

2017 Annual Report  
**Hassenfeld Institute for Public  
Leadership**  
at Bryant University



**Bryant**  
UNIVERSITY

# Hassenfeld Institute for Public Leadership at Bryant

## > A UNIQUE COLLABORATION

Bryant University has a long and proud tradition of educating men and women for competitive and rewarding careers. This tradition is amplified by the work of the Hassenfeld Institute for Public Leadership at Bryant, which has become an essential resource for leaders in the public sector and the community. Reaching offices and organizations across the state, nearly 1,000 state and local officials participated in the Institute's programs in 2017.

**“The Hassenfeld Institute for Public Leadership is quickly becoming the public policy voice that is so desperately needed in Rhode Island. It is helping to elevate public policy and public service to its rightful place in our state.”**

SCOTT AVEDISIAN  
Mayor of Warwick, RI

# Hassenfeld Institute for Public Leadership

Building Leaders ~ Connecting Stakeholders ~ Finding Solutions

Effective leadership can make the difference between lasting, positive change and system failure. The Hassenfeld Institute for Public Leadership shines a light on best practices in leadership and helps people of divergent viewpoints find common ground.

By acting as a neutral player, we encourage robust discussion among stakeholders, empowering individuals, organizations and governments to achieve best-case results that reflect the highest level of public good. Through leadership workshops and conferences, facilitated discussions, and team-building programs, the Institute served nearly 1,000 people last year.

The Institute's customized programs merge best private and public leadership practices with the unique problems faced by state and local officials. Drawing on the superb faculty at Bryant University, the Institute has tailored workshops in design thinking and change management to address the current challenges faced by public officials.

Our programs have enabled newly elected school committee members and city/town councilors to hit the ground running. We are developing a set of case studies that serve as teaching tools, focusing on issues of particular interest to New England.

The Institute also conducts regular voter surveys to inform public leaders about Rhode Islanders' views on a wide range of issues.



“In the private and public sectors, chief executives succeed when they implement real-time solution to real-time problems.”

GARY SASSE  
Founding Director  
Hassenfeld Institute  
for Public Leadership



**Hassenfeld Institute for Public Leadership**

made with Smilebox

# Supporting Public Leadership

The philanthropic investment of the Hassenfeld Family enabled the Hassenfeld Institute for Public Leadership to build its reputation and expand its impact over the last eight years. We are deeply grateful for the continuing support of Alan Hassenfeld, whose generosity enables us to serve current, new and aspiring leaders regardless of ability to pay.

# Education Leadership Development

The Rhode Island Superintendents Association joined the RI Principals Association for a collaborative two-day leadership development program that engaged more than 165 public leaders in working groups focused on projects critical to their individual districts.

Newly elected school and municipal leaders gathered for a weekend of skill building, where we unveiled our case study, “One Town, One Budget.”

The RI Superintendents Association and mayors gathered for a presentation of the case study, “Safety in our Schools.”

**“The Hassenfeld Institute is an essential resource for local School Committees in meeting their obligations to provide a quality education for Rhode Island’s public school students.”**

TIMOTHY DUFFY  
Executive Director  
Rhode Island Association of School  
Committees

## Case Study: Safety in Our Schools

In October 2015, the City of Pawtucket faced a crisis. During an after-school confrontation, a School Resource Officer grabbed a student and flipped him over at Tolman High School.

A classmate recorded the incident on his cell phone, and it quickly went viral on social media before a national audience.

This case study examined the actions of different stakeholders during a time of heightened tensions and widespread publicity.

It illustrated the potential blurring of disciplinary and administrative roles on the part of School Resource Officers and the importance of a positive working relationship between the Superintendent and the Mayor.

## Case Study: One Town, One Budget

This case study examined how the town of Mansfield, Mass. managed school funding during a time of economic crisis.

The research unveils the bumpy road toward collaboration and identifies the importance of having a strong Town Manager.

The study looked broadly at the effectiveness of the Town Meeting form of local government and considered the importance of people and process in response to the crisis.

# Rhode Island National Guard

## Leadership Development Program

Following ten years of budget cuts and multiple deployments, the Rhode Island National Guard was left with little time or resources for management or leadership training.

Inspired by the vision of Commanding General Christopher P. Callahan, the Hassenfeld Institute built a leadership program for junior and senior officers, which focused on designing solutions to increase Guard retention. These ideas are now in the early stages of implementation.

Forty guardsmen participated in the project, which helped build their communication and problem-solving skills to work with different branches and expertise units of the military to address challenges holistically.



## Consensus Building & Analysis

### Workshops & Facilitation

- Under the leadership of Rhode Island Department of Environmental Management Director Janet Coit, management staff gathered for a workshop to achieve consensus on goals, vision and metrics for each department.
- Central Falls Mayor Diossa invited the Institute to facilitate a discussion with city directors and the City Council on roles and responsibilities.
- Directors and Senior Leadership for the City of Providence worked with Bryant faculty on their vision and goals for the city.
- Rhode Island General Assembly Members, nonprofit leaders and the general public gathered to analyze the findings of the Family Prosperity Index with national experts in social justice and family sustainability.
- The Rhode Island Association of School Committees invited the Institute to facilitate its Annual Meeting.

“Leaders must cultivate constructive conflict so as to enhance the level of critical and divergent thinking, while simultaneously building consensus.”

DR. MICHAEL  
ROBERTO  
Professor of Management  
Bryant University  
Hassenfeld Institute  
Faculty

# Design Thinking for Educators

Launched Spring 2017

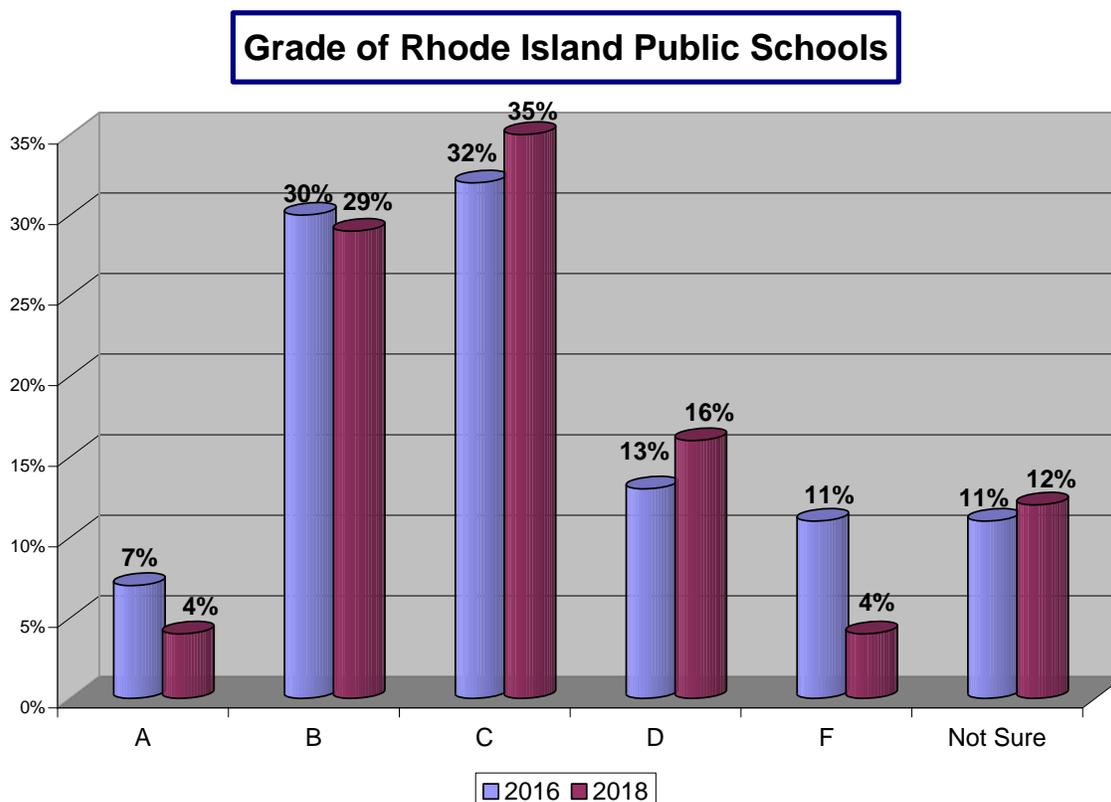
As school systems transform from teacher-centered learning to student-centered learning, educators and administrators find themselves in the midst of complex organizational change. In 2017, the Institute partnered with New England Basecamp to offer design thinking workshops.

The program brought together public and charter school principals, superintendents and state education leaders to explore how design thinking could assist them in tackling the transition to personalized learning in their districts. Implementation of the ideas generated began in districts in the fall of 2017.

## Leadership Poll Project

In partnership with Fleming and Associates

The Hassenfeld Institute continued its partnership with Joseph Fleming, principal of Fleming and Associates, to conduct polls on a broad range of policy issues facing state and local leaders. Surveys have Rhode Islander's judgments on the impact the City of Providence's fiscal condition has on the rest of the state, Rhode Island taxation, education and other issues.



2018 survey results indicating how voters grade the performance of public schools in Rhode Island.

# Hassenfeld Institute Programs and Presentations

## Fall 2016 – Winter 2017

September 2016	<p><b>Rhode Island National Guard Senior Leadership</b> learn the facets and implementation in Design Thinking.</p> <p><b>Department of Environmental Management</b> Achieve consensus on goals, vision, and metrics for each department.</p>
October 2016	<p><b>Department of Environmental Management</b> returns to build consensus on small wins based on previous conference in September 2016?.</p>
November 2016	<p><b>Rhode Island Superintendents Association</b> and <b>Mayors</b> gather for a formal presentation of the case study “<b>Safety in our Schools</b>” and <b>best practices in social media</b>.</p>
December 2016	<p>Newly-elected School and Municipal Leaders gather for our <b>4<sup>th</sup> Biannual weekend of skill building and collaborative leadership</b>. The Hassenfeld Institute unveils its second Case Study, “<b>One Town, One Budget.</b>”</p> <p>Hassenfeld Institute facilitates discussion <b>with Mayor Diossa, City Directors, and City Council</b> on roles and responsibilities.</p>
January 2017	<p><b>Rhode Island General Assembly Members, General Public and Nonprofit Leaders</b> gather to analyze findings of the <b>Family Prosperity Index</b> with National Experts in social justice and family sustainability.</p> <p>Directors and Senior Leadership for the <b>City of Providence</b> work with faculty on their vision and goals for the city.</p>
Spring 2017	<p>In partnership with the <b>Rhode Island Mayoral Academies and New England Basecamp, education leaders in charter and public schools</b> gather for seven sessions on Change Management, Innovation, Cultural Competency, and Leading Change.</p>
May 2017	<p>Hassenfeld Institute presents Case Study, “One Town, One Budget” at the <b>Eastern Academy of Management</b>.</p> <p><b>Rhode Island Association of School Committees</b> Annual Meeting facilitation.</p> <p><b>Rhode Island National Guard Junior Officers</b> learn techniques of design thinking with its application on how to increase soldier retention. Over 40 Guardsmen presented ideas to Senior Officers.</p>
June 2017	<p><b>Rhode Island Association of Superintendents and Principals</b> gather for the first time in each association’s history for a two-day course on Design Thinking and its implementation in their schools and offices.</p>

# Hassenfeld Institute for Public Leadership

## ADVISORY COMMITTEE

The Hassenfeld Institute for Public Leadership Advisory Committee meets in the spring and to seek input from a distinguished group of leaders.

### **Advisory Committee** (as of February. 1, 2018)

Ernest Almonte, Partner, RSM, US, LLP

Scott Avedisian, Mayor of Warwick

Sandra Cano, Councilor-at-Large, Pawtucket

Brian Daniels, Executive Director, Rhode Island League of  
Cities and Towns

Mark Dingley, Deputy Director, Rhode Island Department  
of Administration

Tim Duffy, Director, Rhode Island Association of School  
Committees

The Honorable Daniel McKee, Lieutenant Governor  
of Rhode Island

Michael Roberto, DBA, Bryant University

James Segovis, Ph.D., Bryant University

Glenn Sulmasy, JD, LLM, Bryant University

### **Hassenfeld Institute for Public Leadership Staff**

Gary Sasse, Founding Director

Cindy Elder, Assistant Director

Melissa Prosky, Case Study Writer

### **Hassenfeld Institute for Public Leadership**

Bryant University

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# Thank you

for supporting the  
Hassenfeld Institute for  
Public Leadership!

*Every effort has been made to provide an accurate overview of activity between the Hassenfeld Institute for Public Leadership and Bryant University and we appreciate your feedback on this report. If we have inadvertently omitted a point of engagement, please accept our apologies and let us know!*

