- Understand how this historical context, as well as current day systems have **perpetuated disadvantage for particular groups of people**.
- How to be an **activist and discuss race and white privilege** to all different types of audiences in a manner that is heard and respected.
- How to **identify structural barriers**, including both historical and current policies that have shaped the current status of inequity for individuals and organizations.
- **Understand the culture of CBO’s, city agencies, state, and city government** and at each level, it is important for fellows to **learn to have a critical eye in identifying policies or practices that perpetuate disadvantage**, and be able to strategize ways of combating them both within and outside of their organizations.
- **Using a racial equity framework for change**

Module 4: Developing Communication Skills

Developing Communication Skills

Goal: To develop leaders who can communicate effectively, sensitively and assertively to their audiences, using both verbal and non-verbal skills. Bunting Neighborhood Leadership Program acknowledges that skill acquired and/or knowledge gained is only valuable if our fellows are able to practically apply it by communicating.

- Great communicators are able to **know and read their audiences**. Building rapport and trust is important so that our audience really keys in to listening to what we have to say. Knowing and reading your audience.
- Convey meaning through both **verbal and non-verbal communication**. Getting personal and being engaging is important.
- **Messaging** – effective communicators are able to adapt to their environments and change their messaging dependent on who they are talking to. How do you create message that no one will forget (the “sticky” message). Public health and communications 101. Developing Press Releases and Media Alerts. Effectively Navigating Social Media & Traditional Media. Developing & Delivering Compelling Interviews, Storytelling , Presentations & Testimonies & building relationships with journalists
- **Listening** – communication is also about listening to what others have to say, and taking into consideration multiple perspectives. People are more likely to hear what you have to say, if you also listen to their point of view.
- **Answering questions** – be able to listen to their audiences and be able to effectively answer questions.
- Writing op-eds/persuasive writing
- 1 minute elevator and 5 minute testimony

Module 5: Policy and Advocacy Skills

Policy and Advocacy Skills

Goal: To develop leaders who understand how policies shape the environments that either support, or interfere with community health and well-being in Baltimore, and understand the political process of how policies are made and who can change and implement policies that support communities and reduce inequity. To develop leaders who are skilled in problem solving, and who approach problems through the lens of opportunity.

Knowledge gained:

- **Introduction to Organizing**
 - History on public health campaigns & success stories
 - Strategies to organizing
 - Campaign tactics
 - Campaign checklist
 - Campaign assessment checklist
 - Campaign plan template
- **Coalition building and community mobilizing**
 - Knowing people’s stories
 - Understand how policies shape the experiences of people who live in the community
 - Knowledge to determine who to allow into a coalition and who to keep out to avoid disruption, derailment, sabotage...
- **Develop and present a policy agenda**

Building Systems for Change

Goal: To develop leaders who are efficient in collaborating across agencies to leverage resources, improve performance and increase community power. We also hope to develop skills to improve the efficiency of organizational operations. Leaders who hear what stakeholders are saying, reframe it and share it with them for confirmation and collectively place a set of strategies to strengthen community support. Develop leaders who have skills and knowledge of processes for community and political buy in.

Collaboration

- Building systems for sustainable change
- Building effective collaborations

Increasing Organizational Efficiency

- Information systems – understanding data and research basics information management systems
- Accessing electronic information and data bases for program planning
- Performance monitoring and accountability
- Financial management
- Developing strategic and business plans
- Personnel Management
- Time management
- Risk Assessment
- Strategic Planning
- Human Resources
- Board management

Increasing Economic Development

- Economic Development at the Community Level
- Negotiation & Collaboration
- Neighborhood Indicators: Community-level Data and Assets & Neighborhood Data Index
- Lessons from the experts: business panel discussion
- Lessons from the experts: philanthropy panel discussion