Muncie is going somewhere. There is no doubt to anyone who is paying attention that a Pro-Muncie Movement is afoot. Groups are convening, and partnerships are forming, in order to get our community from its current condition to a brighter tomorrow. Shafer Leadership Academy is proud to play a small role in that great endeavor.

Our first and most important contribution is the growth and development of the community’s leaders. We take seriously our charge to foster high-quality leadership in every corner and quarter of our community – from our places of worship to our educational institutions, our local government, our nonprofits, our manufactures, our neighborhoods, and our corporations. Seventy-five of our Emergence graduates are in the community, leading every day.

We also serve as conveners and collaborators. We partner with Ball State University, Muncie Action Plan, and Building Better Neighborhoods to offer the Neighborhood I.D.E.A. Conference. We also partner with the United Way of Delaware and Henry Counties to provide All Aboard, a program for community members interested in nonprofit board service. We continue to facilitate the Delaware County Nonprofit Executives Group and serve on the Steering Committee for Muncie’s Bridge Dinner. We continue to look for ways to connect those who are “Pro-Muncie.”

While we continued many collaborations, we also forged new partnerships in 2018. We were honored to provide leadership activities for the Muncie Community Schools Board Orientation in July of 2018. In the summer of 2018 we worked with Ball State University, the Chamber of Commerce, Ontario Systems and LEAP Managed IT to help create the Muncie Intern Collaborative, a program to showcase our community to summer interns. In October, support from the Community Foundation allowed us to bring ten nonprofit leaders together for a three-day, two-night retreat focused on collaboration.

Shafer Leadership Academy believes everyone wants a better and brighter future for this community. Our role is to develop the next generation of collaborative community leaders while bringing the current generation of leaders together. We believe it will take all of us to get from here to there.

Learn more about our mission at shaferleadership.com.

- Mitch Isaacs, Executive Director
IMPACT AND FINANCIAL SNAPSHOT

TOTAL REVENUE $284,765
- Tuition $21,250
- Sponsorship $41,348
- Custom Programs $108,632
- Contributions $5,911
- Grants $107,274.90

TOTAL EXPENSES $278,449.19
- Program Expenses $64,272.64
- Personnel $154,646.27
- Operating $59,530.28

Within 5 Years of Completing Emergence:
- 75% of graduates have taken a leadership role in the community
- 63% have volunteered on committees / taken on extra assignments at work
- 39% have had a job advancement
- 50% have served on a nonprofit board
2018 SHAFER LEADERSHIP ACADEMY BOARD OF DIRECTORS:

Chase Batt
Assistant Vice President for Human Resources, Mutual Bank

Peggy Cenova
Regional Director, Indiana Small Business Development Center

Sue Godfrey
Executive Director, Big Brothers, Big Sisters of Delaware County

Scott Huntsman
Executive Director of Sales, Muncie Power Products

Brian Ison
Rehabilitation Manager, Jay County Hospital

Kristin Keisling
(Secretary)
Executive Director of Finance, Ivy Tech Community College

Jill Lehman
Vice President for Administration, Chief People Officer, Ontario Systems

John Marske
(Treasurer)
Senior Regional Trust Officer, Old National Wealth Management

Joann McKinney
(President)
Chief Executive Officer, Horizon Convention Center

Jeff Parsons
Vice President of Commercial Banking, First Merchants Bank

Cory Spaulding
(Vice President)
Trust Administrator, Indiana Trust Company

Steve Smith
Chief Executive Officer, Midwest Metal Products

Gary Thomas
President, LEAP Managed IT

Chris Walker
Principal, Muncie Central High School

Number of Participants Served per Year:

- 2008: 227
- 2009: 585
- 2010: 1,002
- 2011: 1,887
- 2012: 3,026
- 2013: 3,895
- 2014: 1,002
- 2015: 1,887
- 2016: 3,026
- 2017: 3,026
- 2018: 3,895

Total Programs Offered:

- 2015: 58
- 2016: 29
- 2017: 113
- 2018: 118
PARTICIPANT DIVERSITY

GENDER
- 58% Female
- 42% Male

AGE
- 22% under 30
- 26% 30-39
- 27% 40-49
- 21% 50-59
- 4% 60+

ETHNICITY
Nearly 20% of participants are from minority populations

SINCE COMPLETING EMERGENCE
- 75% of graduates have taken a leadership role in the community
- 63% have volunteered on committees or taken on extra assignments at work
- 39% have had a job advancement
- 50% have served on nonprofit boards
*within 5 years of graduation

LOCATION OF 2018 PROGRAMS

Tulsa, Oklahoma
THANK YOU TO OUR GENEROUS DONORS & FUNDERS

**$10 - $199**
- Lindsey Arthur
- Marla Asberry
- Jena Ashby
- Tracey Danner-Odenwelder
- Mary & Cornellius Dollison
- Olivia Fellows
- Tisha Gierhart
- Sue Godfrey
- Thomas Kinghorn
- Richard Ivy
- John Marske
- Jim Wingate

**$200 - $999**
- Ted Baker
- Bethel Pointe Health and Rehab
- George Branam
- Andrew Dale
- Wil Davis
- Jeannine Harrold
- Kristin Keisling
- The Thompson Group
- Ball State University
- Miller College of Business
- Joann McKinney

**$1,000 - $1,999**
- Ball State University
- Graduate School
- Ray Chambers
- Scott Huntsman
- Ivy Tech Community College
- Old National Wealth Management
- Terry Walker

**$2,000 - $4,999**
- Ball State Office of Community Engagement
- Indiana Michigan Power
- LEAP Managed IT
- MutualBank
- Ontario Systems

**$5,000 - $10,000**
- City of Muncie
- The Innovation Connector
- Muncie Sanitary District
- Muncie Power Products
- The Vectren Foundation

**$10,000 - $20,000**
- The Community Foundation of Muncie and Delaware County

**$30,000 +**
- Ball Brothers Foundation
- Hamer D and Phyllis C Shafer Foundation
Motivation, with Megan Orbin

“Emergence was my first experience with a professional development workshop. The most important thing I learned is that there is no special personality trait that makes a leader. Everyone has the ability to lead if given the proper tools. Emergence filled my toolbox with the ability to lead as an introvert, even from my position that is outside of the traditional ‘leadership role’. Leadership is recognizing those good qualities in the people surrounding you and lifting people up by enhancing those qualities.

“I arrived in Muncie to attend Ball State. Giving back to the community that embraced me as a college student is very important to me. Without the confidence and networking opportunities Emergence gave me, I would have never discovered Altrusa International and met the wonderful women I now call my friends.”

Megan Orbin is the Executive Assistant to the President at Woof Boom Radio. Megan credits Emergence with giving her the confidence to join Altrusa International of Muncie and sit on her first event committee within the first six months of membership.