

## **The Leadership Institute (LI) 2009 – 2010: Description & Application**

(The Office for Equity & Diversity Learning Communities)

### **What is the Leadership Institute (LI) and who can participate?**

The LI is a nine month long initiative where participants engage in a sustained dialogue within a diverse learning community. The premise of the LI is that our increasingly diverse campus needs leaders who can create authentically inclusive environments that are conducive to success for all. LI participants acquire such capacities during a nine-month long learning journey. By engaging in an honest, open and sustained dialogue with a diverse community in a safe, respectful setting, participants will explore self and others, the meanings of work and personal styles of leadership.

Since the Fall of 1998 to the Spring of 2009, **583** people have participated in the Leadership Institute (LI). These participants represent all strata of the University and the greater Madison community, including classified and un-classified staff, faculty, and graduate and undergraduate students from multiple departments and disciplines. Graduate and undergraduate students may receive 2-3 credits for participating in the LI.

### **LI Goals and Outcomes:**

The premise of LI is that our increasingly diverse campus needs leaders who can create workplaces that are conducive to the success of all. Participants engage in honest, open and sustained, dialogue with a diverse community in a safe, challenging and respectful, setting. The process is the exploration of self and others within the context of work and personal styles of leadership. A major goal is to enhance and build capacities for:

- Developing confidence in our personal leadership style.
- Acquiring tools to facilitate dialog between and within diverse groups.
- Learning and practicing ways of responding to intercultural conflict.
- Striving to work and lead more effectively so to create a campus climate which is affirming and validating of diverse experiences and perspectives.

### **LI Participant Expectations:**

- You can expect to be an integral and active participant in your group.
- When your small group meets, you are expected to read and come prepared for discussion, or participate in a small group activity, and/or prepare a few paragraphs of reflective writing, or a group agreed upon project.
- If you miss a Small Group meetings (We recognize that our life schedules are dynamic), you are expected to get in touch with your Small Group and come up with a solution as to how to “make-up” for what you missed.
- You can expect to be asked to consider new ways of thinking about what you do, who you are, your beliefs about others, and your vision of leadership.

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- You are expected to participate in providing both verbal and written feedback (via an anonymous survey process) at the start, mid-point, and end of the institute. This will encompass assessment/evaluation of your personal participant goals for LI, assessment of your LI experience, your Small and Large Group, your Participant-Facilitators, workshops (guest presenters) and texts (readings and DVDs). This feedback serves multiple-purposes: providing you with a “self-check-in” on meeting your personal LI Goals; providing LI Facilitators and OED Learning Communities Staff “in-the-moment” feedback to best meet participant needs; informing the university and other interested parties about LI and the LI Participant Experience.

## **LI meetings:**

### ***Orientation***

The first meeting will be held on **Thursday, September 10, 2009, 10:30 to 1:30, Virginia Harrison Parlor, Lathrop Hall**. You will hear about the LI program and will meet with members of your small group and your group co-facilitators. Each group size has 8 to 10 participants, including facilitators.

### ***Small Group Meetings***

You will be part of a group of approximately 8-10 participants, including group facilitators, from across campus that meets weekly for 2 hours on a Thursday, 10:30-12:30. The meeting location will be decided by the group.

### ***Large Group Meetings***

Periodically, all participants will gather as a large group for 3 hours. All large group meetings will be held on selected Thursdays from 10:30 - 1:30. During these large gatherings, we might hear a guest speaker, watch a video, or participate in an experiential activity. The dates and location for the large group meetings will be announced at the Orientation meeting.

## **LI Themes and Reading Samples:**

The following selections are intended to give you a flavor of the topics considered throughout the academic year. The readings have been chosen to move discussions through four main themes: a journey together; a journey inward, our beliefs about ourselves and others, multiple perspectives on the meaning of work, and personal meanings of leadership.

### ***Theme One ~ ~ A Journey Together; A Journey Inward***

“The problem is that people rise to leadership in our society by a tendency toward extroversion, which too often means ignoring what is going on inside themselves... I have looked at some training programs for leaders, and I am discouraged by how often they focus on the development of skills to manipulate the external world rather than the skills necessary to go within and make the spiritual journey. I find that discouraging because it feeds a dangerous syndrome among leaders who already tend to deny their own inner world.”

Palmer, P.J. (1994). Leading from within: out of the shadow, into the light. In J. A. Conger, Spirit at Work: Discovering the Spirituality in Leadership, (pp. 19-40). San Francisco, CA: Jossey-Bass.

***Theme Two ~ ~ Our Beliefs About Ourselves & Others***

"Personal and interpersonal change involves, then, acknowledging and valuing one's own cultural background and recognizing the particular dynamics found within different cultural groups. This process includes working through cognitive and affective misinformation about other cultural groups as well as about one's group. It is facilitated by regular contact with persons from and information about different groups as well as on-going contact with the members of one's own group as mentors. Willingness to try on new behaviors, to make mistakes, and to disagree is a necessary part of that process." (pp.13)

Batts, Valerie (1998). Modern Racism: New Melody for the Same Old Tunes. Unpublished manuscript.

***Theme Three ~ ~ Multiple Perspectives on the Meaning of Work***

"The learning organization cannot support personal mastery without supporting personal mastery in all aspects of life. It cannot foster shared vision without calling forth personal visions, and personal visions are always multifaceted—they always include deeply felt desires for our personal professional, organizational, and family lives....There is a natural connection between a person's work and all aspects of life...organizations have operated as if this simple fact could be ignored, as if we had two separate lives."

Senge, P. M. (1990). The Fifth Discipline. Chapter 16.  
Ending The War Between Work and Family, pp. 306-312.

***Theme Four ~ ~ Personal Meanings of Leadership***

"In a culture where the prevailing view of leadership is doing, acting, and performing, it is not surprising to discover that the majority of leadership studies, and our translation of them, focus primarily on the external, on visible results and concrete outcomes. ...Whether we believe that leadership is a complex configuration of individual traits, a series of actions or activities, a process of transactions, or some combination of these, the selfhood of the leader is a critical variable in what happens. The overemphasis in our culture has contributed to a devaluing of the internal life of the leader. Self-reflection, exploration, or analysis in any depth is frequently and derisively referred to as "touchy-feely," a characterization that colludes in the continuation of the separation between public and private, and in my view dismisses a discipline that powerfully forms and informs the nature of leadership." (pp. 69-70).

Scott, K.T. (1994). Leadership and Spirituality: A quest for reconciliation. In J. A. Conger, Spirit at Work: Discovering the Spirituality in Leadership, (pp. 63-99). San Francisco, CA: Jossey-Bass.

**Please see LI Application attached →**

**LEADERSHIP INSTITUTE 2009 - 2010: APPLICATION**  
*(The Office for Equity & Diversity, Learning Communities)*

If you are interested in participating in the Leadership Institute this year, please send your application ([\*Due June 15, 2009\*](#)) (One question and Biographies\* below) via campus or U.S. mail, or e-mail to:

**Seema Kapani, LI Director**  
**c/o Kate O'Connor**  
**Office for Equity and Diversity**  
**Room 179A Bascom Hall, 500 Lincoln Drive**  
**Madison, WI 53706**  
**Phone: 608-263-2378**  
**Email: [koconnor@vc.wisc.edu](mailto:koconnor@vc.wisc.edu)**

1. Please provide the following information:

A. Contact information:

Name

Position Title

Position Classification (Classified/Unclassified, Faculty, Staff, Graduate/Undergraduate, etc.)

Department or Unit

Work Mailing Address

Telephone Number

Email Address

B. Biographic Information:

Years at the UW or Working in the Madison Community

Race/Ethnicity (*response is optional, but please see footnote below*)\*

Gender (*response is optional, but please see footnote below*)\*

2. *Based upon the LI Description, Goals and Outcomes (above), please write a one-page (maximum) letter describing why you would like to participate in the Leadership Institute.*

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\* Please note: We are collecting self-disclosed **race/ethnicity** and **gender** data for two purposes: first, to ensure each small group is as diverse as possible across gender, race/ethnicity, and position classification; and second, to document representation of participants for service accountability and reporting purposes. ***For anonymity, this data will be aggregated in all presentations and reports.***