FALL 2020 COURSES
CROSS-SECTOR COLLABORATION

ART INITIATIVES TO DISRUPT RACISM

YOUTH MENTAL HEALTH ARTS PROGRAM

DIVERSITY AND INCLUSION IN EVENTS

ADDRESSING EMPLOYMENT EQUITY BARRIERS

CONNECTING UNDEREMPLOYED INDIVIDUALS WITH CAREERS

Alongside local leaders, develop and launch a cross-sector, collaborative initiative and work on a complex, important issue in our state

Center for Integrative Leadership
UNIVERSITY OF MINNESOTA
COURSE OVERVIEW
These courses present graduate students from diverse professional and graduate schools with the opportunity to participate in the development and launch of a cross-sector, collaborative initiative to work on a complex, important issue in our state and to make connections with rising leaders from the Minnesota Young American Leaders Program and the senior leader who is mentoring their initiative. These rising leaders have identified these initiatives for UMN graduate student contributions to critical issues. We strongly encourage participation from multiple degree programs or disciplines to produce innovative, boundary-spanning analysis and actionable guidance. For some degree programs, these courses meet capstone or final professional project degree requirements. Relevant background and a specific description of these projects are below.

CENTER, PROGRAM AND COURSE BACKGROUND
The Center for Integrative Leadership is a University-wide Center closely affiliated with five University schools, the: Humphrey School of Public Affairs, Carlson School of Management, College of Education and Human Development, School of Public Health, and University of Minnesota Law School. Founded in 2006, the Center’s mission is to catalyze leadership across business, government and non-profit organizations for public good. We stimulate and provide a focal point for teaching, research and discussion to enable cross-sectoral leadership for public good.

The Center for Integrative Leadership (CIL) is currently partnering with the Itasca Project and Harvard Business School to deliver the Minnesota Young American Leaders Program (MYALP). This annual, two-and-a-half-day program, brings together approximately fifty rising leaders from business, government and non-profits from the Twin Cities, Rochester, St. Cloud, Fargo-Moorhead, Mankato and Duluth who are committed to working across sectors to help their communities and our region prosper inclusively. The Program interweaves case studies, insights from national and Minnesota practitioners of cross-sector leadership, diverse perspectives on our current state economy, and research presentations from scholars of inclusive economic development and the future of work. During the 2019 Program last November, participants also formed working groups to develop a collaborative initiative that would bring their particular strengths, networks and skills to bear to address a specific challenge for their city or across our region.

Following on from 2019 MYALP, CIL and the Itasca Project encouraged these working groups to continue to develop their initiatives or “Collaborative Initiative Projects” (CIPs). Five groups, each of which has an assigned, senior leader mentor and a designated contact point, chose to move forward and have requested graduate student research or consulting support in the Fall to shape, scope, evaluate or stage their CIPs for launch. Working on this project with a CIP team and their assigned mentor will provide students with a rare opportunity to participate in an intergenerational, interprofessional team seeking to act, collaboratively, to create public value.

SPECIFIC COURSE OPPORTUNITIES
➢ Developing Art Initiatives to Counter Inaccurate Narratives and Alleviate Community Tension
➢ Preventative Youth Mental Health Arts Program
➢ Promoting Diversity and Inclusion in Post COVID-19 Community Events in the Fargo-Moorhead Region
➢ Addressing Employment Equity Barriers through Hiring, Retention and Advancement through Shared Practice Development
➢ Talent Connection: Connecting Underemployed Individuals with Critical Middle-Skill Careers in the Greater St. Cloud Region
Developing Art Initiatives to Counter Inaccurate Narratives and Alleviate Community Tension

Course Number(s): PA 8991

Faculty: Kathy Quick - Associate Professor, Humphrey School of Public Affairs; Academic Co-Director, Center for Integrative Leadership, University of Minnesota

MYALP Project Team: (* designates project contact point)
- Alejandra Pelinka - Creative Placemaking Director, City of Bloomington
- Jen Wagner-Lahr - Sr. Director of Innovation & Commercialization, Agricultural Utilization Research Institute
- Jai Winston - Director, Knight Foundation
- *Jonathan Wong - Regional Communications Specialist, Minnesota Department of Human Rights

Senior Mentor: Allison Barmann - Former Vice President, Strategy and Learning, Bush Foundation

Project Description:
This project seeks to develop an “arts and culture” toolkit — potentially including local resources, talking points, instructions for arts and culture projects in various media, positive narratives, and facilitation techniques — to address racism for discussion and use by groups, professions, organizations or communities. The toolkit should be adaptable for a virtual or post-pandemic environment. The MYALP Project Team requests that graduate students assist them in the following ways to shape the project to be ready to deliver and evaluate its first prototype toolkit.

Research Question: How can story-telling, the visual arts or other art forms be easily used and made available in “toolkit” form for use by both artists and non-artists to combat and disrupt racism?

Deliverables: (1) A landscape review of tools for this purpose that are currently in use in Minnesota — what they are, how they are being used and with what effects, and who developed them; (2) Case studies of any particularly successful or failed efforts that have been created in other states or countries, and the lessons you draw from them; (3) Based on the preceding two deliverables, actionable guidance about the purpose, organizational or community audience, content, development strategy, and evaluation plan for rollout of an prototype toolkit within the next three years.

Audience: Project deliverables will be presented to the group listed above as well as their mentor; as noted, one of the deliverables is for the graduate student team to help scope the project by recommending, on the basis of their landscape review and case studies, an initial target audience for the toolkit in Minnesota or, more specifically, in St. Cloud or the Twin Cities, where group members are located.

Course Assessment Criteria: Student performance on landscape review and case studies will be assessed by reference to their clear presentation, thoroughness and the potential relevance of the lessons learned drawn from them; recommendations for prototype toolkit content, development and initial rollout audience will be evaluated by group members for helpfulness in scoping the project and shaping an initial three-year plan.

Please contact Samantha Silker, sbsilker@umn.edu, with questions or to receive a permission number to register.
Preventative Youth Mental Health Arts Program

Course Number(s): PA 8991

Faculty: Vanessa Laird - Executive Director, Center for Integrative Leadership, University of Minnesota; Graduate Faculty, Humphrey School of Public Affairs; Affiliate Faculty, University of Minnesota Law School

MYALP Project Team: (* designates project contact point)
- Lynette Dumalag - Senior Vice President, JLL Minneapolis
- Tim Huebsch - Sr. Manager, General Mills
- James McClean - Government Relations Director - Care Delivery, HealthPartners
- Nicole Nfonoyim-Hara - Host & Associate Producer; Diversity Program Director, KSMQ-TV & Mayo Clinic College of Medicine & Science
- Karl Nohner - High School Principal, Sauk Rapids-Rice Public Schools
- *Amanda Romaine - Senior Marketing Strategy Director, GeoComm
- Marie Pflipsen - Community Development Director, City of Becker
- Emily Piper - Executive Director of Government Relations and Contracting, Hazelden Betty Ford Foundation
- Chris Swanson - SVP, Product Innovation Director, U.S. Bank
- Anika Ward - Director, Center for Prevention at Blue Cross Blue Shield Center of Minnesota

Senior Mentor: David Nelson - Executive Director, Carlson Family Foundation

Project Description:
This project starts from the premise that youth health and wellbeing are significant concerns for workforce readiness in Minnesota. In particular, the project group — whose members include a high school principal, healthcare advocate, and future employers — has identified youth suicide, gun violence and the disadvantages of underserved youth as major concerns to Minnesota’s future economic vitality. The project seeks to develop an arts programming tool or toolkit that can provide “upstream” (preventing or mitigating anxiety, anger management or other mental health challenges before they occur) opportunities for high-school aged youth to reflect and express themselves.

Research Question: How can arts programming, tools or projects enhance youth wellbeing and potential workforce readiness?

Deliverables: Research and summarize current available programs and opportunities in this area for Minnesota youth; on this basis of this landscape, identify gaps and challenges for these efforts; provide case studies of programs from other states or countries that have succeeded in addressing these gaps or challenges; provide a recommendation for a doable tool or toolkit (content, development and rollout strategy) that could be developed and rolled out in St Cloud, Rochester or the Twin Cities in the next 1-3 years that would supplement existing tools.

Audience: Project deliverables will be presented to the group listed above as well as their mentor; as noted, one of the deliverables is for the graduate student team to help scope the project by recommending, on the basis of their landscape review and gap analysis, an initial tool or toolkit as well as an appropriate pilot audience.

Course Assessment Criteria: The landscape review and gap analysis will be evaluated by reference to their clear presentation, thoroughness and the potential relevance of the lessons learned drawn from them; recommendations for prototype tool or toolkit content, development and initial rollout audience will be evaluated by group members for helpfulness in scoping the project and shaping an initial three-year plan.

Please contact Samantha Silker, sbsilker@umn.edu, with questions or to receive a permission number to register.
Promoting Diversity and Inclusion in Post COVID-19 Community Events in the Fargo-Moorhead Region

Course Number: PA 8991

Faculty: Samantha Silker - Program Manager, Center for Integrative Leadership

MYALP Project Team: (* designates project contact point)
- Fowzia Adde - Executive Director, Immigrant Development Center
- William Aderholdt - Grand Farm Program Manager, Emerging Prairie
- Scott Holdman - Director, Impact Foundation
- *Megan Myrdal - Director of Development, North Dakota State University Foundation
- Taya Spelhaug - TechSpark Manager, Microsoft
- James Whirlwind Soldier - Training Consultant, Goldmark Property Management

Senior Mentor: Lynn Casey - former Chief Executive Officer, Padilla Speer Beardsley

Project Description:
This project was motivated by a recent African American-New American job fair held in the Fargo-Moorhead-West Fargo area from which no job offers resulted. The working group for this project seeks to ensure that events that have the potential to connect community residents — including new arrivals and historically underrepresented groups — with each other or to match employers with job seekers effectively and inclusively serve the area’s increasingly diverse population. The project seeks to provide an event checklist suitable for post-pandemic, virtual events as well as live events, making community events in the Fargo-Moorhead region effectively reach across diverse populations and create an atmosphere of community belonging and inclusion.

Research Question: What current resources and roles exist in the Fargo-Moorhead area for promoting the diversity and inclusion of community events and matching employers with job seekers? What case studies are there from other cities or regions of checklists or specific steps that have successfully increased the diversity and inclusion of these events? Based on surveys or focus group input, what form should this checklist take and what should it contain for this region? What can an inclusive community event or job seeker event look like — e.g., where should it be held and how can connections be made? — in a post-pandemic, increasingly physically distanced world?

Deliverables: Overview based on research of relevant resources and roles that already exist and could be deployed for this purpose; research and presentation of relevant case studies; additional research based on surveys or focus group input; recommendations for successful, post-pandemic community events and for content, development and implementation of a potential checklist in the next one-to-three years.

Audience: Project deliverables will be presented to the group listed above as well as their mentor; as noted, one of the deliverables is for the graduate student team to help scope the project by recommending, on the basis of their research and case studies, an initial pilot checklist and its target audience(s).

Course Assessment Criteria: The research overviews and case studies will be evaluated by reference to their clear presentation, thoroughness and the potential relevance of the lessons learned drawn from them; recommendations for checklist content, development and initial rollout audience will be evaluated by group members for helpfulness in scoping the project and shaping an initial three-year plan.

Please contact Samantha Silker, sbsilker@umn.edu, with questions or to receive a permission number to register.
Addressing Employment Equity Barriers through Hiring, Retention and Advancement through Shared Practice Development

Course Number(s): MBA 6504 (Non-MBA students may register for PA 8991)

Faculty: Siddharth Chandramouli - Managing Director, Carlson Consulting Enterprise
(Supervising faculty for 8991: Kathy Quick, Associate Professor, and Vanessa Laird, Graduate Faculty, Humphrey School of Public Affairs); Julia Silvis - Director of Itasca Project, McKinsey & Company

MYALP Project Team: (* designates project contact point)
- Ro Adebiyi - Sr. Counsel, Insurance Law, Thrivent
- Lynette Dumalag - Senior Vice President, JLL Minneapolis
- David Edgerton Jr - Director of Diversity Equity and Inclusion, Andersen Windows and Doors
- Drinal Foster - Sr. Business Support Manager, Wells Fargo
- Amelia Hardy - Senior Director Enterprise Relationship Management, Best Buy Health, Best Buy
- *Chris Swanson - SVP, Product Innovation Director, U.S. Bank
- Anika Ward - Director, Center for Prevention at Blue Cross Blue Shield Center of Minnesota
- *Amelia Hardy - Sr. Business Support Manager, Wells Fargo
- Annie Zipfel - SVP, Chief Marketing Officer, Andersen Corporation

Senior Mentor: Tim Welsh - Vice Chairman, Consumer & Business Banking, U.S. Bank

Project Description:
This project seeks to ensure that Minnesota has the workforce it needs for the future through providing a shared tool or toolbox for employers more effectively to source, hire, retain and advance African American, LatinX and Indigenous talent. The specific, initial focus of the project will be on for-profit employers of management, business, financial and health professionals. The project group seeks in the first instance to complete a landscape overview of initiatives or tools that have been successfully developed and applied for these purposes and that could be generalized to be useful to a number of different employers. The group also seeks specifically to become aware of approaches or tools that have been used to change employers narratives from landing scarce employees to growing the number of such potential employees who consider working and remaining in this area.

Research Question: Based on available evidence relating to programs, initiatives or tools that have effectively increased sourcing, hiring and retention for employees of color in Minnesota, frameworks that may already be available for this purpose to Minnesota companies, and case studies of effective programs from other states, what steps should be part of an initial engagement framework that could be piloted and measured with a group of similarly situated for-profit employers in the Twin Cities?

Deliverables: Research summary of available evidence relating to effective programs in this space, currently available frameworks and case studies of successful programs in other states; based on the foregoing, recommendations for design and metrics for an initial engagement framework that could be piloted with a group of Twin Cities companies, as well as identification of characteristics of those companies that would provide greater assurance of success.

Audience: Project deliverables will be presented to the group listed above as well as their mentor; as noted, one of the deliverables is for the graduate student team to help scope the project by recommending, on the basis of their data review, landscape assessment and case studies, an initial pilot framework and its target audience(s).

Course Assessment Criteria: The data review, landscape assessment and case studies will be evaluated by reference to their clear presentation, thoroughness and the potential relevance of the lessons learned drawn from them; recommendations for the initial framework content, development and initial rollout audience will be evaluated by group members for helpfulness in scoping the project and shaping an initial three-year plan.

Please contact Samantha Silker, sbsilker@umn.edu, with questions or to receive a permission number to register.
Talent Connection: Connecting Underemployed Individuals with Critical Middle-Skill Careers in the Greater St. Cloud Region

Course Number(s): MBA 6504 (Non-MBA students may register for PA 8991)

Faculty: Siddharth Chandramouli - Managing Director, Carlson Consulting Enterprise
Myles Shaver - Professor, Curtis L. Carlson Chair in Corporate Strategy, Carlson School of Management; Academic Co-Director, Center for Integrative Leadership, University of Minnesota
(Supervising faculty for 8991: Kathy Quick, Associate Professor, and Vanessa Laird, Graduate Faculty, Humphrey School of Public Affairs)

MYALP Project Team: (* designates project contact point)
- Ryan Cross - President & CEO, BCI Construction, Inc.
- Dan Edelbrock - Business Banking Relationship Manager, US Bank
- Drinal Foster - Sr. Business Support Manager, Wells Fargo
- Karl Nohner - High School Principal, Sauk Rapids-Rice Public Schools
- Marie Pflipsen - Community Development Director, City of Becker
- Clare Richards - Creative Services Manager, Leighton Interactive
- *Amanda Romaine - Senior Marketing Strategy Director, GeoComm
- Lacey Schirmers - Managing Director, GREAT Theatre
- Jonathan Wong - Regional Communications Specialist, Minnesota Department of Human Rights

Senior Mentor: Charlie Zelle - Chair, Metropolitan Council of the Twin Cities

Collaborative Initiative Project Description:
The St. Cloud area is the second fastest growing of the thirteen Economic Development Regions in Minnesota and is facing workforce shortages — particularly in the construction and professional/technical services fields. The aim of this project is to provide a bridge to connect emerging leaders in these fields with potential employees who may or may not have the traditional qualifications to fill these jobs possess or may be readily trained to possess the necessary skill sets. The project group has identified awareness, resources, and tools as potential “bridging” mechanisms to make these connections.

Research Questions: What are the key gaps in recruitment and retention of middle-skill employees that St. Cloud area employers will face in the decade to come? What are the traditional qualifications for such employees; are there currently under- or unemployed groups in St. Cloud that may not possess these qualifications but may have the relevant skills to fill the jobs with minimal training? What programs exist elsewhere in Minnesota or in other states that have delivered successful “bridging” tools? What grants might exist to support development and implementation of a pilot “bridging” program in St. Cloud? What are the core elements of such a program?

Deliverables: The students working on this product will provide data, analysis and recommendations that answer the above questions. Part of this process might be focusing on a subset of these questions and providing the rationale why.

Audience: Project deliverables will be presented to the group listed above as well as their mentor; as noted, one of the deliverables is for the graduate student team to help scope the project by recommending, on the basis of their data review and analysis, an initial bridging program and its target audience(s).

Course Assessment Criteria: The data review and analysis will be evaluated by reference to their clear presentation, thoroughness and the potential relevance of the lessons learned drawn from them; recommendations for bridging program content, development and initial rollout audience will be evaluated by group members for helpfulness in scoping the project and shaping an initial three-year plan.

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