August 5, 2020

To Company/Organization Executives and Leaders:

The Chamber of Commerce recognizes the challenge of leadership development in our region. Through Leadership Cambria County—The John B. Gunter Community Leadership Initiative, we have a program with a track record of success in developing leaders who are having an impact. The goal of this Leadership Initiative is building the executive level skills of proven performers and providing a basis for leadership and proactive community involvement.

Applications for the 2020-2021 John B. Gunter Community Leadership Initiative are now being accepted. Information and application materials are included with this packet and are also available on the Chamber’s website at https://www.crchamber.com/john-b-gunter-leadership-initiative/. Class size is limited to ensure we can comply with all safety guidelines. I emphasize that this initiative is for high level performers in your organization. It is for people in positions which require leadership skills, and who have potential for growth based on further development of those skills. The program provides unique opportunities to network, develop relationships, hone leadership skills, and to make a difference in the community. Participants get out of the program what they put into it so we do ask that your nominees are prepared to commit their time and energy to actively engage in the discussions, exercises, and the community related project. Applications should be post-marked no later than Friday, September 18, 2020.

Also included with this mailing is application information for the B.J. Ray Small Business Scholarship. Two of these scholarships are available, and will cover half of the $1600 tuition for qualified applicants. Please note: if applying for the scholarship, please complete that application and attach it to the application for admission.

Comments from more than 400 graduates are evidence that this initiative has had an impact. Whether you are looking to build on your organization’s base of leaders, encourage more aggressive involvement in the community, or simply reward a star employee, you will be pleased with the results of this initiative. We encourage you to contact the Chamber if you would like more information. We have many graduates who are more than willing to share their experience with the initiative and we can refer you, or your potential nominees, to one of them for more of a personal perspective.

I invite you to recommend and sponsor a constituent from your organization as an applicant to the John B. Gunter Community Leadership Initiative.

Sincerely,

[Signature]

Jack Cavanaugh
Chairman, John B. Gunter Community Leadership Initiative
Application Information

Tuition: $1600 per participant

Applicants will be invoiced for tuition upon their acceptance into the program. Tuition may be paid by the individual, employer, or other agency. Please do not send a check with your application.

Attendance/Participation Requirements

The program runs from mid-September through late May. The typical schedule calls for two sessions per month, with both half-day and full-day sessions planned. To graduate from Leadership Cambria County, attendance at a minimum of 80% of the classroom sessions and full participation in a team community project is required. Attendance reports will be sent to sponsors and participants.

Deadline for application

Applications must be postmarked by Friday, September 18, 2020.

Application Process

Please return the completed application to:

Leadership Cambria County/John B. Gunter Community Leadership Initiative
Selection Committee
Cambria Regional Chamber of Commerce
416 Main Street, Suite 201
Johnstown, PA 15901

For further information or additional applications, please contact:

Debra Orner
Vice President
Chamber of Commerce
814/536-5107 or debra@crchamber.com.

Leadership Cambria County—The John B. Gunter Community Leadership Initiative is an equal opportunity program M/F/V/D.
# Leadership Cambria County

**The John B. Gunter Community Leadership Initiative**

**Application for admittance -- Class of 2021**

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**Name:**

Last, First, MI

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**Employer/Organization:**

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**Business Address:**

Street #, City, ZIP

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**Work Phone:** ___________ **Extension:** ___________ **Fax Number:** ___________

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**Email address to which notices should be sent:**

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**Sponsorship Information**

**Sponsored by:** (Organization Name)

---

_____ Employer, _____ Organization/Business, _____ Self, _____ Other

---

**Sponsor Contact:**

---

**Phone:**

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**Sponsor email address:**

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**Educational Background**

*List college(s), business or trade schools or other specialized training.*

<table>
<thead>
<tr>
<th>School Name</th>
<th>City, State</th>
<th>Major</th>
<th>Degree</th>
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**Employment**

*Account for all periods, including military duty.*

**Present Employer:**

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**Date Began:**

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**Current Title/Responsibility:**

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**Since (date):**

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**Previous Employment** *(in reverse chronological order)*

<table>
<thead>
<tr>
<th>Employer</th>
<th>Title/Responsibility</th>
<th>From</th>
<th>To</th>
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Community Involvement
Please list, in order of importance to you, up to five community, civic, professional, business, religious, social, athletic, and other organizations of which you are or have been a member.

1.

2.

3.

4.

5.

Briefly state any contributions or achievements in any of the above which you consider significant, and explain your role in these accomplishments:


Professional and/or Personal Achievement
What do you consider your highest achievement, responsibility or skill to date?


References
Please list the names of two persons other than your sponsor who are knowledgeable about your leadership potential and/or community involvement and who may be contacted regarding your qualifications as a participant.

1. Name: ___________________________ Phone: ___________________________
   Address: ___________________________
   Relationship: ___________________________

2. Name: ___________________________ Phone: ___________________________
   Address: ___________________________
   Relationship: ___________________________

Candidate and Sponsor/Employer Agreement

I agree to the participant requirements of the John B. Gunter Community Leadership Initiative, including participation in a team project benefitting our community.

_________________________  ___________________________
Candidate’s Signature      Date

I support our candidate’s participation in the John B. Gunter Community Leadership Initiative, including participation in a team project benefitting our community.

_________________________  ___________________________
Sponsor’s Signature     Date
Leadership Cambria County—The John B. Gunter Community Leadership Initiative
Application for B.J. Ray Small Business Scholarship

TUITION

$1600 per participant. The B.J. Ray Small Business Scholarship at $800 covers half of the regular tuition.

Recipients of the scholarship will be chosen based on an anonymous review of the applications by a selection committee according to these criteria:

1. Applicants must be employed by a small business, defined for this purpose as one that is privately owned, is a member of the Chamber, and has less than 25 employees.
2. A statement of financial need by the applicant.
3. A statement by the applicant of their current level/philosophy of community involvement or their level of interest in becoming involved.

Based on the above criteria, the selection committee will make a recommendation to the executive committee of the Chamber’s board of directors. The executive committee will have final approval.

Applicants will be invoiced for tuition upon their acceptance into the program. The tuition may be paid by the individual, employer, agency, organization, or other sources. Please do not send a check with your application.

ATTENDANCE

The Leadership program runs from late September through May. The typical schedule calls for two sessions per month, with both half-day and full-day sessions planned. To graduate, attendance at a minimum of 80% of the meetings and participation in a team community project is required. Regular attendance reports will be sent to sponsors and participants.

DEADLINE

Applications must be postmarked by Friday, September 18, 2020.

APPLICATION PROCESS

1. Complete the back of this form, supplying the following information:
   - Statement of financial need
   - Statement of current level of involvement or interest in becoming involved in the community

2. Return this form, along with the enclosed application to:

   Leadership Cambria County/John B. Gunter Leadership Initiative Selection Committee
   Cambria Regional Chamber of Commerce, Inc.
   416 Main Street
   Johnstown, PA 15901

Applications for scholarship submitted without these two statements will not be considered.

If you have any questions or would like additional application materials, contact the Chamber of Commerce at 814/536-5107 or contact@crchamber.com.

The John B. Gunter Community Leadership Initiative is an equal opportunity program. M/F/V/D.
Application for B.J. Ray Memorial Small Business Scholarship
John B. Gunter Community Leadership Initiative Class of 2021

Please complete and attach this document to the enclosed application for admission.
You may use additional sheets if necessary.

1. Please provide a brief statement of how important the B.J. Ray Memorial Scholarship is to your ability to participate in the John B. Gunter Community Leadership Class of 2021.

2. Please detail your current level of volunteerism within the community or your level of interest in becoming more active in the community.
### Session Calendar
**John B. Gunter Community Leadership Initiative Class of 2021**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 22</td>
<td>7:30 am – 9:00 am</td>
<td>Orientation</td>
</tr>
<tr>
<td>September 28-29</td>
<td>Two full-day sessions</td>
<td>Teambuilding (MANDATORY—no exceptions)</td>
</tr>
<tr>
<td>October 9</td>
<td>8:30 am – 11:30 am</td>
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<tr>
<td>October 23</td>
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<tr>
<td>November 6</td>
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<tr>
<td>November 20</td>
<td>8:30 am – 11:30 AM</td>
<td><em>(Project Plans Due)</em></td>
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<tr>
<td>December 4</td>
<td>8:30 am – 11:30 am</td>
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<tr>
<td>December 18</td>
<td>8:30 am – 11:30 am</td>
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<tr>
<td>January 8</td>
<td>8:30 am – 3:00 pm</td>
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<tr>
<td>January 22</td>
<td>8:30 am – 11:30 am</td>
<td><em>(Milestone #1)</em></td>
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<tr>
<td>February 5</td>
<td>8:30 am – 11:30 am</td>
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<tr>
<td>February 19</td>
<td>8:30 am – 11:30 am</td>
<td><em>(Picture Day)</em></td>
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<tr>
<td>March 5</td>
<td>8:30 am – 11:30 am</td>
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<tr>
<td>March 19</td>
<td>8:30 am – 11:30 am</td>
<td><em>(Milestone #2)</em></td>
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<tr>
<td>April 7</td>
<td>8:30 am – 3:30 pm</td>
<td><em>Regional Session, Somerset County location</em></td>
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<tr>
<td>April 16</td>
<td>8:30 am – 11:30 am</td>
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<tr>
<td>April 23</td>
<td>6:15 pm – 9:30 pm</td>
<td><em>Business Hall of Fame (optional)</em></td>
</tr>
<tr>
<td>May 7</td>
<td>8:30 am – 11:30 am</td>
<td><em>Project Presentations</em></td>
</tr>
<tr>
<td>May 14</td>
<td>8:30 am – 3:30 pm</td>
<td><em>Year-End Reflection</em></td>
</tr>
<tr>
<td>May 17</td>
<td>11:45 am – 1:30 pm</td>
<td><em>Presentations to the Board of Directors</em></td>
</tr>
<tr>
<td>May 21</td>
<td>11:45 am – 1:30 pm</td>
<td><em>Graduation</em></td>
</tr>
<tr>
<td>June 3</td>
<td>4:00 pm – 7:30 pm</td>
<td><em>Showcase for Commerce (optional)</em></td>
</tr>
</tbody>
</table>

*Please note that dates of classroom sessions are subject to change based on instructor availability.*
LEADERSHIP COMPETENCIES

Each session in the curriculum addresses several of these areas of competency; all are covered by at least one session:

1. Adaptability/Flexibility  
   Is effective in working with diverse environments, new opportunities, job responsibilities, processes and people.

2. Customer Focus  
   Listens to and understands the customer (both internal and external); anticipates customer needs and gives high priority to customer satisfaction at the least cost.

3. Expertise/Proficiency  
   Has achieved an effective level of expertise/proficiency in job-related areas; keeps abreast of current developments and trends; utilizes technology to enable a competitive advantage.

4. Leadership  
   Effectively utilizes appropriate interpersonal styles and methods in guiding self, other individuals or groups toward task accomplishment.

5. Problem Solving  
   Develops/implements innovative and effective courses of action based on logical assumptions and factual information and takes into consideration available resources, constraints and organizational values.

6. Teamwork  
   Actively participates in, contributes to, and facilitates team effectiveness; respects the viewpoints and needs of others.

7. Resource Management  
   Considers resources availability in action plans. Cost conscious, looks for innovative ways to control costs. Effectively utilizes available resources.

8. Continuous Improvement  
   Continuously seeks to gain knowledge, skill and experience to grow and develop while also encouraging others to do so. Establishes aggressive performance goals, looks for opportunities to initiate value adding changes.

9. Business Acumen  
   Has working knowledge of the environment in which a business operates and identifying organizational opportunities and threats; knows how business processes work and relate to each other; knows the economic impact of business decisions; recognizes the role of change in terms of gaining competitive advantage.

10. Commitment to Action  
    Focuses on achieving results and persisting in the face of obstacles.

11. Communication  
    Builds trust and self-confidence through respectful ongoing communication; demonstrates the ability to influence others through clear, concise presentation of information in both written and oral form.

12. Development  
    Recognizes and acts on the developmental needs of others; empowers others to make decisions, delegates effectively; coaches and counsels others.

13. Entrepreneurialism  
    Treats the business as if he or she owned it. Attempts to look at the long-term value of the business, not just short-term profit.
Class of 2021 Session Descriptions--Leadership Cambria County

Orientation

This informal event offers participants an opportunity to meet their fellow classmates, learn more about the program and what to expect. Sponsors are welcome and strongly encouraged to attend.

Teambuilding Workshop

Participants will learn skills and tools to assist them in leading and participating on high-performance work teams. This will be a highly interactive, day-and-a-half session. Participants will also form into project teams for the community project aspect of the program.

Competencies:
Adaptability/Flexibility   Teamwork   Commitment to Action   Communication   Development

Project Management

Participants will learn how to manage a project from the very basics of conceiving and defining the project, planning the project, assigning responsibility, implementing the plan, monitoring and evaluating progress, completing and evaluating the project.

Competencies:
Customer Focus   Problem Solving   Resource Management   Leadership
Business Acumen   Commitment to Action   Communication

Tourism/Quality of Life in the Cambria Region

Our region is rightfully proud of its rich heritage, our legendary work ethic & strong sense of community. Cambria County tourism & recreation plays a huge role in making our region a great place to live, work & play. This lunch presentation covers what’s new to the region as well as our most popular attractions and events.

Honorable Leadership

Business management professor and West Point graduate Dr. Evan Ofsstein approached leaders at West Point and the Department of the Army with two primary questions: How does West Point develop its leaders? Can other individuals and organizations apply these methods effectively? After conducting extensive on-site research at West Point and with business leaders in a variety of industries, he offers unprecedented access to the process of leadership development at West Point, and practical insights that can be applied in any organization that strives to operate on the principle of integrity.

Competencies:
Adaptability/Flexibility   Customer Focus   Expertise/Proficiency   Leadership
Problem Solving   Teamwork   Resource Management

Leading & Managing Change in the Workplace

In today’s world, everything changes at a rapid pace. Participants will learn skills and tools for coping with change, and how to view change in a positive light.

Competencies:
Expertise/Proficiency   Leadership   Problem solving   Business Acumen
Commitment to Action   Resource Management   Continuous improvement   Entrepreneurialism
Economic Summit

This event is structured to give local business leaders a forecast of the coming year as well as discuss important strategic issues facing the community.

Competencies:
Adaptability/Flexibility  Customer Focus  Leadership  Problem Solving
Teamwork  Development  Communication  Commitment to Action

Non-Profit Management

This session will examine the fundamental and introductory principles of non-profit management as well as the roles and responsibilities of a nonprofit board of directors and the management team, examine the essential aspects of fundraising, and become acquainted with the fundamentals of the budgeting process.

Competencies:
Adaptability/Flexibility  Customer Focus  Leadership  Problem Solving
Teamwork  Resource Management  Continuous Improvement  Business Acumen
Development  Communication  Commitment to Action  Entrepreneurialism

The Power of Followership

To understand leadership, we must also study followership—why people follow leaders, and how to become a leader that people want to follow. Participants will learn the skills, tools, and value of being and developing effective followers.

Competencies:
Adaptability/Flexibility  Leadership  Teamwork
Communication  Commitment to Action  Continuous Improvement

Coaching, Accountability & Feedback

This highly interactive workshop focuses on the importance of developing employees’ potential by providing training and guidance, along with setting goals and getting results from both yourself and your employees.

Competencies:
Adaptability/Flexibility  Customer Focus  Leadership  Problem Solving
Teamwork  Development  Communication  Commitment to Action

Conflict Management

This session helps participants deal with negativity and interpersonal conflict more effectively. They will learn to recognize counter-productive habit patterns and learn new methods of resolving conflict with win-win outcomes.

Competencies:
Adaptability/Flexibility  Continuous Improvement  Leadership  Problem Solving
Teamwork  Commitment to Action  Communication  Development

Problem Solving

Effective problem solving involves working through a number of steps, including defining the problem, searching for possible causes, identifying approaches to resolution, and implementing and monitoring the approach. This session provides an organized system for problem solving and decision making.

Competencies:
Adaptability/Flexibility  Continuous Improvement  Leadership  Problem Solving  Customer Focus
Teamwork  Commitment to Action  Communication  Development  Resource Management
Expertise/Proficiency
Local Government

Participants will learn the structure and function of local government and have an opportunity to discuss the current challenges facing the area in this highly-interactive session.

Competencies:
- Expertise/Proficiency
- Leadership
- Problem Solving
- Resource Management
- Business Acumen
- Commitment to Action
- Entrepreneurialism
- Continuous Improvement

Soft Skills

Research shows that success on the job has more to do with your soft skills than your technical skills. The National Association of Colleges and Employers Job Outlook 2016 survey listed leadership, teamwork, problem-solving skills, communication skills, strong work ethic, initiative, and flexibility/adaptability in the top ten skills in demand by employers. This presentation will discuss the importance of soft skills in an organization, how they are acquired, and how they can be improved.

Competencies:
- Adaptability/Flexibility
- Customer Focus
- Problem Solving
- Teamwork
- Commitment to Action
- Communication
- Development
- Leadership
- Continuous Improvement
- Expertise/Proficiency

Emotional Intelligence

Emotional Intelligence describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one’s self, of others, and of groups. In this session participants will learn how to use emotional intelligence not only in the workplace but in their daily lives.

Competencies:
- Adaptability/Flexibility
- Customer Focus
- Problem Solving
- Teamwork
- Commitment to Action
- Communication
- Development
- Servant Leadership

Servant Leadership

Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world. A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” the servant-leader shares power, puts the needs of others first and helps people develop and perform at as high a level as possible.

Competencies:
- Adaptability/Flexibility
- Customer Focus
- Problem Solving
- Teamwork
- Commitment to Action
- Communication
- Development
- Bridges Out Of Poverty

Bridges Out Of Poverty

Because of the important role leadership participants play in the community, this session illustrates the real needs that can be addressed by your service on non-profit boards. As a participant in the simulation, you will role-play the life of a person living in poverty, navigating the system and living for the week on approximately $10. Poverty is a reality for thousands of Cambria County families. Over 1,100 babies will be born into poverty this year alone. This simulation will create a broader awareness of the realities of poverty and the need for community leaders to be involved.

Competencies:
- Adaptability/Flexibility
- Problem Solving
- Teamwork
- Leadership
- Commitment to Action
- Communication
- Development
- Resource Management
Presentation Skills

Participants will learn how to prepare and deliver effective presentations, along with how to develop effective public speaking skills.

Competencies:
Adaptability/Flexibility  Customer Focus  Resource Management  Teamwork
Commitment to Action  Communication  Business Acumen

Regional Leadership Workshop

This is a joint session with the leadership programs of Bedford, Blair, Huntingdon and Somerset Counties. Regional issues will be discussed and the participants will have the opportunity to network with their colleagues in neighboring counties.

Competencies:
Adaptability/Flexibility  Leadership  Problem Solving  Teamwork
Resource Management  Business Acumen  Continuous Improvement
Commitment to Action  Entrepreneurialism  Communication

Team Project Presentations I

The teams will deliver a report on their team projects to their fellow class members and Leadership Committee members and have an opportunity to discuss their experiences.

Competencies:
Expertise/Proficiency  Adaptability/Flexibility  Customer Focus
Commitment to Action  Problem Solving  Development
Entrepreneurialism  Continuous Improvement  Teamwork
Resource Management  Leadership

Year-End Reflection

This is the class’s opportunity to reflect on the past eight months, to discover what the program, their team projects and their classmates have meant to them during this journey.

Competencies:
Leadership  Teamwork  Communication  Continuous improvement
Commitment to Action

Team Project Presentations II

The teams will deliver a five-minute summary of the project presentations they have prepared to the Board of Directors of the Greater Johnstown/Cambria County Chamber of Commerce.

Competencies:
Expertise/Proficiency  Adaptability/Flexibility  Customer Focus
Leadership  Commitment to Action  Problem Solving
Development  Entrepreneurialism  Continuous Improvement
Teamwork  Resource Management