

**BRUSHY FORK**  
LEADERSHIP INSTITUTE

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A STRATEGIC INITIATIVE OF BEREA COLLEGE

# Strategic Plan: 2020-2023

*Revised in October 2020 in response to the novel coronavirus pandemic (COVID-19) and again in December 2020 to incorporate results-based accountability principles and a racial equity lens to Brushy Fork's work.*

**Brushy Fork Leadership Institute**  
**2020-2023 Strategic Plan**  
**Executive Summary**

With more than thirty years of service to central Appalachia, Brushy Fork Leadership Institute seeks to strengthen the connection of all aspects of the program's work to leadership development and to the Great Commitments of Berea College. The strategic planning process affirms Brushy Fork's service area as consisting of Appalachian counties in Kentucky, Tennessee, Virginia, West Virginia, Ohio, and adds western North Carolina as an area. A number of factors have impacted Brushy Fork's programming and are addressed in this plan. Berea College demonstrated its commitment to outreach by creating the Division of Strategic Initiatives, and Brushy Fork moved from the Berea College Appalachian Center to that division in 2017. Following a decade in which much of Brushy Fork's work focused on Appalachian Kentucky through programming supported by the Appalachian Regional Commission, Brushy Fork is making an intentional effort to extend the program's reach beyond Kentucky to other central Appalachian states in order to support leadership development and connect leaders across states lines. With changes in the Appalachian Regional Commission funding, Brushy Fork also performed an assessment of how its work aligns with leadership development as a core mission, and this plan lays the foundation for developing programs.

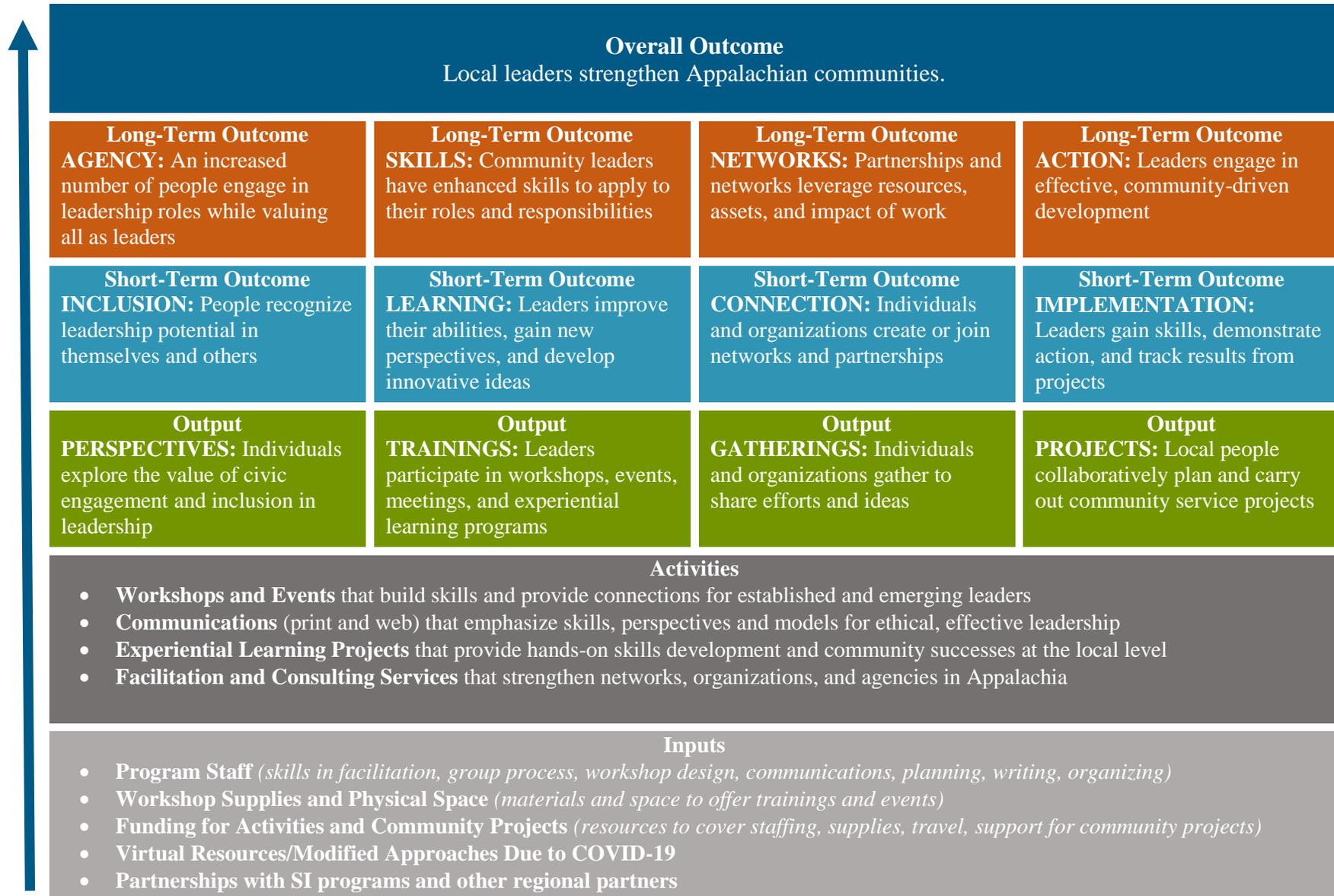
The programming goals and accountability measures, and their associated strategies will move Brushy Fork into the next evolution of its service to Central Appalachia. All goals and strategies align with the Theory of Change and Theory of Action that were developed as part of this planning process. The Strategic Plan addresses the following programming areas.

- The Brushy Fork Leadership Summit, which began in 2005 as the Annual Institute, has been re-designed to better reflect the overall focus on leadership development. The Leadership Summit will be maintained as a fee-based event and Brushy Fork will expand attendance from Appalachian states outside of Kentucky.
- Brushy Fork is developing a leadership development program that engages leaders with a variety of experiences in community, but that has a focus on grassroots leadership. Getting There Together has an overall objective of serving people who are often marginalized from leadership in communities. This might include individuals who are justice-involved, people who are in recovery from substance abuse disorder, low-income individuals, people of color, and others who are seeking ways to engage in their communities as leaders and volunteers. The program will be co-planned with a team of community members, and the work that results will have a core curriculum and values that have been adapted to a community's needs.
- Brushy Fork will continue to provide high-quality facilitation, training, and support for communities, organizations, and networks through its contract services program.
- Brushy Fork will explore intergenerational leadership for nonprofits in rural Appalachian communities. A potential program will consider how to pair older and younger leaders for mentoring.

The Strategic Plan remained under development as the COVID-19 pandemic struck. The pandemic has had significant impact on Brushy Fork's ability to work directly with people at the community level. Much of the program's work has transitioned to online since March 2020 and that style of work may be

required for an extended period of time. This plan was updated in October 2020 to reflect changes due to COVID-19. Elements of the plan may be delayed or changed depending on the timeframe for easing of the necessary restrictions related to the pandemic. Staff revisited the plan in December 2020 and updated it using principles of results-based accountability and looking at strategies and programs with an equity lens and increasing intentionality of incorporating racial equity into Brushy Fork's work.

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THEORY OF CHANGE**



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## Brushy Fork Leadership Institute’s Strategies Defined

Brushy Fork’s overarching strategies for strengthening local and regional leadership in Central Appalachia include the following planning approaches:

Overarching Strategy	Brushy Fork’s Programs Will...
<b>Increase the Number of People Assuming Leadership</b>	<ul style="list-style-type: none"> <li>• Identify and serve emerging leaders as well as established leaders</li> <li>• Serve people not traditionally engaged in leadership in communities, including young leaders</li> <li>• Promote a team-based approach that allows for service at a variety of experience levels</li> <li>• Connect emerging and established leaders for mentoring, mutual learning, growth, and service</li> <li>• Assert the kinship of all people and promote racial equity and inclusion</li> <li>• Consider access to leadership and to programs for people traditionally marginalized from leadership</li> </ul>
<b>Enhance Leadership Skills and Perspectives for Individuals and Organizations</b>	<ul style="list-style-type: none"> <li>• Assert that leadership ability is learned through practice and experience</li> <li>• Work with leaders to identify personal strengths and how to use them and meet participants where they are</li> <li>• Focus on enhancing individual skills for concrete, applicable tasks such as running meetings, planning projects, budgeting, fundraising, and communications</li> <li>• Incorporate Brushy Fork’s Leadership Values and Berea’s Great Commitments and Workplace Expectations</li> <li>• Partner with nonprofit organizations to determine staff development for the Leadership Summit and custom trainings</li> <li>• Create avenues for participants to move through more advanced training with experience</li> </ul>
<b>Apply Learning Through Project Implementation</b>	<ul style="list-style-type: none"> <li>• Incorporate an experiential learning component as often as possible</li> <li>• Encourage participants to plan and carry out projects that honor local voice and vision</li> <li>• Use service projects as a safe space for practicing new skills and have participant teams assign tasks/roles</li> <li>• Promote that leadership should produce results and that successes are worth celebrating</li> <li>• Track project accomplishments as a learning opportunity for evaluation and reporting; communicate successes</li> </ul>
<b>Support Regional Networks and Partnerships</b>	<ul style="list-style-type: none"> <li>• Collaborate and coordinate with other programs and organizations</li> <li>• Provide facilitation and coordination services to regional networks and partnerships</li> <li>• Promote awareness of existing networks and partnerships and their value to regional efforts</li> <li>• Identify opportunities for partnerships to leverage resources and assets to resolve community issues</li> <li>• Explore opportunities to connect leaders across county, state, or regional lines</li> </ul>
<b>Introduce Leaders to Innovative Ideas and Practices</b>	<ul style="list-style-type: none"> <li>• Identify and showcase replicable models from both within and outside of Appalachia</li> <li>• Incorporate peer exchanges—among counties, states, region, rural-urban</li> <li>• Focus on sectors that have regional interest and pertinence, and seek innovative approaches to share (Sectors might include health, education, economic development, tourism, youth engagement, etc.)</li> <li>• Feature innovation that has resulted from community projects in Brushy Fork programs for peer training</li> </ul>
<b>Promote Brushy Fork Leadership Values and Berea’s Great Commitments and Workplace Expectations</b>	<ul style="list-style-type: none"> <li>• Promote and embody the Great Commitments, Workplace Expectations, and Leadership Values</li> <li>• Utilize Workplace Expectations and Leadership Values to address the social aspects of community-based leadership</li> <li>• Seek ways to connect with Berea College and the campus</li> <li>• Bring lessons from community back to campus as examples of application of the Great Commitments in the world</li> <li>• Align Brushy Fork’s work with the divisional objectives of Strategic Initiatives</li> <li>• Communicate Berea College’s and Strategic Initiatives’ support of Appalachia</li> </ul>

## **Brushy Fork Leadership Institute 2020-2023 Strategic Plan**

### **Mission, Vision, and Values**

#### **Mission**

Brushy Fork Leadership Institute strengthens local and regional leadership in Central Appalachia.

#### **Vision**

Local people effectively lead the development of Appalachian communities, resulting in an enhanced quality of life.

#### **Values for the Work and the Future**

Honor the voice and vision of local people.

*Appalachian people have the vision, wisdom, and passion to lead change in their communities. Brushy Fork values local voices, listens to understand, and lifts collective vision for community action.*

Value all people and work to create an inclusive and respectful community.

*Berea College firmly believes that, "God has made of one blood all peoples of the earth." (Acts 17:26) Brushy Fork advocates for shared power, resources, and decision-making, promoting the value of all people and providing access to opportunities to lead. Dismantling racial, gender, socio-economic, and other inequities is a critical piece of this work.*

Engage community members in mutual learning, growth, and service.

*Brushy Fork is a mutual learner with Appalachian leaders. Brushy Fork encourages growth, recognizes that everyone is a learner and a teacher, and promotes servant leadership.*

Promote learning, innovation, and results through hands-on work in community.

*Action solidifies learning and opens the way to innovation. Brushy Fork facilitates programs that provide hands-on experiences based in the context of local communities.*

Encourage mindful living, zest for learning, and concern for others.

*Effective leaders practice reflection, pursue life-long discovery, and act with empathy. Brushy Fork emphasizes care of self and community and leadership for the good of all.*

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**The Great Commitments of Berea College**

Berea College, founded by ardent abolitionists and radical reformers, continues today as an educational institution still firmly rooted in its historic purpose “to promote the cause of Christ.” Adherence to the College’s scriptural foundation, “God has made of one blood all peoples of the earth (Acts 17:26),” shapes the College’s culture and programs so that students and staff alike can work toward both personal goals and a vision of a world shaped by Christian values, such as the power of love over hate, human dignity and equality, and peace with justice. This environment frees persons to be active learners, workers, and servers as members of the academic community and as citizens of the world. The Berea experience nurtures intellectual, physical, aesthetic, emotional, and spiritual potentials and with those the power to make meaningful commitments and translate them into action.

Berea College’s eight Great Commitments are:

- *To provide an educational opportunity for students of all races, primarily from Appalachia, who have great promise and limited economic resources.*
- *To offer a high-quality liberal arts education that engages students as they pursue their personal, academic, and professional goals.*
- *To stimulate understanding of the Christian faith and its many expressions and to emphasize the Christian ethic and the motive of service to others.*
- *To promote learning and serving in community through the student Labor Program, honoring the dignity and utility of all work, mental and manual, and taking pride in work well done.*
- *To assert the kinship of all people and to provide interracial education with a particular emphasis on understanding and equality among blacks and whites as a foundation for building community among all peoples of the earth.*
- *To create a democratic community dedicated to education and gender equality.*
- *To maintain a residential campus and to encourage in all community members a way of life characterized by mindful and sustainable living, health and wellness, zest for learning, high personal standards, and a concern for the welfare of others.*
- *To engage Appalachian communities, families, and students in partnership for mutual learning, growth, and service.*

First articulated in 1962, the Great Commitments represent the historic aims and purposes of Berea College since its founding in 1855. The Great Commitments were originally adopted by the General Faculty and the Board of Trustees in 1969; they were revised and similarly approved in 1993 and most recently in 2017.

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**Berea College Workplace Expectations**

Brushy Fork Leadership Institute will support and model Berea College's Workplace Expectations through how Brushy Fork staff engage with one another and with people in the Appalachian region. Programs will also promote these expectations as practices to strengthen communities.

- *Exhibit Enthusiasm for Learning: Striving to learn and to grow both intellectually and personally so everyone is a learner and everyone is a mentor.*
- *Act with Integrity and Caring: Exhibiting honesty, trustworthiness, and compassion in one's work and relationships.*
- *Value All People: Working to create an inclusive and respectful workplace that models the Great Commitment and seeks to find the best in all people.*
- *Work as a Team: Developing collaborative and team-oriented abilities that will create a community of mutual respect, common vision, and shared accomplishments.*
- *Serve Others: Nurturing a climate of excellence in service that is responsive to others' needs.*
- *Encourage Plain and Sustainable Living: Promoting a sustainable way of life through policies, procedures, and practices in the workplace.*
- *Celebrate Work Well Done: Striving for excellence in all aspects of work and celebrating individual and collective accomplishments.*

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**Strategic Initiatives Division Goals**

Brushy Fork Leadership Institute will also support Strategic Initiatives' divisional overarching goals that include the following:

- *Ensure the financial sustainability of each program;*
- *Increase collaboration between the Strategic Initiatives programs to ensure collective impact and reduce duplication of efforts;*
- *Create a brand identity for the division to help on- and off-campus stakeholders understand each program's connection to the College and each other;*
- *Identify opportunities for each program to connect more closely to the College/campus;*
- *Ensure that the programs reflect the College's Great Commitments and Workplace Expectations.*

**Brushy Fork Leadership Institute  
2020-2023 Strategic Plan  
Program and Administrative Planning**

This strategic plan focuses on two areas: program planning and critical administrative issues.

Program Planning and Performance Measures

Brushy Fork Leadership Institute's current programming is within three main areas: the Brushy Fork Leadership Summit, an open registration event that is held annually and provides workshop tracks for leadership development for individuals leading organization and community efforts; the Brushy Fork Leadership Program (Getting There Together), a flexible and intensive framework for in-community, team-based leadership development that includes skill-building workshops, visioning, project development and implementation, and coaching; and consulting services, including facilitation, training, and strategic planning, which are fee-based services offered to clients over a set time period. This strategic plan focuses on Performance Accountability for these programs over the next three years. Brushy Fork will work toward specific Performance Measures for each of the programs.

This section outlines Goals and Accountability Performance Measures for each program and the strategies for achieving these measures.

- I. Brushy Fork Leadership Summit: Maintain the Brushy Fork Leadership Summit as a regional venue for skill-building, connections, and dissemination of innovative leadership ideas and solutions for community issues.**

**Accountability Performance Measure: Over the next three years, 120 people yearly from up to five states in Central Appalachia will gain new skills and connections, equipping them to respond to emerging community and regional issues.**

The Leadership Summit is currently Brushy Fork's most visible program with the flexibility to serve diverse leaders from throughout the Appalachian region. In 2019, the Brushy Fork Leadership Summit successfully replaced the Annual Institute as a highly reputable, signature program. The new design and name pivoted Brushy Fork into a reinvigorated brand and structure that reinforces leadership development as Brushy Fork's core work. The Leadership Summit will continue as an important regional venue for skill-building and networking, designed for a wide audience. The Leadership Summit will serve people who are in leadership roles and are seeking additional development at a more advanced level, as well as individuals who are emerging into leadership. Each year, the design will take into account serving these diverse populations. The Leadership Summit will include workshop tracks that focus on individual, organizational, and community level leadership with tracks.

Brushy Fork staff will plan and provide learning experiences that are responsive to existing and emerging needs in the region, such as responding to the challenges of the COVID-19 pandemic. Specific strategies to address with the Leadership Summit include selecting and designing workshops based on input from people in communities and organizations; expanding participation from states outside Kentucky; increasing the percentage of paid registrations; securing some scholarship assistance for people who are unable to pay; seeking sponsorships for workshop tracks; and exploring how to connect the Leadership Summit to all Brushy Fork programs and perhaps other leadership and community development efforts in the region.

Strategy A: Get input from community members and regional organizations to identify training needs to address at the Leadership Summit.

Designing the Leadership Summit to meet the leadership development needs of community members and the staff of regional organizations will promote the use of the event for professional development. Deepening Brushy Fork's understanding of desired areas for development will allow staff to design workshop tracks that offer topics of interest. This process may entail an annual survey to nonprofit organizations throughout Central Appalachia, including organizations that may have never sent staff to the Leadership Summit. Brushy Fork staff will also contact individuals who have participated in Brushy Fork's programs in the past. In addition, Brushy Fork will seek input from foundations and other funders who identify areas for development with their grantees.

Strategy B: Increase representation of leaders of color as both attendees and presenters at the Leadership Summit

Brushy Fork staff will develop relationships among leaders of color in the region with a goal of increasing services to leaders of color and having significant representation of leaders of colors as track leaders and presenters at the Leadership Summit. This strategy will also include exploring topics that address diversity and inclusion at the Leadership Summit. For example, Brushy Fork may have keynote addresses, early bird sessions, or other elements that specifically have participants consider inequities and systemic issues that marginalize some people from participation in leadership.

Strategy C: Increase the representation of people at the Leadership Summit from different states in central Appalachia to strengthen regional networks and connections

Brushy Fork staff will nurture relationships with agencies in states outside of Kentucky, including Appalachian areas of Tennessee, Virginia, West Virginia, Ohio, and North Carolina. Staff members will connect with organizations that support leadership development, grassroots community organizing, sustainable community development, and other areas in which individuals are seeking to improve their leadership skills. Brushy Fork will seek partnerships in spreading the word about the Leadership Summit, and will share information about programs and resources that these other agencies have as well. Examples of the types of organizations with which Brushy Fork will partner are the West Virginia Community Collaborative, Highlander Center (Tennessee), Virginia Organizing Project, MDC (North Carolina), Rural Action and ACENet (Ohio), MACED (Kentucky), the Foundation for Appalachian Kentucky, and the New Opportunity School for Women (Kentucky).

Strategy D: Develop a diversified revenue stream to support Leadership Summit sustainability.

**Increase registration fee revenue:** Increase the number of non-scholarship registrations to at least half of the registration fee revenue each year. Non-scholarship registrations provide unrestricted support for the Leadership Summit and help sustain the event. Brushy Fork will design ways to communicate the value of the Leadership Summit for the amount of the registration fee. This might entail doing a study of fees for comparable events and determining the appropriate market rate for the registration fee. In addition, marketing the Leadership Summit as an event for staff development to organizations at a time when the organizations can add the registration fee into staff development and training budgets may increase the number of non-scholarship registrations. In the long-term, paid registrations should cover an increasing percentage of the cost for the Leadership Summit.

**Secure full and partial registration fee assistance:** As COVID-19 impacts training budgets (and overall budgets) for small nonprofits, Brushy Fork will strive to keep the Leadership Summit

accessible to these vulnerable organizations and to use the event to provide applicable skills for responding to challenges. Brushy Fork will secure full and partial registration fee assistance for people who are unable to pay. Grassroots leaders in communities may struggle to find resources for a registration fee. Therefore, Brushy Fork will focus on finding registration fee assistance for people who otherwise might not be able to attend the Leadership Summit. This strategy will include seeking scholarship funds from organizations and foundations.

Seek specific track sponsorships: Brushy Fork will seek general and specific track sponsorships for the Leadership Summit. Track sponsorships will both secure support and strengthen credentials for the Leadership Summit. Brushy Fork staff will create a targeted campaign for sponsorships. Working in partnership with agencies and funders to determine a workshop track that will meet their identified needs of the various populations they serve is one way to secure buy-in from organizations while also serving regional needs. Brushy Fork will consider ways to recognize sponsors, such as including names and logos on written materials, t-shirts, and electronic presentations and the Leadership Summit portion of Brushy Fork's web site. Again, during the time that COVID-19 impacts the budgets of organizations that might normally have a budget to pay for training through the Leadership Summit, sponsorships will be critical to Brushy Fork's ability to offer quality programs at an accessible fee.

Streamline Leadership Summit costs: Brushy Fork will identify ways to reduce Leadership Summit costs, such as streamlining staff processes, identifying talent on campus to lead workshop track sessions, and reducing materials costs. Streamlining processes to reduce time spent on the Leadership Summit is critical to ensuring that the event is sustainable and self-supporting. Brushy Fork has lowered costs for food and materials and will continue to be diligent about these costs. Brushy Fork will also seek balance related to honoraria for track leaders for the Leadership Summit. Seeking talent on campus will connect the Leadership Summit more closely to campus while reducing costs for track leaders, including lodging and travel costs. Brushy Fork also has a dedicated group of track leaders who have been willing to work at a reduced rate for the Leadership Summit; thus, staff will maintain connections to these track leaders. Recognizing that not all track leaders are willing and able to work at a reduced rate, Brushy Fork staff will identify an appropriate compensation rate for track leaders that meets Brushy Fork's interests for quality instruction and track leaders' need for financial compensation. During COVID-19, offering the 2019 Leadership Summit online reduced the costs for meals, space, and track leader fees. Brushy Fork will continue to seek ways to reduce costs for the event.

Strategy E: As appropriate, connect sessions at the Leadership Summit to other Brushy Fork and Strategic Initiatives programs in order to leverage Leadership Summit results.

This strategy is related to track sponsorship and registration fee assistance to individuals. As Brushy Fork is planning for the Leadership Summit each year, staff will consider upcoming grant-funded programming and contracts and how these efforts might connect to the Leadership Summit. In addition, as Brushy Fork seeks funding for the Emerging Leaders Program outlined in the next section, incorporating the Leadership Summit into proposals will be critical. In these proposals, Brushy Fork will provide clear explanation and connection of the Leadership Summit as a component of the larger program rather than a stand-alone event. For example, Brushy Fork will seek ways to connect the Leadership Summit to Getting There Together and will develop workshop tracks that support those program outcomes and bring participants into community with other leaders from throughout the region.

Strategy F: During the global COVID-19 pandemic, hold the Leadership Summit as a virtual event with the expectation that the 2021 Leadership Summit will be back on campus. Assess the pandemic situation in spring of 2021 for that year's Leadership Summit.

**II. Brushy Fork Leadership Program: Pilot and continue to develop the Brushy Fork Leadership Program as an approach that engages communities in co-design, engages diverse populations, and results in measurable movement toward addressing community issues that impact quality of life.**

**Accountability Performance Measure for the Brushy Fork Leadership Program: Over the next three years, 30 participants from four communities will engage in the Brushy Fork Leadership Program and gain skills and connections to address issues in their communities.**

The Brushy Fork Emerging Leaders Program is the program most closely aligned to Brushy Fork’s overarching strategy of increasing the number of people assuming leadership responsibility in communities and enhancing their skills. An objective is for the program to become identified as the core of Brushy Fork’s direct service work with communities. The program is built upon nearly 20 years of experience with Brushy Fork’s original Leadership Development Program, but is expanded and geared toward co-design with community and the inclusion of people who are often marginalized from leadership. The focus of this program will be on grassroots leadership for community efforts and activities will be developed in partnership with each participating community. The program may include the following elements:

**SITE FOR ACTIVITIES/WORKSHOPS:** All workshops and activities will take place in the community in order to increase accessibility for those who cannot travel outside the community. If any activities take place outside the community, Brushy Fork will make every effort to be inclusive of those who do not have the capacity to travel without assistance. All projects will be designed to take place in and serve the community with opportunities for participation by all people.

**LOCAL CO-DESIGN TEAM:** Brushy Fork will co-design elements of a recruitment plan, workshops, and activities with a diverse team of local residents. This planning team will include existing grassroots leaders, youth, representatives of agencies that can support the participations of people who often are marginalized from leadership and who have the power to garner participation for those groups, nonprofit leaders, business leaders, school system leaders, and others.

**PARTICIPANTS:** Ideally, each community will engage 30-40 participants who range in age from high school students to senior citizens. Both established and emerging leaders will participate in the program. Recruitment will emphasize the inclusion of people who often are marginalized from leadership and for whom participation may build connections in the community. Brushy Fork will recruit for diversity. The definition of “full participation” will take into account systemic restrictions for those who may be in recovery programs, incarceration, or are otherwise unable to commit their time freely.

**POTENTIAL PROGRAM CONTENT**

Topic: Understanding and Building on the Past

The process will begin with an interactive exploration of community strengths and assets, potentially using the arts as an approachable way to explore history, assets, and resiliency in a community. These activities will engage a variety of established and emerging leaders (estimated at 30 to 40 per community) in order to reflect that all people have value and to emphasize understanding and equity. In 2020-2021, this process will engage Story Bridge in the pilot in Clay County, Kentucky. The pilot program was impacted by

the pandemic and is being adjusted to take place online.

Topic: Visioning the Future

A significant number of community members (estimated at 30 to 40 per community) will engage in a visioning process for the future with encouragement to engage civically and to work on community projects related to the vision. The vision will build upon the understanding of the past that becomes shared knowledge through the experience of the one-day session. The vision process will include elements such as discussions around strengths in the community, exploration of systemic issues that were raised during the sessions for understanding the past, an approachable walk-through of existing strategic plans in the community, so that people gain an understanding of broader planning efforts and can connect with them from their broader vision. All sessions will be designed to serve people from diverse backgrounds and lived experiences.

Topic: Project Planning and Implementation

This work is done by the large group and results in creating plans for three to four achievable community projects over a six-month period. Teams will form around each project. Participants will explore how to identify and engage stakeholders, how to design projects, how to create budgets and timelines, how to measure progress, and how to make task assignments and follow-through. The project planning will take into account how to engage team members with varying degrees of freedom to attend meetings and events, and an emphasis will be on choice as an important element of participation.

Topic: Leadership Styles and Working in Teams; Running Effective Meetings

After teams have worked on projects for approximately a month, members will explore different personality styles and how they interact on teams. The session will explore how to work with different styles and norms for effective communication. The workshop will also explore group roles and how the team can co-plan and use a team approach to facilitate effective meetings.

Topic: Team Mid-term Workshops

As teams work together to complete their projects and attend to how the group is working together, Brushy Fork staff will do a check-in workshop with each team and provide customized facilitation and coaching to meet the team's objectives for project completion and group process.

Topic: Graduation, Community Celebration, and Next Steps

Brushy Fork will work with the community planning team to customize a graduation celebration that celebrates accomplishments and engages the broader community in recognizing program graduates. Participants will share how they want to move forward with their leadership skills. In some cases, a group of graduates may choose to continue to work together, either formally or informally. In this case, Brushy Fork will continue to provide technical assistance to these leaders for at least the next six months.

The activities described above are initial thinking for the first phase of a potentially multi-phase program. This phase focuses on individual leadership development in a team-based learning and project experience and concludes with individual program participants planning their next steps and requesting coaching from Brushy Fork if they want to continue working together. Phase two will focus on peer learning/teaching, as year one graduates will be eligible to apply to become graduate facilitators in the next round of

year one counties. A second phase of the program may also connect new leaders with organizations that might provide an opportunity to continue their leadership in an organized fashion.

In the pilot implementation of this program, Brushy Fork is using traditional arts and storytelling as a tool for civic engagement with a particular focus on promoting intergenerational leadership. This work will be done in partnership with Story Bridge, a program of Community Performance International, with the pilot taking place in 2020-2021 in Clay County, Kentucky.

Strategy A: Use the pilot program in Clay County to continue development of program design and elements and apply learning to programming for future communities.

Brushy Fork's director will produce a white paper to explore the elements of the program design and explain how the program will engage both existing and traditionally marginalized leaders in a grassroots leadership effort that is co-designed with the community and is approachable for diverse populations.

Strategy B: Seek partners and potential communities in central Appalachian states.

Brushy Fork will offer the Brushy Fork Leadership Program in two communities in 2020-2021, to two communities in 2021-2022, and to two communities in 2022-2023 with a goal of having 30 participants from each community.

Following the pilot of the program in two Kentucky communities in 2020, Brushy Fork will seek to expand into other states. This expansion may begin in West Virginia, where Brushy Fork has strong partnerships with the West Virginia Community Development Hub and Step by Step, as well as other organizations. Brushy Fork might also connect with groups such as What's Next EKY, Appalachian Community Fund (TN), the West Virginia Community Development Hub, Rural Action (OH), or others to identify communities for the program and seek additional partnerships.

Strategy C: Incorporate intergenerational leadership into the Brushy Fork Leadership Program.

In creating local planning committees and recruiting participants, Brushy Fork staff will advocate for including next generation emerging leaders as well as experienced older leaders. This might involve working with high school and college students as an affinity group in addition to engaging experienced leaders.

Strategy D: Seek foundation funding for the program.

Brushy Fork's director will continue to work with Strategic Initiatives and Berea College's Development team to build relationships and interest from funders who would like to support and learn from this approach to grassroots leadership development in communities.

Strategy E: Determine how to connect the program to the Leadership Summit—as additional opportunities for community participants or to share the successes of the participating communities.

This work may include creating a workshop track at the virtual 2020 Leadership Summit to explore the concepts behind community organizing as they were laid out in the pilot program for Clay County. In the future, this program will serve as an avenue to bring marginalized leaders to the Leadership Summit.

Strategy F: COVID-19 strategy: determine how to offer aspects of the program online and how projects can take place in a time of social distancing. Consider connecting the program to a Leadership Summit track.

**III. Consulting Services: Continue to develop long-term and short-term consulting services that align with Brushy Fork’s mission to strengthen local and regional leadership and that increase the capacity of clients to meet their missions.**

**Accountability Performance Measure for Consulting Services: Over the next three years, at least three organizations and networks per year will increase their capacity to meet their core missions.**

Brushy Fork is often approached by organizations, agencies, or community groups to provide services on a contractual basis. Consulting services allow Brushy Fork to meet organizations and community groups where they are and to be flexible in supporting their work. Facilitation and consulting services are performed within the context of a deep understanding of the history, culture, and contemporary issues in Central Appalachia. During the period of 2020-2023 Brushy Fork staff will offer these services and will focus on quantifying how this work strengthens leaders in organizations, other programs, and regional and community planning efforts. Facilitation and consulting services will be designed to be self-supporting, and when possible, may subsidize work with organizations that cannot afford to cover the full fee for Brushy Fork’s services. Brushy Fork will engage in this work in partnership with other organizations. Over the next year, Brushy Fork will partner with the Mountain Association for Community Economic Development (MACED) by joining that organization’s consultant pool and providing services to social enterprises and communities that are seeking leadership coaching, strategic planning, and other topics. Brushy Fork will also work with the Foundation for Appalachian Kentucky to offer leadership development, board development, and grant-making strategy planning that brings a unified vision and approach to the work of each of these boards.

Long-term consulting relationships include:

- What’s Next EKY network coordination and facilitation
- MACED Technical Assistance Consultant Pool
- Foundation for Appalachian Kentucky Affiliate Board training and development
- Eastern Kentucky Community Action Partnership, strategic plan for nine Community Action Agencies serving eastern Kentucky
- Robert Wood Johnson Foundation Rural Leadership Pathways Learning Initiative, design of learning journeys and peer learning sessions and implementation of Appalachian Learning Journey in April 2020; collection of success stories and examples in 2020 and 2021

Strategy A: Seek opportunities to gather data on consulting and training needs for nonprofit organizations, networks, and other entities.

Brushy Fork staff will create a listing of the types of the facilitation and training needs from organizations and agencies in the region. This could include reaching out to former clients and potential new clients to survey needs that are unmet and then determining if Brushy Fork has the capacity to fulfill these needs.

Strategy B: Due to COVID-19, continue to develop staff skills for online facilitation and workshops as remote work continues to be common.

This is ongoing work that includes internet research and practice. All Brushy Fork staff will engage in these efforts and will share out learning with other Strategic Initiatives programs and regional partners.

**IV. Intergenerational Leadership Development Focus: Explore offering a program that focuses on intergenerational leadership for organizations and nonprofits that serve Appalachian communities.**

**Accountability Performance Measure: By the end of 2022, Brushy Fork will have determined need for an intergenerational organizational leadership program, identified potential partners, and proposed an approach for the program.**

Leadership succession planning is critical to sustaining the important work that grassroots groups and nonprofit organizations do in communities throughout central Appalachia. Organizations that plan for transitions of leadership are prepared for leadership transitions whether these changes are planned or arise in an emergency situation. Brushy Fork will incorporate thinking about leadership transition into its work overall and may explore creating a program that connects older leaders with younger leaders in a practical way.

Strategy A: Continue conversations with Grantmakers in Aging and explore other partners to engage in developing this program, including determining feasibility.

Brushy Fork's director will seek to continue conversations with Allen Smart and Grantmakers in Aging to determine how they see this program serving aging leaders while creating pathways for younger leaders to be groomed.

Strategy B: Identify organizational leaders and do interviews to determine whether they have a transition plan, what they are concerned about, and whether they are confident that they can find a leader to step into their organization.

Brushy Fork will do a survey and engage our student workers in an interview process for those leaders who indicate they would like to talk more about this program concept. Some preliminary surveys have begun, but late in 2020, Brushy Fork will send a survey to a larger group of organizational leaders.

Strategy C: Identify young leaders seeking to move into nonprofit positions and understand what issues they face and what kind of connections or learning will help.

Brushy Fork's director will talk with the VP of Strategic Initiatives about the structure of the Berea Corps program, and with EPG and College internships about their structures as a way to inform how to engage young leaders in this program. Brushy Fork may design a workshop track for Berea students who are interested in operating or working for a nonprofit to meet with and hear from nonprofit leaders and staff.

## Overview of Brushy Fork Program Strategic Plan Areas

### Leadership Summit

- Active with focus on leadership development; focus on organizational leadership; online approach
- Maintain fee-based approach
- Expand participation to states outside of Kentucky
- Explore how to include people who are often marginalized as leaders

### Grassroots Emerging Leaders

- Active but postponed Clay County program due to COVID-19 pandemic
- Concept for co-planning with the community is designed; ready for case statement
- Need to transition to online due to COVID; plans to do two communities per year in 2021 and 2022
- Engage youth, people of color, and other people who are often marginalized as leaders

### Intergenerational Leadership

- Concept only (for organizations) and need to conduct a feasibility study
- Have begun some interviews with older leaders regarding perspectives on intergenerational leadership
- Have had some preliminary conversations with Grantmakers in Aging network
- Will focus on leaders of nonprofits, businesses, churches, agencies and other entities

### Contract Services

- Active with a strong reputation for quality work
- Attract long-term contracts to avoid a piecemeal effect on Brushy Fork's work
- Adopt base rate of \$100 per hour; need to evaluate the rate each fiscal year
- Increase focus on online programming and processes

## Overview of Implementation Timeline

2020 to  
2021

- 2020 Virtual Leadership Summit
- Brushy Fork Leadership Program (Getting There Together) offered in two communities - virtually if COVID-19 is an issue
- Contractual Services Program - FAKY, WNEKY, RWJF projects continue; generate at least two new long-term contracts after July 1, 2020
- Seek foundation funding for core leadership development work - produce case statement for grassroots program
- Learn about validated assessment, data informed evaluation, and program development
- Determine staff development opportunities for BF staff
- Implement strategies for connecting BF programs with Berea College, Strategic Initiatives and associated programs
- Concept development for Intergenerational Organization Leadership Program; track at Leadership Summit; interviews with older leaders

2021 to  
2022

- 2021 Leadership Summit - plan is to be back on campus in September unless COVID-19 remains a factor; focus on organization leadership
- Offer Grassroots Emerging Leaders Program in two new communities; engage new learning; secure funding for two communities
- Continue to seek/renew funding for Brushy Fork's core leadership development work
- Continue Contract Services Program - generate at least three new long-term contracts after July 1, 2021
- Apply validated assessment principles to Grassroots Emerging Leaders Program and collect data on impacts and progress; create reports
- Identify continued staff development for BF staff
- Continue to connect Brushy Fork programs to campus and SI through Leadership Summit, core community leadership work; share lessons learned to campus
- Explore potential for Intergenerational Organization Leadership Program

2022 to  
2023

- 2022 Leadership Summit - increased participation from states outside Kentucky and from marginalized leaders; connect to other BF programs
- Offer Grassroots Emerging Leaders Program in two new communities; secure funding for two communities
- Continue to seek/renew funding for Brushy Fork's core leadership development work
- Continue Contract Services Program - generate at least three new long-term contracts after July 2, 2022; assess hourly rate
- Continue validated assessment process and generate annual reports to make available on web site, to Trustees, campus, and to funders
- Identify continued staff development - strengthen new program areas; if funding is secure, explore adding staff member for programming
- Continue to connect Brushy Fork programs to campus and SI through Leadership Summit, core community work, and by sharing lessons learned to campus
- Develop case and seek support for pilot of Intergenerational Organization Leadership Program; connect to Leadership Summit