"It's Hands-On…"

Cultivating Mentors and Emerging Social Justice Leaders through Shared Project Development

**Documenting the Intergenerational and Community Dialogues
A Leadership for a Changing World Initiative**

"We are the leaders of today, not tomorrow."
    - Vivian Chan, Wing Luke Asian Museum, emerging leader

"We have to make the time, no matter how busy we are, to be mentors."
    - Marilyn Smith, Abused Deaf Women's Advocacy Services, anchor leader

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INTRODUCTION

The Leadership for a Changing World (LCW) program seeks to transform the public perception that the U.S. is facing a shortage of leaders to address social, environmental, and economic issues within communities. The program asserts that leadership does exist, albeit in a form that is different from traditional understandings of leadership. LCW shifts the conversation about leadership to include leaders known in their own communities, but not known broadly. Over five years (2001-2005), the LCW program recognized 92 individual leaders and leadership teams based in organizations across the U.S. and Puerto Rico. LCW is a program of the Ford Foundation in partnership with the Advocacy Institute (now part of the Institute for Sustainable Communities) and the Research Center for Leadership in Action (RCLA) at New York University's Robert F. Wagner Graduate School of Public Service.

As the program began to come to a close in 2005, the partners developed the idea of a regional forum, the Intergenerational and Community Dialogues, to address recurring concerns that award recipients identified: leadership development, succession, and the creation of sustainable community collaborations. The forum brought together LCW award recipients and emerging leaders from the Pacific Northwest to investigate and explore the challenges and opportunities of intergenerational leadership and community collaboration.

This report documents the main ideas that emerged from the conversations of forum participants who explored their experiences cultivating mentors, leaders, and collaborative relationships. It is our hope that this document captures the perspectives, concerns, significant accomplishments, and energetic spirit of the initiative's participants.

THE INTERGENERATIONAL AND COMMUNITY DIALOGUES

Design

"How do you teach kids to organize a conference? It's hands-on. There's only so much you could teach…actually doing it will help."
        - PCUN emerging leader

Five LCW award recipient organizations took part in the initiative to explore how to best foster opportunities for emerging leaders and to enhance their ability to collaborate with stakeholders. The five organizations were:

- o   Abused Deaf Women's Advocacy Services (ADWAS) – *Seattle, Washington*
- o   Confederated Tribes of the Umatilla Indian Reservation (CTUIR) – *Pendleton, Oregon*
- o   Pineros y Campesinos Unidos del Noroeste (PCUN) – *Woodburn, Oregon*
- o   Rural Organizing Project (ROP) – *Scappoose, Oregon*
- o   Wing Luke Asian Museum (WLAM) – *Seattle, Washington*

Each organization was represented in the initiative by an "anchor" leader and several "emerging" leaders. Each of the anchor leaders (the LCW award recipients) invited several emerging leaders (young people approximately 17-25 years of age or rising colleagues involved in the work of the organization). Each of these groups of one anchor leader and five or six emerging leaders constituted a "pod." With five pods present, a total of approximately 40 leaders participated in the initiative.

The Intergenerational and Community Dialogues took the form of two gatherings in the Pacific Northwest, which we refer to as "forums." At Forum One in December 2005, the LCW award recipients and emerging leaders discussed intergenerational and collaborative challenges and opportunities both within and across organizations. Each of the pods conceived of a project to implement during the five month period before the next forum that would address an issue of organizational and community concern, and through which they could concretely

explore the challenges of mentoring, leadership development, and collaboration. From mid-December 2005 to mid-May 2006, the pods implemented their projects. At Forum Two in May 2006, participants reassembled to report on the progress or outcomes of their projects, explore the emergent issues, and consider future opportunities.

The Advocacy Institute (AI) and the NYU Research and Documentation (R&D) team at RCLA collaborated on the design of the initiative. AI was responsible for the initiative's design, organization, and implementation, as well as the facilitation of the two forums. The NYU team was involved in the design with AI and took the lead in documenting the forums through digital audio recordings, notation, and the development of self-documentation tools for use by participants during the inter-forum period. NYU was also responsible for summarizing the themes that emerged from the initiative and preparing this report.

Summary of Components
The following section summarizes each of the three phases of the initiative: Forum One, the inter-forum period, and Forum Two.

Forum One: December 2005
The first forum convened December 11th and 12th, 2005 in Portland, Oregon. The objectives for Forum One were to:

- o Open a meaningful dialogue about barriers to youth leadership development and cross-generational collaboration;
- o Make introductions across the five pods to create an intergenerational learning community and strengthen the potential for regional collaboration and support;
- o Assist each of the pods in the process of identifying an important issue in their community that they could work on as a team; and,
- o Assist each group in identifying and strategizing how to attract stakeholders to their project.

Through full group sessions, creative exercises, and dynamic small group dialogues, anchor and emerging leaders explored intergenerational leadership issues. Participants touched on issues related to collaborating with other organizations. With the exception of a caucus among the three organizations based in Oregon, discussion of inter-organizational collaboration was less prominent than the intergenerational leadership theme. Within the pods, participants brainstormed and designed the projects they would work on over the months to follow.

Inter-Forum Period: December 2005 – May 2006
In the five month inter-forum period, each pod began implementing its project. (More detailed descriptions of each of the organizations and their projects follow on page 4.) As they implemented their projects, participants engaged in self-documentation of their work. Although not originally part of the initiative's conception, the NYU Research and Documentation (R&D) team designed tools specifically for the Intergenerational and Community Dialogues. These tools included a binder with questions to promote reflection on intergenerational and collaborative aspects of the project's design and implementation, craft materials, and disposable cameras to inspire creativity and photo documentation. The R&D team distributed these tools to participants in the inter-forum period to encourage the pods to capture their goals, processes, and outcomes.

Three of the organizations (ADWAS, PCUN and WLAM) used the tools to complete self-documentation scrapbooks to aid reflection on their projects in preparation for Forum Two. CTUIR's self-documentation took the form of a written project proposal and ROP planned to use the self-documentation tools for future reflection following Forum Two. The self-documentation materials included the following questions:

- o What did you want to achieve? Who did you want to participate?
- o What were the roles and level of involvement of both young and experienced leaders?
- o Describe a great moment of intergenerational collaboration.
- o How were you able to get stakeholders to participate at your event? What strategies were (or were not) successful?
- o How was your decision making process different compared with past events?
- o What were your "ah-ha" moments during the planning stages and/or at your event?
- o Did the project go as expected? What defied your expectations?
- o Were youth and stakeholders involved in decision-making and what was the impact?

Forum Two: May 2006
Participants gathered for Forum Two from May 19th through 21st, 2006 in Seattle, Washington to share the outcomes of their projects and to continue their dialogue around intergenerational and leadership challenges. The objectives of Forum Two were to:

- o Reconnect, re-establish dialogue and continue to engage and learn from each other;
- o Continue to explore the value and practice of intergenerational partnerships;
- o Report on the projects each group developed at Forum One, especially on whether groups were successful in creating new or improved community partnerships that would increase the efficacy/sustainability of their efforts or organization; and,
- o Reflect on both process and results, and make some plans about how to build from here.

Each pod presented a report on its project to the full group. Through mural-making, small and large group sessions, and organizational caucuses, participants explored intergenerational themes and strategies for moving forward.

Participating Organizations and Their Projects
The following section offers descriptions of the participating organizations and the projects they implemented, including the names of the participating anchor and emerging leaders that constituted each pod, organizational background information, and descriptions of the projects each pod developed.

ABUSED DEAF WOMEN'S ADVOCACY SERVICES (ADWAS) – SEATTLE, WASHINGTON
"We have the resources, we have the tools, and we don't have to have hearing people running our own agencies. We can do it for ourselves."
*   - ADWAS emerging leader*

ADWAS: The Participants
Anchor Leader: Marilyn Smith, Founder/Executive Director, 2003 LCW Award Recipient
Emerging Leaders: Sheli Barber, Jeannie Brown, Misty Flowers, Patty Liang and Libby Stanley (staff)

ADWAS: The Organization
ADWAS has assisted Deaf women in domestic violence situations in Seattle since 1986. By recognizing that the needs of Deaf women often go unmet by other domestic violence service providers, ADWAS provides a full range of services including information and counseling referrals, as well as contacting lawyers and hospitals on behalf of its clients. ADWAS assists fifteen agencies nationwide with organizational development, fundraising, leadership training,

and nonprofit management. It confronts systemic biases against Deaf and Deaf-Blind victims of violence by advocating for legislative and policy change at the state and local levels.

ADWAS: The Project – *A Time to Dream* **Community Gathering**
At Forum One, pod members identified the need to reinvigorate the Deaf community in Seattle. A central Deaf community center had recently closed, leaving a vacuum that ADWAS wanted to address. "How do we move on and not dwell on mismanagement, on all of the bad things that happened historically?" an emerging leader asked. "How can we move onto a new positive vision and a change in perspective?" The pod decided to organize a community meeting to determine how community members wanted to move forward. Rather than frame the meeting around "problems" they chose what one emerging leader calls "a positive approach."

In conceiving their project, pod members tried to maintain a positive vision by making a commitment to creating a healthy, sustainable community and keeping this perspective through the entire process. "What does a healthy Deaf community look like?" an emerging leader asked. "It's not just having a place to go to get information. It's also a place where you can meet one another and feel good about each other, to feel good about being Deaf."

In the inter-forum period, the ADWAS pod organized a gathering it called *A Time to Dream.* They invited members of Deaf organizations and other stakeholders. The pod sought out individuals who are often overlooked, such as youth, people of color, and non-activists. Rather than focusing exclusively on directors or leaders of Deaf organizations, they included staff and volunteers and representative individuals within the community and across age groups. In their self-documentation materials, pod members stated that they wanted to learn "what tools were needed to build a healthy community." One pod member stated that she wanted the meeting to "ignite the individual fires" of participants.

Fifteen people attended the meeting. "Everyone we invited showed up except one person," an ADWAS emerging leader reported. "It was amazing. We had men, women, all age groups; we had people who were new in town and, of course, people who had been there all their lives." Each of the emerging leaders took a turn in leading a section of the meeting. Marilyn Smith, ADWAS anchor leader, provided support and guidance. "I, as the experienced leader, often intentionally did not do as much as the young leaders because I felt one purpose of this whole experience was to not have so much control," Marilyn said. "The young leaders participated in the individual groups," an emerging leader added. "Our experienced leader walked around the room lending us her hand here and there."

ADWAS is now planning a series of workshops to follow-up on the gathering, which revealed a strong desire among community members to develop their organizational skills. Pod members seek to ultimately strengthen the skills of Deaf people to run and bolster their own organizations. "We found the Deaf community programs becoming weak," an emerging leader explained. Part of the problem is that "people who were getting into the field of deafness were hearing people…and that was making Deaf people feel helpless," she said. "There are a lot of strong Deaf communities, very strong Deaf communities around the United States. We know that it is very possible to have that amount of strength and action happening in our own community. Our goal is to really empower other members of our Deaf community to just do it, take the dream and go with it."

THE CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION (CTUIR) – PENDLETON, OREGON

"[The emerging leaders] took the initiative to make it happen."
           -CTUIR leader

CTUIR: The Participants
   Anchor Leader: Don Sampson, Executive Director, 2002 LCW Award Recipient
   Emerging Leaders: Brandi Bill (staff), Kahseuss Jackson, Kaeleen McGuire, Justin Quaempts, and Carrie Sampson (students)

CTUIR: The Organization
CTUIR consists of approximately 2,500 members in three tribes: Cayuse, Umatilla, and Walla Walla. All share the Umatilla Indian Reservation, which a U.S. government treaty established in 1855. CTUIR's mission is to protect its land and promote tribal sovereignty. It provides cultural resources such as skills training and native language education. Increasing youth education is an important priority for their work to balance traditional culture with professional skills.

CTUIR: The Project – Pilot Internship Program
At Forum One, a CTUIR leader, proposed revamping an existing summer youth employment program within the tribe to create internships for college students. With a lack of access to opportunities, college-educated youth often leave the tribe to seek employment elsewhere. The pod hoped to change the dynamics of a tribal labor force with over 1,000 jobs, more than half of which are held by non-Indians and nearly 150 by members of other tribes. "Our goal is to increase the number of tribal members, particularly in the upper management positions of our tribe," a leader said. CTUIR is the second largest employer in Umatilla County, following the State of Oregon. The tribal government has a staff of nearly 500 employees in such departments as administration, health and human services, natural resources, economic and community development, tribal services, education, fire protection, and police. The Wildhorse Casino and Resort employs another 500 individuals.

A CTUIR leader called it "a good problem" that there are many tribal youth who now have the education and experience necessary to take jobs currently filled by non-tribal people. At the same time, the pod members saw the need for a structure to support young leaders to take on these positions, engage them in addressing the pressing issues in the community, and create attractive opportunities for them to use their energy and creativity on the reservation. "Rather than just dispersing people without a whole lot of strategy, we start focusing in on some specific issues in our community," the leader suggested.

The pod decided to develop an institutionalized, paid internship program for college students. During the inter-forum period the pod members developed a proposal for an internship program and presented it to the Board of Trustees of the tribe, as well as to funding sources. After creating several drafts of the proposal and calling on college students to devise an appropriate wage structure, "We made the pitch to them [the Board of Trustees],"a leader recalled. "We had all these department directors…and the Board said, 'Yes. Let's do it.' They voted unanimously to make this happen," he said. "We walked out and…we were really quiet. Then, we started high fiving everybody in the hallways and said, 'Yes! We got it done!'" In addition, the pod secured an $80,000 grant from a private foundation to support the internship program.

A CTUIR leader said that the youth were the catalysts who made the proposal successful. They took the initiative and were "lobbyists" within the system. By May 2006, seventy-three young people had applied for internships. The applicant pool included a number of college freshmen, which CTUIR staff feels bodes well for the future of the program. CTUIR emerging leaders suggest that interns could be placed in non-Native organizations that could

provide training, especially organizations grappling with issues similar to the tribe's and getting results. This step might also help non-Native organizations respond to their goals to employ Native Americans. Carrie Sampson, another CTUIR emerging leader, thought it critical to allow students to explore their fields of interest. The emerging leaders also considered how they can return to the tribe themselves in order to develop their careers and contribute to the community. Through the internship program, they hope to contribute to an ongoing process of nation building within their tribe. In addition, the pod members plan to evaluate the success of the internship program in the hopes of expanding the leadership training component and replicating the program with other tribes.

PINEROS Y CAMPESINOS UNIDOS DEL NOROESTE (PCUN) – WOODBURN, OREGON
"Our experienced leaders were just resources for us…we were able to experience new things and learn from our mistakes and from our experienced leaders."
          - PCUN emerging leader

PCUN: The Participants
   Anchor Leader: Ramón Ramírez, Executive Director, 2003 LCW Award Recipient
   Emerging Leaders: Jazmin Aria and Aeryca Steinbauer (staff), Blanca Cabrera, Levi Herrera, Oscar Morales, and Abel "Gordo" Valladares (students)

PCUN: The Organization
PCUN is Oregon's largest Latino organization. Its goal is to empower workers to understand and take action against systematic exploitation through workplace and community organizing. Founded in 1985 by 80 farm workers, PCUN has grown to include more than 5,000 registered members, 98% of whom are Mexican and Central American immigrants. PCUN uses direct organizing tactics, such as visiting fields, distributing leaflets, and holding house meetings and marches. It also organizes through its Service Center for farmworkers, where it provides translations, immigration services, and recommendations to legal services for work-related injury benefits.

PCUN: The Project – *Y QUE: Youth on a Quest to Unite and Empower* Conference
PCUN conducts grassroots political organizing and works with policymakers on immigration legislation of central concern to the organization. During their discussions at Forum One, PCUN pod members discussed the different bills affecting immigrants as well as their own organizing efforts. PCUN advocated for a bill, the DREAM Act, which supports immigrant students. The DREAM Act would allow immigrants without legal residency status to qualify for post-secondary education benefits.

Aeryca Steinbauer, PCUN emerging leader and staff member, noted the relationship between PCUN's legislative efforts and its intergenerational work, "It would be very strategic for us to think about how to expand that campaign that's already being worked on to include an intergenerational aspect," she maintained. At Forum One she proposed building the capacity of youth to fight for changes in legislation, such as the DREAM Act. PCUN's Youth Council had already taken the lead in some campaigns. The pod could work with this Council to attract youth to legislative efforts. The pod decided to focus on organizing a regional youth conference, *Y QUE: Youth on a Quest to Unite and Empower*. The PCUN emerging leaders, many of whom are active in the Youth Council, would take the initiative in the planning and implementing the conference. Experienced leaders would be available as resources.

The pod collaborated with Latinos Unidos Siempre, an organization of Latino youth advocating for social change, as well as students from universities across Idaho. In their self-documentation materials, pod members described their vision of the conference as an opportunity to "build a regional coalition of youth organizations committed to justice for effective,

inventive, and united solutions." The planning of the *Y QUE* conference coincided with a growing national debate about immigration reform, with anti-immigrant legislation being considered by the U.S. Congress. On May 1, 2006 mass walkouts from schools and workplaces nationwide drew widespread attention. In addition to planning the conference, the emerging leaders at PCUN mobilized walkouts locally in two middle schools and a high school.

Demonstrating the benefits of having a relationship between mentors and emerging leaders, the *Y QUE* conference planners were encouraged by a senior leader at PCUN to include discussion of these national events in the conference. As they sat together the leader commented that, "'This is a great agenda except what happened a month ago here in Salem and throughout the entire country?' We were like, 'What happened?' 'Walkouts do you know? This is a youth conference and you guys are not talking about walkouts.' And so we worked with him to integrate the walkouts in our conference and I think it was a successful change," an emerging leader said.

In their self-documentation materials the emerging leaders explained their ownership over this decision as, "We shifted the agenda to make it more relevant to what was happening around the youth movement today." They asked a PCUN leader to do a workshop on walkouts at the conference, considering their historical context. "It was one of the best workshops I ever participated in," a PCUN leader recalls. "It struck a chord in people. I mean really deep down, I think in everybody's soul, that there is this chord there that when it is touched that it just brings a lot of power," the leader said. "It turns the anger into some kind of…action or the wanting to do something. And that is what the walkouts of the 60s [did], kids from the high school just putting their lives on the line and then getting beat up for it and punished for it. And then combining that with the walkouts that happened recently in the last month, it was really powerful."

The emerging leaders wrote that planning the conference was an entirely new experience for them. "The wonders of *Y QUE* come from being youth led," they maintained. Over 50 young people from Oregon and Idaho attended the 3-day conference, including pod members from ROP. The conference featured keynotes, panel discussions and workshops on topics covering organizing skills, legislative lobbying, globalization, racism, and a range of other interests. PCUN hoped to build its youth network and continue this conference as an annual event.

RURAL ORGANIZING PROJECT (ROP) – SCAPPOOSE, OREGON
"Most of ROP is over 40…I think this leadership conference [the Intergenerational and Community Dialogues] actually made it possible for youth to get involved. They went out and recruited us…then through us we've kind of spread out and gotten other youth involved."
> *- ROP emerging leader*

ROP: The Participants
Anchor Leader: Marcy Westerling, Executive Director, 2003 LCW Award Recipient
Emerging Leaders: Cara Shufelt and Lezlie Frye (staff), Jessica Campbell, River Donaghey, Krystal Gauthier-Bell, Kari Koch, Aaron Opela and Sara Hodges (students)

ROP: The Organization
ROP is a statewide organization of locally-based groups that work to create communities accountable to "a standard of human dignity." ROP works with 45 member groups and another 25 contact groups, to organize on issues, including enacting legislation that impacts human dignity and to advance inclusive democracy in predominantly conservative rural areas. ROP conducts educational and grassroots organizing campaigns within these rural populations. For example, ROP assists student groups and peace groups in their campaigns. It also conducts issue discussions in people's homes – which it calls 'living room conversations."

ROP: The Project – Rural Immigration Education

At Forum One, the ROP pod members considered ways to bolster their ongoing grassroots educational campaign for immigrant rights. ROP had long collaborated with PCUN, and in conversations at Forum One, they saw the potential to increase their work on immigrant rights in ways that would both strengthen the relationship with PCUN and build their own organizational capacity. (We describe this inter-organizational collaboration in more detail on page 19).

The members of the ROP pod felt they needed to frame immigrant rights for a predominantly white rural population which was potentially unfamiliar with the issues. One emerging leader suggested, "Stories are what are going to change people's lives and people's minds and identities. So we need to figure out a way to incorporate in our stories, immigrant struggles." The group noted that some peace groups it works with clearly recognize the connections between a war-oriented country and increased border patrol and civil rights. In considering an approach, participants felt that engaging the community through town hall meetings would be too intimidating and impersonal. Therefore, they decided to emphasize living room conversations, a core component of the ROP identity. An emerging leader explained that a living room conversation is "a safe space where people feel free to bring up things that they're worried or scared about, or reasons why they're not with us. In a community dialogue they might not speak, or it's confrontational."

For its project, the ROP pod organized thirty living room conversations about immigration, spread over the state of Oregon. Taking advantage of the surge in immigration interest and activism, it successfully reached out to young organizers and high school students. It trained them to facilitate these conversations and supported them in organizing walkouts, further raising the profile of immigration issues. ROP's living room conversations also engaged people in talking about immigration in part as "an access point to talking about racism in our communities," Kari Koch, ROP emerging leader said. "It's like baby steps to get to this bigger thing, the conversation that you really want to be having. It's about changing [the] analysis," she suggested. "I think that [support for anti-immigrant legislation] is grounded a lot in people's fears around their communities changing, which is embedded in racism," Cara Shuffelt, ROP emerging leader observed.

ROP targeted people "who are curious, or uninformed, or kind of in the center," an ROP emerging leader explained, but who may have a "one-sided view of things." It was a process "kind of like inoculation," Cara suggested, "being able to sit down in the living room with 10 to 15 people and have a really heart-to-heart, personal conversation with people to talk about this issue that they were feeling ambivalent about." In addition, ROP included immigration as a key topic at its annual caucus, a gathering of its affiliated groups.

Going forward, pod members hope to continue the momentum of youth engagement, "I'd like to start-up a group that's a youth/college movement-based, ROP group…And Jesse, one of the other pod members, is also going to U of O [University of Oregon]. So, maybe we can work together and get something like that started," an emerging leader proposes. ROP members suggest that while frank discussions in people's living rooms created opportunities for finding common ground, moving people to action – what Marcy Westerling, ROP anchor leader described as "getting out of the living rooms" – remains a question for the future. They hoped that the teams they identified through the living room conversations will serve as a mechanism for action on immigration legislation and related issues.

ROP members noted that although their project was extremely successful, they did meet with some opposition. "We lost a board member over this," Cara explained. "We've lost funding over our position on immigration. We had to make decisions as an organization that we were going to stick true to our values around this, even though we had a lot of pressures and bumpy moments."

THE WING LUKE ASIAN MUSEUM (WLAM) – SEATTLE, WASHINGTON
"If you don't hire young people and give them authority and support them, even though you may have some doubts about whether it's going to work…unless you give up that authority, the organization is never going to move into another phase."
　　　　-Ron Chew, WLAM anchor leader

WLAM: The Participants
　　Anchor Leader: Ron Chew, Executive Director, 2004 LCW Award Recipient
　　Emerging Leaders: Cassie Chinn, Russel Bareng, Vivian Chan, Ammara Hun, Sujot Kaur, and Tripat Singh Chawla, (all staff or program volunteers)

WLAM: The Organization
WLAM engages Seattle's Asian Pacific American communities and the broader public in exploring issues related to the culture, art, and history of Asian Pacific Americans. The museum is named after the late Wing Luke, a civil rights activist who fought against racial discrimination and served as the Assistant Attorney General of the State of Washington's Civil Rights Division. Wing Luke was also prominently known for being the first Asian-American to hold elected office in the Pacific Northwest when he was elected to the Seattle City Council in 1962. The museum's exhibitions depict the 200-year story of immigration and settlement of Asians and Pacific Islanders in Washington State.

WLAM: The Project – Professional Organization Reception
At Forum One, pod members considered a longstanding goal of expanding WLAM's volunteer base. They hoped to attract new individuals to the museum, reaching beyond the families, children, tourists, and seniors the museum regularly engages.   Vivian Chan, WLAM emerging leader, suggested outreaching to Asian American professional groups. "I've always wanted to attract the professional groups," she said, "because they do supposedly have community service days, and they're very social…on different levels, they have the means, they have the funds, they have the energy." Pod members realized that in addition to getting involved in programming, these young professionals might pave the way to corporate sponsors for its capital campaign to renovate and relocate to a historic building in the neighborhood.
　　　　The WLAM pod brainstormed about different professional organizations that might be interested in attending an event and that could draw in a new crowd. Russell Bareng, WLAM emerging leader suggested holding an informal meeting to gather people and introduce them to the museum, and follow-up with a more formal meeting with potential contributors and participants.
　　　　Ron Chew, WLAM anchor leader agreed that an informal gathering would be more welcoming to a new constituency who could get involved on the board, as volunteers, or as funders. He suggested that the meeting should introduce this feeling of involvement. "They should leave the meeting feeling like there's something they can do that would be of use. They'll see the new museum down the street. It's getting ready to construct, and that's an opportunity: they can do something to make a difference."
　　　　During the inter-forum period the WLAM pod organized and held a reception at the museum for representatives of professional organizations. Ron Chew stepped back during the planning of the event, allowing the emerging leaders to both develop and implement it. An emerging leader commented in their self-documentation materials that, "It seemed that the primary role of the [anchor] leader was validating what the young leaders were doing."
　　　　At the event, attendees commented that they had heard of the museum or even passed it by, but had never come inside. The emerging leaders successfully attracted new people to the museum who they believe have the potential to contribute to its future. The WLAM pod helped make connections that demonstrated, as one pod member notes, "you are integral to our

community." As an emerging leader wrote, "We realized that we were doing more than just helping build our organization, but creating an opportunity for other organizations to learn about each other."

INTERGENERATIONAL LEADERSHIP: AN OVERVIEW OF FORUM DISCUSSIONS
"A lot of people don't really understand that you can learn things from your elders and you can also learn things from your juniors."
> *- ROP emerging leader*

"It's important for us to remember that it doesn't begin or end with that single project. There is an ongoing flow of work and we have to create a stream of activity that supports that emerging leadership initiative."
> *- Ron Chew, WLAM anchor leader*

With a look around the room during both forums of the Intergenerational and Community Dialogues, one could see high school interns who were involved in their first campaigns sitting beside executive directors with decades of activism experience. The following describes the themes that emerged in their discussions, including their reflections on the projects they implemented in the inter-forum period.

Taking Responsibility: Emerging Leaders Embrace Ownership
A significant component of allowing emerging leaders to secure a firm sense of ownership over projects is their personal motivation. "Just that step of saying, 'Hey, I want to do this,' not 'Can I do this?' allowed things to happen," Tripat Chawla, WLAM emerging leader explained. "Stepping up…as opposed to somebody opening the door and letting us come in." A CTUIR leader contended that the success of CTUIR's project was made possible by the emerging leaders' initiative, who "were lobbyists who came in within the tribal government and lobbied this project through the system to make it occur."

Taking responsibility for the planning and outcome of the project contributed to the emerging leaders' increased engagement and self-confidence. A PCUN emerging leader spoke of the *Y QUE* conference as "youth driven…made by youth for youth," where young people made significant contributions to see the project through from start to finish. "We saw it comes alive in front of us," she says. "We now have youth that could put together a conference – not all organizations could do that." As a CTUIR emerging leader expressed in speaking about the CTUIR internship program, "We are all young people and we are doing this for young people and just proving to our tribal leaders that, 'Hey, we can do this.'"

Other organizations and community members do not always accept the authority of emerging leaders. ROP faces the particular challenge of a membership with a small youth population. Emerging leaders from ROP felt that some community groups fail to respect the abilities of the emerging leaders. "We actually had people get up and walk out of our workshop when they found out that we were the ones running it," an emerging leader said. "They seemed to want to take control of our project rather than help us with our project," an emerging leader asserted. It was "discrimination against age I think, they just didn't trust youth that much."

A PCUN emerging leader observed that they received a similar reaction from some people in the community, "We got the same response: 'How can a group of youths be organizing this conference?'" For the emerging leaders of CTUIR, tribal political leaders were hesitant when initially introduced to the project, questioning the professionalism and technical merits of the proposal. When questioned, however, the emerging leaders "came back with very positive and good responses. They did their analysis," the leader declared. "So I think there is some level of trust that was created between those two generations."

Providing Support: Anchor Leaders Serve As Resources

As the primary organizers for the *A Time to Dream* project, emerging leaders made key decisions and called upon anchor leaders for support when needed. Marilyn Smith, the anchor leader for ADWAS, was a vital resource who allowed the emerging leaders to take responsibility for the project, while she remained present and supportive. "She was there," an ADWAS emerging leader said. "She supported us, she gave us advice so we didn't fall off the edge or anything; she guided us…she neither took control nor left us

Other emerging leaders also noted the sense of stability that comes from working with more experienced leaders. A PCUN emerging leader described how leaders would "give us enough to go and look and do it ourselves." Cara Shufelt, ROP emerging leader spoke of learning from mistakes, yet notes how anchor leaders can help emerging leaders avoid pitfalls. She explained the importance of mentors who have years of experience and can offer "that big picture vision" and from whom she needs support, "because they know what works and what doesn't and making the same mistakes again may not be beneficial to us." Cara described how anchor leader Marcy Westerling helps her to identify her skills and listens to her when she is unsure of the direction she is going. "It's like having a consultant, benefiting from the wisdom that she has," Cara commented.

For the anchor leaders, the development of emerging leaders is often a desirable end in itself. Marcy Westerling said that for her, "Mentorship is about being responsive to youth needs as compared to bringing youth into the mission of our organization." When youth engage in all of the stages of planning and strategic development, it sets a solid foundation for emerging leadership. "Many people that say they're organizing youth are really not organizing youth, because they're not allowing youth to take their own leadership," a PCUN leader asserted. Ron Chew, WLAM anchor leader finds value in explicitly bringing emerging leaders on staff. "Once we began hiring more young people and they stayed with the organization, it enabled us to create traction," he described, "it wasn't simply me as an older person talking about emerging leadership, but we actually had people inside the organization who took that up as their own cause."

The anchor leaders acknowledged the need to provide support, while expressing their desire for emerging leaders to develop the projects in their own direction. The CTUIR anchor leader remained present, while the emerging leaders developed skills and learned about the work by being hands-on. Ron related how, in his youth, seasoned leaders did not direct him, and thus he had the "freedom to just try." He wondered about his generation's role and how "Sometimes, you're just sort of in the way." The "real learning," according to Marilyn Smith, takes place when you do not provide all the answers. "I would encourage other leaders to back off," she says. Marilyn continued to clarify that "To back off doesn't mean to disappear," but experienced leaders need to "trust people more to do it themselves; don't try to hold on to so much control."

Getting Engaged in the Work through Internships

Many of the emerging leaders became involved in their organizations through internship opportunities. Ammara Hun, WLAM emerging leader, recounted the story of how a professor encouraged her to consider an internship in place of her summer job painting houses. At first, Ammara was intimidated by the prospect of working for a nonprofit organization. "I did it. I got involved. I was really inspired," she recalled, "and I was like, this isn't too bad. They were just regular people. Because to my mind, being with adults – it's like the real world." From that initial introduction to the work, she found an interest in community involvement. "It taught me a lot of skills," Ammara said.

Russ Bareng, WLAM emerging leader, also discovered the power of internships. "Internships lead to jobs," he declared. He expressed that the hands-on experience with an organization is the primary method to understanding the process of community-based

nonprofits. "You have to be in it to figure out how it works," he stated. For Russ, the internship at WLAM shifted his career perspectives. "Before college I was in computer science, that's what I was going into," he related, "and then, interning at the museum, teachers would be like, 'You should start thinking about teaching.' So, it just planted the seed."

Recognizing Obstacles and Openings
Despite a mutual understanding between emerging and anchor leaders that both generations contribute to the work, at times emerging leaders perceived experienced leaders as barriers to their autonomy. Anchor leaders, in turn, described their efforts to remain open to unexpected outcomes as emerging leaders increased their responsibilities within the organization.

An emerging leader from CTUIR noted that anchor leaders may be resistant to releasing control because they fail to recognize youth as ready. Therefore, the leader suggested that there should be a way to "identify and bridge that gap to help mentor the next generation." Emerging leaders can feel as though existing structures impede their growth. Aeryca Steinbauer, PCUN emerging leader acknowledged, "Just their presence of even still being there in the organization is a barrier to other people feeling the confidence to take on new responsibilities." She noted however, that education about these structures is in fact an opportunity for youth to develop their independence. "The more that we, as young people, understand who makes decisions, the more we feel empowered, and it can belong to us, instead of just this other system that's being imposed on us."

An ADWAS emerging leader expressed that the older generation has paved the path for new leaders. However, some young people may have different goals precisely because they do not face the barriers that the elders faced. In turn, experienced leaders may perceive young people as less committed because they have not faced the same hardships.

Ron Chew, WLAM anchor leader offered the perspective that, "There are a lot of leaders who were involved in the civil rights movement and became very protective of the turf. So how do you respect them but at the same time, get them to give up some of their authority and power and allow the next generation to do some things that are really more appropriate for a changing world?" Marcy Westerling, ROP anchor leader said that she also does not want emerging leaders to feel restricted by her organization's current structure. "There's a process to bring you in to the existing culture, which I don't want to denigrate," she stated, "but I think, 'What do youth have to offer?' It's a really fresh set of eyes."

Sustaining Leadership through the Next Generation
Each of the five participating organizations was at a different stage in the process of integrating emerging leadership into its work. While facing varying challenges, all of the pods described their efforts to create space for emerging leaders to develop and grow. The issue of succession arose in several discussions, exploring how emerging leaders transition to new positions and responsibilities within organizations and the larger movement.

Ron Chew, WLAM anchor leader commented that the WLAM emerging leaders are well integrated into the work. However, he considered the issue of succession and how the organization can be "a place where younger people feel like there's an opportunity to be in all the leadership positions." He continued to assert, "At some point I want to cycle out, because if you stay too long in one place you outlive your usefulness."

Marilyn Smith, ADWAS anchor leader was also concerned with succession and the potential for sustainable leadership. For ADWAS, the primary concern is the time and resources required to continue leadership development activities. She described the struggle to balance day-to-day organizational needs combined with her commitment to capacity building. "I need to be able to get enough money to expand the management," she explained, "then I can take the time to train someone to replace me and move up into other leadership positions. I'm really

inspired by this whole process. But for me right now, that is the barrier. Once this project is over, I don't want the whole concept to go away. So that's the concern, how to keep it going."

ROP was looking to the future as well. As an organization that is relatively new to youth leadership development, it was exploring ways to encourage intergenerational dialogue and increased youth participation. Cara Shuffelt, ROP emerging leader explained that ROP is planning its next steps to integrate emerging leadership "even more strongly into our work." She stated that it will have a "really long-term effect on shifting our organization…we're still in the very beginning stages of looking at the dynamics of bringing in youth."

For CTUIR, looking to the long-term involves the potential reverberations of youth leadership beyond its community. As Khaseuss Jackson, CTUIR emerging leader said, "Disseminating this model [the internship program] through the Indian community – through different reservations, the value that that could have as far as developing leadership in general, as far as opening up ideas, is amazing." A CTUIR leader expressed his interest in "taking this to the next level" and replicating the internship program to sustain youth leadership by "trying to teach other tribes about developing this internship program with their tribal organizations…making the tribe understand they have to commit to fund this and make it happen, if they want to make that intergenerational change within their tribal government."

Leaving Home, Coming Home
Community-based organizations that develop youth leadership inevitably face the departure of many of the same young people, as they leave to pursue careers or social change work in different arenas. Investing in emerging leadership can thus result in tensions among the growth of the individual, that of the organization, and that of the movement. Participants express comfort in their investment in movement building through supporting emerging leadership, even as young people grow and choose to leave the organization. "That's okay," Cara Shuffelt, ROP emerging leader commented, "because leadership development and growth is important to the whole movement."

Aeryca Steinbauer, PCUN emerging leader described this challenge of supporting youth leaders who ultimately leave the organization to attend college or pursue other interests. "The investment was totally worth it, because whether or not they come back, they're going to apply all our leadership skills somewhere." At the same time, she acknowledged, "But what is our organization going to do about that? And who's coming up?" The inherent turnover of emerging leaders makes it harder to sustain youth leadership development.

The participants from ROP also noted the continuous flow of young people out of rural Oregon to more urban areas. The progressive migration of youth to larger communities impacts not only the organization, but the constituents in small-town communities who may be unaccustomed to collaborating with youth. "One of the rural realities is that rural progressive youth leave as soon as they leave high school," Marcy Westerling, ROP anchor leader asserted.

Leaving the community does not prevent young people from returning, however, there is no guarantee that they will remain involved. "Basically, if people come back to their communities," Marcy illustrated, "they're coming back usually as young families, with all of the kind of balancing acts that that requires, which usually limits a lot of activism." Emerging leaders who leave the community to pursue opportunities can prove beneficial to organization if they do choose to return and apply their experiences to the work. Marilyn Smith, ADWAS anchor leader also described the benefits of stepping out of the work, providing that you then return. "It's okay to take a break from any movement," she said, "you have to step out sometimes, you have to breathe; you have to think. But you don't have to lose your voice… get back when you're ready."

Attracting young people to "come home" is a complex challenge for community-based organizations. For WLAM, reaching out to a new demographic of young professionals, many of whom have dispersed to suburban neighborhoods, hinges on cultural identity and reconnecting

with a shared history. The next step, once young people have turned their attention once again to the community is to sustain and extend the rekindled relationships. For the emerging leaders of CTUIR, the process of establishing their internship program was precisely an effort for young people in college and new graduates to make commitments and assume leadership "at home." An emerging leader commented that CTUIR is "trying to get young people back on the reservation, to learn about our own tribe, because we have a large tribal membership that doesn't live on the reservation, so this could be an opportunity for them to come home."

Moving to Self-Determination
For some pods, a primary challenge in their communities is breaking the cycle of control by individuals external to the community. For young people beginning to take the reins of leadership, opportunities for a continued sense of ownership may hinge on promoting ownership of other organizations and agencies within the community. Fundamental to the vision of establishing community-based control is the understanding that community members themselves are better able to manage local issues autonomously. The pods spoke of the importance of moving toward a model of self-determination, free from external governance. The decision-making should lie in the hands of those directly affected. A CTUIR leader asks: "How do we get self-determination?" and suggested that the organization, "Create leadership and capacity with our own people." The leader explained, "We are trying to break the chains of the Federal government managing our affairs."

The emerging leaders of ADWAS explained that Deaf agencies are often run by hearing people, while Deaf people are the ones who understand their own struggles and issues. They asserted that agencies designed to serve the Deaf community will be strengthened by the leadership of Deaf people. The leaders of ADWAS said that it is vital for Deaf people to run their own agencies and speak on behalf of the community.

External governance of community-based organizations and agencies serves to create cycles of disillusionment and dependence on outside services. For these communities, the future lies in engaging young people in the work and creating opportunities for career advancement within these organizations and agencies. One ADWAS leader offered her vision of self-determination for the Deaf community, "If we can break that cycle and light the flame again, bring back the hope in our community, hopefully that will become a new cycle for future generations."

ADWAS was also looking to develop leaders among members of the Deaf community. "There was a lot of talk in the community from Deaf people wanting to set up their own agency, set up their own projects," an emerging leader described. She said that ADWAS discovered at its *A Time to Dream* meeting that community members were lacking the tools and resources they need to run successful community agencies. An ADWAS emerging leader stated that as more community members gain tools and resources, they will begin to see the potential for community self-determination. "So there is that connection, and in that cycle I think that will be passed on." Khaseuss Jackson, CTUIR emerging leader described how CTUIR's internship program will allow tribal members to increase their involvement with the community. "It will allow them to utilize some of these resources in a way where it is not just handed to them," he asserted.

COLLABORATION: BUILDING RELATIONSHIPS AND ORGANIZATIONAL CONNECTIONS
"The government is really good – and the politicians are good – at wedging people, at putting people against each other. We should be working together."
    - PCUN leader

"The 'ah-ha' moment was that we were thinking, we're going to just talk to them, and we'll network with them, but what ended up happening [at the museum reception] was that everyone just started networking with each other…everyone just started connecting. We didn't realize that all these organizations knew of each other, but they really never made any connections."
    - Russ Bareng, WLAM emerging leader

Emerging leaders and anchor leaders noted how their projects have increased their ability to connect with others, either by building and strengthening relationships within their existing networks or by expanding opportunities for inter-organizational collaboration. In some cases, engaging new individuals or organizations was a goal of the project. In other cases, collaboration or replication of the project in other organizations is part of a follow-up plan.

While inter-organizational collaboration was not a prominent topic of discussion at the forums, the projects and organizations illustrate different types of collaborations and different approaches. The following section of this report describes approaches to collaboration, group by group, and concludes with an overview of how the three Oregon pods explored the possibility of further collaboration.

ADWAS: Strengthening a Community-Led Network of Organizations
ADWAS began its project by first inviting individuals to be in relationship with it. Pod members wanted "to allow for an opportunity for people to come and just discuss the needs in the Deaf community," an ADWAS emerging leader describes. As they organized an initial meeting of representatives of Deaf organizations throughout the city, pod members chose people "based on if we thought that they would be interested in the same projects that we are. If we thought that they had the time, the energy, the ideas," an ADWAS emerging leader said. They did not necessarily look for designated leaders. "We picked people who were doers and who were positive people….who knew what they wanted and were ready for change," she explained. "We did not want to drag the project down by negative talking."

Rather than starting with organizational collaboration, ADWAS staff told participants, "'You're not representing anybody except yourself. We're not inviting you to represent your agency.'" While ADWAS recognized that personal invitations might dilute the message that all members of the Deaf community had a stake in the event, pod members agreed that extending invitations would honor guests and give ADWAS the chance to establish a positive tone for the conversations.

At that first meeting, pod members facilitated a brainstorming session toward "a big vision of what we wanted within the Deaf community and what we needed in the Deaf community," an emerging leader reported. "And interestingly enough there was a lot of agreement there about the things that we needed." Ultimately, "We're trying to build more partnerships and coalitions between the different organizations and agencies," an ADWAS emerging leader added. At the meetings ADWAS convened, participants began to plan a series of skills training workshops to give Deaf community members "some tools and resources," an emerging leader explained, in order to create, "a healthier Deaf community and a stronger Deaf leadership in that community." Having a stronger network of services available in the Deaf community directly helps ADWAS. "We are hesitant as staff people at ADWAS to refer our clients onto these other agencies," an emerging leader observed. "This [project] really helps us in the long run because [the other agencies] will be strengthened and then we will feel more comfortable referring [our clients] to them."

CTUIR: Collaborating With Government Departments
Convincing its tribe's Board to support the internship program for college students required working collaboratively with "about five different departments within the tribe," a CTUIR leader reported. "Education, Human Resources, our governing body, a couple of the advisory commissions." In developing the internship program, pod members framed their message in a way that recognized the loyalty and contributions of non-tribal staff supporters, while arguing the importance of preparing tribal members to take on the work of the tribe.

"I think that this type of program will allow tribal members…to become involved with their communities, Kahseuss Jackson, CTUIR emerging leader reflected. "It will allow them to come into an organization and learn how to run it, learn how to step into those leadership and management roles." Pod members hoped their program will serve as a model for other tribes. They also see it as a way for them to connect young tribal members with other organizations.

PCUN: Building a Movement
For PCUN, the surge of pro-immigrant activism coincided with its second annual youth conference. "A major underlying theme of this year's conference," PCUN's *Y QUE* conference packet says, "is around our role as youth within the Immigration Reform movement, and how to empower ourselves to have greater control over the policies, rules and guidelines that have a deep impact in our lives and communities." The timing of the conference gave youth leaders a chance to reflect together and to plan. "Between all the movement, between all the marches, between all the rallies we were able to come together…and build upon the momentum," a PCUN emerging leader says. They were able "to stop and think and actually strategize about what was going to be our next step."

PCUN youth leaders brought in a representative from the Center for Community Change (CCC), a national social justice advocacy and training organization based in Washington D.C. to explore the impact of the walkouts. "They were the ones that brought the national perspective," an emerging leader notes. In terms of organizational connections, in addition to engaging CCC, "We were able to reach out to other groups such as ROP," the leader says. For example, an ROP emerging leader attended the conference. "We connected with other youth to further ROP's mission," the leader reports.

CTUIR members also participated in national pro-immigrant actions and offered further perspective on the role of youth in the movement. "In D.C., the marches are such a huge youth presence. The Metros were jammed for an hour before the marches," a CTUIR emerging leader recalls. "What impact is this going to have 20 years down the road?" the leader asks. "This large amount of potential in youth leadership….what is that going to result in? Is there a chance to capitalize on what is happening now?"

A PCUN emerging leader suggests that as a result of the *Y QUE* conference, "Now we have more connections with other youth organizations not only here in Oregon, but in Idaho as well," she says. At the conference, "We were able to come together," she maintains, to begin to create a network of youth leaders. Planned follow-up actions focus on moving the DREAM Act forward. Another involves citizenship rights "because the same way we go out there to register voters we wanted to go out there…and register people to actually get them started on that process [of becoming citizens]," the leader says. In addition, a pro-immigrant lobbying effort planned for the congressional recess could take place "right at home where we could easily go and lobby," she explains. In addition to building its network with ongoing activities, PCUN plans to maintain its youth conference as an annual event if it can raise the resources to do so. The desire is there. "It is just a matter of having the funds," the emerging leader says.

ROP: Fostering Dialogue, Mobilizing for Policy Change

At ROP, "People in the communities have basic autonomy for what they want to do," Kari Koch, ROP emerging leader noted. Through conducting living room conversations about immigration, ROP provided groups with a way to link "the peace work that they're doing, or the environmental work or whatever it is that they're working on now [with] the Immigrant Rights movement," Kari said. Local groups working on a range of issues were able to build "personal ownership" of immigration issues, she suggested.

Student walkouts at the high school in Cottage Grove offered an example of how ROP members were able to not only engage ROP human dignity groups, but others as well. "Back in November we did a walkout against the Iraq war and against the current administration," an ROP emerging leader said. "We got support from a local democratic group and a local peace group and they loved what we were doing. Then, when we planned the walkout against the anti-immigrant bill, they were with us again, and they were willing to step up and help us with that."

In the living room conversations, people would often start out with "their one slice of pie about the issue," an ROP emerging leader described. "'Immigrants stole my job,' she suggests as an example. However, in the conversations, "You could see people transform," an ROP emerging leader recalled. "We had this one woman who actually worked in a very heavily Spanish community with an abuse shelter, a woman's shelter for domestic abuse. She was very bigoted in her opinions. And we watched, two and a half hours later she's [saying], 'I'm going to go out in my community and talk to these people. I'm going to actually make a point to have a conversation.'"

WLAM: Inviting Potential Partners to Come Inside

For WLAM, pod members hoped they have begun to engage young Asian American professionals to not only visit the museum, but to contribute to program development as well. "The backbone of every exhibit is oral histories," Russ Bareng, WLAM emerging leader illustrated. "The histories come from the community members. The people who help create the exhibits are the community members themselves."   Therefore, through the reception they organized for young professionals in Asian American organizations, pod members showed them "what they could offer to the whole community as well," a WLAM emerging leader says.

In deciding how to best follow-up on the reception, pod members began to look at moving from individual contacts to organizational connections. Rather than just starting to plan their next steps, "I think we really need to contact them [reception participants] and start a conversation," Vivian Chan, WLAM emerging leader offered, in order to "see what they're really interested in." Possibilities encompass a range of potential collaborations. "We could choose to work on developing relationships with those individuals further. We could also set up opportunities to go speak to their groups," Ron Chew, WLAM anchor leader suggested. "I think it's choosing strategically what we have the resources to do, as well as what might be helpful for us," he said, "We could invite those groups [represented at the reception] to perhaps have events at our museum. We could build relationships there that result in resources," he suggested, not only for program but for the ongoing capital campaign as well.

As pod members considered their options, they increased their understanding that, "You build relationships with other organizations through two individuals," Ron said. "So you guys are all schmoozers for the organization. Whether you like it or not," Ron continued, "you guys are the front line."

CTUIR, PCUN, ROP: Pursuing Common Interests
In addition to the collaborations each organization forged in implementing its project, the three Oregon pods – CTUIR, PCUN and ROP – held an impromptu meeting during Forum One to identify common interests and ways to work collaboratively on an ongoing basis. At this meeting, each organization discussed its goals, programs and organizational structure. The conversation continued at Forum Two.

When the pods brainstormed during Forum One about potential projects to pursue, the PCUN pod focused on the immigrant rights legislative work in which it was already engaged. The ROP pod spoke of its network of activists in 60 communities throughout the state. CTUIR observed that it has not made connections with its local Latino communities or maximized its intergenerational leadership development and that collaboration with PCUN and ROP could offer an opportunity to do both of these things.

Immigrant rights emerged as a potential point of collaboration among the three organizations. A PCUN leader commented that members of his largely immigrant community might be willing to accept a fundamentally anti-immigrant bill just to achieve some protection. "One of the things we're worried about," he said, "is that there's so much desperation in our community," he said. His proposal in the Forum One session was, "If we went up to ROP and we told them that this is such an urgent campaign that we need ROP's support, would they be willing to drop everything in their organization—to come help us?"

ROP was indeed prepared to take this on. "The reason we have that ability to say, 'Sure,'" Marcy Westerling, ROP anchor leader responded, "is that we're trying to create capacity. We want to have an open enough program, and entrenched enough relationships, so that it's not like, 'Oh, we weren't going to do anything in December and January and thank God you came along with a project.' But instead that actually, our strategy is to have all these folks that can all say, 'You bet, this now goes to the top of the plate for those two months.'" As ROP's project evolved, it supported public understanding and activism for pro-immigrant legislation.

When the topic of immigration reform continued in Forum Two, a CTUIR leader, noted that his tribal community needed education on Latino issues which PCUN could help to provide. In considering working more on immigration issues, he suggested, "The goal is to better the relationship between Latino communities and the communities in and around the Umatilla reservation and begin a dialogue." In the discussion at Forum One, Marcy Westerling said that ROP would like to develop a similar working relationship with CTUIR on immigration issues as it has with PCUN, as a way of increasing ROP's capacity. Over the months that followed, ROP and PCUN deepened their collaboration for pro-immigrant social policy and continued the dialogue with CTUIR.

In addition, at the Forum One discussion, CTUIR noted possible opportunities in collaborating with PCUN to improve its intergenerational leadership development. "We could come to PCUN and see what you've done there, how you've done the intergenerational dialogue—how it works, the mechanics, and some of the topics you talk about," a leader suggested. The effect could be twofold. "That would also allow us to understand… some of the issues you're dealing with directly. We could use that as a model for what we would probably bring back to the reservation to discuss with our community leaders." It is a question of, "how social change happens," Cara Shufelt, ROP emerging leader observed during Forum Two. "That's why we have the relationship that we have with [PCUN], and that's why we want to build a stronger relationship with CTUIR. Because we know who we are, and we see this really strong, powerful, organizing force, and want to support and do work with them."

THE IMPACT OF THE INTERGENERATIONAL AND COMMUNITY DIALOGUES
"I think this really forced me personally to make [emerging leadership development] happen."
   - Marilyn Smith, ADWAS anchor leader

Each of the pods remarkably achieved what it set out to do within the five months between forums. At Forum Two, participants expressed satisfaction in jobs well done. They regularly congratulated one another for having done so much in such a short period of time. They held spirited discussions, mostly positive in nature, and asked questions of one another about their projects, organizations, and individual aspirations. Many noted the impact of deepening relationships with others in their pods, as well as the value of learning from the experiences of other groups. They reflected on the usefulness and potential for documenting their work in ongoing ways. Participants generally left the initiative expressing gratitude for the experience, and wanting more.

Building Organizational Capacity
Participants reported that through achieving their project goals, the initiative has helped them to build the capacity of their organizations. They have increased the skills and investment of staff, volunteers or members, many of whom had been involved with the organization but had not had the opportunity to take on leadership tasks. "Normally, we just get so consumed with our daily work. I wouldn't put in time for something like this," Marilyn Smith, ADWAS anchor leader noted. "This is a great exercise for me so that I could consider other projects within the agency that would continue to develop leadership."

Participants cited the importance of intergenerational leadership development and stress the lack of resources available to help them do this effectively. "I'd like to think that I'm going to live another 50 years and run the organization, but it's not going to happen," Marilyn said. "This is much bigger than you would think. It really is," she asserts. "I want to make a commitment to capacity-building for ADWAS," Marilyn added.

In some cases, organizations were able to finally take on projects that they had considered in the past but did not have the time or resources to implement. "We had planned for this for some time at the tribe, but it never got off the ground," a CTUIR anchor leader said of the CTUIR internship program. "It was not until after the December meeting [Forum One] when these guys [CTUIR emerging leaders] came back and just said 'We want to do this,' that it really started happening," the leader said. In order to make change within the tribal government, which the internship project required, the emerging leaders learned and practiced an advanced set of skills. "I think it is kind of analogous to dealing with the United States government," the leader said. "You have to go through this bureaucratic process to make change and indeed that was our end result."

ROP pod members reported a similar experience. "We've been waiting for it [immigration reform] to explode since we started back in the early '90s," Marcy Westerling, ROP anchor leader said. "I think one of the great outcomes of this project is having you all involved and other youth as well involved in playing major roles within this project," Marcy noted, "and getting all of us together getting trained up on how to talk about immigration…I think all of our movement from last dialogue to this one is huge in being able to better talk about [immigration issues]."

Cara Shuffelt, ROP emerging leader explained how the program helped ROP focus more on developing youth. "It forced us to figure out how to work with even younger folks in a real small town in Oregon and to be able to have that be part of the ROP work. It forced us to be able to sit down and come up with a plan," she said. "Now we're planning how we're going to integrate this even more strongly into our work."

For CTUIR, the Intergenerational and Community Dialogues helped build its capacity and provided a model for taking on other community issues.   "There are so many ways that we

can apply this to other initiatives," said a CTUIR emerging leader. "For instance, a leader talked about the methamphetamine problem on the reservation," suggesting that they could consider applying a process similar to the one they used to create the internship program.

Strengthening Individual Capacity

In addition to building their organizations, participants noted specific ways they developed their own skills through designing and implementing their projects. "The style that we used in the living room conversations was really valuable for me to learn," Cara Shuffelt ROP emerging leader said. "It was a visceral sense of moving through something that they're struggling with."

Others gained confidence about themselves and their work in the community. "I think this helped me to feel more confident," said an ADWAS emerging leader "so that when I joined in the organization I felt like I had a stronger role there." Another ADWAS emerging leader noted, "My attitude has completely changed through this process. I really feel like anything is possible at this point."

One aspect of individual development for the emerging leaders came from being acknowledged, and acknowledging themselves as leaders, with or without that title. "I think part of it is just a push," Russ Bareng, WLAM emerging leader proposed. "I hate labeling myself as a 'leader.' I hate that label. I just don't like it. But I was told I was going to this conference. I think part of it is just pushing…sometimes you just need to get that push." A CTUIR emerging leader expressed, "I didn't really think of myself as a leader…I was just like, I'm here and I want to do this, and this is what I think."

One emerging leader acknowledged the benefits of being gathered in an environment respectful and conducive to effective work. "I think putting youth – this is terrible – but putting youth in a really nice hotel, I think…we really feel like we're being treated as important people, and we come here, and I think we feel like, 'Wow, they really want us to do something big.'" Participants regularly commented on and joked about how much they enjoyed the food and comforts of the conference setting. Participants from each of the pods described a sense of empowerment at being trusted by anchor leaders and others in their organizations to manage their time and resources on behalf of their organization with autonomy and strategic support.

Commencing a Career

Several of the emerging leaders spoke of how their experiences in their projects have led them to change their career goals. At Forum Two, an emerging leader about to enter college, reported that since working on the *Y QUE* conference, she planned to change her major in college from business to political science. She now hopes to come back after college to build the organization and her community. Another emerging leader shared that he had just been offered a job with a new project at the organization, through his participation in the Intergenerational and Community Dialogues.

Job opportunities, however, can be scarce within some of the communities. Marilyn Smith, ADWAS anchor leader described the challenge of growing strong emerging leaders who then have limited opportunities outside of the organization. "There aren't a lot of job possibilities in Seattle for Deaf professional people," she explained. "I like to think they stay at ADWAS because they love it. But the truth is there's also nowhere else to go." For Marilyn, the struggle is finding ways for emerging leaders to advance and develop internally. "How can they feel like they're growing if they're staying at the same agency, basically in the same position? So that's the challenge."

A CTUIR leader described a similar situation of limited career opportunities for the young people on the reservation. CTUIR is challenged by the lack of turnover within the organization, "and for us to move our younger people into those positions we're going to have to be very creative." The emerging leaders expressed the difficulty many young people have in finding job opportunities that are commensurate with their education following graduation. "The job market

is very competitive and we have tribal members who are getting their degree," the leader said, "but when they enter the job market on the reservation with people with twenty years experience in that particular field…there might be ten candidates competing for that same job and they are coming fresh out of college."

Learning about Documentation
Participants commented on how documentation of group conversations and self-documentation helped make their projects more effective. "I think that one of the things that we found from Leadership for a Changing World is they have a documentation process, and they research, and they assess, and they come up with ideas. We actually added that [to the internship program]," a CTUIR leader said, "because we learned that from here. We added an assessment process after the first year. We want to be able to check with our department directors and the people that are going to be hiring these interns to make sure they are working for them, and as well as making sure that the college students that are coming in are getting something out of it."

ADWAS pod members described the usefulness of getting together after the *A Time to Dream* meeting to complete their self-documentation. "We really never had time to wrap up as a group," Marilyn Smith, ADWAS anchor leader recalled.   "We had been working so separately. We didn't do everything together as one body. And so it was good for us to get back together for the purposes of the documentation."   In doing the self-documentation it was useful to pod members to discovered "we still had the same vision," Marilyn asserted. "We're so close in," an ADWAS emerging leader commented, "It's hard to step back and see the bigger picture. That's what this does and it's amazing."

RECOMMENDATIONS FOR FUTURE INQUIRY

Replicate the Intergenerational and Community Dialogues
Participants said that the simplicity of this initiative combined with its high impact, made it a potentially useful framework for similar initiatives. While they did not explore this possibility in any detailed way, the idea particularly arose at Forum Two.

Implement Self-Documentation from the Beginning
Participants noted that the self-documentation could have been more useful if the program had introduced the tool from the beginning, rather than in the inter-forum period, even perhaps engaging them in formulating some questions for them to consider as they moved forward.

Add Program Components
Although participants acknowledged that they understood the parameters of the initiative at its inception, at Forum Two they expressed their disappointment that the initiative was coming to a close. They noted that there remained more to do in their pods to follow-up on their projects.

Participants attempted to brainstorm during Forum Two about how to keep the process going for their own organizations, but described the difficulty of doing that without the support for convening and basic project expenses. "We all do these projects because there's money," Ron Chew, WLAM anchor leader said. "But what can we do so this thing doesn't vanish, but at the same time, it doesn't become a huge thing that we've got to follow up with another initiative where we don't have the time and energy to do that?" Marcy Westerling, ROP anchor leader raised the question of how to integrate the work of the ROP pod into the organization. "As we analyze some of this," she proposed, "can we really hold up how much of our work [in our pod] has been our own little secret as compared to actually something that the organization understands and can critique and have pride in. Do we want to tackle that?"

Participants used the final breakout sessions with their fellow pod members to plan specific follow-up activities. Given that the program was ending, these planning sessions were both productive and concretely demonstrated that there was still much more work to be done.