

**CITY OF RAPID CITY  
TRAVEL REQUEST**

Person requesting travel Malcolm Chapman Department Mayor / Council

I hereby request permission to travel for the following purpose: (Give specific nature of business and interest of the City to justify cost involved.)

National League of Cities, 14th Annual Leadership Summit  
Leading Local Government: A Voyage of Endurance

List all other City employees, if any, making the trip for the same purpose: Bill Okrepke

Place of meeting or destination: Colorado Springs, CO

Date of meeting Sept 21-23, 2006

Date trip to begin Sep. 20 Date trip will end \_\_\_\_\_

Method of transportation requested \_\_\_\_\_

Estimated transportation cost	\$	30	4 DAYS
Meals		144	180
Lodging <u>3</u> days @ 153 plus tax		459	<del>459</del> 713
Other costs - description <u>Registration</u>		695	695
		305	305

Total estimated cost of trip provisional \$ 1603 - 1893

Signed Kyle Ruppert for Malcolm Chapman Date 6/28/06  
(person requesting travel) (Department Head)

When the cost of the trip will exceed \$500, per employee, this section must be signed.

In accordance with the provisions of Rapid City ordinances and travel regulations, consent is hereby given for travel as requested in the foregoing application. Maximum cost of trip authorized is \$ \_\_\_\_\_

Approved: Jim [Signature] Date 6.29.06  
Mayor

When the cost of the trip will exceed \$1,500, per event, Council approval is required.

Approved by Common Council on \_\_\_\_\_ (Date)



## NATIONAL LEAGUE OF CITIES

Strengthening & promoting cities as centers of opportunity, leadership and governance

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[Advocating for Cities](#)
[Resources for Cities](#)
[Inside NLC](#)
[Conferences & Events](#)
[Newsroom](#)

### Resources for Cities: 14th Annual Leadership Summit



#### In this Section

- ▶ City Knowledge Network
- ▶ Programs & Services
- ▶ Institute for Youth, Education & Families
- ▶ Publications
- ▶ Research & Analysis
- ▶ Awards & Recognition
- ▶ **Leadership Training Programs**
- ▶ Networking Opportunities

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## 14TH ANNUAL LEADERSHIP SUMMIT LEADING LOCAL GOVERNMENT: A VOYAGE OF ENDURANCE

SEPTEMBER 21-23, 2006

Cheyenne Mountain Resort – Colorado Springs, CO

Co-Sponsored and Developed in Partnership with the Rocky Mountain Program

[Download Leadership Summit Brochure PDF](#)

Leading a community through the daily routines of life as well as through the challenging times of crises can often be perceived as a voyage of endurance. More importantly, when the dominant existing public conversation is void of accountability and soft on commitment, leading the way can be perceived as leading in challenging times.

Make your plans now to participate in the 14th Annual Leadership Summit at the Cheyenne Mountain in Colorado Springs, CO. The National League of Cities' Leadership Training Institute presents a program designed to enhance your success and understanding of your leadership role and responsibilities as an elected official.

#### Changing Our Ideas of Leadership

Commitment is what transforms a promise into reality; it is the power to change the face of things; it is the daily triumph of integrity over skepticism. To be committed means you are willing to make a promise with no expectation of return; a promise not conditional on another's action. Leaders create the condition for civic engagement. We do this through the power we have to focus attention and define the conversation for people when they gather. We have many obsolete ideas about leadership that can interfere with widespread accountability and commitment. These are the mythology of the old patriarchal and paternal models which do nothing other than create stress in leaders and dependency in others.

#### The Restoration of Community

Explore the opportunities to create commitment and accountability, and encourage people to act as citizens. Leadership is getting people connected with each other and confronting them with their freedom. Explore leadership based on invitation and consent. Most of our efforts at building institutions try to drive an engineering change. Strategies of consent create communities where accountability replaces entitlement, commitment replaces negotiation, and conversation replaces persuasion and manipulation. Examine elements that create the social space where change and development can be chosen instead of fear or fought.

#### Leading the Way in Challenging Times

Explore the difficulties and opportunities of leadership in challenging times. Examine the differences between technical vs. adaptive challenges of leadership; know when you are 'stuck in the ice' and do not confuse an adaptive challenge with a technical challenge. Engage in unique experiential activities to explore those ideas about critical, often neglected, aspects of exercising leadership. Recognize the challenge of leadership including the perils of adaptive change; going beyond one's authority; and the faces of danger including marginalization, diversion, attack and seduction.

#### Develop Skills and Examine Key Lessons

Focus on analytic and political skill development, including the capacity to distinguish technical from adaptive work; assessing where others are; delving beneath the issue; how to read authority figures for clues; accepting responsibility and ownership; modeling behavior; and accepting causalities. Learn about orchestrating the conflict, giving the work back, and how to hold steady so that attention is focused on the right issues.

**Overcome the Challenges of Leadership**

Join renowned author Peter Block and leadership scholar Allan Wallis, along with leadership trainers Pam Shipp and Michael Gardner, and civic leader Christopher Gates, as you engage in a dynamic and reflective program that confronts the challenges of leadership in local government. Discover how to focus your energy and grasp new ideas and insights, as you improve your ability to achieve results in your community.

Insightful learning experiences will provide you the opportunity to reflect, recognize and appreciate what you can do to enhance your success as a local community leader. Thoughtful presentations will help you develop those leadership skills and abilities necessary to lead effectively and strengthen your role in local government.

**Core Competency:**

Cornerstone/Collaborator... 10 Credits in the Certificate of Achievement in Leadership program

**LEADING LOCAL GOVERNMENT: A VOYAGE OF ENDURANCE**

Preliminary schedule of events for the Summit (subject to change)...

**Thursday, September 21st**

- 8:00 a.m. Registration
- 9:00 – 11:30 a.m. Leadership Training Council meeting (LTC Members only)
- 9:00 – 5:30 p.m. Leadership Bookstore open
- 12:00 – 1:30 p.m. Lunch
- 1:30 – 5:00 p.m. Opening Session
  - Building our Learning Community
    - ★ Pam Shipp, Program Facilitator
  - Creating a New Culture: Changing Our Ideas of Leadership
    - ★ Peter Block
- 6:00 p.m. Welcoming Reception

**Friday, September 22nd**

- 8:00 a.m. Continental Breakfast
- 8:00 – 5:30 p.m. Leadership Bookstore open
- 8:30 – 3:00 p.m. Guest/Spouse Tour of Colorado Springs area
- 8:30 – 12:00 noon Leading in Challenging Times: The Role of Adaptive Leadership
  - ★ Allan Wallis
- 12:00 – 1:30 p.m. Lunch
- 1:30 – 5:00 p.m. Shackleton's Crossing: An Experience of Leadership and Commitment
  - ★ Michael Gardner
- 6:00 p.m. An Evening in Colorado Springs (Air Force Academy, NORAD, or Ft. Carson)

**Saturday, September 23rd**

- 8:00 a.m. Continental Breakfast
- 8:00 – 2:00 p.m. Leadership Bookstore open
- 8:30 – 12:00 noon The Restoration of Community: Sharing the Public Agenda
  - ★ Christopher T. Gates
- 12:00 – 1:30 p.m. Lunch
- Summit concludes

**LEADERSHIP SUMMIT PRESENTERS...**

**Peter Block...** is an author, consultant and citizen of Cincinnati, Ohio. His work is about empowerment, stewardship, chosen accountability, and the reconciliation of community. Peter is the author of several best-selling books including *Flawless Consulting: A Guide to Getting Your Expertise Used* (1st Ed 1980, 2nd Ed 1999); *Stewardship: Choosing Service Over Self-Interest* (1993) and *The Empowered Manager: Positive Political Skills at Work* (1987). Block is the recipient of the first place 2004 Members' Choice Award by the Organization Development Network, recognizing *Flawless Consulting*. Peter has also authored *Flawless Consulting Fieldbook & Companion: A Guide to Understanding Your Expertise* (2000). *The Answer to Yes: Acting on What Matters* (Berrett-Koehler, 2002) won the 2002 Independent Book Publisher Award. *Business Breakthrough Book of the Year*. *Freedom and Accountability at Work: Applying Philosophical Principles to the Real World* was co-authored with Peter Koestenbaum (Jossey-Bass/Pfeiffer, 2001). Peter serves on the Board of Directors of Cincinnati Classical Public Radio and acts as an advisor to the City of Hope.

**Hop Center in Cincinnati.** He is the first Distinguished Consultant-in-Residence at Xavier University. He received national awards for outstanding contributions in the field of training and development, including the American Society for Training and Development Award for Distinguished Contributions; the Association for Quality and Participation President's Award; and Training Magazine HRD Hall of Fame. He received his Masters Degree in Industrial Administration from Yale University and did his undergraduate work at the University of Kansas.

**Pam Shipp...** is a Senior Program Associate at the Center for Creative Leadership at the Colorado State campus. In addition to the Leadership Development Program (LDP), Pam is a faculty member of the Leadership at the Peak (LAP) and the Foundations of Coaching (FOC). She is an adjunct professor at University's graduate program in Counseling Psychology specializing in issues of leadership credibility, assessing leadership behaviors and counselor supervision. Pam is the author of Counseling Blacks: A New Approach; The Personnel and Guidance Journal, Oct. 83; Managing Diverse Work Teams: Leaders in Action, Jan/Feb 01, Vol. 20; Building Communities For Tomorrow, One Person At A Time, (2002). Shipp is a clinical psychologist and managed a private clinical practice in Colorado Springs for 12 years. Pam has worked as a public school administrator, a business management consultant, and an executive coach. She is a member of the Association of Black Psychologists, a board member of the Colorado Springs Black Leadership Initiative, the Pikes Peak Community Foundation, Penrose-St. Francis Hospital and a past member of the El Paso Foundation Advisory Board. She has served on the Board of Directors for the Colorado Springs Children's Museum; The Boys and Girls Club of the Pikes Peak Region; and the Colorado Springs Human Relations Board. Pam has been recognized in Who's Who in Black Colorado Springs, is a recipient of the NAACP Community Service Award, and was featured in the Gazette Telegraph's Women at the Top.

**Allan Wallis...** is an Associate Professor of Public Policy at the Graduate School of Public Affairs, University of Colorado at Denver, where he directs the Ph.D. program as well as the concentration in local government. He currently teaches courses in leadership and ethics, urban policy, growth management policy, and innovation in public management. He has also taught courses in architecture, city planning and urban design. An active researcher, Dr. Wallis focuses his work on emerging forms of metropolitan regional governance, leadership development, and methods for improving collaboration among nonprofit organizations. He is currently working on a metropolitan regionalism project in South Florida and Chicago under a grant from the MacArthur Foundation. He has authored numerous articles, book chapters, and a book entitled, Wheel Estate: the Rise and Decline of Mobile Homes. Wallis holds a Bachelor's in Architecture from The Cooper Union, a Master of Public Administration from the Kennedy School of Government at Harvard, and a Ph.D. in Environmental Psychology from the Graduate School of the City University of New York. Dr. Wallis has also taught at The Cooper Union, Pratt Institute, Ball State University and the University of Colorado at Boulder.

**Michael Gardner...** has been an adjunct faculty member at the Center for Creative Leadership for over seven years. He works with senior-level executives in industry and government from around the world on the Center's flagship program, Leadership at The Peak (LAP). Gardner began his work in leadership development as a trainer and program leader at the Santa Fe Mountain Center where he worked with inmates and candidates for parole at the state prison and youth reformatory in wilderness programs. He then served as a faculty member for Peak Performance where he has helped design and run programs for Sears, Johnson & Johnson, Expedia, Carlson Hotels and many other organizations. Gardner is also publisher of Springs Magazine, a year-old arts and cultural magazine for Colorado Springs and is co-founder of Blue Clover Press, an outdoor adventure guide publishing house with six current titles, including Dawson's Guide To Colorado's Fourteeners, one of the state's best-selling mountaineering guides.

**Christopher T. Gates...** is President of the National Civic League, the nation's oldest organization advocating for the issues of community democracy that was founded in 1894 by civic reformers including Teddy Roosevelt and Louis Brandeis. He also serves as a member of NCL's Board of Directors and was President of the National Civic League for eight years prior to becoming its President in 1995. Gates speaks extensively around the country, and around the world, on topics including the changing forms of democratic citizen participation, community visioning and strategic planning. He has also regularly lectured in various academic institutions, including the University of Colorado's Graduate School of Public Affairs and the Urban and Local Government Program at Harvard's Kennedy School of Government, and is a regular instructor in leadership training programs across the country. Gates serves on a variety of other boards including the National Commission on Civic Renewal, the Council for the Advancement of Citizenship, and the California Center for Civic Renewal. He is also co-chair of the Civic Practices Network, co-chair of the Saguaro Initiative, a Harvard University project studying 'social capital' and co-chair of the Alumni Council of the Kennedy School of Government's Career Services Office.

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**REGISTRATION FORM:**

Don't Delay!! Availability is limited. No registrations will be accepted after August 30th, 2006 or earlier.

maximum retreat size is reached.

**REGISTRATION FEES** (check appropriate boxes below):

**Early Bird** Registration (faxed or postmarked by March 1, 2006)

\_\_\_\_\_ \$595 Member City  
\_\_\_\_\_ \$195 Spouse/Guest Fee

**Advance** Registration (faxed or postmarked by July 15, 2006)

\_\_\_\_\_ \$695 Member City  
\_\_\_\_\_ \$245 Spouse/Guest Fee

**Late** Registration (faxed or postmarked after July 15, 2006)

\_\_\_\_\_ \$795 Member City  
\_\_\_\_\_ \$295 Spouse/Guest Fee

NLC Member City: Yes\_\_\_\_ No\_\_\_\_  
\_\_\_\_\_ Non-Member City add \$100.00 to reg. fee

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For more information, call (202) 626-3127 or email Dwight Horkheimer at [horkheimer@nlc.org](mailto:horkheimer@nlc.org)

**National League of Cities**

1301 Pennsylvania Avenue NW Suite 550 · Washington, DC 20004

Phone:(202) 626-3000 · Fax:(202) 626-3043

[info@nlc.org](mailto:info@nlc.org) · [www.nlc.org](http://www.nlc.org)

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