

Researching, Networking and Extending State Political Leadership Program

Notes from the May 2018 Leadership and Candidate Development Program

With Support from the William and Flora Hewlett Foundation

The Madison Initiative – The William and Flora Hewlett Foundation

- Daniel Stid is the Director of the initiative.
- They fund a range of programs – climate change, global development, reform education and one common denominator - bringing together individuals. *Focus is on the health of Congress.*
- Whatever the institutional design or political reforms that can be established, it truly depends on the quality and caliber of individuals in office. We need robust pipelines to put together individuals to fill those positions.

Conference - Intro

- Overall mission is to network, share our knowledge, collect, and share information. There is an opportunity to learn from the state based programs. Half of the members of Congress begin in state legislature.
- Outcomes – we have promised to develop best practices. This takes a couple of forms. We need to understand differences, strengths, and weaknesses. We are not looking to come up with THE model, we are learning from the variation. We hope to help others making first decisions how they would structure programs.
- There has been a decent amount of interest. If we do prepare materials jointly, there is the possibility they will be used.
- Make sure you review the Google Drive. There will be some additional collaboration following.
- Would also like our input on future research.

Introductions from each program

Michigan Political Leadership Program

- Developed 26 years ago, developed due to term issues
- Leaders of the MI Chamber, Interest Groups, Unions, Education leaders want to train bi-partisan political leaders
- Goal is to create better state and local leadership across state
- 24 leaders (10 months, 10 sessions)
- 24 hours total Friday to Saturday (except one weekend to see legislature)
- Moves around the state, doing tours, meeting with the population
- Networking and bonding are the keys, building relationships across the aisle
- 650 graduates – 55% hold/held elected position, 2 times likely to run, 3 times as likely to win
- Essay and interview process that are scored. Alumni do participate.
- Seek for balance at location, experience, age, political affiliation, gender.
 - All classes are incredibly diverse
- Curriculum goals
 - General leadership (ethical leadership, bipartisan skills)
 - Campaigns and elections (how to get elected)
 - Public policy issues/how to govern

- Budget is privately raised through two large events with sponsorships and some foundation giving.
 - \$1,000 fee for participants
- Struggled to get Alumni together
 - Two part time directors and an administrator

Sorenson Institute – University of Virginia

- SI was started in 1993 at UVA. Part of the reason for starting it was the Bush/Clinton election in 92. Quality of politics was not where they wanted it to be.
- Five Programs – started with the Political Leaders Program. 10 months – 9 weekends – 36 people around the state. Travel to a new location in VA to examine local and statewide issues. They do have speakers with various areas of expertise. A lot of visiting sites. Examples are: travel to SW VA and go down in a coal mine, go to a dairy farm and then talk about all of the public policy issues. Go to Richmond and engage with senior members of state government.
- Secret ingredient, these very unlikely people get to work together and build relationships/friendships that serve them in their careers. They change their minds about each other.
- Candidate training program – 3 day intensive program. Political consultants are used to help with this to touch on all facets. Current Governor is a graduate of the program (10 years ago). Code of conduct/ethical piece – each person has to write a code of conduct for their campaign. Allows them to consider issues in a “safe” space.
- High School Leaders Program – recruit high school students who generally show up knowing a lot about politics. Intense, two weeks civics program. Put them through a lot of mock scenarios. Includes policy projects, where they make a proposal to a change in the law and they present it to a panel.
- Emerging Leaders Program – young professionals early in their career, already involved in politics and government. Condensed version of Political Leaders program.
- College Leaders program was a more advanced version of the high school program which was suspended a few years ago. It is being relaunched/reinvented – now College Leaders Career Conference. Three day intense program, how to transition from a college student with interests in politics to getting a career that way.
- 2200 alumni after 25 years.
- Need to be able to make a greater resource of the alumni. About 20% of the members of the general assembly are graduates of one of the programs.
- Unique political culture in VA.
- Organization has its own culture and traditions.
- There is a baseline of civic illiteracy.
- The goals are...
 - Find recruits before they are someone. Don’t want this to be just a credential.
 - Give individuals tools where they see there needs to be a difference
 - Networking/getting to know everyone across the state. Develops a level of trust and respect.

North Carolina Leadership Forum

- Created in 2015 in response to NC being ahead of the curve politically
- Works in connection with Duke Sanford School
- Goal of elected officials and other policy leaders to have the wills, skills and relationships to engage with one another effectively to address issues in
- This is a current leader program to help “change” how they lead

- Six person bi-partisan, steering committee with a member from Duke Sanford team
- Started a class, has down two classes of 30 individuals each
 - Participants vary from stakeholders, corporate leaders, legislators, county leaders, nonprofit leaders engaged in public policy and other public policy leaders
- 5 times over 9 months
 - 1 day or 1.5 days
 - Typically active listening and intros to start
 - Then get into questions
 - Intentional relationship building with buddies and “homeroom” groups
 - Talk about what are the issues and causes and barriers. What are the values at stake, experiences and beliefs? Facts? How much do they agree on the facts? Rank the facts. Areas of potential solutions? Specific ideas on how to fix? Drill into concerns?
 - By the end...no one leaves “with horns on”
- Change the public policy leaders thought processes
- Came up with topics to discuss specifically (1/3 of the members come in with knowledge on the topic)
 - What can you do to enable more NC to support their families – Year 1
 - What is the best way to meet future energy needs – Year 2
- Challenges are scaling the program. No money and no staff. Raised enough money to pay out of pocket. No charge for people to come. No applications. Steering committee decides who they will invite. Would like to add nominations to the process.
 - Wants to continue main program and add smaller regional program
 - Needs to get financial sustainability
 - Needs to get alumni engagement

Leadership Delaware

- 501c3, nonpartisan, nonprofit organization
- Recruiting and mentoring outstanding young leaders with the “stuff of leadership”
- Looking for graduates instilled with knowledge, vision, integrity and networks to significantly impact and transform communities
- Compelling personal dedication through individual leaders to create Leadership Delaware in summer 2008: Gov. Pete du Pont, Terry and Sandy Strine
- Series of issue-oriented forums and experiences, fast-moving, “an MBA in Delaware”
- Speakers range from corporate CEOs to university presidents, the governor of the state and members of the legislature and judiciary. Participants exposed to 150+ speakers
- Topics include the economy, healthcare, education, leadership, government and public affairs, industry, the arts, law enforcement – every industry and segment of the state.
- LDI encourages participants to be informed, be encouraged, be inspired
- Program is open to all who work in Delaware or have roots in the state. Participants selected on ability, demonstrated leadership and keen interest in community.
 - To apply, attend one of four candidate receptions
 - Submit application and take part in interview process
 - Fellows include military leaders, attorneys, educators, small business owners, business professionals, nonprofit executives, among many others
 - Among their recent accomplishments: service as state treasurer, state senator, school boards, chief legal counsel to the governor, chief deputy attorney general, senior vice president, founders, chairs and CEOs

South Dakota Leadership and Agricultural Program

- Educational program, not affiliated with anyone
- 800,000 people in SD – 5 times more cows in the state than people
- Formed in 1998 – 20 years ago
- Mission has been carried out through 18-month program. 12 seminars. 10 are in state, 2 are out of state.
 - Select 30 people through a competitive application program
 - Just graduated 9th class
 - 271 leaders
- Goals
 - Skills
 - Knowledge
 - Character
- Have begun to quantify the areas with measurable outcomes
- Want individuals to step up and serve as leaders
- Documenting the service is sometimes a challenge
 - Secretary of Ag is a graduate, state reps, etc...
- Next class starts November and range 25 to 55 years of age. Men and women involved in agricultural or engage in rural communities. Rural economic.
 - Need geographic diversity
 - Native American population
 - Men/Women
- 2/3 of the class should be hands on in agricultural. Working on a farm. Want them to understand what agriculture is. Rest of the class...seed companies, economic development, rural development, etc...
- Cost is \$20,000 to put someone through it. \$4,000 paid by the individual. The remainder is raised.
- 10 of the seminars go all over the state (timber mining, dairy, food processing), spends a week in Washington, D.C. to explore policy and then they go overseas. Spent two weeks in India.
 - Destination for next class is determined based on what is happening nationally. Usually determined 9 months in advance.
- Lifelong learning options for our graduates. Started to add some instructors in high school.
- Part of IPAL (part of the Kellogg invitation) – one time per year they get together in a different location. Also Nuffield scholars is the international arm more focused on research.
- Each states program is different. Many are run through land grant or a private foundation. Each with varying length and focus.

Women in Politics of Northwest Florida

- Founded in 2013 by a former council woman who ran for mayor and had difficulties she felt were gender based. She had a lot of success with gathering a lot of individuals for a monthly think tank when in city council. She decided let's get women more involved.
- Relied on membership dues at first. 7 people that started. \$100 per month
- Monthly dues
- Ran a poll of 5,000 women – only 22% of women in the area were interested in having more women in politics
- Starting in 2019 to put together a campaign school. The model hope is 8 to 10 weekends – ethical component, self-assessment component, campaign management school (secondly) to help candidates run. This is for men and women.
- Women only University of West Florida – week long seminar, being ethically and civically minded

Have also talked to CA women lead, NJ based program which has a women's leadership program, WI which is similar to SD but a little more political. Others will be joining the google drive who could not attend in person.

New Politics Leadership Academy

- Located In Boston
- Recruit and support servant leaders to run for office-building a pipeline
- Military veterans
- In the 70's, 70% of Congress had served, that number is now below 20%
 - There is a correlation between this in regards to # of bills passed
- One-year-old. Answering the Call is the flagship program.
- 520 people went through last year – 40 programs
- Follow up program is called Foundations
- Campaign staff beta is next (this July)
- Academy is a 501 c 3 and the other is a 527

NALEO Education Fund

- 4 years – has two organizations
- Goal is to ensure Latinos across the country are involved in the political process. Engage them in civic engagement work – naturalization work and GOTV. Policy and advocacy around the core mission of the organization.
- Put together a directory of elected Latinos – identified 6400 across the country at different levels of work.
 - Half ~3,000 are on school boards.
- Invite them all to become a member of the organization. As part of the dues, \$100 annually or \$1000 lifetime. Once members, they can participate in the membership opportunities available to them.
- Convene them in policy institutes – 3 days...quite a bit is done nationally so this brings people together from across the country to understand federal policy and what it means as a local official. Also regional work where there may not be a large population in the area. Also state based institutes
- Offers governance trainings and many areas of educational, nonpartisan, don't take positions on any of the issues they present. Theory of change – where they expect them to understand local communities.
- Leave politics at the door to build political will and courage and drive changes forward.

Joint Center

- Voting rights act in 1965, in 1970 some black professionals realized voting was not enough. In order for people to fully participate in voting and economics, need activists who understand how to govern
- Largely created to help with transition for activist to governing
- Grew into a vibrant think tank
- Had a directory of 10,000 black elected officials
- Today they focus on congressional staff diversity. Found very few top staffers in the US Senate were black or Latino. Working with Rosita's group on this issue now.
- National Org of Black County Officials, Black Caucus of State legislators, African American Mayors Association...helped found and convene all of these
- Looking now at future of work in African American Communities.
- Looking now to partner with other organizations to creating a program for newly elected officials.
- One Voice in MS – go out and identify people who would be great leaders and they offer a candidate training program over the course of the year.

- Question is how do you duplicate this in other areas across the country. Is there a way as opposed to redundancy...is there a way for folks to work together as opposed to recreating infrastructure...

Survey Research Results

Research on Training Programs

- Existing Literature is about why voter's chose a candidate and why candidates do not run.
 - Jamil's research is focused more on why people do run.
- Some existing literature on training programs
 - Jamil's will be the third – two current Hennings 2011 and Stock 2012
- Little research to examine the outcomes of the organizations
- Programs included in the research are programs are the ones in existence
 - Over 350 programs in the research doing candidate or leadership training exercises
 - More programs have started to develop following the 2016 election
- What do programs cover across the states? Touch on one or more of the following:
 - Campaign planning
 - Campaign strategy
 - Voter outreach
 - Fundraising or budgeting
 - Networking
 - Public speaking
 - Governance
 - Ethical behavior and leadership
- About 40% do all 8, About 60% on candidate training that do at least 5
- The presence of a program does directly impact if women run**
- Specific Evidence from MPLP
 - Examined 2003 to 2015
 - Reviewed those who applied, those that were accepted and those who were not
 - Did they run, were they appointed, do they serve?
 - Being accepted directly impacted if they ran/serve
 - Being involved with a party does matter
 - Desire to run matters
 - Areas that do not matter such as community involvement, higher degree, gender, etc...

Survey of Political Leadership Programs

63 responses/233 organizations/27% rate

23 Women, 5 Minority, 14 partisan/ideological (from web based research)

- Multi-faceted organizations running multiple programs – Candidate, Leadership and Political Leadership
 - Workshops, seminars, courses, programs
- Signature programs tend to focus mostly on general leadership or political leadership
 - Similar to the VA model
- Established: 20 years old mean, 17 median
 - 89% in person
 - 15% national curriculum
 - Cost: 56.5% % over \$50,000/year
 - Participants: 38 mean, 30 median
 - Setting: 80% multiple sites

- Funding (in order) – diversified – quite a bit coming from participants before or after the program
 - Participant fees
 - Alumni
 - Corporations
 - Foundations
 - Non-profits
 - Other (individuals)
 - Universities
 - Lobbying firms
- Cost to participants is typically below \$2,000
 - 80% provide some time of scholarship
 - 12% no charge
 - 34% less than \$1000
 - 14% 1000 to 1999
 - 15% 2000 to 2999
 - 14% 5000 or more
- Program staffing
 - Median program staff is 2
 - Org staff is 3 median
- Program staff (who is teaching)
 - Internal staff 87%
 - Consultants 31%
 - Political experts 58%
 - Other 60% (elected officials, community leaders, experts, etc...)
- Topics covered (in order of relevance...)
 - Networking, communication, leadership styles, public policy, mentorship, campaign strategy, governance, ethics, conflict management, campaign planning, fundraising, voter outreach, running meetings
- Curriculum Updates
 - 52% every year
 - 39% as needed
 - 2 % never
 - 8% every couple of years
- Specific programs
 - 62% Women
 - 50% minority
 - 50% minority women
- Sessions formats
 - Group discussion and presentation – overwhelming majority
 - Group projects, day trips and simulations
 - Challenge/concern: How to diversify how the content is delivered? Individuals are concerned with people talked to.
- How Recruit
 - Email, Word of Mouth, Direct mail, online ads, radio ads (in order by relevance)
 - 51% allow participation multiple times, 17% try for equal parties, 37% equal genders, 27% equal urban/rural, 56% try statewide
- Admissions
 - Applications: median 75
 - 31% accept everyone

- 72% average acceptance, 97% yield
- Who recruit (by relevance)
 - Young professionals, senior professionals, business execs, potential elected, current elected
- Criteria (by relevance)
 - Involvement, experience, essay, letters of rec, interview
- Desired outcomes
 - Local involvement, political knowledge, run for local office, policy knowledge, run for state office, run for national office
 - 71% keep track of alumni positions
 - Tracking through surveys, social media, self-report, public
- Alumni engagement
 - 32% never engage in formal event
 - 34% 1 to 2 per year
 - 17 % 3 to 4 per year
 - 17% 5 or more per year
- Barriers for running for office
 - Reviewed anyone, women, minorities and minority women
 - Largest barrier appeared to be money and fundraising
 - Perceived experience came into play with the women section only
- Small staff programs, build around presentations and networking to increase local involvement
- Don't address fundraising barriers, perhaps confidence, women vs. both not too difference
- Larger organizations with secondary training

Question & Answer Sessions following presentations

- Is there an active directory that can be shared?
 - Working on putting together a directory on IPPSR. Will include a search box with a few questions to help direct individuals to a website.
- What can Hewlett learn from what you are doing in terms of Congress?
 - The number one thing participants report from the MPLP program...they had a notion or an idea about a group or person...they change their mind...understand how those individuals evolve. Ideology may not change but they come out more accepting.
- How to you get individuals engaged after they have graduated? How do you keep the values alive? What is the goal of the engagement?
 - Sorenson – lapel pin...many claim it as a credential. Graduates in the program in the general assembly are more inclined to work across party lines. If VA politics is a stew, they are year after year, dropping in good ingredients to make it a better stew.
 - Rosita – since they are membership based, they leverage alumni to work together when they are newly elected. This allows for mentorship. Annual conference...not an introductory level...alumni come in to speak and allows them to remain as engaged members. Also allows them to share their ideas. They teach to the middle.
 - MPLP – three social events per year, conference with policy topics and skills building to reconnect them to the program, bipartisan freshman caucus (this didn't last)...IPPSR also does a session for freshman members. Try to overcome the partisan divide upfront. It is difficult to engage them.
- How do you get political balance when the applicant pool leans one more than another?
 - MPLP selects them based on party for balance and other areas BUT they do not share the party with them. They want individuals who will contribute in the classroom. No sharp elbows.

- NW Florida when the org started it was primarily republican...now 70% democratic. Establish balance in their leaders/presenters.

Brainstorming

Greatest Strengths/Lessons (if someone was going to start a program, what are the must do's)

- Diversity of Fellows
- Recruitment Network
- Reputation of Excellence
- Create a level of trust with speakers, participants
- Strong/diverse leadership in steering committee (bipartisan credibility)
- Relationship building opportunities (creating a strong network)
- Focus on reflection and discernment
- Transparency (what does this mean for you, what does it mean for the people you serve and support)
- Mentorship/Coaching
- Evaluating the program and outcomes/impact
- Practical work all has an ethical component – the individuals define their ethics to inform their choices
- Caliber of presenters

Needs/Challenges

- Scale – how much do you have to do to have an impact? How to you get there in less than 25 yrs.
- Fundraising
- How to balance cost of the program vs. in person meetings
- Tracking alumni accomplishments
- Keeping active contact information for accomplishments
- Alumni expectations
- Recruitment when very specialized (partisan balance, military veterans, rural counties)
- Impact
- Uniqueness is important
- Understanding when to say no

Breakout/Roundtable Discussions

- New Politics Academy – DO -> KNOW -> BE (flame concept). Focus on the person/self analysis.
- SDARL – Includes a trip overseas and to other states, including DC. Spouses are invited to the seminars. Social service component (soup kitchen visit, mentoring)
- NW Florida – Movie nights with popcorn have been successful events.

Interview processes vary greatly:

- Sorenson has a staff only selection process where individuals are graded through a panel interview process.
- SDARL uses two staff members and two board members. Alums are used as a greeting team. Meet with the board and make a recommendation to the board who then select the class.
- Create an “interest list” in Constant Contact.

Budget & Fundraising

- Review searchable database - <http://democracy.foundationcenter.org/>
- Most national philanthropy is not designed to support bipartisan collaboration
- Foundations that do support a nonpartisan effort, tend to focus nationally as opposed to locally
- It is important to know how to sell how your program will grow or be enhanced by a Foundation's support
- SDARL Fellows host a live auction at Graduation during their evening banquet reception. Fellows are responsible for finding the items and running the auction. They typically raise ~\$100K.

Respectfully submitted

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