

**Leadership
Training
Institute**



Certificate
of Achievement in
Leadership
PROGRAM

**National
League of
Cities**



Overview and Purpose

Certificate **Achievement in** **Leadership** **PROGRAM**

The National League of Cities (NLC) is committed to strengthening and promoting the leadership capacity of our nations' local elected officials. As part of the NLC mission to create stronger communities, the Leadership Training Institute (LTI) was established to provide local officials with professional development opportunities that accentuate the vital personal skills and abilities needed to facilitate positive change and innovation within their communities.

Promoting excellence and innovation in local elected officials' leadership is the foundation of the National League of Cities Leadership Training Institute. As part of the ongoing commitment of recognizing and acknowledging excellence in leadership, LTI has developed the Certificate of Achievement in Leadership Program.

Local elected officials participate in a variety of leadership development programs and activities offered by LTI to earn a Certificate of Achievement. These include the LTI seminars conducted at the Congress of Cities and the Congressional City Conference, the Leadership Summit, 2-day Leadership Training Institute Programs, as well as other NLC sponsored national conferences and seminars.

Participation in this program allows local officials to organize professional development around the critical skills necessary for excellence in leadership. Leaders who earn the Certificates of Achievement in Leadership Program will have completed training in the competencies necessary to lead into the 21st Century.

Program Outline

The underlying philosophy of the Certificate of Achievement in Leadership Program is that leadership cannot be learned and developed solely in the classroom. Leadership skills and effectiveness are honed through application. True leadership is seeing what is needed and taking the action to make it happen.

Certificate of Achievement in Leadership Program participants must officially enroll in the program by completing the form in this brochure. Participants are not charged a fee to participate in the program, however you must notify your State Municipal League of your enrollment.

Each LTI seminar is issued a specific number of credits in a defined competency area. The number of credits offered for different LTI seminars varies depending upon the length and concentration of each individual training seminar. Additionally, some of the LTI seminars may cover more than one competency area.

The Certificate of Achievement in Leadership Program provides for increasing levels of recognition for participants. As such, each level of achievement requires that a specified number of credits be earned which are inclusive of all competency areas. As a local leader attains a higher level of achievement, the certificate program also requires leadership service with the participants' state municipal league and/or the National League of Cities.



"LTI seminars have enhanced the practical skills and strategies, as well as developed my confidence and the personal abilities that I need to properly address the issues in my community."

**Kathleen Novak, Mayor
Northglenn, CO**

Leadership Development Competencies

The Certificate of Achievement in Leadership Program is built on five core leadership competency skills that are essential for local elected officials. The five competency areas include...

Cornerstone: Personal Leadership Growth and Development

General leadership theory, personal leadership qualities and characteristics.

Leadership skills that are necessary to build personal character, courage and credibility; make decisions and exercise sound judgment. Skills that focus on general leadership theory; personal leadership qualities and characteristics including the development of strong values and means to achieve balance in your personal, political and professional life.

Competent Practitioner: Leading Effective Governance

Technical skills and knowledge specific to local government leaders.

Technical leadership skills and knowledge needed to assess and understand particular issues, challenges, and opportunities that affect local governance. Proven techniques of effective leadership in municipal government, strengthening council effectiveness, council-manager relations and promoting your community.

Communicator: Effective Communications and Media Relations

Skill in effective interpersonal interaction.

Skills that expand and enhance a leader's ability to effectively communicate a clear message, crucial values and priorities of the individual as well as the full governing body and entire community. Provides both the tools and the skills to improve personal and interpersonal communications, public speaking and individual listening skills. Presents successful techniques to handle tough interviews, difficult situations as well as a local official's guide to effective media relations including TV, radio and print.



Skill in developing and promoting partnerships.

Leadership skills that bring about the ability to influence and inspire others to build partnerships, resolve conflicts, achieve objectives, and effectively communicate the values and priorities of the governing body and the constituents as a cohesive community. Skills that expand the ability to develop meaningful, relevant and exceptional experiences for peers and constituents while integrating exemplary public service, high quality programs and services and personalized benefits.

Skill in motivating, promoting change, and future orientation.

Leadership skills that foster innovation within individual leaders and others; ability to identify trends, practices, and opportunities that can affect the future of your community; ability to manage change and be a change agent; ability to stay ahead of changing needs and desires of peers and constituents.

Collaborator:

Building Communities through Inspiration and Empowerment

Catalyst:

Leading Innovation and Managing Change



Leadership Development Credits

Credits may be earned through participation in leadership development programs offered by LTI. The number of credits earned will be appropriate to the scope and intensity of the leadership training. The Certificate of Achievement in Leadership Program will issue credits as follows:

Leadership Training Programs	Number of Credits
Annual Leadership Summit10
2-day Leadership Institute Programs8
LTI 2-day seminar8
LTI 1.5-day seminar6
LTI 1-day seminar4
LTI .5-day seminar2
Submission of a Leadership Article1



Quick Guide to Your LTI Transcript

Date of enrollment
in Certificate Program

Enrolled Since:	1/8/1999
Bronze:	12/2/2003
Silver:	2/8/2004
Gold:	
Platinum:	

Date Certificate was awarded

Date left blank until the
Certificate is achieved

Program or seminar title

Competency Category that
credits are applied toward
(may be more than one)

Event	Seminar	Core Competency	Credits
2004 CCC	eGovernment Leadership Institute	Competent Practitioner	4
2004 CCC	Ensure Good Jobs and Smart Growth	Catalyst	4
2003 Summit	11th Annual Leadership Summit	Cornerstone/Collaborator	10
2003 CCC	Leadership in a Diverse Community	Collaborator	2
2002 CoC	Speak and Make a Difference	Communicator	2

Year and event

Total credits earned for seminar

"As a lifelong learner, I believe that if I take away one item that I can use in my daily life, that the session has been worth it. With LTI programs, I have always been able to adapt many lessons to my daily role as an elected official."

James Hunt, 2004 NLC 2nd Vice President, Councilmember
Clarksburg, WV

Certificate Levels of Achievement Requirements

The Certificate of Achievement in Leadership Program offers four levels of achievement and recognition in an effort to make the program both obtainable and engaging to local officials at any point during their term of public service. Recognition levels within the Certificate of Achievement in Leadership Program include:

- ☆ **Bronze: Leadership Fellow**
- ☆ **Silver: Leadership Executive**
- ☆ **Gold: Leadership Ambassador**
- ☆ **Platinum: Leadership Statesman**

Level of Achievement	Number of Credits	Each of the 5 Competency Areas	Estimated Time to Complete
<i>BRONZE: LEADERSHIP FELLOW</i>	16	Min. 1 each	1 year
<i>SILVER: LEADERSHIP EXECUTIVE</i>	36	Min. 2 each	2 years
<i>GOLD: LEADERSHIP AMBASSADOR</i>	50	Min. 3 each	3 years
<ul style="list-style-type: none"> • Have to be a NLC member City* • State or Regional Leadership role 			
<i>PLATINUM: LEADERSHIP STATESMAN:</i>	67	Min. 4 each	4 years
<ul style="list-style-type: none"> • Have to be a NLC member City* • National Leadership role 			

** In order to achieve the Gold or Platinum level, your city must be a member of the National League of Cities, or if your city is not a member city, you must have been enrolled in the Certificate of Achievement in Leadership Program before January 1, 2003 to qualify.*

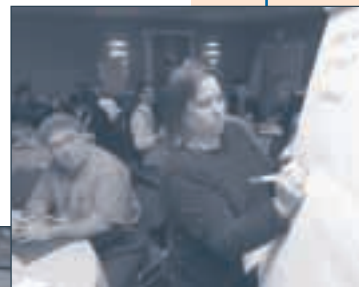
"The NLC Leadership Institute training has been one of the best resources for me since I got elected in 2000 and I look forward to what the classes offer both to me and my city."

**Tony Thomas, Alderman
Savannah, GA**



NLC will track enrolled participants' involvement in the Certificate program. An enrolled participant may request a transcript of their completed Leadership Training Institute seminars and earned credits at any time. Program participants will be notified when they attain the Bronze, Silver, Gold, and Platinum levels of achievement.

Program participants qualifying for the Gold and Platinum levels of recognition must submit a resume outlining their leadership activities to fulfill the additional requirements for those levels. The Leadership Training Council Chair will lead a Council sub-committee to review and approve these submissions.



Recognition



The four levels within the Certificate of Achievement in Leadership Program and the attendant recognition they offer will include:

Bronze

Leadership Fellow Bronze Certificate of Achievement, press release and article prepared for the local community newspaper

Silver

Leadership Executive Silver Certificate of Achievement, Proclamation from the National League of Cities, press release and article prepared for the local community newspaper

Gold

Leadership Ambassador Gold Certificate of Achievement, Proclamation from the National League of Cities, article in NCW, press release and article prepared for the local community newspaper, gold pin

Platinum

Leadership Statesman Platinum Certificate of Achievement, Proclamation from the National League of Cities, article in NCW, press release and article prepared for the local community newspaper, platinum pin



The Leadership Training Council will recognize those recipients who have completed certificate requirements at either the Congressional City Conference or the Congress of Cities conference, whichever follows the enrollees' completion of certificate requirements.

Please note, enrollees will not be recognized simultaneously at the same conference where they have completed the certificate requirements.

Enrollment Form

Enrollment in NLC's Certificate of Achievement in Leadership Program is required. Please fill out the enrollment form below.

[Please Print]

Certificate of Achievement in Leadership Enrollment Form

Name: _____

Title: _____

Address: _____

City: _____

State: _____ Zip Code: _____

Telephone: _____

Fax: _____

E-Mail: _____

Please complete this form and fax to: National League of Cities.
Attn: LTI Certificate Program • 202-626-3043

For further assistance, please call the LTI Hotline at 202-626-3170.
National League of Cities
1301 Pennsylvania Avenue, NW, Suite 550 • Washington, DC 20004
www.nlc.org

The principal mission of the Leadership Training Council (LTC) is to provide guidance and direction to National League of Cities' Leadership Training Institute and serve as a vehicle for National League of Cities Leadership positions.

"The Leadership Training Institute has provided me the necessary skills to become a more effective, accountable, and visionary elected official. LTI is providing the Elected Official the skills to provide public service to their citizens by improving quality of life, and the city they represent."

James Mitchell, Jr., 2004 LTC Leadership Chair
Councilmember
Charlotte, NC



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For more information on the Leadership Training Institute and all that it has to offer, please contact the LTI Hotline at 202-626-3170 or go to the NLC website at www.nlc.org.