



Each One, Reach One

A Partnership with the American Leadership Forum of Oregon

About the American Leadership Forum of Oregon

The American Leadership Forum of Oregon (ALF Oregon) is a non-profit, non-partisan organization that brings a diverse range of corporate, public and non-profit leaders together to build effective networks of collaboration, service and community throughout the state. By creating a network of leaders with established bonds of trust and mutual support, ALF strengthens the skills and commitment of leaders to utilize collaborative approaches to dealing with often complex community and statewide issues. Established by Oregon Congressman Earl Blumenauer and long-time CEO of Pacificorp, Don Frisbee, the American Leadership Forum of Oregon has been unifying, training and mobilizing senior-level leaders for 30 years.

Our Mission/Purpose

The purpose of the American Leadership Forum of Oregon is to join and strengthen leaders in order to better serve the public good. It enhances leadership by building on the strengths of diversity and by promoting collaborative problem solving within and among communities.

ALF Program Goals

The American Leadership Forum of Oregon works to develop both a sense of personal responsibility for leadership and change in the state, while creating a network of senior-level leaders with established bonds of trust and mutual support. The ALF program consists of three parts: an annual Fellows program for a class of approximately 20 community, government and business leaders; a *Leadership in Action* project that is planned and implemented by each class; and an ongoing program to mobilize a network of Senior Fellows (those that have completed the Fellows program) from all classes.

The American Leadership Forum of Oregon's key program goals include:

- Strengthening the skills and commitment of senior-level leaders in developing collaborative approaches to identifying and dealing with complex and broad-based issues.
- Building relationships among diverse leaders that can lead to more effective solutions to state and local community challenges by providing them with unique opportunities to work together in ways that can truly make a difference.
- Inspiring leaders to a lifetime of active public engagement, acting as ongoing catalysts for addressing a range of issues that affect our state and its communities.

Core Values of ALF

- Primacy of relationship
- Inner reflection and personal growth
- Appreciation, exploration, and inclusion of culturally and regionally diverse groups
- Dialogue and collaboration
- **Service to the common good**

Management

The American Leadership Forum of Oregon has a staff of 5, including a full time Executive Director and Program Director and a part-time Administrative Assistant. The teaching faculty consists of 2 contracted staff, 2 of whom are PhD level educators. The staff and faculty of ALF Oregon have an average of 25 years in education, facilitation, community building, mediation, workplace diversity, conflict resolution, multicultural alliances, non-profit management, government relations, community engagement, and collaborative leadership.

Proposal: Each One Reach One

Each One Reach One

The list of ALF Oregon's Senior Fellows consists of individuals who have the access and capacity to significantly impact the lives of all Oregonians. One will find the nearly 650 ALF Senior Fellows in every facet of Oregon's infrastructure—from corporations to government, and non-profits to small business owners—the network of ALF Senior Fellows is deeply connected and engaged.

With this in mind, the Each One Reach One Program is an opportunity for corporations and businesses, in partnership with the American Leadership Forum of Oregon (ALF), to lead an effort that will build the capacity of leaders in the private and public sectors of Oregon. Each One Reach One Program is designed to hone the skills and broaden the professional network of our corporate partner's internal management team, while providing similar access to the Executive Directors of organizations for which our partners provide support via their community giving department.

Each One

Through the "Each One" component of ALF's Each One, Reach One Program, our corporate partners will commit to identifying and funding one (or more) members of their management team to participate in the annual ALF leadership cohort. The Each One component is focused on the development of key managers who are identified by our partner's leadership team and HR Department. By connecting the HR department to the ALF leadership system, our partners will enhance and strengthen their staff by:

- providing their senior managers with a common language shared by other key leaders
- maintaining a shared set of leadership tools and practices such as effective use of dialogue and systems thinking and working with diverse individuals and communities
- emphasizing the value of collaborative leadership when managing staff
- engaging with a statewide network of colleagues and professional partners who will support the work of the individual
- and highlighting the overall brand of the company throughout Oregon

At the completion of their 18 month learning experience, the ALF staff, faculty and members of the network of Senior Fellows will work with participants from our partners to continue their intellectual enrichment, heighten their professional development and successfully meet the measurable professional outcomes in their workplace. While the ALF program is not designed to replace the expectations of employment that are set by our partner's HR Team, it is a coordinated learning/teaching program that supplements management skills for our partner's leadership team. And as an added benefit, ALF is a local organization that understands and shares the interests and values of a company that is home-based in Portland. We know Portland...and we know Oregon.

Reach One

Our corporate partners invest in non-profit programs throughout the state through its core giving components of *Volunteerism, Home Ownership, Community Development, Education, Supplier Diversity, Team Giving and the Environment*. Additionally corporations generate a precedence for partnerships and collaborations with organizations through programs such as the United Way. Each of the aforementioned components of our corporate partner's community giving strategy is led by a series of leaders who are the day-to day caretakers and ambassadors of their organization and hold the majority of responsibility for ensuring that our corporate partner's investment in their organization is managed appropriately.

The "Reach One" component of the Each One, Reach One Program provides our partners with what is in essence, an "insurance policy" for the investments that it makes in community programs. Typically, corporate and community foundations invest their resources in programs that align with their giving goals. Whether it is an arts program within an impoverished school or a program that focuses on maintaining our environment, most philanthropic dollars are directed toward programming. However, it is important to note that data shows that the average Executive Director of a non-profit organization has a professional service period of 3-4 years. More often than not, the leader of an organization leaves their post for the following reasons:

- Limited resources that contribute to a sense of scarcity that inhibits growth
- Isolation from a broader peer group due to competition for resources and/or a limited amount of professional/personal time to engage
- A lack of focused leadership tools, skills and capacities that inhibit their ability to meet their organizational outcomes and/or cultivate supportive partners and allies.

Any one of the aforementioned issues can lead to professional burn out and subsequently trigger a leadership transition. These transitions are disruptive and force many non-profits to lose momentum because they must begin the long process of hiring a replacement and restarting their programmatic efforts under a new leader. This creates risk for companies because investments in such systems are tinged with the possibility that a 3-4 year rotation in leadership will stunt progress—which can minimize returns on the original investment in an organization. Additionally, a new leader requires a certain amount of time to find alignment between their

leadership values and those of the funder, thereby creating the potential for a latency in services that are funded by corporate and business partners.

Through the "Reach One" component of ALF's Each One, Reach One Program, corporations and businesses will commit to identifying and funding the ALF tuition for Executive Directors who lead one of the organizations they currently fund. By further committing to *the leaders* of the organizations that receive funding, corporations will have an influential role in the sustainability of its non-profit partners. Rather than focusing on the program goals alone, our partner's long term investment in the skills, and professional support system of a non-profit leader will strengthen their capacity to effectively meet programmatic outcomes. This investment can reduce the risk of a premature leadership transition due to burn out and by engaging in a partnership with the American Leadership Forum, corporations can be assured that there is a system in place that not only protects their investment in an organization's programmatic "cargo", but also ensures that the non-profit "Captain" has a proven set of tools and relationships that will enhance their ability to lead effectively and efficiently. Ultimately, the benefits of ALF's collaborative leadership program and the positive relationships that are fostered between cross-sector leaders can significantly increase the longevity and production of the Executive Directors of organizations being supported by our corporate partners.

The Ask

The American Leadership Forum of Oregon proposes a partnership to engage in the Each One Reach One program. As one of the flagship companies (The Standard and Pacific Power are the other flagship companies) for this important leadership investment program, our partners would commit to support the costs of sending a minimum one of its employees through the ALF Leadership Program (Each One) and minimum of one of the Executive Directors associated with their community giving organizations. The cost of each participant is \$10,000 for the complete 12 month program for a total of \$20,000 per year for 2 tuitions. Additionally, corporations will commit to becoming an *ALF Corporate partner* at a cost of \$5,000 annually, for which it will receive:

- Recognition and acknowledgement as a flagship company of Each One Reach One
- Recognition and acknowledgement on all ALF-related social media sites, including the ALF website, Facebook, and LinkedIn pages
- Recognition and Acknowledgement at all ALF events as a corporate sponsor

1 ALF Leadership Program Tuition for an employee of Our corporate partner per year	\$10,000
1 ALF Leadership Program Tuition for an Executive Director of a program supported by Our corporate partner per year	\$10,000
1 Annual Corporate Membership per year	\$5,000
Minimum Total per year	\$25,000

Notable American Leadership Forum of Oregon Senior Fellows

Members of Congress	Earl Blumenauer
Oregon Mayors	Vera Katz, Portland Charlie Hales, Portland Sam Adams, Portland Dick Anderson, Lincoln City John Oberst, Monmouth Lou Ogden, Tualatin
State Representatives and former State Representatives	Joe Gallegos Lew Frederick Margaret Carter
State Senators and former State Senators	Bill Hansell Avel Gordley Martha Schrader Jackie Dingfelder
Key Public Officials (past and present)	Sean Robbins, Business Oregon Fariborz Pakseresht, OYA Maria Chavez-Haroldson, OYA Joe O'Leary, OYA John Haroldson, Benton County District Attorney Jim Scherzinger, Kathleen Saadat, retired and formerly of the Governor's Office Mike McArthur, AOC Julia Pomeroy, Earl Blumenauer's Office Shelli Romero, ODOT Kendall Clawson, ALF and formerly of the Governor's Office Danny Santos, Willamette School of Law and formerly of the Governor's Office Carole Smith, Formerly of PPS
Corporate Leaders	Bill Wyatt, Port of Portland Dave Anderson, NW Natural Bob Speltz, The Standard Justin Delaney, The Standard Dave Robertson, PGE Jim Piro, PGE Peggy Maguire, Cambia Scott Bolton, Pacificorp Julia Brim Edwards, Nike Bill Thorndike, Medford Fabrication Don Antonucci, Cambia Rob Coppage, Cambia Dr. George Brown, Legacy Emmanuel Dan Field, Kaiser
Foundation Leaders	Carol Whipple, Whipple Foundation Max Williams, Oregon Community Foundation Matt Morton, Meyer Memorial Trust Nichole Maher, NW Health Foundation Greg Chaille, Oregon Community Foundation The late Orcillia Forbes, Meyer Memorial Trust Joyce Akse, Ford Family Foundation Jennifer Wheatley, Dutch Bros Foundation
Banking Leaders	Malia Wasson and Mary Ruble, US Bank Monique Barton, Bank of America Rich Brown, Bank of America Mike Foglia, Wells Fargo Andrew Gerlicher, Bank of the Cascades