PROGRAM AGENDA
Part 1 (Virtual): August 16-24, 2021

Monday, August 16
The Dynamics of Changing Communities & the PELA Experience
- Introduce the PELA Class of 2021 and the PELA faculty.
- Understand the concept of adaptive change and how it is different from technical change.
- Discuss the changing roles of municipal and county managers and their professional staff members in leading adaptive change in the community or region.

9:00–11:00 Orientation  Carl Stenberg
11:00–11:15 Break
11:15–12:15 The PELA Perspective  Carl Stenberg
12:15–1:15 Lunch Break
1:15–3:15 Team Building Event

Tuesday, August 17
Adaptive Leadership in Times of Significant Change
- Identify the top demographic trend “drivers” that affect local governments.
- Understand how action learning with peers can be used to foster adaptive change in communities.

9:00–11:00 Disruptive Demographic Trends  Jim Johnson
11:00–11:15 Break
11:15–12:00 Action Learning and Peer Consultation  Rick Morse
12:00–1:00 Lunch Break
1:00–3:00 Learning Team Meetings—Discuss your Adaptive Change Project
Wednesday, August 18  
**Leadership and Change**
- Understand how change happens and what people experience during change.
- Consider what makes organization adaptive.
- Learn tools you can use to lead others through change.
- Discern the leadership skills for the 21st century manager.
- Explore the role of a professional manager as local leader.

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<td>9:00–9:30</td>
<td>Learning Team Meetings</td>
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<td>9:30–11:00</td>
<td>Building an Adaptive Leadership Culture</td>
<td>Lydian Altman</td>
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<td>1:15–3:15</td>
<td>The Local Government Imperative</td>
<td>Bob O’Neill</td>
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Thursday, August 19  
**Economic Equity**
- Discuss roles and responsibilities of local government managers in promoting economic equity.
- Use art to apply creativity to your leadership philosophy.

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<td>9:30–12:00</td>
<td>Growth, Development, and Economic Equity</td>
<td>Tyler Mulligan, Jonathan Morgan</td>
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<td>12:00–1:00</td>
<td>Lunch Break</td>
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<td>Team Building Event</td>
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Friday, August 20 - Monday, August 23

**No Class Sessions**
Tuesday, August 24  Crisis Communications
• Comprehend the role of multiple media outlets in the community change process, and how citizens and groups use technology to convey information and views.
• Identify and practice strategies for using the media to get the professional staff’s message across to the public and for building positive relations with the media.
• Distinguish ways to help improve framing and communicating the governing board’s message to the public through the media.

9:00–9:30  Learning Team Meetings
9:30–11:15  Crisis Communications, Part I  Mark Weaver
11:15–12:00  Lunch Break
12:00–1:30  Crisis Communications, Part II  Mark Weaver
1:30–3:00  Learning Team Meetings

Wednesday, August 25  Innovation and Part 1 Wrap-Up
• Determine how to build organizational capacity for innovation.
• Discuss themes from PELA 2021, Part 1 and how they will connect to concepts in Part 2.

9:00–9:30  Learning Team Meetings
9:30–11:30  Innovation in Local Government  Mitch Sava
11:30–12:30  Lunch Break
12:30–2:30  Putting it All Together: PELA Take-Aways  Learning Teams & Faculty Leaders
2:30–3:00  Wrap-Up  Kim Nelson & Carl Stenberg
### PROGRAM AGENDA
Part 2 (In-Person): September 20-24, 2021

#### Sunday, September 19
**Welcome Back**

- Welcome Back Reception and Dinner
  - School of Government Tent

#### Monday, September 20
**Practicing Collaborative Process Skills**
- Develop skills for facilitative leadership.
- Develop problem identification skills and practice collaborative problem-solving skills.
- Understand how systems thinking can be used to identify and diagnose problems and develop solutions.
- Explore collaborative process skills in the context of a simulation/role-play.
- Learn the process to map stakeholders.

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<td>8:45–10:15</td>
<td>Using Systems Thinking to Tackle Wicked Problems</td>
<td>Kim Nelson</td>
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<td>10:15–10:30</td>
<td>Break</td>
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<td>10:30–11:45</td>
<td>Facilitation-Collaboration Skills</td>
<td>Rick Morse, John Stephens</td>
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<td>11:45–12:45</td>
<td>Lunch Break</td>
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<td>12:45–5:00</td>
<td>City Park Stimulation</td>
<td>Rick Morse, John Stephens</td>
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<td>5:00–5:15</td>
<td>Break</td>
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<td>5:15–5:45</td>
<td>Debrief, Connections to Adaptive Change Projects</td>
<td>Rick Morse, John Stephens</td>
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<td>5:45</td>
<td>Learning Team Dine-In</td>
<td>SOG Tent</td>
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Tuesday, September 21  
Equity and Awareness
- Become aware of intrinsic biases and how you and others are affected.
- Identify strategies to minimize bias.
- Role modeling cultural humility.
- Practice active listening as a leadership imperative.
- Move from openness to commitment.

8:45–9:15  
Learning Team Meeting

9:15–12:00  
Understanding Personal Bias:
Openness Does Not Equal Commitment Paul James

12:00–1:00  
Lunch Break

1:00–4:00  
Being an Inclusive Leader Susan Gooden

4:00–7:00  
Leadership Teambuilding Event

Wednesday, September 22  
Roles, Responsibilities, and Values of Local Government Professionals
- Recognize the different responsibilities, roles, values, and perspectives of elected officials and local government professionals.
- Grasp the key characteristics of politics and administration.
- Discuss the conflicting value choices that underlie policymaking and administration.
- Understanding the impact of disruptive forces on organizational stability.

8:45–9:30  
Teambuilding Debrief Kim Nelson
Mitch Sava

9:30–12:00  
Governing in a Disruptive Environment John Nalbandian

12:00–1:00  
Lunch Break

1:00–3:00  
Values and Reconciliation John Nalbandian
PELA Alumni

3:00–4:00  
Reception SOG Tent
### Thursday, September 23

**Framing and Communicating Your Message**
- Comprehend the role of multiple media outlets in community change process, and how citizens and groups use technology to convey information and views.
- Identify and practice strategies for using the media to get the local government’s message across to the public and for building positive relations with the media.

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<td>Breakfast and Check-In</td>
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<td>9:00–12:00</td>
<td>Positive Communication Strategies</td>
<td>Willow Jacobson</td>
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<td>12:00–1:00</td>
<td>Lunch Break</td>
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<td>1:00–4:00</td>
<td>Getting Your Message Across</td>
<td>Sharon Delaney, Melanie Sanders</td>
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<td>Dinner on Your Own</td>
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### Friday, September 24

**Graduation Day**

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<td>Connecting the PELA Dots</td>
<td>Kim Nelson, Carl Stenberg</td>
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<td>10:30–10:45</td>
<td>Graduation Pictures</td>
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<td>11:00–12:00</td>
<td>Park Bench</td>
<td>Reflections on PELA</td>
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<td>12:15–2:00</td>
<td>Graduation for PELA Class of 2021</td>
<td>SOG Tent</td>
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