



Leadership McLean County Steering Committee

Operations Handbook

Revised May, 2006

MISSION AND PURPOSE. The mission of Leadership McLean County (LMC) is to identify future leaders and to facilitate a learning process that results in greater community knowledge and awareness, valuable contacts and unique opportunities for personal and professional growth. The program identifies emerging community leaders and is designed to protect the tradition of strong leadership for our community on a continuing basis by:

1. Developing informed, skilled and vigorous citizen leadership capable of understanding community problems, interpreting facts related to them and influencing decisions based upon these facts;
2. Preparing a number of committed citizens to assume responsible voluntary positions with non-profit, civic and citizen organizations within the community; and
3. Providing participants with a broad understanding of public issues, workings of state and local government, civic challenges facing all of us and the role the community plays in problem solving.

LMC initiates its own programs and projects in concert with stated objectives of the McLean County Chamber of Commerce (MCC). LMC does not discriminate on the basis of race, color, creed, sex, age, disability, religion or national origin in any of its activities.

FINANCING

LMC is an organization within the McLean County Chamber of Commerce. LMC is funded by tuition, donations and other sources, such as in-kind contributions. The fiscal year for LMC will be May 1 to April 30.

PROGRAM STRUCTURE

The LMC Steering Committee consists of the following positions

1. Chair
 - Leads Steering Committee meetings and coordinates efforts of the group
 - Works with other committee members to establish goals and priorities for the year
 - Works with the Chamber staff and the Program Chair to coordinate the Class Orientation and the Class Graduation Dinner
 - Reviews programs with the Program Chair and helps facilitate the sessions with the Program Chair and the Chamber staff representative
 - Provides guidance and assistance to all Steering Committee members
 - Provides quarterly reports to Chamber Board
2. Chair Elect
 - Makes selections of succeeding Steering Committee members in November and invites them to be present at meetings leading up to their succession
 - Assists Alumni Chair and Chamber staff with annual Alumni Breakfast
 - Coordinates implementation of new initiatives for succeeding year's program
 - Performs the duties of the Chair during the absence of that officer, and assumes all duties assigned by the Chair
 - Assumes the office of Chair during the year following the term as Vice Chair
3. Immediate Past Chair
 - Serves as an advisor and in capacities as needed that cannot be fulfilled by the other chair positions
 - Serves as an alternate for any committee or sub-committee person unable at sessions or other necessary program components

- Serves as a point of transition from one committee to another
 - Serves on Selection committee and participates in as many applicant interviews as possible
 - Meets and assists as needed with the new class
4. Program Chair
- Works with Chamber staff to schedule the dates, times and topics of each Day Session
 - Reviews and modifies as needed the previous year's curriculum
 - Secures at least two Day Chairs for each Session and works with Chamber staff to ensure a clear, consistent message is conveyed from the program as a whole
 - Coordinates with Chamber staff representative the arrangements for such items as location of classes, food, transportation, media needs, etc.
 - Works with the Chamber staff to coordinate the Opening Retreat
 - Reviews materials and presentation needs with day chairs and presenters
 - Sends final agendas to Chamber staff for further distribution by the Class Facilitator to Class members, Steering Committee, and Chamber Board (cc-ing Chamber staff)
 - Attends as many sessions as possible and reviews all evaluations
5. Class Facilitator
- Liaison between class, Steering Committee, and all committees
 - Leads the Class Orientation, serving as the emcee for the program
 - Communicate to class and monitor expectations and requirements of the program
 - Attends each Day Session and works with Chamber staff to ensure a successful program
 - Opens each Day Session with an Opening Activity (if Day Chair opts not to do so) that highlights a specific leadership skill set, then closes the day with a debriefing, making connections between the skill set and community issues of that day
 - Serves as the point of contact for the extra-curricular activities, collecting activity sheets from participants, keeping track of each participants' progress and turning them in to Chamber staff following the Graduation Dinner
 - Build morale/initiate class bonding
 - Serves as point of contact for LMC participants
 - Receives final agendas and contact lists from Chamber staff and distributes to Class members, Steering Committee, and Chamber Board (cc-ing Chamber staff)
6. Marketing & Recruitment Chair
- Coordinates a sub-committee to make speaking engagements within the community to create interest and involvement from potential applicants throughout the Chamber membership
 - Identifies target areas and organizations for recruitment
 - Works with Chamber staff on the creation of any necessary materials for use in marketing strategies
 - Works with Alumni Representative to solicit alumni for potential new candidates
 - Works with Chamber liaison to develop and implement a publicity program to educate employers, employees and general public in McLean County about LMC goals, programs and individuals
 - Assists Chamber staff in coordinating media communications and public relations activities
7. Selection (Interview) Chair
- Solicits and schedules Steering Committee members and alumni to interview candidates; works with Chamber staff on dates & times for candidates' interviews
 - Presents slate of candidates to Steering Committee and assists in final selection process
 - Approves and signs letters, along with Chamber Staff, to be sent out to accepted, rejected, and alternate candidates at the close of the selection process
8. Project Chair
- Gathers a group of LMC Alumni to serve as mentors – one mentor per
 - Works with Chamber staff to assign LMC participants to Task Force group in a manner that maximizes diversity
 - Communicates the purpose, requirements and expectations of the task forces to LMC participants

- Attends LMC sessions as requested and necessary to promote and direct the task forces
- Advises, supports and monitors the progress of LMC projects
- Assists Chamber staff in coordinating the public presentation of the task force presentations

9. Alumni Chair

- Works with Chair Elect and Chamber staff to coordinate the Alumni Breakfast
- Serves as the main point of contact between the Alumni, the Steering Committee, and the Chamber staff
- Solicits help from alumni for various LMC functions
- Works with Chamber staff to develop programs for alumni

10. Chamber Board Liaison

- Serves as a liaison between LMC Steering Committee and Chamber Board
- Keeps Chamber Board informed on LMC class and activities and alumni activities

11. Chamber Staff

- Records the minutes at each monthly Steering Committee meeting
- Works with Program Chair to make arrangements for such items as location of classes, food, transportation, media needs, etc.
- Receives all applications, coordinates all applicant interviews and works with Selection Committee to organize interview day(s)
- Supports the overall efforts of the other committee persons
- Coordinates collation of information for LMC participant notebooks and their distribution at LMC orientation
- Tracks participant attendance at each Day Session
- Provides support for the implementation of LMC needs
- Coordinates development and distribution of annual yearbook
- Coordinates LMC yearbook photographs
- Coordinates distribution of annual LMC application forms
- Manages the balance sheet of tuition income and program expenses
- Serves as point of contact for LMC participants

The following positions function in support of the Steering Committee and the program as a whole

1. Mentors (one for each task force group)

- Stays in direct contact with task force groups, offering advise and guidance in the selection and execution of their projects
- Reports to Project Chair on the progress, successes, and struggles of each task force group
- Introduces his/her task force group at the Presentation Day
- Keeps task force groups aware of deadlines and due dates throughout the progression of their projects
- Collects all materials that are due from the Task Force groups and turns them in to the Chamber staff following the Graduation Dinner
- Works to establish a bond with the task force groups and offers encouragement to each participant

2. Day Chairs (at least two for each session, excluding the orientation, retreat, presentation day, and Breakfast/Graduation day)

- Works with Program Chair and Chamber staff to compile Day Sessions of the program
- Compiles an agenda and contact list for his/her assigned Day Session
- Works with Chamber staff to finalize all necessary logistic elements the Day Session
- Has the option to lead an Opening Activity that highlights a specific leadership skill set that relates to the community issue topic of the day (if he/she opts out of this option, he/she must let Chamber staff know, so alternate arrangements may be made with Facilitator)
- Serves as the MC and timekeeper for his/her assigned Day Session

STEERING COMMITTEE TERM OF OFFICE

The committee chairs shall be approved by the Chair. The office of Chair shall be assumed by the Vice Chair. Committee members will serve a term of one year and shall assume office May 1 and serve until April 30 of the following year.

No Steering Committee member may serve more than four consecutive years unless acceding to the position of Chair. Any LMC graduate who has not previously served for four years (or has been off the steering committee for a period of one year) is eligible for nomination to the Steering Committee.

The Chair shall serve as committee chair of at least one committee and as Vice Chair before becoming the Steering Committee Chair.

STEERING COMMITTEE RESIGNATION, REMOVAL AND VACANCIES

A Steering Committee member may resign by giving written notice to the Steering Committee.

A Steering Committee member may be removed when determined ineffective, disruptive or non-supportive to the mission of LMC.

A Steering Committee member may be removed if he/she no longer works for a Chamber member company.

Should any committee member resign or be absent from three consecutive regular meetings his/her office/committee may be deemed vacant. The Steering Committee, by majority vote, will evaluate the effectiveness of the committee member and determine the appropriate course of action.

A vacancy in any office/committee may be filled by the Steering Committee. A vacancy in the office of the Chair will automatically be filled by the Vice Chair for the remaining term of the Chair. If there is no Vice Chair, the Steering Committee shall appoint a Chair with the consent of the person appointed.

STEERING COMMITTEE MEETINGS

The Steering Committee typically holds monthly meetings, place and time to be designated by the Chair. It is the responsibility of each committee member to attend the monthly LMC steering committee meetings.

POLICIES AND PROCEDURES

- 1. Recruitment and Selection of Participants.** The Selection Committee shall consist of the Selection Chair(s), the Immediate Past Chair, and 1-2 other program Alumni. Suggested number of interviewers is 3; interviews shall take place at a Chamber member location, approved by the Steering Committee.

An attempt will be made to ensure that the class represents a reasonable cross-section of the backgrounds, interests and business and civic ties in the county through the solicitation of applicants and selection of participants.

The Selection Committee shall individually evaluate and score each written application on the basis of education and training, previous involvement in McLean County, other communities and organizations; career background, work experience and involvement in professional and/or vocational organizations, honors received, and leadership potential, using the approved Interview Score Sheet document. Depending on the number of applicants, telephone interviews may be conducted and 15- to 30-minute personal interviews will be conducted to complete the selection of participants.

The Selection Committee shall make a final selection of thirty (30) to thirty-six (36) participants and two (2) to four (4) alternates. A class of 30 is optimal; however, the Steering Committee reserves the right to determine the final class size. Applicant rankings and deliberations shall remain confidential among the Recruitment and Selection Committee. Alternates shall be invited to become participants in the event that any of the originally selected participants decline their invitation to participate, resign or are removed from the class by the Steering Committee prior to the second session (Opening Retreat). After the second session (Opening Retreat), a position vacated shall not be filled.

Pre-approved acceptance and denial letters shall be sent by the Selection Chair and the Chamber Staff person to all first-time applicants. A pre-approved letter with additional, personalized advisement will be sent to all reapplication candidates not selected for the program.

Score Sheets shall be retained by the Chamber Staff person for three (3) years, and information shall be provided to any applicant who submits a written request.

- 2. Eligibility Requirements for Participants.** Participation in Leadership McLean County is open to individuals who reside in or work in McLean County or who spend a majority of volunteer time in the county, and are employed by an organization that is a member of the McLean County Chamber of Commerce.

Priority will be given to applicants who have demonstrated leadership potential or ability in one or more organizations or activities related to the betterment of McLean County. The program is designed for present and potential leaders, and no discriminatory exclusions by race, color, creed, age, disability, religion, gender, sexual orientation or national origin shall be made. Applicants not selected are encouraged to reapply in subsequent years.

- 3. Program Meetings.** The Leadership McLean County program consists of 14 sessions (avg.). This schedule consists of all full-day sessions, all half-day sessions, or a combination thereof, subject to adjustment based upon annual programming. The programming will provide education on community information and issues and professional development programs geared to enhance leadership skills. Experts from McLean County and beyond will serve as presenters. The format and location for programs will vary with the topics. Each class participant is required to submit a program evaluation form at the end of each session.

All Program Meetings must be held at a Chamber Member venue, and all services provided to the class must be from Chamber Member companies. Program presenters need not be representatives of Chamber Member firms.

- 4. Participant Attendance Requirements.** Participants in Leadership McLean County are expected to attend all sessions in their entirety and participate in all activities related to the program including group projects, community activity assignments and scheduled social events. The privilege of acceptance into the program carries a substantial responsibility to be present and punctual to all Leadership McLean County programs and activities.

It is understood that emergencies, personal and professional responsibilities may impede attendance and punctuality, and the Steering Committee is sensitive to these situations. All class members are requested to notify Chamber Staff if they know in advance they cannot meet their attendance obligation. A class participant's continued absenteeism will be reviewed and a determination regarding their continuation in the program will be made. Non-participation in group projects and other outside activities will also be reviewed and could also jeopardize a class member's graduation. If a class member is withdrawn from LMC, a letter will be sent to the class member and his/her employer.

5. Extra-Curricular Activities.

- Attendance/participation at one of each of the following is **required** over the duration of the Leadership McLean County program:
 - One city/village/town council meeting in your community of residence
 - One school board meeting in your community of residence
 - Completion of selected book and participation in final book discussion (at day program)
 - Community Service
 - Four Hours (minimum) of service to an area charitable organization for which you have not previously volunteered *OR*
 - Ten hours of service to an area charitable organization for which you already serve as a volunteer in some capacity
- Attendance/participation in one or more of the following is **encouraged** over the duration of the Leadership McLean County program:
 - Police ride-along with the Bloomington or Normal police departments (scheduled by participants with department)
 - Meeting of the McLean County Board
 - Ride public transportation to or from work, from home to grocery store, etc.
 - Tour a McLean County historical landmark you have not previously visited

- Attend *Issues and Answers*, a quarterly breakfast session sponsored by the McLean County Chamber of Commerce
- Attend a community forum or a community meeting that focuses on a timely topic

Report sheets are in the Participant's Binder and may be distributed electronically upon request. All reports should be given to the Class Facilitator upon completion for participation credit. The Class Facilitator will keep track of all participants' completion of extra-curricular requirements, and submit all materials to the Chamber Administrator at the completion of the program year. The Chamber Administrator will retain all extra-curricular records for three (3) years.

- 6. Task Force Project.** The purpose of the task force project is to encourage a thorough understanding of a local community issue; foster committee participation and cooperation; and provide committee members with a chance to develop and apply practical leadership skills and techniques for addressing issues of community concern.

The task force project will require a significant commitment of personal time outside of scheduled LMC classes. Group members are urged to work together to ensure that each member contributes to the effort.

Task Force groups will be pre-assigned. The selection of the project will be made by the group with final approval by the Project Chair. Group members, individually and collectively, will be responsible for completing the task force.

Following is a set of minimum expectations.

- Participate in regular group meetings outside of class meetings
 - Prepare a final written report on the project including an executive summary of the project
 - Prepare a presentation (approximately 20 minutes) to be delivered to the project sponsors, the LMC Steering Committee, class members and other community leaders.
- 7. Graduation Requirements.** In order to maintain the highest standards for the Leadership McLean County program, a graduation policy has been developed. It is the responsibility of each participant to make certain that every requirement is met. Compliance is necessary for graduation.
- Tuition – A participant's tuition amount must be paid in full by the first session (Class Orientation).
 - Attendance – The privilege of acceptance into the program carries a substantial responsibility to be present and punctual to all Leadership McLean County programs and activities.
 - Extra-Curricular Activities – Each participant must participate in a number of "beyond the class session" activities during the course of the program. A list of required and optional extra-curricular activities is in each participant's notebook.
 - Task Force Project – Each participant is expected to actively participate on a task force.
 - Class Participation – Participants are strongly encouraged to actively participate in question and answer periods. In addition, each participant is expected to complete and submit a program evaluation form at the end of each session. The evaluation solicits class members' opinions about Leadership McLean County and will assist future committees in improving the program topics, speakers, etc.

All successful participants in the program will be honored at a commencement ceremony.

STEERING COMMITTEE MEMBERSHIP

During the final LMC debriefing, LMC class participants will have the opportunity to designate a specific type of involvement in the upcoming program year. These will be collected and summarized by the Chamber Staff person, then given to the Steering Committee Vice Chair for his/her consideration.

OPERATIONS HANDBOOK

The LMC Operations Handbook shall be reviewed in April by the Steering Committee and discussed at the May Steering Committee meeting.

CLASS NOTEBOOKS

The following information should be included (but not limited to) in participant notebooks and given to each participant during LMC orientation:

1. LMC program overview including mission, staff and graduation requirements
2. LMC agenda
3. LMC Steering Committee
4. LMC participant list
5. Task forces Statement of Purpose and Expectations
6. Project Timeline
7. LMC Projects & Committees through the years
8. LMC Day Program Evaluation Form
9. LMC Extra-Curricular Activities Guidelines
10. Extra-Curricular Activities Report Sheet
11. Upcoming Town, City, County board meeting schedules
12. Bloomington/Normal police ride-along waiver forms
13. List of area agencies providing volunteer opportunities
14. LMC Quote Form for Yearbook
15. LMC Alumni Committee roster
16. LMC calendar of events