

# Executive Leadership Institute



## *Lunar New Year Newsletter*

February 2010

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Smart Grid: Conrad Eustis, Jeff Hammarlund & Linda Rankin.



Taiwan: Visiting an urban refuge, a partnership between the city of Taipei and the Wilderness Society.



Electric Vehicles: Oregon Governor Ted Kulongoski test-drives Nissan's latest Plug-In Electric Vehicle on a recent visit to Japan.



Executive MPA Field Experience: Visiting the Senate room named in honor of Mark O. Hatfield.

# Planning the Smart Grid for Sustainable Communities

Last year, ELI offered an experimental two-term interdisciplinary course series that explored a set of emerging concepts, technologies, applications and business models relevant to the transformation of the nation's century-old, centralized power grid into a climate, renewable-energy, and consumer-friendly "Smart Grid." The course was designed to serve graduate students in engineering, information technology, public administration/policy, urban planning, business, economics, and related fields, and leaders from the utility, information technology, public administration, urban, transportation and water resource fields.

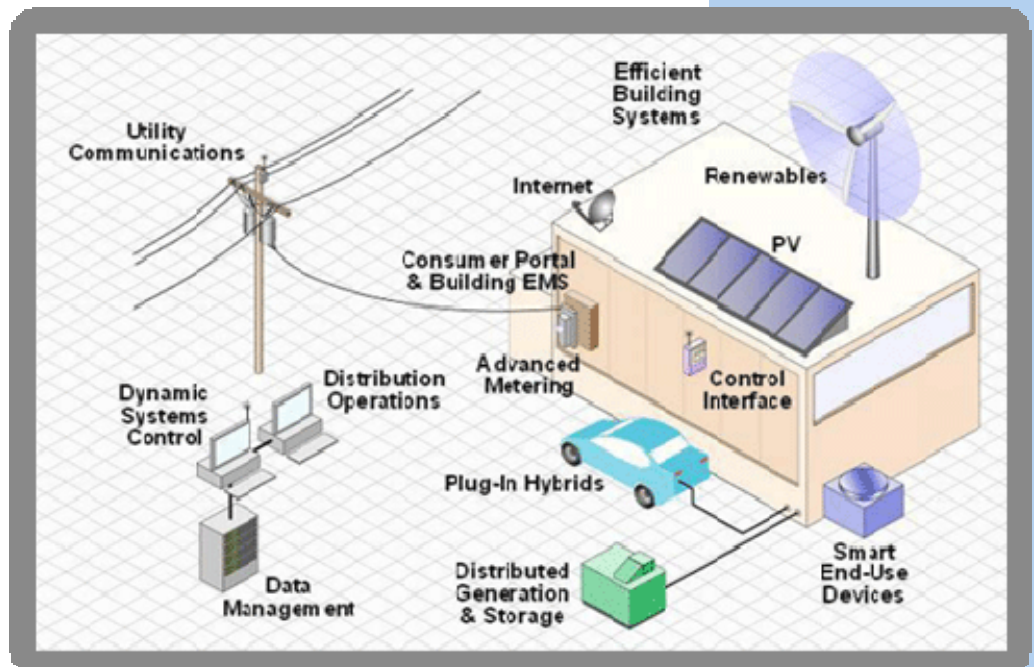
Student and community interest in the course was overwhelming and we were forced to turn away many potential course participants.

In response to many inquires, ELI is offering an updated version of the course series during the winter and spring terms. The course series still offers a cross-disciplinary approach, deepening individual areas of expertise in the context of teamwork. The first term establishes basic Smart Grid literacy, while the second term applies this knowledge to specific case studies. Both terms include lectures, active learning strategies, individual and group projects, class presentations from guest speakers and seminar participants, and field trips. The series concludes with a regional conference that gives course participants an opportunity to present their findings along with those of regional and national experts. To ensure a "cutting edge" research seminar setting, we are limiting enrollment each term to thirty-five students. For more information or to enroll for Spring term, visit [www.pdx.edu/eli/smartgrid](http://www.pdx.edu/eli/smartgrid).

## Sample Course Module

21<sup>st</sup> century pressures on "the System," including climate change and other environmental concerns, increasing population and urbanization, aging infrastructure and potentially disruptive technological change, changing demographics – with implications for both the workforce and customer behavior, and economic change.

The federal Department of Energy began in December 2009 soliciting applications "for \$3.9 billion in grants to support efforts to modernize the electric grid, allowing for greater integration of renewable energy sources while increasing the reliability, efficiency and security of the nation's transmission and distribution system, as part of the American Recovery and Reinvestment Act.



## Sample Course Module

The role of interoperability and standards and how they map to the operational domains of the Smart Grid. Use of communication networks in the Smart Grid and issues and concepts related to cyber security. Applications for the Smart Grid including demand response and net metering, distributed energy resources (DER), energy storage and Plug-in Hybrid Electric Vehicles.

'These investments will be used to develop a smart, strong and secure electrical grid that will help integrate renewable resources onto the grid, deliver power more reliably and effectively with less environmental impact' said Energy Secretary Steven Chu. 'By investing in updating the grid now, we will...help advance a clean energy future for the nation.'

# Taiwan's Surprisingly Robust NGO Environment

By Linda Golaszewski,  
Institute for Nonprofit Management (INPM)

Last August, ELI and INPM staff and affiliated faculty developed and presented a four-week training to ten Non-Governmental Organization (NGO) leaders from Taiwan, sponsored by Taiwan's Ministry of Foreign Affairs. This group of talented and enthusiastic student practitioners had a full schedule of training, discussion, site visits and, of course, shopping and networking. Participants came from such diverse organizations as the Garden of Hope, which works with women and children, to the Society of the Wilderness, an environmental group, to the Seamen's Association, which works with Taiwanese sailors in ports across the globe, to health and social welfare organizations.



At right, the author shares reflections with other participants of the Conference on Nonprofit Accountability in Taipei, Taiwan.

Our partnership continued with an invitation this past December to participate in several events that the Taiwanese government and local universities sponsored for the nonprofit and NGO sector in Taiwan. It was a whirlwind trip. I arrived in Taipei having lost a day to crossing the International Date Line and was promptly taken on my first site visit to the Garden of Hope. Garden of Hope works throughout Taiwan with programs for abused women and children, victims of trafficking, and pregnant women. I practiced my chopstick skills at lunch and then we were off again, to discuss nonprofit organizational development needs at the Himalaya Foundation. By now I was running on residual energy as I was set to present at National Chengchi University on the topic of developing nonprofit education programs. The Taiwanese university

system has a robust set of programs to encourage the development of nonprofit managers. This is roughly parallel to our system in the United States where currently 240 university/college based programs provide some level of advanced degree education. However, the parallel diverges in that there appears to be little or no utilization of university based programs in training and educating practitioners, while in the U.S. many programs have corresponding non-credit or certificate style education for nonprofit leaders and practitioners, much like PSU's Certificate in Nonprofit Management. I was very impressed by the level of support and integration these education management programs had in the university system, however.

The 2009 Seminar and Exhibition on the International Participation of NGOs of the Republic of China (Taiwan) for which I was a speaker, convened the following day with an opening by the country's President, Ma Ying-jeou. This conference emphasized the role that Taiwanese NGOs had to play in partnerships with other international and transnational NGOs. My presentation was part of a panel featuring Anna Halpine, Founder of the World Youth Alliance, who spoke about matters of conscience in moving people to action, and Lisa Hsu, who discussed in practical terms how national Red Cross and Crescent organizations respond internationally and collaboratively during times of global crisis.

In the two days I had left in Taipei I was able to visit with several other NGO's that had been represented at our August training, as well as attend portions of another conference on Accountability in Nonprofits/NGOs in Taiwan. My visits to the Society of the Wilderness, the Mental Health Association of Taiwan and the Pharmacists Association were quite instructive— I even got to experience a bit of "wilderness" in the middle of Taipei.

With the exception of the Mental Health Association, most of the NGOs and NPOs operating in Taiwan have been formed only in the last twenty or so years, so in many ways it is quite remarkable that Taiwan has such a robust sector. Many of the organizations I visited had very sophisticated management systems, while others had well established volunteer structures. Perhaps not surprisingly, some of the challenges that greet U.S. nonprofits also exist in Taiwan: turnover of volunteers, funding stability issues, and networking and outreach challenges. And Taiwanese NGOs also must deal with a different, though changing, social value on volunteering and civic engagement. In all, though, I can't wait until my next trip!

<http://www.inpm.pdx.edu/>

## Transparency and Intergovernmental Cooperation: One Practitioner's Observations from the Field

For one week in October 2009, a cohort of Executive MPA students traveled to Washington, D.C. for an intensive "National Policy Process" seminar, continuing an annual tradition started by PSU nearly 30 years ago. EMPA student and City of Portland employee **Laurel Butman** returned with these reflections.

Our primary policy study objective in D.C. was to understand how the American Reinvestment & Recovery Act is being implemented and to gather reflections from diverse stakeholders regarding success and predictions about that implementation. Our discussions and experiences in fact accomplished much more. The Recovery Act focus allowed us to comprehend, in depth, how each of the stakeholders and actors in the policy process address policy implementation overall. We learned by exploring the practice of implementation how relationships and levers work at the federal level.

One of my first personal observations was a revelation that the processes of the federal government and its active stakeholders seemed uncannily familiar. Upon deeper reflection in the weeks that followed, I came to understand that the interplay among lobbying entities, the bureaucracies, and elected officials with different roles in national leadership was actually quite similar in its complexity and pace to my own experiences working in the bureaucracy of a city operating under a commission form of government.

Perhaps other cohort members had similar realizations, but some of the unique characteristics of working at the City of Portland have seemed mystifying to my colleagues in other Oregon cities and counties as well as the

state. Likewise, the greater stability I've observed within which those same colleagues worked was markedly absent in D.C. However, I felt quite at home with the D.C. policy challenges, the swift pace of interaction, the parts of change that were fast as well as those that were slow, and the observations regarding "bipolar coalitions" from some of our speakers.

Portland is well known for its collaborative approaches. Whether at the neighborhood or nonprofit level



**Executive MPA students meet with a senior staff member of the Senate Appropriations Committee in the Committee's private room inside the Senate. Just visible are the small engraved markers noting the names of each Senator in front of their assigned chair.**

or at the government level, the bar is set high. In D.C., I was intrigued by the thread of interest in intergovernmental coordination as well as the yearning for return to the more collaborative and centrist days of Congressional interface. I will be interested to follow the emerging trends in this area.

### **Vignettes and Lessons Learned**

We learned that early initiatives implemented with the arrival of the Obama administration included hiring on the first Federal Chief Information Officer in history, discussion

of getting to an “honest budget” that avoids use of emergency supplemental appropriations requests, and early brainstorming about setting up an infrastructure bank.

This pressure for transparency coupled with different angles on dollar figures from different agencies, organizations, and governmental layers has emerged as a local-level theme as well since our return to Oregon. For example, the City of Portland has been challenged by neighborhood leaders who downloaded data from the City’s Recovery Act web site and analyzed their view of neighborhood-by-neighborhood spending on their own. This type of community scrutiny and analysis is a logical outgrowth of data transparency. However, the disconnect between the Federal paradigm for reporting Recovery dollars which includes federal commitments, obligations & expenditures versus local paradigms for receiving those dollars that track federal awards, local expenditures and federal reimbursements means the dollars will continue to change over time, in addition to being read differently by different audiences.

Troubling though this ambiguity may be because no one can lay claim to the record of truth for each dollar, one White House staff member stated what became a repeating theme for our study of the Recovery Act: there is “no going back.” The very requirement of transparency will force governments at all levels to provide publicly accessible reporting that is meaningful to the broad public. Given the complexities of government finance, it will be interesting to see how technically correct reporting might interface with “optically correct” public information that is consumable and understandable to the lay audience.

However, it is obvious, even outside the beltway, that agencies, states and local government are working hard to get the Recovery Act processes and reporting right, creating unprecedented connections and vertical alignment

amongst layers of government. This is in large part due to the urgency of the effort requiring development of supporting systems to take place in parallel to the process of getting the dollars out. This theme of learning or building the process during implementation was echoed throughout the seminar, as was acknowledgement of its resulting impact in numerous adjustments of reporting requirements and the resulting changeable numbers reported.

Some of our presenters expressed a general federalist concern about the potential of the Act to undermine the local-federal partnership. Because most of the Recovery Act funds have been made available to local governments with no required local match, the concern is that a pendulum swing will take place, increasing the expectation that the Federal government should be a primary funder of state and local projects and services.

Moreover, there are many aspects of Recovery Act implementation that may well increase public expectations and demands of all governmental entities. With the introduction of unprecedented levels of transparency, public expectations regarding availability of information are bound to increase correspondingly. In addition, it is likely that a preponderance of federal dollars becoming available could lead to a public demand for more such assistance. The political

implications and results of the Recovery Act are only just beginning to be felt in Portland as the community and the media are beginning to track more closely the prioritization of Recovery funding by service and by geography.

One experienced lobbyist with whom we met noted that the Recovery Act was a “massive, hasty, clumsy, awkward, and necessary action.” It was a perfect summation of the week’s reflections on the Act from all speakers.



This sign greets visitors to the Thomas Jefferson Memorial in the Capitol.

<http://www.pdx.edu/eli/empa>

# Oregon's Electric Vehicle Revolution(s)

By George Beard,  
Executive Leadership Institute

Over the past two years, a number of interested communities in Oregon have shown an active and expanding interest in electric vehicles (EVs). During that same time some noteworthy partnerships have been forged between our state and several leading automobile corporations. Governor Kulongoski issued an executive order creating a work group to study alternative fuel infrastructure and to recommend actions that our state should take now. All the while, a number of companies in Oregon have come to market with vehicles, charging stations, batteries, and ancillary supplies. Notwithstanding the progress of these various interested parties there had not been a unifying event to stitch them into a community of interest. That was the primary purpose of the E.V. Road Map conference: To pull together key players, do some level-setting of where we are at the moment, and take stock of what is on the horizon in 2010.

The E.V. Road Map conference was a daylong event at the World Trade Center in Portland held November 9, 2009. Hosted by Portland General Electric and the Executive Leadership Institute with underwriting assistance from The Lemelson Foundation and the Oregon Transportation Research and Education Consortium (OTREC), the event brought together 180 attendees from around Oregon and the Pacific Northwest. The morning program was comprised of briefings and panels designed to bring the assembled up to speed regarding recent developments and current opportunities. The afternoon program included ten breakout sessions aimed at promoting deliberation, discussion and information sharing among the participants as they prepare for the arrival,

deployment and successful adoption of electric vehicle technologies in 2010 and beyond.

Multnomah County Commissioner Jeff Cogen is currently chairing the Governor's Alternative Fuel Infrastructure Work Group. Mr. Cogen's animated presentation provided a compelling case for moving in earnest from CO<sub>2</sub>-emitting internal combustion engine vehicles to low and



Toyota demonstrates its plug-in hybrid version of the popular Prius model near the World Trade Center in downtown Portland.

no-emission vehicles. He also highlighted the Work Group's assignments as they move toward submission of their findings and recommendations to Governor Kulongoski.

The lectern was then turned over to program co-hosts PGE President and CEO Jim Piro and Portland State University President Wim Wiewel. Dr. Wiewel, who had just returned from a visit to Japan with Portland Mayor Sam Adams, led off with remarks about that trip and the energy

and progress he observed in Japan. Dr. Wiewel then talked about the role of an urban academic institution and why Portland State University is uniquely prepared to “push the adoption curve” on Electric Vehicles— through education, fundamental and applied research, and by serving as a convener on key issues. He also talked of the philosophy of engagement and how it is deeply engrained in Portland State’s academic programs.

The E.V. Road Map session was launched to pull together and propel the activities and participants that were interested in, or had been working on, electric vehicle matters. By all indications the event provided a useful start. First, a larger-than expected number of participants came together to meet, listen, deliberate, and plan. Second, an evaluation three weeks after the event indicated a high degree of satisfaction with the program.

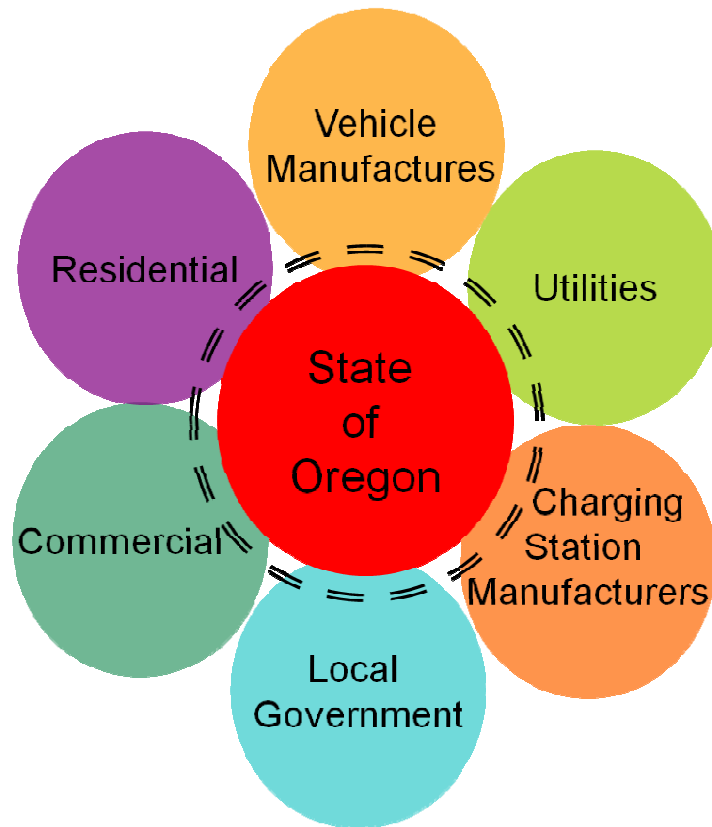
Since November 9, a series of subsequent actions have shown continuous vitality, interest, and momentum on the EV front. A website, EVRoadMap.com, has now been published that begins to organize our efforts and tell our story. A newly submitted proposal by PSU, the Oregon Transportation Research and Education Consortium, Zipcar and its

partners (including the Oregon Department of Transportation and the City of Portland) will allow Oregon to participate in Toyota’s Plug-in Prius Demonstration Project starting early spring of 2010.

Dialogue continues with our counterparts in Washington state to explore opportunities and a shared agenda for the coming year. All the while, partnership discussions continue with several additional EV manufacturers and other related organizations.

2010 promises to be a breakout year for electric vehicles, and Oregon could be a breakout place. For the first time, we will see significant numbers of electric vehicles come to market here. Some will be produced locally. Others will come from global brands. All will have access to a charging network whose numbers will grow from a couple dozen to several hundred stations. Oregon is positioned in the inside lane

on a fast track that could strengthen our position as a leader in the electric vehicle race. But we need to work out some critical governance issues, inform and excite our citizens, and figure out some essential policy issues if we are to leverage our natural advantages of speed and collegiality. Only time, and our focus and concerted efforts, will tell...



Graphic by Charlie Allcock, PGE’s Director of Economic Development

Learn more at  
<http://www.EVRoadMap.com>

# Training for Collaborative Governance

Like many public sector professionals, you have probably partnered with colleagues in a governmental agency or nonprofit organization not your own. Such horizontal collaboration is becoming an increasingly important tool for responding to difficult or controversial policy problems that span organizational boundaries, a realization that moved the Executive Leadership Institute to work directly with the National Policy Consensus Center to create an Introduction to Collaborative Governance training. The curriculum is designed to empower participants to immediately apply these proven concepts and skills to real life situations.

The creation of sustainable solutions for complex public issues is increasingly dependent on assuring meaningful public involvement and the establishment of effective collaborative partnerships with public, private, and civic stakeholders. To increase their effectiveness, the public and government institutions tasked with addressing these difficult issues are shifting toward integrating more collaborative problem solving approaches. Until now, public sector employees wanting to utilize these new governance

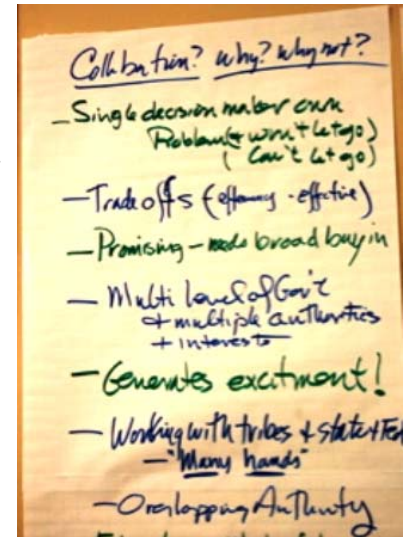


Laurel Singer, a trainer with the National Policy Consensus Center, with a student.

models have been challenged by their lack of experience in applying successful collaboration problem solving approaches and the lack of training programs to teach the skills essential to effective collaboration. This unique learning opportunity was originally developed in response to a request from the U.S. Fish and Wildlife Service for formal training in collaboration, and combines both cutting edge theories and innovative practice. Interest in the training has spread quickly beyond federal agencies, and now attracts leaders from various public sector organizations eager to learn new skills for resolving complex public issues using collaborative approaches. This year, the course will feature a newly developed participant workbook which contains tools and worksheets to conduct a step-by-step analysis of a problem situation and map out a path to engage stakeholders in collaboration.

## Participants learn:

- How to analyze a situation and develop a "road map" to a sustainable solution;
- To determine if a situation is "ripe" for collaboration;
- The five stages of a collaborative process;
- Key communication skills for building effective relationships;
- How to look for and use stakeholder interests;
- Techniques for making decisions using consensus;
- How to implement collaboration projects in your organization.



## The training also develops the ability to:

- Distinguish collaboration from other public involvement processes;
- Strategically assess the potential for collaborative success;
- Design a process to build collaborative relationships;
- Analyze the need for forum neutrality and facilitator impartiality;
- Think creatively and to use external awareness to frame an issue for collaborative engagement;
- Apply effective interpersonal communication skills to build collaborative relationships;
- Use political awareness and strategic thinking to explore and identify stakeholder interests fundamental to collaborative problem solving;
- Apply group facilitation skills and team building, including organizing information and tools for partnering groups;
- Work toward consensus and resolve impasse through negotiation and conflict resolution.

For more information, visit the course website at [www.pdx.edu/eli/collaboration](http://www.pdx.edu/eli/collaboration)

# How Many Days Are in Your Workweek?

Closing on Fridays: Will it work for employees? Will it work for the community? Clackamas County government officials turned to ELI professor Masami Nishishiba for answers.

In November 2008 the county launched a one-year experiment that required some of its employees to work 10 hour days, taking Fridays off. Similar four-day work-week programs are in place around the country, most notably in the entire state government of Utah. Nishishiba, who specializes in the study of local governments, was asked to evaluate the pilot program, which involved about 828 of the county's 1,800 workers.

Nishishiba and four master's students in the Hatfield School of Government conducted focus groups, surveyed employees, and interviewed Clackamas County job applicants and ordinary citizens. The team found that most employees liked the change, as did job applicants. Only 19 percent of county citizens surveyed found the change inconvenient.

County leaders agree. "This has been a successful initiative that has saved money for the taxpayers, enabled us to cut our energy consumption and made our county services more accessible to the public," County Commission Chair Lynn Peterson said. "That's a winning proposition for all involved."

The county initially tried the shortened workweek to save money on energy and fuel costs but found the program also resulted in significant savings in overtime and comp time costs, with a total net savings of \$456,000 during the year. The Clackamas County Board of Commissioners has decided to continue the program indefinitely, and Nishishiba has submitted a grant proposal to study similar programs elsewhere.\*

The Oregonian newspaper reported in December that Portland Mayor Sam Adams has asked the city's Office of Management and Finance to survey City employees on their feelings about moving to a four-day workweek.

## **Key Findings from Dr. Nishishiba's Evaluation**

The study evaluated the impact of the alternate work week on customer service and citizen reaction; county operations outcomes; and the employee experience.

Conclusions were drawn based on data collected by traffic tallies, citizen and employee surveys, focus groups, comment cards, and data collected directly by several key County offices.

Overall, the alternate work week schedule has gained general support from the customers and citizens of the County. Furthermore, the alternate work week has achieved cost savings and contributed to reducing greenhouse gas emissions. A majority of employees who worked the alternate work week also favored the new schedule.

Some customers, however, voiced their concerns about the inconvenience of losing access to County services on Fridays. Some employees, such as those who have child care and elder care needs struggled making adjustments. Having some departments on different schedules, and having departments with a mixed schedule (some employees on alternate work week and some on standard work week) posed a challenge. In general, standard schedule employees and managers, especially those who supervise units with mixed schedules, expressed dissatisfaction with the alternate work week.

The results of the study suggests that if the County decides to continue with the alternate work week after the pilot project, it is important for the County to demonstrate their commitment to provide a high level of service to the community. Furthermore, the County should clearly communicate to the customers and citizens about which services are available during the extended hours and which services are not available on Fridays. Also, special consideration should be given to both standard schedule employees and managers to assist them in adapting to the schedule. Failure to address concerns and discontent among the employees and managers on standard or mixed schedules may contribute to a decline in productivity and morale among these groups.

However, if the County chooses to discontinue the alternate work week, administrators may see a decrease in employee morale, as well as frustration among employees who need to rearrange child care. The County may need to anticipate an adjustment period and an increase in requests for flexible scheduling.



\* Text adapted from *Portland State magazine's Winter 2010 issue, p. 4.*

# Leadership Development for Sustainability in Vietnam

By Tangerine Bolen, Nathan Sage, and Dr. Marcus Ingle,  
Hatfield School of Government

An ambitious, long-term and international effort to develop a new leadership discipline centered on the principles of sustainable development is continuing with full force. Based on a partnership with Vietnam's Ho Chi Minh Academy of Politics and Public Administration (HCMA), that country's premiere training venue for its civil service, the Leadership in Sustainability Studies initiative is funded by both the Miller and Ford Foundations.

As a consequence of Vietnam's rapid economic growth, the Government faces serious sustainable development challenges that relate directly to the quality of life of current and future generations: from transparent governance and accountability, to social and cultural preservation and protection of environmental quality. At the request of HCMA, which holds the primary responsibility for educating Vietnam's public sector



leaders, the Executive Leadership Institute has embarked on a "co-production" model to create a new Leadership for Sustainable Development Studies Program that is appropriate for the unique context of Vietnam. This ambitious and innovative program is charged with enhancing Vietnam's robust economic growth while reversing recent and disturbing trends toward social disparities and environmental degradation.

In August 2009, the HCMA and the Hatfield School organized a strategy workshop in Hanoi, which resulted in the identification of four thematic areas of the Leadership in Sustainability Studies program: 1) structure and curriculum; 2) pedagogy; 3) human resources; and 4) financial sustainability. The project's main goals are to:

1. Improve managerial and leadership competence for the sustainable development and improved governance in Vietnam by taking into account the interaction and integration of economic, social and environmental considerations during the policy design and implementation process. The target groups for these improvements are the next generation of key mid- and high-ranking officials of the Vietnam political system including Party and Governmental organizations, mass associations as well as entrepreneurs in the enterprise sector and civil society.

2. Strengthen, expand and institutionalize the Academy's Leadership Studies Discipline for training and research in public organizations among the country's public officials.

The creation of a viable and effective Leadership Studies program has the potential to profoundly change the course of Vietnam's current trajectory. Right now there is a decidedly limited emphasis on sustainable development; however, this program has the potential to

bring the issue to the forefront during decision-making processes.

One of the goals of the program is to embrace transformative means to reach transformative ends – as such fundamentally altering the leadership discipline at the Academy so that future leaders working for the Communist Party can pursue a sustainable development approach to leadership, imbued with the skills, knowledge and consciousness needed to efficaciously address triple bottom line challenges that are arising in Vietnam. In addition to exchanges of visiting faculty and graduate students between the Hatfield School and HCMA, expected project deliverables include a Leadership for Sustainability Toolkit and six sustainable development case studies.

# Executive Leadership Institute



Portland State  
UNIVERSITY



## What is the Executive Leadership Institute?

Headquartered in the Hatfield School of Government at Portland State University, the Executive Leadership Institute (ELI) is a team of trainers, practitioners, consultants and academic professionals who specialize in the distinctiveness of public service leadership at the local level. With decades of experience delivering high quality training and research products to public agencies from the Pacific Northwest and around the world, ELI offers the cost competitiveness of a not-for-profit organization, the intellectual content of a leading academic center, and the client-driven flexibility of a traditional consulting firm.

## What Makes ELI Different?

Our university affiliation ensures that our training and consultation is evidence-based and grounded in the latest research. Tenured ELI faculty have developed a unique model of public service leadership, the extension and application of which is currently being supported by the Ford and Miller Foundations. This “leadership for sustainability” approach comprises both a coherent intellectual framework and a set of practical leadership tools that are currently being used to train local government officials in Vietnam, Japan and China. We are interested in projects that are both co-produced and have long term results.

ELI is well positioned to broker relationships with a variety of other university training and consulting institutions such as the National Policy Consensus Center, the Institute for Non-Profit Management, the Criminal Justice Policy Research Center, the Institute for Tribal Government, and NEW Leadership Oregon. Our academic work also gives us ready access to a pool of Ph.D. and advanced masters degree students who— at reasonable cost and under faculty supervision— work with our clients to undertake applied research and evaluation.



## Template of Services

Starting in 1996, ELI has delivered comprehensive leadership development programs to thousands of senior and mid-level managers in hundreds of public agencies throughout the Pacific Northwest and around the world. Consultancies, onsite workshops, and classroom courses created for our clients often cover such topics as organizational performance, strategic planning, stakeholder participation, diversity and e-government. Programs are co-designed, co-produced and contextualized with real-time case studies that recognize the unique historical, organizational and jurisdictional characteristics of each client. And through our Leader Coaching initiative, ELI can provide world-class coaches to support both emerging and experienced leaders with individualized professional development plans.