YOUTH

CONTINUED FROM PAGE 4

We have a unique perspective. Listen

Most of the nearly 700 conference participants, who represented nonprofits and foundations from throughout the U.S., embraced the youthful message. They cheered the young speakers and praised their wealth of nonprofit work, which ranges from the founding of an AIDS hotline to the publication of a community magazine.

"It's so thrilling to be in the presence of such great hope," said Anne Cohn Donnelly, executive director of the National Committee to Prevent Child Abuse; after she was introduced by 17-year-old Janet Brito - a Chicago high school student and volunteer. "Janet, it's people like you, who are our future. Thank you so much.

Some nonprofit officials went so far as to invite youngsters attending the conference to join their nonprofit boards. Jeremy Graham, a 23-yearold intern in Raleigh with North Carolina Public Allies, was tapped at the conference to serve on the advisory board on rural youth issues for Future Farmers of America.

'I think that the conference highlighted issues that are about the survival of the independent sector," said Jason Scott, director of North Carolina Public Allies. "There needs to be a diversification of the leadership of the sector as the demographics of the country are changing. ... think the conference really changed

here needs to be a diversification of the leadership of the sector as the demographics of the country are changing... I think the conference really changed perceptions about a lot of our institutions.

JASON SCOTT

North Carolina Public Allies

perceptions about a lot of our institu-

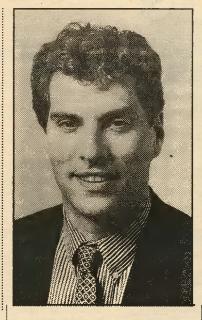
One band of eager young people wearing yellow badges stenciled with the logo "Youth on Board," worked conference ballrooms, speaking out on the need for nonprofits and foundations to include young people on

their boards.

"It's so important to include young people on boards of nonprofits, especially those with missions that deal with youth," said Karen Young, director of Youth on Board, a nonprofit based in Somerville, Mass.

Not all participants warmly welcomed the focus on youth. Some bristled in the face of the outspokenness

of some of the young participants.
"What's up with this youth



thing?", one participant asked during a dinner discussion overheard by a North Carolina nonprofit director.

Vanessa Kirsch, the 29-year-old founder and president of Washington-based Public Allies, sug-gested that some adults may have been frustrated by some of the more outspoken youth. Public Allies, which has branches throughout the U.S., works to cultivate young leaders by placing them in paid internships with government or nonprofit organiza-

"Sometimes, we [young people] forget to acknowledge those who came before us," Kirsch said during a panel discussion called "Celebrating Intergenerational Collaboration in Our Sector." Several



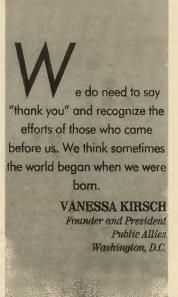
young participants has just criticized what they view as "ageism," or discrimination based on age.

"I was at a meeting once," Kirsch said, "and turned to a woman beside me and said, 'So what can I learn from you?' She looked at me and said, 'To say, "Thank you'.' I sat down and thought, 'Geez, what's her problem?

"But I realize now that she had an important point. We do need to say 'thank you' and recognize the efforts of those who came before us. We think sometimes the world began when we were born.

Most nonprofit participants at the meeting had more praise than criti-

Elizabeth Locke, director of edu-



cation and communications at the Duke Endowment in Charlotte, said the young leaders inspired her.

"There's an enormous amount of talent," she said. "I was inspired by their presence and what they're doing. The discouraging thing is when we have this kind of talent and interest in working for the public good and there are no jobs. Why

can't we find employment?"

Independent Sector elected two young adults - Kirsch and Jeffrey Trujillo, 24, a program officer for the El Pomar Foundation in Colorado - to its board of directors during the

And Independent Sector leaders promised to follow up the meeting

LEADERS

CONTINUED FROM PAGE 4

ing, collaboration, community-building and dealing with the life-cycles of nonprofits.

'Nonprofits start as entpreneurs," said Bill Spencer, president of the Foundation for the Carolinas and a participant in the retreat. "But we often see that success traps them.

Corinne Allen, executive director the Charlotte-Mecklenburg Education Foundation said nonprofits must deal with a rapidly changing environment

"Nonprofits, like for-profits, are in a state of flux, needing to deal with change and technology."

The recent five-hour brainstorming session will be followed by creation of a board of advisers, as well as task forces and focus groups. They will try to refine the ideas raised at the retreat and develop a mission for the proposed nonprofit

The followup meetings also will be looking at existing programs that provide nonprofit studies and leadership training, such as Duke University's continuing education program in nonprofit management and the Center for Creative Leadership in Greensboro.

Edwards, the School of Social Work dean, says the aim of the new program will be to complement those existing programs and not to duplicate them. People attending the retreat had numerous questions about how the program at UNC-CH might tie into or learn from the one at Duke. Representatives of Duke's program, however, were not invited to the retreat.

Jill Gammon is coordinating planning for the new program at UNC-CH. For information, call her in Raleigh at (919) 787-7499.

consultation

• board/staff training

program evaluation

• organizational development

Are you spending too much board and staff time at meetings going around and around on issues? When you need a facilitator to break the deadlock or reframe the discussion, call Maggie.

106 Watters Rd. • Carrboro, NC 27510 • phone/FAX (919) 968-7953.

PROGRAMS

CONTINUED FROM PAGE 1

Colorado and Belgium. The center's Corporate Program teaches basic leadership skills and costs \$4,500 for a six-day training session.

In addition to local and statewide programs, there are programs tailored for specific groups of people. For example, NC Equity, a Raleighbased women's advocacy center, runs the Women's Agenda Program and the Women of Color Leadership

Similarly, the NC Rural Economic Development Center in Raleigh sponthe Rural Economic Development Institute for rural leaders involved in rural economic devel-

Overall, methods for teaching leadership are changing, says Katherine Knott, program associate for the Center for Creative Leadership.

"We're moving from a top-down approach [to leadership] to a more participatory team-oriented, approach."

Similarly, ideas about who can be a leader are changing.

Leaders are no longer seen as outspoken, outgoing people, says Pat Brinkley, president of the Western North Carolina Development Association and graduate of the Rural Economic Development Institute.

"Leaders can be very quiet. Leaders are people who promote and develop other people and give credit to other people."

This change may be what has fueled new leadership programs, such as Leadership North Carolina, a statewide program in Greensboro, and the Wildacres Leadership Initiative, sponsored by the Blumenthal Foundation in Charlotte, to seek out a diversity of participants in their leadership programs.

Both programs aim to bring together people from all walks of life and from the for-profit as well as the nonprofit sectors. Both look for people who are leaders in many different

Clay Thorp, executive director of Wildacres, says developing strong leaders now is an investment in the future of the state.

"The demands of the 21st Century in terms of multiculturalism and technological change require that we invest a lot now in terms of who will be leading in the future."

While many nonprofits are taking advantage of the new leadership programs, high costs and business-oriented programs discourage some nonprofits from participating.

For example, only 3 percent of organizations that participated in the Center for Creative Leadership's programs during 1993 identified themselves as nonprofits. Even the smaller programs sponsored by chambers of commerce tend

to attract those working in the for-

profit sector. Although Leadership Carteret attracts a few participants from the nonprofit sector, Cindy Ferguson, membership and special projects director for the program, characterizes it as "basically a busi-

Programs that offer free participation or programs that are working hard to establish a diverse network of participants from throughout the state could be changing the landscape of leadership development in North Carolina.

Changing concepts of leadership that break away from the traditional might open the doors to people working in nonprofits who previously may not have been identified as leaders.

"All of us have leadership [potential]," says Brinkley of the Western North Carolina Development Association. "Unless we're given the skills or opportunity, we may not develop it.

Although programs are adapting to changing needs, some participants are critical of a lack of opportunity to put the skills they learn into action in the programs themselves.

Andrea Harris, executive director of the Institute for Minority Economic Development in Raleigh, has participated in several programs. Although she recognizes a need for leadership development, she finds it disappointing that, "The training programs are not tied to anything else. You can step inside these programs, but they're not connected to anything larger."

Duke University Certificate Program in Nonprofit Management

is proud to announce publication of the first "Duke Statewide Nonprofit Management Catalogue" offering classes in 13 sites throughout North Carolina.

<u>Contact</u>

For information about courses available near you, please contact the following:

Course locations

Western N.C.

• Fayetteville area

· Greensboro, High Point, Winston-Salem

• New Bern area · Rocky Mount, Wilson,

Greenville area •Wilmington area

Susan Larson, 910-334-5677

Susan Moffat, 919-638-5781

Chet Mottershead, 919-977-3800 Diane Brann, 910-350-3193

John Williams, 800-621-0008

Jennifer Borton, 910-678-7212

Classes at Duke

Marilyn Hartman,

919-684-3255 • Statewide Coordinator Don Wells, 919-732-1648