

How do we keep talent in Arizona?

Valley Leadership (VL) creates opportunities to advance passions, and accelerate pursuits for the betterment of Arizona. Since establishing in 1979, VL has graduated nearly 3,000 change agents committed to our great state. In fact, more than 80 percent of our alumni still reside here. They are strengthening and transforming our nonprofits, businesses and government entities every day.

VL offers high-quality, multigenerational leadership programming for youth, high-potential and proven leaders that inspire participants to do more and be more. We're in the business of connecting—connecting our participants to balanced content, diverse colleagues and thought leaders, and volunteer leadership roles. By teaching and practicing civic discourse, we encourage people to reach across the aisle to find and execute sustainable solutions.

An indicator of our community impact is the outcome of our group projects. Last year alone, graduates of our flagship program, Valley Leadership Institute (VLI), generated more than \$4,000,000 for Arizona's public education system by promoting the school tax-credit in partnership with H&R Block. Vista College Prep, one of the benefitting schools, reported a 68% increase in tax-credit allocations this year, which is being used for their afterschool program.

Other recent community projects include a children's book educating about aquaponics, an art program that delivers services in low-income neighborhoods, a mobile app that explains complicated medical terms to children, and legislation that provides access to higher education for youth transitioning beyond the foster care system. This community impact exists because of VL.

WRITTEN BY

Christy Moore

President & CEO
VALLEY LEADERSHIP

In addition to community impact, alumni have life-transforming experiences in VL. Alex Sachs, who graduated from VLI this summer, was inspired to become a police officer after participating in a VL-coordinated police ride-along with Lieutenant Tom Van Dorn, a fellow Class member. Gerald Bohulano fell back in love with Arizona when he participated in Valley Leadership Advance, VL's newest program for high-potential leaders. Rather than moving away from Arizona, he chose to grow roots here by purchasing his first home and was promoted to associate communications professor at the University of Advancing Technology where he is shaping young minds and preparing them to bring new technology to the market.

Fast friends are made in our leadership program, too. Class members celebrate successes, and surround each other during challenging times. My inbox is filled with subject lines like, "Time to rally for our class member", or "Let's help our dear friend."

Everyone entering our leadership program understands that while the formal portion of their VL experience is less than a year, they have signed up for a lifetime commitment to civic engagement. It is our alumni who are called upon to lead challenging community conversations, solve complex issues and rally for what is right.

With our multigenerational program offerings, we are filling the pipeline of leaders for Arizona beginning at high school age through encore careers. This accomplishment is possible thanks to the generous support of our Board of Directors and professional staff, alumni and donors. Through their support, VL meets the growing and changing demands of our community, while earning a 97 percent satisfaction rate from our participants.

We invite everyone to learn more about VL. We are more than a leadership program—we are a robust collective of future minded, socially responsible, culturally sensitive, consensus building, critically thinking agents of change who are here to stay in our aMAZing state.

Valley Leadership has been a voice for leadership in our community for nearly four decades.

The organization is grounded in its history, committed to thoughtful and strategic expansion of our programs and services. From Leaderlink (where community leaders connect with non-profit organizations in need of Board members) to our Leadership Institute (a program for proven community leaders) or Leadership Advance (our newest opportunity for high-potential leaders), VL continues to be at the forefront of leadership development.

Being on the cutting edge is tough work. Trends in leadership change continuously to address community needs. VL programming identifies five key characteristics leaders should possess in order to keep pace with shifting standards:

- **Intellectual curiosity.** Leaders must have an intense desire to learn. Before taking a position or any type of action, leaders should pursue a complete overview and achieve understanding of target issues. Seeking out resources, talking to leaders in the identified space, and attending lectures or community dialogues, are some of the best ways we can learn about critical issues facing our community. In order to be truly effective, leaders must seek to learn all they can.
- **Appetite for engagement.** Having difficult conversations can be uncomfortable and awkward. Whether communicating about a tough issue, sharing constructive feedback, or initiating a discussion about a source of conflict in an organization, providing an open and constructive dialogue is a critical step in leadership. The true test of a leader comes in their willingness to ask tough questions and pursue the best answers for their constituents.
- **Listen.** Hearing is a path to understanding every bit as important as being informed. Absorbing all types of source material allows leaders to gain both breadth and depth of understanding. You may disagree with what you hear, read or see, but what better way to make a determination than to formulate your opinion through careful investigation? Leaders who are open-minded are those best equipped and most effective in coming up with impactful solutions.
- **Willing to sacrifice.** Understanding the value of hard work and sacrifice is critical for leaders. It is easy to get distracted (family and social obligations, pursuing our hobbies, and other professional obligations), but there are organizations and community members that need the time, talent and treasure of volunteers. It is a true leader who will sacrifice in order to leave a demonstrable and lasting impact.
- **Stand up for what is right.** Staying true to one's principles can at times be challenging. But this is the most important aspect of leadership today. Being principled is important in both individual and group decisions. It is only when leaders are able to take a stand (after being educated and understanding an issue from both sides) that our communities will be rewarded. VL is designed to help leaders stand up and help move Arizona forward.

Identifying these characteristics for leadership, VL is enabling our community members to flex their leadership muscles. Doing so is hard work, but our founders initiated this critical program in order to develop leaders who could take a critical stand and be educated on issues before making decisions. VL looks forward to continuing the legacy of our organization, inspiring servant leaders, and creating positive and inspired change in the Valley today.

WRITTEN BY

Jenny Holsman Tetreault

Valley Leadership Board Chair
VALLEY LEADERSHIP INSTITUTE CLASS 31



Advancing Passions. Accelerating Pursuits.

Lead15: A Movement of Valley Leadership

In the mid-1960s at the height of the space race between the United States and Russia, NASA's annual operating budget topped out at a respectable four percent of the country's yearly discretionary spending. Big money, by most reasonable measures, but pennies-on-the-dollar when considering the true value of the agency's contribution to innovation, invention, and imagination—not to mention what it provided to America's national pride and prestige.

Fast forward two generations and NASA is still the world's premier fount of technological advancement and inspiration—what kid doesn't want to be an astronaut at some point in their lifetime? And yet, forty-some years removed from lunar exploration, NASA's yearly budget has rarely surpassed a meager one percent of the nation's spending.

How then do NASA engineers keep pushing boundaries, continually transforming our day-to-day lives with cutting edge tech genius?

It's an equation both NASA and Valley Leadership—Phoenix's leading incubator of talent—know well. Both organizations thrive on the strength of their abilities to bring the brightest talent together into one room. Over the course of its own 40-year history, Valley Leadership has repeatedly set the bar, summoning the best and brightest from all sectors of public life together addressing Arizona's biggest challenges.

WRITTEN BY

André C. St. Pierre

Director of Professional Services
& Senior Business Analyst
TOSHIBA AMERICA BUSINESS SOLUTIONS
VALLEY LEADERSHIP INSTITUTE CLASS 36



Celebrating nearly four decades of service to Arizona and in conjunction with its hosting of the 2017 Association of Leadership Programs National Conference, Valley Leadership will launch Lead15, a movement of Valley Leadership. Lead15 (originally Arizona 2030) will serve as a collaborative platform to engage individuals, organizations, and businesses to ask questions, advance ideas, and promote solutions dedicated to creating a better future for the next generation of Arizonans.

Lead15 will ask the challenging questions, help strengthen community relationships, and provide a platform to affect meaningful, impactful change for our state. Ambitious goals? Daring visions? Dreams deferred? What if you were given 15 years to achieve them—would you seize the opportunity? Lead15 will provide the framework to help bring those goals, visions, and dreams to life.

When Lead15 launches in 2017, look for Valley Leadership to seize their opportunity, encouraging its talented and capable network of leaders to command a new movement in strategic visioning. This new movement will position Arizona at the forefront of leadership and innovation for decades to come.

Furthermore, Lead15 will initiate a seismic shift in our approach to solving Arizona's greatest challenges. It dares those who would call themselves leaders to rise up and deliver on a promise worthy of the future of Arizona. Lead15 will not only encourage great leaders to build great visions for the state, but also spark in others both the will and the means to develop such visions and the mechanisms through which to implement them.

In the spirit of NASA, Lead15 will make our moonshot to a bright and prosperous future for Arizona. As President John F. Kenneday so boldly proclaimed 54 years ago this month, we choose to do these things "not because they are easy, but because they are hard."

WRITTEN BY

David Sax

Account Manager
DRA COLLECTIVE
VALLEY LEADERSHIP ADVANCE 2015

Bill Shover: The Thought Leader of VL

Leadership has always been a concern in the Valley of the Sun. Building a community from an unforgiving desert floor with no infrastructure and doing it with only a handful of people was a daunting task. From aligning the interests of early pioneers to corporate titans who began to call Phoenix home, leadership has been the key to unlocking potential.

At the tender age of 34, Bill Shover was brought to Phoenix by the newspaper legend Eugene Pulliam. The young Indiana native was tasked to make the *Arizona Republic* and *Phoenix Gazette* newspapers more engaged in the community. Pulliam identified the journalist as one of those keys who could open doors and build something. With the mandate from Pulliam, "Do good and don't get into too much trouble, kid," Shover became the newspaper's community voice.

And, he did just that. Bill Shover grew with the new city and the state. He championed professional sports, cultural organizations and was at the forefront of thought leadership. Guided by his Catholic faith and determination to build a strong city that served its less fortunate, Bill rolled up his sleeves, forming alliances and organizing discussions. How the city looks and functions today was largely guided by the hand of Shover. Yet, as Bill's career flourished and over time the Valley expanded, a new truth emerged: a leadership vacuum was apparent and alarming.

"When we started the effort, some 40 years ago or so," recalls Shover, one of Valley Leadership's founders, "we looked around the room and everybody was old!" We realized we needed new leadership, so we found young people for Class I." The tradition of training a wide cross section of leaders began. "From that first Class I until now, we have brought people into the Valley Leadership program to learn about the community and how it works."

Shover explains that the success of the program was based on the idea that, "We brought people out who had never had the chance to explore their leadership with the chance to find positions of leadership." The power of assembling a group of like-minded, yet individualistic people created a strong network. "In many cases, each class became like a fraternity or sorority of leaders," adds Shover. Over the years Valley Leadership classes became resources where the participants could gain support and champion causes.

The unique approach to training leaders involved the process of bringing talent to the table of forward thinking leadership. From touring City of Phoenix service operations which might have included a trip to the landfill or even the Mayor's conference room, there was a call to understand how the community had developed in such a relatively short time. "We knew that if our great city was to grow, we had to also nurture leadership."

From those first leadership training opportunities to the current Class 38, Valley Leadership Institute has been at the forefront of developing talent and addressing the leadership vacuum. "We had hopes of what Valley Leadership could be," reflects the now retired Bill Shover. "It has gone far beyond those hopes. It has far exceeded my aspirations."

WRITTEN BY

Julia C. Patrick

CEO / President
PATRICK MEDIA GROUP
VALLEY LEADERSHIP INSTITUTE CLASS 36

Julia C. Patrick is a third generation Valley business leader and has known Bill Shover all her life. "If Bill was behind it," admits Julia, "the Patricks were probably right in it too!" Following the path of publishing in her own business Patrick adds, "I like to think that Bill has shown me how our city can grow, adapt and change gracefully with age."

Breaking Glass

What does class, glass, XX chromosomes and leadership have to do with one another? Some 13 years ago, three women advanced their leadership training as part of Valley Leadership's Class 24. Now they're leading or about to lead three high-level positions that will shape the future of Phoenix and the state.

Phoenix Fire Chief Kara Kalkbrenner, soon-to-be Phoenix Chief of Police Jeri Williams and Senate Minority Leader Katie Hobbs have chosen public service as their path to leadership. Each one points to glass ceiling breakers and trailblazers who have come before them to make it possible for their service today. Yet each one believes it is the work they put into developing their skills, knowledge and talent that earned them the spot.

Williams and Kalkbrenner made headlines recently as the first women to run the typically male-dominated fire and police departments in a large U.S. city. "They both started on the front lines, pulling hoses or working graveyard patrol, so they know what the job entails at every level of their departments," says Ed Zeucher, Phoenix City Manager and graduate of Valley Leadership. "The impact of that depth of experience can't be overstated."

Kalkbrenner says she had strong role models as a young woman in her grandmother and mother, both registered nurses. "They put themselves through school, managed careers, households and families. I grew up believing in the value of self-discipline," says Kalkbrenner. "I was taught that I could achieve anything with goals, hard work and education." This is the kind of advice she says she'd give to anyone.

WRITTEN BY
Rhonda Bannard
Chief Connector
INSPIRED CONNECTIONS
VLI CLASS 20

Williams, who will begin her term as Phoenix Police Chief in mid-October, says women in leadership roles need to be themselves. "Trying to adjust your style and demeanor to be someone else will never pay off in the end. Find your passion. Work hard. Take jobs and assignments that will challenge and stretch your abilities."

Williams says that she and Kalkbrenner didn't enter their respective fields seeking to "break the glass ceiling." "We entered because we wanted to make a difference and help people." She says focusing on being a person of substance and integrity is critical to her idea of success. "If me being myself inspires others, then I count myself blessed. If me being myself inspires other women to step outside their comfort zone and enter a non-traditional role, then I count myself fortunate."

Sen. Hobbs shares that leadership is not just about position, "it's about what you do in that position, the difference you make in it." She believes the challenges with misogyny are still real and more women need to "see" themselves in leadership roles allowing for "broken glass" in board rooms, formerly male strongholds like police and fire departments, political leadership and even the White House. "I think that women in leadership creates a shift, no matter the capacity." She notes federal legislation such as the Violence Against Women Act and the Lily Ledbetter Fair Pay Act got on the agenda because women were elected to Congress. "These are not just women's issues, but economic issues that affect all of us."

City Manager Ed Zeucher says he understands and respects the unique attention on the City for the hires of Williams and Kalkbrenner, yet hopes that that the public and their respective departments look at these two women for who they are - proven leaders. Perhaps with enough "broken ceilings" there will no longer be a need to call out any one in any position for being unique. Leadership won't have chromosome distinction, it will just be leadership.

Valley Leadership Class XXIV "THE BEST CLASS" 2002-2003



Valley Leadership has produced nearly 3,000 alumni from our multigenerational leadership programming, who are change agents dedicated to the best possible future for Arizona

Through high-quality education, unprecedented access and an innovative network, Valley Leadership goes beyond traditional leadership programs by empowering youth, high-potential and proven leaders to advance their passions and accelerate their pursuits.

FOR MORE INFORMATION VISIT
valleyleadership.org

OR CALL
602.952.6760 x 4



Valley Leadership's 68th Annual Man & Woman of the Year Luncheon is March 30, 2017, at the Arizona Biltmore

For the past 67 years, the Man & Woman of the Year Luncheon has honored an outstanding man and woman for their long-term contribution and commitment to our community.

FOR MORE INFORMATION VISIT
valleyleadership.org/manandwoman

OR CALL
602.952.6760 x 1

Are you a VL alum?

Share your impact with us!



#LeadingAZ

Valley Leadership is pleased to announce Valley Leadership Institute Class 38. After a competitive selection process the group was chosen from a wide range of business sectors, including corporate and nonprofit executives, small business owners, public officials and servants, and leaders in healthcare, education, law, and technology.

The members of Class 38 are:

Tyler Allen, Tyler Allen Law Firm
Amy Armstrong, Support My Club
James Barton, Torres Law Group
Elvy Barton, Salt River Project (SRP)
Alison Belkin, Rehab Without Walls
Leslie Benner, Cox Communications
Lee Ann Bohn, Maricopa County Sheriff's Office
Ryen Borden, Bill and Melinda Gates Foundation
Peter Boyle, Western School of Science and Technology
Chadwick Campbell, Cohn Financial Group
James Christian, James Christian, PLC
Valerie Cimarossa, University of Advancing Technology
Erika Coombs, Stifel
Elvia Diaz, The Arizona Republic
Marion Donaldson, Arizona School for the Arts
Michael Ellenby, 2010 Property Investments LLC
Lisa Fernandez, Educare Arizona
Miguel Fernandez, Chandler Gilbert Community College
Kathy Foster, Colliers International
Andi Fourlis, Arizona Science Center
Bobbie Fox, CopperPoint Insurance Company
Matthew Giordano, Phoenix Police Department
Sarah Gonzalez, Technical Assistance Partnership of Arizona
Danil Gunitskiy, Teach For America
Lauren Henschen, Phoenix Center for the Arts
Mallory Hutchison, City of Phoenix

Lisa Jones, City of Phoenix Fire Department
Alyssa Koslow, Salt River Project (SRP)
Adam Lang, Snell & Wilmer LLP
Brian Lee, Maricopa County Sheriff's Office
Kristi Lee, ACEL (Asian Corporate Entrepreneur Leaders)
Jessica Lopez, U-Haul International, Inc.
Sara Mayer, Leukemia & Lymphoma Society
Trish McCarty, StarShine Academy Schools/ Education Resources
Emily Mead, Greater Phoenix Economic Council
Jay Minich, Andre House of Arizona
Juanice Oldham, Forefront Development, LLC
Rodrigo Olivares, Crisis Response Network, Inc.
Treena Parvello, Tohono O'odham Gaming Enterprise
Wes Patterson, Phoenix Fire Department
Alejandro Pérez, Arizona State University
Nate Rhofon, one-n-ten
Jen Rogers, Phoenix Chorale
Naketa Ross, ResilientMe
Michael Seaver, Seaver Consulting, LLC
Jessica Taylor, PetSmart
Todd Vigil, The Phoenix Symphony
Kim Wagie, APS
Steve Wagner, RightCare Foundation, Inc.
Bruce Weber, Greater Boards LLC
Rachel Yanof, Phoenix Collegiate Academy



Valley Leadership is proud to host the Association of Leadership Programs National Conference.

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