

**The USM Muskie School of Public Service**  
*announces the*  
**2005 Municipal Leadership Program**  
*in partnership with the*  
**Maine Municipal Association**

### Who Should Attend?

The Municipal Leadership Program is a unique and intensive professional development course designed for elected and appointed local government officials—from the smallest town to the largest city—who want to enhance their leadership skills.

*It was the best thing I did all year.*

Anne-Marie Mastraccio (2004), Town Councilor, Sanford

*This program is a great opportunity to enhance our leadership skills and build our network throughout the state.*

Tony Levesque (2003), Economic & Community Development Director,  
Tax Assessor & Code Enforcement Officer, Fort Fairfield

### What Will I learn?

During four intensive, every-other-month, 27-hour sessions, participants will be exposed to case studies, leadership skill materials and intensive interaction with course faculty and senior practitioners. The first three sessions will focus on understanding critical leadership skills. In the final session, participants present the results of a leadership group exercise in which they have practiced their leadership skills.

*Excellent curriculum. The topics we discussed helped expand my ability to deal with town issues.*

Barbara Cox (2004), Finance Director, Dedham

*The group project was a fantastic team-building experience. We met people from different parts of the state and saw the issues they face.*

Richard Davis (2004), Town Manager, Farmington

#### Session # 1: Understanding your Leadership Style

(human behavior, your personality, ethics, how you communicate)

Local public officials are called upon to lead. However, many public officials have not examined their assumptions about leadership or the way in which they lead. How can public officials make tough choices? What constitutes ethical public leadership? What are our obligations to citizens and ourselves? This module introduces principles of leadership and human behavior, and provides tools for participants to better understand themselves and evaluate their leadership styles.

#### Session # 2: Understanding and Working with People

(motivating people, managing conflict, building consensus)

Maine communities are made up of individuals and groups with strong views and diverse perspectives. So, conflict is always in the air and effective communication can be difficult. Why are some people motivated and others not? How can you bring out the best in people and overcome barriers to effective communication? This module provides participants with tools for listening more effectively, getting their message out and working more effectively with diverse individuals.

#### Session # 3: Leading for Change

(problem diagnosis & opportunity analysis, team-building, strategic planning)

In a time of rapid, often perplexing change, communities face challenges and opportunities involving uncertainty, ambiguity, conflict and risk. To be successful, municipal officials need to work

closely with others and to think and act strategically. What conditions promote successful teamwork? How best to overcome resistance to change? What are the strategies for improving team performance? This module examines the nature and dynamics of change and focuses on strategic management tools to analyze and manage change for the benefit of Maine communities.

#### Session # 4: Maine Municipal Leadership Debate

(on timely municipal issues, judged by panel of experts)

During the course of the program, participants will utilize the skills and knowledge they have gained to organize into work teams, analyze municipal issues and develop strategic approaches to address those issues. The culmination of this exercise is the Maine Municipal Leadership Debate during which each team will present and defend its work.

### When and where?

- Friday & Saturday, May 20-21 at USM in Portland: Session #1
- Friday & Saturday, July 15-16 at UM in Orono: Session #2
- Friday & Saturday, Sept. 16-17 at MMA in Augusta: Session #3
- Friday & Saturday, Nov. 18-19 at USM in Lewiston-Auburn: Session #4

All sessions begin with lunch at 12:00 noon on Friday and end at 3:00 p.m. on Saturday. A block of rooms for course participants will be available for those requiring lodging.

### Who teaches the course?

The Municipal Leadership Program is designed for adult learners—it will be interactive, utilizing realistic case studies, experiential exercises and up-to-date materials. Instructors from the University of Maine System and experienced public officials will provide you with cutting-edge knowledge and skills.

*Incredibly useful information—very well presented.*

Alice Knapp (2002), Chair, Board of Selectmen, Richmond

### What recognition will I receive?

Participants who fulfill all program requirements will be awarded a Certificate of Municipal Leadership from the Muskie School of Public Service at the University of Southern Maine.

*I take great pride in the certificate we received.*

Mark Kimball (2004), Fire Chief, Gardiner

Copies of Certificates will be sent to each participant's town or municipal council. Press releases describing the program and participants will be sent to local newspapers. Continuing Education Units will also be available for interested participants.

### What is the cost?

The course fee for all instruction, instructional materials, meals and mid-session breaks at four, Friday noon to Saturday mid-afternoon sessions is \$525.

*Great value!*

Clint Deschene (2003), Town Manager, Herman

### How do I register?

Send in the registration form on the next page **no later than April 30, 2005**. For more information, contact Melanie Race at 207-780-5646 or [mrace@usm.maine.edu](mailto:mrace@usm.maine.edu).

## 2005 Municipal Leadership Program Registration Form

The registration fee for the 2005 Municipal Leadership Program is \$525.00. This fee covers the cost of all sessions, including materials, two lunches and one dinner for each session. **Overnight lodging costs are not included in this fee.** However, a block of rooms will be available at a group rate at each location.

To register for the Municipal Leadership Program, please complete this form and mail it, along with your check for the registration fee payable to the "USM Muskie School of Public Service," and to the USM Muskie School at 501 Law Building, P.O. Box 9300, Portland, Maine 04104-9300. Full payment must accompany registration and the registration must be received **no later than April 30, 2005**. All registrations will be acknowledged in writing. Please bring this letter of acceptance to the first session.

**Cancellation Policy:** Cancellation must be made no later than May 15, 2005 in order to receive a full refund. Any cancellations received after May 15<sup>th</sup> will be subject to a \$100 penalty.

**Yes, I want to be part of the 2005 class of the Municipal Leadership Program.**

**Name** \_\_\_\_\_

**Title** \_\_\_\_\_

**Address** \_\_\_\_\_

**Daytime Telephone** \_\_\_\_\_

**Date elected or appointed to current position** \_\_\_\_\_

**Why do you want to participate in this program?** \_\_\_\_\_

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